

Goldstein Awards application - SAVI project – North Wales Police, UK.

1. Project Summary

Scanning:

Between July and November 2018 Rhyl experienced a rise in youth related anti-social behaviour and violent crime. Youths were targeting the most vulnerable people in society. Members of the public had lost faith in the police with a perception of no action being taken. Comments were posted on Facebook sites “Restoring Rhyl” and “Rhyl Forum” such as “Feral kids running riot and the police are nowhere to be seen”.

Police involvement steadily increased with officers being approached by the public, retailers and local councillors expressing concerns. The level of violence had increased not only on members of the public, but within their own groups. It had the potential to become unmanageable with an increase of 120% in the incident numbers over previous levels.

Analysis:

Statistical data from North Wales Police systems, public surveys, youth consultation and local officers’ knowledge identified peak times and problem areas. The data identified that at peak times for ASB, youth provision was lacking in the problem areas.

Data identified a key cohort of offenders, each was RAG rated and reviewed individually. Key factors in the behaviour of groups were then drawn out. Amongst the features identified were peer pressures, deprivation, and lack of parental guidance.

There was a need to improve partnership working with key partners to implement a joint approach.

Response:

A police response was required to tackle the immediate threat, whilst a partnership group was formed to identify available services, to assist in long term demand reduction. Outreach teams built trust and encouraged youths into diversion activities, whilst creating relevant youth provision for socialising and receiving advice/support. In addition a long-term plan was developed to provide sustainability and ensuring provisions remained relevant to evolving youth needs.

The responses were put together focused on differing RAG ratings within the group identified; those in red were the target for specific enforcement actions.

Assessment:

The area traditionally has a poor relationship with the police. Through the project we have seen an increase of 320% on youth engagement from the provisions already in place before the project. This has led directly to a 70% increase in youth reporting of crime in the area. 1,000 free meals have been given to youths in a deprived area.

- Anti-social behaviour has reduced by 20% in Rhyl.
- Youth related violence by 64% from identified problem period, and 25% on overall yearly figures.
- The project has delivered a benefit of £256,460

2. Project Description

Scanning:

Rhyl is a small coastal town in North Wales with a population of 25,000. Once a thriving Victorian seaside resort the area dramatically declined in the 1990's, however it is still considered a family destination. The Welsh Index of Multiple Deprivation (WIMD) official statistics for 2019 indicate that west Rhyl is home to the most deprived communities in Wales. West Rhyl features in the top 10 most deprived for health, education, housing, income, physical environment and access to services.

Source: Stats Wales – Top 10 most deprived areas in Wales, evidenced in table 1.

Historically like many towns small groups of youths would congregate and cause Anti-social behaviour (ASB) in certain areas. However by November 2018 local officers were noticing increases both in terms of frequency and in the sizes of groups causing ASB. It was becoming resource intensive, with officers playing cat and mouse with the offenders, resulting in negative interactions. This highlighted that the police could not solve the problem in isolation and alternative methods of engagement were needed to address the difficulties.

Youths were targeting the most vulnerable people in society with intimidation and assaults, with escalating consequences. Examples of the offences included the stealing of motability scooters from elderly vulnerable people, resulting in them losing their independence and the ability to leave their own homes alone. An elderly male walking his dog near his home was subjected to unprovoked attacks, sadly the same youths have targeted him more than once. Assaults escalated in nature, with alarming consequences. A homeless lady was targeted while she was asleep in her tent. The tent was set on fire, with the exit being blocked by bricks, preventing her quick escape, resulting in

burn injuries to her face and hands and putting her life at risk. A vulnerable male with complex mental health issues has been attacked on a regular basis, sustaining serious injuries, one being a broken arm. It had also been noted that the level of violence had increased not only on members of the public, but within their own groups.

Officers noted that a number of youths were always present during the ASB but would often act as a leader, directing the group rather than offending themselves. Initial information showed that the west end of Rhyl was the most effected with over 75% of ASB incidents occurring there or within the town centre. By October 2018 the issue was reaching a peak with 62 incidents of youth ASB recorded, an increase of over 180% from July's figures. This bucked the traditional trend where increased ASB is usually expected in school summer holidays (July – September). Weekends were not seen as being problematic with more offending taking place during weekdays. Violent crime offences committed by youths had also seen a significant rise and in October 2018 28 offences were committed an increase of 120% from July's figures.

This was having a detrimental effect on the economy in Rhyl, as the general public had fears of entering the town centre, in particular in the late afternoon/early evening period. The Rhyl Business Group indicated that trade was being affected; other community groups informed us that they stayed away from the town centre where possible. A number of community forums, highlighted that local youths were out of control and comments on social media highlighted the frustrations of the community and the perceived lack of enforcement.

As an area in which deprivation and social issues have long been noted the area of the west end of Rhyl was subject to multi agency focus. However there was a general feeling that they were not all acting together and in some ways their efforts were contradicting or conflicting with others and that there was a lack of cohesion between the groups. Like so many communities where resources are scarce and no focal point exists to provide a common, harmonising purpose to the population of a

town, community development in Rhyl has been plagued by a somewhat fractious and factional history.

It was clear from the focus on the issue by local business groups, the community through social media and through increased offending that a co-ordinated multi-agency response was required.

Analysis:

In depth analysis from North Wales Police systems between July 2018 and November 2018 provided a crime overview, with some areas showing clusters of three or more as highlighted in table 2. The main focus was around who was offending, what the offences were, what areas incidents were taking place and peak dates and times of offending. These crimes were then filtered to show occurrences where the offender was under 18 years old, which brought back 190 incidents. These incidents were then subject to analysis to gain an understanding of what areas, dates and times were the busiest and who the offenders were.

86 incidents out of the 190 incidents involved direct causing of harm (45%) related to violence, with 49% of these offences being committed by an acquaintance and 21% by a stranger. Public order accounted for 21% of the crimes, arson and criminal damage accounted for 11% and theft 9% of the total number of crimes during the reporting period. The percentage of violence against the person was a particular cause for concern, by far topping the offence types in table 3.

The data showed that Thursday's and Sunday's were the busiest days for youth crime to be committed. On those days there was a peak in reports of youth related incidents between 2pm and 9pm; with a lull in incidents around 4pm, a breakdown of data can be found in table 4. Further analysis was produced for the months of September to November to establish if there was any variation in the offending rate in comparison to the school summer holidays in July and August. This

showed peak days and times remaining the same, as did the identified repeat individuals. Analysis of repeat locations was undertaken with streets which had five or more offences within this time period, 87 incidents being identified in repeat areas. These primarily happened in certain repeated wards – Rhyl West and South West. No one particular street stood out more than any other.

As a result of the issues faced in Rhyl a list of 27 youths were identified as being the cause of the bulk of youth related crime and ASB, with 16 of them offending more than three times and responsible for 53% of the overall crime. One individual was involved in significantly more occurrences than any other offender. Using the force's normal response a Youth ASB warning would be issued, generating a letter to the child's parents. This tactic did not appear to have an effect on certain individual's behaviour, resulting in them continuing to commit crime or ASB, with the warnings seen as a badge of honour. The offenders had no respect for the criminal justice system or reprisals for their actions, the thrill far outweighed the consequences

The youths were identified and rated red/amber/green, dependent upon the risks they posed to the public and the volume of incidents committed by them. It was clear that one response would not fit all.

4 - Red

11 - Amber

12 – Green

Multi agency meetings were conducted to establish who had a strong working relation with each individual on the RAG rating. This method ensured that all relevant agencies could share information and prevent dual working, which had been experienced previously. The majority of those on the green rating were younger siblings or associates of those on the red and amber scale. It would be just as important to engage with this group to prevent their behaviour escalating, possibly in a group setting, either via their schools or within the youth provision.

Analysis showed from data held on multi-agency systems that those involved could be expected to have limited or no parental guidance and responsibility, especially with those that were rated red and amber. The majority were from deprived areas of Rhyl, with most of the families known to services.

Considering the problem analysis triangle it was clear that the victims were primarily the public and businesses in the area. However the youths themselves can be reflected upon as victims of the deprivation and poor life experience in this part of Rhyl. The locations varied almost daily and clearly there was little that could be done there. The youths themselves were the focus as victims and suspects, many lacked parental guidance as managers or as guardians. Therefore support and third sector agencies were critically important. McDonald's were guardians and managers as many youths congregated there before going on to commit offences in the surrounding area, this was having a negative impact on the business, and effecting customers.

Police were one of the managers for the town centre, conducting high visibility policing during peak times, focusing on key areas, this proved to be ineffective and became somewhat of a game, the young people would increase in numbers for the thrill of being chased with minimal repercussions. CCTV was historically a valuable crime prevention tool for the town centre, however due to budget cuts this impacted heavily on the service CCTV could provide. A fact that no doubt contributed as it was common knowledge that it was not monitored.

An early part of the partnership process was to map existing youth provision and facilities. To understand different ways of working and gaining an understanding of the assets, in a broader sense, that exist within the wider community; including knowledge, experience and energy of staff, volunteers and young people. We were then better placed to harness those assets to maximise the benefit for the community. This showed that youth centres were open at the same time in neighbouring areas, competing for the same groups to attend. There were gaps with some days not

being covered at all. Some groups noted that the youths they wanted to attend were staying away and that the amount of youths attending had dropped over the previous 12 months.

The fact that there were youth groups available did allow us to conduct some consultation with youths that attended. It was noted that many of these were not those who were the suspects of the wider ASB and crime, however they were either associates or sometime attendees. This identified that they did not have anywhere to go where they felt safe and could call their own. McDonalds on the High Street and its curtilage was identified as a key problem location. The young people stated that they felt victimised by the staff and management when in large groups, even when they were not causing issues. This in turn led to avoidable confrontation between the parties and complaints to the police. McDonalds in the evening was deemed as an undesirable venue for families, due to the large congregation of youths and their disruptive behaviour. The attraction to the location was free WiFi, the ability to charge electronic devices, warm dry well- lit premises with cheap refreshments.

From the analysis a number of hypotheses were developed as to why the problem was occurring:

- 1) The youths commit crime/ASB as they do not think there are any consequences to their actions.
- 2) They behave in this way due to them being bored, having nothing to do, and nowhere to go.
- 3) The ring leaders have no parental guidance and influence their peers.
- 4) The majority of youths involved in the ASB and crime reside in areas of serious deprivation and are from families suffering from poverty.
- 5) Many of the youths involved in the ASB and crime have experienced a multitude of ACE'S in their home lives.

Response:

The aim of the Police and this POP was to reduce youth related crime and disorder; this would be achieved through a mix of enforcement and through partnership working. These led us to bring a group of initial partners together and formalise objectives that we wanted to work with partners towards. This group included Police, youth groups, schools and third sector agencies. From the earlier and broader partnership meetings emerged a smaller number of participants to form a group tasked with coordinating activities and bringing the project to fruition.

Objectives:

- To reduce youth related ASB/crime
- To improve facilities in youth provisions shown through attendance figures.
- Built trust and encourage participation in youth diversion tactics.
- Built stronger relationships with partner agencies, working alongside the police towards a holistic solution.
- Created a long term plan with key partner agencies to develop ways of increasing youth resilience to help cope with ACE's.
- There are no time constraints. Working with youths from different social backgrounds can be difficult and take time to engage with.

From the RAG rating of the youth offenders we were able to tailor responses that would suit the needs of individuals. The top four offenders, rated red, refused to engage with police or professional agencies. It was imperative therefore that these young people were dealt with expeditiously through the youth justice system to prevent them having a negative influence on their peers and to reduce imitational behaviours. We then focused on the young person's individual needs, taking into account

their home environment and personal difficulties. The following categories of response were considered with elements of all being used.

Enforcement

The initial response was to tackle the immediate threat by utilising high visibility police patrols. Whilst evidence suggested that this tactic had limited results, it was important for public perception that the police were seen to be responding to the issue and taking appropriate action. The focus was on education and speaking with parents.

The four young people deemed problematic, red on our RAG, were adverse to engagement and continued to display a lack of conscience; as a result they were dealt with by the Youth Justice Team and the courts. This in turn had a positive effect on those at risk of following their example, by removing negative peer pressure and reducing imitation.

Partnership

Due to agencies working in silo it was imperative that a working multi-agency partnership was established, to deal with the immediate threat and to also devise a long term, sustainable solution. In order to arrive at a set of shared goals, we needed to confront challenges and embrace the opportunities of bringing together an otherwise disparate collection of community groups and organisations, which in itself brought challenges.

It was important for partners to explore differences in approach and share ideas of good practice, to acknowledge and overcome historical differences and to define a shared sense of what success would look like ensuring the project remains focussed and avoiding mission creep. Underlying the process so far has been a tremendous enthusiasm and generosity of spirit typified by the local schools committing staff time and facilities without charge. Partners have undertaken much of the

foundational work, including outreach with young people, on a voluntary basis. Joint planning and shared governance ensure the efficient allocation of resources and expertise.

Education

Experienced partnership practitioners were utilised for one to one intervention to engage with individuals at serious risk of exploitation and becoming more entrenched in criminality. Youths that were lower down on the scale of criminality (green on our scale) and were open to change were engaged first. Third sector agencies engaged with schools and gave those interventions as part of the school day.

North Wales Police facilitated training to all partner agencies on safeguarding, child sexual and criminal exploitation, modern slavery, online grooming and knife crime, in order to improve awareness and facilitate sessions for the youths in their own youth club, not being police delivered being a hugely important factor.

Deflection

A priority was to replicate the provision provided by McDonalds, indicated by our youth engagement; this would in turn have a positive impact on the ASB in the town. Agencies worked together to create a youth café model that provided similar facilities under one roof. In addition relevant agencies could engage with young people on a casual basis within their own environment, thus opening the doors to more tailored support.

To pre-empt a rise in youth ASB and crime during the summer school holidays, a collaboration of agencies facilitated a diverse program of events reflecting the interests of local youths, with outreach workers diverting young people to suitable provisions. A more structured approach to

youth service delivery utilising positive role models and offering volunteering opportunities and qualifications to increase aspiration and direct youths on a more positive life path.

Assessment

The objective of the plan was to reduce youth involvement in anti-social behaviour and violent crime. By May 2019 a number of responses had been put in place, most notable the co-ordinated detached youth work, the full set of responses by the end of August. Overall the data showed that there had been a substantial reduction in the area. Anti-social behaviour figures in our two identified problem areas Rhyl West and Rhyl South West show a reduction in 19.4% and 19.7% respectively, as in table 5. This is well above against a forcewide reduction of 10%. Youth violence showed a reduction of 64% over the same problem period (Sept – Oct) in 2020 over the 2019 high. Overall a reduction of 25% was achieved in 2020 (over 2019 figures) in youth related violent crime, breakdown in table 6.

Indeed the comparative data for the days of the week per incident reported shows that on a Thursday, the day that was the highest in 2018 data the figures for 2019 have reduced by 64%. Thursday is one of the days that the youth café is open in conjunction with outreach work being completed. An early part of the partnership process was to map existing youth provision and facilities, to understand different ways of working and gaining an understanding of the assets, in a broader sense, that exist within the wider community. Analysis in table 7 indicated that Wednesday had become the day most crimes were now committed, this was due in part to there being no intervention in place on Wednesday. Outreach work was diverted to engage with the young people on the streets to alleviate the impact on this day.

Local youths participated in the planning, design and development of a new facility and activities.

The creation of a safe space with Wi-Fi, affordable drinks and food has enabled young people to be expressive whilst sharing their skills with peers and having the confidence to try new things.

This participation approach has continued with young people running activities within the youth café, ranging from cooking, to assisting with administration and activity planning. Free meals have been on offer to participants, in a social deprived area to ensure that each person is getting at least one meal per day. This reward for engagement has paid huge dividends 199 youths have been engaged by Brighter Futures, and 126 by West Rhyl Young People's Project, this is a 320% increase. We have also seen youth reporting of crime rise. This demonstrates the increased confidence of youths in the area of Rhyl in reporting crime and positive interaction with the police, table 8 shows the findings of the four principal partners of the project.

This was also about elevating the particular qualities of effective youth and community work practice and learning from youth workers about how best to engage and build relationships with otherwise reluctant young people. Their role as trusted and inspiring adults is key to the ongoing appeal of provision and will determine the likelihood of bringing about change for young people and the wider community. By increasing the numbers of youths and frequency of contact they have engaged with young people who had been intoxicated or at risk of substance misuse around related issues, such as personal safety, responsible drinking, risky behaviour and sexual health. They have observed the potential for young people to be involved in child sexual and criminal exploitation, and responded directly to offer support and pass on information to relevant agencies when necessary.

The detached outreach youth work has been particularly successful in introducing many groups and individual young people to the youth café, accompanying them to the building on a number of cases. These young people would not have access to this provision otherwise, and this action guided them from the street into a safe environment. Workers identified areas of the town frequented by young people, as a result, accessed some of the most vulnerable people in the area. Detached youth

workers have worked with the police on the street to intervene in volatile situations, thus preventing unnecessary escalation.

The reduction in offending translated directly into reduced call for service. We saw a decrease in youths hanging around the High Street and causing ASB at McDonalds. Initial displacement of youths to a bus/train station was addressed through the work of officers in partnership with British Transport Police and staff at the location, detached youth work was diverted to the location.

A number of side benefits have been experienced;

- 1,000 free meals have been provided by the youth café
- The youth managed space has facilitated important sessions be delivered (CSE, CCE, County lines) with far better buy in to the messages delivered.
- Ability for 3rd sector youths groups to share premises and obtain funding through co-operation
- Increases youth reporting of crime, up by 70% over 2018 figures in our target area.

Critically reviewing the responses it is clear that greater youth involvement in some activities provided would have prevented wasted efforts. This was particularly seen in the provision of cinema screenings the age range of the target group, being 11-17 years, the cinema screenings showed films appropriate for all within this age range. This caused some limitations in titles, with older youths were not interested in seeing the films, or the idea of watching them with younger children. Future screenings were targetted at the 15+ age range, with young people able to pick from a list of films shown in the youth café as an alternative. This type of review has enabled partners to recognise what works and what doesn't, allowing the working group to tailor responses for the benefit of the young people.

The SAVI initiative through a problem solving approach has directly reduced the youth offending in the target areas, reduced the harm caused to victims as well as the calls for police service, a comparable graph in table 9 indicates the effectiveness. It has increased the quality of life of youths within a socially deprived area through the provision of meals, a safe space, introduction of positive role models and providing of information that would not normally be reached these hard to reach youths. Through the work of Professor Geoffrey Berry, and the college of policing a case study has estimated the benefit to be £256,460 with an average benefit of £14,248 per week. The gross benefit ratio shows that for every £1 spent on the project will it deliver £7.11 worth of benefit. This is likely to be a conservative estimate due to the amount of benefits that cannot be measured, such as the effect on the future of these youths. Table 10 has been compiled by Professor Geoff Berry to clarify the cost benefit process and he fully supports the SAVI project and its application to the Goldstein awards panel, as can be evidenced in appendix 11.

3. Agency and Officer Information

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Key Project Team Members

North Wales Police

West Rhyl Young Peoples Project

Brighter Futures

Wicked Wales Cinema

Rhyl High School

Christchurch Primary School

Denbighshire Taekwondo

Barnardos

Street Games

St Giles Trust

Fearless.org

Welsh Rugby Union

Llandrillo College, Rhos-on-Sea

4. Appendices

Table 1– Top 10 most deprived areas in Wales (Source: Stats Wales)

COUNCIL	WARD	WIMD RANKING
Denbighshire	Rhyl West 2	1
Denbighshire	Rhyl West 1	2
Caerphilly	St. James 3	3
Rhondda Cynon Taf	Tylorstown 1	4
Bridgend	Caerau (Bridgend) 1	5
Rhondda Cynon Taf	Penrhiwceiber 1	6
Merthyr Tydfil	Penydarren 1	7
Caerphilly	Twyn Carno 1	8
Wrexham	Queensway 1	9
Newport	Pillgwenlly 4	10

Table 2 – Area where incidents occurred during analysis period

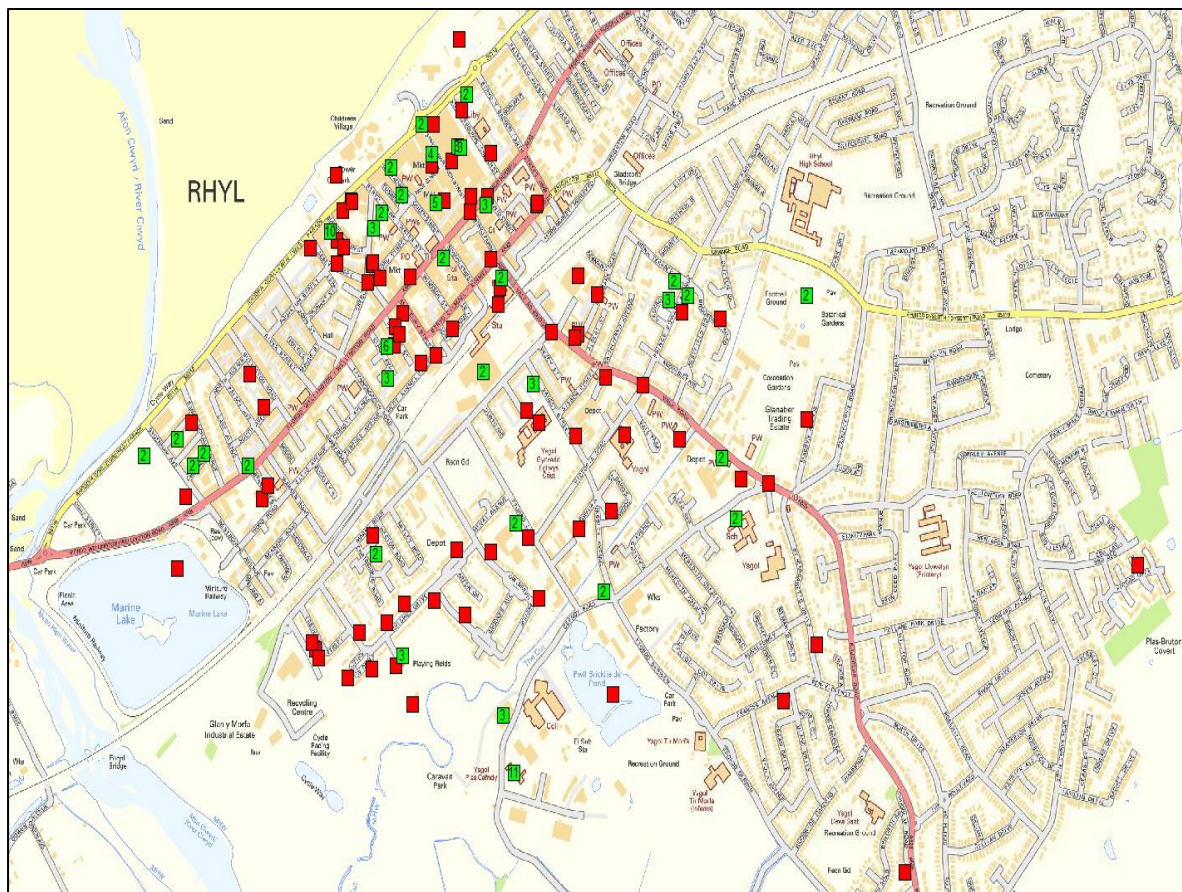


Table 3 - Crime overview

Offence HO Group1	Total
VAP	86
Sexual Offences	4
Burglary Residential	3
Burglary - Business and Community	5
Theft	17
Theft of Vehicle	3
Arson & Criminal Damage	20
Drug Offences	5
Possession of Weapons	1
Public Order Offences	39
Misc Crimes Against Society	7
Grand Total	190

Table 4 – Breakdown of days and time of incidents

day	0	1	2	3	4	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Grand Total	
Monday	1	1						1	2	1	4	1	2	2	1			1	2	1				20
Tuesday	4	1						2	2	3	2	2	4	4	3		1	1	1		2			32
Wednesday	4		1					1		1	1	2	3	2	3	1	3		4	2	2	2		32
Thursday	2		1			1	1	3		2			3	2	3	2		2	5	1				28
Friday	2				1		4	2	1	3			3	1	1	1	3	2	1		2			27
Saturday			1					2	1	1	1		4	2	2			1	1	2				18
Sunday		2	2					1		1	1		3	3	2	3	1	5	7	1		1		33
Grand Total	13	1	3	3	2	1	1	9	10	8	11	10	21	16	16	8	8	12	21	7	6	3		190

Table 5 – Anti social behaviour reduction

Wards	YTD	LYTD	% Change
Denbighshire Coastal	1,395	1,564	-10.8%
DCW09 - Rhyl South West	147	183	-19.7%
DCW10 - Rhyl West	337	418	-19.4%

Table 6 – Crime reduction (Sept – Oct, 2018 v 2019)

Crime Type	2018	2019	% change
Violence with injury	8	5	-38%
Violence without injury	17	9	-47%
Burglary - Business and Community	1	0	-100%
Bicycle Theft	3	0	-100%
Shoplifting	3	0	-100%
Other Theft	2	0	-100%
Theft of Vehicle	1	0	-100%
Criminal Damage	5	2	-60%
Possession of Drugs	1	2	100%
Public Fear, Alarm or Distress	14	3	-79%
Racially or Religiously Aggravated Public Fear, Alarm or Distress	1	0	-100%
Other Offences against the State or Public Order	2	0	-100%
Threat or Possession with Intent to Commit Criminal Damage	1	0	-100%
September to Mid-October	59	21	-64%

Table 7 – Day and time analysis when project was established

Row Labels	0	1	2	3	4	7	9	11	12	13	14	15	16	17	18	19	20	21	22	23	Grand Total	
Monday									1					1			1					3
Tuesday		1				1			1		3				1	2		1				10
Wednesday			1	1	1	1	1		1	1	2	1	3	3	3	6	1	2	1			28
Thursday								1	1		1	4		1		2	2					12
Friday				1							1	1	1	2	1		1	1				9
Saturday									2				1		1	3	2	4	2	2		17
Sunday		1	1					1		2	1	1				1						8
Grand Total	1	1	1	2	1	1	2	6	1	8	9	3	8	8	10	14	5	4	1		87	

Table 8 – Youth engagement

Organisation:	West Rhyl Young People’s Project – Outreach Work
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2018	101
2019	126
Increase	25

Organisation:	West Rhyl Young – Youth Cafe
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2018	0
2019	199
Increase	199

Organisation:	Wicked Wales Cinema
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2018	0
2019	77
Increase	77

Organisation:	North Wales Police – Crimes reported by youths
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2018	69
2019	99
Increase	30

Table 9 - Comparable calls for police service 2018 and 2019

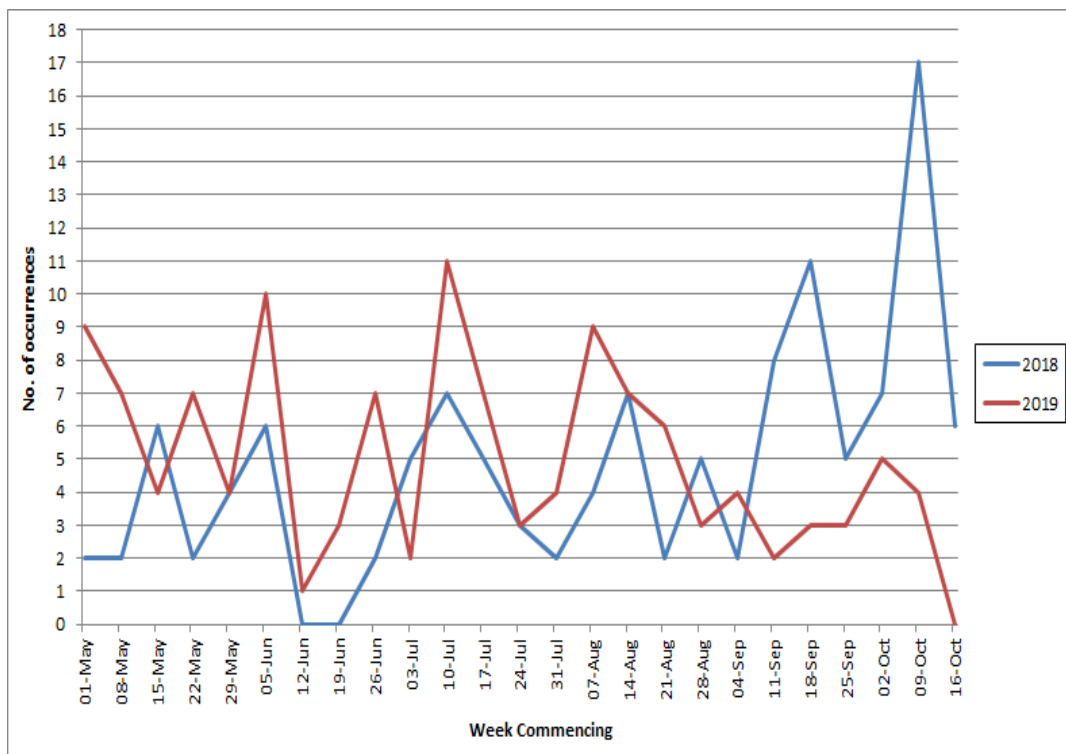


Table 10 – Cost benefit model

PRE-INTERVENTION	£
• Victimisation	656,970
• Resourcing the problem	270,153
(A) COST OF PROBLEM – SUB TOTAL	927,123
POST-INTERVENTION	
• Victimisation	447,250
• Resourcing the problem	181,470
(B) COST OF PROBLEM – SUB TOTAL	628,720
(C) COST OF INTERVENTION	41,943

GROSS BENEFIT (A-B) - £298,403
GROSS BENEFIT RATIO (A-B)/C - Every £1 spent on the project will deliver £7.11 worth of benefit (cost saving/release)
BREAK-EVEN ATTRIBUTION C/ (A-B) - 14.1% attribution will deliver a cost break-even i.e. £41,943 on the intervention will deliver an identical level of benefits (cost saving/release).
NET BENEFIT (A-B-C) - £256,460
AVERAGE WEEKLY BENEFIT - £14,248

11 – Endorsement from Professor Geoff Berry

The SAVI project has played a pivotal role in the development of a ground breaking piece of applied research in the UK. This research set out to develop a cost-benefit model, specifically aimed at crime prevention activity, and was funded by the UK Home Office, through the College of Policing, Problem Solving and Demand Reduction programme. While cost-benefit analyses have become more common in policing in recent years, it is thought that this is the first time that a model has been developed to specifically focus on preventative activity. The links to problem solving are clear, particularly through the focus of the funding body.

The SAVI project became the key host site for the cost-benefit work, assisting in the development and testing of the model. It was chosen from over 20 potential sites as it was clear in its aims and objectives, strongly managed and able to show measurable impacts. The cost-benefit work is now complete and the model is due to be published by the College of Policing in May 2020.

Through the analysis, we were able to show that to date, the SAVI project has delivered a minimum net benefit of £256,460. It is stressed that this is a minimum benefit. The likely benefit is likely to be significantly higher, when intangible measures such as impact on broader society and life prospects of project participants are taken into account.

I wholeheartedly support and endorse the SAVI project and its application to the Goldstein awards panel.

Professor Geoff Berry
Project Manager
Cost-Benefit Model for Crime Prevention project
Problem Solving and Demand Reduction programme
College of Policing