

SYSTEMS CHANGE CASE STUDY: CALL IN

1 Summary of Key Findings

The Call In was instigated by Avon and Somerset Police (ASP) in response to the Lammy Review (2017) which highlights how Black and minoritised young people are disproportionately represented in the criminal justice system. ASP were aware that some young people in East Bristol were becoming caught in re-offending cycles, which were further exacerbated by prosecution and custodial sentences. The East Bristol Call In pilot was an innovative diversion programme aimed at young people between 16-21 who had faced arrested for street conflict or youth violence. The Call In pilot was a multi-agency collaboration between Golden Key (GK), Avon and Somerset Police, and Bristol City Council (BCC). Additionally, the pilot partnered with a range of local businesses, grassroots community organisations (including Black led organisations), specialist facilitators, mentors and community representatives.

The interviews, video and interim report included in the Call In evaluation evidence that there is change taking place as a result of the Call In project and GK has significantly contributed to this. GK has been instrumental in supporting changes to institutional and organisation norms, which are in conflict with person centred and trauma informed approaches. GK and ASP have evidently formed a strong relationship that enables them to challenge working practices, which in turn leads to more holistic engagement with the client. Additionally, GK has led the relationship building activities with local businesses, grassroots organisations (including Black led organisations), who have gone on to offer work placements to Call In clients.

The support provided to clients enrolled on the Call In project was provided in a child/person centred and trauma informed way, whilst also viewing the needs and barriers of the Call In young people within the context of race equality, anti-racism and cultural competency. Both GK and ASP are committed to providing more holistic support. This has been integrated into GK's approach from the initial referral meeting. Similarly, there is evidence of ASP developing more holistic practices, such as referring whole families for support.

The Call In has had some impact beyond the clients. At the time of reporting the key impact has been challenging ASP's approach to tackling serious crimes committed by young people, and beginning the process of building relationships between ASP and the local community in Bristol East. The limited impact beyond the Call In clients is partly due to ASP's caution in promoting the Call In project before securing funding for future rounds. ASP recognise that what is being provided through the Call In across Bristol East is a very different offer to that which a young person would face anywhere else and they are therefore cautious about widely promoting the project before being able to extend the scheme to reach other areas of Bristol.

Due to the short period of time covered by the Call In pilot and the fact it was focused only on Bristol East and Central, evidence of the benefits to the wider community is largely anecdotal. Both GK and ASP report some positive changes to relationships between local communities and ASP but this is currently limited to the specific Call In officers rather than the institution as a whole. ASP recognise that more needs to be done to improve relations between communities and the police force more generally.

Specific individuals, both at ASP and GK have been vital to the success of this project. The key staff members from GK and ASP had extensive prior experience of working with young people, particularly those affected by serious crime, and were already well connected within diversity, inclusion and race equality networks as well as restorative justice activity across the city.

A shared acknowledgement of the underlying issues was key to the success of the Call In pilot. This also required a willingness to see beyond institutional and organisational differences, and to be willing to work collaboratively to develop shared practices.

GK have played an important role in bridging and liaison between the different Call In stakeholders including the clients, mentors, local businesses, ASP and BCC.

The mentoring programme focuses on a demonstrable understanding of the issues face by Black and minoritised young people, and communities and of the East Central area, this was important in the success of the Call In pilot. The extent to which mentors informed the design of the Call In pilot is less clear, however, there is evidence that this is being embedded into the second Call In programme beginning in January 2021.

GK and ASP have clearly worked well in partnership and both parties have contributed significantly to the project's successes so far. Partnerships with BCC have been less consistent, with good working relations developing between GK, ASP and BCC practitioners, but limited engagement from more senior BCC staff. Evidence that GK is facilitating system change has been captured in interviews with GK and ASP staff, as well as in the ASP interim report and the Visual Map Walkthrough video. Additionally, there is a clear commitment from both GK and ASP to continue to work in partnership and to further develop and improve opportunities for change in the second Call In programme.

2 About Golden Key and the Local Evaluation

[Golden Key](#) (GK) is an eight-year project that aims to unlock access to services for people with multiple complex needs (MCN), including homelessness, mental health problems, drug/alcohol dependency and criminal offending behaviour. Golden Key is a partnership of statutory and not-for-profit agencies across Bristol (including the NHS, police, probation, City Council, Second Step, Bristol Drugs Project, St Mungo's and 1625ip) who are piloting new approaches to service delivery and mobilising systems change to ensure a lasting legacy for the city and its most vulnerable residents. It is funded through the National Lottery Community Fund [Fulfilling Lives](#) initiative. A team at UWE, Bristol is working as local evaluation partner to capture evidence and inform practice throughout the initiative¹.

2.1 Why have we produced these case studies?

This case study has been compiled as one of a number of deep-dive investigations of systems change activity and impact in order to (a) understand in depth whether and how a sample of GK's systems change activity is driving demonstrable change and the relationship with outcomes for people with MCN; (b) draw out and capture learning from these activities to support enhancing GK's progress towards systems change. Projects were identified in consultation with the GK Programme Team and Service Coordinator Team (SCT) in order to provide a cross-section of approaches to systems change where there is emerging evidence of outcomes and impact. Case study reports are intended for illustrative purposes and should not be considered as a comprehensive independent evaluation of the activity. Insights from these case studies will feed into the Phase 4 local evaluation report.

2.2 Research methods and approach

The local evaluation takes a formative approach which aims to support learning and development in a shifting complex environment. It is influenced by 'realist' principles whereby we seek to understand the *mechanisms* through which interventions produce *outcomes* within particular *contexts*. We aim to capture multiple perspectives, differing experiences and unanticipated/unintended consequences. A mixed methods approach has been taken, with case studies based on a combination of semi-structured qualitative interviews as well as a review of associated secondary data sources where available.

¹ A selection of additional reports from the local and national evaluation be accessed at <https://www.goldenkeybristol.org.uk/impact-evaluation-reports>.

Data collection was informed the GK Phase 4 Local Evaluation Framework², which was used to develop interview questions and structure the analysis process. The Call In case study drew on the following evidence:

- **Desk research:** Interim Evaluation of the Bristol East Call In Programme Pilot; GK Video explaining their approach to the Call In project called “A Visual Map Walkthrough”
- **Interviews:** 2 x interviews with GK staff involved in Call In; 2 x interviews with ASP officers

All interviewees had been recently involved in the Call In project so responses would be unlikely to be impacted by lapsed time.

3 Background and Purpose

3.1 Background

The Call In project was established to respond to an awareness within ASP, which reflected the Lammy Review (2017), that Black and minoritised young people were getting caught in re-offending cycles and that the criminal justice system was not bringing about positive outcomes for these people. Police would bring charges against young people involved in street conflict or youth violence, but found they were being released from prison with more connections and understanding of how to carry out criminal activity. The police officer who led on the Call In project had extensive experience of working with young people involved in the criminal justice system and held a strong belief that something needed to shift in how young people were treated. This police officer was aware of the Call In model and believed it could work well for young people in Bristol who were facing criminal charges. He also understood the need for a more child-centred approach and acknowledged that this was/is lacking in the dominant practices of the police force. He recognised that many of the young people who were arrested for street conflict or youth violence offences had insecure family relations and understood the need to engage with the wider family unit. The ASP interim evaluation describes how the Call In project aims to “take a more holistic approach to dealing with crime by looking at the person behind the offence and trying to put their life in context in order to meet their needs and provide them with an opportunity to change their life” (ASP, 2020, p.1). ASP engaged with a number of organisations working in restorative justice in Bristol, however, GK’s extensive experience in facilitating mentoring schemes was identified to be particularly important in ensuring the project was a success.

3.2 Purpose/aims

The project aimed to support the clients to successfully progress through the six-month activity programme and to have demonstrated enough personal progress for the pending charges against them to be dropped (thus avoiding a court prosecution and a criminal record). Additionally, the Call In was intended to bring about change in the way the ASP work with young people and their families in East Bristol.

In order to deliver on the project aims ASP and GK began the Call In pilot with a commitment to:

- Work in partnership and to share learning and expertise
- Ensure that young people who completed the project would have charges against them dropped
- Create change in the institutional culture around young people offending and youth crime (practical examples of this include changes to the language used to discuss young people and their engagement with the Call In project eg: not having “failed”. Additionally, one interviewee talked

² Isaac, B., Bolden, R., Pawson, C. and Gasper, R. (2020) *Golden Key Local Evaluation Phase 4 Evaluation Framework*. Bristol Leadership and Change Centre, UWE Bristol, May 2020.

about police officers involved in the Call In project being better equipped to see the clients as young people rather than criminals).

The GK visual map walkthrough describes the Call In as a six month programme designed to “raise young people’s aspirations for future education, employment and training and to avoid further offending or a custodial sentence” (GK Call In visual map walkthrough).

The ASP interim report identifies the following projected benefits of the Call In (these are based on the projected outcomes set at the beginning of the Call In project. The extent to which these outcomes have been achieved is based on the quantitative data, and qualitative feedback gathered at the end of the pilot) (ASP, 2020, p.2):

- Young adults learn that effort reaps reward, which incentivises future effort
- Communities receive tangible benefits and are less suspicious of authority
- Contacts are made within communities that may not otherwise happen
- Young adults are afforded opportunity and focus on pursuing life goals
- Work placements created through local businesses can help build local future employment prospects and encourages community cohesion
- Potential costs/efficiency savings of diverting a young person from crime (*Police time/ CPS process, Prison costs etc.*).

The 6 month Call In pilot involved supporting young people to identify aspirations and goals and to work towards them. Each client received support that was unique to their needs and aspirations, however, the following sets out some of the key activities/actions that underpinned the Call In project structure:

- An introductory meeting with the GK Senior Service Co-ordinator aimed at understanding the client’s background, interests, skills, aspirations in order to develop a package of support that meets the needs of the client.
- The client is introduced to their peer group (other Call In clients)- they have regular group sessions to build relationships based on shared lived experiences
- The client is allocated a mentor who is there to personally support them through the Call In programme (mentors have regular one to one sessions with the client as well as joining them on group activities)
- The client engages in group activities and events with their peers- these may also be with their mentor, with GK staff and/or with police officers
- The client is supported to enrol and attend courses that match their aspirations
- The client gains some work experience with local businesses
- Across the six month programme the client receives continued support through check-ins with the GK Senior Service Co-ordinator
- Over the six month programme the client and mentor are supported to develop a close relationship. This relationship is underpinned by a demonstrable understanding of the issues faced by Black and minoritised young people, and communities and of the East Central area
- The mentor is supported by GK to be a role model and a trusted adult to the client.

4 Development and Implementation

4.1 Development/planning

The police officer who was instrumental in instigating the Call In project approached colleagues and senior staff to gain their support. In an interview with this officer, he identified that obtaining support from peers

was an important aspect of the project development (this was evidenced in previous failed attempts to initiate the project without the buy-in from other ASP staff). This officer secured funding from BCC and ASP to carry out the Call In pilot project.

Once GK had been selected as the project partner they played a key role in designing the project delivery; building relationships with activity partners (e.g.: Empire Fighting Chance); recruiting, training and supporting the mentors; identifying and recruiting community representatives; setting up the frameworks and guidance documents; covering some of the financial costs associated with recruiting mentors, hosting information events, and staff time.

Interviewees confirmed that GK has been central to the success of this project, both in the development and delivery of activities. GK has established and negotiated relationships with the young people, mentors, and wider community. They have also brought in local community representatives who can advocate for the project within the wider community (although attendance has been variable, with only one regular representative across the whole project). GK ensure that race equality, anti-racism and cultural competency underpins their work, not just with the young people enrolled on the programme, but with the community representatives and mentors. GK's existing frameworks enabled ASP to manage the potential risk of someone on the Call In project re-offending when they would otherwise have been in prison. This was seen as a significant risk for the police who recognised that GK's existing risk management processes were vital in mitigating against this and enabled the project to proceed.

4.2 Implementation/practice

Clients were identified against ASP's eligibility criteria (being between 16-21 years old, having been arrested for street conflict or youth violence crimes in East Bristol). Client data from the first phase of the Call In was as follows:

- All enrolled clients were aged between 16 and 20
- 87% of clients were Black, Asian or Minority Ethnic and 13% were White.
- 14 out of the 15 clients were male.
- 12 out of the 15 clients were Black, Asian or Minority Ethnic males (the Call In strategy's focus group)

The clients were enrolled on the Call In project where they had an initial meeting with the GK Senior Service Co-ordinator and were allocated a mentor. They also attended regular activities with external partners which focused on skills development, and received employment/education/personal development support through GK staff.

GK provided the following resources:

- Offices, supervision for mentors
- Regular check-in with clients
- Project management
- Admin support
- Clinical psychologists
- Financial support (for events, room hire, staff time).

The following organisations were involved in the Call In project:

- Golden Key (project leads)
- Avon and Somerset Police (project leads)
- Bristol City Council (project partners and funders)

- Service partners (e.g.: Empire Fighting Chance)

The Call In activities were reviewed by both ASP and GK. ASP conducted an Interim Evaluation (considered as part of this review). There were frequent (at least monthly) panel meetings where community representatives, GK, BCC and ASP came together to discuss the progress of the project and the young person referrals.

Looking ahead the Call In project has secured funding for another 12 months and so far has 17 planned young people referrals.

In preparing for this upcoming round of the Call In, there is evidence of both GK and ASP building on the learning they have gained so far. GK and ASP have worked closely to develop a more detailed management plan including new governance processes around selecting young people and ending support; regular review points and meetings between GK, ASP and BCC; more service providers offering work opportunities; the integration of other police departments including the Violent Crime Unit and Youth Offending Team (with the intention of integrating the Call In within other areas of the police force and to normalise the project as an option at police officer’s disposal).

5 Evidence of Systems Change

5.1 Change for people with multiple complex needs (MCN) and other service users

GK clients or a specific cohort of MCN individuals	Wider population of MCN service users in Bristol	Service users generally
YES	MAYBE	MAYBE

The GK Senior Service Co-ordinator reports that one of the biggest changes over the Call In project is the clients’ ability to be self-reflective - this presents as the client being better able to talk about their mental health and wellbeing and to identify and articulate their aspirations.

“The best outcomes we’ve seen are the improvements in confidence, and that improves wellbeing, and a better understanding of self. That’s [understanding of self] something we don’t talk about very often but it’s really clear, and the coaching plays a huge role in that. The ability to reflect is huge and by the end they’re so insightful about their journey - where they are and how they’ve got there.”

The Police officers report how clients who successfully move through the Call In project avoid criminal charges that would have resulted in a criminal record. The officer who initiated the Call In project talks about the importance of being able to break the cycle of (re)offending before it starts.

The ASP interim evaluation report states that 40% of enrolled young people successfully completed the project and 33% were still completing (at the time report), 27% of young people had exited due to breach of terms and conditions. On successfully completing and leaving the Call In project all clients had achieved development in some of the personal and/or professional aspirations they set at the beginning of the project eg: attending educational courses, securing employment, living independently, learning to drive.

The final statistics for the Call In’s first phases were as follows:

- 73% of those who successfully completed have not reoffended since their completion.
- 73% were in education or had completed an educational course/ qualification over the duration of the Call In.
- 45% of the candidates have completed, or were undertaking training/work placements by the end of the programme.
- 33% of candidates were in employment

These outcomes demonstrate a strong alignment with the ‘potential benefits’ around pursuing life goals and incentivising future efforts, identified by ASP at the beginning of the Call In. Additionally, findings from the Interim evaluation reflect GK’s aim to increase young people’s opportunities for accessing education, employment and training.

The GK Senior Service Co-ordinator identifies change happening between clients and police, as follows:

“The relationship between the police and the young people is really significant. There [are] parts of the programme of activities that we don’t go on. The police might take them go karting or paintballing- and what that has done has built relationships between the officers and the young people - in terms of building trust.”

Both GK and ASP representatives interviewed as part of this evaluation noted that, whilst there is evidence that relationships between the police and wider community are beginning to change, there is still a long way to go in terms of sustainable system change. It was acknowledged in all interviews that progress is often tied to specific officers who have developed good relations with the community and Call In clients, rather than the police force more widely. Both GK and police staff talked about how Call In clients can help de-escalate situations which might lead to arrests when they see that the officers engaged with their peers are from the Call In team. However, there is still much progress to be made in forging better relations between young people in East Bristol and the police. Both GK and ASP recognise that this takes time, and the short-term nature of the project has limited opportunities to advertise what is going on to the wider community and start to build stronger relationships.

Interviewees from the police reflected on how they are adopting more child centred approach to working. This sometimes means when a young person is arrested and referred to the Call In project, the whole family will be referred to different support services (this is usually because the Senior Service Co-ordinator from GK is able to provide the police with context about the wider family). Additionally, both ASP interviewees referred to instances during the Call In pilot where they applied a child centred approach to better understand why a young person had chosen to respond or react in a specific way. Rather than seeing a behaviour as wrong or disruptive they aimed to understand how the behaviour might be informed by the young person’s lived experiences and to elevate the needs of the client in their response. It was highlighted that this is a significant change to the way the police force works. The extent to which this is as a result of GK is not clear, however, it is certainly part of the wider commitment (supported/encouraged by GK) to take a more child-centred, trauma informed approach.

There is some indication that the police are generally trying to work in partnerships with communities more. In the second Call In project, GK and the police have worked together to develop a clear brief for the community representatives to try and enhance this role and increase up-take from local residents.

The second Call In project, starting in January 2021, has secured another year of funding. The long-term aim is to get a sustainable financial commitment so that the Call In can be better advertised within the East Bristol community and that police officers have it as a proper tool at their disposal. Both GK and the police hope that this will enable them to really begin to shift attitudes towards police within the target communities.

There is evidence of change for some people (particularly young people enrolled on the Call In) with MCN, which is a direct result of the Call In project. This can be seen in the outcomes listed in the Interim ASP evaluation report but also in the interviews with both police and GK staff. There is evidence that this project is also affecting change in the practices of the police and encouraging partnership working.

5.2 Changes within and between organisations

Changes in individual staff (values, behaviours, beliefs, skills, knowledge)	Coordination/structural changes <u>within</u> organisations	Coordination/structural changes <u>between</u> organisations	Change experienced by Bristol citizens
YES	YES	Yes	MAYBE

The police officers acknowledge changes personally, and in colleagues. Specifically, the police officers interviewed as part of this evaluation identified a growing awareness of child-centred/trauma informed practice. One police officer reflected on the change in language used by police during the Call In. With GK's support they are learning to use more person-centred language e.g.: not saying someone has failed but re-enforcing personal strengths. This reflects a slow but significant change in policing culture.

The police officers reported that there has been much interest in the Call In project within the wider police force. One example includes interest generated at a Police Ethics Committee meeting, where the attending officers wanting to learn how the Call In model could be adopted in other areas of the city, and outside Bristol, as well as for different target groups. In one interview the police officer highlighted that whilst he is pleased that there is a good response within the police force, he always likes to remind people that it cannot just be replicated without partnership relations such as with GK, the mentors and community representatives, which have been so important in this project. This demonstrates a clear awareness from police officers involved in the Call In project of the importance of a wider commitment toward change when replicating this programme. The police officers spoke about the hope for more partnerships which can reflect (be modelled on) the Call In project – across other areas of the city and further afield.

There is some clear evidence that this activity has led to change in how ASP work, including: embedding child/person centred approaches into their work practices; working in partnerships with GK, BCC and other service providers; working alongside Call In mentors. This project appears to have been positively experienced by ASP and is something they are looking to replicate more widely. One of the police interviewees highlighted a notable change in the police involved in the Call In becoming more aware of psychological models, such as child centred and trauma informed services. This is due (in part) to the GK Senior Service Co-ordinator (and other GK staff) drawing officer's attention to these models when working on the project. There is less evidence of ASP changing GK's working practices. Both ASP and GK acknowledge that the police do not commonly work in partnership.

6 Engagement with GK System Change Principles

The Phase 4 evaluation framework outlines nine key principles/assumptions that underpin the GK approach to system change. The extent to which these are evident within the (a) approach and (b) outcomes of the Call In are summarised below.

- **PERSON CENTRED, ADAPTIVE SERVICES:**

The Call In is focused on meeting the clients where they are and tailoring the project to their aspirations and strengths. This enables the project to be adaptive and flexible to each young person. Both GK and ASP are embedding person centred approaches into their working practices and GK are actively supporting ASP to achieve this.

As a result of adopting a more person-centred approach each young person enrolled on the Call In project is receiving support from GK, ASP and the mentors which is tailored to their needs and contextualised by their personal experiences.

There were reflections from interviewees that there were not clear processes in the pilot for when young people exited the project early and that this may have not always led to them being fully adaptive to the client's needs.

- **SUPPORT WORK INFORMED BY PSYCHOLOGICAL THEORY:**

All interviewees spoke about the importance of psychologically informed practice. Staff from ASP discussed their increased understanding of how to work in a child-centred and trauma informed way. Similarly, GK discussed the importance of working with a psychologically informed approach.

Psychological theory is strongly embedded in GK's organisational culture, whilst this is less true of ASP. Through the Call In the participating police officers developed a better understanding of

psychologically informed approaches and began integrating them into their professional practice. As a result, the Call In officers were better able to consider the young person's wider surroundings, including their family, and lived experiences, when providing them with support.

- SERVICES INFORMED BY MCN LIVED EXPERIENCE:

The Call In project involves mentors in the delivery of support services. This is a central component of the project and is identified to be vital to the young person's outcomes. The mentor is recruited based on their understanding of the issues faced by Black and minoritised young people, and communities and of the East Central area. The mentors are supported to become a role model and trusted adult to the young person.

The mentors are supported by GK and receive supervision and training. Combining the mentor's understanding of the issues faced by the clients with the training and frameworks of the Call In programme provides structured and wrap around support to the client.

Community representatives are also invited to sit on the Call In panel and to attend interim evaluation meetings. This is another opportunity to integrate an understanding of the issues faced by the young people into the design and delivery of the Call In project. To date, there is less uptake than hoped for, however, the learning around this has been carried forward into the second Call In programme.

- FOCUS ON INTERPERSONAL RELATIONSHIPS:

Relationships between GK and ASP were evidently important to both parties and have provided opportunities for learning and improving professional practices.

Relationships between mentors and Call In clients, clients and GK staff, and mentors and GK staff were also important. These relationships all served distinct roles in the client's wider experience of the Call In project, but each focused on modelling relationships built on trust.

Interpersonal relationships between ASP officers and Call In clients were important. There were some significant successes with the individual officers involved in the Call In project although it was acknowledged that there was further to go in building trust in these relationships.

- STAFF SUPPORT AND EMPOWERMENT:

There was evidence of staff from GK and ASP working collaboratively and supporting each other to be effective and to develop new ways of working holistically and in partnership.

No direct evidence of staff empowerment beyond learning new approaches to working.

- LEARNING AND REFLECTION:

ASP officers talked about how the Call In has made them more aware of psychologically informed working practices. This learning impacts on the individual officers as well as on the experiences of young people who they are in contact with.

There is evidence that both GK and ASP are considering how this project can create more impact going forwards. This is evidenced in the learning taken into the second Call In planning.

ASP and GK have done their own independent reflections (either as reports or through personal practice) but they have also worked together to use their reflections to shape future rounds of the Call In project.

- DIVERSITY OF PERSPECTIVES & EXPERIENCE:

The Call In drew on GK, BCC, ASP and local community representatives in designing the project and through the regular panel meetings.

The aim to include diversity of experiences was evident in the involvement of community representatives and the positioning of mentors as central in the client's support journey.

- **PARTNERSHIP WORKING:**

The partnership between GK and ASP is clearly working effectively. They acknowledge high levels of trust and respect, which is evident in their ability to challenge each other's approaches.

Partnerships between GK and service providers also appears to work well although these partnerships are less central to the day to day running of the project.

Partnerships between GK, ASP and senior BCC staff are less effective. This was acknowledged in all interviews and future plans have tried to alleviate this by pre-arranging meetings where senior BCC staff are expected to attend.

- **WHOLE SYSTEM APPROACH:**

The Call In is still in early stages but there is evidence of some whole system change and there are mechanisms in place to increase this going forward.

ASP report that there is interest in the Call In from the police force more generally (suggesting that the Call In is creating wider change in the police force).

The Senior Service Co-ordinator sits on other boards and panels in Bristol where she represents the Call In project and shares learning to other government, statutory and third sector agencies.

7 Learning and Next Steps

7.1 Learning and insights

There has been learning around ways of working in partnership, especially between GK and ASP (less so between BCC, GK and ASP). ASP also recognise that they have learnt a lot about child-centred and trauma informed practice from GK.

As the Call In moves into its second round there are clear changes happening around governance from ASP. One interviewee noted that now there is an evidence base and a wider acceptance within the force they are introducing the Violence Reduction Team and Youth Offending Team to try and offer more holistic support through their staffing resources. This participant reflected on how this is a big change in the working practices for officers on those teams who would be used to working with young people who have criminal records for the crimes they committed, rather than being on restorative justice programmes.

GK has expressed an awareness that in the long term this project could be handed back to a community organisation and that this could bring about more positive change.

Both GK and ASP interviews highlighted some issues in the pilot stage with getting local business buy-in in terms of offering employment and work experience opportunities. This is partially due to the small-scale nature of the pilot and the lack of advertising (deliberately). The second stage of this project has already seen improvements in the range of activities and opportunities being offered to the clients.

GK has used learning from the pilot to inform the second stage of the Call In. Similarly, ASP have also made adjustments in how they manage the second Call In project. Changes include, working with GK to develop and clear job description for the community representatives, and increasing the frequency of meetings between GK, ASP and community representatives.

Both GK and ASP represent the Call in project at different local and national events. The GK Senior Service Co-ordinator sits on various boards in local governance where she is able to advocate for the Call In and share the learning with other statutory and third sector bodies.

7.2 Recommendations and next steps

On the evidence of the success of the Call In so far, the GK and ASP have secured another year of funding. The GK Transition and Legacy group have approved an extension of funding and support until Summer

2021 This will enable a further 12 months of Call In project for a new tranche of young people in East and Central Bristol.

In order to support this there is value considering:

- Establishing a clearer role of community representatives and encouraging retainment for the duration of the project
- Give particular attention to the integration of other police departments into the project and ensure that all incoming staff supported to work in a trauma informed and person-centred way.

Should you have any queries about the GK local evaluation or feedback on this report please email Emma6.Griffin@uwe.ac.uk or Richard.Bolden@uwe.ac.uk.