

BBC Children in Need and
Premier League Charitable Fund Joint
programme:
Breaking the Cycle of Youth Violence (BCYV)

Independent Evaluation Report: 2020

Dr Christine Barter, Paul Hargreaves, Dr Kelly Bracewell with
Professor John Pitts



Where opportunity creates success

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Authors and Acknowledgements

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¹Corresponding author CABarter@uclan.ac.uk

Top Line Findings

- There was evidence of positive change with a varied but general downtrend in risk factors and an increase in protective factors or positive assets. Some of this change related directly to stopping or reducing young people's engagement in violence. However, most evident were reductions in anti-social behaviour and involvement in criminal activity, two factors that constitute significant risks for youth violence.
- Some areas of youth violence, especially sexual and intimate forms of abuse, require further attention.
- Premier League and the local football club brand were important mechanisms for initial engagement and generally seen as a highly prestigious offer by young people.
- It takes time to develop working relationships between Club Community Organisation (CCO) staff and young people as trust must be established before young people can begin to address sensitive issues.
- Strengths and asset-based work was predominately the framework developed by CCO interventions and individually tailored sessions were perceived to be particularly valuable.
- Generally, engagement, attendance and programme completion were high.
- Young people need to be actively engaged in the process including agreeing proportionate goal setting and milestones for achievements.
- Mentoring was a central component in providing young people with alternative avenues of support and recognition to counteract the pull of negative lifestyles.
- Leisure and group 'fun' activities provide a mechanism for engagement, skills development, recognition and a sense of well-being as well as a diversionary tactic.
- Young people's behaviour may sometimes deteriorate, especially if they are addressing difficult and sensitive issues in their lives; referral agencies need to be aware of this and work with CCOs and young people to overcome these challenges.
- CCO staff identified a range of improvements to their practice including greater understanding around Child Sexual Exploitation (CSE) and domestic violence and abuse; more work with girls; longer-term and increased levels of funding; and working directly with the whole with family.
- In practice a planned de-escalation of the targeted intervention was not always as clear and as robust as intended.
- CCO staff require effective support and supervision to work in this challenging area.
- Adequate administrative support, both practically and financially, is required for CCOs to ensure effective case file management and project monitoring.
- Many CCO have developed strong partnership in their local and regional areas, this enhanced multi-agency collaborations and ensured that CCOs were viewed as important partners in local strategies to prevent and respond to youth violence.

Executive Summary: Breaking the Cycle of Youth Violence

Pilot Evaluation

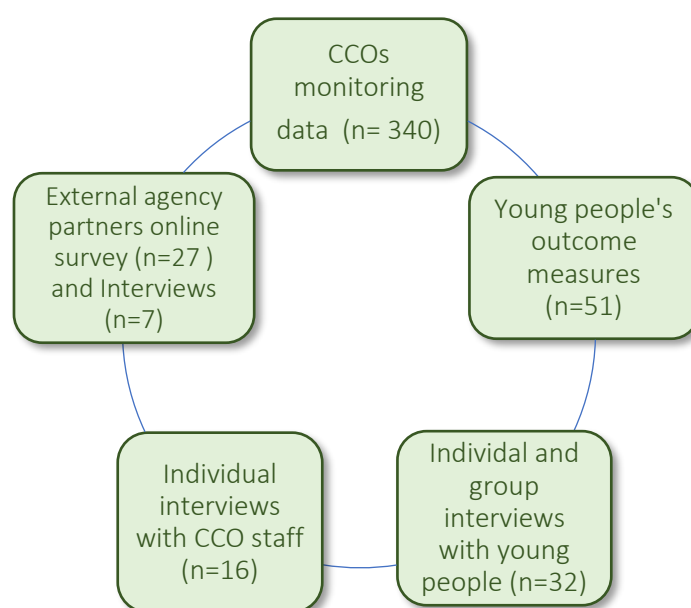
Introduction

BBC Children in Need (BBC CIN) and the Premier League Charitable Fund (PLCF) came together to establish a joint programme aimed at reducing youth violence in the communities in which football clubs operate. This report presents findings from the independent evaluation of the activity and learning from Phase II of the programme. The findings are based on interventions developed by eight Club Community Organisations (CCOs) funded through the 'Breaking the Cycle of Youth Violence' (BCYV) programme.

Community organisations affiliated to the following football clubs originally planned to participate in Phase II of the programme: Arsenal; Burnley; Chelsea; Crystal Palace; Everton; Manchester City; Newcastle United; Southampton; Stoke City and Tottenham Hotspur. However, City in the Community (Manchester City) withdrew their participation in the early stages of the second phase prior to the start of the evaluation process; and the start-up of the Chelsea Foundation intervention was delayed beyond the time frame of the evaluation.

Evaluation methods

The evaluation adopted a realist mixed-method approach which sought to explore what works for whom, and in what setting. Ethical approval for the evaluation was obtained from the University of Central Lancashire's PsySoc Ethics Committee. The evaluation consisted of five components:



Monitoring data findings

Demographics

From the information provided by each of the eight CCOs, a total of 340 young people had been referred across the BCYV programme. The programme was accessed by young people of various ages and ethnic backgrounds. Ages often reflected target cohorts, whilst ethnic backgrounds often reflected the CCOs location. The young people ranged in age between 8 to 18 years and were predominantly male.

Referrals

Referrals to the programme came from a variety of sources. Schools were the most common referrers although criminal justice agencies also prominently featured. Referrers largely reflected the target group of the CCO. For example, school was the only source of referral into Stoke as this CCO targeted their intervention to young people who were identified by teachers as being at high risk of gang involvement and youth violence. Whereas, in Newcastle the CCO largely targeted their intervention towards young people known to be involved in youth violence, gangs and or criminal behaviour. As Newcastle CCO staff were physically situated in the Youth Offending Team (YOT) this was the preferred referral mechanism. Overall, behavioural issues and affiliation to a gang, or at least the risk of affiliation, were common reasons for referral.

Intervention Components and Methods

Across the whole programme 175 young people (51%) received one-to-one support, 66 (19%) attended group sessions, whilst 90 (26%) participated in one-to-one and group work. Strengths and asset-based work was predominately the framework developed by CCO interventions. There were six main strands to the intervention methods used by CCOs:



Risk Factors and Protective Factors

CCOs were asked to record the main risk and protective factors in the lives of young people they were working with. Risk factors were defined here as characteristics at a biological, psychological, family, community or cultural level precursory to, or associated with, a greater likelihood of negative outcomes. Protective factors were defined as characteristics at the same levels associated with a decreased likelihood of negative outcomes or with a reduction in the impact of risk factors.

Young people were identified as vulnerable to a range of risk factors based on referral reasons and initial assessment by the CCO with young people. Risk factors were broadly defined under one of four categories: Negative behaviours and attitudes; negative relationships/role models; exposure to adverse experiences; and other risk factors.

-
- *92% of young people were identified with at least one negative behaviour and or attitude (n=237).*
 - *77% of young people were identified with at least one negative relationship or role model (n=197).*
 - *63% of young people were identified with at least one risk factor associated with exposure to adverse experiences (n=163).*
-

Generally, young people were identified with fewer protective factors or positive assets compared to risk factors. Protective factors were broadly defined under one of three categories: positive relationships/influences; positive personal attributes of the young person and other protective factors.

-
- *37% of young people had effective teachers/school (n=97)*
 - *30% of young people were identified with intelligence/problem solving skills (n=78)*
 - *25% of young people having resilience (n=63)*
-

Positive change in risk and protective factors

CCOs were asked to record any changes in risk factors at the end of the programme, or at the time of reporting. Reductions were recorded in a range of areas, although for some numbers are small so findings should be viewed with caution. Key features of change included:

-
- *Reductions in criminal (64%; n= 52) and anti-social behaviour (51%; n= 66)*
 - *54% reduction in negative relationship with parent or parents (n=13)*
 - *50% reduction in number carrying a weapon (n=8) and 25% reduction in gang affiliation (n=8)*
-

CCOs were asked to record any changes in protective factors or positive assets at the end of the programme, or at the time of reporting, with substantial increases reported in a range of areas. Key positive change included:

-
- *69% increase in self-esteem (n=22)*
 - *65% increase in participating in pro-social activities (n=26)*
 - *Increases in positive relationships with teachers/other professionals (50%; n=13); and with a caring adult (37%; n=13)*
 - *46% increase in self-regulation skills (n=37)*
-

Changes in risk behaviour

Engagement in risk behaviours was recorded at the beginning and end of the young person's participation with the programme. Change was measured by comparing the two and recorded as reduced, increased or remained the same. The list of risk behaviours included violence (public and private) and weapon use/carrying. The key findings for violent behaviour were:

-
- *Numbers of young people involved in aggressive or violent behaviour, whether in the community, at home or in school reduced from between 41% and 54% over the course of the programme.*
 - *29% reduction in private violence (n=9)*
 - *Overall 66% had maintained same level of involvement in public violence (n=63) or private violence (n=22).*
-

Changes in risk levels for risk behaviours

Risk levels were measured as high, medium or low. In addition to changes in risk and protective factors, CCOs were asked to report on changes in risk levels for risk behaviours over the course of the programme, the key findings included:

-
- *53% of young people showed a decrease in risk level for risk behaviours (n=94)*
 - *47% of young people showed no change in risk level for risk behaviours (n=81)*
-

Programme completion

Completion rate data was excluded from one CCO (n=47) where support is seen as continuous with no end date. Therefore, rates were based on data for the remaining seven CCOs (n=293). Overall, approximately three-thirds completed the full programme. Nearly one in five young people left the programme early and one in ten were still accessing the programme at the time of reporting. Disengagement from the young person was the most common reason for non-completion. The seven CCOs reported that 274 young people participated in one-to-one work (80%) and 156 in groupwork (57%).

Qualitative Findings

Findings from the individual interviews and focus groups with young people, CCO staff and external agency professionals identified a range of key issues.

Facilitators to Change

- **Brand:** The draw of the Premier League and local club brands were important tools for young people's engagement.
- **Different option:** The CCOs interventions offer other organisations a different referral option, particularly in areas where provision is scarce or limited due to overstretched statutory services. The CCO work was perceived by external professionals as an asset for the young person accessing the programme and on a wider strategic level.
- **Relationships:** Young people consistently spoke about the importance of their relationships with CCO staff. A central factor in building these relationships was young people's perceptions of CCO staff being independent from other statutory systems.
- **Time:** Both CCO staff and young people reported that relationships and especially trust took time to develop and that this was a crucial first step to wider engagement.
- **Programme Activities:** Individual and group activities facilitated a range of benefits, these included: developing interests; providing a positive way for young people to spend their time; reduced feelings of anger; recognition of achievements and building positive relationships with CCO staff.
- **Group Activities:** Leisure activities were identified by CCO staff as a method to improve social skills and encourage pro-social interactions in a safe environment. Young people identified that group activities were also useful to help develop skills in teamwork and cooperation.
- **Aspirations and Goal Setting:** CCO staff described the importance of developing young people's aspirations and pro-social goals and to identify milestones to help them successfully achieve these. The importance of identifying and achieving goals was also reported by young people.
- **Positive Changes:** Young people reported a wide range of positive changes since working with their clubs. This included increased feelings of autonomy over their life choices, and more positive feelings towards themselves. Young people generally reported that they had improved their organisational skills and motivation and had a more positive outlook on their lives. Many felt they had been able to accomplish new achievements which helped to improve their confidence and self-esteem. Young people also described increased feelings of belonging and general happiness.

Barriers to Change

- **Pull of negative Lifestyles:** The negative influence of others and the unpredictability of the lifestyle and environment young people were vulnerable to made sustaining positive work with young people challenging. Young people highlighted that the promised powerful and lucrative lifestyle that criminal involvement potentially offered was a significant pull-factor, especially compared to the reality of their 'normal' lives.
- **Programme Gaps:** CCO staff identified a range of improvements that would assist with the targeted work, the most commonly reported included: aftercare; greater understanding around CSE and domestic violence and abuse; more work with girls; longer-term and increased levels of funding; working with wider family for example, around employment; and measuring long term success.
- **Planned Exit:** In practice a planned de-escalation of the targeted intervention was not always as clear and as robust as intended. This was for many reasons, but most commonly due to the complexity of the young people's lives.

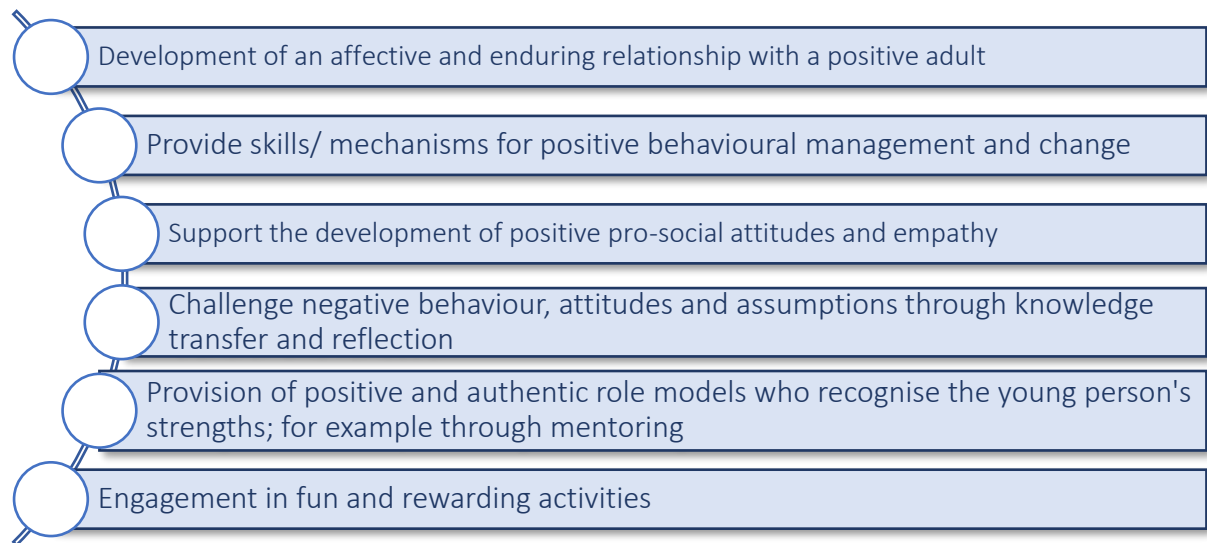
Views of local external agency professionals (Surveys)

External agency responses gathered through an online questionnaire showed that the local football clubs positive standing in the community and especially amongst young people was a crucial element in the accessibility of the CCO offer and subsequent engagement. Responses were generally very positive about the impact of the CCO interventions both individually for young people accessing the provision and in relation to wider strategic work to both prevent and respond to youth violence locally and in some cases nationally.

Theory of Change Model

Although it is difficult to determine precisely which combination of theories accounted for young people's positive change, some key components were identified through the evaluation and are illustrated in the draft Theory of Change model. The overall goal of the programme was to achieve a *sustained reduction in youth violence* through two intermediate outcomes: *increasing protective factors and positive assets*; and *reducing risk or the level of risk*. The model identified the following mechanisms and related early outcomes to achieve these long-term goals:

The six mechanisms of change identified were:



These six inter-related mechanisms sought to affect change across seven early outcomes areas:



The related theories of change suggested by the change mechanism in the model are: Attachment Theory; Theory of Internal Self-Regulation; Social Learning Theory; Theory of Social Norms; and Motivational Theory.

Key messages

Evidence of change in relation to targeted strands

- There was evidence of positive change with a varied but general downtrend in risk factors and an increase in protective factors or positive assets. Some of this change related directly to stopping or reducing use of violence and abuse. However, most evident were reductions in anti-social behaviour and involvement in criminal activity, two risk factors that constitute significant risk for youth violence.

Factors that enhanced change

- CCO staff sought to build on the young person's abilities and skills whilst responding to the risks they faced. CCOs used a wide range of methods and practices to enhance positive change. Most prominent mechanisms included: raising awareness of the consequences of violence and gang involvement; providing confliction resolution skills to negate violence; transferring knowledge to challenge negative attitudes around violence and masculinity.

Factors that impeded change

- Predominantly, non-engagement from the young person impeded change. Monitoring data showed that, compared to young people who completed the programme, young people who disengaged before completion were less likely report any risk reduction associated with: negative behaviours and attitudes (73% compared to 33%), negative relationships and role models (43% compared to 20%) and the impact of any adverse experience (25% compared to 7%). This can be viewed in two ways; the young person was not ready to participate, or the intervention did not meet their needs. However, the high level of engagement achieved across the CCO interventions should be viewed as a significant accomplishment given that many of the young people had few if any positive relationships outside of the programme.
- It was unclear to what extent issues around Child Sexual Exploitation (CSE) and wider forms of sexual violence, and especially in relation to gangs, were being addressed within CCO interventions. The same could be said about the impact of exposure to parental domestic abuse and abuse in their own relationships. It appears from the data that targeted work in these specific areas was inconsistent at best. Silence around these issues may contribute to, or reinforce, young people's attitudes which normalise intimate forms of violence and harm.

Embedding CCO interventions in local services/communities

- Many of the CCOs had gained strategic positions within local services and communities. This enabled them to have some influence in local youth violence strategies and facilitated effective multi-agency working in the locality, including information and intelligence sharing. However, it is important that CCOs also retain their independence, with clearly defined roles.

Support for CCO staff

- The impact of working intensely with young people who have often experienced complex personal histories needs to be recognised by staff and appropriate support should be a priority. In some cases, external clinical support may be necessary for staff working in very demanding situations.

Section 1: Introduction

BBC CiN and the Premier League came together to work towards a £6 million joint funding programme aimed at reducing youth violence in the communities in which football clubs operate. The joint work included a range of partners, including the PLCF and the CCOs of football clubs, to develop and implement this programme.

Completed Programme Activities:

- An evidence scoping review explored the nature and extent of youth violence in the UK and key evaluation findings for preventative and targeted youth violence interventions, including work undertaken in sport, and football settings.
- Phase I Pilot Stage: Four pilot CCOs provided targeted interventions for at-risk young people, working in partnership with local agencies.
- Developmental evaluation was undertaken of Phase I by the programme's Learning Partner, the Institute for Voluntary Action Research (IVAR).
- Phase II: Expansion of the targeted strand of the programme to ten CCOs to deliver interventions for young people specifically at risk of perpetrating youth violence.

This report presents findings from the independent evaluation of the activity and learning from Phase II. The overall aim of the evaluation was to develop an evidence base which identified the:

1. *Effectiveness of the funded work:* are projects improving protective factors and reducing risk factors, and is a reduction in violence occurring or likely to occur? If not, why not?
2. *Features of provision:* what are the consistent elements of CCO provision that contribute to positive changes to risk and protective factors where they're occurring?

CCOs included in this evaluation report are:

- Arsenal in the Community
- Burnley in the Community
- Palace for Life
- Everton in the Community
- Newcastle United Foundation
- Saints Foundation
- Stoke City Community Trust
- Tottenham Hotspur Foundation

Chelsea's participation in the programme was delayed, however the CCO started the work in October 2019. Although unable to participate in the overall evaluation due to the delay, Chelsea provided the following summary of their progress to date:

The CCO are working with young people (n=7) sentenced to a Young Offenders Institute (YOI) for an act of violence or on remand for a suspected act of violence. The programme consists of five sessions per week, which included one classroom session, one workshop and three sessions of football/futsal. They report having successfully been able to deliver a SLQ Sports Leaders Level 1 qualification as well as 18 football sessions (including games against Ajax staff, Key4life staff, HMYOI Feltham cadets' course and Lambeth All-stars) and five Key4life workshops based primarily around Cognitive Behavioural Therapy (CBT), self-awareness and most recently equine therapy. Feedback from participants is generally positive on a day to day basis. Although some of the YP are mood driven and occasional lapses in self-control happen. The CCO hopes to deliver a robust programme through the gate mentoring offer to support young people's return to their communities.

It was originally planned for City in the Community (Manchester City), City Futures to take part in BCYV. However, the club withdrew from the programme during the early stages of the evaluation. This CCO planned to deliver a targeted 12-week intervention aimed at young people aged 10-18 years who are gang affiliated/known offenders or have been identified as being 'at risk' of gang involvement and offending in the City of Manchester. The project aimed to provide a series of workshops, access to sports provision and an Award Scheme Development and Accreditation Network (ASDAN) qualification to raise the aspirations of young people known to youth offending services. The evaluation team requested an interview to discuss the reasons behind their decision to leave, and any learning the programme could take from this, however we did not receive a response.

The evaluation adopted a realist mixed-method approach which sought to explore what works for whom in what setting. This approach takes account of context, audiences and mechanisms of change, as well as measuring outcomes and seeks to make theories of change explicit. A realist mixed-method approach was most appropriate for the BCYV programme as it entailed a wide range of interventions being delivered in different geographical sites to a variety of groups.

Realistic evaluation also promotes an iterative approach to learning through a circular process by which the emerging evidence is continually assessed by stakeholders, leading to adaption of thinking, refinement of mechanisms and amendment of the construction of theories of change, which then leads to assessment of evidence again. This can only take place within a context of ongoing dialogue between the project developers who are designing and delivering the intervention, evaluators, and wider stakeholders, in this instance the learning partner, IVAR, the operations board, and to a less intensive degree the wider strategic board.

The evaluation aimed to address the following research questions:

1. What is the evidence of change in relation to the targeted and preventive strands delivered via the cycle of violence interventions and what are the factors that enhance or impede change?
2. How do the targeted interventions reduce risk and enhance protective factors associated with youth violence?
3. What level of risks/involvement in violence do young people have and how does this impact on outcomes?
4. Which theories of change or combination of theories best account for modifications in young people's negative attitudes and behaviour in relation to violence and in what contexts?
5. Are the specific interventions embedded in local services/communities and what are the facilitators and barriers to this?
6. How do the three strands (including the wider public awareness strand) of the programme intersect?
7. Are there any indications of harm for example through the omission of certain forms of violence, mixing levels of risk, or mixed messages?
8. What are the ethical considerations in relation to undertaking this evaluation and especially ethical considerations around the participation of young people?
9. Drawing on the evaluation experience and frameworks how can we ensure that a potential stage III evaluation design utilises the most appropriate tools to ensure the evaluation is acceptable to all stakeholders, including young people, sensitive and accessible.

The findings of the evaluation are based on interventions developed by eight CCOs funded through the BCYV programme. For the purpose of ease of reading the CCOs in the remainder of this report are referred to by the football club to which they associated rather than full title of organisation.

Section 2: Evaluation methods and sample

To achieve the aims of the evaluation a mixed-method approach was adopted including:

- CCOs Monitoring Data
- Young People's Outcome measures
- Individual and focus group interviews with young people
- Individual interviews with CCO staff
- Online Survey and interviews with external agency partners

Ethical Approval

Ethical approval for the evaluation was obtained from the University of Central Lancashire's PsySoc ethics committee.

CCOs Monitoring Data

CCOs were requested to provide monitoring information about each young person who had accessed their programme. Below provides a chronology of the design and data collection process:

- Following collaboration with CCOs an excel spread sheet was designed by the evaluation team to capture the monitoring data. The content was designed to meet the remit for the evaluation and align as much as possible with existing data collection practices of CCOs.
- The original monitoring data spread sheet was circulated to CCOs in November 2018, with an end of March deadline for submission.
- The data collected informed the interim evaluation report submitted in May 2019.
- Following feedback from CCOs before and after submission of data for the interim report, the spread sheet was modified. Modifications were made to help speed up the process and to make the spread sheet more user friendly, incorporating tick box lists in place of drop-down menus. Terminology was reviewed where necessary and agreed with CCOs.
- In June 2019 CCOs were given two weeks for trial use of the new version of the monitoring data spread sheet and offer any feedback. No further modifications were requested. The spread sheet was resent complete with data already provided by the CCOs towards the interim report. An end of September 2019 deadline was set for re-submission of the monitoring data complete with up to date information for the full evaluation report.

An outline of the content of the monitoring data request is provided in Section 3 of this report. In addition to tick box responses, CCOs were requested to provide a brief narrative around change incorporating any improvements made by a young person, areas of no change or

decline. CCOs were also asked to identify which components of the programme the young person had engaged with and which had not been so beneficial. The purpose of requesting this narrative was to achieve greater insight into:

- Characteristics of the young people reached by the programme, for example, what is their experience of violence; what combination of risk and protective factors do they present?
- Types and levels of changes in risk and protective factors, and other personal outcomes, the programme enables in these young people's lives.
- What intervention models are supported through emerging positive outcomes from the different CCO projects.

Validated measures/ Outcome measures

The research team used a series of age-appropriate validated self-report outcome measures associated with behavioural and attitudinal change at baseline and follow-up. Survey 1 contained questions about behavior and Survey 2 about attitudes. The validated measures covered the following areas:

- a. Behavioural change (public and private/physical and sexual). This was measured using a Modified Aggression Scale (see Espelage, Holt and Henkel, 2003; Turner et al., 2014).
- b. Attitudinal change. This was measured using the Normative Beliefs about Aggression scale (see Huesmann, Guerra, Miller & Zelli attitudinal change 1992).
- c. Masculinity – harmful to positive. This was measured using the Adolescent Masculinity Ideology in Relationships Scale (see Chu, Porche, and Tolman, 2005).
- d. Wellbeing. This was measured using the Short Warwick-Edinburgh Mental Well-Being Scale.
- e. Gang involvement. There are no validated scales that were appropriate. The questions used were compiled using the expertise of Professor John Pitts.
- f. Interpersonal violence. This scale had been used in previous research by the research lead (Barter et al 2009), and independently validated.

All measures were approved by the BCYV Operational Board. After discussions with BBC CiN and PLCF Safeguarding leads it was agreed it would be appropriate to divide the outcome measures into two formats in relation to confidentiality and anonymity. Survey 1 was completed anonymously as this included question on behaviours which may constitute a criminal act and would therefore, under CCOs data-sharing agreements, need to be shared with external agencies. By enabling survey 1 to be completed anonymously it was hoped young

people would feel able to respond honestly to the survey questions. However, the evaluation team agreed to feedback to individual clubs if young people's outcome measures contained a high proportion of severe levels of violence to ensure CCOs could respond appropriately. Severe violence was defined as use of a weapon and/or physically forcing someone into sexual intercourse. This occurred in one CCO.

Part 2 of the survey addressed young people's attitudes towards violence and included the young person's reference number assigned to them by the CCOs so that their survey responses could be matched with their monitoring data for analysis. Only this unique code was included on the survey and no names were requested.

CCO staff were asked to directly administer the outcome measures with young people. Steps were taken to ensure that CCO staff could not access the answers provided by the young people for reasons of confidentiality. Both online and paper survey formats were sent directly to the evaluation team.

Measures were intended to be completed at two time points: at baseline (not more than three weeks after the young person stated the programme) and at the end of their engagement with the BCYV programme.

However, for a range of reasons the outcomes measures were not systematically completed by young people. This is explored under **Section 8: Reflections on the implementation of the independent evaluation**. A total of 54 surveys (baseline only) were received. In three cases less than 20% of the survey had been completed and they were excluded from the analysis. The final sample consisted of 51 surveys representing young people working with six different CCOs. No young people from Arsenal or Everton participated in the survey.

Individual and focus group interviews with young people

In total 32 young people from five of the CCO projects participated in the evaluation. Eight young people participated in individual interviews and six focus groups were undertaken consisting of 24 young people. Reflecting the overall programme cohort, more young men than women participated (22 and 10 respectively) ranging in age from 9-18 years. The interviews sought to ensure that young people's direct views and experiences of CCO projects were included in the evaluation. The research team ensured that appropriately formatted information was made available to young people, parents/guardians and CCO staff. All participants provided written consent. Additionally, for those young people under the age of 16, written consent was sought from their parents or guardians. Many interviews took place at the CCOs community venue, which young people were familiar accessing. All young people were provided with a £15 voucher to thank them for their time and contribution. **Table 1** details the numbers of young people (YP) involved and the research activity in which they participated.

Tottenham stated that due to the young people's very high-risk levels it was not appropriate, and in some instances safe, for researchers to interview their service users. Newcastle were unable to recruit any young people to participate in the qualitative aspect of the evaluation.

Table 1 Interview sampling for young people (YP)

CCO	Young people N (interviews)	Young people N (focus groups)	Total N	Females N	Males N
Arsenal	0	6	6	-	6
Burnley	1	0	0	-	1
Crystal Palace	4	3	7	-	7
Everton	0	10	10	5	5
Newcastle	0	0	0	-	-
Southampton	3	0	3	-	3
Stoke City	0	5	5	5	-
Tottenham Hotspur	0	0	0	-	-
Total YP	8	24	32	10	22

Interviews with CCO staff

Interviews with two members of staff from each of the eight CCOs were undertaken to explore their experiences, insights and challenges of delivering the programme. Staff interviewed included those delivering direct work, managers and a small number of colleagues from other PLCF programmes who were working closely with the programme, for example PL Kicks.

Interviews with external agency professionals

Seven professionals working in external agencies in the locality of four CCOs participated in a one-to-one interview. All professionals worked in youth offending, education or safeguarding services and had good knowledge of their CCOs intervention work. Interviews were either conducted face-to-face (n=5) or by telephone (n=2).

Online surveys for external agency professionals

To extend the opportunity for external agency staff to contribute to the evaluation beyond the seven interviewed, an online survey was made available. The survey consisted of multiple-choice questions and statements with free text opportunities for participants to expand on their responses. Survey questions addressed:

- accessibility, quality and impact of the CCOs work
- how embedded the targeted work of the CCO was in local multi-agency youth violence networks
- prevalence of youth violence and gang affiliation in the local area
- current priorities for youth violence work
- gaps in intervention provision
- key challenges in working with young people involved in or affected by violence.

The online survey was accessed by 29 external agency workers. In two cases the data was subsequently excluded because the user had responded to less than 10% of the survey.

Analysis

The CCO monitoring data, outcomes measures and external agency surveys were analysed descriptively for individual CCOs and across the BCYV programme using SPSS statistical software v24. All interviews were audio recorded with the consent of the participants, transcribed verbatim and analysed thematically using NVivo software v12 by two researchers (PH and KB). Open coding was firstly undertaken and matched to the key research questions, thematic analysis then identified the main themes within each category across the three qualitative data sets (young people, CCO staff and external agencies) to examine similarities and differences. Once analysed all audio recordings were deleted.

Section 3: Monitoring data and findings

Method

The evaluation team requested CCOs to provide anonymous monitoring data for each young person accessed their programme. After consultation with all CCOs the evaluation team constructed a data monitoring spreadsheet as current CCO monitoring did not adequately support robust data retrieval across the programme. Each CCO was given the opportunity to feedback their opinions and any concerns about the requested data. In response to requests by some CCOs to minimise inputting time amendments were made to the format of the spreadsheet, for example, incorporating tick lists instead of drop-down menus.

Within the monitoring data request, we asked for the following baseline data:

- Demographic information
- Referral source and reasons for referral
- Information about wider agencies the young person may have been involved with
- Risk factors identified at referral (reasons) or early assessment by the CCO
- Protective factors identified at referral (reasons) or early assessment by the CCO
- Methods for identifying risk and protective factors

We also requested the following in relation to their programme:

- The intervention approach i.e. one-to-one, group work or both
- Components covered with each young person
- Programme completion and attendance rates
- Young people's punctuality and engagement data

We asked for the following information regarding changes for the young person over the period of the programme:

- Reductions/increases in risk factors
- Reductions/increases in protective factors
- Reductions/increases in risk behaviours

To gain context around change we also requested:

- Narratives around improvements, no change and decline over the course of the programme
- Narratives about what did and did not work

The evaluation team tried to ensure that the process of completing the monitoring data would not significantly impact on staff time and resources. To minimise the impact on CCOs workload,

the evaluation team set a period of three months from provision of the information request to submission, as well as extending the deadline for some CCOs where needed. However, it is acknowledged that the process may have been perceived as an additional burden for various reasons. Therefore, any future evaluations may benefit from a standardised programme monitoring system that captures the most salient data, from which comparable information can be readily drawn. Despite the challenges CCOs may have faced in providing the monitoring information, most were able to provide meaningful data.

Note on data exclusion

Unfortunately, in some cases monitoring data seemed to have been produced using 'blanket' responses, i.e. same data entry for large number of young people. This was largely the case for one cohort of the Arsenal programme and the Tottenham cohort. For example, all 36 young people who accessed the programme run by Arsenal were recorded as having the same reductions/increases in risk factors, protective factors and risk behaviours, which seemed unlikely. The same applied to the data supplied by Tottenham. Despite, these points been raised in our feedback to the CCOs following the interim report in June 2019, the same information was returned in September. In this report percentages are often used to evaluate the findings and the inclusion of potential blanket responses may have skewed the cross-programme data and misrepresented the overall impact that the work undertaken with young people. It was therefore decided, to ensure the robustness of the evaluation findings, to remove blanket responses from the analysis and this is identified in the sections where this occurred.

Findings

Demographics

Three hundred and forty young people between the ages of eight and eighteen accessed the programme across the eight CCOs. The average age was 14 years. Most referrals were for young men (76%, n=260), although 80 young women did access the programme (24%). **Table 2** provides a breakdown of demographic information for the young people who accessed the BCYV programme. The largest proportion of young people were described as 'White British'. However, in terms of ethnic backgrounds the northern CCOs (Burnley, Everton, Newcastle, Stoke) differed to southern CCOs (Arsenal, Palace, Southampton and Tottenham).

Table 2 Demographic information for the young people.

*Ethnicity was not recorded by Arsenal in 12 cases and Tottenham in 21 cases. Percentages are therefore

Demographic	Young people N									
	Total N	Total percentage	Arsenal (n=43)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)	Tottenham (n=47)
Male	260	76%	7	41	27	50	31	14	46	44
Female	80	24%	36	6	6	12	1	-	16	3
Youngest age in years	8	-	15	8	12	11	9	12	12	10
Eldest age in years	18	-	19	18	17	17	18	16	15	19
Average age in years	14	-	17	12	13	14	13	14	14	14
White British	181	59%	1	38	32	53	7	8	35	7
Other Black/African/Caribbean background	33	11%	10	-	1	1	19	-	2	-
Pakistani	20	6%	-	1	-	-	-	2	16	1
White and Black Caribbean	20	6%	13	-	-	-	2	-	5	-
Black/African/Caribbean/Black British	15	5%	-	2	-	-	-	1	-	12
Other ethnic group	8	2%	-	-	-	6	1	1	-	-
White and Black African	6	2%	5	-	-	1	-	-	-	-
Other Mixed/Multiple ethnicity	6	2%	-	1	-	-	1	-	1	3
Other White background	5	2%	1	1	-	-	1	-	1	1
White and Asian	3	1%	-	1	-	-	-	-	2	-
Any other Asian background	3	1%	1	1	-	-	-	-	-	1
Arab	2	1%	-	-	-	1	-	-	-	1
Bangladeshi	2	1%	-	1	-	-	-	1	-	-
Indian	2	1%	-	-	-	-	1	1	-	-
Gypsy or Irish Traveller	1	-	-	1	-	-	-	-	-	-
Ethnicity not recorded			12							21
Any mental health issues	-	-	-	-	-	-	-	-	-	-
Any physical disabilities	-	-	-	-	-	-	-	-	-	-

based on 307 young people across eight CCOs.

Eighty per cent of young people referred to the northern CCOs were 'White British' compared to just 27% referred to the southern CCOs. Overall, 39% of young people accessing the programme were from Black, Asian and Minority Ethnic (BAME) Groups. According to the data provided by the CCOs, no young people were experiencing a mental or physical health issue at the time of intake to the programme. However, Burnley reported 45% of their young people (n=21) as having Attention Deficit Hyperactivity Disorder (ADHD). Overall, 24 young people were recorded with ADHD across the eight clubs. Autism (n=4), learning difficulties (n=2), and language and speech difficulties (n=2) were also recorded.

Referral sources

Across the programme 312 young people (92%) were referred by a single agency, with 28 referred by more than one. The young person's school (51%) was the most common source for referrals. The referral routes largely reflected the target groups of the CCOs. For example, Newcastle received almost all their referrals from the Youth Offending Team (YOT) service. Arsenal, Palace and Everton all worked with two different cohorts largely determined by age (younger and older groups), with work with one cohort primarily being within the school environment. **Table 3** below provides a breakdown of referral sources.

Table 3 Agencies who referred the young people to their CCO.

Referral source	Young people N									
	Total young people N	Total percentage	Arsenal (n=43)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)	Tottenham (n=47)
School	174	51%	36	27	28	2	19	-	62	-
YOT	68	20%	-	5	-	46	11	6	-	-
Hospital	47	14%	-	-	-	-	-	-	-	47
Social care	32	9%	-	18	1	12	1	-	-	-
Police	24	7%	-	13	6	-	-	5	-	-
Internal club programme	16	5%	-	2	11	-	-	3	-	-
Community	7	2%	7	-	-	-	-	-	-	-
Other external agency	6	2%	-	3	-	2	1	-	-	-
Substance misuse service	2	1%	-	-	-	2	-	-	-	-
Other Premier League work	1	-	-	-	-	-	1	-	-	-

Referral reasons

There were 54 different referral reasons recorded across all eight CCOs. In 189 cases there was more than one reason for referring the young person. Therefore, statistics below will, in some cases, include the same young people. The most common referral reasons included:

- 44% for involvement in anti-social behaviour (n=112)
- 43% for problem behaviour in school (n=111)
- 27% considered to be at risk of gang affiliation (n=69)
- 26% for violent behaviour in the community (n=67)
- 24% for involvement with anti-social peers (n=105)
- 16% for violent behaviour in school (n=40)
- 15% for involvement in criminal behaviour (n=38)
- 11% for violent behaviour at home (n=28)
- 11% for gang affiliation (n=27)

Negative behaviours and attitudes dominated the reasons for referring young people to the programme. Most referrals (n=231, 90%) included at least one negative behaviour or attitude. This compared to just over half (n=139, 54%) of referrals which included an adverse experience as a reason for referral and just under a third (n=66, 30%) including a negative relationship or role model.

Given that approximately half of the referrals were made by a young person's school it is perhaps not surprising that 'problem behaviour in school' is a common referral reason, only surpassed by anti-social behaviour. As the above figures show, violent behaviour featured prominently in the community, at home or in school.

Wider Agency Involvement

No data was provided by Tottenham (n=47) for wider agency involvement, therefore figures are based on the 293 young people who accessed the other seven programmes. Almost one in three young people were involved with the CJS at the time of referral. Of the 80 young people involved with the CJS, 68 (85%) worked with three CCOs: Burnley, Newcastle and Southampton. Only four young people were recorded as being on licence. **Table 4** below provides a breakdown of the scale of CJS and non-CJS involvement.

In terms of non-CJS agency involvement, intervention work within school was the most prominent. Involvement with children's social care was also a key feature, applying to more than one in four young people. Many young people referred to the Newcastle (77%) and Burnley (75%) programmes were involved with social care.

Table 4 Wider agency involvement

Agency	Total young people N	Total percentage of YP	Young people N						
			Arsenal (n=43)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)
Criminal Justice System	80	27%	4	31	-	30	5	7	3
Youth Offending Team	40	14%	-	6	-	29	2	-	3
Police	25	9%	1	16	-	1	-	7	-
Police Early Action Team	10	3%	-	10	-	-	-	-	-
Youth Offending Service	9	3%	2	-	-	-	-	7	-
Probation	3	1%	2	-	-	1	-	-	-
Restorative Justice	2	1%	-	-	-	2	-	-	-
YP was on licence	4	1%	2	2	-	-	-	-	-
Non-CJS agency	235	80%	41	44	33	53	9	14	41
School	204	70%	40	36	30	43	6	14	35
Social care	82	28%	-	33	2	41	1	2	3
Other	34	12%	1	-	-	31	2	-	-
Internal club programme	20	7%	-	1	11	-	-	8	-
Health service	11	4%	-	10	1	-	-	-	-

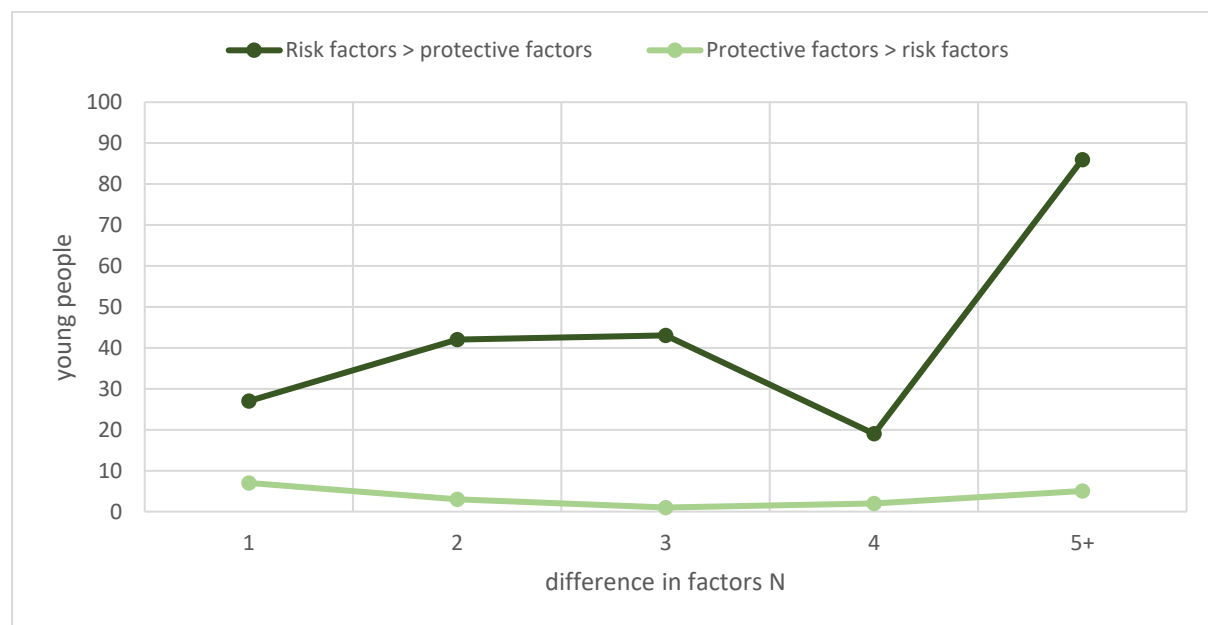
Prevalence of risk and protective factors

CCOs employed various methods to measure risk and protective factors. Common methods across the programme included: agency referral forms; initial assessments by the CCO; young person's personal development/intervention plans; questionnaires such as the Strengths and Difficulties Questionnaire (SDQ); information from partner agencies; staff observations; and regular reports from police, probation and YOT.

Analysis in this section excludes data from two cohorts (n=83) which appeared to consist of blanket responses. Therefore, findings are based on data across seven CCOs (n=257). Generally, and perhaps predictably, young people were identified as having fewer protective factors compared to risk factors across the whole programme. In 217 cases (84%) the number of risk factors identified was greater than the number of protective factors. This compared to 18 cases (7%) where the number of protective factors was greater and 22 cases (9%) where the numbers were equal.

There were 1,688 recordings of a risk factor (*Mean* =6; range 0-32) compared to 780 recordings of a protective factor (*Mean* =3; range 0-10). Generally, young people who accessed the programme were vulnerable to several risk factors with few safeguards to reduce the risk. This finding is unsurprising given the target group for the intervention. **Figure 1** illustrates the greater frequency of risk factors compared to protective factors on an individual basis.

Figure 1 Prevalence comparisons between risk and protective factors.



Risk Factors

No less than 53 risk factors were identified at referral (the reason) or at early assessment by the CCOs. This demonstrates the broad range of risks that the young people were vulnerable to. The risk factors could be broadly defined under one of the following categories:

1. Exposure to adverse experiences
2. Negative behaviours and or attitudes of the young person
3. Negative relationships and or role models
4. Other

Interestingly, all the major risk factors identified in the Scoping Review on Youth Violence completed for an earlier stage of the programme were reflected in the CCO monitoring returns (see* in tables).

Risk factors: Exposure to adverse experiences

Many of the risk factors identified are included in current formulations of Adverse Childhood Experiences (ACEs) such as exposure to parental domestic violence and abuse, parental separation, neglect, sexual abuse, bullying etc. However, wider risk factors were identified by CCOs that still represent adverse experiences, but which are not commonly defined under ACEs, such as low socioeconomic status, exposure to criminal exploitation, and unstable living arrangements. Therefore, the term 'exposure to adverse experiences' is used here instead of ACEs. **Table 5** provides a breakdown of the risk factors associated with exposure to adverse experiences.

Table 5 Prevalence of exposure to adverse experiences

Risk factors	Total young people N	Total percentage	Young people N						
			Arsenal (n=7)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)
Low socio-economic status	58	23%	2	4	18	26	6	2	-
Parental DVA ^{1*}	56	22%	2	18	1	27	5	3	-
Criminal exploitation*	49	19%	-	7	14	18	-	1	9
Peer violence*	47	18%	-	11	-	25	6	4	1
Physical abuse*	30	12%	-	5	-	22	2	-	1
Parental separation	19	7%	-	13	-	6	-	-	-
Neglect	17	7%	-	8	-	6	-	-	3
Mental health issues*	14	5%	-	6	-	5	3	-	-
Traumatic experience	12	5%	-	5	2	5	-	-	-
Racial abuse	11	4%	-	3	-	2	-	2	4
Significant bereavement	11	4%	1	2	2	5	-	-	1
Bullying	7	3%	-	4	-	1	-	2	-
NEET ²	6	2%	-	-	-	4	2	-	-
Sexual exploitation	5	2%	-	2	-	-	-	-	3
Lack of opportunities into E/T ³	3	1%	-	-	-	3	-	-	-
Sexual abuse*	2	1%	-	-	-	1	-	-	1
In care	1	-	-	-	-	1	-	-	-
Homelessness/instability	1	-	-	-	-	1	-	-	-
Depression*	1	-	-	-	-	1	-	-	-
Self-Harm	1	-	-	-	-	-	-	-	1

¹Domestic Violence/Abuse; ²Not in Education, Employment or Training; ³Education and Training

Overall, 163 young people (63%) were identified with exposure to at least one adverse experience. Thirty-five percent of young people had more than one adverse experience identified (n=91). The number of risk factors associated with exposure to adverse experiences per young person ranged from 0 to 9. Exposure to adverse experiences was most frequently identified by Burnley and Newcastle. A wide range of adverse experiences were identified by both CCOs. Exposure to parental domestic violence and abuse applied to 41% of cases across the two organisations. Across the programme, low socio-economic status was a key problem, applying to almost one in four young people. Although CCOs did not record any mental health issues in the demographic information, it was identified as a risk factor for 14 young people. Unfortunately, CCOs were not prompted to elaborate on 'mental health issues' in the risk factor tick list. It is acknowledged that the findings may have benefitted from such information.

Exposure to adverse experiences featured more prominently in the northern CCOs, with 66% of young people having at least one adverse experience compared to 53% for southern CCOs. In terms of prevalence, risk factors associated with exposure to adverse experiences varied across the CCOs. Parental DVA, low socio-economic status (S.E.S), criminal exploitation and peer violence were the most common features. **Table 6** provides a brief CCO summary of the category of risk factors.

Table 6 Summary of prevalence of exposure to adverse experience.

CCO	YP N	*YP with 1+ RFs	**RFs range	Common features
Arsenal	4	43%	1-2	Low S.E.S Parental DVA
Burnley	47	79%	1-9	Parental DVA Parental separation
Everton	33	70%	1-3	Low S.E.S Exposure to criminal exploitation
Newcastle	62	90%	1-8	Parental DVA Peer violence Low S.E.S.
Palace	32	56%	1-2	Low S.E.S Peer violence Parental DVA
Southampton	14	50%	1-4	Peer violence Parental DVA
Stoke	62	29%	1-4	Exposure to criminal exploitation Racial abuse

*Proportion of young people with at least one risk factor in the category; **Number of risk factors per young person (range)

Risk factors: Negative behaviours and attitudes of the young person.

Table 7 provides a breakdown of the risk factors associated with negative behaviours and attitudes of the young person, which were identified at referral or from an early assessment conducted by the CCO.

Table 7 Prevalence of negative behaviours and attitudes

Risk factors	Total young people N	Total percentage	Young people N						
			Arsenal (n=7)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)
Anti-social behaviour*	144	56%	4	20	18	51	5	2	44
Problem behaviour in school*	105	41%	-	27	23	16	3	1	35
Criminal behaviour*	93	36%	3	20	2	49	11	-	8
Aggressive behaviour*	76	30%	-	18	9	33	6	-	10
Violent behaviour (community)	69	27%	-	22	2	26	2	-	17
Education Issues ⁸	65	23%	-	16	13	8	10	-	18
Problem behaviour at home*	52	20%	-	28	2	17	2	-	3
Pos. attitudes to violence*	48	19%	-	17	2	17	4	-	8
Violent behaviour (school)	40	16%	-	13	3	4	10	-	10
Drug use*	39	15%	4	5	5	16	4	3	2
Gang affiliation*	35	14%	-	7	1	4	7	1	12
Criminal aspirations*	37	14%	-	8	1	9	1	-	18
Violent behaviour at home	28	11%	-	21	-	6	-	-	1
Anger Issues*	27	11%	-	23	-	-	1	-	3
Carrying weapon	20	8%	-	4	-	11	2	-	3
Alcohol use*	19	7%	1	1	4	11	-	1	1
Low A,SE,C,R ^{1*}	19	7%	-	17	-	2	-	-	-
Racist behaviour	14	5%	-	3	-	1	-	-	10
Bullying behaviour	9	4%	-	4	1	2	-	-	2
APV ²	9	4%	-	7	-	2	-	-	-
Drug Dealing/Running	7	3%	-	4	-	1	-	-	2
Negative attitudes to authority	2	1%	-	2	-	-	-	-	-
Missing from home episodes	1	-	-	1	-	-	-	-	-

¹Low aspirations, self-esteem, confidence and resilience; ²Adolescent to parent violence

Negative behaviours and attitudes of the young person were the most prominent of the risk factor types. Two hundred and thirty-seven (92%) who accessed the programme were

identified with between one and thirteen risk factors in this category. Anti-social behaviour was a problem identified across the whole programme, with more than half of the young people said to be involved (n=144, 56%).

There were 137 recordings of a young person's violent behaviour in the community, in the family home or school. Problem behaviour in school was particularly common in the programmes run by Everton and Stoke, where referrals were predominantly received from the young person's school. Interestingly, Burnley and the Newcastle identified issues in the family home, whether violent or problem behaviour, including adolescent to parent violence, more frequently than the other CCOs.

Prevalence of risk factors associated with negative behaviours and/or attitudes was generally high across the CCOs. Anti-social, criminal and violent behaviours were prominent features.

Table 8 provides a brief CCO summary of the category of risk factors.

Table 8 Summary of prevalence of negative behaviours and or attitudes

CCO	YP N	*YP with 1+ RFs	**RFs range	Common features
Arsenal	4	95%	1-4	Gang affiliation Anti-social behaviour Drug use
Burnley	47	100%	2-11	Problem behaviour (home/school) Violent behaviour (community/home)
Everton	33	94%	1-6	Problem behaviour (school) Anti-social behaviour
Newcastle	62	97%	1-10	Anti-social and criminal behaviour Aggression Violent behaviour
Palace	32	94%	1-4	Criminal behaviour Problems in school Violent behaviour
Southampton	14	36%	1-2	Drug use
Stoke	62	95%	1-13	Anti-social behaviour

*Proportion of young people with at least one risk factor in the category;

**Number of risk factors per young person (range)

Risk Factors: Negative relationships/ role models

Ten different risk factors associated with negative relationships/ role models were identified at referral or early assessment by the CCO. **Table 9** provides a breakdown of the risk factors in this category. Seventy-seven percent of young people had at least one negative relationship and/or role model (n=197). The number of risk factors associated with negative relationships/ role models per young person ranged from 0 to 7.

Table 9 Prevalence of negative relationships/role models.

Risk factors	Total young people N	Total percentage	Young people N						
			Arsenal (n=7)	Burnley (n=47)	Everton (n=32)	Newcastle (n=62)	Palace (n=33)	Southampton (n=14)	Stoke (n=62)
Anti-social peers*	164	64%	7	23	22	49	12	4	47
Negative relationship with parent/parents	29	11%	2	11	3	10	1	1	1
Inadequate parenting*	27	11%	2	6	1	5	3	8	2
Parent/close relative involved in criminal activity/prison*	24	9%	1	10	2	5	1	1	4
Sibling involved in criminal activity/prison*	18	7%	1	2	-	13	1	1	-
Other negative family relationships	12	5%	1	5	2	2	2	-	-
Dysfunctional family*	11	4%	-	7	-	-	-	-	4
Lack of positive role models	2	1%	-	-	-	2	-	-	-
Peer pressure*	1	-	-	-	-	-	-	-	1

Perhaps not surprisingly, given the nature of the programme, anti-social peers were by far the most prominent risk factor in this category, applying to approximately two-thirds of young people. Having a family member involved in criminal activity/prison was a reality for approximately one in four young people who accessed the programmes run by Burnley and the Newcastle. Both these CCO programmes also identified negative relationships with parent or parents more so than others. Generally, young people accessing the programmes run by the four northern CCOs were more likely to be identified with at least one negative relationship/ role model (80%) compared to the three southern CCOs (64%).

Prevalence of risk factors associated with negative relationships / role models varied across the CCOs. Anti-social peers were a prominent feature (n=164, 64%). Negative relationships with a parent or parents and a having a parent, sibling or other close relative being involved in criminal activity or in prison was also relatively common across CCO programmes. **Table 10** provides a brief CCO summary of the category of risk factors.

Table 10 Summary of the prevalence of negative relationships and role models.

CCO	YP N	*YP with 1+ RFs	**RFs range	Common features
Arsenal	4	16%	1-5	Anti-social peers Negative relationship with parents
Burnley	47	74%	1-7	Anti-social peers Negative relationship with parents Parent/close relative involved in criminal activity
Everton	33	71%	1-3	Anti-social peers Negative relationship with parents
Newcastle	62	89%	1-4	Anti-social peer Negative relationship with parents Sibling involved in criminal activity
Palace	32	52%	1-2	Anti-social peers Inadequate parenting
Southampton	14	71%	1-2	Anti-social peers Inadequate parenting
Stoke	62	79%	1-2	Anti-social peers Dysfunctional family Parent/close relative involved in criminal activity

*Proportion of young people with at least one risk factor in the category;

**Number of risk factors per young person (range)

Risk Factors: Other

Two 'other' risk factors were identified at the beginning of the programme. It was not known whether the 'risk of gang affiliation' and 'vulnerable to criminal exploitation' were primarily related to exposure to adverse experiences, negative behaviours and attitudes of the young person, or negative relationships/role models. For many young people it will inevitably be a combination of these factors which will increase their vulnerability to gang affiliation and criminal exploitation. Therefore, both risk factors were defined under the category of 'other'.

Table 11 Prevalence of 'other' risk factors

Risk factors	Total young people N	Total percentage	Young people N						
			Arsenal (n=7)	Burnley (n=47)	Everton (n=32)	Newcastle (n=62)	Palace (n=33)	Southampton (n=14)	Stoke (n=62)
Risk of gang affiliation	69	27%	4	3	16	7	4	-	32
Vulnerable to criminal exploitation	22	9%	-	-	22	-	-	-	-

The risk of gang affiliation was spread across the CCOs, peaking in Everton and Stoke. The higher numbers in these cohorts may be attributed, at least partly, to the target group. In the case of Stoke a specific target group was young people who may not be involved with a gang but were perhaps on the 'cusp' of involvement because of other risk factors. Everton were predominantly working with a cohort of 12-13-year-olds with educational learning issues which made them particularly vulnerable to gang affiliation and criminal exploitation although they may not yet have joined a gang themselves.

Protective factors

Thirty-five protective factors were identified at referral (the reason) or at early assessment by the CCOs across the whole programme. The protective factors could be broadly defined under one of the following categories:

1. Positive relationships or influences (n=8)
2. Positive personal assets of the young person (n=20)
3. Other (n=7)

We explored protective factors by each category.

Protective factors: Positive relationships/influences

Eight different protective factors associated with positive relationships/influences were identified at referral or early assessment by the CCO. **Table 12** provides a breakdown of the protective factors in this category.

Table 12 Prevalence of protective factors associated with positive relationships/influences.

Protective factors	Young people N								
	Total young people N	Total percentage	Arsenal (n=7)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)
Effective teachers/school	97	37%	1	15	6	11	4	6	54
Positive relationships with caring adult(s)	45	18%	6	19	6	3	1	3	7
Positive relationships with family	39	15%	4	3	5	6	5	4	12
Effective caregiving/parenting	38	15%	1	8	6	15	-	-	8
Positive relationship with teachers/other professionals	37	14%	-	20	8	6	-	-	3
Positive relationships with peers	12	5%	-	-	8	3	-	-	1
Positive relationship with romantic partner	3	1%	1	-	-	2	-	-	-
Positive role model	1	-	-	-	-	-	1	-	-

Effective teachers/school was the most common protective factor identified. However, much of this can be attributed to Stoke in the Community who stated this applied to 87% of their young people. Sixty-three percent of young people had at least one positive relationship or influence (n=163). The number of protective factors associated with positive relationships/influences per young person ranged from 0 to 6.

These findings show that young people had relatively few positive relationships/influences to help safeguard them against the many risk factors previously reported in their lives. Interestingly, forty-three young people (46%) involved in criminal behaviour and 44 (30%) involved in anti-social behaviour did not have any positive relationships recorded. **Table 13** provides a brief summary by CCO of this category of protective factors.

Table 13 Summary of the prevalence of positive relationships/influences

CCO	YP N	*YP with 1+ PFs	**PFs range	Common features
Arsenal	4	100%	1-4	Positive relationship with peer's Positive relationship with family
Burnley	47	79%	1-4	Positive relationship with teachers/other professionals and or with caring adult
Everton	33	33%	1-6	Positive relationship with peers and or teachers/other professionals
Newcastle	62	53%	1-4	Effective caregiving/parenting and or teachers/school
Palace	32	31%	1-2	Positive relationship with family Effective teachers/school
Southampton	14	64%	1-3	Effective teachers/school Positive relationship with family and or caring adult
Stoke	62	90%	1-3	Effective teachers/school Positive relationship with family and or caring adult

**proportion of young people with at least one positive factor in the category; ** number of protective factors per young person (range)*

Protective factors: Positive personal assets of the young person

Twenty different protective factors associated with positive personal assets of the young person were identified at early assessment by the CCO, see **Table 14**.

A total of 214 young people (83%) had at least one positive personal asset. Intelligence/problem-solving skills and resilience were the most reported factors in this category. These assets were particularly prevalent in the Newcastle programme. Worryingly, only a third (33%) of the young people who had been identified as having been exposed to at least one adverse experience were recorded as having resilience.

Other significant positive assets such as self-esteem, good communication skills and self-confidence were rare. **Table 15** provides a summary of the protective assets in this category by CCO.

Table 14 Prevalence of protective factors associated with positive assets of young person

Protective factors	Total young people N	Total percentage	Young people N						
			Arsenal (n=7)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)
Intelligence/problem-solving skills	78	30%	1	14	11	35	7	3	7
Resilience	63	25%	-	20	5	28	8	-	2
Achievement motivation	51	20%	2	3	2	23	12	1	8
Willingness to learn/change	48	19%	-	24	12	4	-	1	7
Participation in pro-social/challenging activities	46	18%	1	2	12	9	1	4	17
Belief that others have high expectations of them	39	15%	3	8	-	11	5	2	10
Belief that life has meaning	35	14%	2	1	12	16	3	1	-
Self-regulation skills	34	13%	3	10	9	8		3	1
Good self-esteem	34	13%	1	4	8	9	7	3	2
Perceived efficacy and control	23	9%	1	5	2	14	-	1	-
Positive engagement with school	17	7%	-	6	8	2	-	-	1
Mature attitude	8	3%	-	2	2	1	-	2	1
Good communication skills	5	2%	-	-	-	5	-	-	-
Self-confidence	4	2%	-	-	-	4	-	-	-
Hobbies (music/sport)	3	1%	-	-	-	-	3	-	-
Remorse - weapon carrying	1	-	-	-	-	-	1	-	-
Caring nature	1	-	-	-	-	-	1	-	-
Engaging with other projects	1	-	1	-	-	-	-	-	-

Table 15 Summary of prevalence of positive personal assets of the young person.

CCO	YP N	*YP with 1+ PFs	**PFs range	Common features
Arsenal	4	43%	1-6	Belief other have high expectations of them Self-regulation skills
Burnley	47	94%	1-5	Willingness to learn/change Resilience
Everton	33	100%	1-3	Willingness to learn/change Participation in pro-social activities Belief that life is meaning
Newcastle	62	92%	1-5	Intelligence/problem-solving skills Resilience Achievement motivation
Palace	32	97%	1-6	Achievement motivation Resilience
Southampton	14	71%	1-7	Participation in pro-social activities Intelligence/problem-solving skills
Stoke	62	58%	1-5	Participation in pro-social activities Belief others have high expectations of them

*proportion of young people with at least one protective asset in the category; ** number of protective assets per young person (range)

Protective factors: Other

Three CCOs identified other protective factors that could not be defined as relating to positive relationships/role models or positive personal attributes of the young person. Most common was a support or protection plan being in place for the young person. **Table 16** provides a breakdown of the 'other' protective factors identified. Whilst support and protection plans are defined as protective factors it perhaps indicates the magnitude of risk that these young people were vulnerable to. All but one of the 11 young people who had such a plan in place had exposure to at least two adverse experience, all had at least four different negative behaviours and attitudes, and all but two had at least one negative relationship/role model.

Table 16 Prevalence of other protective factors

Protective factor	Young people N				
	Total young people N	Total percentage	Burnley (n=47)	Palace (n=32)	Newcastle (n=62)
Support plan in place	7	3%	-	-	7
Protection plan	4	2%	4	-	-
Safe and secure accommodation	2	1%	-	-	2
Employment	1	-	1	-	-
Family association with club	1	-	-	1	-
Carer for family	1	-	-	1	-
Medication	1	-	-	-	1

Support mechanisms for change

Intervention approach

The intervention approach tended to reflect the cohort. For example, Burnley, Newcastle, Palace and Tottenham were working with cohorts of young people who were commonly exposed to youth violence or involved with youth offending services, social care or police. One-to-one work was deemed a more suitable approach in these cases. Although many of the smaller cohort working with Arsenal (n=7) were also directly exposed to the same issues and services, they were provided with an opportunity to work as a group on a community project.

The larger cohorts at Arsenal (n=36), and those at Everton and Stoke were referred by external agencies due to being vulnerable to youth violence and gang culture. Therefore, knowledge transfer as a group was deemed more appropriate. It is noted that Stoke also provided bespoke one-to-one work alongside the group work for all the young people who accessed their programme, with the objective of meeting their individual needs as well as enhancing their awareness and knowledge. **Table 17** provides a breakdown of approaches used by each CCO.

Table 17 Intervention approach by CCO.

Intervention type	Total young people N	Total percentage	Young people N							
			Arsenal (n=43)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)	Tottenham (n=47)
One-to-one work	175	51%	-	45	-	58	23	2	-	47
Groupwork	66	19%	43	-	22	-		1	-	-
One-to-one and group work	90	26%	-	2	9	1	9	8	61	-
Not recorded	9	3%	-	-	2	3	-	3	1	-

Methods of facilitating and supporting change

The data provided by the CCOs revealed 39 different topics or methods as a way of facilitating and supporting change. Tottenham only reported mentoring as their method for facilitating change. Subsequently, to avoid skewing the proportion of coverage of other methods, the 47 young people working with Tottenham are not included in the calculation.

There appears to have been six main strands to the methods used by CCOs: Affective and enduring positive relationships; providing skills for positive behavioural management and change; supporting pro-social behaviour, attitudes and empathy building; challenging negative behaviour and attitudes; staff acting as positive role models; and enhancing personal assets. Each is explored in turn in this section.

Developing affective and enduring positive relationships

A stark feature of the monitoring information was the lack of positive relationships in young people's lives. Consequently, in order to facilitate and support change CCO staff sought to firstly develop a trusting and enduring relationship with young people. Mentoring was a common method used to build an affective relationship which enabled staff to address sensitive and difficult issues with young people in an open and reflective manner. As well as building a positive relationship between staff and the young people, CCOs aimed to facilitate affective and enduring positive relationships between the young person and significant others in their life. Some direct work was done around respectful relationships (39%; n=113), community cohesion (5%; n=18) and positive/negative friendships (5%; n=18).

Providing skills for positive behavioural management and change

Negative behaviour was addressed predominantly by providing young people with additional skills to better manage their behaviour through internal regulation. Conflict resolution was a skill most widely addressed across the programme (n=128; 44%), particularly with cohorts directly involved in youth violence and offending such as young people working with Burnley (n=24), Newcastle (n=23) and Palace (n=23). Setting pro-social goals was a central mechanism to motivate young people to moderate their own behaviour as well as facilitating their own aims and provided a focus for the young people's continued engagement.

- Setting goals (n=73; 25%)
- Anger management (n=44; 13%)

Supporting pro-social behaviour, attitudes and empathy building

Again, although CCOs differed in approach, the most commonly used strength-based technique across the programme was supporting and rewarding pro-social behaviour and attitudes, including empathy building. Enhancing empathy for victims sought to underpin conflict resolution skills and provide young people with a better understanding of the consequences of their actions and decisions had upon others. It is surprising that positive masculinity had such little coverage, considering the main objective of the programme is to facilitate change in violent behaviour and that 76% of young people who accessed the programme were male. Common themes used by CCOs to support young people in these areas included:

- Pro-social behaviour (n=119; 41%)
- Empathy building (n=119; 41%)
- Positive masculinity (n=41; 14%)

Challenging negative behaviours, attitudes and assumptions

Whether through one-to-one or groupwork, CCOs commonly used knowledge transfer as a mechanism to raise awareness amongst young people around youth violence and anti-social/criminal behaviour. Using the experience of their own staff and assisted at times by partner agencies in groupwork, CCOs challenged positive assumptions around violence and criminality and raised awareness around the consequences of engaging in risk behaviours for both young people and their families. CCOs raised awareness and enhanced knowledge most commonly in the following areas:

- Knife crime (n=113; 39%)
- Attitudes to violence (n=97; 33%)
- Consequences of actions (n=83; 28%)
- Joint enterprise (n=72; 25%)

- Moral dilemmas (n=56; 19%)
- Drugs and alcohol (n=53; 18%)
- Outcomes of crime (n=50; 17%)

Staff being positive and authentic role models

Working on a one-to-one basis with 265 young people (77%), CCO staff provided continuous bespoke support. Being a non-statutory worker attached to a football club provided CCO staff with the opportunity to be viewed by young people as a role model and mentor. Building on these modelling relationships CCO staff used various methods to enable young people to reflect upon their behaviours and life choices, such as personal development plans, self-assessments, and interactive scales, with staff acting in a supporting non-judgemental role.

Enhancing personal assets

Enhancing the personal assets of the young person was a mechanism to improve their well-being, engagement and employment prospects. Perhaps unsurprisingly, given the high prevalence of educational problems identified at the start of the programme, discussing their education and the importance of engagement was a prominent feature (n=79; 27%). Other common methods of enhancing skills in different areas included:

- Self-esteem and confidence building (n=50; 17%)
- Resilience (n=25; 9%)
- Coping mechanisms (n=25; 9%)
- Health and well-being (n=13; 4%)

Again, given the high prevalence of risk factors and relatively low prevalence of protective factors amongst the young people across the programme, the coverage of enhancing skills such as resilience and coping mechanisms seems low.

Key components of the programme supporting change

Building a trusting relationship was the foundation for any subsequent work with the young people. This was slowly developed over time, starting at the initial assessment period following referral. The prominence of one-to-one work and mentoring approach by CCOs illustrates a recognition of the importance of building trust.

Maintaining a young person's autonomy was key to facilitating change. Therefore, strength-based methods designed to support pro-social attitudes and behaviour through enhanced self-regulation and goal setting were prominent features of CCO interventions.

The data suggests that a wide range of methods was used by CCOs to address the risks the young people were vulnerable to. Coverage of certain topics may have been expected to be wider, given the nature of the work. But it is noted that methods may have been more subtly used and were therefore not recognised as a topic, particularly in one-to-one work and the data may have suffered from under reporting.

Measured change

CCOs were asked to record any changes in risk and protective factors (decreases and increases) at the end of the programme, or time of reporting. Because of 'blanket responses' the data from one cohort who worked with Arsenal (n=36) and from Tottenham (n=47) are not included in the analysis in this section. The data for young people who were still ongoing with the programme was also excluded from the change analysis (n=29). Therefore, to avoid skewing the data and misrepresenting outcomes, analysis of changes in risk and protective factors in this section only includes data for young people who were no longer engaged on the programme either because they had completed the work or had exited early (n=228).

Methods of measuring change

CCOs used a range of methods to measure change in risk and protective factors. These included:

Start of programme

- Referral forms
- Initial assessments with young people by CCO staff
- Young person questionnaires
- Information from partner agencies i.e. teachers, police, YOT
- Consultations with parents

During and end of programme

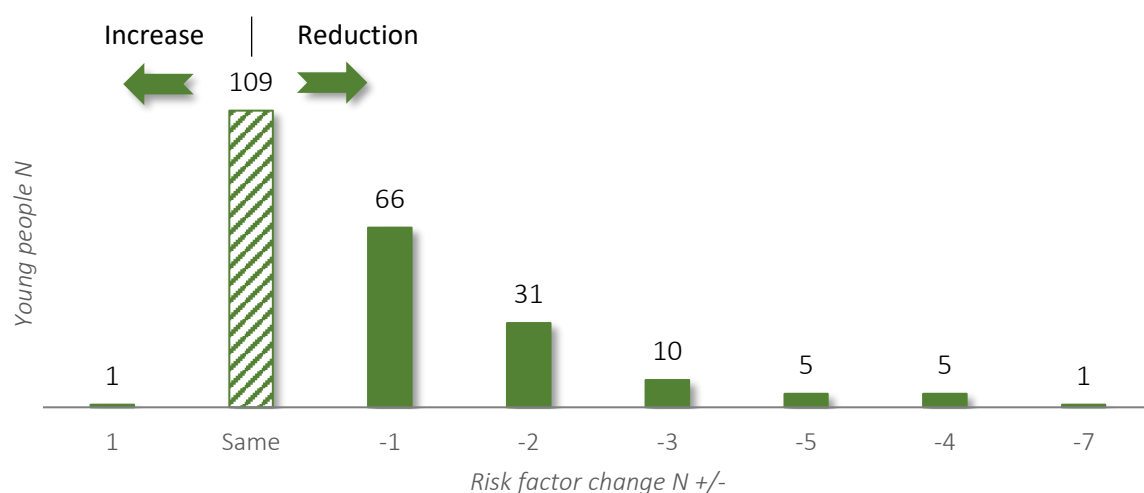
- Risk assessments
- Regular updates from partner agencies
- Young people's development plans and reviews
- End of programme evaluation questionnaires
- End of programme assessments with young people

Changes in risk factors

Changes in risk of exposure to adverse experiences

There was a reduction in the number of risk factors related to exposure to adverse experiences in 118 (52%) cases. There was no change in 109 cases, with just one young person increasing their number of risk factors. For 21 young people (9%) the reduction was substantial with a reduction of three or more risk factors, significantly reducing their exposure to or impact of adverse experiences. **Figure 2** illustrates the scale of reductions in the number of risk factors.

Figure 2 Changes in number of risk factors associated with exposure to adverse experiences



Criminal exploitation was a prominent feature of change over the course of the programme. Eighteen of the 41 young people (44%) were recorded as having a reduced risk of exposure to criminal exploitation since starting the programme. Low socio-economic status also showed a 33% reduction although it is not fully understood how the programme impacted on this area. However, there were indicators from the information provided elsewhere by CCOs that some young people had gained employment. In terms of exposure to violence, peer violence was down 23% and physical abuse by 13%.

Reductions in the number of young people exposed to adverse experiences was generally low overall. However, some of the risk factors could be relatively static, certainly over the time period of the programme, such as parental separation, and the impact of a significant bereavement or traumatic experience. Some factors were beyond the scope of the programme such as exposure to parental domestic violence and abuse. That said, the programme had some influence in reducing some of the risks associated with adverse experiences. **Table 18** provides a CCO breakdown of reductions in exposure to adverse experiences.

Table 18 Changes in risk of exposure to adverse experiences

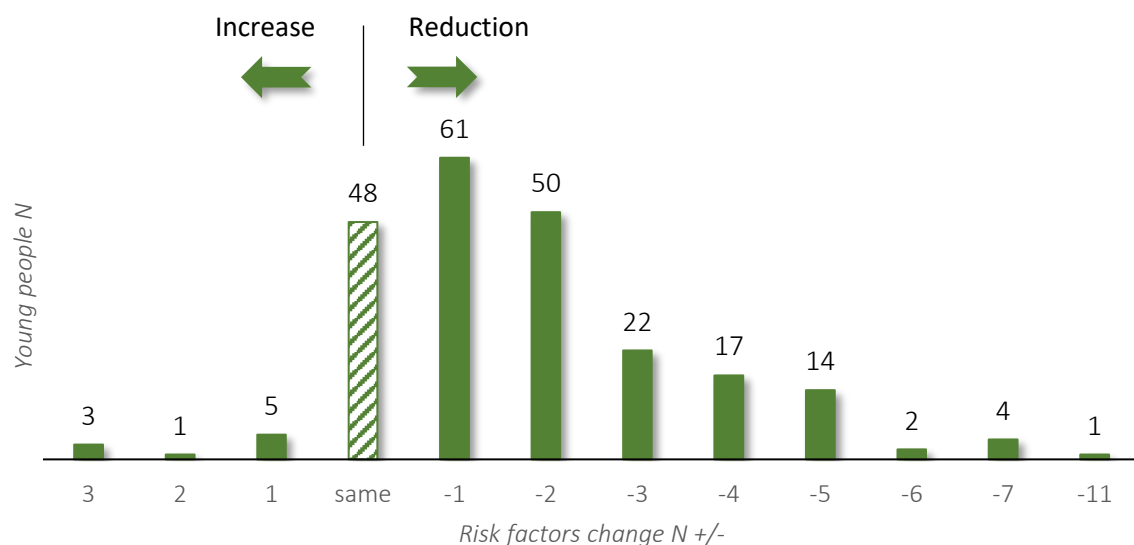
Risk factors Exposure to...	Reduction N/Start of prog. N	Change percentage	Reduction N/Start of prog. N						
			Arsenal (n=7)	Burnley (n=29)	Palace (n=20)	Everton (n=31)	Newcastle (n=27)	Southampton (n=3)	Stoke (n=56)
Criminal exploitation	18/41	-44%	-	1/3	-	11/14	4/14	1/1	1/9
Low socio-economic status	16/48	-33%	2/2	-/2	1/6	12/18	-/19	1/1	-
Peer violence	9/40	-23%	-	-/9	1/6	-	6/20	1/4	1/1
Parental DVA ¹	6/46	-13%	-/2	4/12	-/5	-/1	-/23	2/3	-
Sexual exploitation	3/5	-60%	-	2/2	-	-	-	-	1/3
Parental separation	3/17	-18%	-	3/4	-	-	-/3	-	-
Physical abuse	3/24	-13%	-	/2	/1	-	/12	-	-
Bullying	2/5	-40%	-	1/2	-	-	-/1	1/1	-
NEET ²	2/5	-40%	-	-	1/2	-	1/3	-	-
Lack of opportunities E/T ³	1/2	-50%	-	-	-	-	1/2	-	-
Impact of other traumatic experience	1/8	-13%	-	-/3	-	1/2	-/3	-	-
Neglect	1/9	-11%	-	1/4	-	-	-/2	-	-/3
Impact of significant bereavement	1/10	-10%	1/1	-/1	-	-/2	-/5	-	-/1
Racial abuse	1/11	-9%	-	-/3	-	-	1/2	-/2	-/4
Poor social skills	-/1	-	-	-	-	-	-	-	-/1
Deprivation	-/1	-	-	-/1	-	-	-	-	-
Self-harm	-/1	-	-	-	-	-	-	-	-/1
Depression	-/1	-	-	-	-	-	-/1	-	-
Homelessness/instability		-	-	-	-	-	-/1	-	-
In care	-/1	-	-	-	-	-	-/1	-	-

¹Parental domestic violence/abuse; ²Not in Education/Employment or Training; ³Lack of opportunities education/training

Changes in negative behaviours/attitudes

There was a reduction in the number of risk factors related to negative behaviours/attitudes in 171 (75%) cases. There was no change in 48 cases (21%), with nine young people (4%) increasing their number of risk factors. For 60 young people (26%) the reduction in number was considerable, three or more risk factors, significantly reducing their negative behaviours/attitudes. **Figure 3** illustrates the scale of reductions in the number of risk factors.

Figure 3 Change in number of risk factors associated with negative behaviours/attitudes



The programme appears to have had most impact on reducing negative behaviours and attitudes of the young people who accessed it. Whilst CCOs differed in specific risk factors, there was a consistent reduction in anti-social and criminal behaviour. Proportionally the impact on criminal behaviour was high, with involvement reportedly down by 64%. There was also a recorded 51% reduction in involvement in anti-social behaviour across the programme. One in four young people identified as affiliated to a gang were recorded as no longer being so by the end of the programme. This is a notable emerging finding given the recognised difficulties of intervening in this area of youth violence. Carrying a weapon and criminal aspirations had also reduced by approximately half, although numbers were too small to make any firm conclusions.

In line with the goal of reducing violent behaviour the data suggests the programme has largely had a positive impact on aggressive and violent behaviour, whether in the community, at home or in school. Numbers of young people involved in such behaviour reduced from between 41% and 54% over the course of the programme. With a similar reduction in positive attitudes towards violence (54%). **Table 19** provides a full list of risk factors identified in this category and reductions over the course of the programme by CCO.

Table 19 Reduction in negative behaviours and attitudes

Risk factors	Reduction N/ Start of prog. N								
	Reduction N/start of prog. N	Change percentage +/-	Arsenal	Burnley	Palace	Everton	Newcastle	Southampton	Stoke
Anti-social behaviour	66/129	-51%	1/4	9/16	1/5	7/18	19/40	2/2	27/44
Criminal behaviour	52/81	-64%	1/3	14/18	5/11	2/2	27/39	-/-	3/8
Problem beh. school	34/89	-38%	-/-	11/19	1/3	9/23	6/8	-/1	7/35
Violent behaviour community	28/60	-47%	-/-	8/18	-/2	-/2	9/21	-/-	11/17
Aggressive behaviour	27/61	-44%	-/-	7/11	3/6	1/9	12/25	-/-	4/10
Pos. attitudes to violence	25/40	-63%	-/-	9/14	1/4	-/2	9/12	-/-	6/8
Criminal aspirations	24/31	-77%	-/-	3/5	1/1	1/1	6/6	-	13/18
Education Issues	23/60	-38%	-/-	9/13	2/10	3/13	2/6	-/-	7/18
Problem behaviour home	19/35	-54%	-/-	13/20	-/2	1/2	5/8	-/-	-/3
Violent behaviour (school)	16/37	-43%	-/-	9/10	1/10	-/3	2/4	-/-	4/10
Drug use	16/35	-46%	3/4	1/3	-/4	3/5	7/14	2/3	-/2
Anger issues	15/19	-79%	-/-	14/15	-/1	-/-	-/-	-/-	1/3
Violent behaviour (home)	13/21	-62%	-/-	13/15	-/-	-/-	-/5	-/-	-/1
Low A,SE,C,R ¹	8/13	-62%	-/-	8/11	-/-	-/-	-/2	-/-	-/-
Racist behaviour	8/15	-53%	-/-	4/4	-	-	1/1	-	3/10
Carrying weapon	8/16	-50%	-/-	2/3	2/2	-/-	2/8	-/-	2/3
Gang affiliation	8/32	-25%	2/3	1/6	1/7	1/1	-/3	-/-	3/12
APV ²	5/8	-63%	-	5/6	-	-	-/2	-	-
Bullying behaviour	5/8	-63%	-	1/1	-	-/1	4/4	-	-/2
Alcohol use	4/17	-24%	1/1	-/-	-/-	1/4	1/10	-/1	1/1
Drug Dealing/Running	3/5	-60%	-/-	1/2	-/-	-/-	-/1	-/-	1/2
MFH ³ episodes	1/1	100%	-/-	1/1	-/-	-/-	-/-	-/-	-/-
Neg. attitudes to authority	1/2	-50%	-/-	1/2	-/-	-/-	-/-	-/-	-/-

¹low aspirations, self-esteem, confidence and resilience; ²Adolescent to parent violence; ³missing from home

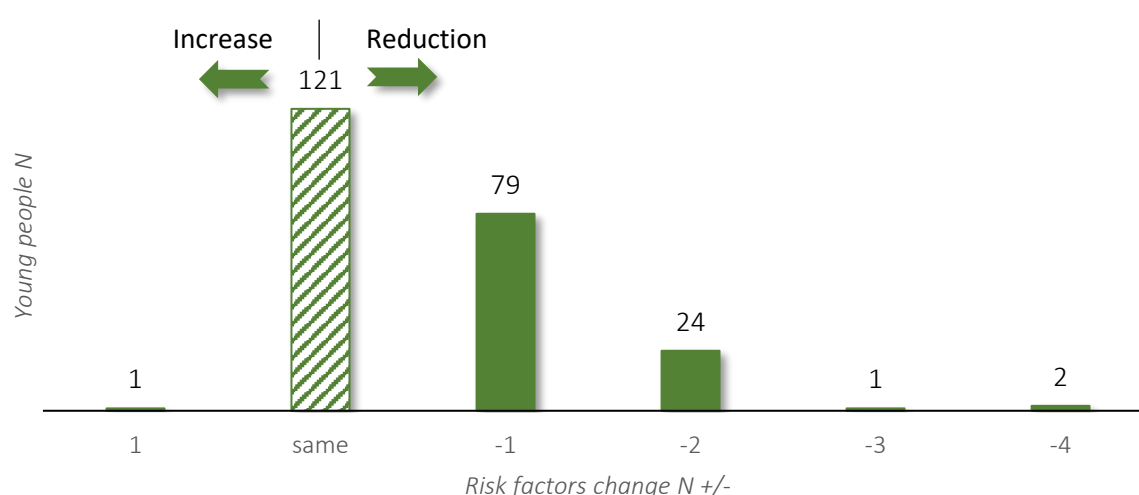
Whilst these findings are certainly encouraging with reductions in anti-social, criminal and violent behaviours as well as behaviours and attitudes associated with gang culture, many

young people were still engaging in such behaviours after completing the programme. This highlights the challenges involved in this area of youth provision.

Changes in negative relationships/role models

There was a reduction in the number of risk factors related to negative relationships/role models in 106 cases (47%). There was no change in 121 cases (53%), with one young person increasing their number of risk factors. For 27 young people (26%) the number of risk factors had reduced by two or more, a considerable reduction in negative relationships/role models. **Figure 4** illustrates the scale of reductions in the number of risk factors.

Figure 4 Changes in number of risk factors associated with negative relationships/role models



Although limited, the programme appears to have had a positive impact in reducing negative relationships. Associating with anti-social peers was still the most prominent risk factor in this category, despite a 49% reduction since the start of the programme. All CCOs had positive movement with anti-social peer reductions to varying degrees. It should be noted that apart from associating with anti-social peers, only 33 (35%) of young people were identified with another risk factor in this category. Therefore, relatively small reductions in numbers are represented as large percentages.

Family relationships are perhaps more difficult to influence, yet 54% were recorded as having reduced the risk of a negative relationship with a parent or parents over the course of the programme. Arsenal and Burnley appear to have had most success in this aspect. **Table 20** provides a full list of risk factors identified in this category and reductions over the course of the programme by CCO.

Table 20 Reduction in negative relationships/role models

Risk Factors	Reduction N/Start of prog. N								
	Reduction N / Start of prog. N	Change percentage +/-	Arsenal	Burnley	Everton	Newcastle	Palace	Southampton	Stoke
Anti-social peers	72/148	-49%	7/7	7/19	12/22	17/38	11/12	2/3	16/47
Negative relationship with parent/parents	13/24	-54%	2/2	5/7	2/3	3/9	-/1	1/1	-/1
Inadequate parenting	10/21	-48%	2/2	-/2	1/1	1/4	-/3	6/7	-/2
Other negative family relationships	3/8	-38%	1/1	-/1	1/2	1/2	-/2	-/-	-/-
Parent/close relative involved in criminal activity/prison	3/18	-17%	1/1	-/7	1/2	-/2	-/1	1/1	-/4
Dysfunctional family	2/8	-25%	-/-	2/4	-/-	-/-	-/-	-/-	-/4
Lack of positive role model	1/2	-50%	-/-	-/-	-/-	1/2	-/-	-/-	-/-
Sibling involved in criminal activity/prison	1/14	-7%	1/1	-/1	-/-	-/11	-/1	-/-	-/-

Changes in 'other' risk factors

Risk of gang affiliation was identified as factor across most of the programme. As shown in **Table 21** there was some positive movement overall in reducing the risk of gang affiliation (38%).

Table 21 Reductions in 'other' risk factors since the start of the programme

Risk factors	Reduction N / Start of prog. N								
	Reduction N / Start of prog. N	Change percentage +/-	Arsenal	Burnley	Palace	Everton	Newcastle	Southampton	Stoke
Risk of gang affiliation	25/65	-38%	2/4	-/3	-/4	7/16	5/3	-/-	11/35
Vulnerable to criminal exploitation	2/22	-9%	-/-	-/-	-/-	2/22	-/-	-/-	-/-

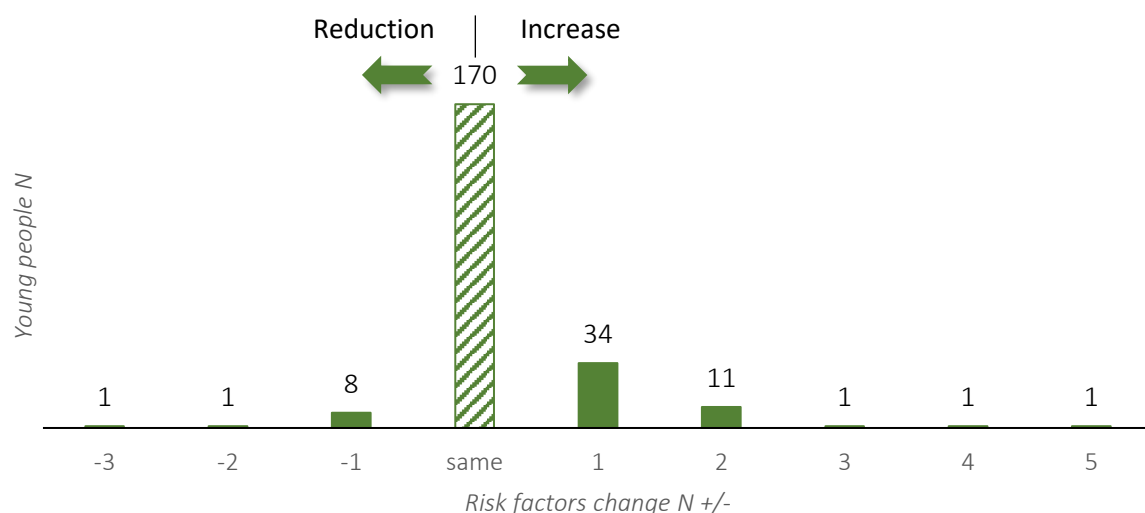
Whilst three CCOs recorded varying degrees of reduction, two showed none. Newcastle recorded an increase in the number at risk, from three to five over the course of the programme. Only Everton recorded young people as being vulnerable to criminal exploitation. Twenty of the 22 (91%) were still believed to be vulnerable to this issue by the end of the programme.

Changes in protective factors

Changes in positive relationships/influences

There was an increase in the number of protective factors related to positive relationships/influences in 48 cases (21%). There was no change in 170 cases (75%), with 10 young people decreasing their number of protective factors in this category. For 14 young people (6%) the number of protective factors had increased by two or more, a considerable increase in positive relationships/influences. **Figure 5** illustrates the scale of increases and reductions in the number of risk factors.

Figure 5 Change in number of protective factors associated with positive relationships/influences



Positive relationships showed the largest increase in numbers over the course of the programme, whether with a caring adult, teachers, other professionals and or peers. Effective teachers remained the most common protective factor in this category of positive relationships/influences. Total recordings of protective factors in this category went from 236 to 291, an increase of 23%. The increase suggests that working on the programme contributed to improvements in young people's relationships with parents, family, teachers and other professionals. One potential explanation for this is that the trusting and enduring relationship built with CCO staff, reported in section 4 of this report, enabled the young person to transcend their trust to significant others. Despite the positive movement, over a third of young people (37%) who accessed the programme were still considered upon exit not to have an external positive relationship acting as a protective factor. **Table 22** provides a full list of protective factors identified in this category and increases and reductions over the course of the programme by CCO.

Table 22 Increases in positive relationships/role influences

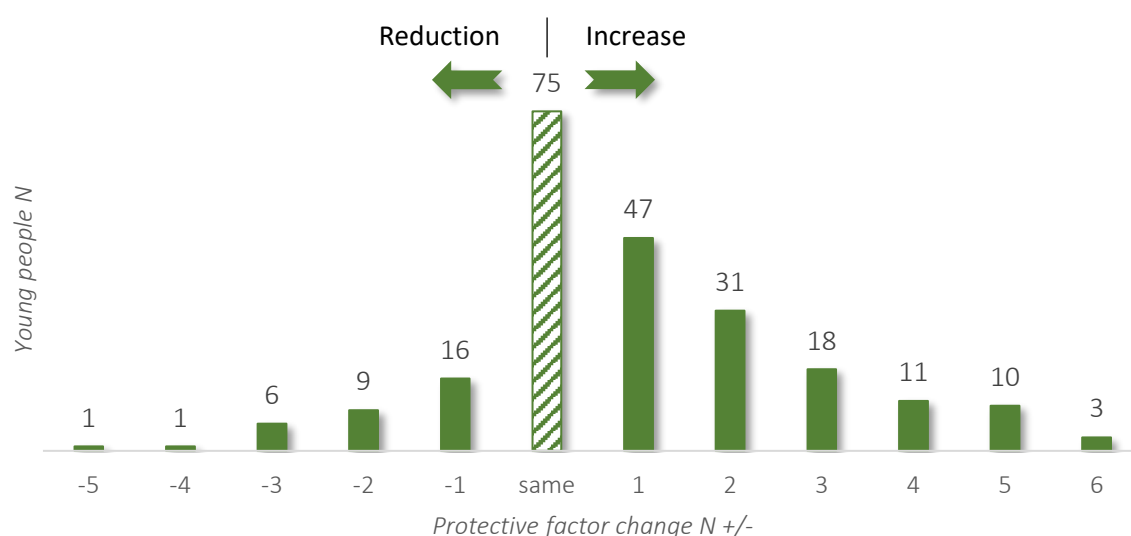
Positive relationships/influences	End of prog. N /start of prog. N								
	End of prog. N / Start of prog. N	Change percentage +/-	Arsenal (n=7)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)
Effective teachers/school	97/93	+4%	1/1	13/13	9/6	14/9	3/4	3/6	54/54
Positive relationships with caring adult(s)	48/35	+37%	6/6	11/11	9/6	4/2	2/1	9/2	7/7
Positive relationships with family	41/35	+17%	4/4	2/2	7/5	7/5	5/5	4/4	12/12
Effective care-giving/parenting	40/32	+25%	1/1	8/6	9/6	13/11	-/-	-/-	9/8
Positive relationship with teachers/other professionals	39/26	+50%	-/-	12/12	9/8	7/3	-/-	-/-	11/3
Positive relationships with peers	24/12	+100 %	-/-	3/-	9/8	8/3	-/-	1/-	3/1
Positive relationship with romantic partner	5/3	+66%	1/1	-/-	-/-	3/2	-/-	-/-	1/-
Positive role model	1/1	-	-/-	-/-	-/-	-/-	1/1	-/-	-/-
Reduction									

As table 22 shows there were a few isolated cases which showed a reduction in positive relationships. Two of the three young people at Southampton who were no longer recorded as having the support of teachers/school had left the programme early after a lack of attendance and communication with the CCO. Whilst in the case of the young person at Palace, they had been recorded as having ongoing issues at home corresponding with difficult behaviours at school.

Changes in positive personal assets of the young person

There was an increase in the number of protective factors related to positive personal assets in 120 cases (53%). There was no change in 75 cases (33%), with 33 young people (14%) decreasing their number of protective factors in this category. For 42 young people (18%) the number of protective factors had increased by three or more, a considerable increase in personal assets. **Figure 6** illustrates the scale of increases and reductions in the number of risk factors.

Figure 6 Change in number of protective factors associated with personal assets of young people



In terms of personal assets of the young person, the programme appears to have had most positive impact around self-regulation skills, more than doubling the numbers of young people with this asset over the course of the programme. Self-regulation skills are an important aspect in controlling the use of violent behaviour. Although increases in numbers were evident still only 30% of young people who accessed the programme were recorded with this asset by the end of it. The same can be said for many factors across the category, where numbers are worryingly low. For example, less than one in four were recorded as having good self-esteem or a willingness to learn or change. However, the number of recordings in this category did increase from 414 to 628 over the course of the programme, which demonstrates a positive movement. Despite a low increase in numbers, intelligence/problem solving skills remained the most common protective factor in this category. **Table 23** provides a full list of protective factors identified in this category and increase and reductions over the course of the programme by CCO.

Table 23 Increases in positive personal assets of the young person

Protective factors	End of prog. N/ Start of prog. N								
	End of prog. N/Start of prog. N	Change N +/-	Arsenal (n=7)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)
Self-regulation skills	68/31	+119 %	3/3	18/10	5/9	23/6	6/-	3/2	10/1
Part. pro-social activities	66/40	+65%	7/ 1	4/1	11/12	12/6	3/1	4/2	25/17
Good self-esteem	54/32	+68%	1/1	8/4	7/8	10/8	11/7	3/2	14/2
PE with school ²	36/15	+140 %	-/-	7/5	8/8	4/1	4/-	/-	13/1
Willing to learn/ change	52/32	+62%	-/-	14/13	13/12	7/-	-/-	-/-	18/7
Mature attitude	24/4	+500 %	-	1/1	2/2	2/-	9/-	1/-	9/1
Resilience	74/56	+32%	-/-	19/19	6/5	24/22	14/8	-/-	11/2
Achievement motivation	57/42	+35%	2/2	4/3	7/2	23/15	14/12	2/-	19/8
Perceived E&C	34/20	+70%	1/1	6/5	4/2	22/12	-/-	-/-	1/-
Belief life meaning	41/29	+41%	2/2	1/-	12/12	19/12	3/3	-/-	4/-
Belief OHE ¹	45/34	+32%	3/3	9/8	-/-	16/8	5/5	-/-	12/10
Intelligence/problem-solving skills	77/68	+13%	1/1	12/12	11/11	34/28	7/7	2/2	10/7
Self-confidence	9/3	+200 %	3/-	/-	/-	6/3	/-	/-	/-
Engaging other projects	3/1	+200 %	2/1	1/-	/-	/-	/-	/-	/-
Good comm. skills	2/2	-	3/-	/-	/-	2/2	/-	/-	/-
Remorse Weapon	1/1	-	/-	/-	/-	/-	1/1	/-	/-
Caring nature	1/1	-	/-	/-	/-	/-	1/1	/-	/-
Reduction	¹ Belief other have high expectations of them; ² Positive engagement with school								

In terms of increased numbers of young people, Newcastle and Stoke appear to have had most impact on improvements in positive personal assets. It is difficult to infer explanations for this from the statistics. There was no association found between either the type of intervention

(group work or one-to-one), topics covered, time on the programme or risk factors, and the increase in positive personal assets. Although Stoke were the only CCO to have recorded referring young people (n=8) for Cognitive Behavioural Therapy (CBT) and counselling (n=7). Twelve of the fifteen young people referred to either of these services had developed four or more protective factors related to positive personal assets.

In contrast at Everton one young person had shown a decline in self-regulation skills, participation in pro-social activities and self-esteem over the course of the programme. Unfortunately, there was no further narrative provided for this young person. Associations with anti-social peers and criminal activity was recorded for another young person at Everton coinciding with a decline in self-regulation skills.

Changes in 'other' protective factors

Six young people (3%) had increased their 'other' protective factors by one. The majority (96%) showed no change (n=220) and two young people (1%) decreased their number of protective factors by one in this category.

Table 24 Increase in other protective factors

	End of prog. N/Start of prog. N	Change N +/-	Arsenal	Burnley	Newcastle	Palace
Support plan in place	6/5	+1	-/-	-/-	6/5	-/-
Employment	3/1	+2	2/-	1/1	-/-	-/-
Medication compliance	2/1	+1	-/-	-/-	2/1	-/-
Protection plan in place	2/2	-	-/-	2/2	-/-	-/-
Safe secure accommodation	2/2	-	-/-	-/-	2/2	-/-
Specific hobby	2/3	-1	-/-	-/-	-/-	2/3
Family association with club	-/1	-1	-/-	-/-	-/-	-/1
Carer for family member	1/1	-	-/-	-/-	-/-	/1
Reduction						

The findings above are somewhat ambiguous and therefore no inferences can be made. For example, a reduction in the number of young people working with Newcastle with a support plan in place could as likely imply a positive step, as they no longer need a support plan, or a negative impact, of having that support removed for other reasons. The same theory could be implied with medication compliance.

Changes in risk behaviours

CCOs were asked to report on changes in young people's participation in specific risk behaviours recorded at the beginning of the programme and at the end. Where applicable, change was measured by selecting whether participation in the risk behaviour had reduced, increased or remained the same. A list of risk behaviours was provided with space for additions from the CCO. The list included violence (public and private); anti-social and criminal behaviour, gang affiliation, alcohol and drug use, exploitation of others, bullying, self-harm, running away from home, and disengaging from education/employment/services. CCOs used a variety of different methods to measure change in risk behaviours. Amongst the most common methods across the programme were referral forms, initial and end of programme assessments, information and feedback from working partners and parents, internal evaluations, personal development plans, self-reports and questionnaires.

Blanket responses from one Arsenal cohort and Tottenham were excluded from this analysis (n=83). No indicators were provided for 20 young people who were still on the programme. Therefore, the following statistics are based on the data for the remaining 237 young people.

Reducing participation in risk behaviours were most often reported for the following:

- Criminal behaviour (n=41)
- Anti-social behaviour (n=37)
- Public violence (n=31)
- Disengagement from education/employment/services (n=31)
- Gang affiliation (n=27)
- Gang violence (n=20)

Note: There are discrepancies between reductions in some behaviours that had been identified as both risk factors and risk behaviours. For example, 52 young people had reduced their criminal behaviour as a risk factor, yet only 32 were recorded as having reduced this risk behaviour. It is likely that when recording risk factors some CCOs included both the risk of and involvement in the behaviour. The evaluation team acknowledges this may have been due to a lack of clarity on the monitoring forms.

Much less prevalent was increased participation in risk behaviours over the course of the programme. The most reported cases were increased involvement in:

- Criminal behaviour (n=5)
- Public violence (n=3) Gangs (n=2)

Despite, positive change being more likely than negative in terms of risk behaviours, no change was still the most likely outcome. The most prevalent being no change for engaging in:

- Anti-social behaviour (n=117)
- Criminal behaviour (n=71)
- Public violence (n=63)
- Gang affiliation (n=48)

CCOs were asked for their grading of an overall level of risk (low, medium or high) for risk behaviours, measured at the start and end of the programme. In addition to the exclusions for specific risk behaviours, Stoke did not record risk levels (n=62). So, there were 175 recordings of risk levels at the start and end of the programme. **Table 25** provides a breakdown by CCO, of change in general risk levels for risk behaviours.

Table 25 General risk levels for all risk behaviours measured at the start and end of programme.

<i>Risk level Start/end of programme</i>	Total young people N	Total percentage	Arsenal (n=7)	Burnley (n=34)	Everton (n=32)	Newcastle (n=59)	Palace (n=32)	Southampton (n=11)
<i>Increase</i>	-	-	-	-	-	-	-	-
Medium/High	-	-	-	-	-	-	-	-
Low/High	-	-	-	-	-	-	-	-
Low/Medium	-	-	-	-	-	-	-	-
<i>Decrease</i>	94	53%	2	19	27	34	10	2
High/Medium	43	24%	-	6	17	12	7	1
High/Low	3	2%	-	1	-	1	1	-
Medium/Low	48	27%	2	12	10	21	2	1
<i>No change</i>	81	47%	5	15	5	25	22	9
High/High	22	13%	2	4	3	2	8	3
Medium/Medium	52	30%	1	10	1	23	14	3
Low/Low	7	4%	2	1	1	-	-	3

Sixty-eight young people (39%) were recorded as being at a high risk for risk behaviours at the start of the programme reducing to 22 (13%) on exit. In contrast, few young people, in fact just seven, were recorded as low risk at the start, increasing to 58 (33%) by the end. No young person was recorded as having increased their risk of risk behaviours over the course of the programme. Whilst 94 (53%) had shown a decrease, 47% of young people showed no change in their risk level for risk behaviours.

On an individual CCO level, a higher proportion of young people working with Burnley (56%), Everton (84%) and Newcastle (58%) showed a decrease in risk levels. Higher proportions of young people working with Arsenal (71%), Palace (69%) and Southampton (82%) showed no change. It is difficult to make inferences as to the reasons for these differences based on the statistics, as there was no association with type of approach, target group, risk or protective factors or topics covered.

Areas of improvement, decline or no change

CCOs were asked to provide some narrative around areas of improvement (**Table 26**), decline (**Table 27**) or no change (**Table 28**) for each young person observed by staff, young people themselves or others such as teachers or parents over the course of the programme. Areas of improvement largely outweighed no change and decline. In the following sections we provide summaries of each area with example narratives.

Areas of improvement

Table 26 Areas of improvement in young people

Area of improvement	Example narratives
Actions/intentions to move away from anti-social peers and gang affiliation	<p>"Gang affiliated due to older brother. YP thought that they have a lot to live up to due to brother's name and reputation. However, through working and showing that YP is their own person YP started to leave peers. YP felt confident in doing so which was also a bonus."</p> <p>"...it's made me want to be a better person, and you know what I'm trying to say? I don't want to, I don't want nothing to do with that no more. I just want to go forward, you know what I'm trying to say, and be a better person."</p>
Reduction in aggressive and violent behaviour	<p>"Willingness to not shout at others or get violent within schools. Can now resolve situations without resulting to violence or shouting. YP now feels happy within herself."</p>

	<p>"... now I won't cause an argument, if there is an argument there is but I won't go looking for one kind of thing and I'll try not to react to it and retaliate as much as I can."</p>
<p>Increased motivation, aspirations, awareness, self-confidence, self-esteem</p> <p>Increased motivation, aspirations, awareness, self-confidence, self-esteem continued...</p>	<p>"Motivation increased and his ability to make positive decisions has improved. Gained employment."</p> <p>"Teachers are pleased that she shows motivation to attend sessions with the programme as life is described as 'tough' for her currently."</p> <p>"More aware of the dangers of being involved in gangs"</p> <p>"Increased confidence, proactive in seeking out more positive activities. Motivation has increased as well as his self-belief and ambition"</p> <p>"Increased confidence, proactive in seeking out more positive activities. Motivation has increased as well as his self-belief and ambition."</p> <p>"YP has improved his goal setting in terms of setting and hitting SMART targets. This has led to YP being able to achieve more as time went on. YP has now stated that he feels better within himself as now he feels he can break down objectives to more manageable chunks. Started to raise levels of aspirations due to the constant accomplishments of targets."</p> <p>"Feels confident to challenge her own peer relations who she associates with in the evenings in the community. An example of this, if they are doing something wrong i.e. anti-social behaviour, she challenges them on this."</p>
<p>Improvement in attitude, behaviour, life choices</p>	<p>"Attitude towards staff and teachers improved dramatically (school staff), sustained engagement with mentoring programme noted by 'It's Your Turf' staff, reduction in anger outbursts at home and at school noted by mum and teachers and reduction in police contact noted by PCSO from Early Action Police Team."</p> <p>"Attitude towards criminal behaviour took a dramatic change for the better. Began to apply himself more."</p> <p>"At the start of the programme he didn't want to engage in any pro-social activities, but his attitude has improved, and he now wants to improve his fitness, and stay away from negative distractions."</p> <p>"Young person identified that he has improved his behaviour in the community and in school. Also, does not get in trouble for hanging in big</p>

	groups as they now go into a room in school with mates. Also, less trouble with the police.”
Improvement in relationships with others	“Slowly stopping abusing teachers. YP began to realise the effects of how words can hurt someone. This led to having better relationships and allowed him to apply himself more.”

Areas of decline

Table 27 Areas of decline for young people

Area of decline	Example narratives
Anti-social and criminal behaviour	“Criminal behaviour took quite a decline for Young People. Accepted that to get on in this world you have to make money in order to support yourself however felt that money to be made criminally is less stressful than money made via legal means.”
Gang affiliation	“Behaviour in the community has taken a bit of a decline. Although removed himself from a gang he has attached himself on to another group of friends which YP feels is the right thing to do but cannot see how there is not much difference in what they are offering in terms of anti-social behaviour. Gang affiliation started back again. Struggled to re-engage with programme.”
Aggression	“Aggression towards others became worse as the programme was continuing. Would often get into fights at school however had a very good relationship with the mentor. School would say that sessions that YP and mentor would go through would be forgotten by end of the day.”
Education	“His engagement in mainstream education has continued to decline, resulting in being moved to a pupil referral unit.”
Attitude	“Attitude towards careers and aggression. Young people started to go through a period of coming home late to his care home. Violence against others became an issue would stop engaging with mentor and would eventually stop attending school.”
Self-esteem and confidence	“Young person identified that she is aware of how others feel and situations that can be risky. Incident that happened really affected her but was referred to (service name) and engaging with the counsellor positively ... young person’s self-esteem declined due to what

	happened but is still attending school and engaging with professionals.”
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Areas of no change

Table 28 Areas of no change in young people

<i>Barrier to change</i>	<i>Example narratives</i>
Pull of gang culture	“YP attitude towards criminal behaviour has no change. This is down to the fact that he feels it brings him money which supports himself. Difficult to get into as even though we have tried to get YP job interviews he has not showed up as he makes more from criminal hustle.”
Negative role model	“Possible gang involvement from family members. Difficult to remove this factor away from YP as the member of the family who is involved is seen as a role model for the YP. Would often challenge back when we tried to challenge behaviours of family member.”
Continuation of negative behaviour, attitude and life choices	<p>“Young person still appears to be involved in offending behaviour.”</p> <p>“Negative peers, drug misuse, missing from home episodes all reported by the Social Worker managing his case as well as the Police Early Action Team. There are also still some issues with county lines and out of area offending.”</p> <p>‘He still spends time with peer groups who have a negative impact on him. He still reports that he is involved in regular alcohol misuse. He is still at risk of weapon possession and/or use.’</p> <p>“Young person through evaluation identified behaviour and attitude in school and the community remained the same.”</p>
Other influences	<p>“Still a chaotic and dysfunctional family unit noted by professionals and social care, with poor to non-existent attendance to school. It could be assessed that no change occurred due to the poor circumstances that were already apparent before the case was taken on ‘It’s Your Turf’.”</p> <p>“Quite erratic behaviour, difficult home life, no stability, struggles in school, mother previously been in prison.”</p>

Programme completion, attendance, punctuality and engagement

Completion

Due to lack of information one cohort (n=47) was excluded from this part of the analysis. Of the remaining 293 young people 71% completed the programme (n=209), with a further 10% (n=29) still working with the CCO at the time they submitted the monitoring information. Almost one in five young people (19%) left the programme prior to completion (n=55).

Table 29 provides a breakdown of completion rates and reasons for not completing. As shown early leavers most frequently disengaged themselves from the programme. Interestingly 62% of young people (n=16) who disengaged were associated with anti-social peers, 58% were involved in criminal behaviour (n=15) and 54% were involved with the CJS at the beginning of the programme (n=14). Suggesting that for some young people the pull of peers and a criminal lifestyle is difficult to overcome both for intervention workers and young people themselves.

Table 29 Programme completion rates and reasons for non-completion

Programme outcome	Young people N								
	Total young people N	Total percentage	Arsenal (n=43)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)
Completed	209	71%	43	29	31	27	20	3	56
Ongoing	29	10%	-	12	-	12	-	5	-
Left early	55	19%	-	6	2	23	12	6	6
<i>Reasons for none completion</i>									
Young person disengaged	27	52%	-	5	-	12	2	5	2
Moved out of area	8	15%	-	1	1	2	3	1	-
Arrested	3	6%	-	-	-	-	3	-	-
Removal by school	3	6%	-	-	-	-	3	-	-
Poor attendance	2	4%	-	-	1	-	-	-	1
Removed by family	2	4%	-	-	-	2	-	-	-
Accessing other support	1	2%	-	-	-	1	-	-	-
Accused of serious offence	1	2%	-	-	-	-	-	-	1
Bereavement	1	2%	-	-	-	1	-	-	-
Engaged in another project	1	2%	-	-	-	1	-	-	-
Multi-agency issues	1	2%	-	-	-	1	-	-	-
Referred to other provision	1	2%	-	-	-	-	-	-	1
Serious behavioural issues	1	2%	-	-	-	-	-	-	1

The highest rates of early leavers were experienced by Southampton (43%); Palace (38%) and Newcastle (37%). Key comparisons between young people who completed the programme (n=209) and those who left early (n=55) revealed that on average:

- Completers showed a greater reduction in the number of risk factors (n=3) than non-completers (n=1)
- Completers showed a greater increase in the number of protective factors (n=5) than non-completers (n=2)

Where recorded:

- A larger proportion of completers (57%) reduced their risk behaviours than non-completers (43%)

Whilst these findings can be explained by less time for positive change for young people who left early, they also support the effectiveness of the work of the CCOs in facilitating positive change given the time to do so.

Attendance

The overall attendance rate (80%) was the same for one-to-one sessions as it was for group work. However, in the cases of Palace (23%), Everton (13%) and Newcastle (20%) there was a stark difference in attendance rates, higher for group work than one-to-one see **Table 30** overleaf. In the cases of Everton and Palace this may be explained by the fact that each CCO worked with two cohorts, one consisting of a younger age group (under 13's) and the other an older age group (13 years and above). Group work with the younger age cohorts was conducted within the school day, whilst one-to-one work with the older age cohorts was not. The higher attendance rate for group than one-to-one work at Newcastle may be attributed to the much fewer young people attending groupwork. Where there was a combined approach to intervention for all young people, for example at Stoke, attendance rate was higher for one-to-one work.

Table 30 Programme attendance, punctuality and engagement.

<i>Description</i>	Total N	Total percentage	Arsenal (n=43)	Burnley (n=47)	Everton (n=33)	Newcastle (n=62)	Palace (n=32)	Southampton (n=14)	Stoke (n=62)
One-to-one intervention	216	74%	-	47	11	55	32	9	62
One-to-One sessions	2237	-	-	390	130	722	711	133	151
Sessions attended	1782	80%	-	319	103	581	547	108	124
Session not attended	455	20%	-	71	27	141	164	25	27
Attendance rates	-	-	-	82%	79%	80%	77%	81%	82%
Always arrives on time	128	60%	-	35	6	15	9	5	58
Generally, arrives on time	56	25%	-	5	3	26	14	4	4
Sometimes arrives on time	13	6%	-	2	2	8	1	-	-
Rarely arrives on time	13	6%	-	5	-	2	6	-	-
Never arrives on time	6	3%	-	-	-	4	2	-	-
Full engagement	125	58%	-	38	7	8	8	8	56
Some engagement	76	35%	-	9	2	42	18	1	4
Little engagement	12	6%	-	-	2	3	6	-	1
No engagement	3	1%	-	-	-	2	-	-	1
Group work intervention	166	57%	43	9	33	3	10	6	62
Group work sessions	1758	-	385	13	353	20	35	95	857
Sessions attended	1402	80%	275	11	326	20	35	77	658
Sessions not attended	356	20%	110	2	27	-	-	18	199
Attendance rates	-	-	71%	85%	92%	100%	100%	81%	77%
Always arrives on time	132	80%	37	9	27	3	3	5	48
Generally, arrives on time	27	16%	3	-	4	-	7	1	12
Sometimes arrives on time	4	2%	2	-	1	-	-	-	1
Rarely arrives on time	2	1%	-	-	1	-	-	-	1
Never arrives on time	1	1%	1	-	-	-	-	-	-
Full engagement	121	73%	40	5	22	3	2	5	44
Some engagement	38	23%	-	4	8	0	8	1	17
Little engagement	8	4%	3	-	3	-	-	-	2
No engagement	-	-	-	-	-	-	-	-	-

As shown in **Table 30** a higher percentage of young people (73%) attending group work sessions were recorded as fully engaged compared to those attending one-to-one sessions (58%). Perhaps one possible explanation for this difference maybe that group-based discussions and activities were often less emotionally intrusive than one-to-one work and therefore the young person may feel more comfortable to contribute. Self-disclosure can be a very difficult experience particularly for young people leading complex lives and facing the everyday challenges many of these young people were experiencing. This requires a greater level of trust which, as we have previously identified, takes time to develop.

Similar explanations could be offered for differences in punctuality. A higher percentage of young people 'always arrived on time' for group work (80%) compared to one-to-one work (60%). However, a lot of group work was conducted at school during school hours, which may have contributed to better punctuality than one-to-one work often undertook outside of these hours and located elsewhere in the community.

What worked?

CCOs were asked to provide a brief summary of what worked with young people on an individual basis. We then reviewed the narratives and pulled out the main components for each CCO. **Table 31** provides a visual summary of the key practice components identified by CCOs as contributing to the change they had achieved in key risk and protective factors.

Table 31 Summary of what worked with young people

CCO	Components	Key risk factor reductions	Key protective factor increases
Arsenal	Working/achieving as a group Providing a positive focus Working within the local community Building a professional friendship Arsenal the brand	Anti-social peers Drug use	Participation in pro-social activities Self confidence Good communication skills
Burnley	Flexible working Building trusting/positive relationships Bespoke work that meets the needs of the young person Effective joint working with partners Providing the right environment Offering incentives Burnley the brand	Anger issues Violent/problem behaviour at home and school Criminal behaviour Anti-social peers	Self-regulation skills Good self-esteem Participating in pro-social activities

Everton	<p>Working in a familiar environment</p> <p>Working/achieving as a group</p> <p>Mix of classroom and practical based work</p> <p>Building trusting/positive relationships</p> <p>Delivering relevant topics</p> <p>Use of sport</p> <p>Everton the brand</p>	<p>Criminal exploitation</p> <p>Anti-social behaviour</p> <p>Problem behaviour at school</p> <p>Carrying a weapon</p> <p>Anti-social peers</p>	<p>Positive relationships with caring adults</p> <p>Achievement motivation</p> <p>Perceived efficacy and control</p>
Newcastle	<p>Providing the right environment</p> <p>Tapping into personal interests to facilitate change</p> <p>Mix of classroom based work and outdoor activities</p> <p>Work in manageable chunks</p> <p>Giving the young person autonomy</p> <p>Not being a statutory agency</p> <p>Newcastle the brand</p>	<p>Criminal behaviour</p> <p>Violent behaviour in the community</p> <p>Positive attitudes towards violence</p> <p>Criminal aspirations</p> <p>Aggressive behaviour</p> <p>Anti-social peers</p>	<p>Positive relationship with peers</p> <p>Positive relationship with teachers/other professionals</p> <p>Self-regulation skills</p> <p>Participating in pro-social activities</p> <p>Achievement motivation</p>
Palace	<p>Providing activities of interest</p> <p>Addressing the consequences of actions</p> <p>Empowering the young person to make their own choices</p> <p>Bespoke work meeting the needs of the young person</p> <p>Palace the brand/facilities</p>	<p>Criminal behaviour</p> <p>Aggressive behaviour</p> <p>Carrying a weapon</p> <p>Anti-social peers</p>	<p>Self-regulation skills</p> <p>Good self-esteem</p> <p>Resilience</p> <p>Positive engagement with school</p>
Southampton	<p>Parental involvement</p> <p>Facilitating young person's autonomy</p> <p>Building trusting/positive relationship</p> <p>Needs led working</p> <p>Southampton the brand/facilities</p>	<p>Anti-social behaviour</p> <p>Drug use</p> <p>Anti-social peers</p> <p>Inadequate parenting</p>	<p>Positive relationships with caring adults</p> <p>Participating in pro-social activities</p> <p>Achievement motivation</p>
Stoke	<p>Non-statutory staff</p> <p>Working/achieving as a group</p> <p>One-to-one work</p> <p>Delivery of directly relevant core topics</p>	<p>Anti-social behaviour</p> <p>Criminal aspirations</p> <p>Violent behaviour in the community</p> <p>Positive attitudes towards violence</p>	<p>Positive relationship with teachers/other professionals</p> <p>Self-regulation skills</p> <p>Participating in pro-social activities</p>

	Gaining wider recognition as a key intervention	Educational issues Anti-social peers	Positive engagement with school Resilience Mature attitude
Tottenham	Intense focused work Building a trusting working relationship		

There were clearly some common themes across the CCOs in their interpretations of what worked well with young people. Building a trusting working relationship, bespoke needs-based work and providing the right environment were amongst the more common features. As previously highlighted the more prevalent features of positive change included a reduction in young people engaging in anti-social, criminal, violent and problem behaviour and an increase in numbers of young people with positive personal assets such as self-regulation skills, achievement motivation, self-esteem and confidence. It is difficult to make inferences from quantitative analysis between the components of the programme and change in the young people. The connections between practice and positive change is more apparent in the qualitative analysis section of this report.

Beyond the programme

We asked CCOs to provide information about young people's achievements or engagement with other activities/providers beyond the period of the programme. **Table 32** lists examples of young people's achievements and wider engagement by CCO.

Table 32 *Young people's achievements/engagement beyond the programme*

CCO	Achievements/wider engagement
Arsenal	6 of the young people have gone on to speak publicly at events involving young people and professionals from statutory services.
Employment (n=6)	
Other activities (n=2)	3 of the young people have been taken on as casual workers with Arsenal.
Qualifications (n=1)	Others have: Appeared in other short films Completed an FA Level 2 coaching badge Taken on as a runner on other short film sets.

	<p>Attended drama school.</p> <p>Participated in additional drama sessions.</p> <p>Got paid work as a photographer since completing a course with Arsenal.</p> <p>Got paid work through selling artwork.</p>
<p>Burnley</p> <p>Other projects (n=6)</p> <p>Education and Training (n=1)</p> <p>Other activities (n=1)</p>	<p>Two young people on Moor Mentoring programme also run by Burnley FC in the Community. Internal programme on offer from BFCitC. This programme works in schools in a mentoring capacity and aims to address purely academic issues. The young person has since engaged with this programme very well over a longer period.</p> <p>Three young people on Pen Pals Project which works with Newcastle United's BTCOVV project.</p> <p>One young person in the early stages of programme also attends PL Kicks and was referred to me partly through our academic mentoring programme at BFCitC 'Moor Mentoring'.</p> <p>Education and Training support at Burnley FC in the Community, with JH starting an IT course shortly to enhance his employment prospects.</p> <p>One young person has been referred on to an external running club for a pro-social activity. This has been a success.</p>
<p>Everton</p> <p>Other projects (n=16)</p>	<p>11 young people have gone on to attend Everton Enterprise Programme.</p> <p>Four young people have gone on to attend Everton Breathing Space Programme.</p> <p>One young person attends Premier League Kicks Youth Zone.</p>
<p>Newcastle</p> <p>Other projects/programmes (n=5)</p> <p>Employment and Training (n=5)</p> <p>Qualifications (n=3)</p>	<p>Pen Pals Project between Newcastle United & Burnley FC.</p> <p>Newcastle Pen Pals project which aims to tackle social isolation amongst young people</p> <p>Princes Trust TEAM programme and onto a Talent Match programme focusing on getting work experience and employment.</p>

Volunteering (n=2)	<p>Enterprise course with the Princes Trust.</p> <p>Weekly youth provision session at a community centre.</p> <p>Apprenticeship (n=2)</p> <p>Employment with Newcastle City Council Waste Management Service following a successful work placement</p> <p>Working with the Restorative Justice Officer around employment and training options.</p> <p>College course</p> <p>Bricklaying and construction course as part of their school programme.</p> <p>The YP has started a boxing qualification at a local boxing gym.</p> <p>Achieved level 2 bricklaying.</p> <p>Secured a BTEC scholarship through the Newcastle Football Development Programme.</p> <p>Barnardo's Young Community Champion volunteer.</p> <p>Volunteering at a cat sanctuary.</p>
<p>Palace</p> <p>External activities (n=10)</p> <p>Employment and Training (n=4)</p> <p>Other projects/programmes (n=1)</p>	<p>Five young people have been referred onto the 'Kicks' programme.</p> <p>Another young person has been engaging on another football programme</p> <p>One young person is regularly playing for a football team of a weekend</p> <p>Two young people are regularly engaging with a boxing club</p> <p>One young person is attending mixed martial arts sessions</p>

	<p>One young person is on an employability programme 'Croydon works' run by the council</p> <p>Another is engaging with a course on business planning and principles of business</p> <p>One young person has a job in the club shop and has enrolled on a traineeship programme</p> <p>Another is attending a college programme from Premier League</p> <p>One young person has taken up a position on a Studio mentoring programme</p>
<p>Southampton</p> <p>Other projects/programmes (n=2)</p> <p>Education and Training (n=2)</p> <p>Support Service (n=1)</p>	<p>Premier League 'Kicks' (n=2)</p> <p>Enrolled on college course</p> <p>Volunteer police cadet</p> <p>Continues to be supported by Family Matters service.</p>
<p>Stoke</p> <p>Support Services (n=4)</p> <p>Other projects/programmes (n=4)</p>	<p>Signposted to counselling service</p> <p>Referred to Younger Minds</p> <p>Referred to in-house school counsellor due to anxiety</p> <p>Counselling service and school mentor</p> <p>Referred to in-house RISE Project for further one-to-one support (n=2)</p> <p>Attended summer programme 2 years after initial BTCOYV programme (n=2)</p>
<p>Tottenham</p> <p>External activities (n=7)</p> <p>Other (n=4)</p>	<p>Kicks Programme (n=7)</p> <p>Duke of Edinburgh Award (n=4)</p>

Conclusion

It is evident from the monitoring data that young people have achieved positive change over the course of the programme. CCOs used various intervention methods to support change. Across the programme there was relatively large reported percentage reductions in risk factors and increases in protective factor. Reductions in anti-social behaviour and criminal activity as well as use of violence in the community, school and at home were key features of the monitoring data outcomes. More than half of the young people had reduced their general risk level for risk behaviours by the end of the programme. Retention was clearly a challenge in some cases, with one in five young people not completing the programme. This was predominantly because the young person had stopped attending, often coinciding with entrenched negative attitudes and deep involvement in anti-social and criminal behaviours. Nevertheless, despite the complex and difficult lives of the young people accessing the programme, completion rate was nearly 80 per cent. However, by the end of their programme many young people were still vulnerable to a range of risks and still lacked protective factors in their lives. Positive change clearly takes time, for some longer than others. Despite the many positive results, the monitoring data findings also highlight the challenges CCOs face in working with young people exposed to youth violence.

Section 4: Qualitative data and findings

Introduction

The evaluation team undertook semi-structured individual interviews and focus groups with young people, CCO staff and external agency staff. The aim of the interviews and focus groups was to ensure that the views and experiences of young people who had directly participated in the interventions alongside staff who had been involved in the programme delivery, either directly or indirectly, were explored to gain richer insight into the facilities and barriers to change. Interview topics included; engagement, risk and protective factors, positive changes for young people, sustainability, improvements and challenges, staff attributes and the wider impact of the CCO intervention. Participants were also encouraged to introduce issues which had not been covered in the discussion. The following findings are based on thematic analysis of the participant's narratives.

Method

Young People's Interviews and Focus Groups

Young people were invited to participate in an individual interview with a member of the evaluation team or within a focus group with other young people on their programme. CCOs were asked to circulate information sheets about the interview to as many young people they felt would be willing and suitable to participate. The information sheet consisted of a brief outline of why the young person was being asked to participate, what they would be asked about, confidentiality boundaries and how they could participate. A letter, consent form and information sheet were then sent to the parents or carers of the young people who had expressed an interest. Where consent was provided, CCO staff planned for a suitable time and location.

Thirty-two young people participated either in an individual interview (n=8) or in one of six focus groups (n=24). Participants consisted of 22 young males and 10 young females ranging in age from 9-18-year olds. Individual interviews were undertaken with young people working with: Burnley (n=1); Palace (n=4); Southampton (n=3). Focus groups consisted of young people working with: Arsenal (n=6) Palace (n=3); Everton (n=10); Stoke (n=5). No young people working with Newcastle were available to be interviewed and it was agreed prior to the evaluation that young people working with Tottenham would not be interviewed due to the risks they may present to researchers.

CCO Staff Interviews

Two staff from eight CCOs (n=16) participated in individual telephone interviews. As the Chelsea programme had not commenced at the time they were not asked to participate. Staff received an information sheet about the interview and were asked to provide written consent.

External Agency Partner Interviews

A request was made to eight CCOs to circulate an invitation for an individual interview to their external agency partners as part of the evaluation of their programme. Included in the invitation was information about the interview and a consent form. Seven staff members from partner agencies local to four CCOs participated in either a face-to-face interview (n=5) or by telephone (n=2).

Findings

The draw of the Premier League and local club brands

CCO delivery is distinct from other community-based youth work due to the Premier League brand and individual club aspect of the offer. The role of the brand and football was included as part of the interview schedule however this was often spontaneously raised by staff. Generally, the Premier League brand, and the individual club brands, were viewed as an important form of initial engagement in recruiting young people to the programmes.

Although the Premier League brand was recognised and highly regarded, almost all staff interviewed explained that it was the club brand that was considered key. For London CCOs this was because they were well-known top-level football clubs and young people were keen to engage even if they did not support that club.

...I think the brand does help...our things are more (club) than Premier League, to be honest...They know that, obviously, (club) in the Premier League... (club) is an attractive brand, whether they're fans or not. [Staff 1]

For clubs outside of London they were often the only PL club in that town, which held weight.

...the attraction of the football club does hold a lot of merit, especially in (club area). [Staff 4]

Generally, young people were pleased to be working with prominent football clubs, irrespective of their personal affiliations, and many stated that having such a prestigious offer contributed towards their feelings of self-esteem.

...you don't expect to get that sort of, I don't know, to get so much support off such a big club. But, like I said, I've always been aware that they've had such a presence in the community. [Young Person 11]

I'm not even a (club) fan but like...they're all Champion and this is Premier League. I could probably watch matches as well, because I support [another London club]. [Young Person 2]

The exception to this was with Everton. A small number of young people supported by Everton in the Community would have preferred for the intervention to take place at Liverpool Football Club. This rivalry may be more apparent in Liverpool due to having two main clubs compared to London which hosts multiple football clubs.

When asked about the football brand, all external partner agency staff felt the club brand was a significant draw for many young people to engage in the work and could overcome the resistance other agencies often faced.

And that's what sort of the football club can do, it sorts of brings a brand to it, which sort of we can't and the police just, we can't compete with, you know. Kids, they say, oh go and see a youth offending service officer, it's not as exciting as, go along to an event at (name of club). [External Agency 6]

Whilst football may have been a draw for some young people, the environment a football club could provide was believed to be a very important factor in getting young people to engage with the programme.

Football is the hook, football is the activity and football pitches are where we do our work, but yes, I sort of see it more, the environment that we're trying to create is a youth club, it's a youth club on a football pitch. So, it's, you know, it's a safe place, it's an enjoyable place, it's where people can socialise, have fun, play football, you know, that is, you know, a key part of it, of course it is, and we're a football club... But football is not the, you know, it's the activity but it's not the, it's certainly not the objective or the aim. [Staff 1]

There was however a difference of opinion about whether football itself was considered as a pull factor and clubs did not necessarily explicitly publicise football as a central intervention component. Not all young people interviewed had an interest in football or even the football club. However, CCO staff had worked hard to explain that this was not a football intervention, but an intervention linked to their local football club.

...partners can sometimes fall into the trap of saying it's a football project for boys. Whereas, you know, and perhaps sometimes girls might be put off by it because of that.

And, you know, I suppose the reality is, you know, the predominance of our programmes, it is about using football as that engagement tool. [Staff 4]

It's appealing isn't it? We're not a statutory service, it's not saying we're youth offending coming in or, you know, social workers or anything like that. We're an independent organisation. Everybody knows (club) locally... that is key for us... whether kids like football is irrelevant... [Staff 13]

However, the renowned club brand could sometimes prove to be a barrier when working with other professionals. CCO staff emphasised the importance of addressing misconceptions about the intervention itself and the competence and skills of the CCO workers.

...sometimes everybody thinks we just do football... are you just going to play football and sports? ...you've got to say, as the community trust going in... that we're more than the football club' [Staff 13]

...it does do a little bit of a disservice to the football clubs...they say, oh but you've got the brand of (club), so that just does it for you. It doesn't, like, you know, it helps, it does open some doors and it does help, but...if the youth workers were no good and didn't have respect, they had the visible presence and, you know, weren't there and caring and helping, it wouldn't last two minutes. [Staff 1]

CCO staff were keen to explain that the football club brand or football itself acted as the 'hook' for some young people but was not the delivery model. This is helpfully summarised below:

I think that football club brand and badge is enormous...probably the single biggest factor as to why we have initial engagement...like money or a currency, it holds so much value with certain people, but after a while you've spent that currency and then it becomes the staff that become important. So, the badge is like the initial hook and engagement and linking everything we do to the badge is massive. [Staff 10]

The importance of staff building and maintaining relationships beyond the brand was apparent in conversations with young people. For example, the young person below contrasts his current club experience with a previous unsuccessful one:

...when I worked in [previous club], a lot of people liked me. And then when they knew a bit of other stuff, I saw a difference like in them. They just started to act a bit different around me, a bit more aware, always looking, do you know what I mean? Like he (CCO worker) saw the same in me and he doesn't see me different to anybody else, like you and me, do you know what I mean? [Young Person 2]

However, this renowned reputation could also cause some concerns when working with young people, not only for these programmes but generally speaking:

...if you've got a hundred and fifty kids turning up at a site within a community on a Friday night and that goes tits up, then the chances are that's going to come back on the reputation of the club... [Staff 12]

This concern was not raised consistently but may need to be considered as programmes expand and publicity increases.

Independence from Statutory Agencies

Another central factor in building positive relationships was that CCO staff were viewed as being independent from other statutory agencies such as the police, social workers or teachers. CCO staff were 'different' because they were positioned outside the wider decision-making processes and authority which governed many of the young people's lives.

And, like I said, he doesn't take on that parenting role that a lot of other workers often do. He's more of like a big brother, he'll give you advice or any information you need or if there's anything you're unsure about. [Young Person 11]

He's a very down to earth guy, you know what I'm saying? I can understand him. So, I wouldn't see him as a teacher, I would see him as a friend, in essence... [Young Person, 7]

I think one of the things is how school, education, statutory services, presented to them. It's presented to them in a way that's, well you have to go to school, or you have to go to this service because you fit the criteria. Whereas, we're saying, no, you don't actually have to come to us, but we are here to help...the staff that we've got delivering on our programmes, they're very relatable. [Staff 6]

As described above, this independence and active choice helped young people to develop a different type of relationship that facilitated the direct work.

Like if I ever needed something, I know I could, like [Staff] made it known to me. Yes, anything you need, my phone's always like there, like you can call me whenever...these people are there for me. So, me knowing that, I feel assured. [Young Person 12]

The approach and environment offered by the clubs was expressed as more conducive to engaging young people than that offered by statutory agencies.

It's all patronising with them. It's all like, it's all these questions stuff. It's all this, it's not you being free, it's all this stuff, it's all written down and it's all cold, it's all that. It's all government, it's all, and do you know what I'm trying to say? I don't, like, obviously, young kids, we don't want to feel like that. [Young Person 10]

An aspect of youth violence and particularly gang culture is the dislike of authority, creating a resistance to engagement with statutory services especially youth offending where attendance is mandatory as described here.

I think, statutory wise, kids automatically have a dislike for authority, shall we say. So, there's things, there's group work that we've tried to get involved particular lads or girls in before, and because it's seen as coming to YOS, coming to Youth Offending Service, there's almost that automatic kick back, that automatic resistance, and especially knowing that if they don't attend, they can be breached, for example. So, there's consequences for them not attending. [External Agency 2]

It was perceived that CCO staff understood the young person and their lives better than perhaps other workers. This perception enabled young people to speak and express themselves more freely, without fear of consequences.

Yes, it is different because like, as I said, for (staff) like he's from where I was from and he knows what's actually going on in the streets like. It's like if I tell people, some other people something, they won't really understand. But like he would understand how I'm feeling, and he would tell me the best way, in my situation, how to deal with it. [Young Person 3]

Certain things that we say in front of the teachers, they'll just like exaggerate, the stuff we talk about they'll make it worse and then if we misbehave, they'll use it against us like kind of thing. But with [CCO staff member] it's not like, she doesn't use it against us, she understands, and she listens to what your point is and everything and she takes it into consideration kind of thing. [Young Person 32]

A Professional Friendship

The CCO interventions targeted young people in extremely challenging and complex situations. Often the young people had experienced negative relationships with a range of adults. Many, as evidenced in the monitoring data, could not identify any positive relationships in their lives. However, providing young people with the opportunity to build at least one supportive relationship can help to develop self-worth and resilience (Luthar & Cicchetti, 2000; Daniel & Wassell, 2002). A high proportion of the young people we interviewed spoke about the importance of the relationships they had been able to build with CCO staff. Many emphasised the direct benefit of this in their lives and it was clear that for many this represented a strong protective factor against multiple presenting issues.

...even down to the part of me going and standing in front of the judge, [staff] there, you see what I'm trying to say? Telling the judge, not to discriminate, not to make me

feel like I'm sort of, do you know what I'm trying to say, because (name of worker) knows me and he knows that I'm a good kid. [Young Person 14]

The importance of relationship building was also repeatedly acknowledged in staff interviews.

I suppose, confidence, self-esteem, identity, belonging... a lot of the young people, they're quite lost, they don't know what to do next, you know, they don't know how to deal with their own feelings and emotions. You know, they're not sure who's a mate, who's not mates. It's, you know, relationships really, I think. [Staff 14]

You know, one young person was desperate for us to go and watch him play in his football match, you know, because his mum never goes, so we went and did that. [Staff 9]

Young people suggested that positive relationships were built by CCO staff who were welcoming and friendly, engaged in activities, available to provide help and perceived to be the young person's 'side'.

I've been quite confident with [staff] actually. I tell him most things...I just kind of got jackpot with [name of staff] ... wanted me. He was like, I'll be able to change his ways. [Young Person 6]

Many of the young people placed importance on feeling listened to and taken seriously, qualities often absent in their wider encounters with other adults. Both CCO staff and young people emphasised the importance of respect and helping young people feel valued.

Yes, and just making them see that like they are valued in some way, shape or form. [Staff 6]

...give them the opportunity to speak and voice their experiences...just letting a kid open up and talk in front of you and, potentially, giving them some advice that might benefit them, or be in a position to help them if it's a safeguarding issue...we find out that little bit more about what's going on in that young person's life, what's really beneficial to them because they, again, feel valued, that someone cares for them, cares about them. [Staff 8]

Young people explained that because CCO staff treated them with respect they reciprocated this behaviour. Feeling valued by CCO staff also meant that they behaved differently in their presence compared to how they behaved around other adults in their lives.

We all have respect for [staff members], like we'd never had an argument, or we'd never do what they wouldn't tell us to do... [Young Person 30]

The teacher said to me the other day are you, you haven't got any respect...it isn't like that, I said if you don't respect me then I won't respect you because in my eyes it works two ways, you can't speak someone badly and then expect them to like be alright with you... [Young Person 29]

Building on this, the importance of discussing options and strategies rather than just telling young people what to do was emphasised:

I get dead like anxiety and like I've always, that kind of thing, so told [staff] how I feel and that, I spoke to her about it and I got like loads of stuff going on at home and it all kind of adds up and she like helped me and she like offered me like loads of different things what I could do... [Young person 29]

These supportive relationships meant young people could approach their CCO workers for advice, guidance and 'proportionate' understanding. This was also acknowledged by wider CCO staff not directly involved in the targeted work.

...it's more sort of advice, youth work, sort of just talking to the kids and explaining the dangers of the consequences of being involved really. [Staff 12]

For clubs offering one-to-one interventions it was argued that they could directly tailor the work to reflect each young person's needs and what they wanted to address.

...we make everything about them.... we do build it around them...it's not a structured programme that they have to go to...we'll work around their lives... [Staff 9]

Young people's agency was also identified at other clubs where group work took place such as Arsenal, Southampton and Stoke. Some young people felt they had influenced, and in some cases initiated, the activities and conversations they participated in.

Because, you know, young people who are involved in criminal behaviour, who maybe have, I don't know, low self-esteem, they're interests and needs, you know, seem to change quite a lot and they don't necessarily know what they need and want. So, it's having the ability to be able to change the programme at any time, according to, you know, their change of interests... And again, that's where that one to one working and bespoke programme around them is so key. [Staff 11]

The importance of incorporating young people's choices was viewed by many CCOs as a key aspect of effective and sustained engagement.

So, for example, one young person I was working with was arrested for possession of a weapon, so we, obviously, did a lot of work around that, but he loved to learn. So, to keep him engaged, we did one week, you know, around an issue and a topic that we needed to address, and another week around a subject that he wanted to learn a little

bit more about. So, we were doing everything from knife crime one week, to learning about planets and stars the next week, just to keep him engaged, you know, and that really aided his learning and understanding. And he knew that if he engaged with that, next week he would have a topic of his choice. So, you know, we did things like that... And I do think that young people have the perception that society is very much against them, you know, which does make them reluctant to engage and, you know. So again, that's why we make it about them and about what they want and letting them be heard and things like that. [Staff 9]

Overall, young people described CCO staff as caring, trustworthy and understanding of the challenges they faced in their lives. However, as many young people and CCO staff stated, it often took a significant length of time to build this level of trust, given young people's previous often negative experiences of adult 'support'. It was stressed that this needs to be recognised and factored into both the planning and implementation of targeted services for this group of young people.

Partnership Working

Most clubs had established mechanisms of partnership working with external local agencies and communities, this was crucial in delivering effective targeted work and contributing to wider debates and inter-agency strategies

And, you know, the information that the youth violence coordinator is bringing back to the city, from a partnership point of view, is very much, it has to be a partnership approach, it has to be, you know, it's not the police to fix, it's not education to fix, it has to be a partnership approach. And I think that's quite strong in the city at the moment. [Staff 14]

...the YOT has been key to sort of our project and how we want it to work. So, the partnerships have been key for us. And just a sort of shared understanding among partners about, you know, when we're working on a case, who is responsible for what? And that's something we have to be quite careful about, I think, especially, you know, we're sat in Child Protection Meetings or whatever, and it's not about saying, well we'll do this, this, this and this, because, you know, we are just sort of the voluntary service in all this, if you like, rather than statutory service. So, we have to be quite clear on our roles and responsibilities with regards to that young person. [Staff 9]

...we're invited by external agencies and that we host our own as well. And it is very much around multiagency meetings, but specifically, about, you know, gang and youth violence work. So, I host a steering group meeting specifically for this project, where I invite all referral partners, so [county] Constabulary, Youth Offending Service,

Children's Services and also, other Foundation staff members and project officers. And I host that here at the stadium every three months. [Staff 11]

The Importance and impact of CCOs involvement at a strategic local level was also recognised and valued by several external agencies.

They have a collective impact as well. So apart from kind of individuals, they have a collective impact, where they sit round the table at our youth justice service management board, so the kind of most strategic board, which decides on resource, on services for youth crime, and fully contribute to that. They sit on like our knife harm reduction task and finish group. They sit on our youth crime strategy. So, they're part of the partnership and they bring thinking and value, and sometimes resource, to the table, and that has an overall impact. [External Agency 7]

Collaborative working was described as an important element in delivering effective targeted work.

So, the work they do in schools, for example, we have a number of children that got to pupil referral unit where they're based, so there's sort of quite a lot of crossover work there that we can discuss. They've sort of come to us previously to ask about where sort of local hotspots are where they can sort of go out and do outreach stuff. [External Agency 6]

Despite the importance of partnership work there were challenges associated with providing direct work and maintaining independence, especially in schools. Some young people described teachers using the threat of ending their participation to deal with negative school behaviour. This contributed to feelings of victimisation, powerlessness and frustration as indicated in the conversation below:

It's, that's, that's what all the teachers do they threaten to kick us off. [Young Person 29]

That's what they use us against, if I get sent out of lesson, she'll be like. [Young Person 30]

But it's not about school, it's about the community as well, it's not all about school. [Young Person 32]

I think one time I didn't do it because I had to finish my work then I had a private session a few days after. [Young Person 15]

...school act like it's a reward coming with us and it's certainly not. But, obviously, if they misbehave and they're not doing the work in other classes, you know, that will probably get took away from them, or if you don't behave, you're not going with them. That's, potentially, an obstacle. [Staff 7]

Young people working with one CCO explained that the group was initially much larger but due to poor behaviour in school some participants had been removed from the programme by teachers. The unplanned removal of young people from the programme may add to their experiences of loss and could potentially have a detrimental impact on their welfare. It should also be recognised that young people's behaviour may deteriorate at times whilst on the programme, especially if they are trying to deal with very difficult and sensitive issues in their lives. Obviously, this brings challenges and schools need to respond appropriately to negative behaviours, especially if this involves violence. However, removal from an intervention which seeks to address these problems is counterproductive. Schools need to have a better understanding of the work involved and not use the CCO's work as a threat to coerce young people. CCO's need to work with referral agencies to ensure any power imbalances are removed and to maintain their independence. For example, the drawing up of a Memorandum of Understanding (MoU) would provide an agreement between all parties of what the intervention involves, the roles and responsibilities of the different parties and joint strategies to appropriately manage risks and challenges, for example a deterioration in a young person's behaviour.

Activities

Participating in individual activities was a way to develop hobbies or interests and to reduce feelings of anger. Activities also increased the range of positive ways in which young people could spend their time. Young people considered activities as a way of building a relationship with the CCO staff. For example, all three young people working with one CCO explained that they were engaged in a range of physical activities with CCO staff beyond football at evenings and weekends. Attending such activities was a useful distraction for 'staying out of trouble'.

...they've helped me like stay away from trouble and stuff like that, like not going out as much as I used to...if I'm not out as much then I'm not going to get up to like things.
[Young Person 8]

Group activities were identified by CCO staff as a method to improve social skills and encourage positive interaction in a safe environment. Young people identified that group activities were also useful to help develop skills in teamwork and cooperation. Often, recommendations for programme improvements from young people centred on providing more physical activities such as boxing, football, yoga as disclosed in the following conversation during one focus group.

Young Person 19: ...sports could have been a little bit better, that'd be, because like we didn't really do much on the boxing side because... is good for muscles, and, erm, then the football is good to ... so basically like yoga and it's good for strength which makes you really healthy, so that could have been a lot more better.

Question: YP19 you want more active things?

Young Person 19: Yeah, so like, because like, I care about my health, well my body because it's good...

Young Person 21: ...because Everton is a football team so, erm, if, it's okay if you don't want to do this but, erm, I think if you added a little bit more sports like football or something.

Young Person 19: Yeah. Young Person 21: Especially football because (club), it would, can ask more kids to join more, even if people don't want to use it, it's like, it's like other fun and all that but then like you can talk about the business as well like, but like sports and football, that's a little bit more better I think.

Whilst physical activities may simply be 'fun' or a reward, in many ways the leisure activities provided to young people should be viewed as an intervention tool to increase protective factors, as expressed in the above quote 'you can talk about the business'. CCO staff also recognised this:

...sometimes it's just them finding something to do...we try and tell them about the stuff that goes on with us, community trust, locally within the area...we can support to take them down there and try and increase that that way really or get them to start going back into something they used to do really. [Staff 13]

Interestingly, some CCO clubs partnered up to deliver activities; Burnley and Newcastle who both provide one-to-one interventions set up a successful joint peer support programme with young people. This helped to facilitate group working both within the individual clubs as well as across the two sites. Researchers also observed Arsenal and Southampton in a joint match day which provided social opportunities and physical activity for young people.

Furthermore, and just as importantly, these joint activities also served to break down some of the negative misperceptions that some young people may hold about 'others' from neighbouring clubs, postcodes, areas or regions.

Aspirations and Goal Setting

CCO staff described the importance of developing the aspirations and goals of young people. This included identifying steps to achieve goals related to, for example, careers. It was viewed as especially important to offer alternative opportunities for young people who were vulnerable to riskier or less desirable lifestyles, and especially those in gangs as the next section will show. Interestingly, some young people showed an interest in the jobs of CCO staff.

Yes. And the way I view [staff] job, it's not being out on the strip but like it's still outside environment as well, innit? And, obviously, when it's cold, just be inside. It's a choice,

innit? I want to have that choice. I don't want it to be said, I'm working in a shop, and I can only see these four walls the whole day. That's bullshit, innit? [Young Person 7]

A range of individual and community risk factors were identified as being pertinent to heightening aspirations and goal setting:

- Lack of opportunities
- Need for money
- Unaware of alternative lifestyles
- Desire for status/identity

No, kids, you know, like we can talk about like down to music and like entertainment, you know, kids want to be successful, to be adored, revered, acknowledged, you know, it's status as well. So, it's not just about money, it's about status, it's about like, oh you're known. But you can be known in a positive way and a lot of the times it's, they're not seeing it, you know. They're not seeing the positive role models, so that they can have like, oh you know what, I can be, I can make it in this way. They're seeing people making it, people successful, but in what way is that success coming? Is it from the streets, is it from selling drugs, is it, you know? [Staff 15]

Young people viewed the practical support offered by CCO staff as crucial in helping them to identify and achieve goals around education, training and employment. Practical support included reminding young people when they had appointments, making referrals for additional support such as counselling, or identifying educational, volunteering or employment options to the young person. Young people were also engaged in work experience or employment activities within the clubs including coaching or working in the club shop. These activities helped to ensure that young people remained engaged in the intervention and provided avenues for sustained support once they left the targeted programme. In addition, these activities supported engagement in other services including schools and colleges.

I didn't really know what it was about, to be honest, apart from staying out of trouble and trying to get onto a course or get on, trying to get qualifications that I didn't get in school, to do better, and it's worked, yes... [Young Person 4]

He just puts, even things outside, like he'll always try and put me on things. So even with work experience at school, obviously, it's not exactly his, it's not for him to do it, because it's for me, he still helped me with it, my work experience. [Young Person 4]

...I've got quite a few qualifications that I've been set up for, [staff] set me up nicely...Level 1 Coaching, Level 1 Leadership qualification... [Young Person 7]

However, some young people offered what seem to be rather unrealistic aspirations. It was not, however, clear if young people had determined these goals alongside staff. Although young people should have high aspirations it is helpful if these are proportionate or at least the young person should have an alternative plan to sustain them while they try and reach their dream career.

Question: So, if there's one thing that could make your life better at the minute, what would it be?

Young Person 14: Someone to just come and sign me, I've been waiting for too long.

Question: That's your music, isn't it?

Young Person 14: Yes, music or acting, whichever. If they're going to come and give me a big role, I'd love it.

Young Person 13: The lead role in a future film.

(Conversation during Focus Group)

Question: And if there's one thing that could make your life better, what would it be?

Young Person 8: To be rich.

Question: To be rich. Do you think (name of CCO) can help you with that?

Young Person 8: don't know, if I become a football player or famous boxer, then maybe.

Risk and Protective Factors

The primary dual aim of the BCYV intervention is to improve protective factors and decrease risk factors for individual young people. The work of the CCOs therefore aimed to reduce risks where feasible alongside building and enhancing young people's competence in navigating the risks they face. Projects sought to develop a strength-based approach which supported and increased protective factors to promote resilience and self-worth through a variety of methods and activities.

Young people described developing alternative coping strategies or choosing to remove themselves from risky situations. Alternative strategies included not going out, choosing friends more carefully and passing their free time with hobbies or activities instead, as already discussed in the report.

Given the challenging contexts many of the young people face it should be recognised that some risks can be reduced but not eliminated. The following explanation provides an overview of the complexity of cases CCO staff are dealing with:

...adverse childhood experiences... young people that have very complicated lives...parents who are in the criminal justice system...siblings who are in the criminal justice system...parents having mental health issues...a lot of it is anger...a lot of exclusions from school...permanent exclusions...offences...criminal damage... assaults... private violence...so domestic violence...or child to parent violence, ...involvement in Children and Social Care.... young people aren't getting the support

they need or aren't having their voices heard and things like that, which isn't helping...
[Staff 9]

Young people highlighted low socio-economic status, specifically poverty and ingrained social disadvantage, as reasons behind some of their behaviours.

...I'm trying to work, you know, get money and help my mum with bills and stuff like that. So that's what kind of, you know, made it worse... the only problem, the only stress I have is money. Money is the only thing that, only if I could just get a good job and have a decent amount of money, that's the only problem. But, obviously, like I say, my mum struggles with money... it was always like, she ain't got money, it's me, and if I ain't got money, well it's tough, you know... What was that like? It was painful. Like being an eight-year-old seeing your mum cry because she's stressed. That's, that got me messed up in the head. That's probably what got me into what I, you know, like my back history. That's what probably got me into, because I just wanted to make money and make my mum happy.... I remember one time, she had to sell her phone, it's just stuff like that. That's not good man. And seeing her cry that absolutely killed me man. Yes, really that's what was just painful. [Young Person 2]

Some clubs identified the need to carry out more work in the community, and specifically with parents. These CCOs suggested that if resources were available, they could provide wider family support which would both increase protective factors and reduce risk factors for young people.

...I mean there's a lot that needs to happen. On a community level, you know, I think there does need to be more intervention, because I feel that there needs to be done more with families, I really think that. I think that's a massive gap in community provisions. I know that there's organisations that do work with families and parents, I know that, but I think there needs to be more. And I think, as in more work where, you know, parents and children are working together, rather than, we're just going to work with parents. Actually, working with them together and at the same time, whether that be through education at the school or programmes outside of school, that needs to be done, you know. [Staff 1]

CCO staff stated that the risk and protective factors varied considerably for each young person, as reflected in the monitoring data. Staff, however, did highlight what they felt were the most common issues across their cohort. It should be noted that these may be specific to the time of interview. Staff described concerns that many risk factors had in fact become normalised e.g. the use of violence, aggression or disruptive behaviour.

Arsenal highlighted that at present young people faced difficulties in terms of: their relationships with parents; negative educational experiences; lack of confidence; peer violence

and anti-social peers; a lack of role models; a lack of financial resources; and lack of opportunities.

Burnley explained that in the current caseload there were high rates of: peer to peer violence and anti-social peers; deprivation; and drug misuse. A large proportion of young people lacked positive aspirations and feelings of motivation.

Everton identified common risk factors as: negative school experiences; online vulnerability; gang involvement; and exploitation. They also lacked feelings of belonging and confidence.

Newcastle underlined the most issues, these included: domestic violence/child abuse; family members in the criminal justice system; parents with mental health issues; anger; negative school experiences; and criminal behavior.

Southampton also identified the lack of security at home both in terms of the absence of parents and financially. Also common amongst young people were a lack of belonging and criminal and anti-social behavior.

Stoke City said the most common issues they were presented with were: peer pressure and negative peer relationships, including violence; lack of opportunities; a lack of identity; lack of family support; low socio-economic status; exploitation; easily influenced; lack of self-worth; unhealthy intimate relationships; negative educational experiences; and an inability to regulate their emotions.

Tottenham explained that the most common problems concerned behaviour issues across a continuum, from minor misbehaving disruptive behaviour through to severe violence. Common behaviour issues included violent crime such as robbery, stabbings and gang related issues.

The presence of multiple risk factors and absence of protective factors creates a situation where young people can see limited alternatives to deal with or escape their current circumstances.

I think for a lot of the young people we work with...poverty and access to opportunities...young people want to earn money and want to have a nice life, but they can't see how they're going to get there. So, they want to have a better life than what they're having currently. They want to have a better life than their parents a lot of the time...but they can't see how to get there...So aspirations, poverty, access to opportunities. [Staff 14]

It's like, obviously, on a wider scale, what's going on in the country, poverty, you know, money. Parents, obviously, not getting as much money as they used to, so then that leads to like neglect or stuff like that. And then, obviously, it's just a big vicious circle, that's the biggest issue [Staff 7]

As has been identified throughout the report, several key protective factors were being developed through engagement with CCO staff. Most notably young people were forming positive relationships with caring adults, which included believing that staff held high expectations of them. We also found improvements in terms of attitudes, self-regulation skills and reduced anger; and young people felt that they had more self-efficacy and control. They were more likely to feel a sense of achievement and motivation and that their life had meaning. Getting young people back into suitable educational provision was also seen to improve protective factors. Young people also had increased opportunity to participate in challenging activities both within the club and externally. For example, Southampton and Stoke City described positive partnerships to help young people access alternative service provision.

Specific changes and increased protective factors will be explored in the next section. To achieve these changes, and in addition to what has already been discussed, some CCOs provided workshops or sessions around addressing particular risk and protective factors.

We do workshops...a guest speaker that comes in who's, obviously, had his own experience of street life...the workshop is based on just, basically, helping them to see alternative lifestyle....If it's not that, then it's like employment skills...courses...we offer like coaching pathways, coming in and becoming like, trying to become a qualified football coach...what is, you know, positive masculinity, what is masculinity?... how, you know, men treat women, how women treat men. What are the roles that is, that kids grow up thinking is masculine? ...yes, just an array of things. [Staff 15]

Addressing Youth Violence and Gang Affiliation

There were various approaches to addressing youth violence and gang affiliation. One approach was raising awareness of the risks and consequences of such behaviour, and more positive pathways.

...so, it's kind of one to one mentoring, but discussing the risks, kind of the risks for them, the risks they project to other people. And then it's kind of the punitive side as well, like if you get caught with this on you, this is what will happen. But also, trying to raise their aspirations and trying to get them out of that lifestyle, to turn them away from it really. [Staff 4]

Another approach was to tap into the 'sense of belonging' that perhaps comes with gang affiliation, but which leads to negative outcomes, and using it during group work for more positive gains.

So, it's very similar to a gang, we're trying to get groups of young people together but just without, you know, instead of having negative goals and doing things, you know,

that sense of belonging with a negative focus, it's trying to galvanise a sort of camaraderie and a sense of belonging and moving towards a positive focus. [Staff 1]

Offering employment within the club, helped one young person satisfy his financial needs that was otherwise being achieved through negative and gang related behaviour.

Because when I first met [staff], I was feeling like, I was like, I need money, but I had such a like, from such a young age I was always, I don't know, I just liked money. And then from young I was just like, I want money, I want money, and I would do some bad things to get money... But now I can like, I've got money, I can go out whenever I want, go to work, come back, and I know I have money at the end of the month. So yes, I feel good now, I paid for my holiday to go Jamaica for Christmas. [Young person 4]

Positive Changes for Young People

Young people reported a wide range of positive changes since working with their CCOs. This included personal changes, increased positive feelings about themselves and things in their life generally. Some young people reported that they had improved organisational skills and motivation. Many felt they had been able to achieve new things which helped to improve their confidence and self-esteem.

I feel really happy. I feel really proud, because I've been in the film that has over two million views, and also, like it reminded me of how much I achieved. And it's going to motivate me to do, to achieve other goals. [Young Person 9]

I'm quite healthy nowadays. So, my body feels better than it used to, you know. I'm not afraid as how I used to be or, I wouldn't say afraid, I'd say ... I'm calm now... [Young Person 2]

Young people also described increased feelings of belonging. For example:

I don't know, he just makes you feel part of something, you know what I'm saying? Part of something bigger than just like the street, innit? [Young Person 7]

Several young people reported being less angry and frustrated than they had done previously. They also spoke about increased feelings of happiness.

Staying out of trouble's a big one for me as well, because like in a day I was always getting in trouble. Now I'm just trying to focus on what's best for me. And like, yes, like life in general, I feel like I'm happier now...I was always angry for some reason... [Young Person 3]

Young people described feeling more positive about their future and the possibilities and opportunities available to them. Before attending the intervention many of the young people stated they had no future so there was 'no point in trying'. Some young people were also in receipt of specialist support to help them move on from past negative experiences. The CCO staff had supported young people to have increased aspirations and provided them with new optimism for the future, enabling some young people to leave behind harmful relationships.

I keep considering my future and everything, thinking like, well is this going help when I'm older, if I want this job...getting into trouble now isn't going to help you...I've settled down a lot with myself, like I don't go out and stuff...I've kind of took myself away from all the situations that were making me stressful so I can just concentrate on myself and I just keep myself to myself now. [Young Person 29]

Just the simple fact to know that we can move forward and do more. [Young Person 13]

In contrast young people felt that some adults, such as teachers, did not always recognise the changes they had made, or at least their efforts in trying to achieve change. For some, this led to disappointment and discontent and could present a barrier to sustained change due to negatively impacting young people's self-worth. It also suggests that some adults expect a 'quick fix' when they need to understand that it takes time to address multiple and complex issues.

...we can talk to them [CCO staff] and she won't shout at us for anything and she won't put us down but then, and [name of CCO staff] helps us with things what to do but then the teachers don't like, we're trying, and the teachers don't see that we're trying, half of them... I'm trying make myself a better person and you're just ruining it for us. [Young Person 29]

CCO staff, on the other hand, were regarded more favourably in this respect by young people. Interview data suggests that CCO staff hold more realistic expectations around changes for young people and recognised attempts at change, or smaller changes that might not always be appreciated by others.

...we've got to remember... somebody gets a job, that's change... straightaway, you've identified you've got an outcome... sometimes you've got to be aware and you've got to be patient that young people are going to go, they're going through a cycle of change, aren't they? So, they're going to relapse sometimes. And not everything's going to be consistent all the time... [Staff 13]

I guess the ultimate is exiting that sort of lifestyle, that gang lifestyle, but I think it's also the small victories, maybe sustained engagement, and maybe reduction in police contact. It's probably like minor victories, to be honest, with young people. [Staff 3]

A desistance from an anti-social or criminal lifestyle following attendance on the programme has been recognised by those working in youth offending.

Now that young lad, for a number of reasons, six months down the road, I sit at different meetings, he's not on our radar. He's actually, off it. And yes, they'll have, of course it will be up and down, you know, he comes from a horrendous background, but the programmes that they can do, let's get the qualifications, he's turning up doing coaching on other young people. He's been doing qualifications, his attendance here, I think, is over ninety percent. Where's all that come from? He hasn't been school for eighteen months. [External Agency 3]

Other external partner staff disclosed quite dramatic positive changes in young people's lives who had accessed the programme.

I've had this lad, you know, I've seen him act in violent ways before, you know, in front of me, in front of placement staff. I haven't seen that for some time. He's really calmed down, if that's the right way of looking at things. And I think he's now able to rationalise and reason. And I think he's got that bit of maturity, he's been given that sense of responsibility by being here. [External Agency 1]

They haven't turned every single child's life round, I'd be surprised if anyone could turn every single child's life round. But they have turned a lot of children's lives round, in terms of really providing that preventative angle, stopping that trajectory, providing early help and nipping problems in the bud. [External Agency 7]

Challenges of working with young people affected by youth violence

The influence of others and the unpredictability of the lifestyle and environment they are vulnerable to, makes sustaining positive work with young people affected by youth violence a challenge.

So, in terms of challenges, yes, like here's, you know, where do we go next? And like you said, there are so many, you know, this is just one intervention. Although they spent a lot of time doing it, over a year, coming along, it gave them a focus, all that good stuff, there's still a lot of other influences in their lives. And all it takes is for one thing to happen and everything can, you know, their whole lives can change, their whole focus can change, everything. [Staff 1]

The pull of what young people perceive as a powerful and lucrative lifestyle is a strong one. Any punitive consequences can be secondary to that pull, if even considered.

They (young people) tend to look to sort of the big people in the communities, sort of the people with the fancy cars and the kind of lifestyle they have, but they don't see the other side, which is they might be at risk of getting into custody or prison for several years. [Staff 13]

Put against their reality of a 'normal life' the draw can become even stronger.

Yes, I like doing my own thing on my own terms, like myself. I can't be there standing in front of a fridge for five, for eleven hours a day, yes, trying to cut up some chicken and meat and that, you know what I'm saying? You go home stinking, you go, I'm just like, not a good day today. [Young person 6]

The normalisation of youth violence was also a difficult barrier to overcome, as some young people were entrenched in the culture through their family and peer experiences.

I think it was all he knew. He was dealing at age eleven, so its family are all involved they set him up in this way of life. And I think that's, the reputation as well, the family have a good reputation in his local, well a bad reputation in his local area, and I think even though he was the bottom of the pile, in terms of the gang that he was in, amongst his peers he was top dog. [External Agency 2]

A lot of these kids don't have someone at home teaching them the right way. So, they become family and you'll often hear them refer to each other as family. They look at each other like brothers... So, it's like breaking the thought process and the cycle, and that isn't easy to do when your kind of up against negative parenting, negative peers, lack of school, living in a poor area, no facilities. You just, it is an uphill battle and with some kids, you know, you do get disappointed because you just see it happening time and time again. [External Agency 5]

The existence of no-go areas in some localities impacted on the ability of CCOs to safeguarding young people affected by youth violence. Due to postcode rivalries there was a real risk element to engagement with certain activities organised by some CCOs, regardless of whether the young person was affiliated to a gang or involved in youth violence.

And those young people weren't involved in gangs, they were just, you know, normal, you know, mainstream children... But what happened over time was, you know, in the past, if there was someone maybe from one area that came up to another, it would be, well you're from there, so it's a problem, whether you're involved or not, it would have been a problem. [Staff 1]

There were also significant risks in trying to 'come out' of a gang, making it a very traumatic prospect for some.

They don't know how to stop it and if they try and pull away from the gang, we've had some kids that want to pull away, and have tried their best to do that. And its purgatory for them outside, they're targeted, they're bullied, they're verbally abused. [External Agency 4]

Youth violence work also raised safeguarding concerns for CCO staff.

I think sometimes you're sort of risking yourself a bit by doing that in school. I mean the local Tesco is just down the road, where some of them do hangout, and every now and then you do think, you know, flipping heck, I'm going shopping, what if a couple of them are around that weren't in school? So sometimes, yes, sometimes a bit scary, I must admit. [External Agency 4]

Improvements for targeted work

CCO staff identified a range of improvements that would assist with the targeted work. The most commonly identified improvements included: aftercare; greater understanding around Child Sexual Exploitation (CSE) and Domestic Violence and Abuse (DVA); more work with girls; longer-term funding; working with the wider family; more prevention work and measuring long term success.

- Aftercare
I think a more fully funded programme would combine that with like, almost like an aftercare. So, you've been through sort of like the programme, you know, it's not about right or wrong, but you know what you're doing now. You've got the awareness, here's the aftercare, here's your longer-term support to keep on making changes. To look at, how do we improve education, how do we improve your career aspirations, how do we improve your self-esteem and your confidence, you know, longer term? I think that's the bit that would be, you know, the icing on the cake. [Staff 14]
- Greater understanding of Child Sexual Exploitation and Domestic Violence and Abuse
....how comfortable would club staff, probably, if you're bringing in specialists that might be more so, but in the broader club sense, I don't think that many clubs have got involved, historically, in work around domestic violence and CSE. So that would be an area where there wouldn't be as much knowledge and, therefore, perhaps support within the club. So, making sure that the workers were supported in that area, especially as we're looking at young people involved and girls in gangs and potential CSE there. [Staff 4]
- More work with girls and young women

...maybe more support for girls. I'd say more support for girls because, just based on, as we know, in terms of violence, maybe like guys are, would probably be more involved in the violence. But that would be only it really that I would say, in terms of like the opportunities, programmes, what you can do, you know, playing football, a male and female can play football. If you want to do sports, everything is available for both genders... But if it's in terms of like violence and maybe if you're hearing like girls are involved in like domestic violence or like boyfriend issues or anything like that, maybe that would need additional kind of help or more specific. [Staff 15]

- Longer term funding

Oh yes, so I'd say like long-term initiative, like so something that we offer, like ten to twelve weeks is key, and one to ones. But in an ideal world, we'd like to offer more one to one intervention as well, alongside this, but it's just not doable sometimes. [Staff 13]

- Working with the wider family e.g. around employment

...how do we work with families better? I think, from our point of view, I would like to look at that, you know, how do we work with the families better? I mean that comes at a hefty resource, you know, any of these things that you do is additional resource. So how do we do this effectively? [Staff 1]

And I think it's trying to aim at the families. I mean some of the families are to blame for a lot of the problems we've got. And so, you kind of hope that social care will kind of pick up that. And I know that there's courses now offered for parents and, because I think we need to include parents more into this as well. So, I don't know whether that's something, moving forward, we need to look at. [External Agency 1]

- More preventative work

I think there could be a lot more. I think there's no, from my point of view, in schools really, there's not, people aren't being proactive they wait until things happen. There's lots of youth clubs in Nelson, I can't think, it was called, The Zone, and one of our TAs, who's a male, works there at night. And they do loads but it's usually with people that have been in gangs and are trying to turn things around. It's not before, you know what I mean? [External Agency 1]

I mean, for me, I think we need to be targeting like year six's, year five, year six's, I really do, who are already looking up to bigger brothers and things in the gang culture. You've got to, the blue print is, obviously, formed at birth and toddler, isn't it, for a child. And then whilst they're still in primary school, you can still, their brains are still really flexible, I think, to adapt and to learn stuff, so I think primary school. I think we're going to have to go in at primary. And they are, it is happening now within primary schools. [External Agency 5]

- Measuring long term success

I think it is just, you know, I think you invest a lot of time in these young people and you, like we say, you have those days where you go, am I actually making a difference? I only see them for one hour or I see them for two hours a week. Am I actually helping? ...I love, you know, even after we've closed them, catching up with them maybe a month or two later, see what they're up to, where they've been and things like that. Even just catching up with mum or dad or, you know, what have you, just to see how things are going. So, it's, yes, it might stop after a certain period of time, but I think we're always in the back of our minds, like oh I wonder what they're doing now or what, you know. So, we do try and keep that relationship anyway the best we can. [Staff 9]

Several wider obstacles were also identified. These included: Lack of capacity/ funding/ not enough staff; managing expectations; initial resistance from external services; parents as an obstacle to the work; and lone working;

- Lack of capacity/ funding/ not enough staff

...now, I think people know what we're doing, and we feel a bit upset when we have to turn people away now. We're sort of at that position where we just, you know, want to take it to the next level or what have you, but we're having to say no because we're so busy already. So yes, I think resource wise is a huge restriction for us at the moment as well. We want to do more but we're just, unfortunately, well there's myself and we do now have a part time project officer who works on the project as well. [Staff 9]

- Managing expectations

...managing expectations with the guys and saying, look, you know, we're here to support and we'll, you know, we'll help where we can, but, you know, we've also got limits as well. [Staff 1]

- Initial resistance from external services;

...there are probably a few agencies in the area who were maybe a little bit annoyed that we'd kind of taken a space that they might have been offering, maybe on a more limited basis...other agencies have been a little bit resistant to kind of a football club getting involved in this sort of thing. And when I first approached the police and youth offending team, they were probably a little bit like, why are you kind of doing this as a football club community? But that, as soon as we kind of start work or we've explained the programme to them, they've been fully on board. So that initial bedding in process was probably a little bit, yes, a bit difficult, a bit resistant from services. [Staff 3]

- Parents as an obstacle to the work

I think that a barrier for me with some of my young people would be, parents can be a barrier, because they're young, a lot of point of contacts are through parents. If their parents are not supportive or proactive, it's very hard to build that rapport with their

child, if their parents are not on board. Once the parents are on board, communication is a lot easier, because they will be happy to say, yes, my child's here at this time, you can come, you can meet them. If you're phoning the parents and they're not answering or they're like, I can't meet you right now and they hang up, how can I help if you're not allowing me to help? That's like a big barrier. [Staff 5]

Programme Exit

In practice a planned *de-escalation* of the intervention was not always as clear and as robust as intended. This was for many reasons, but most commonly due to the complexity of the young people's lives.

...I think we work on the basis of the young person being involved for up to twelve months and then positively exited. If they need further involvement then, you know, further involvement, but if it's, the young person, after six months, it's felt that they were ready to be exited from the programme and then their personal situation dipped again, then they would simply, you know, we'd bring them back or we wouldn't look to exit if we didn't feel they were ready. [Staff 4]

...it's a tricky one...there's research and evidence that shows that interventions should have a timeframe, should have an ending...endings and exits are healthy...But the young people that we're working with, they really, to put an ending on them, you know, some people won't be ready to end the sort of engagement process in six months, a year or two years. So, we try and keep an open door...we will still continue to work with the young people in one way or another...it's finding a healthy balance between support but supporting into independence. [Staff 1]

...they know that we'll only move them on, or we'll only close them when they're in a much better place. [Staff 9]

Staff explained that PL Kicks or other available internal PLCF Programmes (such as employability schemes) could also be used as a step-down service. This enabled young people to maintain involvement with the club, but not necessarily the BCYV intervention, as many CCOs had a very limited capacity to work with all young people on an open and ongoing basis.

...at the end of the six months, if they've started to engage or they're known to other staff members and we can put them on another project, so whether that is attending Kicks regularly or whether that's being part of a, you know, a fixed term project...we have other organisations...that we can signpost them on to... just a case of whether we feel, who is best placed, so whether that's the Foundation or other agencies. [Staff 11]

CCO staff experience, qualifications, skills and attitudes

It was clear that staff and managers brought an array of qualifications, experience and skills.

Experience

Table 34 encompasses the experience of all 16 staff interviewed. For some CCO this includes both the direct worker and the programme manager.

Table 33 Previous experience of CCO staff interviewees

CCO	Already worked at a club	Previous experience working with young people	Previous experience of Youth Work	Previous experience of Youth Violence Work	Sports Background	Statutory Sector Background
Arsenal	✓	✓	✓	✓	✓	
Burnley	✓	✓	✓	✓	✓	✓
Crystal Palace		✓		✓		
Everton	✓	✓	✓	✓		
Newcastle	✓	✓			✓	
Southampton	✓	✓	✓		✓	
Stoke City	✓	✓	✓	✓		
Tottenham	✓	✓			✓	

Many staff carrying out direct work had already worked at their CCO for several years. However, in the case of Burnley, Crystal Palace and Newcastle, staff had recently been employed at the CCO based on their previous experience elsewhere. For those staff members asked:

- Three staff members had worked at their current CCO for one year or less.
- Three had worked at their CCO for over two years.
- Three had worked at their CCO 3-5 years.
- Three had worked at their CCO for 9-11 years.

- One had worked at their CCO for over 15 years.

Involvement in specific work around youth violence also varied; some staff had been involved since the beginning of the intervention at their CCO and had been part of its development whereas others joined an already established programme. Other staff members had experience of youth violence work prior to this intervention.

Staff members who had been at their CCO for longer periods had developed a specific area of expertise over time which they transferred when developing and delivering the interventions. For example:

I've worked across a variety of different programmes...mainly leading on the social inclusion side of our work.... there are quite a few different projects that fall under the social inclusion banner and I take a lead on most of that... [Staff 1]

...I started out working with NEET young people, so more like post sixteen really, just running youth employment programmes and getting back into work or education...programmes have come and youth funding initiatives...with the Youth Violence Programme...we've planned it, developed it and then I still deliver [Staff 13]

Across the CCOs, the need for specialist workers was mentioned repeatedly by staff interviewed. This frequently linked to the importance of youth work experience and work with challenging young people, including those who have been involved with the criminal justice system or education. It was suggested that this would provide the skills needed to undertake the work but also credibility with both young people and external agencies. In several clubs, the use of PL Kicks staff for delivery was considered inappropriate due to the nature of their zero hours contracts, sessional delivery and generic experience rather than a specific skill set. CCO staff need to have in-depth knowledge of safeguarding, local partner agencies, agency pathways and the local area.

Qualifications

Staff delivering direct work with young people had a range of degrees and qualifications. University degrees and diplomas included: Football Studies, Events Management, Criminology, Youth Work and Community Development, and Probation Studies. At least two staff members were currently attending university alongside their CCO work. Their studies included Sports Coaching and Counselling.

Staff had experience of working with other high risk or vulnerable groups including young offenders, homeless people, pupils attending pupil referral units, prisoners and looked after children. Some had also worked in schools as teaching assistants or teachers.

CCO staff also described attending a range of training programmes as specific to their role in addition to more generic football courses. Training included: Youth Work Level 3, Counselling, Psychodynamic Therapy, Critical Incident, Restorative Justice, and Conflict Resolution. Understandably, the longer CCO staff had worked in this role the more training opportunities they had been offered to expand their knowledge and experience.

CCO staff skills and attitudes

We also directly asked staff the skills needed in terms of replication when delivering this work. Many of their suggestions echo what the young people have said.

- Ability to engage with these young people and build a rapport. As has been identified, the ability to build a relationship with these young people was key.
- Ability to work flexibly and creatively and adapt to meet the needs of young people.
- The confidence and competence to talk to young people who may be distrusting of adults.
- Patience and realistic expectations of young people who may not always take positive steps.
- A willingness to want to help and a desire to work with these young people.
- An awareness and understanding of wider issues such as exploitation, gangs, domestic violence, community violence etc.

Both staff and young people highlighted the importance of staff being understanding and non-judgemental. They needed to have an ability to move on from a young person's history or past behaviour. A small number of staff suggested the usefulness of perceived similarities or a shared or similar life experience. The skills outlined were considered important to meaningful engagement with young people.

...engagement is key. The engagement is going to be the difference between you, the difference between that young person being more perceptive, in terms of what you are trying to help them with, you know, opening up and wanting the help...how they communicate with you, you know, what they're telling you. So, your engagement with them, if you're able to...empathise with them, then they slowly start feeling more comfortable and being able to discuss and disclose certain things. [Staff 16]

The skills and attitudes of CCO staff were commented on by external partners. One had first-hand experience working alongside them during delivery of group sessions. They said.

So, it's good to see the way she interacts with the kids and they like her. And that's a barrier broken down straightaway, that somebody, they'll let somebody in, and they'll listen to her and they'll talk to her. And she's knowledgeable, but she does it in a way that's on their level, you know. [External Agency 5]

Recognition of positive personal attributes of staff was given, assisting a positive relationship with partners.

They're lovely, very open and very honest. Very friendly, very professional, but also, I think they've clicked that we like a laugh, so when they come in, they're always laughing. They feel like they fit in really, you know. [External Agency 1]

Wider Impact of CCO Intervention

External partner staff were asked about the wider impact of the CCO intervention beyond the young person who accessed the programme. Participants talked about the positive impact some of the work had had on their own organisation, the young person's family and the wider community.

The work of the CCO offers other organisations a different referral option, particularly in areas where provision is scarce or limited due to overstretched statutory services, where waiting lists are common.

I think the benefits are, they can bring more in, the club does, the club can bring more projects in and it has been doing. Because you know what it's like, cash strapped every agency's cash strapped. Health service is cash strapped, they've got nothing you can't refer in to them. You can't refer in to CAMHS because you've got to wait twenty odd weeks for a thingy. But I think, whereas, with the club, they've got the projects and they've got the money. So at least you know you haven't got to wait so many weeks for a referral to go in and we can get the work started straightaway. [External Agency 4]

For one, the benefits of the CCOs work was viewed on a local authority strategic level.

So, in relation to my role, it was very, very clear to me that they brought a lot of resource to the table, not only in their activities and everything they could do to prevent youth crime, but in their thinking. And, you know, in their vision and it being aligned with our vision. And that's why I've been very pro to have one of them at the table in kind of strategic meetings. [External Agency 7]

Examples of the impact the intervention has had on the wider family were given.

Yes, [young person's] mum is happy because he's happy now. She doesn't feel threatened and [staff] done some work with her. She doesn't feel that, for example, she had to hide all sharp equipment at home that was all taken away, even in the kitchen because he, obviously, took knives to mum and hurt himself. So, she feels now that because he's reached that point and he's getting the support he needs, that she's not at risk. [External Agency 1]

Yes, definitely. Yes, she's seen it at home, she's seen that, oh he's come home this weekend and he's not kicked off or he's calmer. And she's made that link between the works he's been doing with [staff]. Because when he speaks to her about things, when he's cooled down, he will reflect, 'well I talk to [staff] about this, so I did this when I was here. So yes, I think it definitely can and I think there's then scope for, potentially, you know, like younger siblings to get involved, yes. [External Agency 2]

It was viewed that interventions such as the BCYV programme, particularly in areas of social exclusion and deprivation, can only benefit the wider community.

I'd say it probably spans much wider but the opportunities for kids from areas of social exclusion, they're just not there, are they, or they're few and far between. And I think programmes like this are trying to help make that more inclusive, which will then benefit the community by, hopefully, reducing incidences of antisocial behaviour and crime. [External Agency 2]

So, what (club) have been able to do in that, is run football sessions for those two groups once a week but bring all of them together. So, we've got actually, younger children on the (estate name) mixing with younger children on the (estate name and club) Hub, you know, at the (club) Hub. And the other advantage is, the (club) Hub is not in a no-go zone for most young people, it's seen as a safe space. So, we've brought those young people together, which I think you're not going to reap the benefits of that until they're fifteen/sixteen, but it's a start and, you know, that's the way to go. We're bringing the parents together through bringing the kids together, you know. It's, I think, a very, very useful exercise and I think (club) are always willing to try different things, obviously, you know, it's got to be safe, but, you know, with their partners, and I think that's a real benefit. [External Agency 7]

Conclusion

There were many achievements identified in the accounts and experiences of those who participated in the interviews and focus groups. The programme was generally described in a positive light by young people. They shared their affirmative experiences of the work and especially how the CCO staff had helped them to develop new skills and enhanced other aspects of their lives, placing them in a better position to make more positive choices. Staff openly shared their experiences and opinions on what methods had been effective in engaging young people and supporting positive change, as well as offering their views on the challenges that remain. Increased resources, knowledge, understanding and capacity were suggested as important factors to improving any shortcomings in BCYV intervention. Establishing CCOs as an integral part of an effective local multi-agency strategy to address youth violence appears to be a key next step for CCOs, according to both CCO staff and wider professionals.

Section 5: Young person surveys (outcome measures)

Introduction

As part of the evaluation it was necessary to provide young people with the opportunity to convey their views and knowledge in a safe and sensitive way. It was intended that validated self-report measures associated with behavioural and attitudinal change and wellbeing would be completed by young people at baseline (near beginning of programme) and at follow up (near completion of programme). However, the rollout of the outcome measures was largely unsuccessful across the CCOs. The major challenges in completing the measures included:

- Measure were considered too long and complicated
- Young people were resistant to disclosing certain behaviours and attitudes
- Staff seemed uncertain how to introduce the measures to young people and of their value

As a result, few surveys were returned. Because the return for survey two was less than 50 (n=36), any analysis would result in severely conflated percentages. Therefore, only behavioural data was explored.

Method

Measures

Where possible validated measures were used with attention given to appropriateness for the age group. Two versions of the measures were produced, one for 8-11-year olds and one for 12-18-year olds. The Modified Aggression Scale (see Espelage et al 2003; Turner et al., 2014) was included in the survey to measure violent behaviours, anger, and pro-social behaviours. A scale previously used for domestic violence research by the research lead was included to measure violence and inappropriate sexual behaviour against a boyfriend/girlfriend. The measures were approved by the Premier League Operational Board which oversees all the programme work.

CCOs were asked to circulate the measures to all young people accessing their programme. Information sheets and consent forms were provided for young people and their parents.

Sample

Young people working with one CCO did not participate because their school raised concerns about the content of the survey. From six of the seven remaining CCOs, 51 young people completed over 20% of the behavioural measures at baseline. However only three follow up

surveys were returned. Therefore, only the baseline data could be used for descriptive analysis of behaviours at the beginning of the programme.

Forty-one males (80%) and nine females (18%) completed the survey. One participant stated that they would 'rather not say' their gender. Participant ages ranged from 12 to 18 years (mean=14.7) and from diverse ethnic backgrounds, although 47% described themselves as 'White British' (n=24).

Findings

Participants were presented with a 22-item validated questionnaire. They were asked about their engagement in various behaviours in the previous 30 days and in the previous 12 months, with five possible responses: no opportunity (a situation did not arise to prompt the action); no (the action was not taken despite the opportunity to do so) 1 or 2 times; 3 or 4 times; 5 or more times. Not all participants responded to all questions.

Violent behaviour against peers

Key responses:

- 26 (53%) of 49 respondents admitted to pushing, slapping, or kicking someone 'not a girlfriend or boyfriend' (NGB) in the previous 30 days, half of whom reported doing so five or more times (n=13).
- 31 (67%) of 46 respondents admitted to pushing, slapping, or kicking someone (NGB) in the previous 12 months.
- 23 (51%) of 45 respondents indicated that they had got into at least one physical fight (NGB) in the previous 12 months because they were angry.
- 16 (32%) of 50 respondents reported that they had hit someone (NGB) back if hit first in the previous 30 days, this applied to 27 (60%) of 45 respondents in the previous 12 months.
- 19 (43%) of 44 respondents reported walking away from a fight (NGB) in the previous 12 months.

The findings above suggest engaging in violent behaviour was relatively common for these young people, and quite frequent. Retaliation was a slightly more common and frequent reason for use of violence than anger. However, the high percentage still suggests physical violence may be commonly used as an outlet for their anger. Feeling angry was relatively common amongst participants and a frequent issue for some. Out of 48 respondents 18 (38%) reported that they were angry most of the day five or more times in the previous year.

Generally, the young men who participated (n=41) were as likely to use violence that is non-retaliatory as retaliatory (n=28/n=29), whilst the young women's (n=9) use of violence was most likely to be non-retaliatory (n=6) than in retaliation (n=2).

Threats and teasing of peers

Key responses:

- 38 (79%) of 48 respondents reported that they had said things about others (NGB) to make peers laugh in the previous 12 months, 37 (77%) of them calling their peers names in this time.
- 32 (70%) of 46 respondents admitted to teasing others (NGB) in the previous 12 months, 29 (57%) of 51 respondents stated they had done so in the previous 30 days.
- 30 (63%) out of 48 respondents admitted they had threatened to hurt others (NGB) at least once in the previous 12 months.
- 20 (43%) out of 46 respondents stated that they had encouraged others (NGB) to fight at least once in the previous 12 months.

Participants were more likely to have engaged in teasing, name calling and saying things about others to get a laugh than they were to have made threats or encouraged others to fight. High rates of teasing and name calling suggests a lack of empathy towards peers and a lack of understanding of potential consequences of their behaviour. Perhaps attempts to get a laugh demonstrates a desire for attention or sense of belonging. Although making threats to harm others was slightly less common, nevertheless it still represented a common method of resolving issues or perhaps maintaining status. It seems generally the young women who responded were slightly more likely to engage in name calling and saying things about others to get a laugh (89%) and making threats (89%) than the young men 76% and 66% respectively. However, the large differences in sample size potentially confound the percentage of females.

Pro-social behaviours

Key responses:

- 38 (75%) of 51 respondents stated they had co-operated with others (NGB) at least once or twice in the previous 30 days.
- 36 (72%) of 50 respondents reported giving others (NGB) a compliment on at least one occasion in the previous 30 days.
- 33 (67%) of 49 respondents stated that they had protected someone (NGB) at least once from a bully in the previous year.
- 31 (61%) of 51 respondents reported helping others (NGB) solve a problem in the previous 30 days.

- 29 (57%) of 51 respondents reportedly helped someone (NGB) stay out of a fight in the previous 30 days.

The responses show that more participants had reportedly engaged in pro-social behaviours than had not. Yet, it seems for some at least, cooperating and engaging positively with others was a challenge. Although it might be that some young people are more forthcoming in promoting their positive actions than others. Young women compared to young men were more likely to have cooperated with others (89%/75%); complimented someone (89% /71%); helped someone stay out of a fight (75% / 67%); and helped someone solve a problem (67% /64%). Again, these findings may be attributed at least in part to the differences in sample size.

Interpersonal violence and inappropriate sexual behaviour

Twenty (43%) of the 47 participants who responded indicated that they had a casual or long-term relationship in the previous year (male=17; female=3). These 20 participants were guided to respond to a series of questions.

Key responses:

- 10 (50%) of 20 respondents admitted to grabbing, pushing, slapping or holding down a girlfriend/boyfriend once or twice in the previous 12 months, nine respondents stated this had occurred in the previous 30 days.
- 7 (35%) of 20 respondents admitted to the use of more severe forms of physical force, such as punching, strangling, kicking or beating up a girlfriend/boyfriend in the previous 12 months, and within the previous 30 days.
- 8 (44%) of 18 respondents admitted to 'pressuring' and 'forcing' a girlfriend/boyfriend into intimate touching in the previous 12 months.
- 8 of 19 respondents reported that they had 'pressured' a girlfriend/boyfriend into sexual intercourse in the previous year, 7 of whom admitted to 'forcing' them into sex.

Although only based on a small sample the above figures are concerning. Perpetration of intimate partner violence was reported by young people, primarily young men, working with four different CCOs. This strongly indicates that programmes which seek to reduce or stop youth violence need to ensure programmes address both public and private forms of violence, including violence in young people's intimate relationships.

¹For full details in relation to anonymity please refer to Section 2 of this report

Conclusion

Unfortunately, findings for the young persons' surveys was generally restricted to baseline measurements. Because of this, self-reported change during the programme could not be measured through this method. Concerns were raised by some CCOs about age appropriateness and the content of the surveys, despite many of the measures being validated and used in previous research with the same age groups. The surveys were also deemed to be too complex and too long for young people to complete in a reasonable time. These issues need to be responded to in the next stage of the evaluation process, alongside closer collaboration with CCOs and young people, to ensure measures are appropriate and acceptable. However, despite the small sample size the baseline findings do highlight participants reported propensity to resort to violent behaviour, whether in retaliation or out of anger. Although not as frequent as name calling, threatening others was commonly reported, perhaps as a resolution to conflict or to maintain status amongst peers. Very concerning was the prevalence of interpersonal violence, including sexual violence, although it is recognised this was based on a small number of young people. It is an area that intervention work to combat youth violence and abuse must address.

Section 6: Views from external agency professionals (Surveys)

Introduction

Whilst interviews and focus groups provide invaluable insight into the opinions and experiences of those who participate, it is a resource intensive method and can be limited in number. To extend the opportunity for external agency staff to contribute to the evaluation beyond the seven that were interviewed, an online survey was made available to others.

The survey was developed by the evaluation team. It was intended for external agency staff who had some knowledge of the CCOs interventions in their local area, including the BCYV programme. The main objectives of the survey were to capture opinions and experiences around the accessibility, quality and impact of the CCO's work and to understand how embedded the targeted work of the CCO was in local multi-agency youth violence networks. Participants were also asked about the prevalence of youth violence and gang affiliation in their local area; current priorities for youth violence work; gaps in intervention provision; and the key challenges in working with young people involved in or affected by violence. It was hoped their responses would provide localised insight into the scale of the problem and the current provision to address it.

Method

The survey consisted of a mix of direct and multiple-choice questions and statements with free text opportunities for participants to expand upon their responses. On average the questionnaire took the participants 13 minutes to complete. The survey included information about the evaluation team, contact details and the purpose of the questionnaire. Eight CCOs were asked to circulate the online link to external agency staff in their local area.

Sample

Between 4th June - 6th October 2019, the evaluation team received 29 surveys. Two surveys were subsequently excluded because the user had responded to less than 10% of the survey. Unfortunately, no surveys were received from external agency partners to Everton or Crystal Palace.

Response rates were not evenly distributed across the remaining six CCO areas from which surveys were received. As can be seen from **Table 33** three CCO areas represented 75% of the sample. Therefore, it cannot be inferred that the findings apply across the programme. As the sample was self-selected, we cannot rule out the possibility of response bias.

Table 34 Proportion of external agency staff survey participation by CCO.

CCO	N	percent
Newcastle United Foundation	8	29.6%
Burnley in the Community	6	22.2%
Stoke City Community Trust	6	22.2%
Saints Foundation	3	11.1%
Arsenal in the Community	2	7.4%
Tottenham Hotspur Foundation	2	7.4%
Everton in the Community	-	-
Palace for Life	-	-
Total	27	100%

Twenty-two respondents (81%) indicated that they worked in the statutory sector, four (15%) worked in the voluntary sector, and one worked in both sectors. Seventeen participants also included the field in which they worked:

- Youth offending (n=7): *included youth offending and police early action teams*
- Education (n=6): *included pastoral and safeguarding*
- Local Authority (n=3): *included social work, family support*
- Community (n=1): *community interest company*

Findings

Awareness of CCO work

Twelve participants indicated that they were fully aware (44%) and twelve (44%) indicated they were at least partially aware of the full range of interventions run by the CCO. Twenty participants (74%) had personally made a referral to the BCYV programme in the last 12 months. Another five participants (19%) indicated that although they had not made a referral themselves a colleague had. Because of the good levels of participant awareness of the CCO interventions and BYCV programme there is a good degree of assurance of the validity of their responses.

Accessibility

Survey statement: "Other services in the local area are as accessible to young people involved in violence as those provided by the CCO."

When presented with the above statement seven participants disagreed or strongly disagreed (n=4). In contrast, a third (n=9) indicated that other interventions in their local area were just

as accessible as that offered by the CCO (agreed n=7; strongly agreed n=2). The remaining seven participants neither agreed nor disagreed

The disparity in opinion could not generally be attributed to location of the CCO. For example, professionals working in partner-agencies to Burnley offered differences in opinion; three felt other services in the local area were not as accessible as that offered by the CCO, whilst two others felt they were. However, as **Figure 7** shows participants who worked in the education sector tended to agree that other services were as accessible as the CCO interventions, whilst those working under a local authority tended to disagree. Those working in youth offending were widely split in their opinions, as where those who did not disclose the sector in which they worked.

Figure 7 Statement responses by working sector



Seventeen participants contributed to the free text explanations for their opinion on the matter. Responders who felt other services were not as accessible attributed much of that opinion to a lack of capacity. For example, one wrote:

There are some services available in the area, however these services are often overwhelmed and unable to deal with the constant demand placed on them. Waiting lists are also prohibitive to engagement. [P12, Education Sector]

Another felt the appeal of the CCO as a non-statutory body meant it may be more accessible to young people than other services in the area.

This is a service that the youths buy into because of the support from the staff and the independent role away from statutory involvement. [P8, Unknown Sector]

The appeal of the CCO was reiterated in the response of a participant who neither agreed or disagreed with the statement.

Accessibility to other services is on a par but Newcastle United tends to have more cachet/prestige with young people. [P5, Local Authority Sector]

For those who felt other services were just as accessible, few offered free text explanation. Although, one referred to the strong working relationships they had developed with other agencies:

We work very closely with other groups. A gangs-group, the police and attend community meetings. [P4, Education Sector]

One participant who was undecided stated that it was:

Difficult to say as there is a wide range of services that offer different needs and have different criteria. [P3, Youth Offending Sector]

In making the above response the participant appears to suggest that accessibility depends on a match between the service criteria and the young person's needs, and argues it is therefore difficult to compare the CCOs intervention to others. This was the focus of the next survey statement, as it widens the question of accessibility to different groups of young people.

Survey statement: "The youth violence interventions offered by the CCO are accessible to ALL groups of young people in our area."

When presented with the above statement, 13 participants either agreed and seven strongly agreed. As most of the participants agreed with the statement there was little relevance in comparing responses between working sectors. One respondent stated the CCO intervention was:

Open to all who are at risk or are involved in offending behaviour. [P20, Community Sector]

One expressed that strong partnership working and the flexible approach of the CCO means young people who may otherwise be unable to access the intervention are not excluded.

There is a strong network in place via the local community outlining the different types of provisions available. But also, the team cross over into the areas that are deemed safe to the young person if main hub location is not suitable for the individual due to post code issues. [P18, Unknown Sector]

One of only three participants who felt the work of the CCO was not accessible to all young people, attributing this to their inclusion criteria.

Due to the criteria this does not appear to be the case and those with certain violence are exempt from engagement. [P3, Youth Offending Sector]

Another participant felt it is merely a case of resources.

Do not have the capacity to engage all groups needing the intervention. [P10, Education Sector]

Overall, there was divided opinion amongst participants on whether the CCO interventions were more accessible than other services across the area. This division was not explained by locality, i.e. whether some CCOs were more accessible than others. The sector in which the participant worked seemed to have some effect on their opinion, although the small sample makes it difficult to make any real inferences. However, there was a consensus that the BCYV programme reached out to all groups of young people, although one participant expressed a mismatch between the number of young people requiring support and CCO capacity.

Engagement

Survey statement: "The Premier League brand/football is a useful way to engage young people in youth violence intervention."

Sixteen participants strongly agreed with the above statement. Another eight agreed. When asked to elaborate one wrote:

The children involved have a strong sense of pride in the local connection/ club connection. [P8, Unknown Sector]

One participant referenced the advantages of the brand alongside the wider 'package' that the CCO brings. The CCO was believed to have less restrictions that may apply to a statutory service. Not only was the brand a useful way of engaging young people but it also afforded the CCO greater scope for work:

The uniqueness of the brand and not being statutory/local authority/police as well as having a variety of options attached to the organisation be it sports, employment, mentoring etc. [P18, Unknown Sector]

Only two participants thought the brand was not a useful way to engage young people. Unfortunately, they did not explain why they felt it was not.

Survey question: Does young people's involvement with the football club have any drawbacks?

Nineteen participants felt there were no drawbacks to a young person's involvement with the football club. Although two participants did express some potential drawbacks.

Sometimes it can be very overwhelming for those young people that are referred via youth violence. Especially if it is related to gangs as they build such a resilience to refuse the help but actually really wanting the support to move away from the gang culture but fear the backlash. [P18, Unknown Sector]

The only drawback is getting those most at need to engage and then for the service to be able to provide as risk often dictates. [P3, Youth Offending Sector]

However, the reservations raised in the above statements are perhaps issues for all youth violence interventions and not necessarily restricted to those associated with a football brand offer.

From the responses provided external professionals generally believed the football brand was a very strong incentive for young people to engage with the intervention programme. Few participants expressed any substantial drawback to the programme.

Impact of the programme

Survey question: In your experience, what impact has the youth violence intervention (BCYV) had on young people involved in youth violence?

All participants indicated that their local CCOs BCYV interventions had achieved a positive impact for their young service users, with 15 stating the impact had been 'very high'. Twenty-five participants stated they had personally observed a positive impact on young people. No participants reported any negative consequences. When asked to provide examples of how the CCO work had a positive impact, the following were common features:

- Reduction in anti-social behaviour
- Improvements in young person's behaviour and their well-being
- Increased engagement in positive activities
- More positive life choices

The following excerpt provides a good example of the positive impact the work of one CCO staff member had on a young person:

The fact that the young person sustained engagement and a positive relationship with an adult AT ALL was massive the subject REALLY engaged him. The worker obviously has a strong relationship with him, which meant she could really challenge and push his understanding without evoking the negative reaction that any other adult would have got. He trusted that she was not judging or criticising him but asked out of care and genuine curiosity. The worker was so enthusiastic about the work the YP did and was really creative in sourcing and adapting subject matter that was raised by school [e.g. homophobia, sexualised comments] into tools and interventions what would suit that particular child's interests and learning style. [P9, Local Authority Sector]

However, another participant expressed caution in making claims about the impact of the CCO intervention, stating that it is:

Difficult to quantify impact as no clear method of research being used to substantiate alleged positive impact of programme. Quantitative/ qualitative/ longitudinal data/ information needs to be triangulated to determine impact. [P5, Local Authority Sector]

Nevertheless, many of the professionals who participated in the survey expressed that the CCO intervention programme has had a positive impact on young people. Observed improvements in young people's behaviours, increased engagement in positive activities and better life choices were expressed. The findings are very encouraging and clearly demonstrate the CCOs capability to have a positive influence on the lives of at risk and vulnerable young people. One participant added:

All the students have loved working with the club and were sad when the intervention finished. [P10, Education Sector]

Survey question: When thinking about the intervention offered by the CCO what has worked well for young people, parents and other agencies?

Twenty-four participants expressed that the intervention had worked well for young people. Eighteen indicated that it had also worked well for other agencies and seventeen said it had worked well for parents.

Young people have opportunity to work with an organisation with no "youth justice" stigma which is more likely to encourage engagement. (CCO) have a good reputation locally and working with them opens opportunities to other organisations. [P2, Youth Offending Sector]

It was expressed that partnership working with the CCO had also worked well for other agencies.

Working in partnership goes hand in hand aligning clear communication on targeted goals from both organisations with the young person in mind. [P18, Unknown Sector]

Only one participant in the survey specifically indicated that the CCO intervention had not worked well for the young people, selecting 'no' in response to the question. Whilst two others selected 'do not know'. Three participants indicated it had not worked well for other agencies, with four 'do not know' responses and one no response. Four participants expressed it had not worked for parents, four did not know and two did not respond to the question. Again, these responses could not be attributed to any single locality or to a specific sector.

When asked what kind of interventions offered by the CCO received the most positive feedback from the young people involved in youth violence, one-to-one work was a common feature, for example:

One-to-one sessions are tailored to the young person's needs. [P14, Unknown Sector]

One-to-one work building self-esteem and self-confidence... [P17, Unknown Sector]

The one-to-one support for the child and the family support and the club visits during holidays. [P27, Education Sector]

According to others, the draw of the club and the offer of various sporting activities gained positive responses from the young people too.

Stadium tours, meeting football players, match day tickets as rewards for effort & modelling pro-social behaviour. [P5, Local Authority Sector]

The most useful are the activity-based interventions both in group work and individual sessions. [P8, Unknown Sector]

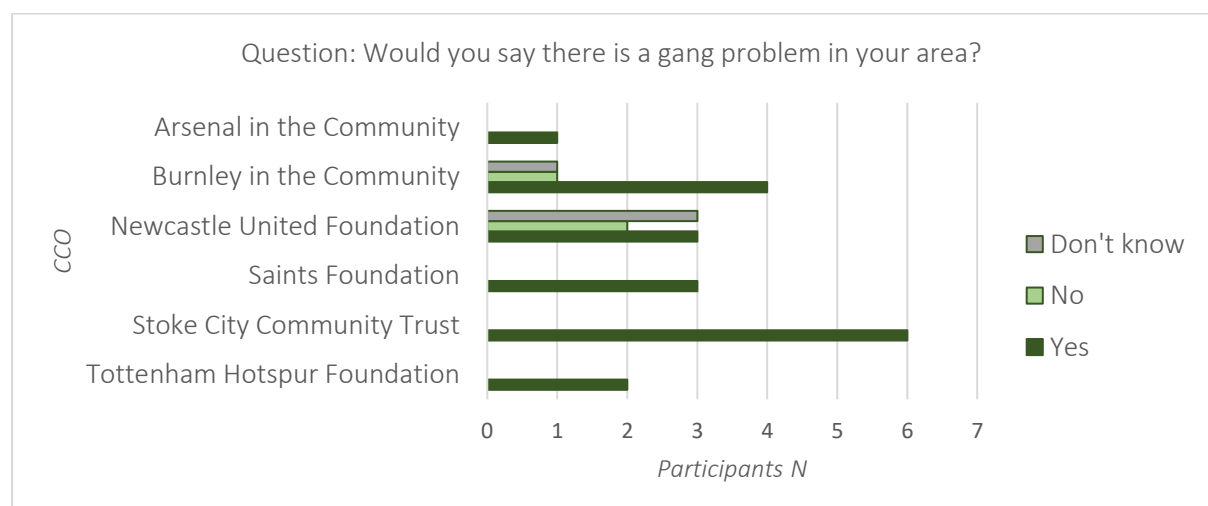
Scale of local gang problem

To establish an understanding of the need for wider youth violence intervention participants were asked about the extent of any gang problem in the different communities around the CCO locations.

Survey question: Would you say there is a gang problem in your area?

Nineteen participants stated there was a gang problem in their area, four didn't know and three stated no. **Figure 8** provides a breakdown of responses by CCO.

Figure 8 Responses to gang related question by CCO location



The participants who reported a gang problem were divided in their opinion of how serious the issue was for their locality. Seven participants expressed that the gang problem was 'very serious', equally seven felt it is 'moderately serious'. Six felt it was 'somewhat serious' and one was unsure. Predominantly those who selected the higher end of the scale (very and moderately serious) were working in youth offending (n=6) and education (n=5) sectors. Participants who felt it was 'somewhat serious' were predominantly those who did not disclose their working sector (n=4).

Survey question: Are gang-involved and gang-affected young people in your local area accessing the CCO interventions?

Participants (n=19) who indicated that there was a gang problem in their local area were subsequently asked if they felt the CCO work had engaged with young people affected by gangs.

Of the 17 that provided a definitive response, 14 indicated that gang-involved and gang-affected young people were involved in CCO interventions, however three indicated that they were not. The three who said 'no' had earlier indicated they were fully aware of the range of interventions at the CCO. Therefore, a lack of awareness does not appear to be the reason for their opinion. Two participants, both working in the youth offending sector, were referring to the same CCO. They also expressed the opinion that their CCO did not target those involved or affected by gangs.

Of the fourteen participants who believed young people involved and affected by gangs were accessing the intervention, one indicated that this was despite the CCO not specifically targeting this group. Eleven indicated their local CCO was targeting these young people whilst two were unsure.

Involvement in youth violence multi-agency strategy/steering groups

Survey question: Is there a local youth violence multi-agency strategy/steering group?

Seven participants did not respond to the above question and five indicated that they 'didn't know'. Twelve of the remaining 15 participants indicated that there was a multi-agency strategy/steering group in their local area, and three stated they were not aware of one.

In response to whether the CCO was a part of the local multi-strategy/steering group, just four of the 12 said they were involved. Five participants indicated that they 'didn't know' and three definitively said the CCO was not involved. Again, there was some contradiction in responses. Two participants responded that their CCO was not part of the local multi-agency group, yet for the same CCO one participant said they were. It is therefore perhaps a lack of awareness on behalf of the professionals responding rather than a reflection of the CCOs involvement.

Ten participants indicated that they were aware of wider multi-agency gang strategy groups around youth violence beyond their own locality. Four expressed that their CCO was involved in one such group, whilst two said they were not and four 'didn't know'.

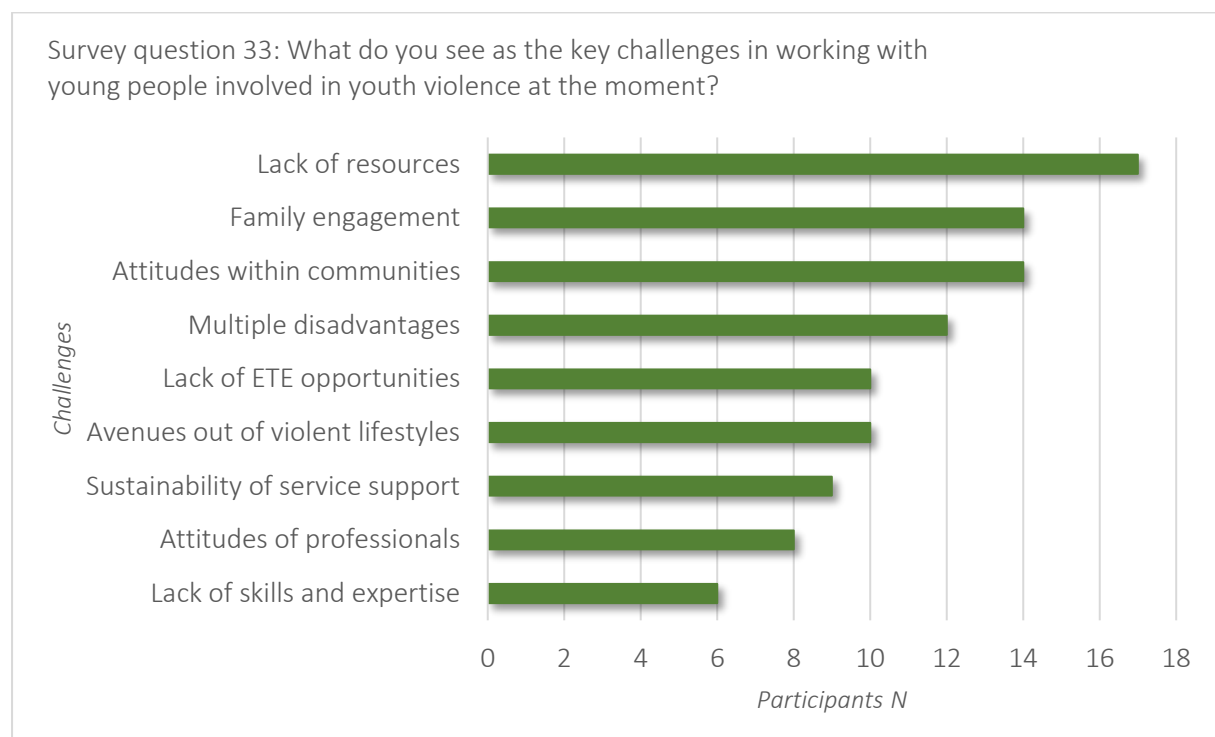
Survey question: How successful is the club in engaging with a wide range of partners?

Of the 24 participants who responded, 10 indicated that the club was very successful in their engagement with a wide range of partners. Nine others selected either 'somewhat successful' or 'partially successful'. Four participants indicated that they were not sure and just one selected 'not at all successful'. Again, the findings appear to have little to do with specific CCOs as responses generally varied across geographical locations.

Addressing current challenges

To get an indication of whether other professionals felt the CCO work was meeting current needs of young people involved in and affected by youth violence, participants were asked what the key challenges were and if the CCO was addressing them. Two participants did not respond to the question below.

Figure 9 Responses to multiple-choice survey question Q33



As **Figure 9** above shows, key challenges to working with young people involved in youth violence are broad and prevalent. Perhaps unsurprisingly, there was most agreement that a lack of resources was a key challenge to working with young people involved in youth violence. Potential barriers surrounding family and community attitudes were also commonly expressed by participants. In contrast, attitudes of professionals (n=8) and a lack of skills and expertise in the field (n=6) were less common indicators.

Asked if the interventions offered by the CCO addressed the challenges they mentioned, 18 participants indicated 'yes'. However, another six felt the interventions did not, one 'didn't know' and two did not respond to the question. The 'no' responses were spread across four of the six CCOs represented, all but one of whom also had at least one 'yes' response.

Wider youth violence/gang intervention

To get an insight into wider provision and awareness of youth violence/gang intervention in local areas participants were asked about current priorities; barriers and facilitators to such work; and what needs to be developed to improve provision.

Survey question: What, if any, are the current priorities for youth violence in your area? And does this reflect current needs?

When asked about current priorities for youth violence in their local area, knife crime was the most common feature, mentioned by 4 of the 10 respondents who offered an opinion. Other areas included:

- Addressing the gang culture
- Drugs
- Racial tension
- Expanding youth provisions i.e. youth clubs, community centres, activities

Based on the responses to the question above, it seems priorities are very much focused on the behaviours and attitudes of the young people. For these participants at least, there appears to be less focus on addressing a young person's exposure to adverse experiences such as parental domestic violence and abuse or their relationships with significant others.

Survey question: What, if any, are the barriers to undertaking work with gangs?

Ten participants gave the following responses to the above question:

Acceptance that by working with the club, we are not saying they are involved in GYV but education around GYV will support them keeping safe. Parental consent and understanding what the sessions are about.

Breaking the impact of peer influences.

Risk.

Their willingness to engage and the risks running groups with opposing members.

Local strategy to tackle serious youth violence is fractured and incomplete. Not the fault of the CCO- but this lack of clarity about our approach is a barrier to CCO subsequently becoming involved more explicitly.

Meeting in certain areas.

Lack of positive opportunity. Not enough youth provision in the community.

Young person admitting to being in a gang.

Code of silence. Refusal of differing gang members to mix with rivals. Refusal of young people to travel out of certain post code/geographical areas for fear of reprisal attacks.

I find either young people don't want to talk about it or acknowledge it at all, or they love talking about it and think gangs are a good thing, they could see it as encouraging and exciting to learn about gangs rather than be a deterrent.

A key feature of the participant responses is the power that gang culture has over young people. A significant barrier to service use surrounded overcoming the potential risks young people face due to engagement with interventions. A lack of local provision and opportunity for young people were also mentioned as factors which exacerbate the problem of overcoming the pull of significant anti-social peers and gang cultures.

Survey question: What, if any, are the facilitators/ enablers to undertaking work around gangs?

Just three participants contributed their opinion when asked the above question.

1-2-1 work

Getting views from young people about what might work and linking in with education or existing provisions.

Good relationships with the YP and have workers with lived experience.

Survey question: Are there gaps in the current work around youth violence?

When asked about gaps in youth provision for this group, 11 participants selected 'don't know', whilst five felt there were no gaps in youth violence work. Unfortunately, those five who selected 'no' did not elaborate on their opinion. However, eleven respondents did indicate that they felt there were gaps in provision around youth violence.

Not enough skilled, knowledgeable workers and not enough provision to work with those on the cusp and those actually embedded (in youth violence). [P10, Education Sector]

We need something for kids who are further down the path regards involvement in the youth justice system. [P2, Youth Offending Sector]

References were also made for greater awareness of:

The impact of adverse childhood experiences /trauma/neglect and the links to violence. [P5, Local Authority Sector]

... and the grooming of younger siblings and younger students within the school. [P4, Education Sector]

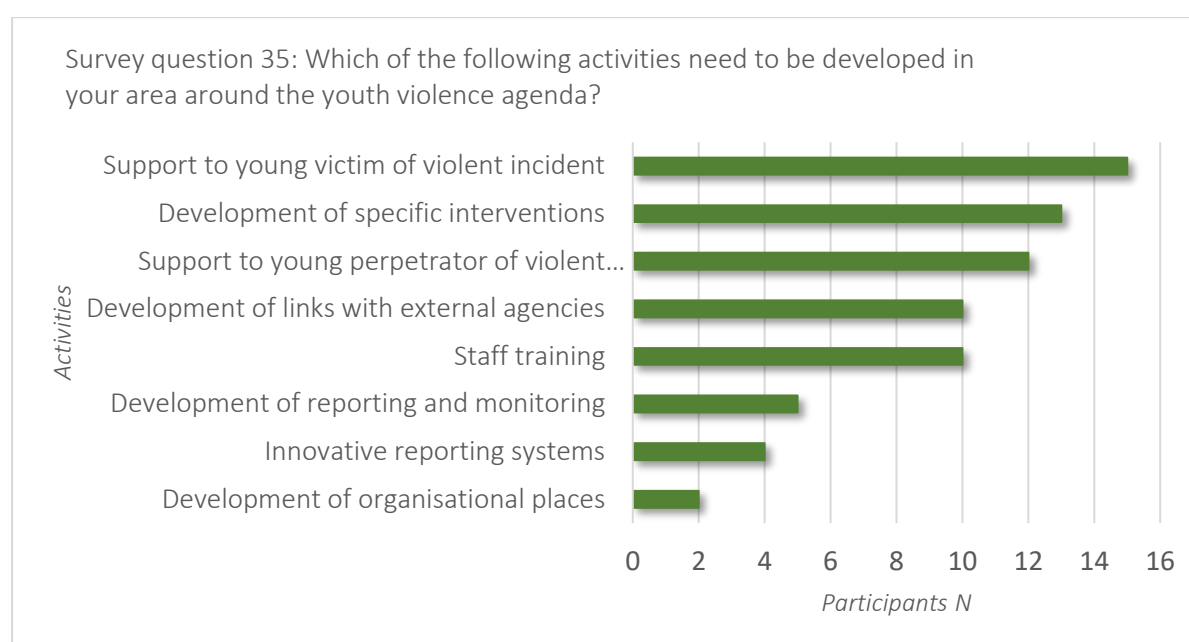
The above responses suggest that current shortcomings in youth provision are more acute in respect of services specially targeting young people who are more heavily involved in youth violence or gang culture. It was advocated that more skilled workers are required with specific reference to a better understanding of the links between adverse childhood experiences (ACEs) and youth violence and the vulnerability of younger children.

Survey question: Which of the following activities need to be developed in your area around the youth violence agenda?

Finally, participants were asked what activities they felt needed to be developed in their area to assist in addressing youth violence. Eight key areas were listed that participants could select. A free text box was provided to enter any of their own suggestions. Four participants did not select any of the areas on the list or suggest their own. **Figure 10** provides a breakdown of the responses from the remaining 23 participants.

Although varied, there was a few key features in the responses. Most required activities were support for young victims of violence, specific interventions to address young violence and support for young perpetrator. Staff development (training) and development of links between professionals were less prevalent choices, with less than half of the participants selecting these areas. Developments in systems, reporting and monitoring were less frequently selected. Overall, responses seem to imply that the infrastructure around provision, such as training and monitoring requirements, were less of an issue for external agencies than the provision of directly targeted services for both victims and perpetrators of youth violence

Figure 10 Responses to multiple-choice survey Q35



Summary

Generally, opinion was somewhat divided on whether the interventions offered by the CCO for young people involved in youth violence were more accessible than those offered by other services in the area. The problem for other services appears to be a disparity between demand and resource capacity, which was viewed as less of a problem for CCOs. It was expressed that the non-statutory status of the CCO perhaps makes it more accessible and appealing to young people.

In terms of reaching young people, the Premier League, and the local club brand, was viewed a powerful tool to support young people's initial engagement in CCO interventions. Many participants also reported they were aware of positive gains young people had achieved through working with BCYV programme in their local areas. Participants generally felt that the CCO intervention had worked well for young people as well as other agencies in the field and parents. However, one participant rightly expressed caution in making claims about impact without robust methods of measurement.

One-to-one work of the CCO was singled out as a way of tailoring intervention to individual needs of the young person. Activity based interventions and rewards for effort and improvements in behaviour, such as stadium tours and match tickets were viewed as positive ways of working. Almost three quarters of participants felt there was a problem with gangs in their locality. Knife crime and gang culture were most frequently expressed as a priority for current youth violence interventions. The majority of those who responded felt that young people involved with or affected by gangs where accessing the CCO programme.

Despite many participants identifying a local multi-agency strategy and steering group for youth violence, some were unsure if the CCO was involved. However, it seems the CCOs were generally successful in engaging with a wide range of partners.

To address the gaps in youth violence work, participants unsurprisingly advocated for more provisions, with an increase in skilled workers. But it isn't just a resource issue for professionals it seems, as references were made to the need of a greater awareness of the issues underlying the behaviours of young people, such as adverse childhood experiences.

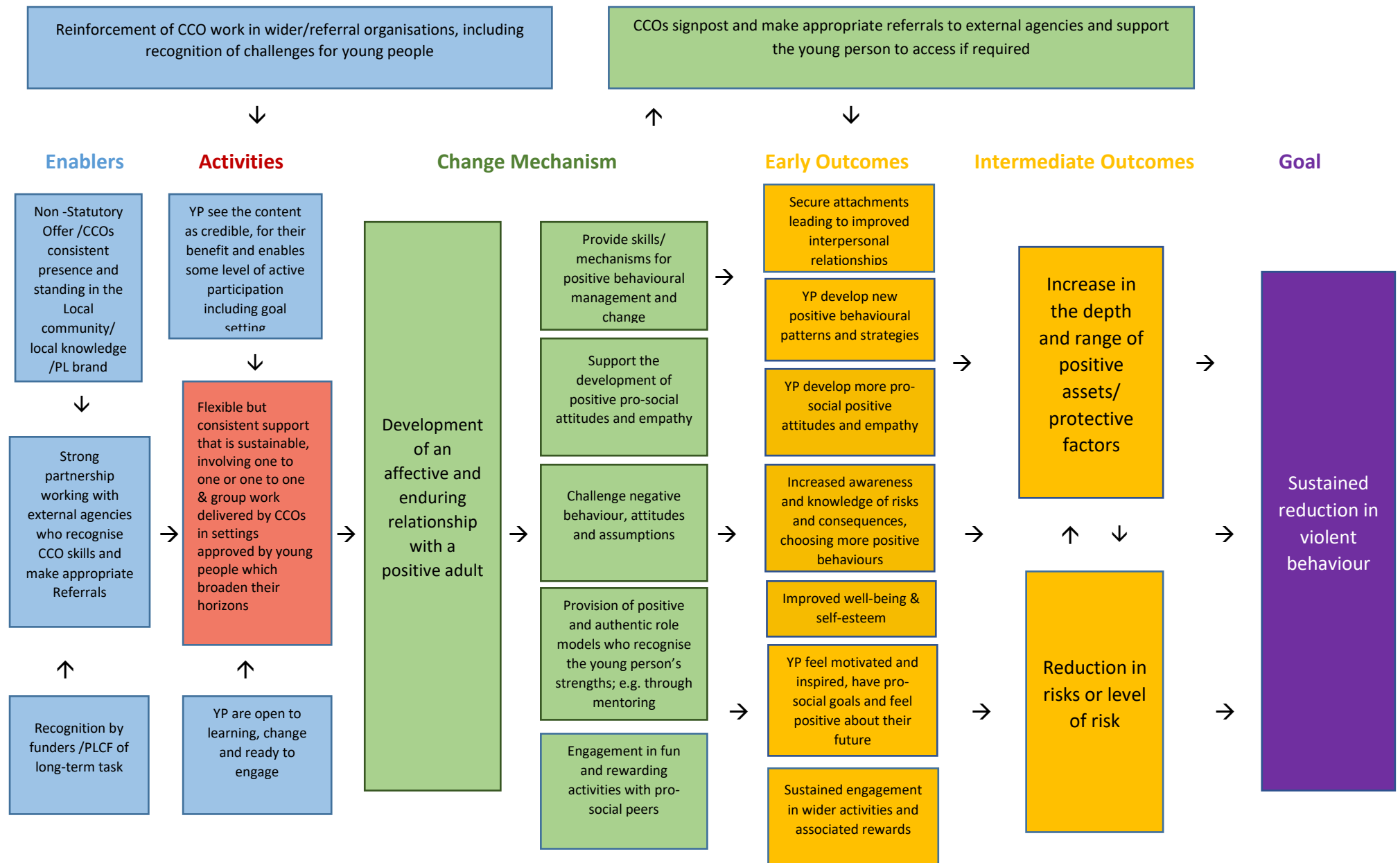
Section7: Breaking the Cycle of Youth Violence Theory of Change

A Theory of Change model, at its most basic, depicts how a range of early and intermediate accomplishments supports longer-term change. It is an important tool to explicate how diverse mechanisms of change intersect to achieve the final goal. At a more complex level a Theory of Change model can articulate the expectations and assumptions about the process through which change will occur. It specifies how all the early and intermediate outcomes will be achieved and how these relate to the desired long-term change or goal (Noble and Hodgson 2015). The model we have developed seeks to provide a more complex and overachieving Theory of Change based on the whole programme pilot evaluation findings. Hence, we are presenting a causal Theory of Change (Weiss 1997) which describes how a programme has worked to deliver its specified goal; in this instance a reduction in youth violence. Following consultation with CCO staff the Theory of Change was refined and amended.

All the CCOs are working with children and young people with complex lives and high levels of risk and vulnerabilities. As outlined in the scoping review the more targeted the intervention group the more multi-faceted the programme components and related Theory of Change needs to be. All projects have developed a strength-based approach which sought to build on protective factors and positive assets to promote pro-social behaviors and attitudes and raise self-esteem and well-being through a variety of methods and activities. Evaluations have consistently shown interventions which seek to support and enhance protective factors and positive assets rather than focus on risks and/or deficits have better long-term outcomes (Bonell et al 2019).

The Theory of Change model developed for the Breaking the Cycle of Youth Violence is depicted in **Diagram 1**. The model includes five elements: Enablers; Activities; Change Mechanisms; Early and Intermediate outcomes; and the final Goal.

Diagram 1: Theory of Change Model: Breaking the Cycle of Youth Violence



Enablers

The Theory of Change developed for this programme unsurprisingly reflects some of the enablers identified in PLCF's Theory of Change overview, for example the brand and/or football as a tool for engagement (see appendix II). The most important enabler for both young people and external organisations was CCOs provision of a non-statutory and therefore a non-stigmatising offer. As others in the field have argued (Benson and Scales 2011, Kim et al 1998) the provision of 'conventional' services is primarily based on 'instrumental' relationships governed by institutional procedures and requirements whereas non-statutory providers have the opportunity to develop affective relationships where young people make an informed choice to participate rather than being mandated to attend and, as Roth and Brooks-Gum (2003) argue, create a 'family-like atmosphere'

The CCO offer was underpinned by the high status of the individual football clubs in their local communities, which was identified across all geographical sites and by diverse groups of young people and external organisations. **The CCO's consistent presence and standing in their local communities, alongside their local knowledge, were important enablers identified in the CCO consultation exercise.** The wider PL brand was also a significant enabler providing a unique and highly prestigious offer which was able to reach a wide range of young people and provided an 'explanation' (excuse) for young people's initial engagement both internally (to themselves) and to peers.

However, irrespective of the position of the CCO in the local community or the wider PL brand, sustained engagement was only achieved through strong partnership working with external agencies. These partnerships, often developed over a sustained period, enabled: external organisations to gain confidence in the CCOs skills and expertise to work in this challenging area; develop strong referral pathways; and agreement on the criteria for appropriate referrals including thresholds of risk. This was supported through recognition by both BBC CIN and PLCF that achieving positive outcomes in this area of youth provision requires a sustained commitment and that for some young people change will be a fluctuating process.

Activities

Most clubs provided dedicated one to one support or one to one support alongside group work provision. It is unclear from our evaluation if, given the level of tailored support required to address the individual circumstances of young people's lives, group work in isolation can provide an adequate mechanism for change in this area. Only a minority of CCOs provided a group work only model. Support needed to be consistent but sufficiently flexible to address individual circumstances. An important component of interventions, identified in the CCO consultation exercise, was the need for the delivery to be in a setting approved by the young people, especially important where gang affiliations may restrict access geographically or by postcodes. Related to this, CCO settings and especially joint CCO

activities, enabled young people to **broaden their horizons through exploring environments beyond their immediate localities.**

Activity Enablers

Irrespective of the delivery model young people needed to perceive the content as credible, reflecting their lived experiences and, from an early stage in the process, have a clear idea of how they will benefit from the work through clear goal setting. This was further facilitated by CCOs incorporating young people's own active participation through choosing themes and activities. Similarly, in their review findings Bonell et al (2019) argue that youth participation and empowerment are key features of successful youth interventions. Alongside this, young people needed to have some level of personal commitment to be open to learning, want to change and be ready to engage (Noble and Hodgson 2015).

Change Mechanisms

Synthesis of the monitoring data, interviews and external survey responses identified six intersecting mechanisms to achieve change. These mechanisms can be used to articulate the assumptions around how positive change was achieved across the whole BCYV programme, although not all CCOs necessarily used all six components in their individual work. In addition, the early and intermediate outcomes contained in the model were identified through analysis of the monitoring data and interviews with CCO staff and young people. However, we cannot determine at this stage the relative strength of each mechanism within the change model. Nevertheless, what was clear, and in line with other similar studies, is that mechanisms which focus on enhancing protective factors or the positive assets of young people were viewed as more effective in achieving change than a sustained focus on deficits or risk factors (O'Connor and Waddle, 2015).

The seven mechanisms of change are:

- Development of an affective and enduring relationship with a positive adult
- Provide skills/ mechanisms for positive behavioural management and change
- Support the development of positive pro-social positive attitudes and empathy
- Challenge negative behaviour, attitudes and assumptions through knowledge transfer
- Provision of positive and authentic role models who recognise the young person's strengths; e.g. through mentoring
- Engagement in fun and rewarding activities
- CCOs signpost and make appropriate referrals to external agencies and support the young person to access if required

These seven inter-related mechanisms sought to affect change across seven early outcomes areas:

- Young people have a secure attachment leading to improved positive interpersonal relationships
- Young people develop new positive behavioural patterns and strategies
- Young people develop more pro-social attitudes and empathy
- Young people develop an increased awareness and knowledge of risks and consequences and choose more positive behaviours
- Young people feel motivated, inspired and positive about their future
- Young people have Improved well-being and self-esteem
- Young people have sustained engagement in wider activities

These combined early outcomes sought to facilitate longer-term change through two interconnected outcomes: firstly, and most prominently an *increase in the depth and range of a young person's positive assets and/or protective factors* and secondly, a *reduction in risks or level of risk*.

The first intermediate outcome encompasses positive assets and protective factors. Positive personal assets are factors associated with an individual, including self-esteem, pro-social attitudes, conflict resolution skills, and optimism. Protective factors surround wider resources such as supportive family relationships, pro-social peers sustained engagement in pro-social organisations including schools and PLCF wider provisions. Changes in personal assets often enable or facilitate an increase in protective factors, for example better self-esteem and self-awareness may enable a young person to engage more positively with school environments. Similarly, Benson and Scales (2011) argue these mechanisms may be both direct (for example young people developing skills in conflict resolution) or indirect (young people developing connections with peers who model responsible behaviour which mitigate against a young person defying pro-social norms). Others have found that positive assets or protective factors provide a buffering effect (Catalano et al 2002) or compensation (Busseri et al 2009) with regards to risks; in other words, they can reduce the influence or impact of risk factors associated with the young person's environment. The more assets or protective factors the young person accumulates, sometimes referred to as pile-up (Benson et al 2004), the greater the capacity for multiple determinants of problem behaviour to be addressed. Others have also argued that assets may vary depending on geographical locations, socio-economic group, ethnicity, culture, age and gender (Ginwright and Cammararota 2002). The wide range of positive assets and protective factors identified in the BCYV programme reflects this understanding.

The second intermediate outcome was a reduction in risk or risk levels. This entailed a reduction in the range of risks identified in a young person's life or at least a reduction in their

risk levels. This could be achieved both through enhancing assets or protective factors or through the direct targeting of prominent risks such as associating with negative peer groups including gang affiliations, lack of knowledge regarding personal consequences of their behaviour or possible outcomes of lifestyle choices. It is important to reaffirm that any focus on risks was undertaken within a general strengths-based framework which sought to ensure that young people were provided with appropriate skills and opportunities to move forward from risks or at least reduce their influence or impact.

The process by which mechanism of change leads to early and intermediate outcomes and the associated theories are described below.

Development of an affective and enduring relationship with a positive adult

The most fundamental mechanism for change, which was a pre-requisite for wider work was the development of an affective and enduring relationship between the CCO worker and the young person. Building a trusting relationship with marginalised young people takes time, perseverance (due to the testing-out by the young person due to previous experiences of being let down) and continuity. *Attachment Theory* asserts that childhood violence and abuse can influence the formation of negative patterns of social behaviour during childhood (Bowlby, 1969, 1984). Similarly, wider negative adult interactions may also create mistrust and negative relationship patterns. CCO interventions built on Attachment Theory by modelling positive, consistent and sustained relationships with young people to develop or strengthen positive attachments and thereby sought to overcome some of the negative consequences of previous attachments deficits. This attachment process was further facilitated through young people's perceptions of CCO workers as providing an authentic voice - this was particularly pronounced for workers who had themselves grown up in the locality or had experienced some of the adversities that the young people faced. Once an attachment has been made with one significant pro-social adult in a young person's life they will, in theory, be more open to develop other secure attachments with wider adults for example, at school or in wider provisions, creating greater protective capacity. In line with Attachment Theory these relationships need to be durable and stable otherwise they can, if terminated too soon, be counterproductive.

Early Outcomes: Young people have a secure attachment

Intermediate Outcome: Increase in the depth and range of positive assets/ protective factors

Theory: Attachment Theory

Provide skills/ mechanisms for positive behavioural management and change

CCOs used both didactic (direct from staff to young person) and experiential learning (through own experience and self-reflection) to support young people to recognise and develop their own internal ability to manage conflict and aggression through behavioural change mechanisms. This is linked to the *Theory of Internal Self-Regulation* (Baumeister et al,

2007) which argues that change occurs when young people reflect on their existing behaviour, select personal goals and then utilise the positive behavioural skills and strategies, alongside additional opportunities and resources such as affective relationships, to reach their goals (Lerner et al 2011). Furthermore, through the actual application of internal regulation skills, for example in relation to diverse activities, young people enhance the breadth and depth of their skills and therefore their general ability to internally self-regulate (Bonell et al 2019). Thus, within this theory the behavioural management skills are viewed by young people as a mechanism to achieve their goals, for example remaining in education. Through positive behavioural change and proportionate goal achievement young people will also have elevated self-esteem and wellbeing.

In addition, though rewarding and celebrating young people's rejection of antisocial activities and engagement in pro-social activities CCOs reinforce this learning, reflecting components relating to *Social Learning Theory* (Bandura 1971). Social Learning Theory asserts that behavioral replication will only be sustained if the individual experiences a positive outcome and if the behavior is congruent with their wider experiences, values and knowledge.

Early outcome: Young people develop new positive behavioural patterns and strategies

Intermediate outcome: Increase in the depth and range of positive assets/ protective factors

Theory: Theory of Internal Self-Regulation, Social Learning Theory

Support the development of positive pro-social attitudes and empathy

Through CCOs modelling positive social interactions, coaching pro-social attitudes and building empathy for victims, young people develop pro-social attitudes and norms which supports and strengthens positive behavioural patterns and thereby reduces negative behaviour which becomes incongruent with their pro-social beliefs. This mechanism reflects Berkowitz's (2004) *Theory of Social Norms* which argues that through the development of pro-social attitudes and beliefs that challenge the normalisation and tolerance of violent behaviour, including certain forms of masculinity, the social norm of expected and accepted behaviour will be changed. A key component in supporting pro-social attitudinal change is the development of empathy for victims and attitudes which challenge victim-blaming discourses. The Theory of Social Norms has a strong evidence base in violence reduction programmes developed by bodies such as the World Health Organisation (WHO 2009). This also intersects with the previous mechanism and the role of *Social Learning Theory* where pro-social attitudes and values are a necessity for positive behavioral management to be sustained.

Early outcome: Young people develop more pro-social attitudes and empathy

Intermediate outcome: Increase in the depth and range of positive assets/ protective factors

Theory: Theory of Social Norms, Social Learning Theory

Challenge negative behaviour, attitudes and assumptions through knowledge transfer and reflection

Although strength- and asset-based mechanisms were most prevalent many CCOs also sought to directly address negative behaviours, views and assumptions. This was generally through knowledge transfer, proportionate challenge and reflection with the young person. The aim was for the young person to use their increased knowledge to critically reflect on their own behaviour and attitudes and for this process to provide a basis to move forward. This also replicates the theory of *Self-Regulation* as the young person, through reflecting on the consequences of their behaviour and attitudes for themselves, their families and their victims, recognises that their actions constitute a barrier to achieving their long-term goals.

Early outcome: Young people develop an increased awareness and knowledge of risks and consequences

Intermediate outcome: Reduction in risks or level of risk

Theory: Theory of *Self-Regulation*

Provision of positive and authentic role models for example through mentoring

The provision of continuous support, irrespective of the young people's behaviour, was viewed as an important component of provision by young people and CCOs. Often this entailed aspects of mentoring which sought to support the young person in reflection on their current behaviour and life choices, direction and goal setting, advocacy and networking on behalf of the young person to gain requisite contacts and opportunities (Pawson, 2004). A central facilitator in this process was young people's perceptions of CCO staff as role models. Morgenroth et al (2015) suggests that *Motivational Theory* can be directly applied to mentoring/role modelling as its core function is to provide motivation to influence goals, this is undertaken in three discreet ways: acting as behavioural models; representing the possible; and being inspirational. Thus, *Motivational Theory* contends that the power of role models can be harnessed to increase aspirational motivation, reinforce existing pro-social goals and facilitate the adoption of new pro-social aspirations. Through recognition by the role model/mentor of the young person's journey and the milestones achieved their self-esteem and wellbeing is improved.

Early outcome: Young people feel motivated, inspired and positive about their future, Improved well-being & self-esteem

Intermediate outcome: Increase in the depth and range of positive assets/ protective factors, Reduction in risks or level of risk

Theory: *Motivational Theory*

Engagement in fun and rewarding activities

Diverse and challenging activities provide both enjoyment and settings for young people to develop and practice behavior management skills (Learner and Learner 2006, Benson et al 2004) as well as an opportunity for recognition and achievements (Roth and Brooks-Gunn 2003). Replication, recognition and rewards are important mechanisms within Social Learning Theory to achieve sustained behavioral change. Rewarding activities also provide important sites for developing positive self-esteem and self-worth. In addition, regular engagement in activities can also be a *diversionary* prevention strategy which both reduces risks through providing alternative ways to spend free-time as well as engagement with pro-social organizations and peers.

Early outcomes: Young people have sustained engagement in wider activities, Improved well-being & self-esteem,

Intermediate outcome: Increase in the depth and range of positive assets/ protective factors, Reduction in risks or level of risk

Theory: Social Learning Theory

CCOs signpost and make appropriate referrals to external agencies and support young people to access services if required

Following the CCO consultation an additional change mechanism was identified across the programme. CCOs felt that an important aspect of their work included multi-agency signposting so that young people's additional complex needs, especially around mental health and Child Sexual Exploitation victimisation, could be appropriately addressed by external professionals. However, it was also recognised that in some areas additional work was required to build these multi-agency partnerships.

Early outcomes: Improved well-being & self-esteem,

Intermediate outcome: Increase in the depth and range of positive assets/ protective factors,

Conclusion

The evaluation team have developed this causal Theory of Change model to provide a comprehensive description and illustration of how the BCYV programme sought to achieve its goal of reducing youth violence. Inevitably at this stage the model, including the causal mechanisms, are incomplete as we do not yet have sufficiently robust data to test out the presumptions held within the causation chain. Wider stakeholders, including the CCOs, also need to provide feedback and challenge to the model. However, it should be noted that we found a high level of consistency across the different data sets to inform the development and refinement of both the mechanism and the underpinning theory. We have concentrated on mapping out or "filling in" what has been described as the "missing middle" between what a programme does (its activities or interventions) and how these lead to the desired goal being achieved. We have done this by firstly identifying the desired long-term goal and then worked

backwards from this to identify all the outcomes or conditions that need to be in place and how they interrelate for the goal to be achieved. As the evaluation moves from a pilot stage to a full evaluation more robust data collection aimed at testing out the model will aid adaption, clarifications and development of the model assumptions and outcomes.

Section 8: Reflections on the implementation of the independent evaluation

There are some important messages and recommendations to be learnt from the evaluation of *Breaking the Cycle of Youth Violence*. These learning points should be viewed in the context of the diversity and complexity of the work undertaken, young participants mistrust of adults which required a considerable amount of time to overcome and the difficulties young people are experiencing in their lives, which undoubtedly impacted on their ability and willingness to participate. In some cases, due to significant safeguarding concerns, researchers were unable to meet with young service users. It is within this context that the independent evaluation occurred.

Outcome Measures

The rollout of the outcome measures was largely unsuccessful across the CCOs. The major challenges in completing the measures included:

- measures were too long and complicated
- young people were resistant to identifying certain behaviours and attitudes
- staff seemed uncertain how to introduce the measures to young people and their value
- some young people started the measures but didn't complete probably due to the time it took to finish
- some CCO staff told young people they will not need to fill in any paperwork when they initially joined the intervention and were therefore reluctant to go back on this promise
- some CCO staff said the high-risk young people would too wary of how the information might be used to participate
- One school refused outright to have the measures used with their pupils without any wider discussion with the evaluation team stating they were inappropriate for their pupils
- In another school a group-based intervention was undertaken without parents being fully aware of its aims and therefore the school decided parental consent could not be requested and the head teacher was not prepared to provide consent.
- Some parents found it difficult to acknowledge their child's negative behaviour and therefore refused consent for their child to complete the measures.
- Some CCOs said they were too busy to complete the measures with young people.
- Only Southampton completed the measures at time 2.

Recommendation

The evaluation team remain convinced it is important that some objective measures of the intervention are retained for the full evaluation. The current measures need significantly refining or a new shorter measure located to decrease the length, content and repetition.

However, given the level of uncertainty around the robustness of the monitoring data for some clubs it is important for the credibility of the evaluation that externally validated measures are used. Some of the measures, for example around well-being, are less contentious. The full evaluation should again consider what measures could be used to report behavioural and attitudinal change which are more proportionate to this cohort of young people. Nevertheless, it should be remembered that many of these validated measures have been successfully used, in similar combinations, before with comparable young people. It did seem that the online format would be helpful if the next evaluation could address the issues around digital access.

We would recommend a scaled-down and more targeted programme of measures, recognising the challenges involved in evaluating a wide range of very different interventions with a single component measure. As the independent evaluation started after many of the interventions were already active there was insufficient time to pilot the outcome measures with young people beforehand. This needs to be properly planned and implemented for the full evaluation to ensure the measures are proportionate and acceptable to the young people whilst also ensuring that base-line measures are not missed. This would also allow for the most appropriate delivery method, for example online or paper-based, to be determined.

The evaluation team should lead discussions with the external agencies who express concern with the outcome measures. The researchers can then explain the necessity for the evaluation and discuss their concerns to reach a consensus. As we have already recommended in the report the implementation of an agreement between the CCO and referring agency, perhaps through a memorandum of understanding, this could include an agreed mechanism in relation to external agencies concerns relating to the evaluation component.

Interviews and Focus Groups with Young People

As is evident from the evaluation report we acquired in depth and comprehensive findings from young people's interviews and focus groups. However, the researchers stated that it often took a considerable amount of time to gain the trust of the young people and for them to speak openly. Although the focus groups were useful, and young people enjoyed participating in these, due to the group dynamic it might have been difficult for the young participants to speak openly about some of the sensitive issues they were having to deal with, perhaps especially issues that related to their families as well as the group dynamics.

Initially we had hoped to use mobile methodologies within our conversations with young people, for example walking round the stadium while we interviewed young participants however, this was generally viewed as too risky by the CCOs.

An additional issue encountered while convening the interviews was undue intrusion by external agencies. For example, in one school where a focus group was taking place two teachers stated they needed to be present, when this was declined as inappropriate by the researchers they moved around the corner where they could still hear the children's responses. The researchers insisted that unless they left the room the focus group would have to be cancelled, eventually they agreed. We also had instances of CCO staff priming young people before they spoke with us, for example by reminding participants what they had done in the sessions in case they had forgotten.

Recommendations

Building on this learning the evaluation for the full programme should look at ways in which researchers can develop a rapport with the young people on a more ongoing basis and so ensure that they are able to speak openly with the researchers from the beginning of the interview. It may also be worth considering undertaking repeat interviews with young people over their engagement with the programme. Interviewing participants at the beginning and end of their engagement would help young people to reflect on what they hoped to achieve and what they did accomplish. This will also enable the views and experiences of young people who, for whatever reason, leave the intervention early to be included.

There may also be opportunities for the researchers to engage in some of the group activities and therefore gain the trust of young people. This would also provide the researchers, having gained the trust of young people, the opportunity to observe some of the group sessions. This more ethnographic approach may enable the researchers to better understand the theories of change in a more alliterative manner. The evaluation team should make it very clear that external agencies, as well as CCO staff, should not seek to influence the evaluation process, even if the intention was to be helpful.

Monitoring Data

It was initially planned that the evaluation team would use the CCOs own in-house monitoring systems and that CCOs would have responsibility for developing and completing this dataset for the evaluators to use. It is good practice for service providers to keep systematic records of their delivery to ensure sustained reflective practice. Nevertheless, for many of the clubs this seemed to be something they were not necessarily accustomed to doing and therefore at a late stage it was decided that the evaluation team would provide a general data entry format for all CCOs to use. However, this generic data set did not necessarily meet the needs of all eight individual clubs given the diversity of the work undertaken. It was evident that large

discrepancies existed between the CCOs abilities, and in some cases enthusiasm, to complete the datasets. For datasets containing substantial levels of missing fields it was unclear if this was due to missing information on case files or other records systems held by the CCO or, if they simply didn't transfer the information onto the datasets. This will need to be addressed in the full evaluation given the reliance on this data if the young people remain resistant to completing validated outcome measures.

Although some CCOs spent a considerable amount of time and effort in completing the datasets in some cases it was unclear how they had ascertained the information for example had they used acknowledged practice measures or was it based on their own professional judgements. The full evaluation will need to support individual CCOs to firstly understand the importance of keeping monitoring data for their own reflective practice, future funding capture and due to the possibility of being required to respond to a serious incident protocol. There was some resistance to data sharing, with some CCOs calling into question data-sharing agreements including GDPR consent requirements. GDPR regulations only apply to personal data. The monitoring data did not include any identifying characteristic and therefore did not constitute personal data, nevertheless the evaluation team put in place stringent safeguarding procedures for transferring datasets, for example a separately emailed password for locked files etc.

It is also important to note that effective record-keeping and monitoring are important tools for practice development, allowing both individuals and teams to identify and reflect on what works and what doesn't for different individuals and groups. It should therefore be viewed as a central component in all the CCOs project work. It is also increasingly necessary to demonstrate the impact of interventions to referral agencies, wider external agencies and to provide message for wider debates around this very important area of child welfare.

Recommendations

The evaluation for the full programme will need to provide more ongoing and face-to-face support to clubs to ensure their monitoring data is completed, robust, accurate and reflective. The burden of completing the monitoring data can be reduced, for example by streamlining the number of risk factors included, based on the current findings enabling a more robust evaluation to be achieved. Furthermore, working towards a co-produced monitoring format would enable the requirements for service delivery and the evaluation to be met. It is suggested that researchers provide more in-depth assistance to ensure this is successfully achieved. It may be helpful for PLCF to provide a greater steer to ensure this is undertaken consistently across all CCOs to support both reflective practice and wider reporting.

External Agency Interviews and Surveys

External agency perspectives were gathered through individual interviews and more widely through an online survey distributed by CCOs. Unfortunately, response rates across CCO areas were not evenly distributed in relation to interviews or the online survey. Nevertheless, they provided valuable insights into the wider impact of the CCO work in the local areas and enabled external agencies to contribute to the evaluation.

Recommendations

It is recommended that these two data-collection methods are repeated and strengthened in the main evaluation. Rather than using individual interviews it may be more productive to have focus groups of multi-agency workers in each area at the beginning of the intervention and repeated towards the end so that change can be more robustly identified. In addition, in respect of the online survey it may be more efficient and less burdensome for CCOs if they provide a list of local agencies who can then be directly contacted by the evaluation team.

Relationships

The evaluation team worked hard to establish positive working relationships with the CCO's which was generally successful, although some tensions did arise. Often these tensions reflected wider issues of CCO's discontent around programme implementation, with many feelings that underfunding meant they were under substantial pressure due to high service demand and a lack of delivery staff meaning they had little time to spent on the evaluation requirements. Therefore, any additional requests were often viewed negatively although we did remind clubs that part of their funding was dedicated to supporting their involvement in the independent evaluation of the programme.

Nevertheless, most the clubs did have a positive attitude to learning and greatly valued the support that both the Institute for Voluntary Action Research (IVAR) and the UCLAN researchers provided. Many of the CCOs reflected that the evaluation team had enabled them to recognise the challenges involved in undertaking an effective evaluation in this area and how they can benefit from more robust data.

Young People's Advisory Groups

As many of the young people remain engaged with the CCOs in a range of roles and activities there is the opportunity for previous intervention participants to provide an advisory group for the next evaluation. This would enable service user involvement to be incorporated into the evaluation and may also serve to increase the participation of current users if they know others, from a similar situation to theirs, are involved in the independent evaluation. There is

also a need to convene an external advisory group consisting of both researchers and experienced practitioners.

In conclusion, it should be noted that the evaluation team have worked very hard to overcome the evaluation challenges and have produced findings which provide, in several cases, a strong indication of the effectiveness of CCOs to work in this space. The findings contribute to a more comprehensive and nuanced theory of change model to inform the next steps in this complex area of youth provision. It should also be recognised that a lack of data does not mean that these interventions are not effective, but it does mean that it restricts our ability to independently verify this.

Section 9: Conclusion

In conclusion the interim findings sought to answer the following questions:

1. What is the evidence of change in relation to the targeted strands delivered via the cycle of violence interventions and what are the factors that enhance or impede change?

Findings from the monitoring data, qualitative interviews and anecdotally the external agency survey responses clearly demonstrate that the targeted interventions were able to deliver change in relation to young people's lives. Some of this change directly related to reducing or stopping young people's use of violence and abuse. However, more commonly the change related to reducing anti-social behaviour and involvement in criminal activities, although both constitute significant risk factors for youth violence. Although this level of change fluctuated for risks *all* clubs did show wider positive changes for young people, most commonly increased levels of self-esteem, achievement, self-regulation and optimism for the future.

CCOs monitoring data showed that young people who remained on the intervention experienced reduced risks and increased protective factors. In some cases, these changes were significant, and there was some evidence that long-term change had been achieved through young people's integration into other CCO programmes, training and employment. In several cases young people had returned to full-time appropriate education.

Disengagement was the main reason why change was not successful for young people. There were a range of reasons why young people did not engage and this should be viewed as a two-way process: young people were perhaps not at a stage in their lives where they felt able to participate in the targeted intervention or, the intervention did not meet their needs. To address this issue more information is required around why these young people left the intervention and what can be done to support their participation. However, available monitoring data indicated that the young people who left seemed to present higher risk factors and lower protective factors compared to young people who remained engaged in the work.

Some CCOs identified that work with young people involved in gangs was especially challenging and outcomes for these young people did seem to be less positive. Often this was due to the financial rewards young people gained from their gang affiliations which were difficult for clubs to counteract. It maybe that these young people need to initially recognise the very high price they may have to pay for these illegal financial rewards before they are able to meaningfully engage with the CCOs.

Nevertheless, overall engagement was generally very high, and this should be acknowledged as a major achievement, especially given that most young people identified that they had very few positive relationships with wider adults.

2. How do the targeted interventions reduce risk and enhance protective factors associated with youth violence?

All the CCOs sought to achieve change through a strengths-based approach which recognised young people's abilities and skills as well as seeking to respond to risks in their lives. It was acknowledged that some risks were difficult to address within an individual intervention such as poverty and in some cases community violence. However, CCOs sought to reduce the risks through a wide range of mechanisms and practices, most commonly by: highlighting the possible repercussions of violence, including gang involvement; providing conflict resolution skills; modelling respectful relationships; and to a lesser extent addressing attitudes that support violence, including negative masculinity. Findings from the monitoring and qualitative data clearly shows the importance of tailoring this work to the specific needs and circumstances of young people, this was sometimes more difficult to achieve in a group work only interventions.

A great many young people began the programme with very few protective factors in their lives. However, most young people who completed the intervention left with an increased range of protective factors, and in many cases, this increase was significant. Improvements generally surrounded individual assets such as greater self-confidence, aspirations and motivation, often attributed to the practical activities, goal setting and CCO staff mentoring. This work was underpinned and supported by the positive and respectful relationships CCO staff developed with the young people over time. However, changes in wider factors, such as more positive relationships with family members or other adults, were less evident.

3. What level of risks/involvement in violence do young people have and how does this impact on outcomes?

The monitoring data indicates that several CCOs are working with high levels of risk around young people's use of violence. However, for some CCOs it remained uncertain whether they were primarily working with young people exhibiting antisocial or criminal behaviour, which may not necessarily include violence. There is a need to have more consistent monitoring to ensure all CCOs are reaching the specific targets in this area.

The monitoring data provided insufficient detail on risk levels to answer this question consistently for all clubs. However, the few that had been able to measure risk levels showed a consistent reduction of risk over the course of the intervention. Although for some young people no change had occurred.

Often clubs had worked very hard to effectively support high-risk young people, however we should also be mindful that some young people who were deemed to be high risk disengaged early from the programme. It also needs to be recognised that one of the CCOs currently working with very high levels of risk, including serious physical violence and knife crime, did not provide adequate monitoring data for analyses.

4. Which theories of change or combination of theories best account for modifications in young people's negative attitudes and behavior in relation to violence and in what contexts?

Although it is difficult to precisely determine which theories of change or combination of theories accounted for changes in young people's attitudes and behaviours some key components were identified and illustrated in the Theory of Change model. The theories of change suggested by the change mechanism in the model were: Attachment Theory; Theory of Internal Self-Regulation; Social Learning Theory; Theory of Social Norms; and Motivational Theory.

Underpinning all work was the importance of **relationship building** with young people and recognition that this can take some considerable time. In all the young people's interviews this was a central feature of their continued engagement and many stated their relationship with the CCO staff was the most important aspect of the work. It was clear from the interviews with young people that other agencies, particularly statutory agencies and those with wider control over young people's lives, are often unable to effectively engage with young people. Both young people and staff identified the assets that enabled effective engagement including: consistency of worker; being respectful; taking their views seriously; being honest; providing choices and 'being on their side' were viewed as essential qualities. The **PL brand**, and especially the **individual club brand**, greatly helped with initial engagement and increased feeling of young people's self-worth.

The importance of including young people's **own choices and goals** in the intervention components was also stressed by many young people and some workers. This however seemed to be more easily accommodated in one-to-one work. Often this enabled young people to feel they had some control over decisions, something often lacking in their wider lives.

Leisure activities were also popular and provided an important tool to both build relationships and engage young people in the intervention. Often difficult conversations were held whilst young people engaged in activities thereby reducing the discomfort of talking about sensitive issues. These activities and interests also provided a **diversionary** mechanism for young people

to spend their free time away from negative peer influence. It is therefore important that these activities are viewed as a central tool and not simply as a 'fun' activity.

Practical support around **aspirations and goal setting** were commonly identified as important mechanisms to facilitate change providing young people with heightened levels of self-esteem, optimism for the future and concrete achievements. However, these need to be proportionate and realistic.

Providing strategies around **conflict resolution** was also key in effective interventions. Young people spoke to us about feeling more in control and able to spot potential conflicts early and remove themselves from the situation as well as increased skills to resolve conflicts once they arose. Underpinning behaviour change strategies was the modelling and support for **pro-social attitudes and rewards for pro-social behaviour**. Young people often found more direct work which **challenged their negative behaviour and attitudes** more difficult and many said they often felt uncomfortable discussing these sensitive issues.

Overall, although a strength-based approaches which seeks to develop positive assets and protective factors was the primary mechanism for change across the programme it was also recognised that some risks needed to also be directly addressed in an appropriate and acceptable manner through awareness raising and knowledge transfer activities.

5. Are the specific interventions embedded in local services/communities and what are the facilitators and barriers to this?

Many CCOs provided evidence of their engagement with local services and communities and this was to some extent reflected in the online external agency findings. For most this built on an already well-established relationship which had grown and developed over the course of the BCYV programme. Many of the CCOs now had strategic positions on Youth Violence Board's, at Child Protection Conferences and wider community-based forums. This has enabled CCOs to report on their own learning as well as influence how responses to youth violence should be implemented in their locality. In addition, this level of multi-agency working has enabled CCO'S to receive strategic information on, for example local gang activity and possible future flashpoints identified by other agencies enabling CCOs to respond proactively.

Some resistance from local agencies was encountered, although this was generally overcome when the CCOs skills and commitment to work in this area was recognised. It is however important that CCOs retain their independence from these organisations and their specific roles are clearly identified and agreed. Some of the wider barriers included availability of staff to attend and prepare for meetings due to their direct work with young people.

6. Are there any indications of harm for example through the omission of certain forms of violence, mixing levels of risk, or mixed messages?

Although some CCOs were addressing issues around CSE, the impact domestic violence and abuse as well as young people's own experiences of relationship violence, this was not being undertaken consistently either within or across clubs. It was unclear how far respectful relationship work directly addressed, for example, issues around perpetration of violence in intimate relationships. It was also unclear how CSE and wider forms of sexual violence were being addressed in relation to gangs. One CCO noted this was an area where they would like additional support. Silence around these issues may normalise these forms of violence and abuse and this needs to be carefully addressed in the full programme through appropriate training and support from specialist external agencies

Unplanned removals of young people from interventions was highlighted in some interviews as a concern. This may add to their experiences of loss and could potentially have a detrimental impact on their welfare. A possible solution may be, for example, through the developing of a MOU to outline how roles and responsibilities should be managed, including how to respond to a deterioration in a young person's behaviour.

Some workers did talk about having to move some young people due to the risks they presented to others on the programme however, this seemed to be managed correctly and appropriate support provided for those young people through other avenues, for example one-to-one work.

There was some concern raised about the safety of the CCO staff who undertake face-to-face work with gang-involved young people, especially if they grew up and were known in these communities. CCOs all had risk assessments undertaken and this should include ensuring the safety of staff, especially those who may have family members still living in the local communities, although the difficulties of this need to be acknowledged.

Lastly, the impact on CCO staff of working intensely with young people who have often experienced complex personal histories needs to be recognised and provision made for appropriate support, in some cases external clinical supervision may be necessary for staff working in very demanding situations.

7. What are the ethical considerations in relation to undertaking this evaluation and especially ethical considerations around the participation of young people?

Some ethical issues arose for example, ensuring that young people can participate without interruption or oversight from internal or external agencies. Young people also felt the outcome measures were unacceptable and there is a need to work more closely with young participants to ensure outcome measures for the next stage evaluation are viewed as appropriate. Wider issues around some agencies blanket refusal to engage in the outcome measures need an appropriate response. For example, the evaluation teams should be provided with independent contact with the agencies concerned so this can be discussed independently from the CCO, and thereby eliminate any possible conflict of interest. Similarly, where parents are unaware of the actual nature of the intervention the agency which has agreed to this procedure should hold discussions with the evaluation team to decide how consent can be provided.

8. Drawing on the evaluation experience and frameworks how can we ensure that a potential stage III evaluation design utilises the most appropriate tools to ensure the evaluation is acceptable to all stakeholders, including young people, sensitive and accessible.

CCO engagement in the evaluation process

Generally, a positive working relationship between the evaluation team and the CCOs was established. However, meeting the requirements of the evaluation was felt by some CCOs to conflict with a high workload and limited resources, which at times impacted upon their engagement with the evaluation process. There was also resistance to the young person outcome questionnaires from some CCOs due to ethical concerns raised, mostly, by agency partners. In the instance of this evaluation the work began a little later than was ideal. The future process would benefit from more face-to-face engagement and collaboration with CCOs around evaluation methods at the earliest possible stage and throughout. This will enable earlier identification and resolutions to any issues.

Outcome Measures

We would recommend a scaled-down and more targeted programme of measures, recognising the challenges involved in evaluating a wide range of very different interventions with a single component measure.

Interviews and Focus Groups with Young People

The evaluation for the full programme should include mechanisms to enable researchers to develop a stronger rapport with the young people on a more ongoing basis, for example through an ethnographic approach including participation in the group leisure activities. Interviewing participants at the beginning and end of their engagement would help young

people to reflect on what they hoped to achieve and what they did accomplish. This will also enable the views and experiences of young people who, for whatever reason, leave the intervention early to be included.

Monitoring Data

The evaluation for the full programme will need to provide more ongoing and face-to-face support to clubs to ensure their monitoring data is completed, robust, accurate and reflective. The burden of completing the monitoring data can be reduced, for example by streamlining the number of risk factors included based on the current findings, enabling a more robust evaluation to be achieved. Furthermore, working towards a co-produced monitoring format would enable the requirements for both service delivery and the evaluation to be met. It is suggested that researchers provide more in-depth assistance to ensure this is successfully achieved.

External Agency Interviews and Surveys

External agency perspectives were gathered through individual interviews and more widely through an online survey distributed by CCOs. It is recommended that these two methods are repeated and strengthened in the main evaluation. Rather than using individual interviews it may be more productive to have focus groups of multi-agency workers in each area at the beginning of the intervention and repeated towards the end so that change can be more robustly identified

Young People's Advisory Groups

As many young people remain engaged with the CCOs in a range of roles and activities there is the opportunity for previous intervention participants to provide an advisory group for the next stage evaluation. There is also a need to ensure support via an external advisory group consisting of both researchers and experienced practitioners.

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Appendix I: A Gangs Scoping Report by Professor John Pitts

This section is based on interviews with young people and CCO staff and considers the work eight of the participating clubs undertook with gangs and gang members. In part one it considers definitions and the dimensions of the 'gang problem' in England and Wales. In part two it considers the nature and scale of the 'gang problem' in the catchment areas of the eight CCOs and their responses to it. Part three considers the potential for future involvement of CCOs with young people caught up in violent youth gangs and the illicit drugs trade.

Introduction

It is evident from interviews with t staff on BCYV programme that they are aware of violent youth gangs and gang crime in their areas and most have worked with young people involved in, or adversely affected by, gangs. This report is not a component part of the BCYV programme evaluation. It is a 'scoping exercise', exploring the experiences of the CCO staff in their work with gang-involved, or gang-affected, young people and the roles they believe the CCOs might most usefully play in relation to gangs and gang crime.

Gangs

Although 'youth gangs' are not a new phenomenon in the UK, governmental concern about the growth of violent, armed, youth gangs are relatively recent. The government's Ending Gang & Youth Violence (EGYV) programme launched in 2012 targeted 30 gang-affected 'local areas', 19 of which were in London (H. M. Government, 2011, 2016). By 2016 it was targeting 52. There are of course numerous adolescent groups in the UK engaged in relatively innocuous adolescent misbehavior described as gangs and the term 'gang' is sometimes used indiscriminately in popular discourse, the media and the criminal justice system. This report uses the definition devised for the Dying to Belong report published by the Centre for Social Justice in 2009.

A relatively durable, predominantly street-based group of young people who (1) see themselves (and are seen by others) as a discernible group, (2) engage in a range of criminal activity and violence, (3) identify with or lay claim over territory, (4) have some form of identifying structural feature, and (5) are in conflict with other, similar, gangs.

(Dying to Belong, 2009)

Gang Related Violence

Gang-related violence is distinctive. In its review of the Metropolitan Police Service Gangs Matrix (December 2018), MOPAC found that although 'Gang-flagged' violence accounts for a relatively small proportion of violent crime in London, it tends to be the most serious and most

harmful. Gang-related violence is more likely to result in serious injury. For example, 57% of ‘Gang-flagged’ stabbings resulted in serious or fatal injury, compared with 34% of non- ‘Gang-flagged’ stabbings.

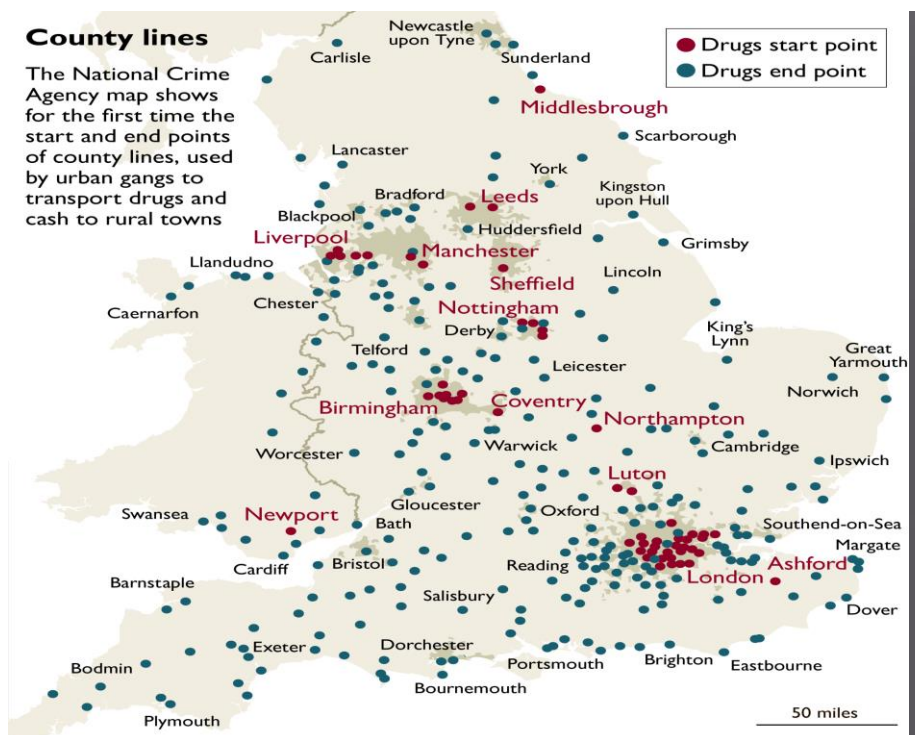
Table 1: The Proportion of Serious Violence Identified as Gang Related in the MPS Area

	2016	2017	2018	Total
All Homicides	112	136	106	354
Gang related	29%	27%	37%	31%
Lethal Barrelled Discharge	334	354	313	1001
Gang related	50%	40%	52%	47%
Lethal Barrelled Discharge – Victim Shot	136	144	112	392
Gang related	62%	49%	63%	58%
Knife Injury; Victim under 25; excl. Domestic Abuse	1853	2138	1433	5424
Gang related	26%	21%	18%	22%

(Internal MOPAC analysis based on 2017 data. Previous analysis from 2015 also found gang-related stabbings to result in more serious injury. 3 Homicide and knife injury statistics are victim counts. Both firearm categories are offence counts. Data shown as 2018 includes offences up to 30/09/2018.)

County Lines

A major area of concern is the proliferation of County (Drug) Lines; in its Gangs and Safeguarding (2016) the National Crime Agency (NCA) describes how street gangs, exploiting vulnerable younger adolescents in the major cities’ narcotics across over 80% of the police districts in England and Wales, using vulnerable children and young people as ‘drug mules’.



County Lines do not just originate in London. A recent study in an East Anglian Town (Andell and Pitts, 2018) found that drugs were being trafficked into the city by children, young people and adults from Birmingham, Leeds, Liverpool and Manchester.

In this study, the researchers found that the attractions of gang involvement went far beyond the very modest financial rewards the young people received for trafficking the drugs. Some of these young people were, or had been, in the care of the local authority, while others were known to the Youth Offending Service and/or had been consigned to Pupil Referral Units. In 2018 the NCA estimated that there were over 2000 County Lines operating in England and Wales, almost 70% of which were using young people under the age of 18 as 'mules' or 'couriers'. As Jock Young (1999) has argued the young people involved in these gangs have often experienced both a denial of reward and a denial of recognition in the conventional world but find both in the gang and the drugs business.

Whereas County Lines had originally involved young people travelling from the metropolis to out-of-town locations and staying there for a few days or a week to sell the drugs, this study showed that the metropolitan gangs had established a 'franchising' deal in which two notorious local families used vulnerable local young people, to deliver the drugs throughout the county. Younger adolescent girls were also being trafficked from the town back to the metropolis at weekends to attend 'parties' with the urban gang members where they were sexually abused. In its 2017 report the NCA found that:

- 74% of forces (32) identified the exploitation of vulnerable people:

- 37% of forces (16) reported exploitation of persons with mental health issues
- 12% of forces (5) reported exploitation of persons with physical health issues
- 65% of forces (28) reported that County Lines activity was linked to exploitation of children

NCA, Nov. 2017

In 2018, the Home Office Violence and Vulnerability Unit found that:

- Recruitment of children and young people to gangs through 'debt enslavement' is common – involving both financial and sexual exploitation
- Child and adolescent sexual exploitation were common in gangs and girls and young women were also involved in drug trafficking.
- County Lines gangs target settings with reduced monitoring (e.g. Children's Homes and PRUs)
- County Lines gangs are operating from inside prisons and Young Offender Institutions (YOIs).
- The customer base for Class A drugs is growing. Youth Offending Teams are seeing clients who "are not the usual suspects".
- Increasingly, children and young people with no links to services are also getting involved
- There are increases in women and young people using Crack, Heroin, Fentanyl and Xanax
- Indebted children and young people sometimes become desperate and resort to violent crime to pay off drug debts.
- Social media is fuelling the violence.

Findings from the National Summary and Emerging Best Practice Findings of the Home Office Violence and Vulnerability Unit (May 2018)

The 'Gang Problem' in the Catchment Areas of the CCOs and Their Responses

Arsenal

The Problem

Staff identified six gangs they were working with in the Islington area. These gangs are named after the housing estates where they are located. In addition, there are other gangs of 'Youngers' who have some association with the larger gangs, but the situation is fluid.

So, for example, [estate] and [estate] are very close to each other but they've had, very, very significant incidents; they've had murders and all sorts going between the estates. But at the moment they have some sort of truce and we've got participants that go between them. We work with both groups... But, you know, the big problem in Islington (at the moment) is there's sort of two rivals, on [estate] and [road], that's the sort of priority at the moment.

At the time of the interview the workers felt the situation was 'stable':

There's not been a murder for a few months now. So that's good, it's not as bad as it has been.

However, they were aware that this was a volatile situation and that things could change very quickly:

You know, one thing happens, and it increases tensions, then it leads to a chain of events and everything sort of spirals ... Yes, I mean, you know, there's always tensions because all it takes is for one person, or one incident to happen, like there's someone that they know gets stabbed or whatever, and the fallout is significant, like it can all of a sudden affect a lot of people in one way or another. So, you know, you never know what's around the corner.

In these conflicts the protagonists use knives but also guns:

Guns are becoming easier to get but there's still, they're still not as easy as going into the kitchen and, you know, picking a knife out of a drawer.

Several of the young people involved in gangs are also active in the transportation and marketing of illicit drugs (County Lines). One local authority, Islington, has undertaken a survey of the places young people from the borough who were involved in County Lines were apprehended.



At a recent meeting, Probation Officers in Islington have recently observed that in some families, three generations are involved in gang conflict and drug dealing

The Response

Arsenal staff are members of a strategic group in Islington that endeavours to map, monitor and plan interventions with gangs. This gives them information about where, when and how to target their work. The club runs PL Kicks footballing sessions on all but one of the six gang-affected estates in the area and they have been doing so for several years.

The same staff run all these sessions, so they know young people from each of the estates and have built positive relationships with them. They have pursued a strategy of creating 'safe spaces' where young people from the different estates are encouraged to attend sessions in each other areas with the same staff.

What happened over time was, whereas in the past, if there was someone maybe from one area that came up to another, it would be, well you're from there, so it's a problem, whether you're involved or not. But all of a sudden that wasn't so much of a problem and it was OK. And what then happened over a period of time was that more people were sort of positioned between the two groups, where it was mutual friends.

The staff believe that their involvement may have served as a catalyst for this process and that this was a product of a consistent presence over time which served to build trust, created safe

spaces and allowed young people to move between the gang affected areas. This was promoted by the introduction of tournaments and other joint events to the point where this transitioning became 'normal'.

So, I'm not saying that it's all fixed and it's all rosy, but compared to where it was, you know, a while ago, you know, that the picture between certain groups is a lot healthier. Football is the hook, football is the activity and football pitches are where we do our work, but yes, I sort of see it more, the environment that we're trying to create is a youth club, it's a youth club on a football pitch. So, it's, you know, it's a safe place, it's an enjoyable place, it's where people can socialise, have fun, play football. Football is a key part of it, of course it is, and we're a football club. But football is the activity but it's not the, it's certainly not the objective or the aim. We have young people that don't play football and they just come along, and they enjoy being around the environment that's been created or enjoy speaking to the staff. So, they just enjoy being around it.

The young people have recently produced a film about their involvement with Arsenal

So, one of the things that came through in the film that we produced was how people can find themselves in difficult situations that can be hard to get out of and situations that they didn't want to be in, just through one mistake, or by affiliation or just being part of where they live.

One of the participants in a young people's focus group said of the film:

... our whole film was based around not getting dragged into things that don't involve you. And showing how something crazy can escalate in the hood without you even actively doing anything. You can just get caught up in stuff and not everyone from round here is a bad person. Sometimes you just get caught up in things. And we made it a positive film, we made sure that we didn't have anyone get stabbed or shot.

Another said:

Understanding why people do it. What, you think we wake up one morning and want to kill someone? You wake up with your mum getting shot by one of your fucking enemies. Well now you're waking up, you want to kill everyone, don't you? Do you know what I mean? So, it's like you have to show people the reason why. 'That's what went on because he's a gangster, that's what he wants to do', you know what I'm trying to say? But why is he that person? What happened, what changed him? Because I'm sure he wasn't like that when he was seven years old.

The workers feel that many young people become involved with gangs to achieve out a sense of belonging; a need to connect with something. They believe that involvement in the Arsenal PL Kicks programme offers an alternative sense of belonging but one without the risks inherent in gang involvement.

They also recognise that some young people are attracted to gang involvement because of the money generated by the drugs business. They therefore see programmes that lead to employment as a key part of their intervention.

If you're saying to someone you shouldn't really be selling drugs and they say, 'Well how am I going to get money?' And you say, 'Well, I don't know, just have a look', that's not really going to help. But if you can say 'Have you thought about trying to get a job' and that 'We can maybe work on this together', and try and support them, that's going to help. And, equally, with education, we can look at educational programmes. So, I think supporting people to take opportunities is important. We have to almost bridge them into it.

It was clear from the responses of the focus group participants that the football club was an important factor in attracting young people, particularly gang-involved young people, into the programmes:

I've always been aware that they've had such a presence in the community, in Islington in general, but not just round here. Like we've got the Cruyff in Eltham Park that was opened by Denis Bergkamp. We regularly have players come to Eltham Park to meet people and stuff. They even gave us the hall in the Emirates to premier our film.

Burnley

The Problem

The Police believe that there are up to forty organised crime groups/gangs in the Burnley and Pendle area, some of which are family based. The staff in Burnley report that around 25% of their caseload comprises young people involved in serious group offending, with links to gangs across East Lancashire. They note that there are several gangs in Burnley itself and that some have links into organised crime in the form of 'high level drug dealing'. These young people are drawn largely from the South Asian community in Burnley, and they are mainly involved in dealing cannabis and cocaine. These gangs have links with Manchester and the larger Northern cities. There are also territorial gangs whose 'turf' may be a postcode or a school. Some gang-involved young people are as young as nine and are used as 'runners' who deliver drugs and messages to end users. The 14-16-year olds tend to be involved in violent territorial battles. Some girls and young women are involved on the fringes of the gangs and they are vulnerable to sexual exploitation by gang members as well as older men associated with the gangs.

The staff believe that while it is less apparent than in other areas, there is a serious gang problem in Burnley, not least because of the links between the street gangs and the higher level, familial, organised crime groups in the community:

And certainly, in the South Asian heritage community in Burnley and Pendle, that's where the gang influence will probably be strongest. So, it's sort of family links, I can't remember the numbers off the top of my head, but I'm sure it was something like, around forty recognised organised crime groups, so that's gangs operating across Burnley and Pendle within that community.

The Response

Staff believe that the football club is 'a major factor in the local area', a factor which emerged strongly from the interviews with other clubs, and this encourages young people and other agencies to engage with them.

The football club branding is our main engagement tool.

The CCO receives referrals from Lancashire Social Care, the local Youth Offending Teams, the Police Lancashire Early Action scheme and the Pupil Referral Unit. Staff also meet gang-involved young people via the PL Kicks programme which targets young people involved in antisocial behaviour via football in the community. The programme also keeps close links with local mosques, that make some referrals, and several multi-agency groups concerned with young people crime and violence.

In thinking about the nature of their work a senior member of staff at the club observed that:

I think that clubs, historically, have fallen into the trap of thinking that a football coach can just be picked up and plonked into this sort of programme. I think they need additional training ... a passion for football and sport but, ultimately, they need to bring experience of working with young people in the criminal justice system.

The work with gang-involved young people revolves around one to one mentoring. This involves discussion of the risks of gang-involvement, both the risk to themselves as well as the risks to other people. They also consider the consequences in terms of the kind of sentences gang behaviour is likely to attract in Court. The workers endeavour to raise their aspirations by helping them to look more critically at the 'gangster' lifestyle and think about alternative lifestyles and opportunities.

They tend to look to sort of the big people in the communities, sort of the people with the fancy cars and the kind of lifestyle they have, but they don't see the other side, which is they might be at risk of getting into custody or prison for several years. So, it's trying to raise aspirations really, there's a lot of work around that, and trying to get them into positive pathways.

Staff also monitor gangs and gang crime in the area through regular contact with Imams in local mosques.

Each of the young people Burnley works with has an individual intervention plan which is worked out with the young person. Workers also involve an ex-gang member from Manchester. He talks to the young people about his experiences. His brother was killed in a gang-related incident and he was sent to prison. However, having decided to exit the gang lifestyle he struggled to extricate himself although he eventually did, and he is now running his own company and mentoring young people.

At the time of the interview, staff were working with several young people who were unwilling to leave the gang, but they were persisting. They also work with young people who are susceptible to gang involvement:

I could probably name about four or five more who, because of their lifestyle and the way their families operate or because they are in the care system, are at high risk. I guess it's just a lack of protective factors for some young people

Crystal Palace

The Problem

The project head at Crystal Palace sits on the Croydon Serious Youth Violence Board, a multi-agency group including the police, relevant statutory agencies and some voluntary sector organisations. The Board monitors gang activity in the borough and the links between Croydon street gangs, gangs from other areas and organised crime groups. It also identifies current 'hotspots' where violent conflict is concentrated. At the time of the interview the Board had identified 12 major gangs in Croydon. However, gangs in South London are emerging, merging and disappearing all the time:

Obviously, Croydon, you've got like Norbury, you've got Thornton Heath, you've got South Croydon, you've got West Croydon, you've got Sutton. There could be five or six different gangs in those areas alone. And, like I said, gangs could be three people who say to themselves, look we're together now, so they start doing negative things and they're a gang.

However, having done so they can become a target for other, older, gangs:

... the smaller ones could just be riding their bikes. But because they're in a group, the more violent gangs start to cause an altercation, which is the problem really because it's those ones that get caught up in situations and then, if the older group were to try

and take their phone, because they're not used to being in those situations, they can end up losing their life. Before it could be, maybe just getting your item taken, maybe getting hit, now people are using knives or other weapons and causing a lot more harm.

Some of the many stabbings recorded by Croydon police are related to 'postcode' conflict, a fact that was highlighted in 2018 by a murder a few hundred yards from Crystal Palace's Selhurst Park Stadium:

It was the prosecution's case that the defendants were part of a gang called CRO – the postcode which covers Croydon town centre and New Addington and that Jermaine's death came after a series of music videos were uploaded online by CRO and rival gang CR7, which is the Thornton Heath postcode '... they were there to hunt down anyone they thought was from the CR7 gang and who was unfortunate enough to get in their way.'

[Croydon Advertiser, Friday February 16th, 2018, page 1]

Other Croydon gangs are involved in County Lines drug dealing, using children and younger adolescents to transport drugs to out-of-town locations. Most County lines emanating from Croydon are currently targeting Portsmouth.

At the time of the interview, the area around the IKEA store and the Multiplex Cinema in Purley was regarded as an 'emerging gang area' / 'hotspot' because a lot of young people on the periphery of gangs, some of whose older siblings were in prison, were congregating there, and there was a concern that they were being recruited into gangs by older adolescents. This enabled the CCO to target these young people and involve them in a 12-week life skills programme in a local youth club while also providing a safe space for them to congregate.

A major concern is the recruitment of younger children:

We've had schools come to us saying they think someone as young as ten is being recruited to be in a gang. So, I'd say, (the age range) stretches from ten to probably twenty-three/twenty-four.

This child was being recruited by his brother.

And that's the bit that gets neglected a lot, isn't it, when we're talking about gangs. It's that some of it is familial, it might be dad as well, sort of dad, older brother, younger kids.

However, CCO staff were critical of the portrayal of gang involved young people in the press as either forced to undertake tasks for the gang or just naïve, 'wide eyed', children who are offered a pair of trainers or twenty pounds to ferry drugs to an out-of-town location.

They are eleven/twelve years old and thinking 'This guy's like an icon, a hero to me, I want to be like him'. And then when the boy agrees to do something for him, he's 'looked after', like he's almost untouchable because now he's one of their boys. And you can see it when they come to group sessions. You can see who commands respect because of their affiliation to someone, whether it be brother or a cousin or whoever. You see how they're maybe getting dropped at sessions in a certain car, like a Range Rover. So, for some, gang affiliation is also a protective factor, rather than a risk factor. It's about status. Status is everything for them, to be able to say, I am this person or I'm that that person on their Instagram or their social media.

The Response

As noted, based on information from the multi-agency gang monitoring group CCO staff can intervene in gang 'hotspots' as and when they emerge in order to create safe spaces. Here they work with both boys and girls in gangs or on the edge of gang involvement. Like other clubs Crystal Palace offers individual and group mentoring programmes. Participants are referred by social welfare and criminal justice agencies, but participation is voluntary.

We now have programmes which meet young people who are just on the edge of getting (gang) involved; maybe they've been arrested for gang related activities and we're meeting others who are involved and would like a way to get out but can't really see it. These programmes are putting us right in the heart of the gang problem ... Without being disrespectful, they don't know anything else. So again, they think that it's the be all and end all. They don't know there's actually choices for them. Sometimes them wanting to get out could just be as simple as putting them on some sort of course with a qualification.

From interviews it seems that the young people value the sessions and retention is high.

I think like it's a good programme because I didn't think anyone would be able to like talk me off getting off the roads or anything like that. But when I met E and then started talking, it was just like, when you've got someone to support you and influence you, it's different to trying to do it by yourself and being on the road. When I first met E I was feeling so shit about myself. I reckon if I didn't meet E I'd probably be in prison or like in a gang or killed or stabbed up or something.

In the past year the CCO had developed an intervention with schools where there was a gang problem. It focuses upon the year seven transition from primary school. Children in year seven are allocated mentors who are in year ten. Many of the mentors are girls and young women who mentor both younger boys and girls. The mentors are trained over several days at the stadium and receive regular clinical supervision from CCO staff involved in the intervention:

People are likely to settle down if they have someone who can show them the ropes. So, year tens seemed to be the best people to show them the ropes. Things like, you know, locker systems and how to sort of organise their diary, lunches, things like that, that we might take for granted, are the things that actually mean quite a lot to a year seven, it's quite daunting.

The mentors also focus on relationships in general rather than just gangs and violence but given the environment from which the students are drawn it aims to counteract the negative influences both in school and on the street where fighting, anti-social behaviour and mugging are a problem. At present the scheme has around 40 mentors and 60 mentees.

Everton

The Problem

The staff from Everton believe that the city's gang problem is chronic and getting worse but at the time of interview there did not appear to be any gang-specific programming although some gang-involved young people participated in their programmes:

Yes, it's not just one big gang in Liverpool, its different areas. Like there might be a couple of gangs in that area, do you know what I mean? Like even on the same road. Like in some areas ... if they go over that road, they're in a world of trouble, just because they're from that side of the road, it's mad, and that's all-around Liverpool. Like in the area, there's a couple of gangs in this area, where one sees the other, it's automatically, and they're going to fight. So, we'll organise a fixture in a certain area. And a kid who's mad into football and then, when you say this area, they're like, I can't come. And they don't give you a valid reason why they can't come, it's because that area, they don't want to go into that area. So that's gang related behaviour, do you know what I mean?

They also note that the age of gang-involved young people is falling. These children are used/'groomed' by older gang-members. Their observations have been corroborated by staff from other agencies and projects whom they meet as part of their work, or at multi-agency training sessions. They suggest that there are often links between street gangs composed of children and younger adolescents and adults involved in organised crime.

So, say there's ten or more kids hanging around this area ... maybe committing antisocial behaviour, being really disruptive and quite intimidating (they are) potentially linked to knife crime, gun crime, drugs, trafficking, all that kind of stuff. And in terms of age, anything, like any age really. We've got kids as young as twelve ... who are affiliated with men, who are a lot older.

They believe that the girls and young women who are gang-involved are 'groomed' into the gang but are also motivated by a need for protection from other gangs. As is the case at Tottenham Hotspur the staff at Everton are concerned that violence and crime are becoming normalised:

I think some cases. I've sat there, and I've had a kid say to me, I am going to be the next big thing, I'm going to be the next big gangster that hits Liverpool. And you think, my god, that's your aspiration, yes, like wow. Like why? Like that's crazy. And you just, sometimes you just can't unpick it, you can't even think, where has that come from? Because this child just aspires to be that way and wants to be the next big thing and wants to be feared and wants to be, I don't know.

The Response

Much of the work of the Everton is concerned with preventing reducing youth crime and violence and many of the young people on the club's programmes are either beginning to get involved in offending or are seen to be vulnerable to victimisation and exploitation. This latter group is referred by schools with which the club has links. The teachers and the Everton staff describe them as the 'nurture group' because of their immaturity and vulnerability.

They're really quite low level, quite young for their age, and really, really vulnerable. They hit every single one of our risk criteria, and they're going to be more vulnerable to victimisation and being targeted by older kids who will exploit them.

Another programme recruits from an all-boys Academy and young people are referred here because of their problematic behaviour in school.

And those young people were identified as almost like the trouble makers and ones that have got really low numeracy, low literacy. Half of the group are from single parent families, low socioeconomic status and fitted the bill, potentially, and it's awful, for those who are likely to commit an offence and are already engaged in social, antisocial behaviour and are getting into trouble in school, in terms of being aggressive and violence and things like that and having outbursts. So, the one group were quite challenging, in the sense they might be the ones who are the perpetrators, and then the other group were really vulnerable and could, potentially, be vulnerable to crime against them or being targeted by someone and exploited in that way.

A central aim of this work, which focuses on life skills and behaviour, is to keep the young people in school and this is born of a recognition that truancy and exclusion render them vulnerable to involvement in and exploitation by gangs.

Reflecting on his own experience of growing up in the area, one of the workers said, ruefully:

A pathway, a solid pathway for a young person to go down. Like my mates. Growing up, my mates had a clear pathway what they wanted to do. School, six form, college, a trade. They've got that trade for the rest of their life and that will provide money and work for them. So that's one pathway. Pathway is a massive factor, if you want to turn all this around. A clear pathway for these young people to take, to give them that sense that there's a light at the end of that tunnel. 'If I do all this, I will become this'. That's the biggest thing, I think. What we are lacking for young people, where we're failing young people, is the pathways to do stuff, what they want to do in life.

Newcastle United

The Problem

The staff in Newcastle believe that the 'gang problem' is relatively small compared with other UK cities. They have identified groups of adolescents involved in anti-social behaviour and inter-group violence, but these groups do not appear to be involved in drug trafficking or have links into organised crime groups. For many years the drugs trade in the North East has been dominated by a small group of white organised crime families. However, the staff feel it is difficult to estimate the scale of the gang problem because the city, the Local Authority and the Police are reluctant to identify any of the offending that occurs in Newcastle as gang crime. This is because they want to maintain the reputation of Newcastle as a safe, low-crime, and city. The club works closely with the local YOT in which the police have a stake, and this may militate against identifying young people as 'gang-involved'.

There are groups in certain parts of the city, which would probably meet the gang criteria and there are a lot of young people that might think that they're part of a gang. For example, I'm working with a young person at the moment who tells me he is in a gang, but a lot of it is sort of low-level disruption and they just like the thrill of getting chased off by the police and things like that, rather than the territorial type things, that's not really something that we've come across yet.

Nonetheless the staff are aware that Northumbria Police are working on certain strategies to combat gang violence and serious organised crime and this suggests that this has been an emerging problem over the past five years which the police are trying to 'nip in the bud'.

However, to date, the CCO has not seen the need to develop any interventions targeted specifically on gangs and gang crime.

Southampton

The Problem

Staff in the Southampton programme say that the 'gang problem' is concentrated in central Southampton, where many of the children come from deprived families several of whose older children are gang-involved. They note that in Southampton there is little acknowledgement of a gang problem although the workers regard the problem as serious. They are particularly concerned about the ways children and younger adolescents are recruited into gangs.

In the areas that we work, where one gang in particular operates, we have, what's called, Primary Kicks, which is your primary school age group. And it's quite scary to talk to these kids ... about that problem, and how much information they know. And I'd say, the most serious aspect of it is having siblings, older participants or older role models in their lives, recruiting the most vulnerable kids in Southampton.

The Response

The club targets the gang-affected neighbourhoods via the PL Kicks programme using their football coaches to offer advice to young people vulnerable to gang involvement. Although not necessarily trained in work with young people involved in crime, the coaches draw upon their sometimes-extensive experience of working with young people. However, the CCO also runs a structured youth violence programme in schools:

That's where it becomes a little bit difficult, we've got two core strands. We've got a school-based strand and a community-based strand. Through the schools we have what's called a community champion, which, effectively, is a full-time member of Saints staff that works in that school, who oversees all Saints provision. They will know all the students very well because they see them on a daily basis. They're sort of mentors and youth workers, who are based within a school. So, a lot of the school-based sessions are easier to identify backgrounds and sort of past experiences of participants and young people. However, when we go out into the community, that's where it's difficult because where we don't know the kids that well or we may not know someone's background as soon as they attend Kicks, that becomes a little bit difficult. And that's where we sort of use our staff to almost be youth workers and sort of delve into sort of communication with them around sort of their background, what they've been up to, and those sort of things. And that's when the answers and the story sort of come out.

Staff are concerned about the conflict between groups and the need to work with them separately:

Mixing of kids is a big one for us. Being aware of areas in Southampton and mixing them, in terms of bringing cohorts together, is a massive no, no, or if you do it, you need to make sure that those don't know each other or there's no negative feelings beforehand, otherwise, it can kick off, which we've seen in the past.

They are also concerned about the safety of the coaches who do the face-to-face work with gang-involved young people

We work in some of the hardest to reach areas, and some of the people that we deal with are tough. And, for me, the biggest barrier is feeling confident in our coaches to actually deal with the situation if it kicks off. Obviously, we've got some staff who I do feel comfortable with and others that I'm not so comfortable with in that setting. So, I'd say, my biggest concern is staff safety in particular areas.

Stoke City

The Problem

Based on information from the Police and the young people they work with, the staff at Stoke have identified more than 25 street gangs in the city. The membership of gangs is based on territory, mainly housing estates, or ethnicity. The gangs are largely made up of young people aged between 12 and 18 but older people are involved too:

You've got, the dilemma; you've got young people that think they're in a gang. So, you've got the 'Older' organising all the drug dealing and stuff, so they, obviously, prey on the vulnerable young people who aspire to be like them. So, although they're targeted, they'll automatically call themselves a gang member, which they are to some degree, but really, some of them are just causing antisocial behaviour.

The younger people are used as 'runners', carrying drugs to end users for the 'Olders'. Many of the boys and young men, particularly the older ones carry weapons and are involved in fights with gangs from different areas, organised through social media.

The gangs are made up of both boys and young men and girls and young women. Some are the girlfriends of the boys and some are just friends, but they appear proud of their gang affiliation.

When we first started with this group they were, literally, 'I'd ride or die for my area', and now it's completely different. Like that's what they were like. Walked in, dead

enthusiastic about it, yes, I'm part of this. When we did that session around, 'What is a gang' and what the Home Office states is a gang, they would clearly say, 'yes, yes, yes'.

The staff felt that gang-involved girls are more volatile than the boys and while they too were involved in violence, this tended to take place in the schools, but like the boys, the fights are organised via social media. Violence appears to be a core activity of the Stoke gangs:

Here? I'd say, just pure violence ... like they're not scared to have the fights. Weapons, obviously, there's been an increase in knife crime in the last couple of years. But also, drugs, its parties, a lot of parties. There's also CSE, even in those [focus] groups you've spoken to today, any of them could have involvement in CSE, violence, do you know what I mean? The gang problem is getting worse ... and they think, easy, fast, money is the way, whether its drug dealing here or through county lines.

The Response

The CCOs programmes vis-à-vis gangs were developed in liaison with the Police:

We started (3 years ago) by identifying all the local gangs in Stoke. So, we sat with the police, we said, right, OK, we will work with x, y and z from different gangs. And what we did, was we brought them together. It was a risk initially because it was almost like, the police were worried we were going to create like a super gang, but actually, it worked really well. So, we had two or three young people, who were quite heavily embedded, were really, basically, the police were on crack down, so, basically, they were targeting them really to just get them charged and sent down, type of thing. But then we came in as an intervention, right, OK, let's work with them first, type of thing.

Originally the CCO worked with 12 young people drawn from four different gangs. The group participated in an intensive programme over the summer focussing on questions of inter-group relations, problem solving and life skills. This work was particularly challenging for the staff involved:

And I just think you have to be so aware of stuff that goes on with the young people, like I said, you have to have that regular contact with the schools or even with the young people, what's going on, so that, you know. One to ones are key as part of this programme. I think you've got to have a broader knowledge about safeguarding, what goes on in the community, to be part of this type of work.

The work in schools consists of a ten-week programme with additional one to one support. The aim of the group is to enable participants to identify short-term and long-term goals that they want to work towards and to identify the people who can help them realise their goals. One participant in a focus group said:

We've been going on about joint enterprise, knife crime, gangs; we've been doing like case studies as well like on some guy that got stabbed when he was in a gang ... Because

outside of school a lot of us like associate with like a group that can be considered a gang. Like in our little group here there's like, I'd say two separate groups and one of them hangs around here and one of them hangs around somewhere else but they both like get in a little bit of trouble. It's like antisocial behaviour and stuff and people have been hurt and had weapons and stuff, they (the staff) think it's good to help us to know in the future that if ever that comes up, that's how we can get away from it.

The young people know that the CCO is working with the Police and the school and that their joint aim is to effect behavioural and attitudinal change.

They know really. They know what they're doing and what they're in the group for. We try and avoid the word, gang. We don't always say, oh you're in a gang, because some of them want to be in a gang or they're taking part in criminal or antisocial behaviour ... or they're hanging around with people that are. So, we just say, it's about looking at attitudes and behaviours and what's going on in the community to make you aware, so you can make your own decisions. Some know that they're on there for the gang issue but we, when we're addressing things, we never say, oh you are in a gang, unless it's disclosed on a one to one, then we work with them.

Asked how they might address the question of gang involvement the staff said;

If it comes up in a group, we'll discuss it there and then. There's one session about what a gang is and why people join them. We show real life videos of people that have been involved in gangs and then left them. But then some of them will say, 'oh but it's not that easy, is it?' And then we will discuss it. But if it's, we feel that someone's trying to say they've been in that scenario and they haven't been able to come out, then during a subsequent one to one, we'd speak to them about being scared to come out. We can also bring the police in, a YOT police officer, who also does the Prevent programme. And what we've found, they do stuff around Prevent, where they do activities which raise awareness and also try to help them to come away from the gang with the support of the police.

Tottenham Hotspur

The Problem

The CCO operates mainly in Haringey and the adjacent borough of Enfield. It works mainly with young people from Wood Green, Tottenham, Enfield and Edmonton each of which has a significant gang problem. Staff are concerned about the way that 'gang culture' is transmitted to younger children:

There are kids from primary school already looking and their brothers, cousins, older, who are twelve/thirteen/fourteen/fifteen/sixteen/ seventeen/eighteen that are on the streets doing things. And then the young primary school kid is seeing that and thinking, oh right, that's what I'm going to do next... Kids are seeing other kids rolling up in the nice stuff, fancy stuff, cars, drugs, money, and that's what they're seeing.

Staff are concerned that young people aspire to this lifestyle and that working with them on the issue is difficult.

So that is a really hard thing to battle with, when someone is believing that they have to defend their ends, they have to, you know, their block is their block. They don't work for the council, they don't put a cent, penny into that block or what not, but it's their street, it's their block, it's their belief.

They are particularly concerned that this is a lifestyle which perpetuated the cycle of violence and that this has an effect in terms of their attitudes towards life and death.

Killings, death, the value for life is the worrying thing. Kids are growing up with no value for life, you know. To understand that, if you actually really sit there and you really like understand that, it is a scary prospect. Because if, we're talking about teenagers of fifteen to eighteen that have no value for life, find it easy to take life, what about the ones that are coming under them? You know, if an eighteen-year-old is already telling like a thirteen-year-old, like go and do this, and they're doing it, then all the other thirteen year olds are thinking that this is just how to deal with conflict.

They fear that potentially lethal violence is becoming not just as a gang-related activity but as an acceptable mode of conflict resolution amongst local young people more generally. The situation is worsened by the technology which means that information about and images of violent events are circulated very quickly. However, the workers feel that the main driver of the violence is that fact that:

... at the same time there's kids that are living the real life and seeing this in real life

The Response

The Tottenham area is notorious for gang violence and organised crime which can involve several generations of the same family. Staff at Tottenham Hotspur are concerned about the plethora of negative role models available to impressionable children and younger adolescents. The mentors, coaches and teachers that work for the foundation attempt to redirect these young people but regard it as an 'ongoing battle to 'change their mind-set'.

The work of the CCO is in a 'hub' which presents young, gang-involve, people with alternative, positive, lifestyles. It offers a safe environment to play football, reconnect with education, pursue training courses and gain qualifications. The hub offers courses in key life skills as well as apprenticeships, traineeships and voluntary work. The hub attempts to spread awareness of the services it offers amongst young people and their parents who may not know what opportunities are available in their locality.

The CCO also has a regular presence in the A&E departments of the North Middlesex and Whittington Hospitals. Here staff endeavour to contact young people aged from 12 upwards admitted because of injuries sustained as a result of an assault or involvement in violent conflict. The theory underlying hospital-based violence interventions is that this crisis will make the victim more likely to reflect upon the lifestyle that brought them to this situation. This is sometimes termed a 'teachable moment' and the role of the foundation staff is to allow the victim to reflect on this and to outline available choices, including the possibility of involvement in programmes offered by the foundation at its base in White Hart Lane. The other purpose of the intervention is to prevent the violence escalating as a result of inter-gang 'tit-for-tat' reprisal attacks.

The potential for the future involvement of CCOs in 'Gang Work'

Prevention

Each of the CCOs were, in their different ways, concerned with the prevention of gang violence and for some clubs this was a major part of their work.

Criminologists distinguish between three types of preventive intervention, Primary, Secondary and Tertiary. **Primary Prevention** involves universal strategies that address the social, economic and familial factors that research suggests are associated with gang involvement. These kinds of intervention are usually undertaken, or funded by, public authorities and are beyond the scope of the clubs. **Secondary Prevention** targets young people who appear to be at risk of becoming gang-involved. At this level, programmes characteristically target individuals who have family and friends in gangs as well as those who have difficult home lives and live in gang-affected neighbourhoods. Interventions may involve street-based outreach programmes, school-based 'gang resistance education', life skills work, and contact with police officers and/or peer mentors who explain the negative consequences of gang membership. All the clubs were involved in this level of gang prevention. **Tertiary Prevention** targets gang members who are seriously involved in gang violence and County Lines drug dealing. Some clubs worked with this group.

CCO Involvement at a Strategic Level

Most CCO were represented on multi-agency strategic groups, characteristically convened by the police. These groups monitored gangs and gang crime in their borough/s and held information about and maintained contact with the agencies and organisations involved in 'gang work'. This appeared to have several advantages for the clubs:

- It enabled CCOs to identify gaps in provision
 - It enabled CCOs to focus their gang work in areas, and with groups, where they had the capacity and expertise to make a positive impact.
 - It enabled CCOs to avoid the duplication of work already being undertaken by other agencies and organisations.
 - By virtue of its, sometimes extensive, local knowledge and local connections, it enabled CCOs to provide local intelligence which could sometimes forestall violent conflict between rival gangs.
-
- In the mid-1990s a survey of the 45 cities involved in the National Youth Gang Suppression and Intervention Program (USA) (Spergel& Grossman, 1998) found that successful gang strategies were characterised by:
 - A clear recognition of a youth gang problem.
 - A consensus on a definition and the nature of the problem
 - The mobilisation of political and community interests
 - Proactive leadership by representatives of significant criminal justice and community-based agencies
 - The specification of clear targets for agency and interagency intervention, and the development of reciprocal, interrelated, strategies.

These findings have been replicated in the UK in a similar vein, research by Brand and Ollerenshaw (2009) who suggest that integrated multi-agency gang strategies are successful to the extent that those commissioning or leading them are able to exert control or influence over:

- The credibility and capacity of the strategy
- The commissioning of the strategy
- The integration of community members, particularly young gang-involved/affected people into the strategy
- The coordination of the strategy
- The targeting of local interventions
- The review of the strategy

Gang-involved Young People

As we note above most gang-involved young people are denied both reward and recognition. While the gang offers them very modest rewards it offers a great deal of recognition, an elevated status in their locality as well as protection from their adversary's status. What the interviews show, however, is that involvement with a football club offers a significant level of recognition without the risks involved in gang membership and County Lines drug dealing. As such, the CCO would appear to be an ideal vehicle for a gang prevention/diversion/desistance intervention. But such an intervention would need to be significant, in terms of its targeting, the time and attention it devotes to the young people targeted and its duration. Much of the research on gang desistance programmes suggests that they are successful while the young person is involved but that their impact tails off when the programme ends. Some of these young people will come from families in which their siblings, parents, and possibly grandparents, are involved in gang-related activity so the role of the club as a countervailing, pro-social force will be crucial.

The main difference with a programme offered by a CCO is that it can offer sustained involvement, initially by an intensive, tailored, prevention/diversion/desistance intervention programme and latterly via the universal preventative offer of PL Kicks. Moreover, the CCOs do not carry the stigma of the welfare and criminal justice agencies with which many gang-involved young people are all too familiar.

Staffing Strategies

Several of the CCOs involved in gang work had recruited staff from the area it serves, some of whom had grown up in gang affected neighbourhoods. This strategy had several advantages.

- Staff retained contact with friends and family in the neighbourhood and were aware of gang activity local gang activity.
- This enabled them to provide the crucial local intelligence identified above.
- Because some of these staff had had some involvement in gangs when they were younger, they were 'street wise' and this gave them insight into the lives of some of the young people with whom they worked. Seal and Harris (2016) call this Reciprocal Identification, exemplified in the quotation from the young person interviewed at Crystal Palace.
- These staff members were receiving in-service training, and some had progressed to part-time university level education. This was an important element in the strategy because it tends to insulate these staff from the well-documented pressures upon previously gang-involved youth workers and peer mentors from gang-involved peers, who may be friends with whom they grew up or, indeed, their brothers or cousins.

- However, as the staff at Southampton observed. This can be high risk work an accurate assessment of the potential dangers faced by workers is essential.

Community Involvement

As Carlene Firmin (2016) notes, if we are to safeguard young people in gang affected neighbourhoods we must recognize that for them the risks are out there in the neighbourhood, where the experts seldom venture. The perpetrators are their peers and the problem lie, first and foremost in the dynamics of the neighbourhood rather than simply the behaviours, attitudes and beliefs of young people. Traditional office-based, responses to the gang problem may improve the lot of some gang-involved individuals. However, they cannot anticipate gang violence and victimisation in order to make pre-emptive interventions. Nor can they respond to the, almost invariably unreported, victimisation of gang-involved and gang-affected girls and young women and their parents (Beckett et. al. 2013). And they cannot mediate between potential adversaries in inter-gang violence which is the forum where most gang fatalities occur. In short, many safeguarding and criminal justice agencies are destined to be in the wrong place at the wrong time.

In endeavouring to reduce the territorial animosities between different gangs, Arsenal is working in and between gang-affected estates. Crystal Palace is taking its services to gang hotspots in the community. Burnley by keeping contact with local mosques and schools, monitors the local gang problem. Southampton takes the PL Kicks programme to gang affected neighbourhoods, Crystal Palace, Everton and Stoke work in gang affected schools and Tottenham Hotspur works with the victims of violence who come into local hospital A&E departments. This is something which statutory agencies are seldom able to do. In many ways their goals are like those of the highly successful cure violence programme developed by epidemiologist Gary Slutkin (et al, 2018) in Chicago). Slutkin argued that violent behaviour, like most other human behaviour, is a product of modelling and copying. And if it is to be countered and contained interventionists must:

- Interrupt transmission
- Prevent future spread &
- Change group norms.

Appendix 2: Young People's Information and Consent form



About (Project name)

Who are we?

Our names are Christine, Kelly and Paul. We work for the University of Central Lancashire (UCLan). We would like your help. We want to know what young people who worked with the (project (Name)) thought about it.

Please read this leaflet and decide if you would like to take part. We are happy to answer any of your questions. You can talk to other people about this if you want or discuss it with a staff member at the project.

What is this all about?

We are asking you to complete a short surveys at the start and end of the programme. The information you and others give us from this and other surveys will help us understand if the service you are receiving is working or needs to be changed.



We would also like to ask you about what you think about your experiences with the club towards the end and again it will be completely voluntary and subject to confidentiality.

Nearer that time we will invite you to talk to us and give you time to think about taking part.

Why should I take part?

It will give you the opportunity to have your say about what affects you. From the experiences of the young people the project can identify areas for improvement and aintain what is good about it. This will help other young people like you in the future.

What does the survey ask about?

Part one is about your experiences and part two is about attitudes and beliefs.

There are no 'right' or 'wrong' answers. We want to know what **you** think. You cannot get into trouble for giving honest answers.

Who will see my answers?

Part 1 of the survey is researchers at UCLan - know who has completed personal information.

Part 2 of the survey will identify you by this code start and end to see if the is important to us and the honest answers.



completely anonymous. Only we - the will see your answers, but we will not it. We do not have access to your

have a code/ number. We cannot but want to compare answers at the programme has made a difference. It service that you feel confident in giving

Members of staff at the club you are with or your parents/carers will not know what answers you have given. It is important to us that you feel confident in giving honest answers.

We will also ask if it is okay for the club you attend to send us their monitoring information. This includes things like how many sessions' young people attended etc. but this will not include your name, address or any other identifying details. We ask this so we don't have to ask you again about things which the clubs already know.

Do I have to take part?

It is your choice whether you complete the survey or not, but we cannot evaluate the service you and others are receiving without the help of young people like you. The surveys will help us understand if the service is helping people like you and making a difference to your lives.

Before completing the surveys we need to have consent from you and approval from your parents. Your parents/carers will have been sent information and they can decide if they agree to your participation..

What if I change my mind?

Even if you say 'yes', you can stop at any time. You can choose which questions to answer. You can stop without telling us why. You can text us on the same number for up to 1 month after the survey and change your mind.

Email your ID number and the words 'NOT MY DATA' to Kelly or Paul.

What if I have any Questions?

If you have any questions then please contact either (Name of project contact) or one of us at UCLan:

Kelly Bracewell
Telephone: 01772 893667
Email: KBracewell1@uclan.ac.uk

Paul Hargreaves
Telephone: 01772 895465
Email: PHargreaves1@uclan.ac.uk

Christine Barter is in charge of the project.



If you are not happy with anything that happens during the research please contact the Premier League Governance and Quality Assurance Manager:

Phil Doorgachurn
Telephone: 020 7864 9101
Email: pdoorgachurn@premierleague.com
Or UCLan ethics Office: ethicsinfo@uclan.ac.uk

If you need to talk to somebody outside the project you can contact:

Childline Helpline: 0800 1111

Website: www.childline.org.uk

NSPCC Helpline: 0808

800 5000



Appendix 3: Parents/Guardian's Information and Consent form



School of Social Work
Harrington Building
Preston
PR1 2HE
DATE

Dear Parent/ Carer

Re: Research Project – Evaluation of (insert project name)

I, and a team of researchers based at the University of Central Lancashire, are conducting an evaluation of (insert project name) on behalf of the Premier League.

We are asking young people to take part in surveys, and then later, interviews if they wish. We are trying to find out whether the programme works well and what could help it improve. The information young people give us will help us understand if the service they are receiving is working or needs to be changed

Attached is the information your child has been given about the project.

If you do NOT want your child to take part please sign and return the slip on the next page to (insert project worker) in the envelope provided to let us know they cannot participate.

If you are happy for your child to take part then you don't need to do anything more. Your child will then decide for themselves if they want to participate. They can also choose to take part in the surveys but not the interviews and can withdraw their consent up to 8 weeks after completing the survey.

There are no right or wrong answers and your child will be able to change their mind about taking part at any time. Your child will not be identified in our work e.g. names and identifying information will not be used. We will also ask your child's permission to collect their anonymised data held by Clubs e.g. gender, number of sessions attended but this will not have my name or identifying details next to it.

If you are unsure about anything or would like to know any more about the project please contact (insert project worker) or contact Kelly Bracewell on 01772 893667, KBracewell1@uclan.ac.uk or Paul Hargreaves on PHargreaves1@uclan.ac.uk 01772 895465 or at the address above.

Thank you for taking the time to read this

Kind regards,



Dr Christine Barter
Reader, School of Social Work

I have read the information and I am not happy for my child to take part in this evaluation.

☐ I **do not** agree to my child/ren taking part in the research

Name of young
person:.....

Parent/Carer
Name.....

Parent/Carer
signature.....Date.....

Please return this back to **(insert project worker)** within the next two weeks.