

**VIOLENCE
REDUCTION
NETWORK**

**LEICESTER, LEICESTERSHIRE
& RUTLAND**

**Response Strategy:
Preventing Serious Violence**

**Leicester, Leicestershire
and Rutland**

2020-2023

Updated February 2022



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1. Introduction

Background

In 2018 the Government published the Serious Violence Strategy in response to national increases in knife crime, gun crime and homicide. The following year Home Office funding was announced and allocated to 18 police force areas across England and Wales for the purpose of establishing a local Violence Reduction Unit (VRU). Based on the Scottish model, the expectation on VRUs is to adopt a public health approach in understanding and responding to serious violence in their local area. The core function of VRUs is prescribed as:

“...offer leadership, establish a core membership and, working with all relevant agencies operating locally, provide strategic co-ordination of the local response to serious violence”.

The Police and Crime Commissioner for Leicester, Leicestershire and Rutland (LLR) successfully secured funding and established the Violence Reduction Network (VRN) in September 2019. With the core membership comprising of partners from across the system and supported by a central co-located team, the VRN seeks to collaborate with communities, organisations and existing partnerships to tackle the root causes of serious violence. The primary focus since 2019 has been on preventing and reducing public place violence with a particular focus on young people (under 25s).

The Government’s Beating Crime Plan (2021) sets out its strategic approach to reducing crime, including serious violence, and makes reference to the forthcoming Serious Violence legal duty. This will place a statutory responsibility on specified

organisations and Community Safety Partnerships (CSPs) to adopt a public health approach in tackling serious violence locally. There are other recent and relevant policy changes including the Tackling Violence Against Women and Girls Strategy (2021) and the ‘From Harm to Hope’ Drugs Plan (2021); the VRN will be working with the local Strategic Partnership Board and CSPs throughout 2022 to explore how we can strengthen connections between these policy areas in delivering our shared commitment to prevent and reduce *all* types of violence.

This Strategy

This three-year strategy was first published in 2020 and this refreshed version outlines the programme for the final year. It is based on the assumption that LLR will receive further grant funding from the Home Office, although a significant proportion of the planned activity will be delivered within existing resources. The intention is to undertake a more comprehensive review during 2022 as the local partnership mobilises for the Serious Violence Duty.

This strategy sets out the LLR-wide strategic response to public place serious violence affecting our young people and communities over and above the many routine services and interventions already being delivered. It spans several current and developing place-based strategies including the City’s Knife Crime and Serious Violence Strategy published in 2021 (7). These strategies offer a more localised response at CSP level.

This LLR-wide strategy illustrates how the VRN adopts a public health approach, uses data and

evidence to understand serious violence and its root causes, invests in evidence-informed responses and evaluates impact with a view to longer-term investment if found to be effective.

It draws on the findings and recommendations of previous Strategic Needs Assessments including the most recent version published in February 2022 (7) and draws on our learning to date. It also provides an outline of the VRN’s approach such as our core principles and our Violence Prevention Framework. These can be used by all partners to develop internal and multi-agency policy and practice in a way which is consistent with the evidence-base and makes a positive and effective contribution to our local violence prevention system.

The strategy then sets out priorities, planned activity and success measures across four strategic themes:

1. Leadership and Cultural Change
2. Data Sharing, Evidence and Evaluation
3. Prevention
4. Criminal Justice and Enforcement

Finally, the VRN’s Monitoring, Evaluation and Learning Framework and current governance structure and are outlined.

2. About the Violence Reduction Network

Vision and Mission

We are ambitious in our vision given the devastating impact that violence can have on children, young people, families and communities. All people, and in particular children, have a right to be safe and live their lives from violence. We recognise the multiple challenges involved, particularly following the Covid-19 pandemic, but as the causes of violence are preventable, we believe it is possible to make significant strides towards realising our vision:

VISION

We believe violence is preventable.

Our vision is for Leicester, Leicestershire and Rutland to be a place where people can lead their lives free from violence and the fear of violence.

The causes of violence are multiple and complex and therefore the solutions lie across the system; within and across communities and a diverse range of organisations. We believe everyone has a role to play but it is particularly important to involve those individuals and communities most affected by violence. Collaboration and courage are vital. This has informed the approach that we have taken in establishing a Network (rather than a Unit) and is reflected in our mission:

MISSION

Our mission is to achieve 'prevention through connection' by building an inclusive, collaborative and courageous network which will drive the short and long-term change required to successfully tackle the causes and consequences of violence.

Focus

The VRN embraces the World Health Organization's (WHO) broad definition of violence:

"The intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation". (WHO, 2002)

The current focus of the VRN's work and this strategy defines serious violence as *public place violence resulting in significant physical injury with or without weapons*. This includes all ages although we have a priority focus on under 25s. Our definition is drawn from applicable crime types within Home Office crime groupings: Homicide, Violence with Injury and

Robbery. Sexual violence and/or serious violence in domestic settings, such as domestic abuse, are currently excluded.

Although our focus is on public place serious violence, we recognise the multiple forms of violence affecting communities and young people, and the links between different types of violence. Research highlights these connections, together with the common risk and protective factors and the importance of deploying strategies which simultaneously address multiple forms of violence. We will therefore continue to collaborate with other local Boards and partnerships, and invest in strategies to prevent wider harm affecting our communities. During 2022 and in preparation for the Serious Violence Duty, we will also review the focus of the VRN's work.

VIOLENCE REDUCTION NETWORK
PREVENTION THROUGH CONNECTION

**VIOLENCE REDUCTION NETWORK
SERIOUS VIOLENCE DEFINITION**

PUBLIC PLACE VIOLENCE RESULTING IN SIGNIFICANT PHYSICAL INJURY WITH OR WITHOUT WEAPONS

CRIME GROUPS

- Homicide
- Violence with injury
- Robbery

INITIAL PRIORITY FOCUS

Serious violence by or against a person under 25 years old

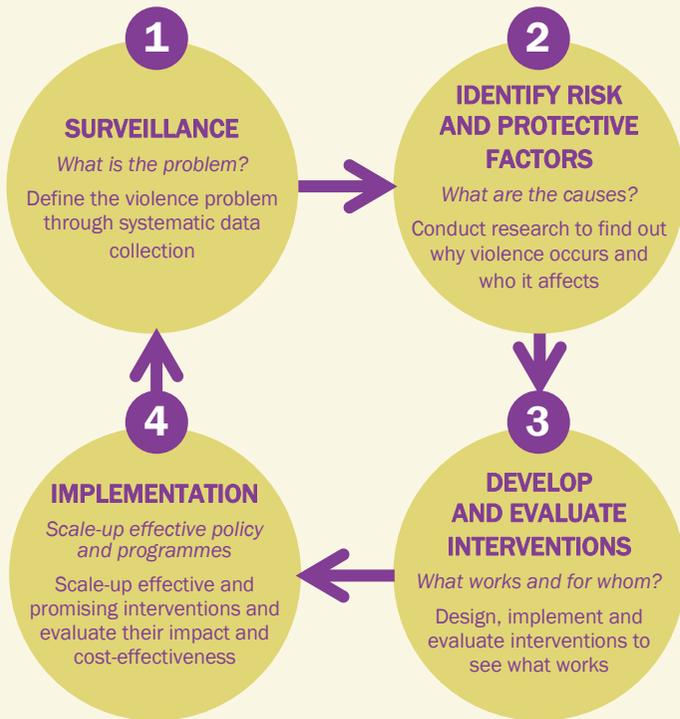
HOME OFFICE COUNTING RULES CRIME TYPES

Murder | Manslaughter | Attempt murder | Assault with intent to cause serious harm | Endangering life | Assault with injury | Racially or religiously aggravated assault with injury | Robbery of business property | Robbery of personal property

3. Our Approach

A Public Health Approach

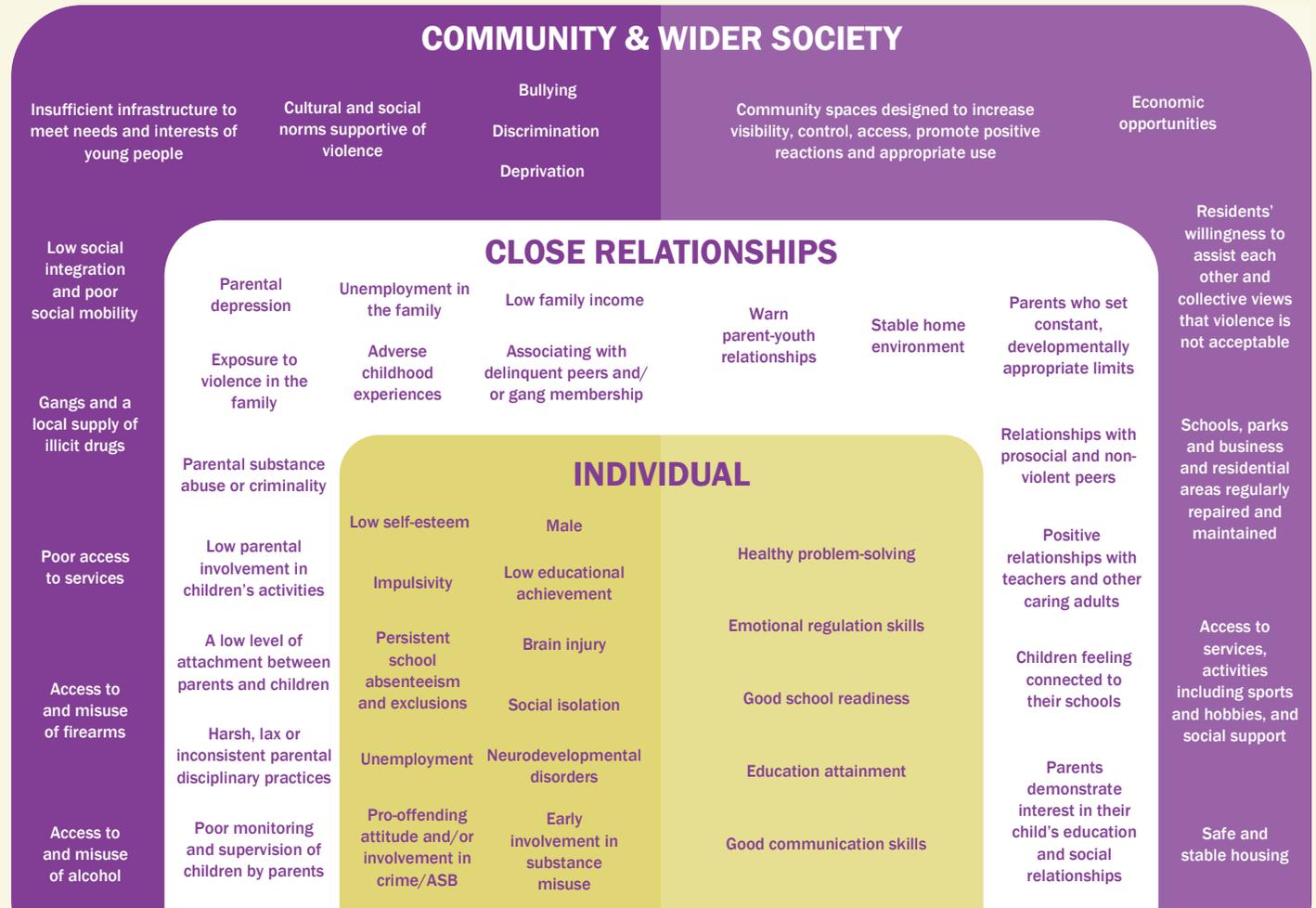
The VRN has incorporated a public health approach into its processes, principles and framework. Our work continuously follows the public health four-step process as outlined below:



The four steps of a public health approach to violence prevention (World Health Organization, 2002)

In understanding and responding to the risk and protective factors of serious violence, we will continuously operate across all four levels of the public health ecological framework to ensure that strategies address not only individual level factors but also those that occur within relationships and the wider community and societal context.

Our SNA highlighted the known risk and protective factors relating to violence affecting young people and a summary is provided below. We will continuously seek to align resource to reducing risk factors and strengthening protective factors in the design and delivering of strategies and interventions.



RISK FACTORS

PROTECTIVE FACTORS

Our Core Principles

Drawing on a public health approach, we have developed and agreed seven core principles which will guide all elements of our work. These are:

- 1 Empower everyone, including young people and communities, to play a role in preventing violence.** We will seek to widen involvement, particularly amongst those most affected by violence, so that solutions are more relevant, responsive and effective. We will also promote leadership amongst young people, communities and at all levels in organisations to build capacity and the reach of our work.
- 2 Secure maximum impact through maintaining a population focus.** When allocating resources and targeting prevention activity we will ensure this reaches the populations most at risk and impacts positively on reducing inequalities.
- 3 Ensure our work is evidence-informed.** We will use data and gather knowledge from a range of sources to improve our understanding of the nature and causes of violence locally and shape our response. We will seek to share this knowledge across and beyond the Network so to promote a shared understanding and improve effectiveness.

- 4 Adopt a life-course approach.** We recognise that prevention holds the greatest potential if we invest in healthy child and adolescence development, actively support transitions and promote resilience in individuals, families and communities. We will seek to prevent violence at the earliest opportunity and within each developmental stage in life with a particular emphasis on early year's development and relational, contextual and trauma-informed approaches.
- 5 Promote and support whole-system thinking and action.** We will continuously seek to lead and collaborate across the whole system, promoting joint working and problem-solving between agencies and within communities where challenges or barriers arise.

- 6 Add value and create sustainable solutions.** We will seek to strengthen existing structures and services wherever possible including investing in capacity and asset-building. We will invest additional resource only where there are identified gaps and with a view to making the case for mainstream investment.
- 7 Aim to continuously learn and improve.** We will assess the effectiveness and impact of our work including seeking stakeholder feedback, evaluating interventions and sharing learning across the local and national violence reduction and prevention network.



3. Our Approach

Our Violence Prevention Framework

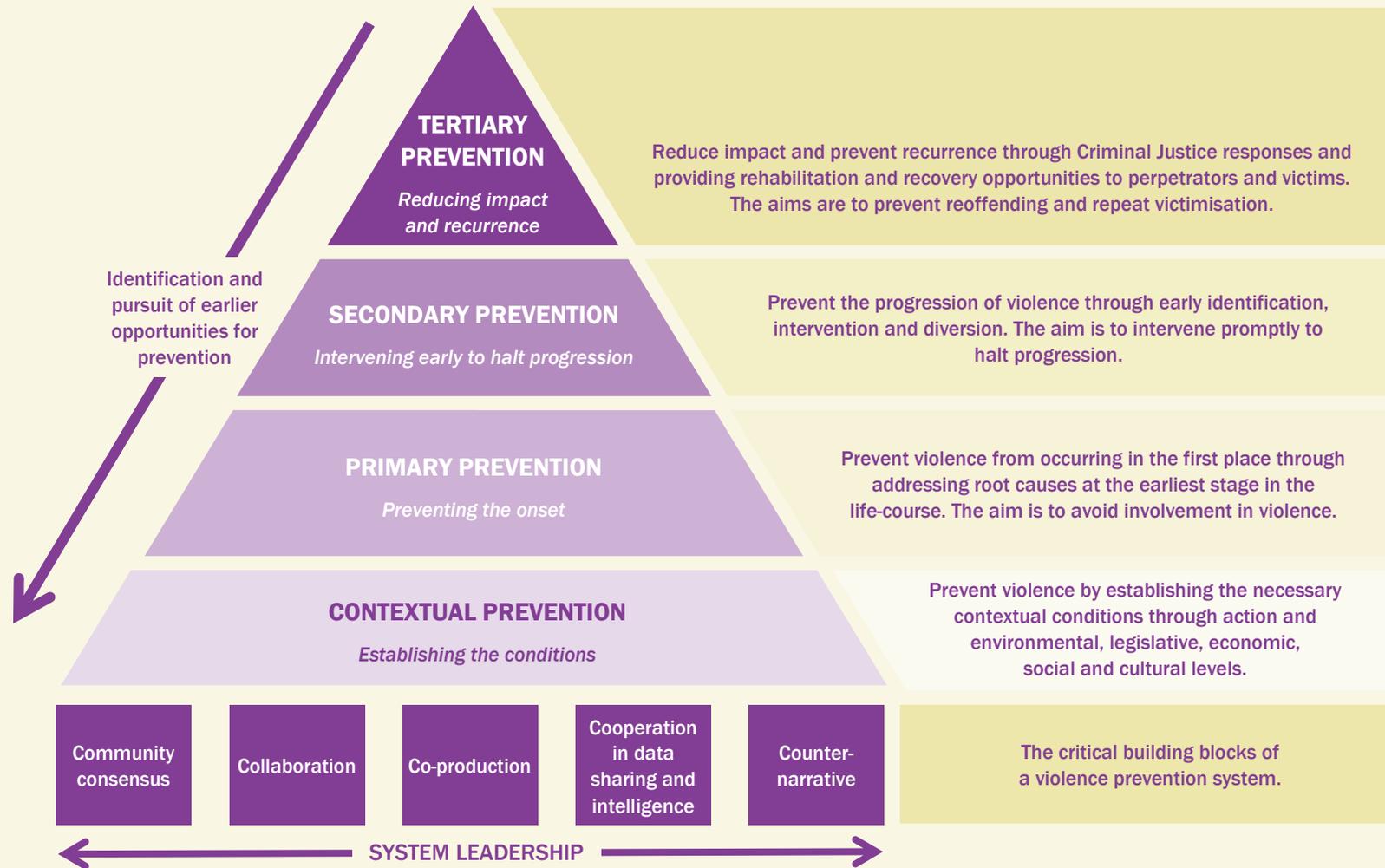
Through drawing on public health approaches, Office for Health Improvement and Disparity (OHID) guidance and our core principles, the VRN has developed and adopted a framework which has been used to develop this strategy and continuously guides implementation and delivery.

System leadership which challenges silo working and instead facilitates collaborative working across organisational boundaries is essential to tackle the causes of serious violence and to secure a long-term impact. The VRN is committed to tackling system-wide issues which otherwise may not be prioritised and could compromise our overall effectiveness. To support system-leadership the framework

incorporates the “5 C’s” as our critical building blocks:

Community Consensus

Communities play a central and invaluable role in enhancing our collective understanding of serious violence and producing effective and sustainable prevention responses. We will work with communities as partners and continuously seek to increase their influence and involvement.



3. Our Approach

Collaboration

A diverse range of partners across the system need to collaborate to successfully tackle the causes of serious violence. The VRN partnership will think and operate across organisational boundaries and build a culture of constructive challenge and accountability in achieving our shared priorities.

Co-production

Co-producing the design, delivery and evaluation of services can result in more responsive and effective services and increase their legitimacy. The VRN will develop concrete and meaningful involvement opportunities for young people (and other intended beneficiaries).

Cooperation in data sharing and intelligence

Sharing relevant data and investing in shared infrastructure and analysis is a key enabler to more accurately understanding serious violence, its causes and the impact of different strategies and interventions. The VRN partnership will prioritise data sharing and usage and promote a culture of continuous learning.

Counter-narrative

Preventing violence requires credible and concrete alternatives, particularly for young people. This includes ensuring communication and campaigns convey hope and opportunity for change rather than narratives which may convey negative stereotypes or inadvertently cause fear and/or perpetrate pro-violence social norms. The VRN will work locally and nationally to develop a culture which champions young people, provides opportunities and promotes the social norms we wish to see.

Levels of Prevention

Our framework incorporates four levels of prevention:

- **Contextual Prevention:** the aim is to prevent violence by creating the necessary conditions including environmental, legislative, economic and social-cultural change. Contextual prevention can have the most far-reaching impact.
- **Primary Prevention:** the aim is to prevent violence from occurring in the first place through addressing root causes and strengthening protective factors at the earliest stage of the life-course as possible.
- **Secondary Prevention:** the aim is to prevent the progression of violence through early identification and the provision of timely, tailored and effective support and/or intervention
- **Tertiary Prevention:** the aim is to reduce impact and prevent recurrence through criminal justice responses and providing effective support and/or interventions for victims and perpetrators

The primary, secondary and tertiary levels of prevention focus on different populations starting with a universal ‘for all’ focus and becoming more targeted and specialist as risk and the development of violence increases.

- **Universal** (primary prevention): aimed at the whole population
- **Targeted** (primary and secondary prevention): aimed at populations which can be identified as greatest risk

- **Specialist** (tertiary prevention): aimed at populations who have committed violence and/or experienced victimisation

Many partner’s role may be focused on one or two levels of prevention whereas some will have a role spanning all four levels. The VRN partnership will aim to articulate and strengthen the whole system’s response across all four levels. Importantly, it will also seek to identify and pursue the opportunities for upstream prevention including those available to criminal justice agencies.

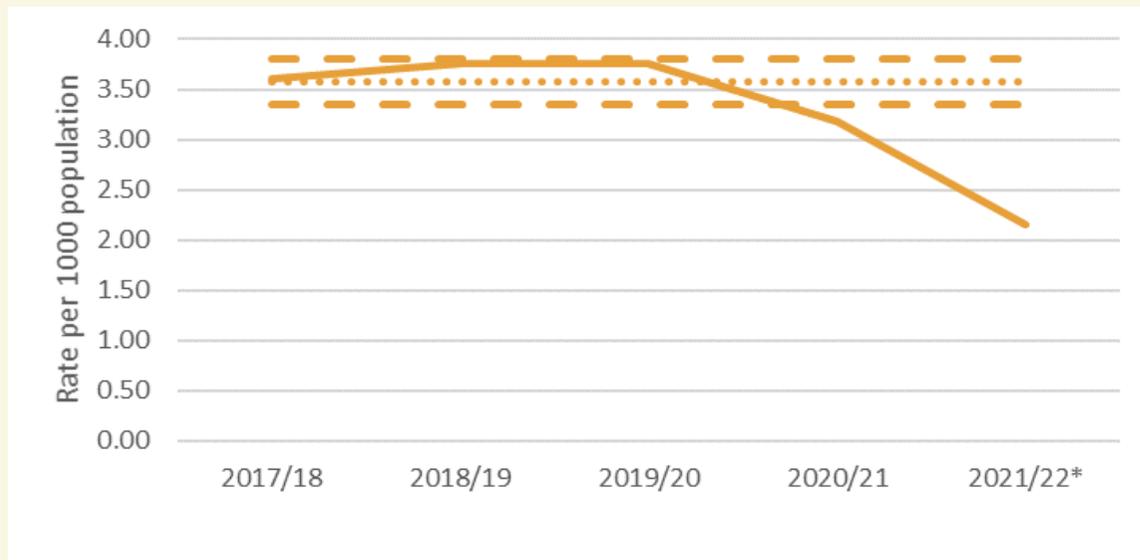
4. Strategic Needs Assessment 2022



Our latest Strategic Needs Assessment (2022) builds on previous assessments with the aim of; increasing our collective understanding of the types, distribution, extent and impact of serious violence locally; establishing the prevalence of known risk and protective factors; and outlining the latest evidence-base as to which strategies and interventions are most likely to be effective in both preventing and reducing its occurrence. The SNA Executive Summary can be found here (7).

There was an overall decrease in serious violence in 2020/21 in comparison to the previous year, most likely related to the restrictions imposed as a result of the Covid-19 pandemic. However, we have seen a rise in serious violence in the first six months of 2021/22 and if it continues at a similar rate, it will exceed the levels seen in previous years.

The SNA highlights that the vast majority of Leicester, Leicestershire and Rutland residents have not directly experienced serious violence over the last 18 months. However, analysis confirms that some people and places are more at risk of being directly affected by serious violence. There are also certain risk factors which are more prevalent and some of these are particularly stark when focusing on cohorts who have repeatedly committed serious violence offences and those who have committed the most harmful offences of murder and attempted murder. Drugs, mental health, early offending, experience of domestic abuse as a child and weapon carrying are all prevalent risk factors



Rate (per 1000 population) of all reported serious violence offences in public places across LLR (2017/18 - 2021/22*)
Source: Leicestershire Police) *please note: 2021/22 represents April 2021 - September 2021

This SNA has confirmed that the VRN’s priority focus on under 25s and the City and Charnwood remains necessary. Whilst males are most at risk as both perpetrators and victims, the SNA highlighted the importance of also focusing on the sizeable minority of females who are at risk.

This SNA also illustrated that a significant proportion of serious violence in LLR occurs within the night-time economy. However, the 3-4pm peak shown within the police data confirms the need for further understanding and responses to violence which is occurring following the end of the school day.

A further finding was that whilst the vast majority of serious violence offences did not involve a knife or sharp object, knife-related serious violence is more prevalent in parts of the City and so remains a priority which requires continued attention.

STRATEGIC NEEDS ASSESSMENT KEY FINDINGS

EXTENT

15% decrease in all serious violence compared to 2019/20



The rate seen between April 21 – September 21 is currently 67.7% of the rate seen for the total of 2020/21

Almost **75%**

of ambulance callouts resulting in conveyance to A&E are for under 25s

MOST COMMON OFFENCES / INJURY TYPES

- Police:** Assault with Injury
- A&E:** Contusion, Laceration, Dislocation/Fracture/ Joint injury
- Ambulance:** Stab / Gunshot / Penetrating Trauma

Rates of robbery (personal property) offences by under 25s is 3.5 times higher than the rates for over 25s

1 in 10 offences involved a knife or sharp object

NATURE

PERSON PROFILES

76% of offenders and 69% of victims of serious violence are **male**

0.5% of LLR residents were a victim and 0.3% were a perpetrator of serious violence in the last 18 months

Under 25s are most at risk of committing serious violence with a rate that is **1.6 times** that for over 25s

15-19 year olds followed by 10-14 year olds experience the highest rates as perpetrators and victims of serious violence by all ages

Repeat offenders contributed to 38% of all serious violence between April 2020 and September 2021, and 52% of all serious violence for under 25s

TIMINGS

- Peak times**
- Police:** 15:00–15:59
- A&E:** 11:00–11:59
- Ambulance:** 23:00–23:59



Increases seen at the weekend

31% of serious violence was committed in the NTE

Priority areas:
West Leicester
Charnwood
Central Leicester
East Leicester

Of the local authorities, **Leicester** saw the highest rate and volume of serious violence – over 2.75 times the rate seen in Leicestershire



LOCATION

Most Frequent Repeat Perpetrators (all ages)

- Nearly four in ten repeat offenders live in West Leicester and two in ten live in East Leicester
- 78% were male and 79% were under 25 years old
- 47% were suspected of being habitual knife carriers
- Over half have a flag for having a mental disorder and for being involved in drugs
- 95% have been a victim of crime with nearly a third experiencing victimisation before committing their first offence
- Average age at the first offence was 13 and it was most commonly ABH

Murder / Attempt Murder (under 25s)

- Over half of the cohort who committed M/AM in the past 5 years lived in West Leicester and a third lived in East Leicester
- Average age at the time of the M/AM was 19 years old and the average age of their first offence was 13 years old
- 100% were male
- Average of 6.2 years and 19.4 offences between the first offence and committing M/AM
- Over half were flagged as having a 'mental disorder',
- 90% had witnessed or been a victim of crime
- Nearly a third had either been a victim or witness of domestic abuse

COHORT ANALYSIS

4. Strategic Needs Assessment 2022 Findings

Effective Strategies and Interventions

The SNA reviewed the latest research and evidence to enhance local understanding of the strategies and interventions which are most likely to have an impact on prevention and reduction.

Six strategies for preventing violence involving young people, with related interventions, were identified as having some evidence of effectiveness (CDC, 2016):

1. **Promote family environments that support health development** – this includes parenting programmes, family nurse partnerships and therapeutic approaches to trauma.
2. **Provide quality education in early life** – this includes bullying prevention, school-based programmes and classroom management.
3. **Strengthen young people’s skills** – this includes universal school programmes (e.g. social skills training) and behavioural / skills-building interventions.
4. **Connect young people to trusted adults and activities** – this includes mentoring programmes, after-school programmes and recreational activities.
5. **Create protective community environments** – this includes limiting alcohol and weapon access, data sharing, hotspot and problem-solving policing, environmental design and community norm change.
6. **Intervene to lessen harms and prevent future risk** – this includes therapeutic and cognitive-behavioural approaches for perpetrators, hospital-based interventions and substance misuse programmes.

The strategy also draws on the Youth Endowment Fund’s (YEF) toolkit and seeks to test effective and promising approaches locally whilst simultaneously contributing to the national evidence-base. The table below provides a summary of approaches and interventions with their estimated impact on violence and the quality of existing evidence.

ESTIMATED IMPACT ON VIOLENCE	APPROACHES	EVIDENCE QUALITY	
		LOW	HIGH
HIGH	Focussed Deterrence	[Full bar]	
	Social Skills Training	[Full bar]	
	Cognitive Behaviour Therapy	[~80% bar]	
	A&E Navigators	[~20% bar]	
	Sport Programmes	[~40% bar]	
MODERATE	Pre-Court Diversion	[Full bar]	
	Mentoring	[~85% bar]	
	Multi-Systemic Therapy	[~55% bar]	
LOW	Parenting Programmes	[~55% bar]	
	Interventions to Prevent School Exclusions	[~75% bar]	
	Anti-Bullying Programmes	[~55% bar]	
	After-School Programmes	[Full bar]	
UNCLEAR	Police in Schools	[~20% bar]	
HARMFUL	Boot Camps	[Full bar]	

Strategic-level recommendations

The strategic-level recommendations are those which will require cross-sector collaboration and chief officer/senior manager support.

- 1 Continue to discharge the VRN's core function in ensuring it operates across the system, connecting and collaborating with other relevant strategic and operational developments.
- 2 Continue to improve both access to and quality of multi-agency data particularly in relation to known risk and protective factors.
- 3 Work with the Strategic Partnership Board to increase future capability in data sharing through improving connectivity between systems.
- 4 Increase the use of VRN data and evidence products in strategic planning and operations within partner organisations and Community Safety Partnerships.
- 5 Ensure that data is used to identify high harm and at risk cohorts and that multi-agency management is consistent with the available evidence-base.
- 6 Continue to prioritise the under 25 age group and the geographical areas identified as most at risk of serious violence (City: East, West and Central, and County: Charnwood).
- 7 Continue to enhance understanding around serious violence occurring during the after-school peak and strengthen the VRN's partnership with schools to address known education-related risk and protective factors.
- 8 Strengthen the focus on preventing and reducing serious violence within the existing partnership work around the Night-Time Economy (NTE).
- 9 Strengthen strategic and operational work to tackle the higher prevalence of risk factors identified in the cohort analysis (e.g. mental health, substance misuse and early involvement in offending).
- 10 Collaborate with wider partnership work underway in relation to Violence Against Women and Girls (VAWG), ensuring that public place serious violence affecting women and girls is part of the local strategy. VRN funded interventions should also ensure that there is tailored provision for this group.
- 11 Continue to embed evaluation and learning across the system.

Intervention-level recommendations

The intervention-level recommendations build on the evidence-informed approach that the VRN is already taking in relation to intervention design and delivery.

- 12 Continue to design and test primary and early intervention approaches.
- 13 Continue to invest in 'teachable moment' interventions and progress to the evaluation phase.
- 14 Build on evaluation findings to strengthen local out of court/diversionary and ETE interventions across the partnership.
- 15 Continue to invest in and test the community mentoring programme.
- 16 Undertake a feasibility study and potentially test a local focused deterrence intervention with a suitable cohort.

5. Strategic Themes and Priorities

This strategy has four inter-related strategic themes:

1. Leadership and Cultural Change
2. Data Sharing, Evidence and Evaluation
3. Prevention
4. Criminal Justice and Enforcement

Simultaneously working across these themes will ensure that we are taking a whole system approach,

which gives sufficient immediate attention to addressing the issue of violence whilst also working towards the longer term change required to secure a sustainable impact. An outline of our progress and learning in 2021/22 can be found in our Annual Report. The priorities for 2022/23 under each theme are summarised below with the planned activity and the local success measures outlined over subsequent pages. How these contribute to the

overall impact of reducing serious violence is captured within the VRN's Theory of Change (see appendix A).

An annual Programme Plan will also be compiled by the VRN central team with details of owners, actions and timescales to ensure delivery continues at pace.

1 Leadership and Cultural Change	2 Data, Evidence and Evaluation	3 Prevention	4 Criminal Justice and Enforcement
<p>Aim: To secure system-change through investing in the leadership and cultural change necessary to prevent violence in the long-term.</p> <ol style="list-style-type: none"> 1.1 Improve awareness and understanding of the VRN and the public health approach to preventing violence 1.2 Develop and support organisational/sector and locality-based strategies including collaborative working to deliver the City Knife Crime and Serious Violence Strategy 1.3 Influence Commissioners and local providers to utilise data and incorporate evidence-informed interventions into service design and delivery 1.4 Further understand and address the inequalities driving serious violence locally 1.5 Align this strategy with recent and forthcoming relevant policy to support a whole system approach to tackling violence 1.6 Support the development of Trauma-Informed Leicester, Leicestershire and Rutland 1.7 Empower everyone to play a role in preventing violence 1.8 Challenge social norms supportive of violence and promote an alternative narrative 1.9 Secure the financial and cultural sustainability of the VRN and its work 	<p>Aim: To maximise our impact on serious violence through making the best use of multi-agency data, insights and evidence.</p> <ol style="list-style-type: none"> 2.1 Support the partnership to improve data sharing, data quality and longer-term data capabilities across the system 2.2 Strengthen VRN data outputs to increase strategic and operational data usage across the partnership 2.3 Improve the robustness of evaluations conducted by the VRN and across the system 2.4 Continue to make improvements to the effectiveness of VRN-supported interventions 2.5 Increase knowledge exchange activity to share learning across and beyond Leicester, Leicestershire and Rutland 	<p>Aim: To prevent serious violence through developing responses that address it's causes, reduce known risk factors and strengthen protective factors.</p> <ol style="list-style-type: none"> 3.1 Support parents and families to provide safe and supportive environments for their children 3.2 Collaborate with communities and community-based organisations to develop solutions and create positive and safe environments 3.3 Support schools and colleges to implement strategies most likely to prevent and reduce violence 3.4 Identify and pursue violence prevention opportunities within health settings 3.5 Connect young people to trusted adults and provide diversionary activities which will reduce the risk of involvement in violence 3.6 Provide concrete and credible opportunities to support rehabilitation and recovery 	<p>Aim: To secure reductions in serious violence through evidence-informed criminal justice and enforcement approaches</p> <ol style="list-style-type: none"> 4.1 Strengthen multi-agency management responses to high-risk cohorts 4.2 Improve the support offered to victims, families and communities to enable recovery from experiences of serious violence 4.3 Improve the targeting and effectiveness of enforcement activity 4.4 Strengthen violence prevention activity in the Night-Time Economy (NTE) 4.5 Implement the new 'Harm to Hope' Drugs Strategy locally maximising the opportunity to prevent and reduce drugs as a driver of violence

5. Strategic Themes and Priorities

Theme 1: Leadership and Cultural Change

Overarching Aim:

To secure system-change through investing in the leadership and cultural change necessary to prevent violence in the long-term.

Why it is important:

To make a demonstrable and sustainable impact on serious violence locally, we need to think and act differently and increase our focus on tackling the root causes and invest in upstream prevention. Adopting a public health approach provides a framework for this but requires system leadership and a cultural shift across the system to realise its benefits. A shared understanding and commitment to the key elements of this approach and a willingness to truly collaborate, including with communities as partners, will be key. It is also likely to require using existing resources in different ways in the context of significant economic and social challenges. The forthcoming Serious Violence Duty will mandate Community Safety Partnerships (CSPs) and some statutory partners to adopt this approach but this will not make it any less challenging. A key focus this year will therefore be to collectively prioritise the system leadership and collaboration required to fully embed the VRN's approach and priorities including within and across organisations and partnerships. Cross-cutting priorities which require whole-system approaches are also included within this theme.

PRIORITIES

ACTIVITIES

SUCCESS MEASURES

1.1 Improve awareness and understanding of the VRN and the public health approach to preventing violence

- A webinar series and accompanying briefing to promote the VRN, the different elements of a public health approach and learning to date
- A programme of Network events, including a Serious Violence summit, to strengthen connections and coproduction across different elements of the system
- Continued investment in the VRN website and our social media presence to provide accessible and up-to-date information and resources for partners

- **Short-term:** The VRN delivers a webinar series and programme of Network events, produces a briefing and develops more content for the website and social media platforms
- **Medium-term:** The partnership / community groups have improved understanding of the VRN and public health approach, and make greater use of data and evidence to inform strategy and delivery
- **Long-term:** Increased efficiency and effectiveness of statutory and community responses to preventing serious violence

1.2 Develop and support organisational/sector and locality-based strategies including collaborative working to deliver the City Knife Crime and Serious Violence Strategy

- Provide briefings and undertake planning sessions with duty holders and CSPs on the SV Duty
- Develop a local Self-Assessment readiness and maturity tool (and accompanying resources) for the new SV duty
- Ensure close alignment between the City's KC and SV strategy and the wider VRN's work including joint working on shared priorities and activities
- Coproduction of a new VRN strategy and review of governance structure to take into account recent and forthcoming policy changes

- **Short-term:** The VRN develops readiness and maturity tool, and delivers briefings and planning sessions attended by duty holders. The core membership co-produces new VRN strategy, and the partnership approves new governance
- **Medium-term:** New governance structure implemented. Duty holders and CSPs are ready to effectively discharge the SV Duty. Violence prevention strategies are evidence-informed, data-driven and involve communities
- **Long-term:** Whole systems, public health approach embedded across LLR resulting in increased cross-sector, multi-agency and integrated working. There is increased organisational and sector leadership within the VRN partnership

5. Strategic Themes and Priorities: Leadership and Cultural Change



PRIORITIES

ACTIVITIES

SUCCESS MEASURES

1.3 Influence Commissioners and local providers to utilise data and incorporate evidence-informed interventions into service design and delivery

- Produce briefings on VRN learning to date for relevant Commissioners
- Identify and influence forthcoming local commissioning which is relevant to the VRN's aims
- Offer support to local providers to ensure applications for funding are data and evidence-informed

- **Short-term:** The VRN produces briefings on learning to date and meets with Commissioners to share data, evidence and learning. The VRN provides support to relevant funding applications
- **Medium-term:** Increase in the commissioning of evidence-informed interventions and targeted provision in areas most affected by SV
- **Long-term:** Improved efficiency and effectiveness of interventions leading to a reduction in serious violence

1.4 Further understand and address the inequalities driving serious violence locally

- Undertake further analysis to inform local targeting of resource at our most 'at risk' groups including in relation to care-experienced young people and neuro-diversity
- Identify and formulate action plans to directly address disproportionality issues particularly in relation to access to services and achievement of positive outcomes
- Use the core membership's collective influence to shape national and local policy to tackle inequalities

- **Short-term:** The VRN undertakes further analysis on the most 'at risk' groups, and works with core membership to develop action plans
- **Medium-term:** The partnership has improved understanding of the needs of 'at-risk' groups and disproportionality, Actions plans and core membership's collective influence are used to target resource and improve local services
- **Long-term:** Local services are more effective, responsive and proportionate leading to reductions in serious violence

1.5 Align this strategy with recent and forthcoming relevant policy to support a whole system approach to tackling violence

- Support the implementation of the new 'Harm to Hope' Drugs Strategy
- Contribute to the development of a local strategy to tackle Violence Against Women and Girls (VAWG)
- Continue to align local work to prevent public place violence with the work of the Child Criminal Exploitation (CCE) operational group

- **Short-term:** The partnership develops a new drugs strategy, and a VAWG strategy. The VRN continues to meet with the CCE ops group
- **Medium-term:** Strategies are integrated and incorporate common approaches, shared priorities, activities and outcomes. There is alignment of relevant operational activity focusing on exploitation and violence
- **Long-term:** Reductions in risk factors associated with SV (e.g. drug use), and reductions in VAWG and serious violence

1.6 Support the development of Trauma-Informed Leicester, Leicestershire and Rutland

- Approve a LLR-wide strategy and framework for becoming a trauma-informed area
- Continue to invest in the delivery of a cross-sector workforce development strategy
- Identify new partnership opportunities to develop preventative and early intervention responses to childhood trauma

- **Short-term:** LLR-wide strategy and framework are developed. The VRN continues to invest in TIP workforce development meaning that increased numbers of professionals and organisations are trained
- **Medium-term:** Improved understanding and use of TI practices. Increase in organisations starting their journey to become TI
- **Long-term:** Improved levels and quality of engagement between services and children and families leading to reduction in risk factors associated with serious violence

5. Strategic Themes and Priorities: Leadership and Cultural Change



PRIORITIES

ACTIVITIES

SUCCESS MEASURES

1.7 Empower everyone to play a role in preventing violence

- Develop the Live Safe website into an overarching brand for awareness raising and signposting in relation to violence and other harm
- Commence the LiveSafe steering group to develop new content
- Design and schedule a series of webinars/workshops for young people, parents/carers and professionals
- Develop and promote a common bystander methodology for adoption across the partnership

- **Short-term:** The VRN produces a range of LiveSafe resources, delivers webinars and works with partnership to develop a common bystander methodology
- **Medium-term:** Increased engagement with VRN resources. Improved understanding of different harms and bystander approaches amongst young people, parents/carers and professionals
- **Long-term:** Increased uptake of local services for support and young people diverted from harm leading to reductions in serious violence

1.8 Challenge social norms supportive of violence and promote an alternative narrative

- Extend the Make a Stand Against Violence and the We Don't Carry Campaigns into other settings
- Utilise technology to improve reach and relevance of campaigns to young people including via social media platforms and use of virtual reality
- Continue to invest in and develop Mentors in Violence Prevention to support children, young people and adults to contribute to healthy social norms
- Invest in a local campaign to celebrate young people and promote an alternative narrative which also challenges negative perceptions and misconceptions
- Agree a revised partnership Communication Strategy to ensure consistent narrative around violence and to increase public confidence and involvement in responses

- **Short-term:** Existing campaigns are visible in new settings, use of social media and other channels to promote campaigns, and a new campaign is developed to celebrate young people. The partnership has an agreed approach and plan for a shared Comms Strategy. There is an increase in schools adopting the MVP programme
- **Medium-term:** Increase in the promotion of evidence-informed campaigns with positive narratives. Increase in reach and engagement with VRN campaigns and the MVP programme
- **Long-term:** The public - including young people - are equipped with the knowledge, confidence and tools to support 'at-risk' young people leading to reductions in serious violence

1.9 Secure the financial and cultural sustainability of the VRN and its work

- Produce and implement a partnership sustainability plan to ensure the approach and impact of VRN is sustained in the long-term

- **Short-term:** The core membership produces a sustainability plan
- **Medium-term:** The sustainability plan is implemented
- **Long-term:** The approach and impact of the VRN is sustained

5. Strategic Themes and Priorities

Theme 2: Data, Evidence and Evaluation

Overarching Aim:

To maximise our impact on serious violence through making the best use of multi-agency data, insights and evidence.

Why it is important:

Data, evidence and evaluation are core components of a public health approach to preventing serious violence. In order to develop effective responses, we need to understand what violence looks like within our local areas such as what forms it takes, where it occurs, how frequently it's happening and who the victims and perpetrators are. We also need to understand the factors that protect people or put them at risk of perpetrating or experiencing violence. It is this data, coupled with evidence from the growing body of research on 'what works' in preventing violence, that should be used to inform the design and implementation of interventions, services and strategies to give ourselves the best chance of achieving positive and sustainable impacts. Having evidence-based responses isn't enough; we need to know if what we're doing is working. Evaluation matters because it helps us to understand how our interventions are being implemented and whether they are effective and cost-efficient. As a partnership, we should be committed to sharing learning and to the continual improvement of our interventions, services and strategies to ensure that they're benefiting those most in need.

PRIORITIES

ACTIVITIES

SUCCESS MEASURES

2.1 Support the partnership to improve data sharing, data quality and longer-term data capabilities across the system

- Agree a partnership-wide Information Sharing Agreement which facilitates the safe sharing of data
- Continue to identify and access local datasets on violence and the associated risk and protective factors
- Work with partners to identify and improve data quality issues
- Support the wider strategic partnership to produce a partnership data maturity assessment and plan

- **Short-term:** The VRN ISA is signed-off and the partnership has access to data through the multi-agency dashboard. The VRN core team meets with data controllers to discuss data quality
- **Medium-term:** The partnership has access to new and improved data and develops a strategy to improve infrastructure and capabilities
- **Long-term:** The partnership has access to automated data on at-risk children and families through a new LLR-wide dashboard

2.2 Strengthen VRN data outputs to increase strategic and operational data usage across the partnership

- Host a series of workshops with CSPs and other partners to demonstrate how the multi-agency data dashboard can be used to inform decision-making
- Develop an Injury Surveillance Dashboard which can be used by relevant partners to inform strategic and operational responses
- Continue to enhance data-driven cohort identification
- Undertake further analysis into serious violence taking place after school and in the Night-Time Economy

- **Short-term:** CSPs and other partners attend VRN workshops, and relevant partners have access to Injury Surveillance dashboard. VRN core team develop insight reports on priority issues highlighted in SNA
- **Medium-term:** CSPs and other partners have improved access to, understanding of and confidence in using data to inform strategic planning and operations (e.g. to tackle violence in the NTE)
- **Long-term:** Reduction in serious violence including in the NTE and the after-school peak

5. Strategic Themes and Priorities: Data, Evidence and Evaluation



PRIORITIES

ACTIVITIES

SUCCESS MEASURES

2.3 Improve the robustness of evaluations conducted by the VRN and across the system

- Expand the use of validated tools and comparison groups in VRN evaluations where possible
- Identify opportunities to collaborate with other VRUs on evaluation
- Promote the new University of Leicester VRIN training on evaluation and support partners to develop monitoring and evaluation plans

- **Short-term:** The VRN increases the number and quality of impact evaluations. There is increased activity to monitor and evaluate interventions and services across the partnership
- **Medium-term:** The VRN and wider partnership has an improved understanding of whether local interventions are effective
- **Long-term:** Improved efficiency and effectiveness of interventions leading to a reduction in serious

2.4 Continue to make improvements to VRN-supported interventions

- Use the learning from the internal, independent and national evaluations to improve the design and delivery of VRN interventions
- Identify local and national funding opportunities which test new interventions or make effective interventions sustainable
- Continue to share learning from the VRNs monitoring and evaluation with delivery partners

- **Short-term:** The VRN and delivery partners make improvements to interventions based on the monitoring and evaluation findings. The VRN works with partners to submit funding applications
- **Medium-term:** VRN interventions are effective at engaging 'at-risk' young people and reducing the risk factors associated with SV
- **Long-term:** Reductions in serious violence across LLR

2.5 Increase knowledge exchange activity to share learning across and beyond Leicester, Leicestershire and Rutland

- A webinar series and accompanying briefing to promote the VRN, the different elements of a public health approach and learning to date
- A 2022 Serious Violence Summit
- Accessible and engaging open access resources such as an Executive Summary of the VRN's Strategic Needs Assessment
- A programme of events for the National VRU Learning and Evaluation Network

- **Short-term:** The VRN organises and has good attendance at the webinar series, Summit and the Learning and Evaluation Network events. The VRN produces insight reports on priority issues identified in the SNA
- **Medium-term:** The partnership has improved understanding of SV data and evidence of 'what works', and uses it to shape responses
- **Long-term:** The interventions and services delivered by the partnership are more effective and efficient which leads to reductions in serious violence

Theme 3: Prevention

Overarching Aim:

To prevent serious violence through developing responses that address its causes, reduce known risk factors and strengthen protective factors.

Why it is important:

Prevention is at the core of a public health approach and is more ethically desirable, cost-effective and sustainable than responses which solely focus on responding to violence once it has occurred. Whilst our preference is to prevent violence in the first place through primary prevention activity, it is also important to prevent progression through intervening early and to prevent its continuation through providing concrete and credible opportunities for rehabilitation and recovery. Each of our priorities within this theme focus on a particular part of the system wherein valuable opportunities exist to pursue prevention activity. Some of these relate to universal services and assets such as parenting and families, communities, health and education, whereas others are more targeted such as diversion, rehabilitation and recovery. All of the VRN-funded interventions fall within the Prevention strategic theme. They are identified in bold and summarised in Appendix B. If funding allows, we will continue to commission and test these throughout 2022/23.

PRIORITIES

3.1 Support parents and families to provide safe and supportive environments for their children

ACTIVITIES

- Implement the recommendations of the Families Affected by Parental Imprisonment (FAPI) project
- Strengthen local responses to Reducing Parental Conflict (RPC)
- Continue to identify and pursue opportunities within the Supporting Families Programme and wider Early Help partnerships to provide support for families most at risk
- Undertake a strength and gap analysis of local provision of evidence-based parenting programmes
- Provide parents/carers with accurate and accessible information on issues relating to children/young person safety and involve parents as partners in local responses

SUCCESS MEASURES

- **Short-term:** The partnership develops action plan on RPC and FAPI project, the VRN and Supporting Families identify opportunities to strengthen offer for families most at-risk. The VRN produces insights note on local provision of parenting programmes and 'what works'. The VRN identifies opportunities for parents and carers to inform local decision-making, and produces content for LiveSafe website
- **Medium-term:** Increased support for children and families affected by imprisonment and conflict. Investment in evidence-informed parenting programmes. Improved awareness and access to support for parents/carers.
- **Long-term:** Reductions in the risk factors and increase in young people being diverted from crime and serious violence

5. Strategic Themes and Priorities: Prevention



PRIORITIES

ACTIVITIES

SUCCESS MEASURES

3.2 Collaborate with communities and community-based organisations to develop solutions and create positive and safe environments

- Increase involvement of communities through Network events and securing opportunities to influence decision-making and service design
- Deliver the local Youth Involvement Project and pursue national opportunities for young people to shape policy and solutions including involvement in the Hope Collective.
- Extend the reach and impact of the Community Leadership Programme and Community Leaders Network
- **Continue to pilot the new Community Mentoring Project (CMP) in three VRN priority areas**
- Undertake a pilot project in a Leicester neighbourhood mapping and promoting services and resources to communities to improve understanding and access
- Develop physical 'safe zones' and spaces for young people to seek safety and support
- Support PCC People Zones through alignment of relevant VRN resources

- **Short-term:** Community members attend Network events, and participate in the Community Leadership Programme and Network. Youth Involvement Framework is developed and young people take part in local/national events. 'Safe zones' and 'People Zones' are implemented. CMP is implemented and tested
- **Medium-term:** Increased community and young person involvement and confidence in VRN and the wider partnership's decision-making. Community members and young people have increased access to support services and resources. Community leaders are equipped with the knowledge and tools to develop community-led solutions. Through CMP, young people receive evidence-informed support and access to concrete pro-social activities (e.g. sport) and education, training and employment opportunities
- **Long-term:** Interventions and services are more responsive to and effective at meeting community needs. Reductions in the risk factors associated with serious violence and in serious violence

3.3 Support schools and colleges to implement strategies most likely to prevent and reduce violence

- Roll-out the School's Guide to Violence Prevention
- **Continue to roll-out Mentors in Violence Prevention (MVP) and agree a sustainability plan**
- **Deliver the Reach Programme in pilot schools and co-operate with the national evaluation**
- Continue to extend the principles and approach of Operation Encompass to other known adverse childhood experiences
- Support the Trauma-Informed Schools Network
- Improve identification and pathways for children most at risk through the LLR-wide Inclusion and Attendance group
- Continue to collaborate with the local Alternative Provision Taskforce in Leicester Partnership School

- **Short-term:** Schools engage with the Guide and the Trauma-Informed Schools Network. Increase in the schools delivering MVP, in the number of children identified as 'at-risk' and receiving support through Op Encompass, the Inclusion and Attendance Group and the Reach Programme. The VRN and AP Taskforce identify opportunities for collaboration
- **Medium-term:** Young people have improved knowledge and confidence in identifying harmful attitudes and behaviours and supporting their friends. Increased understanding and effective use of whole school/college strategies and interventions, and of TIP. Reductions in bullying and wider violence in school, and in fixed-term and permanent exclusions within cohorts and at a system-level
- **Long-term:** Reductions in serious violence

5. Strategic Themes and Priorities: Prevention



PRIORITIES

ACTIVITIES

SUCCESS MEASURES

3.4 Identify and pursue violence prevention opportunities within health settings

- Continue with the Health Violence Reduction Group (HVRG) and produce a sector-wide strategy
- Improve the quality of the Information Sharing to Tackle Violence (ISTV) data set
- Implement the use of Injury Surveillance in partnership with wider VRN partners
- **Continue to embed the Violence Intervention Project (VIP) in the local Emergency department and evaluate impact**
- Review how the concept of 'reachable moments' could be implemented in other health settings

- **Short-term:** Health strategy developed and Injury Surveillance System used by partnership. The VRN and HVRG identify how to improve the quality of ISTV data. Evidence of VIPs impact is generated and new health settings for intervention identified
- **Medium-term:** Improved quality and increased use of health data to inform strategy and operations. Increase in the number of 'at-risk' young people being supported by an intervention proven to work
- **Long-term:** Improved efficiency and effectiveness of the partnership's responses to serious violence. Reductions in serious violence

3.5 Connect young people to trusted adults and provide diversionary activities which will reduce the risk of involvement in violence

- Collaborate with statutory and voluntary youth sector services to coproduce a local quality mark and standards for youth work
- **Continue to invest in the City's Community Resolution and Prevention Service (CRPS)** and following evaluation make the business case for on-going investment from relevant partners
- Support the multi-agency Out of Court Disposal (OCD) Group to review and strengthen provision across the system
- Embed the use of VRN data in local grant schemes to support more effective design and targeting of diversionary activity
- Collaborate with the Business, Sport and Physical Activity and Arts and Culture sectors to maximise diversionary opportunities for young people

- **Short-term:** Increased collaboration between the statutory and voluntary youth sector services. Local quality mark and standards developed. Implement recommendations for improving the CRPS and produce business-case. Review of OOD completed. Local grant schemes are based upon VRN data and evidence. The VRN identifies diversionary opportunities in Business, Sport and Physical Activity, Arts and Culture
- **Medium-term:** Increased quality and consistency in and collaboration between the statutory and voluntary youth work provision. More effective, diverse and better targeted diversionary opportunities for young people. The CRPS is sustainable
- **Long-term:** Reductions in anti-social behaviour, crime and serious violence, and in first-time entrants into the CJS

3.6 Provide concrete and credible opportunities to support rehabilitation and recovery

- **Continue the Violence Intervention Project (VIP) pilot** in police custody and evaluate early impact
- Collaborate with the Strategic Offender Management and MAPPA Board (SOMMB) to strengthen rehabilitative pathways
- Review the availability of restorative justice and in particular Victim – Offender conferencing with a view to shape the local recommissioning of victim services
- **Continue to invest in and evaluate a specialist an intervention aimed at improving Education, Training and Employment opportunities**

- **Short-term:** VIP in Custody and a specialist ETE intervention are evaluated and improved based upon findings. Review of local restorative justice provision is undertaken and recommendations produced. The VRN and SOMMB identify ways of strengthening rehabilitative pathways
- **Medium-term:** New evidence-informed restorative justice provision implemented leading to improved victim satisfaction. Increased numbers of perpetrators receiving effective support which strengthens protective factors
- **Long-term:** Reductions in repeat offending and in serious violence

5. Strategic Themes and Priorities

Theme 4: Criminal Justice and Enforcement

Overarching Aim:

To secure reductions in serious violence through evidence-informed criminal justice and enforcement approaches.

Why it is important:

Whilst prevention activity is critical to ensure the causes of violence are addressed and longer-term change is secured, the criminal justice system and both civil and criminal enforcement also play a critical role and particularly in relation to addressing and responding to the criminal drivers and immediate risks relating to violence. Furthermore, the visible and fair upholding of the law can provide reassurance and build confidence amongst victims, witnesses and communities. The priorities outlined below focus on strengthening the existing system by ensuring sufficient focus on the issues highlighted within the SNA and ensuring approaches and interventions are as effective as possible. The link between this theme and prevention will also be continuously pursued to ensure upstream prevention and early intervention opportunities are routinely identified and pursued within the peer groups and families of those already involved in violence.

PRIORITIES

ACTIVITIES

SUCCESS MEASURES

4.1 Strengthen multi-agency management responses to high-risk cohorts

- Complete the design for and implement the delivery models for identified cohorts
- Assess the suitability and viability of a local Focused Deterrence (FD) scheme
- Strengthen multi-agency enforcement and engagement activity aimed at reducing weapon (knife) carrying
- Ensure an evidence-informed process is in place for young people transitioning between the youth and adult system

- **Short-term:** New models for the identification and management of at-risk cohorts, a partnership decision on the implementation of FD, a multi-agency plan around weapon carrying and a review of the transition process
- **Medium-term:** Increased identification of and engagement with 'at-risk' cohorts
- **Long-term:** Reduction in serious violence including knife-enabled offences, and reductions in breach rates in young adult cohort

4.2 Improve support offered to victims, families and communities to enable recovery from experiences of serious violence

- Conduct a local strength/gap analysis of current provision for victims/families of serious violence offences
- Undertake a rapid review of effective support and interventions including those involving both victim and offender
- Produce a proposal for the recommissioning of victim services
- Agree a multi-agency response to serious incidents to support recovery and reduce risk of further related incidents

- **Short-term:** Assessment of local provision for victims/families of serious violence, and insights report on effectiveness of support for victims including restorative justice. Agree multi-agency response following community-based incidents
- **Medium-term:** Victim services recommissioned in line with evidence-base. Multi-agency response to communities implemented
- **Long-term:** Increase in victim satisfaction and reduction in repeat victimisation. Improved community confidence and perceptions of safety

5. Strategic Themes and Priorities: Criminal Justice and Enforcement



PRIORITIES

ACTIVITIES

SUCCESS MEASURES

4.3 Improve the targeting and effectiveness of enforcement activity

- Continue to implement and test a local model for hotspot policing
- Identify and pursue opportunities to use civil and criminal enforcement in response to serious and organised crime, licensed premises and weapon availability
- Continue to strengthen multi-agency responses to County Lines disruption activity to ensure early intervention and safeguarding opportunities are pursued

- **Short-term:** Adapted model of hotspot policing implemented, new opportunities for civil and criminal enforcement identified, review of multi-agency response to County Lines conducted
- **Medium-term:** Effectiveness of hotspot policing understood. New evidence-informed approaches to civil and criminal enforcement implemented for serious violence and organised crime. Increase in at-risk young people identified and supported
- **Long-term:** Reduction in serious violence and organised crime

4.4 Strengthen violence prevention activity in the Night-Time Economy (NTE)

- Embed the use of VRN data, including Injury Surveillance, into the local multi-agency NTE group
- Undertake a rapid review of effective interventions relevant to the NTE and a local strength/gap analysis

- **Short-term:** Injury Surveillance System implemented and accessed by relevant multi-agency groups. The VRN produces insights report on serious violence in the NTE and 'what works' in tackling it
- **Medium-term:** Operations within the NTE are data-driven and new evidence-informed approaches are implemented
- **Long-term:** Reduction in serious violence in the NTE

4.5 Implement the new 'Harm to Hope' Drugs Strategy locally maximising the opportunity to prevent and reduce drugs as a driver of violence

- Agree a terms of reference and convene a local sub-board to develop the local strategy and plan
- Align the structure of partnership Delivery Plan to the public health approach and ensure it links to related strategies (e.g. Preventing Serious Violence Strategy, Serious Organised Crime Strategy)
- Produce a Theory of Change and a framework for monitoring, learning and evaluation

- **Short-term:** A sub-board is established, a local strategy, plan and Theory of Change are developed
- **Medium-term:** A review is undertaken to assess multi-agency responses to drug use and dealing, and identify opportunities to improve strategic and operational activity
- **Long-term:** New evidence-informed services and approaches are implemented which reduces the impact of drugs as a driver for serious violence

6. Monitoring, Evaluation and Learning

The VRN has developed a Monitoring, Evaluation, and Learning (MEL) Framework which outlines how we monitor our activities and impacts and how the evidence generated through monitoring and evaluation is used to implement, adapt and inform wider practice across and beyond the Network.

As illustrated by our Core Principles, we are committed to continuous learning and improvement, and to understanding the impact of our work. Our approach to monitoring, evaluation and learning incorporates the below:

The Evidence Base

We continuously seek out and make use of emerging evidence on promising practice such as YEF's Toolkit and EIF's Guidebook. We undertake rapid evidence reviews to better understand 'what works' before commissioning or designing interventions. We also pursue opportunities to collaborate with academics and What Works Centres, and commission research to address knowledge gaps.

Local Datasets

We are committed to making improvements to our interactive dashboard to enable the wider partnership to monitor local trends in serious violence and the associated risk and protective factors. The VRN core team will use local data (such as crime, health, social care and education data) to monitor the impact that commissioned interventions are having on the local problem and drivers for serious violence (see performance monitoring). We also intend to evaluate the impact of data sharing, such as the new Injury Surveillance System, is having on rates and volumes of violence locally.

Performance Monitoring

We monitor local trends in serious violence on a weekly basis and provide quarterly reports to our Board. In 2022/23, CSPs will also have the ability to monitor trends and performance at a locality level through accessing the multi-agency dashboard. The dashboard also enables us to track and monitor system-level progress towards reducing risk factors, strengthening protective factors and reducing violence overall.

We have implemented monitoring frameworks across VRN-supported interventions and we analyse this data to learn more about the young people and families accessing these services. We use this monitoring data to further develop and improve these interventions to ensure that they are reaching the individuals who need them most and that they are achieving the intended outcomes. In combination, our performance monitoring also enables us to monitor progress of the VRN programme as a whole against the success measures outlined in Section 5 of this Response Strategy and in our Theory of Change (Appendix A). A more detailed list of the impact measures and risk and protective factors that we monitor through the dashboard and/or our monitoring framework are outlined below.

Home Office Impact Measures

- A reduction in knife-enabled serious violence and especially among those victims aged under 25.
- A reduction in all non-domestic homicides and especially among those victims aged under 25.
- A reduction in hospital admissions for assaults

with a knife or sharp object and especially among those victims aged under 25.

Wider VRN Impact Measures

- Reductions in serious violent crime
- Reductions in anti-social behaviour
- Reductions in child criminal exploitation
- Reductions in knife-enabled violence
- Reduction in non-domestic homicide
- Reduction in re-offending
- Reduction in the severity of offending
- Reduction in first-time entrants into the CJS
- Reduction in children in the CJS
- Reduction in hospital admissions for violence-related injuries

VRN Risk and Protective Factors

- Improved understanding of harmful attitudes and behaviours
- Improved understanding of and confidence in being an active bystander
- Development of a positive relationship with a role model
- Improved communication skills
- Improved emotion and behaviour management
- Improved feelings of safety, confidence and mental wellbeing
- Increased access to local support services and community-based opportunities
- Increased access to support services for the

6. Monitoring, Evaluation and Learning

whole family (e.g. housing, benefits, parenting programmes)

- Increased participation in pro-social activities (e.g. sports, art, music)
- Increased attendance and attainment at school/college
- Improved aspirations, work readiness and employability skills
- Improved life skills (e.g. living independently, managing finance)
- Reduction in positive attitudes towards offending
- Reduction in association/involvement with peers involved in crime
- Reduction in substance misuse
- Reduction in bullying and violence within the school environment
- Reduction in fixed-term and permanent exclusions
- Reduction in the number of young people not in education, training or employment

Insights and Feedback

We aim to embed opportunities for different beneficiary groups – including young people, families, community members, victims, perpetrators and professionals – to share their insights and to shape services and interventions. We collaborate with our partners to strengthen their community involvement work to ensure that diverse voices are listened to.

Knowledge Exchange

We have adopted a reciprocal approach to knowledge exchange by facilitating opportunities for beneficiary groups to share grassroots insights, and by using a range of engaging and accessible approaches to share new evidence and learning from within and beyond the VRN. This will include a webinar series, a Serious Violence Summit, insight reports, and a programme of events for the National VRU Learning and Evaluation Network.

Evaluation

We will continue to improve the robustness of evaluations conducted by the VRN and across the system. This will include:

- Process Evaluations - When implementing new interventions we conduct process evaluations to assess how they're being delivered and what's working well or needs improving.
- Impact Evaluations - Where possible we will undertake impact evaluations to provide an objective assessment of what difference VRN-supported interventions are making.

We will support partners to evaluate new and existing interventions including developing a Theory of Change, intervention blueprints, monitoring frameworks and evaluation plans. We will promote the new University of Leicester VRIN training on evaluation across the partnership.



7. Governance and Accountability

This strategy and its delivery is overseen by the core membership through the sub-regional Violence Reduction Board (VRB). The VRB sits within the Strategic Partnership Board (SPB) infrastructure. Chaired by the Police and Crime Commissioner, the SPB comprises of chief officers from across the LLR-wide partnership and holds overall responsibility for tackling the harmful behaviours that threaten our communities. The SPB priorities are currently being refreshed in preparation for new Serious Violence Duty and other policy drivers.

The Violence Reduction Board's purpose is:

To provide strategic leadership and direction for the work of the Violence Reduction Network (VRN), ensuring the VRN delivers against the vision and programme goals.

Meeting at least quarterly, the VRB is chaired by the Police and Crime Commissioner and senior officer

membership is drawn from the following partner organisations:

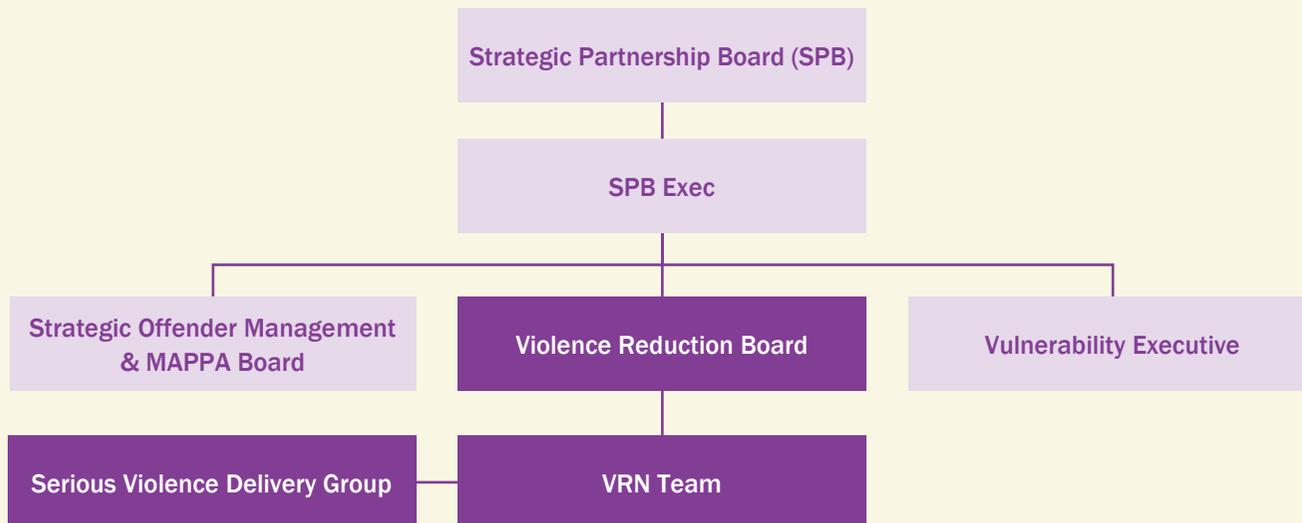
- Office of the Police and Crime Commissioner
- Leicestershire Police
- Clinical Commissioning Group
- Leicester City Council
- Leicestershire County Council
- Rutland County Council
- Charnwood Borough Council (district rep)
- Department of Health and Social Care, Office for Health Improvement and Disparities
- School Headteachers x 2
- HMP Leicester
- Leicestershire Fire and Rescue
- East Midlands Ambulance Service
- University Hospital Leicester
- Turning Point (substance misuse provider)
- Community Leaders x 2
- National Probation Service
- Voluntary Action Leicester(shire)

Board members hold the following responsibilities:

- Championing and applying the priorities, principles and methodology of the VRN within and beyond their own organisation
- Leading the cultural change required to secure a paradigm shift towards prevention and earlier intervention
- Acting as a sponsor for relevant VRN initiatives to support design and mobilisation
- Ensuring their organisation contributes to this response strategy, where relevant leading on agreed areas of activity
- Monitoring and scrutinising VRN performance and finances
- Providing accountability for the VRN, including the VRN central team and delivery against the Home Office grant agreement

The VRB is supported by a Serious Violence Delivery Group (SVDG) and a VRN central team.

The Serious Violence Delivery Group comprises middle and senior managers from the partnership. Chaired by the Director of the VRN, and working closely with the VRN central team, the group provides a 'team around the team' and focuses on implementing key elements of the Response Strategy as agreed with the Board. Importantly, the group provides a forum for partners to share intelligence and developments relating to serious violence, enabling all to adapt their responses where needed and strengthen connections across the system.



7. Governance and Accountability

The **VRN central team** is a small multi-disciplinary co-located team which is led by the VRN's Strategic Director. This team provides a dedicated, additional resource to drive the work of the VRN forward in collaboration with the wider partnership.

The role of the VRN Team is to:

- Champion the VRN's vision, core principles and approach across the system
- Co-ordinate and promote strategic messaging and campaigns around serious violence
- Ensure young people and communities are fully involved in the Network
- Generate and provide multi-agency data products, including performance and financial information for the Board, and support the development of the necessary information sharing infrastructure
- Improve strategic co-ordination of serious violence prevention activity, improving consistency with the evidence-base and reducing duplication
- Generate and cascade resources including providing briefings on the SNA findings, the evidence base and relevant local and national developments
- Collaborate with CSPs to develop place-based responses to serious violence
- Support organisations, other Boards and partners to strengthen their violence prevention offer
- Design, test and evaluate new interventions
- Promote and embed the Network within partnership and community arenas to broaden

membership and reach

- Produce mandatory products for the Home Office and meet other requirements of the grant agreement

Within the SPB governance structure, the VRB sits alongside two other sub-boards; the Vulnerability Executive (VE) and the Strategic Offender Management and MAPPA Board (SOMMB).

The **Vulnerability Executive** provides governance for the partnership response to Domestic Abuse, Child Sexual Exploitation, Child Criminal Exploitation, Missing and Modern Slavery.

The **Strategic Offender Management and MAPPA Board** (SOMMB) provides governance for the partnership response to reducing reoffending and harm caused by offenders.

Whilst each Board has distinct and clear purposes, these include elements which are relevant to the work of the VRN and as such the central team is working closely with each Board on joint priorities. The VRN Director also sits on all sub-boards and all three chairs of the sub-boards sit on the SPB Executive ensuring collaboration and alignment of work wherever appropriate. The SPB structure is currently under review in preparation for new Serious Violence Duty and other recent and forthcoming partnership responsibilities.

Other Boards are also relevant to the VRN's mission and aims and therefore both Board members and the VRN central team report progress and collaborate with a range of partnership boards including:

- Leicestershire Safer Communities Strategic Board and the Senior Officer Group
- The Safer Leicester Partnership and the Knife Crime and Serious Violence Strategy Group
- Health and Wellbeing Boards
- Local Safeguarding Children's Partnerships
- Children's Trusts/Children and Families Partnerships
- Early Help Boards
- Youth Justice Management Boards

Appendix A: VRN Theory of Change



Appendix B: VRN Supported Interventions



	Mentors in Violence Prevention (MVP)	The Reach Programme	Early Intervention Service <i>(formally CRP Team)</i>	Community Mentoring Project	Unlocking Potential (UP) Project	Violence Intervention Project (VIP)
DESCRIPTION	<p>The MVP project is a peer-led leadership and bystander programme. MVP trains students as Mentors and equips them with the confidence, knowledge and skills to identify and speak out against bullying, abusive behaviour and violence. It aims to tackle the beliefs, attitudes and culture which can give the message that violence is acceptable. Ultimately MVP promotes the healthy social norms and culture which is known to prevent violence.</p>	<p>The Reach Programme is an intensive six-month mentoring programme aimed at preventing exclusions. At-risk young people receive Social Skills Training, support with their confidence and wellbeing, and opportunities to participate in recreational activity (e.g. sports, arts and music). The Youth Worker will also provide support to the young person's family and work with their friends.</p>	<p>The Early Intervention Service is delivered by Prevention Officers who provide a 12-week tailored programme for young people who receive a community resolution or are at risk of offending. It seeks to prevent offending through improving well-being, offering emotional support and increasing engagement in positive activities such as education, training and employment. Support is also offered to the families and carers of those engaged with the programme.</p>	<p>The Community Mentoring Project provides sustained mentoring support from a credible mentor within the community.</p> <p>Mentors will work with individuals at risk of involvement in violence to encourage positive social norms, offer emotional support and aim to improve young people's social skills, whilst supporting them to navigate and access support across the system in order to achieve their goals.</p>	<p>The Unlocking Potential (UP) Project focuses on improving education, training and employment for young people contact with the Criminal Justice system and currently/previously involved in violence.</p> <p>UP project workers offer holistic support to address social, practical, economic, and emotional needs which can prevent young people from accessing education, training and employment opportunities.</p>	<p>VIP provides timely and tailored support to young people attending the A&E department or in police custody.</p> <p>Commonly referred to as a "reachable moment", support workers engage with the young person at this critical point and offer support to assist recovery and address pressing issues such as safety and emotional well-being. The workers will continue to support the young person in the community, offering mentoring and practical assistance to empower them to achieve their goals.</p>
REACH	11-16 year olds in Leicester, Leicestershire and Rutland	11-16 year olds in Leicester, Leicestershire and Rutland	11-17 year olds in Leicester	15-25 year olds in the East and West of the Leicester, and Charnwood	16-25 year olds in Leicester, Leicestershire and Rutland	11-25 year olds in Leicester, Leicestershire and Rutland who attend A&E for violence related injuries or custody for committing serious violence offences
CURRENT DELIVERY PARTNERS	<p>Secondary schools across LLR</p> <p>Funded by: the VRN</p>	<p>Leicester City, Leicestershire County Councils and Schools</p> <p>Funded by: the VRN</p>	<p>Leicester City Council</p> <p>Co-funded by: Leicester City Council and the VRN</p>	<p>The Y and community partners</p> <p>Co-funded by: Charnwood CSP, Leicester City Council, the PCC, and the VRN</p>	<p>Leicestershire Cares</p> <p>Funded by: the VRN</p>	<p>Turning Point, Leicestershire Cares and Leicester Riders</p> <p>Funded by: the VRN</p>

PRIMARY PREVENTION

SECONDARY PREVENTION

TERTIARY PREVENTION

Core Membership Sign Off



Name	Role
Rupert Matthews	Police & Crime Commissioner Office of the Police & Crime Commissioner for Leicester, Leicestershire & Rutland
David Peet	Chief Executive Office of the Police & Crime Commissioner for Leicester, Leicestershire & Rutland
Grace Strong	Strategic Director Violence Reduction Network Leicester, Leicestershire and Rutland
ACC David Sandall	Assistant Chief Constable Leicestershire Police
Jane Moore	Director of Children and Families Services Leicestershire County Council
Jim Donaldson	Governor HMP Leicester
Dawn Godfrey	Director of Children's Services Rutland County Council

Name	Role
Chris West	Deputy Director of Nursing, Quality and Performance Leicester, Leicestershire and Rutland's CCGs
Ann Crawford	Deputy Director - Health, Wellbeing and Workforce Department of Health and Social Care, Office for Health Improvement and Disparities
Mandi Collins	Principal Thomas Estley Community College
Kevan Liles	Chief Executive Voluntary Action Leicestershire
Bob Bearne	Head of National Probation Service (Leicester, Leicestershire and Rutland) National Probation Service
Dr Mark Williams	Consultant in Emergency Medicine University Hospitals Leicester
Richard Lyne	General Manager East Midlands Ambulance Service

Name	Role
Caroline Tote	Assistant Director Children's Social Care & Early Help Leicester City
Callum Faint	Chief Fire and Rescue Officer Leicestershire Fire & Rescue Service
Rob Mitchell	Chief Executive Charnwood Borough Council
Sarah Hancock - Smith	Senior Operations Manager Turning Point Substance Misuse Services
Dave Stock	Strategic Relationships Manager Leicestershire & Rutland Sport
Anna White	Director Leicester Secondary Education Improvement Partnership
Cheryl Armatrading	Chief Executive Antoin Akpom Achievements (AAA) Foundation
Tom Walters	Head / Business Development Manager Charles Booth Centre

Contact Details

If you have any questions in relation to this summary or would like to find out more about the Violence Reduction Network, you can contact us at:

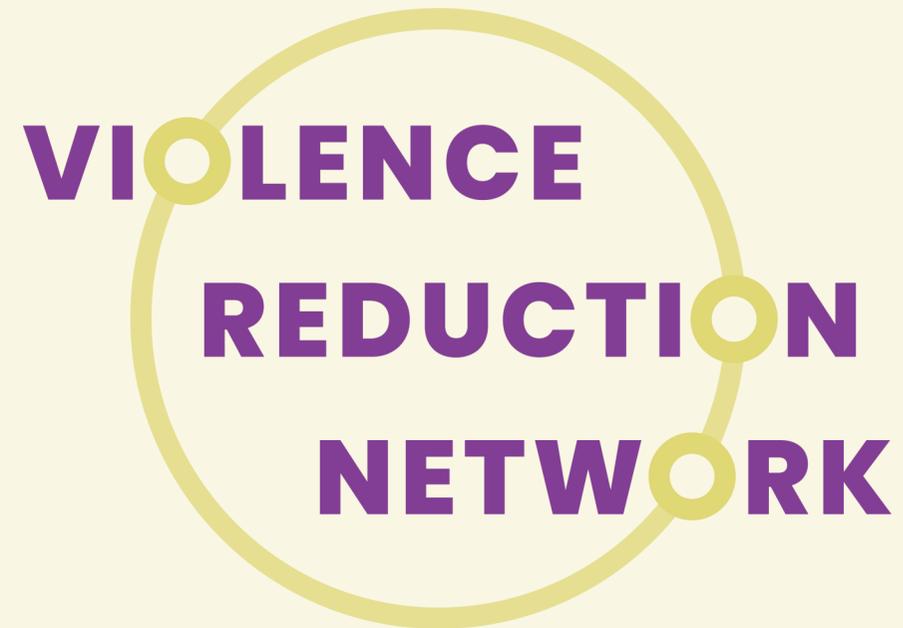
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You can also find details of our work at:

www.violencereductionnetwork.co.uk

You can keep up-to-date with VRN developments at:

[@VR_Network](https://twitter.com/VR_Network)



**LEICESTER, LEICESTERSHIRE
& RUTLAND**