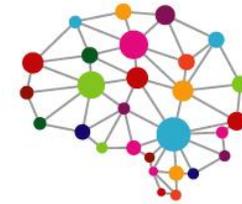




**POLICE & CRIME  
COMMISSIONER**  
for Leicestershire

Prevention | Partnership | Protection



**Violence  
Reduction  
Network**

# Response Strategy: Preventing Serious Violence

Leicester, Leicestershire and Rutland  
2020–2023

Reviewed and Updated January 2021

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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".*

Following receipt of a Home Office grant in 2019/20 the Leicester, Leicestershire and Rutland's (LLR) Violence Reduction Network (VRN) was established by the Police and Crime Commissioner 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 such as Community Safety Partnerships (CSPs) to tackle the root causes of serious violence. The VRN has a particular focus on preventing young people (under 25) from getting involved in violence and associated activity. During its first year, the VRN produced a Strategic Needs Assessment (SNA)

which informed the co-production of a Response Strategy in March 2020. A second year's Home Office grant - which was secured for 2020/21 – enabled the VRN partnership to deliver this strategy.

The forthcoming Serious Violence Duty will place a statutory responsibility on CSPs and organisations such as the Police, local authorities, health, education and probation to work together by sharing data and intelligence, involving communities and jointly planning local responses based on the best available evidence. Partners involved in the VRN have already started this journey and will continue to build on the progress made to date.

## This Strategy

This strategy outlines the VRN's partnership response to serious violence affecting our young people and communities. As required, it adopts a public health approach, using data and evidence to understand serious violence locally and its root causes, investing in evidence-informed responses and evaluating their impact with a view to longer-term investment if effective.

As such, it draws on the findings and recommendations of our SNA produced in 2019/20 and refreshed in 2020/21. It also reflects the multiple insights gained from a diverse range of stakeholders, including young people and communities, as well as our progress and learning to date.

In addition to summarising the evidence-base, this strategy also provides an outline of the VRN's approach, including 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.

To achieve our aims in preventing and reducing serious violence, the strategy outlines four strategic priorities which will form our collective work over the next year and beyond:

- Leadership and Cultural Change
- Prevention
- Criminal Justice and Enforcement
- Data Sharing, Evidence and Evaluation

The life-span of this strategy remains three years but the nature and extent of serious violence (and our understanding of it) is continuously evolving, not least due to the impact of the Covid-19 pandemic. It will therefore continue to be reviewed annually with a programme produced for 2021/22 to support and monitor implementation over the forthcoming year.

# 2. Vision, Mission and Scope

## 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. We recognise the multiple challenges involved but as the causes of violence are preventable, we believe it is possible to realise our vision.

**Our 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; in communities, and within and across a diverse range of organisations. We believe everyone has a role to play but it is particularly important to involve those communities most affected by violence. Collaboration and courage are vital. This has informed the approach we have taken in developing a Network (rather than a Unit) and is reflected in our mission:

**Our 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.

Covid-19 has and will continue to give rise to many challenges for communities which in turn is likely to have an adverse impact on levels of serious violence. The vision and mission of the VRN has therefore never been as important as it is now. This will require continuously monitoring and an adaptive prevention response.

## Scope

The VRN embraces the World Health Organisation'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 scope 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 importantly its progressive nature. Furthermore, we acknowledge that issues such as child criminal exploitation and domestic abuse have clear links with public place violence.

There are also common causes and risk and protective factors for different types of violence. Research highlights these connections 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 as appropriate to prevent wider harm affecting our young people.

**VIOLENCE REDUCTION NETWORK  
SERIOUS VIOLENCE DEFINITION**

Public place violence resulting in significant physical injury with or without weapons

with the inclusion of all ages

Crime groups:

- Homicide
- Violence with Injury
- Robbery

Initial priority focus:

- Serious violence by or against a person under 25 years.
- Exclusion of sexual violence and/or serious violence in domestic settings, including domestic abuse.

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 |

Logos for Violence Reduction Network and Home Office Counting Rules.

# 3. Strategic Needs Assessment Key Findings

## 3.1 Extent and Nature Serious Violence

Using police\* and health data\*, our refreshed Strategic Needs Assessment provided insights into the extent and nature of violence locally up until the end of 2019/20. Insights into how Covid-19 has affected the extent and nature of serious violence are included later in this sub-section.

-  Serious violence offences increased significantly between 2015 and 2019 with a much smaller increase (1.2%) in 2019/20. This is in line with national trends.
-  1 in 10 serious violence offences were recorded as knife enabled in 2019/20. This decreased 11.8% from the previous year with the highest decrease amongst under 25s.
-  The majority of offenders (77.4%) and victims (74.1%) of serious violence are male.
-  Under 25s are most at risk of committing serious violence with a rate that is double than that for over 25s. The 15-19 age range has the highest rates.
-  15-19 year olds also experience the highest rates as victims of serious violence by all ages.
-  The majority of offences by under 25s (68.3%) are *against* under 25s. Children and young people (10-14 and 15-19) experience the highest rates as victims of violence by under 25s.
-  Assault with Injury is the most common offence for all ages (73.2% of the total volume of serious violence).
-  Rates of robbery (personal property) offences by under 25s is 4 times higher than the rates for over 25s. When looking at volumes they have committed 90.9% more offences than over 25s.
-  The peak days of the week for serious violence by all ages is Saturday (Leicester and Rutland) and Friday, Saturday and Sunday (Leicestershire).
-  The peak time for serious violence by under 25s is 3-4pm.

\* There are a number of caveats to this data including changes in recording practices which have influenced figures over time. Comparison between the data sets should also not be made.

-  The highest proportion of serious violence by all ages was in Leicester (57.5%) and then Leicestershire (41.1%).
-  Within Leicester City, Central Leicester NPA has the highest proportion of serious violence by under 25s (37.3%) followed by East Leicester (26.6%) and West Leicester (25%).
-  Across LLR, Charnwood NPA has a similar proportion of serious violence by under 25s (13.4%) to East (14.3%) and West (13.4%) Leicester.
-  In relation to offender residency, 32% of serious violence offences (all ages) were committed by those living in East and West Leicester (36.9% for under 25s).
-  72.7% of all Robbery offences by under 25s in LLR were in Leicester. Within Leicester, East Leicester NPA has the highest proportion (42.3%) followed by Central Leicester (34.9%).
-  The rates of knife-enabled serious violence are highest in Leicester with 70.3% of offences by under 25s being in the City. Within Leicester, East Leicester NPA (37.3%) has the highest proportion.
-  In contrast to crime data, violence-related attendances at the local Emergency Department for injury fell in 2019/20 by 37.5% for all ages.
-  With violence-related hospital admissions, the highest rates are for under 25s 15-19s living in Leicester being higher than the national average (2016-19).
-  Almost a third of admissions from Leicester (32%) are from residents living in the most deprived areas (2016-19).
-  The highest proportion of violence-related admissions were caused by 'bodily force' with Leicestershire having a higher proportion (70%) compared to the national average (54%) (2016-19).
-  Admissions for assaults by sharp objects in Leicester (26%) were higher than the national average (22%) (2016-19).
-  30% of admissions had substance misuse as a related cause (in line with England average) and 14% had alcohol which was notably higher than the England average in Leicester (2016-19).

## 3. Strategic Needs Assessment Key Findings

### Impact of Covid-19

Since the end of March 2020 Covid-19 restrictions have impacted significantly on serious violence. The VRN has been monitoring this closely and have noticed the following notable changes:

Volumes and rates of serious violence have fluctuated as restrictions have increased and eased.

The volume of serious violence fell by 38.9% between March and April 2020 and by 47.5% when compared to the same time in 2019. This decrease was more prominent for under 25s with a reduction of 53.7% and 61.2% respectively. Significant decreases in assault offences and robbery of personal property were the main contributors to the large decreases seen overall.

As restrictions eased, serious violence offences involving all ages increased significantly on a monthly basis with the majority of crime types peaking in August 2020. Since this time, levels of serious violence have decreased and stabilised but remain higher than the rates observed in the first lockdown.

Where serious violence is most prevalent has changed with a notable shift away from Leicester City Centre (linked to the closure of the NTE)

The timings of serious violence are also fluctuating with a notable move away from the 3pm-4pm peak for under 25 year olds when schools were closed

### 3.2 Community Insights

Through surveys and our wider engagement work with young people and communities, we have gained insights into experiences of serious violence, its causes and potential solutions:

#### Experiences of violence and feelings of safety

- The majority of adults reported feeling safe. Reasons given for lower feelings of safety were lack of street lighting and perceptions of crime.
- One in four adults reported they had been 'exposed' to street-based violence with 11% stating they had witnessed some sort of weapon crime.
- Substance misuse was a prominent theme in the community safety survey, with 27% stating they had frequently witnessed drug-dealing over the last 12 months
- Half of young people reported feeling unsafe in the spaces they occupy. Notably this is significantly lower in more deprived areas with up to 84% stating that they do not always feel safe.
- Locations where young people feel less safe are their local areas, on buses and travelling to/from school.
- The majority of young people (90%) reported never having considered carrying a knife. For those that did, fear and protection were the main reasons given.
- There has been a reduction in self-reported knife carrying by young people from 8 to 6%. Protection was the main reason given.
- Notably, this increases significantly when surveying young people living in areas of higher deprivation with 98% of young people reported carrying or knowing someone who carries a knife.

#### Views on the causes of violence

- Young people identified peer pressure, financial instability, media influence, lack of youth services and the impact of discrimination as key causes of violence. Fear and protection continue to be the main reasons given for knife carrying.
- The causes highlighted by communities were; drug dealing and use, lack of opportunities and unemployment, poor school attendance and exclusions and insufficient youth-based provision.
- Young people reported an adverse impact of Covid-19 including a further fall in youth provision, loneliness and boredom, increased drug use and poorer mental health.

#### Suggested solutions

- Young people made a range of suggestions for preventing violence including knife crime: tougher CJ responses; more education to improve understanding; counselling; better and more affordable youth-based provision; more safe spaces; better employment opportunities; meaningful engagement with young people including through social media.
- Practitioners working with young people identified three areas which they felt would make a positive difference: a community out-reach approach; involving the family more; and increased investment in mentoring and the provision of credible role models.



# 3. Strategic Needs Assessment Key Findings

## 3.4 Effective Strategies and Interventions

An exploration of public health approaches within the context of violence prevention revealed that there are key elements of an effective violence prevention system. These are:

**System leadership** which secures the following:

- Community consensus
- Collaboration
- Co-production
- Co-operation in data sharing
- Counter-narratives to violence

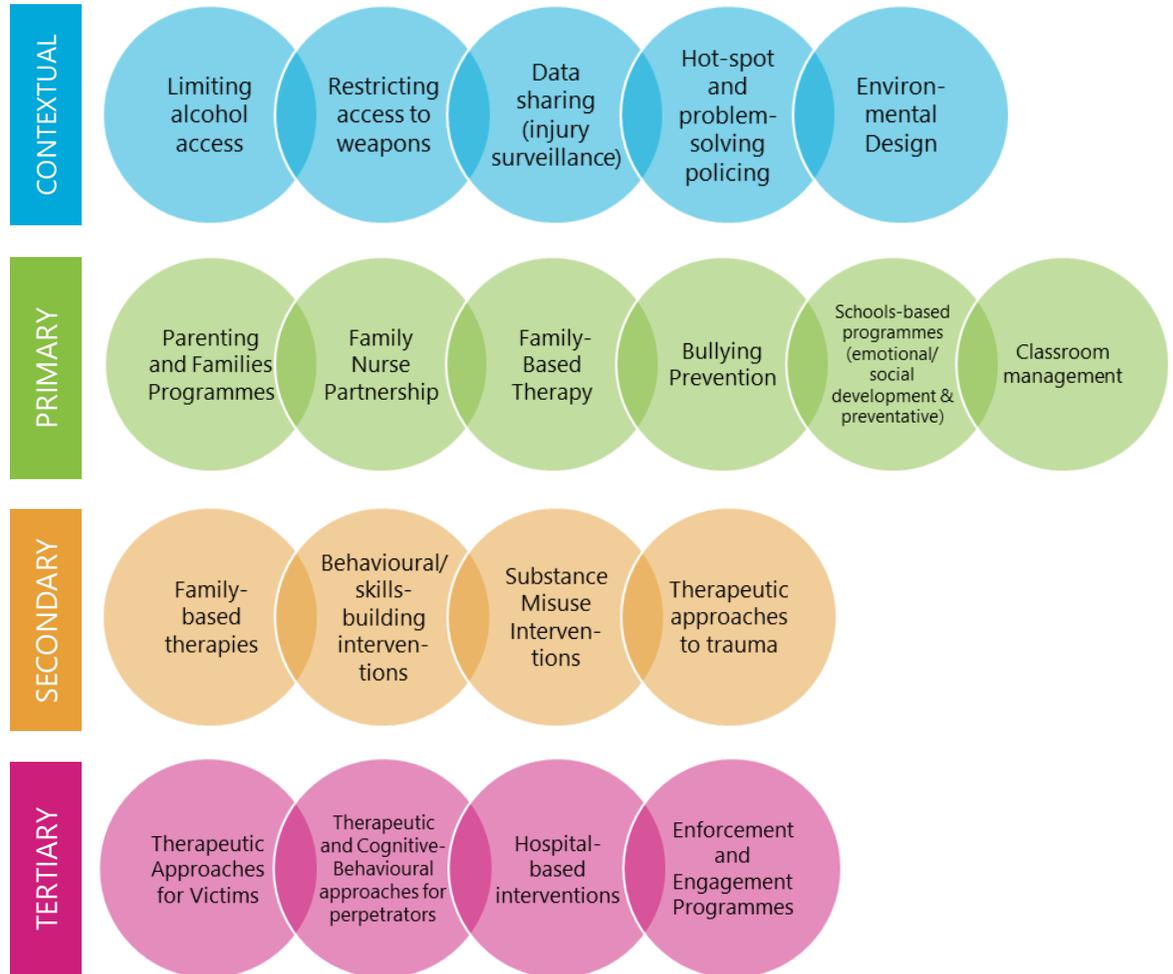
**Civic, service and community action** should focus on all levels of prevention:

- Contextual prevention has the most far-reaching impact as it focuses on civic level strategy and policy.
- Primary, secondary and tertiary levels focus on different populations starting with a universal 'for all' focus and becoming more targeted and specialist as the risk of violence increases.

We have incorporated these into our Violence Prevention Framework (see page 11)

### Effective interventions

The evidence-base highlighted the following types of intervention as having the best quality evidence of effectiveness across the levels of intervention (examples of these, including a breakdown of universal and targeted interventions can be found in Appendix D of the original SNA)



### 3. Strategic Needs Assessment Key Findings

#### *Promising Interventions*

There is also emerging evidence of approaches and interventions that hold promise in reducing and preventing violence affecting young people. These include:

##### **Mentoring**

Evidence of positive impact but only whilst in progress

##### **Gang-focussed strategies**

Focussed deterrence, group-based social interventions, support and opportunities show promising evidence of effectiveness

##### **Diversiory approaches**

Providing they are structured and supervised

##### **Restorative approaches**

Promising results although face-to-face conferencing is most effective

##### **Employment programmes**

Effective with wrap-around support and where barriers are addressed

#### *Ineffective Interventions*

There is robust evidence from research focussing on young offenders which demonstrates that the following interventions are ineffective and have been associated with increases in offending:

- **Bootcamps:** Discipline and/or control type approaches which takes the view that young people need to learn discipline to succeed in life through bootcamp environments (as opposed to ordinary discipline techniques in different settings such as school) have been shown to be ineffective.
- **Scare Tactics:** Deterrence-based approaches aimed at deterring through scare tactics or confrontational techniques with the intention of making young people realise negative impacts or harsh realities of their behaviour, appear to be ineffective but can also make things worse.

#### *Drawing on the Evidence*

When developing responses to serious violence there are a number of themes which emerged from our evidence review that should be prioritised in planning, design and delivery of strategies and interventions:

- Adopting a life-course approach with universal and targeted interventions available from pre-conception to young adulthood and beyond
- Empowering communities to develop community-based responses and creating protective community environments

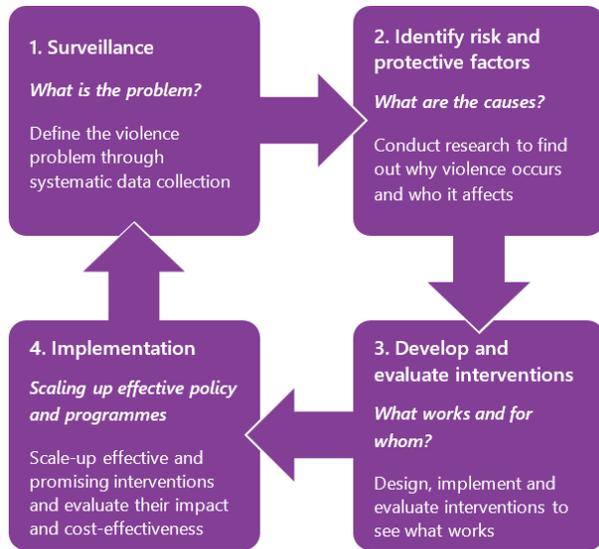
- Preventing and mitigating the impact of childhood adversity through a trauma-informed approach
- Investment in early years and supporting families
- Relational approaches including the provision of and access to caring and trusted adults
- Investing in education and supporting schools to provide inclusive and safe environments
- Strengthening young peoples life skills and providing concrete opportunities
- Reducing the availability and harmful use of substances
- Understanding and responding to contextual risks
- Pro-actively managing transitions
- Designing services around 'reachable moments' thereby maximising opportunities for engagement and change
- Changing social norms that support violence

# 4. Our Approach

## 4.1 A Public Health Approach

The VRN embraces the World Health Organisation's definition of a public health approach and has incorporated it into its processes, principles and framework.

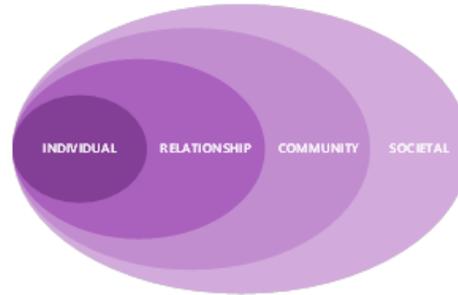
Our work continuously follows the public health four-step process as outlined below:



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

In understanding and responding to the risk and protective factors of serious violence, we will continuously operate across all four elements of the 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.



*The ecological framework for violence prevention (World Health Organisation, 2011)*

## 4.2 Our Core Principles

Drawing on a public health approach, we have developed and agreed 7 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 of 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.

## 4. Our Approach

### 4.3. Violence Prevention Framework

Through drawing on public health approaches, Public Health England (PHE) guidance and our core principles, the VRN has developed and adopted a framework for planning and implementing strategies aimed at reducing and preventing violence. It is also being used as a guide for communities and partner organisations to develop local and organisational responses to serious violence. Over time, the VRN will be able to capture and present LLR's system wide response against this framework.

#### 4.3.1. System Leadership

The VRN's vision and mission requires a whole system approach to understanding and responding to serious violence. System leadership which challenges silo working and instead facilitates collaborative working across organisational boundaries is essential to tackle its causes and to secure a long-term impact. The VRN is committed to tackling system-wide issues which otherwise may not be prioritised and as a result would compromise our overall effectiveness. To support system-leadership the framework incorporates the "5 C's" as our critical building blocks.

#### 4.3.2. The 5 C's

##### Community Consensus

Communities play a central and invaluable role in enhancing our collective understanding of serious violence and developing effective and sustainable prevention responses. Involving communities is also

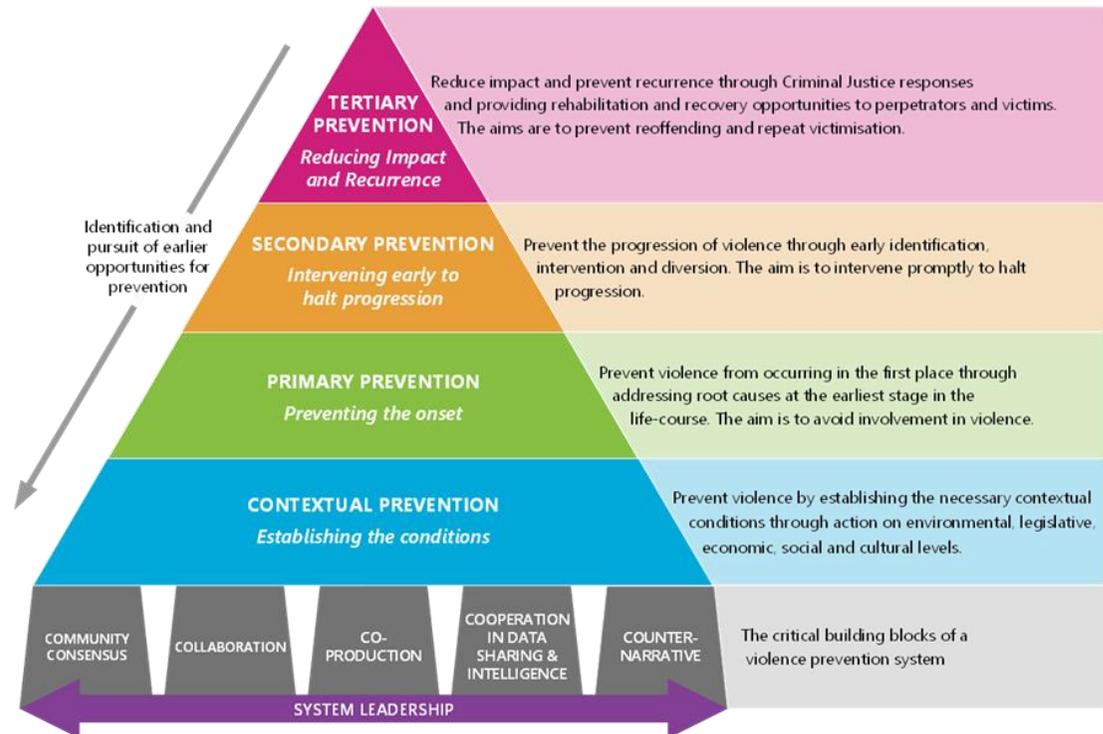
important in building trust and legitimacy in services and ensuring they are relevant and responsive to the communities they serve. We aim for all of our work to be with and for communities and we will seek to empower and involve communities through strengthening assets and developing opportunities to lead and influence local responses.

When we refer to 'community', we recognise the need to develop an approach which seeks to

capture a diversity of voices and involvement. This includes but is not limited to:

- Neighbourhood-level communities
- Young people
- VCS groups and organisations
- Parents and families
- Faith-based communities
- Victims of serious violence
- Perpetrators of serious violence

### A Place-based, Whole System Framework for Violence Prevention



Based on PHE (2019) "A whole system multi-agency approach to serious violence prevention"

## 4. Our Approach

Importantly, we will seek and amplify the voices of those communities most affected by violence and ensure a commitment to reduce inequalities is at the core of our approach.

We recognise that current practice does not match these ambitions. Alongside increasing community capacity and involvement through the channels and methods outlined below, we will also seek to continuously strengthen these based on community feedback:

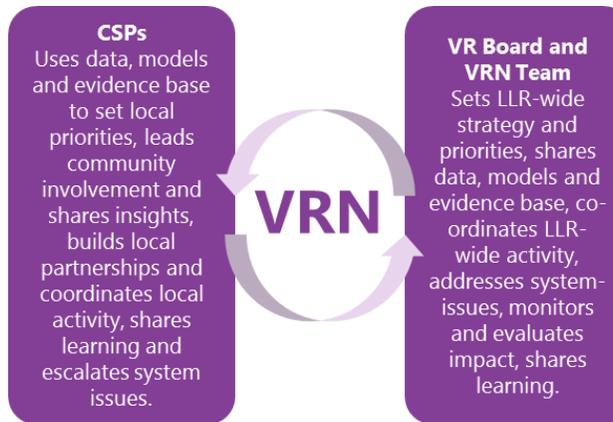
- Involvement in the VRN's governance through VCS Board membership and community panels
- Wider involvement opportunities through Network events and other forums with a priority focus on young people
- Investing in community and young people leadership development
- Routinely seeking and capturing community insights and ensure these inform planning
- Designing and delivering interventions in partnership with relevant communities (see co-production)
- Advocating for increased community involvement across the VRN partnership

### Collaboration

Our VRN was established as a Network in recognition that different partners across the system need to collaborate to successfully tackle the causes of serious violence. The VRN has a wide-range of sectors and organisations involved in

its work, an established governance structure, a shared strategic needs assessment and this strategic plan. Within this, we recognise the importance of partners articulating their role and responsibilities in preventing violence and this will remain a key priority as we continue to strengthen our local violence prevention system.

The VRN also recognises the relevance and importance of collaborating with existing partnerships. Community Safety Partnership's (CSPs) already play a vital role in reducing and preventing violence and are in an ideal position to develop place-based responses, co-produced with local communities. The role of CSPs within the VRN is illustrated below:



There are a wide range of partner initiatives and Boards which are also relevant to the ambitions of the VRN. Collaboration will be pursued with, but not limited to, the following:

- The Vulnerability Executive and the CCE Ops group
- The Strategic Offender Management and MAPPA Board
- The Leicestershire Police Violent and Complex Crime Unit (VCCU) and surge fund activity
- Local Safeguarding Children Partnerships and Safeguarding Adult Boards
- Health and Wellbeing Boards
- Regional (Nottinghamshire and West Midlands) and national VRN networks

### Co-production

Building on collaboration with communities and partners is the importance of co-producing solutions.

This means providing concrete and meaningful co-production opportunities for young people (and other intended beneficiaries) to work with others, including professionals, in the design, delivery and evaluation of services. Involving young people and in particular those with lived experience is likely to result in more responsive and effective services and simultaneously increase legitimacy. We will therefore ensure that co-production is build into service design and commissioning processes as well as ensuring young people are central to all relevant evaluations.

## 4. Our Approach

### *Co-operation in data sharing and intelligence*

A key enabler to preventing violence is the commitment and drive by partners to identify, share and analyse all relevant data sources. This is essential to understand the extent of violence locally, identify those populations and geographical areas most affected and inform the development, targeting and monitoring of prevention activity.

Tackling perceived and actual barriers to information sharing, as well as building capability within and between agencies, is a key role of all partners. The VRN will prioritise data sharing and analysis and support partners to contribute through investing in a dedicated resource to support its collation and analysis.

### *Counter-narrative*

The framework recognises that counter-narratives to violence are vital if young people are to develop healthy social norms and behaviours. Communication is an important part of this. We will seek to generate an increased focus on positive narratives, emphasising the positive behaviours and achievements of young people, conveying hope and also the possibility of change. Whereas communication about violence and knife crime is important, this should be accurate, proportionate and avoid unintended consequences such as generating fear.

To ensure consistent strategic messaging, we will build consensus and co-operation across the VRN and jointly design our campaigns work.

Counter-narrative is also about highlighting and providing concrete and credible alternatives to involvement in violence. All partners have a role to play in providing young people with accessible opportunities and routes to build more positive lives. This will be a particular focus of all VRN-supported interventions working with young people at risk of or already involved in violence.

### *4.3.3. Levels of Prevention*

Our framework incorporates all 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.

# 5. Progress in 2020/21

The VRN partnership is in the first year of delivering this Response Strategy. The Covid-19 pandemic and the associated restrictions have affected some elements of planned work but delivery against the strategic objectives has continued at pace.

The VRN grant has been used to design, commission and support a range of different interventions across the levels of prevention. Some of these are outlined below:

- ✓ A new service, the **Violence Intervention Project** based in the local Emergency Department. Workers offer tailored support to young victims of violence at a 'reachable moment'. The project has reached 99 young people since February.
- ✓ A city-based pilot, **Routes to Safety**, which funds youth workers to work with young people to increase safety on the routes to and from school. The pilot started in November and has engaged with 470 young people already.
- ✓ A project focusing on improving the employment prospects of young people in contact with the CJS. The **Unlocking Potential Project** has worked with 68 young people.
- ✓ Co-funded the City's **Community Resolution and Prevention Service** designed to prevent the early onset of offending from escalating. The team have worked with 120 young people so far.
- ✓ Co-funded the **Childhood Adversity Project** which offers therapeutic support to young

people known to youth justice services to mitigate the impact of previous trauma. The project has reached 74 young people this year.

- ✓ The introduction of the **Mentors in Violence Prevention (MVP)** programme in secondary schools. Staff from 7 schools have been trained with a potential reach of 4,893 students. We already have 13 more schools due to attend the next training.

Our direct engagement with young people and communities has continued to increase. We have also invested in several community-led initiatives:

- ✓ A second round of the **Grassroots Community Grants** scheme enabling small charities and community groups to deliver local initiatives. In total we have now funded 38 projects reaching 1,458 young people.
- ✓ Co-funded the **Community Leadership Programme** with the first cohort commencing in Nov 2019.
- ✓ A community-led design of a **Community Outreach Project** for commissioning next year.

The VRN central team have worked with partners to improve data sharing and analysis – the cornerstone of a public health approach. Progress this year includes:

- ✓ An **interactive dashboard** which facilitates easier analysis and performance reporting using police data.

- ✓ The first stage of a local **Injury Surveillance System** combining crime and health data to better inform prevention activity.
- ✓ The design and roll-out of a county-wide **CSP survey** to increase our knowledge of community perceptions locally.

We have started work to improve the reach and effectiveness of serious violence campaigns work. So far this has included:

- ✓ A new film and supporting campaign, '**Are you Listening**', which is aimed at empowering trusted adults to spot the signs of CCE.
- ✓ A refreshed campaign for **Op Sceptre**, with an increased focus on prevention which directly reached 6,559 secondary school children.

Our leadership and cultural change work has largely focussed on developing trauma-informed approaches locally. This has included:

- ✓ The delivery of workshops on an **Introduction to ACEs and Trauma-Informed Practice** to 681 professional across 5 sectors.
- ✓ A **Train-the-Trainers Programme** which has resulted in 12 multi-agency trainers to continue this work.
- ✓ Early work on behalf of the Strategic Partnership Board to develop an LLR-wide **Trauma-Informed Strategy**.

# 6. Strategic Priorities

The VRN's Strategic Priorities have been refreshed to reflect latest learning and progress made to date whilst also ensuring they capture the key elements of a public health approach to tackling serious violence. As such, there is a balance between short-term action and the longer-term focus that is required for sustainable change. Our four inter-related priorities are outlined below with their aims:

## 1. Leadership and Cultural Change

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

## 2. Prevention

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

## 3. Criminal Justice and Enforcement

**Aim:** To secure reductions in serious violence through evidence-informed criminal justice and enforcement responses.

## 4. Data Sharing, Evidence and Evaluation

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

A summary of these priorities are provided on page 17 with further details on the planned activities and the anticipated outputs later in this section.

Importantly, in combination we expect the work undertaken within each priority to have an overall impact on the following overarching outcomes:

### Crime outcomes (all ages and under 25s):

- A reduction in all public place serious violence
- A reduction in non-domestic homicide
- A reduction in personal robberies
- A reduction in knife-enabled serious violence
- A reduction in violence by injury including that associated with the night-time economy
- A reduction in serious violence re-offending

### Health outcomes (all ages and under 25s):

- A reduction in hospital attendances for violence-related injury
- A reduction in hospital admissions for violence-related injury

### Risk and Protective factor outcomes:

- A reduction in First Time Entrants into the Youth Justice System
- An increase in school attendance
- A reduction in temporary and permanent exclusions
- A reduction in Not in Education or Employment (NEET)
- A reduction in substance misuse amongst under 25s
- An increase in suitable accommodation status amongst under 25s
- An increase in improved mental well-being amongst under 25s

- A reduction in fear of knife crime and serious violence amongst under 25s

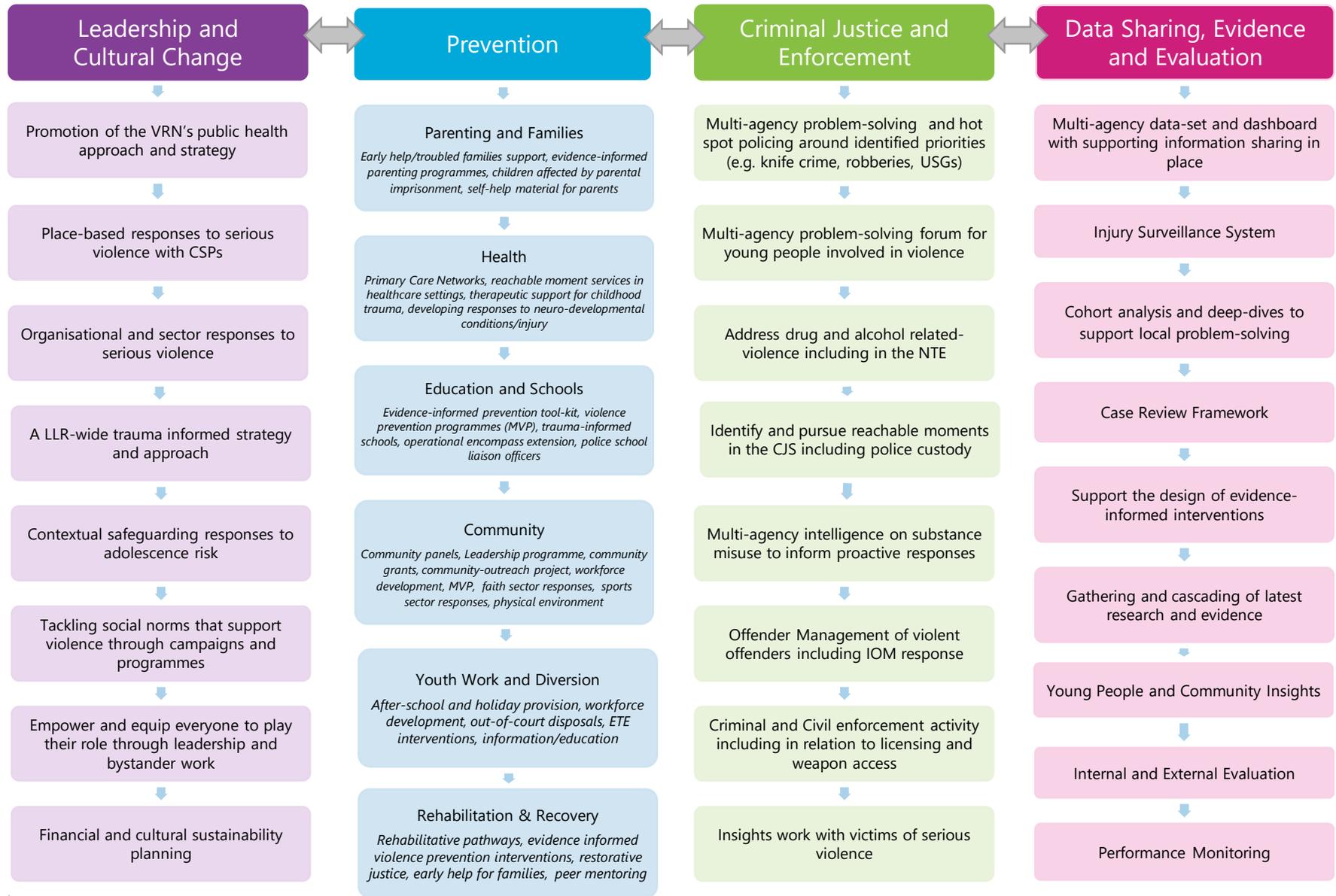
These outcomes - and those outlined under each priority- are captured in more detail in our full Monitoring, Evaluation and Learning Framework.

VRN-supported interventions will all make a clear contribution to the overall outcomes framework with monitoring in place to enable reporting on impact in reducing relevant risk factors and strengthening protective factors.

Whilst the VRN will pursue universal prevention strategies, where work is targeted this will take account of the findings of the SNA and as such will focus on:

- Under 25s
- A recognition that males are most at risk of serious violence whilst also not losing sight of the impact on women and girls
- The geographical hotspots within the East, West and Central Leicester and Charnwood areas
- Those children and young people who are most at risk of offending and victimisation including those who are victims of CCE, involved in gangs, have low attendance at or are excluded from school, and young people in local authority care
- As well as those groups which are over-represented in the local CJS, or have poorer outcomes within relevant services, for example in relation to BAME young people and those who are care experienced

# Summary of Strategic Priorities and Planned Activity



Serious Violence Outcomes Framework - Communications Strategy

### 6.1 Priority 1: Leadership and Cultural Change

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

**To achieve this aim we will:**

- Promote the VRN's approach and strategy across LLR through, a revised Communication Strategy, webinars, new promotional content and social media
- Collaborate with CSPs to implement place-based responses to preventing serious violence including supporting the delivery of City's knife crime strategy
- Work with the Network to develop organisational and sector responses to serious violence and to develop a prevention system map
- Agree and implement a LLR-wide Trauma-Informed Strategy (on behalf of the Strategic Partnership Board) including:
  - Investment in workforce development to implement trauma-informed practice across the system
- Agree and implement a LLR-wide a Contextual Safeguarding Strategy in collaboration with Vulnerability Executive, including:
  - Investment in workforce development to secure changes in approach and practice

- Challenge and change the social norms that support violence through:
  - The design and roll-out of universal and targeted multi-media campaigns to provide accurate information and promote positive social norms
  - Investment in initiatives such as Mentors in Violence Prevention to support the development of healthy social norms amongst children and young people
- Empower and equip everyone to play a role in preventing violence through the:
  - Design and dissemination of accessible and accurate information on serious violence and its prevention
  - Development and promotion of a common bystander methodology for adoption across the system
  - Investment in young person and community leadership
  - Creation of a network of serious violence leads and champions across the system
- Secure the financial and cultural sustainability of the VRN and its work through agreeing and implementing a multi-agency Sustainability Plan.

**Key Outputs**

- A refreshed Communication Strategy
- New resources on serious violence
- A series of webinars for professionals
- New campaigns which promote positive social norms
- New training packages on trauma-informed practice and contextual safeguarding
- A system map of the LLR prevention offer
- A new leadership programme for young people



**Key Outcomes**

- Increased understanding of serious violence, public health approaches, and what works in preventing serious violence
- Reduction in public-place serious violence following introduction of place-based plans
- Identification of gaps, duplication and promising practice across the system
- Increased knowledge of organisational and sector responses to serious violence across the Network
- Increased knowledge of and confidence in adopting trauma-informed and contextual safeguarding approaches
- Improved responses to adolescent risk across the system
- Greater use of evidence-informed bystander methodologies across the Network
- Increased financial and cultural sustainability of the VRN

## 6.2 Priority 2: Prevention

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

The prevention work of the VRN partnership will span all four levels of prevention; contextual, primary, secondary and tertiary, with an increasing emphasis on preventing violence at the earliest point possible. The building blocks (5 C's) of our Violence Prevention Framework will also be incorporated into all activity. Interventions will be co-produced and will focus on reducing the VRN's priority risk factors and strengthening protective factors with associated outcome measures in place.

Six inter-related thematic areas have been identified. These are:

- Parenting and Families
- Health
- Education and Schools
- Community
- Youth Work and Diversion
- Rehabilitation and Recovery

Importantly, there is already a range of relevant existing work occurring across the system of which the VRN is aware and will be captured within organisational and sector responses to serious violence. Therefore the following activity focuses on identified gaps or where value can be added to the existing system's response.

### *Parenting and Families*

- Collaborate with early help/troubled families programmes to strengthen early support for families with children at increased risk of violence
- Review the availability of evidence-informed universal and targeted parenting programmes locally
- Develop support pathways for children and families affected by parental imprisonment to mitigate impact
- Identify and pursue other opportunities for earlier support and intervention where children have experienced childhood trauma
- Provide accurate and accessible knowledge around violence and other associated issues affecting young people to empower and equip parents and families

### *Health*

- Explore and pursue the role Primary Care Networks (PCNs) can play in relation to violence prevention
- Maximise the opportunity to engage young people at 'reachable moments' within healthcare settings including through:
  - Continued hospital-based provision of the Violence Intervention Programme
  - Improved links with relevant out-of-area Emergency Departments
  - Extension of provision to Urgent Care Centres and other health settings

- Offer therapeutic support to young people involved in offending/at risk of offending to address unresolved trauma through the childhood adversity project
- Undertake a local analysis on neuro-developmental conditions or injury within the local justice system with a view to making recommendations for change

### *Education and Schools*

- Co-produce an evidence-informed education resources toolkit on violence prevention
- Invest in evidence-informed violence prevention programmes including the wider roll-out of the Mentors in Violence Prevention (MVP) in secondary schools
- Support the development of trauma-informed schools through investing in pilots and the development of a community of practice
- Extending the principles of the Operation Encompass model to enable schools to mitigate the impact of potential childhood trauma
- Strengthen community-based partnership working with schools through:
  - Continuing to develop the police school liaison role in priority areas
  - Facilitating links with youth work activity
  - Increasing the influence of schools in relevant community safety partnership developments

### Community

- Develop community-led responses and increase community capacity through:
  - Continuing to develop place-based community panels
  - Extending the reach of the Community Leadership Programme to young people and new geographical communities
  - Ensuring relevant grant processes reach grass root community groups
  - Increasing accessibility to workforce development opportunities to community groups
  - Collaborating with the OPCC in developing new People Zones across LLR
- Improve the engagement and outcomes for young people at significant risk and/or involved in violence through investment in a community-outreach project
- Collaborate with the Sports and Physical activity sector to articulate and invest in their violence prevention role
- Collaborate with the faith sector to explore and pursue the role faith groups can play in the VRN's work

- Extend the Mentors in Violence Prevention (MVP) programme to community-based settings including:
  - Community youth groups
  - Sports and physical activity clubs
  - Faith settings
- Pursue adaptations to community environments including through the Safer Streets programme to improve safety and feelings of safety for young people

### Youth Work and Diversion

- Scope opportunities to invest in youth work practice within the Voluntary and Community sector
- Co-ordinate and strengthen after-school and school holiday provision in response to local patterns of violence
- Review the availability and targeting of early intervention provision within the out-of-court disposal system including for:
  - young people (10-17) subject to community resolutions and/or at risk of offending activity
  - young adults (18-25) subject to community resolutions and conditional cautions
- Improve and embed education training and employment interventions for young people within VRN commissioned services

- Provide accurate and accessible information to young people on knife crime and other issues of concern to improve knowledge and reduce fear

### Rehabilitation and Recovery

- Strengthen rehabilitative pathways for violent offenders in collaboration with the SOMMB in relation to:
  - Education, Training and Employment
  - Substance Misuse
  - Health and Well-being including responses to unresolved childhood trauma
  - Accommodation
- Review the availability of evidence informed one-to-one and group interventions to address public place violence (community and custody) and make recommendations for investment
- Extend the use of Restorative Justice and in particular victim-offender conferencing to support recovery for victims and reduce reoffending
- Facilitate improved CJ links with early help provision to address intergenerational offending
- Develop a common approach and system for peer mentoring across CJ agencies

### Key Outputs

- Evidence-informed parenting programmes
- Thematic evidence review on neuro-developmental conditions
- Evidence-informed tool-kit for schools
- Mentors in Violence Programme rolled out across LLR
- Trauma-informed schools and a community of practice
- A Community Leadership Programme for young people
- New People Zones across LLR
- A community outreach programme
- Revamped out-of-court disposal system
- Evidence-informed after-school provision
- New educational resources on knife crime
- Evidence-informed interventions
- Victim-offender conferencing
- Peer mentoring opportunities



### Key Outcomes

#### Parenting and Families

- Improved early support for families with children at risk of violence
- Improved knowledge and use of evidence-informed parenting programmes
- Enhanced support pathways for children and families affected by parental imprisonment
- Parents are more knowledgeable and better equipped to respond to violence affecting their children

#### Health

- Greater opportunities for young people to access support in health settings

### Key Outcomes

- Increased understanding of the role that Primary Care Networks (PCNs) can play in relation to violence prevention
- Increased support for young people to overcome the impact of adverse childhood experiences
- Improved understanding of young people with neuro-developmental conditions

#### Education and Schools

- Greater use and effectiveness of in-school prevention activity
- Reductions in bullying and violence-related behaviours in schools
- Increased support for young people to overcome the impact of adverse childhood experiences
- Wider implementation of the Encompass model to mitigate the impact of adverse childhood experiences
- Increased school attendance and reduction in exclusions

#### Community

- Improved access to funding opportunities
- Increased knowledge and capacity in communities to deliver responses to violence
- Enhanced access to workforce development opportunities
- Greater involvement across the sports and physical activity sector in preventing violence

### Key Outcomes

- Greater involvement across the faith sector in preventing violence
- Improved feelings of safety across LLR

#### Youth Work and Diversion

- Improved youth work knowledge and skills within the Voluntary and Community Sector
- After-school provision which is tailored to address local issues
- Greater support for young people issued with an out-of-court disposal
- Increased education, employment and training opportunities for young people
- Improved transitions between children's and adults services and the youth and adult criminal justice system
- Reduced fear amongst young people about the prevalence of knife crime and other issues of concern

#### Rehabilitation and Desistance

- Greater provision for and increased access to rehabilitative opportunities for violent offenders
- Identification of gaps and opportunities to strengthen one-to-one and group interventions in community and custody settings
- Increased implementation of whole family responses
- Increased use of peer mentoring across LLR
- Greater use of victim-offender conferencing across LLR

### 6.3 Priority 3: Criminal Justice and Enforcement

**Aim:** To secure reductions in serious violence through evidence-informed criminal justice and enforcement responses

**To achieve this aim we will:**

- Support organisations to apply multi-agency problem-solving techniques to improve the effectiveness of targeted responses to priority offences (e.g. robberies, knife-related crime, and those committed by Urban Street Gangs)
- Facilitate the development of a multi-agency problem-solving forum focussing on young people involved in violence-related activity and to ensure co-ordinated use of VRN-supported interventions
- Collaborate with the sub-regional NTE group to increase prevention activity around alcohol-related violence in the Night-Time Economy
- Identify opportunities to engage young people at 'reachable moments' within CJ settings including in police custody
- Conduct a review of the Integrated Offender Management (IOM) response to violent offenders against the evidence of effectiveness
- Develop and deploy civil and criminal enforcement in relation to licensing and weapon access

- Review the use of community impact statements for serious violence related offending through the CJS
- Continue to implement the refreshed Drugs Intervention Programme including enhancing the custody offer
- Assess the quality and use of multi-agency intelligence on substance misuse to inform proactive policing
- Undertake insights work with victims of serious violence to understand and address barriers to supporting criminal proceedings

### Key Outputs

- Educational workshops on problem-solving
- New multi-agency problem-solving forum
- New blueprint for organisations to adopt problem-solving techniques
- Map of local provision for violent offenders
- Evidence-informed interventions for violent offenders
- New LLR-wide Night Time Economy prevention plan and evidence-informed prevention activity
- New 'reachable moment' service in custody settings



### Key Outcomes

- Improved understanding of and confidence in adopting problem-solving techniques
- Increase in the number of young people receiving ongoing, tailored support
- Improved understanding of the local offer for violent offenders
- Identification of gaps, duplication and promising practice across the system
- Increase in evidence-informed prevention activity taking place in the NTE
- Reduction in serious violence in the NTE
- Greater use and effectiveness of civil and criminal enforcement in relation to licensing and weapon access
- Increased access to support in custody settings and improved outcomes
- Increased use and improved quality of community impact statements and multi-agency intelligence on substance misuse
- Reduction in substance misuse
- Improved understanding of the barriers facing victims in criminal proceedings

### 6.4 Priority 4: Data Sharing, Evidence and Evaluation

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

#### To achieve this aim we will:

- Identify, improve quality of and analyse multi-agency datasets
- Implement our local Injury Surveillance System (*subject to Board approval following the proof of concept stage*)
- Invest in the development and sharing of an interactive dashboard, and secure the necessary information sharing agreements
- Increase the use of data in local problem-solving through undertaking cohort analysis and deep dives
- Design and commence a process for Case Reviews to ensure continuous learning and to improve prevention activity
- Ensure all VRN-supported interventions are based on an evidence-review and a theory of change, and that monitoring and evaluation are embedded into delivery
- Encourage partners to access and to use the latest evidence by commissioning of thematic evidence reviews where gaps exist, and producing Briefings and Bulletins

- Strengthen the gathering and analysis of community and young person insights to ensure a diversity of voices influence the VRN's work
- Demonstrate and understand the VRN's impact and value for money through investing in the internal and external evaluation of the VRN's work
- Review and refresh our performance and monitoring framework in line with this Response Strategy to continuously review impact

### Key Outputs

- New datasets and insights on the nature and extent of serious violence locally, and on risk and protective factors
- New insights on young people's perceptions and experiences of serious violence
- A new interactive dashboard
- Data sharing agreements
- A new Injury Surveillance System
- A new framework for undertaking Case Reviews
- Evidence of the VRN's impact and value for money
- A refreshed performance and monitoring framework



### Key Outcomes

- Increased understanding of where violence takes place and who commits it
- Enhanced knowledge of the local prevalence of risk and protective factors
- Improved accessibility and uptake of data
- Improved cost-efficiency through evidence-informed targeting of resources
- Advanced knowledge of prevention opportunities based upon learning from Case Reviews
- Improved system-wide knowledge and use of the evidence of effectiveness
- Improved understanding of 'what works' in reducing or preventing violence
- Enhanced understanding of young people's view and experiences of serious violence

# 7. Governance and Accountability

Governance for the VRN is provided through the Violence Reduction Board (VRB) which 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 **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 Board is chaired by the Chief Executive of the OPCC. Board members include the Police and Crime Commissioner, his deputy, and senior officer representation 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)
- Public Health England
- Schools
- HMP Leicester
- Leicestershire Fire and Rescue
- East Midlands Ambulance Service

- University Hospital Leicester
- Leicester Partnership Trust
- Turning Point
- National Probation Service/Community Rehabilitation Company

Membership is kept under constant review as the VRN partnership expands its work into other organisations and sectors. Board members have a range of responsibilities including:

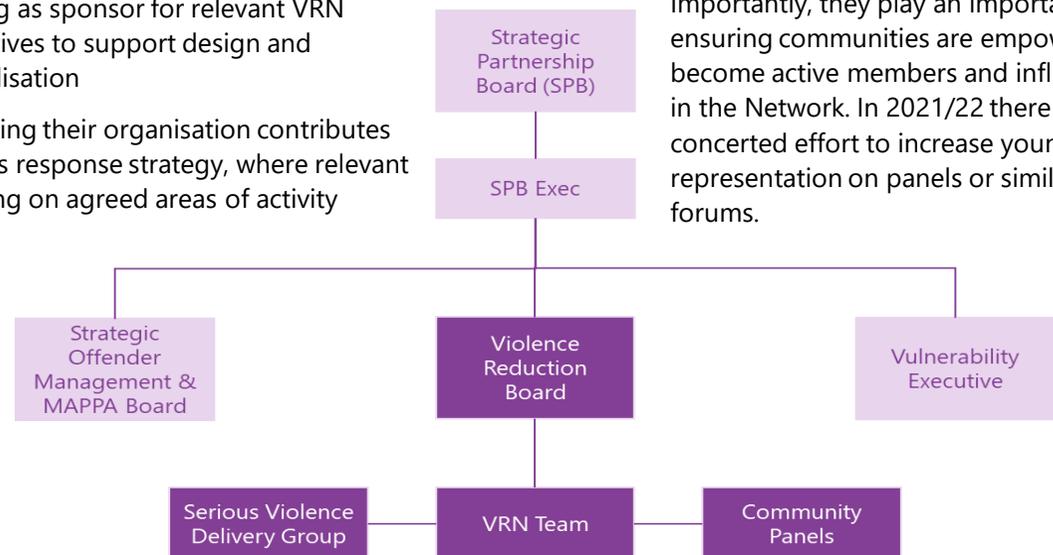
- Championing and applying the priorities, principles and methodology of the VRN within and beyond their own organisation
- Leading the cultural change required to secure a paradigm shift towards prevention and earlier intervention
- Acting as sponsor for relevant VRN initiatives to support design and mobilisation
- Ensuring their organisation contributes to this response strategy, where relevant leading on agreed areas of activity

- Monitoring and scrutinising 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 locally-based Community Panels, a Serious Violence Delivery Group (SVDG) and a VRN central team.

**Community Panels** comprise of community leaders, initially with the VRN priority areas. The focus of each group is decided locally but panels broadly provide a platform to raise and discuss local issues, map and strengthen community assets, develop and co-ordinate local responses and influence and scrutinise the wider work of the VRN.

Importantly, they play an important role in ensuring communities are empowered to become active members and influencers in the Network. In 2021/22 there will be a concerted effort to increase young person representation on panels or similar forums.



## 7. Governance and Accountability

The **Serious Violence Delivery Group** comprises of 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.

The **VRN central team** is a multi-disciplinary co-located team which sits with the OPCC. All staff are from partner organisations and include representation from local authorities, OPCC, police, probation, and schools as well as specialist roles such as a data analyst and lead for evidence and evaluation. The VRN Director meets with the PCC on a weekly basis and is a member of his Strategic Management Team.

The VRN team provides a dedicated, additional resource to drive the work of the VRN forward in collaboration with the wider partnership. Its responsibilities include:

### The role of the VRN Team is to:

- Champion the VRN's vision, core principles and the Violence Prevention Framework including supporting its application to other types of violence.
- 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 develop 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 areas of joint priority. 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.

**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:

- The Police and Crime Panel
- Leicestershire Safer Communities Strategic Board
- The Safer Leicester Partnership
- Health and Wellbeing Boards
- Local Safeguarding Childrens Partnerships
- Childrens Trusts/Children and Families Partnerships
- Youth Justice Boards

# 8. Monitoring, Evaluation and Learning

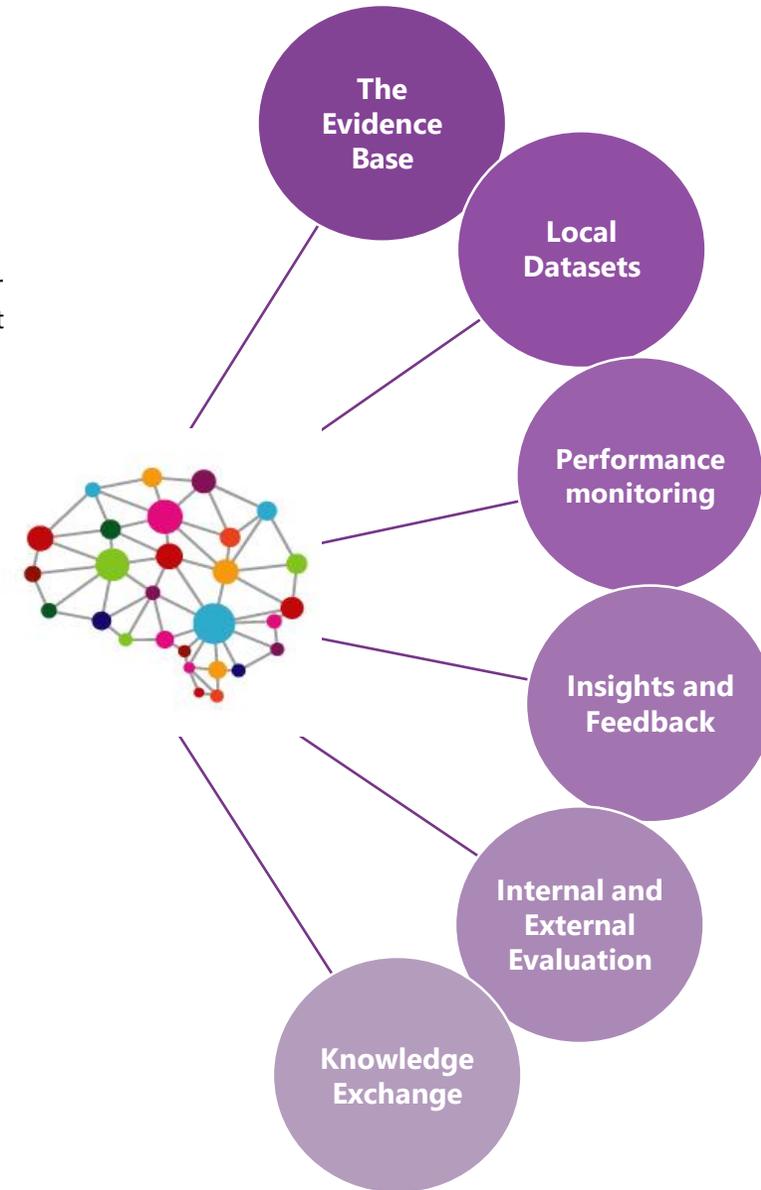
Consistent with our core principles, we are committed to continuous learning and improvement, and to demonstrating the impact of our work. We will deliver on these objectives by designing a refreshed Monitoring, Evaluation and Learning Framework which incorporates the following elements:

- The evidence-base
- Local datasets
- Performance monitoring
- Insights and feedback
- Internal and external evaluation
- Knowledge exchange

Our approach to monitoring, evaluation and learning is underpinned by:

- Continued investment in analytical capacity, capability and infrastructure to get to a position where we have real time monitoring and analysis of multiple datasets
- A drive to improve the accessibility, quality and use of data and evaluation across the Network
- A clear focus on enhancing our understanding of local risk and protective factors through cohort analysis, deep dives and case reviews
- A recognition that preventing youth violence will also require innovation and testing new ideas and the need to be confident of impact before continuing and/or scaling-up

- A commitment to contributing to the local and national evidence-base through embedding evaluation activity across the VRN
- An appreciation of the importance of sharing new evidence and insights with the Network in an accessible and timely way
- A desire to provide meaningful opportunities for a diverse range of voices – especially those most affected by serious violence – to share their experiences and to inform the VRN's work so that solutions are most relevant, responsive and effective
- A commitment to understanding and demonstrating our impact in both the short, medium and longer term



## 8. Monitoring, Evaluation and Learning

### The Evidence Base

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

### Local Datasets

We will continue to make improvements to our interactive dashboard to enable real-time monitoring of local trends. We will work with our partners to put data sharing agreements in place and generate new insights on our priority risk and protective factors which will inform prevention activity, commissioning and service design. We will implement and test an Injury Surveillance System.

### Performance monitoring

We have implemented monitoring frameworks for all VRN-supported interventions and will continue to analyse this data to learn more about the young people and families accessing these services. We will use monitoring data to further our understanding on what changes – in young people's attitudes, behaviours and circumstances – take place as a result of these interventions. We are building our capability to monitor and report on progress against all anticipated outcomes.

### Insights and Feedback

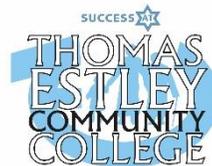
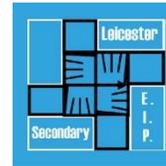
We will embed opportunities for different beneficiary groups – including young people, families, community members, victims, perpetrators and professionals – to share their insights and to shape services and interventions. We will collaborate with organisations to strengthen their community involvement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

### Internal and External Evaluation

We will build upon our existing evaluation activity by refreshing and advancing our outcomes framework to monitor progress against our local success measures. We will continue to support the national evaluation and look to commission external evaluation for the more complex areas of our work such as the reach and impact of campaigns, and the cost-benefit of the VRN.

### Knowledge Exchange

We will adopt a reciprocal approach to knowledge exchange by facilitating opportunities for beneficiary groups to share grassroots insights which are not visible to the VRN, and by using a range of engaging and accessible approaches to share new evidence and learning. This will include tailored data backs, hosting and presenting at events, Briefing Papers and Bulletins, short films, and tool-kits to name just a few examples.



# 10. Contact

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