

# Lancashire Violence Reduction Network

Annual Report 2020



# Acknowledgements

## **The Lancashire Violence Reduction Network**

Established in 2019, the Lancashire Violence Reduction Network (LVRN) is a collaboration of public, private, third sector, community and lived experience organisations and individuals, which aims to prevent and reduce violence.

## **Contributors**

Chief Superintendent Susannah Clarke, Chief Inspector Steve Anderton, Inspector David Oldfield, Teigan Whiffing, Natalie Burtonwood-Wilson, Justin Srivastava, Suzanne Coyne, Hazel Gregory, Margaret Williams, David Clarke, Siobhan Collingwood, Rose Latham, Danny Wolstencroft and Catherine Hoyle.

## **Editors**

Chief Inspector Steve Anderton, Siobhan Collingwood, Chief Superintendent Susannah Clarke and Natalie Burtonwood-Wilson

## **Preparation and authorship**

Robert Ruston and Dr Lindsay Youansamouth

## **Corresponding author**

Robert Ruston



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# Introduction and Local Context

## Foreword and summary

Lancashire is a diverse county spread over a large geographical area with a history of good partnership working. It should be noted that – as a collection of communities, agencies and academics – we are proud to join together as a network with the shared purpose of working better together to make our county a safer, more trauma-responsive place to live and work.

With a significant investment in joint working already in existence, we have seized the opportunity that the Violence Reduction Unit (VRU) funding has presented to work beyond our individual agency remits and agendas and join forces to focus on our collective future ambitions to ensure that children, young people and their families within the county are safe, healthy and achieve their full potential. This is a reality that we all aspire to achieve. The VRN is giving us the unique opportunity to focus on and remove the barriers in the system, which currently prevent this aspiration becoming a reality, particularly for those who are most disadvantaged.

This report focuses on the progress we have made towards our common goal so far. In reading this report, it will become apparent that a trauma-informed approach is a golden thread which runs throughout our activity. It is our desire to eventually be able to claim the status of being a trauma-informed county. This is not an approach which will exist just for the life of the VRU investment; once we shift our services to work collectively in this way it is a philosophy which will continue to prevail. Our approach and the culture change necessary to achieve this is being carefully crafted to ensure sustainability.

From a Lancashire perspective the VRN is becoming the glue that binds our partnership landscape together. We have the unique position of being able to act as an honest broker and point out deficiencies in current ways of working but also offer opportunities celebrate good practice, and to try out evidence-based and often well-evaluated alternatives to current ways of working; a number of these initiatives are referred to in this report.

Underpinning our work in Lancashire is a heavy focus on data and evidence-informed responses to those issues spotlighted by the data. The highlights referred to in this report point to the absolute power of data, enabling us to focus on the critical issues which need to be resolved if we are to tackle the underlying causes of violence in the county. This data does not leave us in a fixed fatalistic position; rather it gives us areas to focus on collectively. Tackling together these critical areas by implementing a whole life course approach is infinitely achievable.

We hope that you are inspired by the content of our Annual Report. We have forged stronger and better partnerships as a result of this work.



**Detective Chief  
Superintendent  
Sue Clarke**

Head of Lancashire  
Violence Reduction Network



## VRN definitions

The Lancashire Violence Reduction Network has adopted the World Health Organization (WHO) definition of violence, as follows:

*'Violence is 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.'*

At the inaugural meeting of Lancashire Violence Reduction Network's Partnership Board (held in 2019), data was presented to contextualise the local picture. Lancashire's definition of serious violence was agreed to contain the following crime types and descriptors. In making this decision the group used Home Office guidance and high harm values (severity) based on the Cambridge Harm index. The following diagram shows the crime types that are included in our LVRN definition of serious violence.

<b>Homicide</b>	<b>Knife Crime</b>	<b>Gun Crime</b>
<b>Assault resulting in injury</b>	<b>Rape</b>	<b>Robbery</b>
<b>Aggravated Burglary</b>	<b>Domestic abuse and violence (DAV)</b>	<b>Child exploitation (sexual and criminal)</b>

### **Violence Reduction “Network”**

Having established itself in 2019 as the Lancashire Violence Reduction Unit the name and branding were changed to the Lancashire Violence Reduction Network (LVRN) in April 2020 at the Partnership Board meeting. Initially, there had been confusion caused by the Violence Reduction “Unit” title, which front-line partners had thought to be similar to a traditional policing “support unit” team, which would be called to respond to serious violence incidents. Following feedback and reflections from partners, the “core” strategic team and the Partnership Board members, we opted for a more inclusive title, which better reflected the key aims of bringing together a wide range of partners and agencies within a network of relationships, supporting our whole-systems change approach to reducing and preventing serious violence.

## The Lancashire context

Lancashire is a county in the North West of England and consists of two unitary authorities Blackpool and Blackburn with Darwen, the remainder consists of upper tier Lancashire County Council and 12 District authorities: Burnley, Chorley, Fylde, Hyndburn, Lancaster, Pendle, Preston, Ribble Valley, Rossendale, South Ribble, West Lancashire, and Wyre.

Lancashire has 24 nursery schools; 550 primary schools; 159 secondary schools; and 74 post-16 education providers (schools and colleges). Lancashire is also home to four universities: Lancaster University, the University of Central Lancashire, Edge Hill University and the Lancaster campus of the University of Cumbria.

There are currently eight NHS Clinical Commissioning Groups and seven NHS Trusts of which five are Acute Hospitals and two Mental Health Hospitals.

There are five prisons in Lancashire: two category B adult males (HMP Preston and HMP Garth); two category C adult males (HMP Wymott and HMP Lancaster Farms); and a category D adult males prison (HMP Kirkham). The nearest female prison to Lancashire is HMP Styal in Cheshire, this is a closed category prison for female adults and young offenders.

Lancashire hosts eight National League Football clubs all of these support a Community Trust.

Blackpool is the largest seaside resort in the North West of England and Morecambe is also a seaside resort but on a smaller scale.

The 2019 mid-year population estimate for the Lancashire-14 area, was 1,508,941 people, this is 0.7% (10,641 persons) higher than 12 months earlier. For the Lancashire-14 area, 23.5% were aged 0-19 years, 56.4% were aged 20 to 64 years, and 20.1% were aged 65 and over.

Over the next decade the number of children aged 0-15 in the county is predicted to rise and then decline thereafter. The working-age population is predicted to start to decline within five years and the older population is predicted to increase, with more people falling into the over-85 bracket each year as life expectancy increases over the period.

The majority of the population of Lancashire is White (90%). The other ten per cent of the population (around 141,000 people) are from Black, Asian and other minority ethnic (BAME) groups. The largest BAME populations are found in Blackburn with Darwen (31%), Pendle (20%), Preston (20%), Burnley (12%) and Hyndburn (12%).

The ethnic breakdown of Lancashire consists of White (90.4%), Asian (7.9%), mixed race (1.1%), Black (0.4%) and other ethnic groups make up 0.3% of the population.

Levels of socio-economic deprivation vary across the pan-Lancashire area with great inequalities. Districts with the highest level of deprivation in Lancashire include Blackpool,

Burnley and Blackburn with Darwen. Less deprived districts in Lancashire include Ribble Valley, South Ribble and Fylde. It should be noted, however, within all districts, there is a wide variation in deprivation at ward level.

*Further information about local health and education needs, alongside information about crime types relating to serious violence, is provided in Section 2.iii (see 'Highlights from the Strategic Needs Assessment') of this Annual Report.*

District of Lancashire	% of wards where the Indices of `Multiple Deprivation score is in the bottoms decline (i.e. score less than 250)
Blackburn with Darwen	24
Blackpool	48
Burnley	20
Chorley	0
Fylde	0
Hyndburn	25
Lancaster	7
Pendle	15
Preston	13
Ribble Valley	0
South Ribble	0
West Lancs	4
Wyre	4

# VRU Infrastructure Development

## i. Model, governance and accountability

### Prior to the VRN

Prior to the establishment of the Lancashire Violence Reduction Network issues relating to serious violence and knife crime were considered by a number of existing partnership boards including the Children's Safeguarding Boards, Adult Safeguarding Boards and the Community Safety Partnerships. Existing partnership structures had begun to consider the issues related to serious violence. The Police and Crime Commissioner brought together a range of community safety partners in mid-May 2019 to review current activity and identify new and emerging areas of need. This round table workshop established a task and finish group to develop the initial direction and contributed to shaping the Violence Reduction Network (VRN) in Lancashire.

Whilst Lancashire comprises three top tier local authorities the majority of partners key to tackling serious violence operate on a pan-Lancashire footprint. Representation from a wide range of agencies was agreed as an approach to take forward.

### VRN model and structure

The VRN structure has evolved slightly from the original set up in 2019, mainly due to the growing number of partners wanting to engage with the work and the need to refine relationships with other existing partnership structures. The Lancashire model is a single VRN covering the whole of the PCC/Constabulary area which incorporates the three upper tier authorities of Blackburn with Darwen, Blackpool and Lancashire County Council. This enables the VRN to have an overview of the needs and issue across the whole of the county and ensure best use of resources.

Our "Core Team" has an approximately one-third male and two-thirds female split; an age range of early 20s to mid-60s; and a representation of majority White, although there are also individuals from Mixed Race backgrounds. The LVRN follows the OPCC policies and statements on diversity and inclusion.

## VIOLENCE REDUCTION PARTNERSHIP BOARD

### Governance & Leadership Functions

Chair: Director OPCC	Constabulary: ACC
Children's Social Care: Head of Service	Probation: Head of Service
Children & Family Well-being: Head of Service	Constabulary: Criminal Justice Lead
Adolescent Services: Head of Service	Constabulary: Head of Public Protection
Public Health	Youth Offending Team: Head of Service
Health NHS ICS	Community Safety Partnership: LA Director
Health CCG Serious Violence Lead	

## VIOLENCE REDUCTION NETWORK

<b>VRN CORE TEAM:</b>		<b>VRN OPERATIONAL TEAM:</b>	(In addition to the Core Team)
Director	Constabulary	Constabulary Public Protection	
Programme Manager	OPCC	National Probation Service	
Strategy Lead	Constabulary	Youth Offending Team	
Data Analyst	Constabulary	Community Safety Partnerships	
Education Lead	Teacher	Children's Social Care LAC	
Trauma-informed Lead	CSC	Family Safeguarding Service	
Police Surge Lead	Constabulary	Public Health	
Operational Lead	NHS Hospital	Health: CCG	
Health Leads	NHS ICS	Health: Mental Health Provider	
Health Lead	Lancaster University	DWP	
Evaluation & Academic	Constabulary	MARRAC Team	
GENGA Link	Constabulary		
Media & Comms Lead	Probation		
Admin Support			

## VIOLENCE REDUCTION NETWORK

<b>VRN PROGRAMMES</b>	<b>VRN PROGRAMME LEADS / TEAMS</b>
Trauma-informed Training & Development	Superintendent Justin Srivastava (police) & Advanced Practitioner Suzanne Coyne (LCC)
<b>DIVERT</b>	Inspector Dave Oldfield (police) & DIVERT Manager Dave Clarke (New Era)
Emergency Department Navigators	Hazel Gregory (Blackpool Teaching Hospitals NHS Foundation Trust)
Multi-Agency Domestic Abuse Response (MARRAC)	DI Rachel Ashcroft (police) and the MARRAC Team
Domestic Abuse – Op Encompass (Impact on children – training and information for schools)	Siobhan Collingwood (Headteacher, LCC)
Empowering Parents Empowering Communities (EPEC; Burnley & Blackburn with Darwen)	Hazel Gregory (Head of Safeguarding, Blackpool Teaching Hospitals NHS Foundation Trust)
Caring Dads - Blackburn	Hazel Gregory (Head of Safeguarding, Blackpool Teaching Hospitals NHS Foundation Trust)
Serious Violence Prevention – 3rd Sector/Schools/Community Programmes	Programme Manager Robert Ruston (OPCC) & Chief Inspector Steve Anderton (police)
Prisoners & Families – Mia’s Story (Impact on children – training and awareness raising)	Siobhan Collingwood (Headteacher) with support from Helen Cartmell (Probation)
Prisoners & Families – Strength Inside & Out (Training for prisoners)	Chief Superintendent Sue Clarke (police) with support from Senior Probation Officer Anna Javed (probation)
Response to Drugs and Substance Misuse in Blackpool – Op Adder	Chief Superintendent Sue Clarke (police)
Youth & Community Engagement (Co-commission with OPCC)	Programme Manager Robert Ruston (OPCC)
Claremont Opportunity Area	Chief Superintendent Sue Clarke (police)

## VIOLENCE REDUCTION NETWORK

The Funding Oversight Group, chaired by the Director of the OPCC, monitors both the VRN and Police Surge Grants and is responsible for ensuring value for money and signing off procurement and spending requests. The Group usually meets ahead of the Violence Reduction Partnership Board which it reports into.

<b>FUNDING OVERSIGHT GROUP Financial Monitoring Functions</b>	
Chair - Director OPCC	VRN - Director
Constabulary - ACC	VRN - Programme Manager
Constabulary - Procurement Lead	VRN - Operational Lead
Constabulary - Finance Lead	VRN - Media & Comms Lead
Constabulary - Finance Officer - VRN	
Constabulary - Media & Comms Lead	
OPCC - Procurement & Commissioning Lead	
OPCC - Media & Comms Lead	

## VRN Response Strategy and Delivery Plan

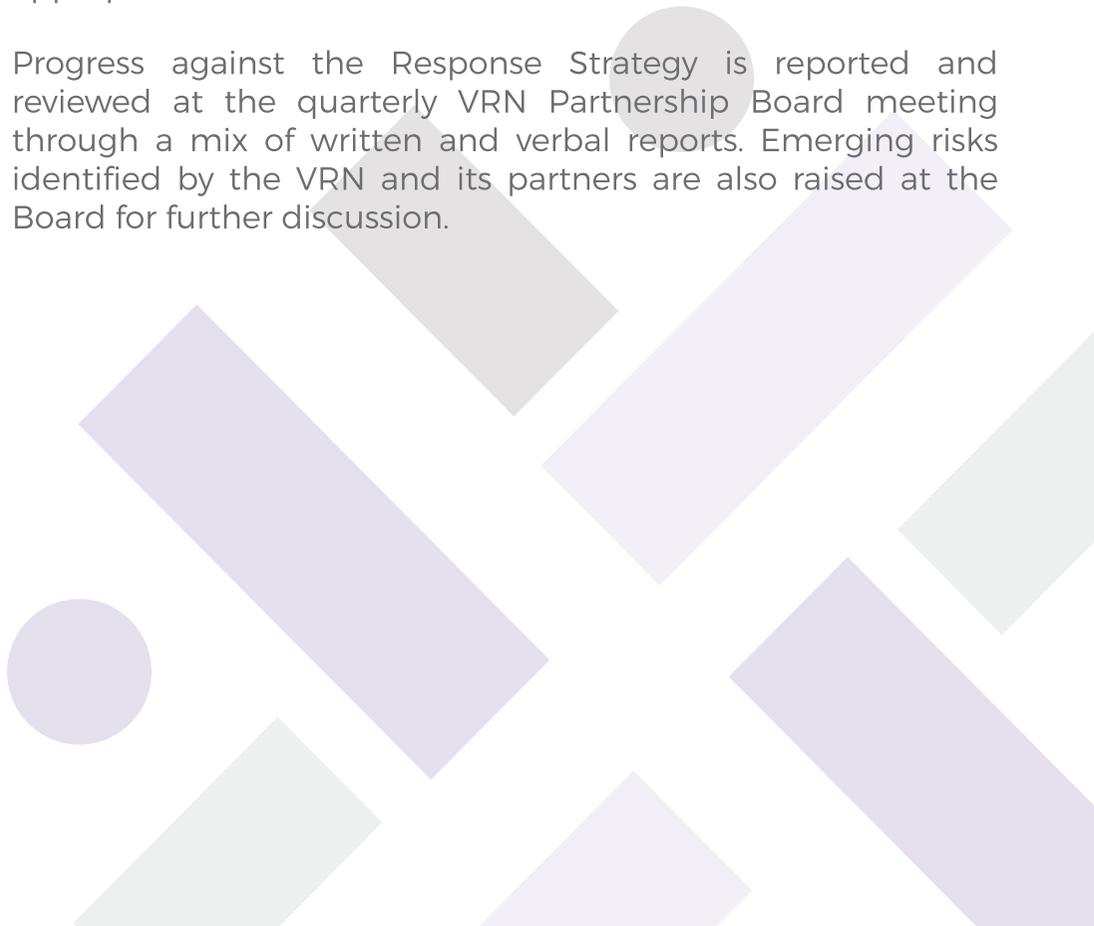
The VRN has undertaken a lot of work to understand the needs of our communities through producing the pan-Lancashire Strategic Needs Assessment. In addition to data sets and information from partners the results from a wide-ranging community and young people's survey have helped to inform our strategic needs assessment. This has been the foundation of the VRN Response Strategy and has helped us to understand which direction the VRN should take. Our needs assessment has helped us to focus work in our schools, communities, within hospital accident and emergency departments and police custody suites.

The Lancashire VRN will achieve its aim for every person living or working in Lancashire to feel and be safe from violence and violent crime through four key priorities:

- 1. Prevention of serious violence**
- 2. Enforcement**
- 3. Cultural transformation and workforce development**
- 4. Evidence: data and evaluation**

Through delivery against these four priorities, the VRN and those signed up to its strategy will aspire and strive to ensure that 10 key principles in the Response Strategy become the 'golden threads' of action (how we will do it). The implementation plans, which will sit alongside this strategy, will be regularly reviewed to ensure that delivery against the priorities remains appropriate.

Progress against the Response Strategy is reported and reviewed at the quarterly VRN Partnership Board meeting through a mix of written and verbal reports. Emerging risks identified by the VRN and its partners are also raised at the Board for further discussion.

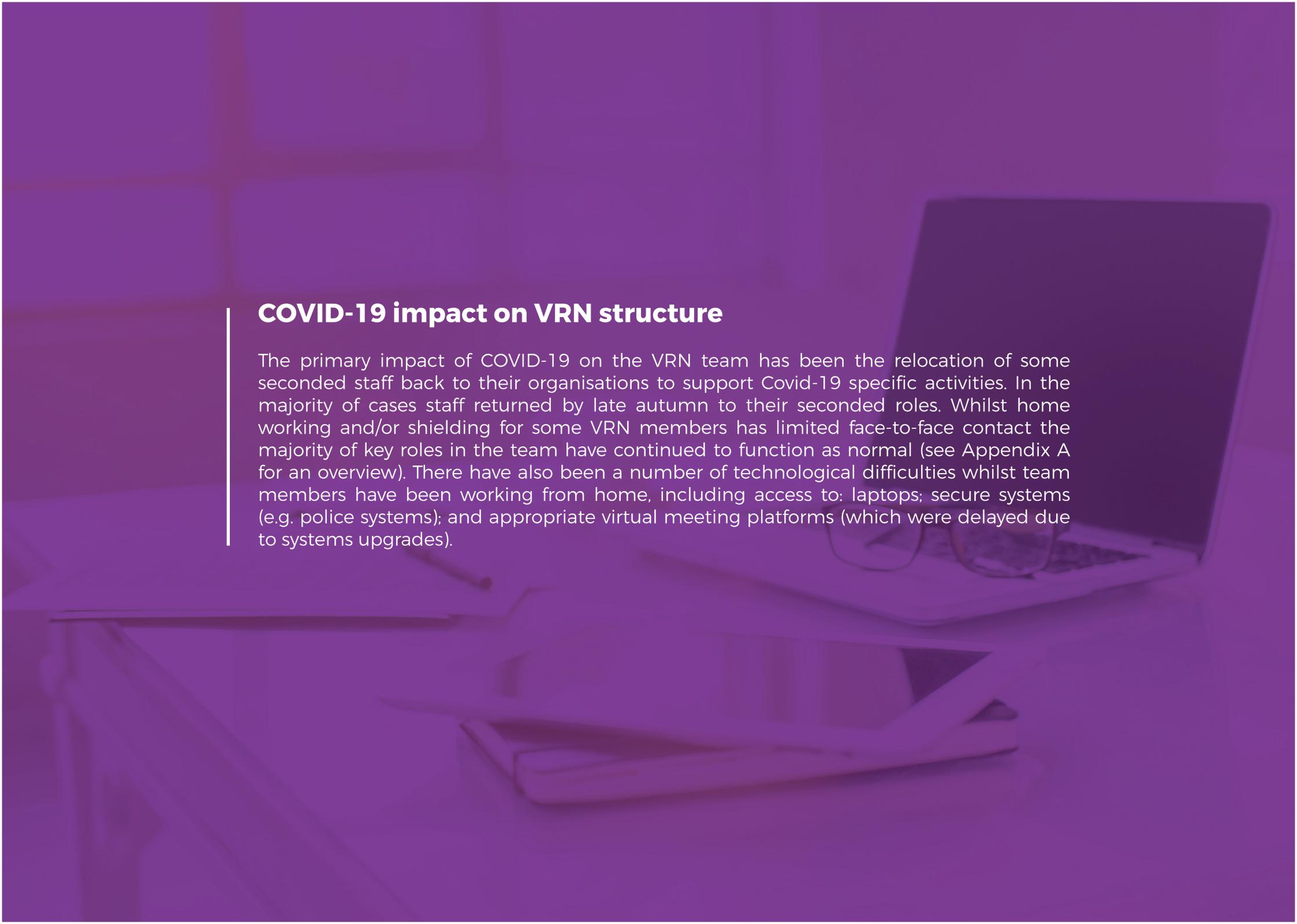


## VRN accountability

Progress against the Response Strategy is reported at the VRN Partnership Board (MSB) meeting through a mix of written and verbal reports, including sharing the quarterly reports submitted to the Home Office. Reports are provided by the VRN Director, Programme Manager and individual Programme Leads. A Progress Report was also provided for the Board in October as a precursor to this Annual Report. The Board has an opportunity to review and scrutinise reports to provide assurance that the VRN is delivering against the Response Strategy. Emerging risks identified by the VRN and its partners are also raised at the Board for further discussion. A regular VRN newsletter is provided with updates on the key work programmes and overall aims of the VRN. This is distributed to a wider range of partners, including some third- sector groups.

Following recent discussions with the recently reformed Lancashire Community Safety Partnership Board and with the Adult and Children's safeguarding arrangements the VRN Leadership Board will provide regular reports to these structures. This will ensure that strategies and priorities are aligned and additional scrutiny of the work of the VRN.

When the VRN was established there were early discussions regarding the most relevant governance structure for the work. As Lancashire has 13 separate Community Safety Partnerships (including 3 top tier authorities) a decision was taken by senior leaders to establish a separate VRN Partnership Board to support the development of the work and provide oversight and governance.



## **COVID-19 impact on VRN structure**

The primary impact of COVID-19 on the VRN team has been the relocation of some seconded staff back to their organisations to support Covid-19 specific activities. In the majority of cases staff returned by late autumn to their seconded roles. Whilst home working and/or shielding for some VRN members has limited face-to-face contact the majority of key roles in the team have continued to function as normal (see Appendix A for an overview). There have also been a number of technological difficulties whilst team members have been working from home, including access to: laptops; secure systems (e.g. police systems); and appropriate virtual meeting platforms (which were delayed due to systems upgrades).

## ii. Multi-agency partners

As indicated in 2.i the PCC had already started to bring partners together prior to the development of the VRN and the establishment of the Core Team. This was building on existing partnerships that are already well established in Lancashire which enabled the VRN to be set up with an initial good level of partnership buy-in. Additionally, a number of existing pieces of multi-agency work that supported the priorities of the VRN, such as a three-year ethnographic research project into multi-agency working in Lancashire (Youansamouth, 2020); the MARRAC team, Op Encompass and trauma-informed practice, were brought within the VRN remit from an early stage with the relevant partners, agencies and professionals joining the VRN Team.

Since the VRN has been established further partners have joined both in the VRN Operational Team and at the VRN Partnership Board level, including DWP, Health, NHS, ICS and Higher Education representatives. Input into the VRN Operational Team has also been provided by representatives from the Social Housing sector with links now established with one of the larger providers in Lancashire.

Whilst the VRN is led by the Constabulary and the OPCC the Core Team have been established on the basis that all members are able to contribute equally to discussions and decision making with key decisions referred to Partnership Board for further discussion and ratification.

The VRN is also represented on a wide range of existing partnerships, including: Community Safety, Domestic Abuse, Safeguarding, Health ICS, Youth Offending and Strategic Hate Crime Boards. In particular the VRN works closely with Community Safety, Domestic Abuse and Safeguarding to ensure that there are shared priorities and strategic alignment across all the agendas seeking to address similar issues.

Work with the Health ICS Board has led to the development of a shared approach to addressing serious violence issues and the development of a blueprint for joint working and governance which will be used as a possible national model.

Community Safety Partnerships are represented on both the VRN Operational Team and the VRN Partnership Board as well as direct links to each individual CSP (Lancashire has 13) via the OPCC. The VRN analyst is developing local serious violence profiles for each of the CSP to support them in delivering their duty to have serious violence as a priority. This is supported by the wider VRN Team and is linked to the Constabulary led surge activities.

**Partnering example:**

*A local schools safeguarding co-ordinator saw a copy of the regular VRN Newsletter and subsequently invited the VRN to provide an article about relevant aspects of the work to be included in a newsletter going to all Designated Safeguarding Leads at schools in Lancashire.*

Funding provided by the PCC to each of the Community Safety Partnerships has been aligned to the priorities of the VRN and to support the approach being taken by the Serious Violence Sergeants located in each police BCU. Applications for use of the funding are reviewed by both the VRN Programme Manager and the OPCC CSP Lead before being presented to the PCC for final sign off.

A number of joint PCC and VRN sessions with the CSP Managers have been held, and continue to be planned, to discuss issues such as shared priorities, the new serious violence duty and the use of the PCC funding to support local activity to tackle serious violence.

The VRN has sought to play an active role at the national level with sharing best practice and knowledge with other VRNs, as well learning from others at the regular workshop sessions. Lancashire is also the lead VRN at a national level for trauma-informed practice.

As the VRN has a key priority to promote system change to develop a public health approach to tackling serious violence and its underlying causes, partnership working has been key to seeing this being adopted by a range of agencies and organisations. Adopting a trauma informed approach will provide a longer term and sustainable approach; to date, partnership buy-in to trauma-informed approaches has been positive during this initial phase of the VRN. Workforce development sessions have been held with a number of agencies including Children's Social Care, YOTs, Constabulary and a number of schools as well as supporting other partners to undertake their own internal audits of practice. Where opportunities occur for the VRN to work with other partners whose priorities or areas of work align with or support the priorities of the VRN these would be followed up.

Financial resource, frequent communication, open-door policy and initial approach of working with the willing helped to facilitate buy-in. Providing additional resource or co-commissioning service delivery has also secured partnership involvement in the LVRN. One of the key challenges has been that the funding has only been provided on a single year basis,

making recruitment and commissioning challenging. We have worked hard to ensure that all areas and public services within pan-Lancashire are represented within the core or governance team, which has enabled further buy-in.

When revising the Needs Assessment, Strategy and delivery plans the VRN will look to identify and other specific agencies and partners who may be helpful in further delivery of the priorities or in supporting the VRN in addressing any new or significantly changed priorities or outcomes.

The progress of the LVRN would not have been made without the widespread representation of over 20 agencies, all contributing diverse knowledge. From the outset of establishing the VRN, all partners have been committed to developing a whole-system approach, which relies upon multi-disciplinary and multi-agency involvement. In the future, we are aiming to continue to build the existing partnership network, including further involvement particularly of third sector agencies.

DIVERT >



### **VRN and knife crime surge activity**

The lead officer for all Surge activity with the Constabulary sits within the VRN Core Team to ensure that delivery is aligned with the aims and priorities of the VRN. Local level surge activity is co-ordinated by three police sergeants appointed to each of the BCUs and working with neighbourhood policing teams and

partners through the relevant Community Safety Partnerships. Surge activity and the work of the serious violence sergeants is linked to a number of the VRN Programmes such as DIVERT, Emergency Department Navigators and to projects led by third sector partners funded through the VRN.

### iii. Development of the Strategic Needs Assessment (SNA)

#### Data sources

Lancashire's Violence Reduction Network is fortunate to have access to a myriad of data from a range of partners, including but not limited to police, health, victim services, social care, fire and rescue and probation. The primary data source for serious violence used for individual level analysis by the LVRN is the Business Intelligence (BI) Dashboards produced by Lancashire Constabulary. These dashboards hold all the operational data in-putted by police officers when responding to incidents and/or crimes; the data is readily available to police staff within the LVRN team. This data source is regularly assurance checked, as well as being updated every 24 hours allowing for up-to-date inferences to be made. BI Dashboard data has been used by the LVRN to: create the problem profile for the Strategic Needs Assessment; identify "top" locations of crime; understand trends in serious violence over time; and identify areas to direct resources. To ease accessibility, a dashboard has been developed that sources all the serious violence police data into a specific and separate dashboard for LVRN purposes.

The key aggregate data source utilised by the VRN is the Multi-Agency Data Exchange (MADE) produced by Lancashire County Council. This platform collates data from numerous sources such as health, education, police and social services, presenting the data in reports and dashboards that inform rates of factors such as: deprivation, poverty, unemployment and so forth. The data is anonymous – meaning it is limited in providing insights into crossover (i.e. what proportion of people who are unemployed also "misuse" substances) – it is useful for understanding the prevalence of risks and needs within a demographic. Access to this data was granted by the council with very few challenges, as it was deemed necessary for safeguarding and violence prevention purposes. Communications with the MADE team are held regularly about what further data sets could be useful. The quality of the MADE data source is considered to be good, although there is a slight time-lag in the data being made available (approximately quarterly but depends on the data source).

The LVRN also draws upon several other open/public data sources to contribute to its work, namely data from the Office for National Statistics (ONS), as well as the Public Health England (PHE) Fingertips Database which provides data for various health factors by geographical area. PHE fingertips provides a rich data source across health and well-being indicators, including from Hospital Episode Statistics, Local Authority Datasets and Department of Work and Pensions. Data is available at different levels depending on the data source, with some indicators available at District Council level and others at Upper Tier Authority level. There are some limitations to this due to the diversity in Lancashire, which can potentially mask the inequalities prevalent across the area. Furthermore, there is often a time lag on the data available within this dataset due to the need to quality assure and clean the data.

This time lag can sometimes mean that indicators may be somewhat out of date and may not reflect the contemporaneous picture. Taking the limitations into account, the LVRN uses the PHE Fingertips data as a preliminary indicator of need and to identify areas for deeper analytical dives. In relation to further analyses, there are several data sources in the process of being accessed (e.g. exclusion data from children and family well-being service), although not without challenge in terms of data sharing agreements, quality assurance, data cleansing and other logistics. The LVRN is working with partners to overcome these challenges and it is highly likely that access to further data will be granted in 2021.

## Data sharing

In Lancashire, serious violence injuries data is shared between Emergency Departments (EDs) and the LVRN through the Trauma and Injury Intelligence Group (TIIG), a multi-agency steering group which includes primary care trusts, emergency departments, police, Community Safety Partnerships, universities, fire and rescue service and the North West Ambulance Service. TIIG was established back in 2001 to develop an injury monitoring system for routine collection of deliberate and unintentional injury data. The purpose of the TIIG monitoring system is to enable systematic data collection, sharing and use across the North West of England. TIIG use alcohol-related data, case studies, call outs and emergency hospital admissions using North West Ambulance Service (NWS) and Hospital Episode Statistics (HES) data. Trends are presented in terms of demographics, call out locations, patient geography and analyses relating to the locations of violence.

## Developing the Strategic Needs Assessment

The SNA and problem profile drew on data from the two main sources detailed above: (1) Public Health England (PHE) fingertips database and (2) crime statistics. Crime statistics were drawn from the Office of National Statistics (ONS) datasets, Lancashire Police Crime and Intelligence systems and the Lancashire Multi-agency Data Exchange (MADE). All crime data included in the original Strategic Needs Assessment were total figures over a three-year period from 1st April 2016 to 31st March 2019.

The needs assessment was divided into five sections as follows:

- 1. A demographic overview of Lancashire;**
- 2. Epidemiology of risk and protective factors for violence in Lancashire;**
- 3. Violent Crime Problem Profile for Lancashire;**
- 4. Local perceptions of serious violence;**
- 5. Interventions and evidence to prevent serious violence.**

The two biggest challenges when developing the SNA was the timing and access to data. By the time that the LVRN team had been sourced (e.g. secondments and new appointments), there was only a limited time remaining to produce the SNA, which caused a significant challenge in sourcing the data and producing the SNA. The second biggest challenge was that there are a number of other local datasets available, however this data has not been included in the baseline SNA due to challenges in quality assurance, data cleansing and difficulties in relation to different locality areas across the wider pan-Lancashire footprint.

Nevertheless, the SNA has been critical in providing a baseline understanding to the LVRN and partners about the “reality” of violence in Lancashire, and the prevalence of the underlying risk factors of violence. The SNA has also played a crucial role in the development of our local Response Strategy, including designing interventions, commissioning services and influencing practice “on the ground”.

**January 2020**  
**Serious Violence in**  
**Lancashire**  
Strategic Needs Assessment



## Highlights from the Strategic Needs Assessment

The SNA has highlighted a number of findings to the LVRN and partners some of which were not visible or understood previously.

### Key findings include:

- Poor school attendance and attainment across Lancashire, including fixed-term exclusions, persistent absenteeism and low GCSE attainment;
- High levels of poor emotional and mental health in school-aged children;
- High levels of young people not in education, employment or training;
- Lower than England average levels of good development at age 5 across the county;
- High levels of hospital admissions for substance misuse (15-24 years) and alcohol specific conditions (under 18s);
- Higher than England average levels of children in low income families in certain areas of Lancashire;
- Higher than England average levels of adult unemployment across many areas of Lancashire;
- An increasing trend in homicides and rape;
- Knife crime features less commonly in homicides in Lancashire, with significantly higher prevalence of “punching to body or head”;
- Knife crime only accounts for 1% of all serious violence in Lancashire;
- Lack of after school activities for young people;
- 38% of young people who took part in a survey did not feel safe in their own communities;
- Young people thought communities are part of the solution to knife crime, whilst adults wanted more enforcement and harsher sentences.

## Publication of the Strategic Needs Assessment and Response Strategy

The LVRN website contains a resources section that allows the public access to the SNA, the Response Strategy, the Progress Report, the Outcomes Framework, our monthly newsletter and various other sources of information that detail the work, aims and updates about the LVRN. The SNA provides an overview of the prevalence of different types of serious violence in Lancashire, as well as the population's educational and health needs. The SNA and Response Strategy have also been disseminated via training events and collaboration meetings (e.g. with NHS colleagues, academics, lived experience partners and so forth) to provide an insight into our LVRN ethos, the "golden strands" that run throughout our work and the specific interventions that we commission.

## Covid-19: The impact on data

Lancashire's picture of serious violence is similar to other geographical areas and revolves largely around the night-time economy (NTE) with organised crime and county lines, as well as drug and/or alcohol induced violence. Due to lock down measures that have been implemented this year, the NTE picture has shifted, reports of serious violence has significantly reduced as a consequence of the closure of

hospitality businesses. However, we have seen a significant rise in reported incidents of domestic abuse, indicating a potential shift in serious violence from public spaces to behind closed doors. The impact of lock down in terms of violence has been reflected in the VRN's actions with a focus being on families in households where there are concerns in relation to domestic abuse, particularly with the Claremont Project, the #noexcusesforabuse domestic violence campaign, improvements to the Encompass notification rates and evaluation of Caring Dads (a programme for fathers where there are concerns in relation to domestic abuse).

In terms of the impact of lock down on data, the most prominent impact has been the obstacle it has created for multi-agency data exchange (MADE), particularly with health partners, where their time has become consumed by the pandemic. Whilst it has slowed this process down, significant progress has still been made, particularly with the NHS blueprint. In terms of the impact on data analysis, it has been paramount to include caveats relating to Covid-19 within any findings, particularly with crime trends, where many crime types have seen huge dips from March 2020 which is likely to have been influenced by the lock down measures.

# DIVERT >

## **Estimating the number of young people 'at risk' of serious violence**

Through the production of the SNA, the key risk factors for serious violence, both at victim and perpetrator level were identified, these being factors such as: access to and misuse of drugs and alcohol, living in poverty, exposure to violence, unemployment, isolation from school safeguarding systems, mental distress and psychological factors. Whilst it is useful to estimate the number of young people at risk of serious violence by the presence of these factors to understand both the extent of Lancashire's at risk population, but also monitor its trend and projection, there are huge discrepancies within this. This estimate may be an over or under estimation, where many young people will be perceived to be at risk due to their associated factors, yet never fall victim to serious violence, whilst many others will be overlooked due to having no risk factors, yet do become involved in serious violence. With this in mind, we take a proportional universalism approach:

doing something for everyone (a universal offer) but more for those who need it most (targeted offer). Ensuring that there is a population, universal approach alongside targeted intervention ensures the maximum benefits for society as a whole and reduces inequalities in serious violence.

Whilst it is challenging to determine the number of the "at risk" cohort being reached by LVRN interventions, we can infer that those most at risk are likely to be targeted through the projects we are implementing, these being for example: the Emergency Department navigators project where victims of serious violence are targeted, the DIVERT programme where youths perpetrating serious violence are addressed, families with incarcerated parents, alongside the trauma-informed training being rolled out across organisations that will allow practitioners to identify at risk cohorts within their services.

## iv. Cultural and financial sustainability

### Cultural sustainability

Developing a public health approach and using a trauma-informed approach are key priorities for the VRN and work is ongoing across the network to embed these within partner agencies. As indicated above, workforce development has been undertaken with a wide range of agencies and the VRN is being pro-actively approached by partners to provide further training and development opportunities. Using the Lancashire produced Trauma-informed Organisational Development Framework agencies and organisations are able to self-evaluate where they see themselves on the trauma-informed journey and the tool can also be used to support a peer assessment option.

The VRN has a dedicated communications and media lead to support awareness raising of the VRN and of the range of resources that have been developed to support a number of the key work programmes.

A clear, identifiable branding has been developed to ensure that any activity or resources developed by the VRN are identified as such and to support the profile of the Network. A new communications plan will be developed for 2021-22 once the Needs Assessment, Strategy and Delivery Plan have been refreshed.

Through the seconded staff, the development of relevant resources and regular newsletter and briefings awareness of the VRN within other organisations has developed over the past year. This work will continue and has been supported by the development of a '7 Minute Briefing' (7MB) document on the VRN which will be followed by further 7MBs on a range of topics related to the programmes and priorities of the VRN.

The VRN has been working with two specific community groups to pilot the development of trauma-informed communities in Lancashire with a view to this work becoming self-sustainable by the communities and being rolled out to further areas in 2021-22 and beyond. This work, alongside working with local CSPs and other third sector providers, will ensure that key work to prevent serious violence and support vulnerable communities and young people will be sustainable.

Additional funding secured from the Home Office has enabled the VRN to work with a number of third sector organisations to support vulnerable young people. The VRN will be looking to develop longer term work with a number of these organisations, again to contribute to the sustainability of the work being established by the VRN.

## Financial sustainability

The VRN has been effective in securing support through staff secondments and the provision of an office in the main Lancashire County Council offices where the multi-agency team are able to work on a co-located basis.

Staff have been seconded into the VRN from a number of partner agencies including Children's Social Care, Probation, Public Health, OPCC, Education, and the Constabulary with other partners releasing staff to work for the VRN on an ad-hoc basis and to attend regular VRN Operational Team meetings. These seconded staff are responsible for updating their respective organisations about the work of the LVRN and providing feedback through a two way process were evident in the North West (as well as the North East and South West) of England.

As indicated in Section 2.ii "Multi-agency partners", the VRN has worked with the PCC to align funding provided to CSPs to match VRN priorities and to support the surge activities led by the Constabulary. Funding for the CSP has also been increased in 2020-21, providing a total budget of £240,000.

Planning for longer term financial sustainability and developing options for partners to continue supporting the work currently being developed and led by the VRN is at an early stage and will be a particular focus of the VRN Partnership Board in 2021-22.



# Delivery

## i. Delivery of the Response Strategy (RS) and interventions

### Interventions

The majority of our work streams cover prevention on a multi-level basis, as opposed to only focusing on primary, secondary or tertiary prevention per se. The type of prevention that we aim to achieve depends, in part, on the people who benefit from an intervention (we often take a whole family approach). For example, the Caring Dads programme is aimed at fathers where concerns relating to domestic abuse and violence have been raised (i.e. secondary and tertiary prevention), however the programme's main objective is to improve (co)parenting capacity; which aims to reduce the risk of children becoming perpetrators of violence themselves (i.e. primary prevention).

Similarly, the prisoners and prisoners' families work stream, is aimed at prisoners (i.e. tertiary prevention), however we are also working hard to mitigate the impact of trauma for children who experience parental incarceration in light of the evidence that links parental incarceration (as one type of "ACE") to greater likelihood of becoming involved in violence themselves (i.e. primary prevention).

Our multi-level prevention approach evidences our dedication to: (1) preventing violence before it occurs; (2) responding after violence has occurred to deal with the short-term consequences; and (3) long-term responses after violence has occurred to deal with the long-term consequences. Whether people are 'at-risk', already involved or have been involved in violence for years, we take a strength-based, restorative approach. This does not mean "letting people off" where they have committed crime, but it means not giving up on people, for the good of that individual, as well as the greater good of families and to prevent violence for society as a whole.

***The table on the following page shows the breakdown of our core work streams and the type of prevention that the work stream focuses on:***

Core Work Stream	Primary	Secondary	Tertiary
Parenting	✓	✓	✓
Multi-agency Risk Reduction Assessment and Coordination			✓
Prisoners and prisoners' families	✓		✓
Cultural transformation and work-force development (including trauma-informed training and schools)	✓	✓	✓
Lancashire Divert		✓	✓
Emergency Department Navigators			✓
Exploitation Family Support	✓	✓	✓
Knife crime surge activity	✓	✓	✓
Operation Encompass	✓	✓	✓
Operation Provide			✓
Operation Adder			✓
Claremont Opportunity area	✓	✓	✓
Cherryfold Project	✓	✓	
<b>Total percentage</b>	<b>62%</b>	<b>62%</b>	<b>92%</b>

We consider our flagship intervention to be our trauma-informed way of working, which is interwoven throughout all our work streams and programmes. The LVRN has become a national and international lead for trauma-informed approaches through contributions to organisations and forums, such as the World Health Organization (WHO) and the Global Law Enforcement and Public Health Association (GLEPHA).



**LANCASHIRE**  
VIOLENCE REDUCTION  
NETWORK

## Response Strategy

Our interventions are delivered in line with our Response Strategy and are aligned through a whole system commitment to and consistent implementation of our “golden strands”, which run throughout all our interventions and are as follows:

- **Public health approach**
- **Prevention**
- **Systems approach**
- **Strengths-based**
- **Trauma-informed**
- **Relationship-based**
- **Life course approach**
- **Evidence-informed**
- **Multi-agency**
- **Co-production of programmes in response to communities and lived experiences**

Each intervention complements one another and are interlinked both “on the ground” and at a strategic level through multi-agency working, information sharing and various statutory and non-statutory oversight boards (as detailed in Section 2 of this report). In practice, programme facilitators and practitioners are working together to ensure that the focus is on individuals and families so support can be coordinated and provided by the most appropriate professional(s) and/or service(s).

This means that people are put at the heart of our interventions, and that regardless of where a person comes into contact with the “violence prevention system” (e.g. ED Navigators, MARRAC, custody or prison), they will be listened to in order to access appropriate support to prevent – risk of – (re)offending. A whole systems approach is vital in facilitating the delivery of effective interventions. We are striving to work together to create more streamlined, flexible and adaptive services, which are designed to fit the needs of the local population (according to evidence presented in our Needs Assessment), rather than expecting people to fit into a pre-defined system. Meeting the needs of individuals means getting to the “root” of the problem (e.g. trauma, attachment and relationship difficulties), as opposed to only dealing with the symptoms (e.g. challenging behaviour and crime).

Our Response Strategy was written as a long-term strategy, dated from 2020-2025, recognising that there needs to be long-term commitment to tackling the social determinants of violence. The local Community Safety Partnerships (CSPs) are in the process of taking our Pan-Lancashire Serious Violence Response Strategy to create local Response Strategies for each CSP area within Lancashire; the LVRN is supporting the development of these local, long-term strategies.

## Commissioning

Through our commissioning process, we request that bidders outline the existing evidence-base for any proposed services. We have invested in a combination of interventions: some of which have an emerging or pre-established evidence-base (e.g. according to evaluations, existing literature reviews or the Early Intervention Foundation Guidebook), whilst others are innovative and unique to Lancashire and have not been subject to local evaluation to date. In cases where we have adapted an existing intervention based on evidence from other areas (nationally or internationally) or are developing and piloting a new intervention, we are also commissioning local evaluations to contribute to building the evidence-base in relation to preventing violence and the risk factors for violence.

Where possible we will look for opportunities to co-commission with other partners or contribute to joint commissioning of programmes. For example, we are contributing funding towards the mapping and evaluation of domestic abuse perpetrator programmes

We will look to commission earlier in the financial year moving forward, having learnt from complexities in the commissioning process since the establishment of the LVRN. Where staff change (e.g. due to retirement or secondments ending), we will (where possible) look to recruit earlier to prevent a gap in a position within the LVRN team.

Oversight of commissioning is through the Funding Oversight Group which has responsibility for both VRN and Surge funding. This ensures that budgets are aligned and enables dialogue between budget holders to ensure best use is being made of both resources (as detailed in Section 2 of this report).



## Recent changes in crime trends

Crime trends are important for pre-empting future impact; the LVRN is committed to being adaptive in its approach to tackling serious violence and the changing nature of crime (e.g. acid attacks, the link between online conflict and offline violence and rising reported incidents of domestic abuse and violence). We also continue to explore trends in wider risk factors for violence, beyond crime data. The Evidence Lead and Partnership Data Analyst play a key role in horizon scanning for contemporary research and trends in multi-agency data. For example, we know from the Family Rights Group (2018) review that applications for care proceedings in England and Wales reached record levels in 2017. More specifically, the Nuffield Foundation's (2018) Born into Care Report informs us that the likelihood of newborns (in the general population) becoming subject to care proceedings has more than doubled in the 2008 to 2016 period, and that the greatest proportional increases were evident in the North West (as well as the North East and South West) of England.

We also know from a recent macro, population analysis (Bedston et al., 2019; Philip et al., 2020) that the number of mothers and fathers who appear in first and subsequent (recurrent) S31 care proceedings in England has increased over time. The growth in cases of care proceedings and particularly recurrent care proceedings raises questions about what more could be done to prevent repeat child protection concerns and involvement in the family justice system; key factors related to increased risk of future violence. The data enables us to identify areas of need and work to prevent issues before they escalate. When analysing crime trends, the LVRN is taking into account the context of Covid-19 on data relating to serious violence and the underlying risk factors.

## ii Community and youth engagement

The VRN supported Lancashire Constabulary who commissioned Planning Express in 2019 to deliver and analyse a survey based on the perceptions of 714 children and young people (aged 11-17 years old) about their ideas of how to raise awareness and prevent knife crime. Outcomes from the survey have been used to inform the Needs Assessment and Strategy and to support the development of further youth engagement in partnership with the OPCC. This has led to the recent development of a joint Youth Commission with the PCC working with young people to identify their priorities and support them in developing activities and approaches to work towards resolving the issues identified.

The 25 young people on the Youth Commission have been identified to provide a reasonable representation of young people in Lancashire and includes those from BAME communities, those with disabilities as well some with lived experience of serious violence and of the criminal justice system. They will be engaging across Lancashire with their peers and it is anticipated that over 2000 young people will take part in youth led discussions and debates. The first phase of the project will be complete by the end of March 2021 with further, more in-depth engagement continuing through 2021-22.

The VRN Programme Manager attended the initial two on-line meetings with the young people and reports from these sessions and further meetings will be used to ensure that the voice of the young people is heard and fed into decision making processes within the VRN. It is anticipated that as the Youth Commission is developed a number of young people will become more closely involved in the VRN at both Operational Team and Partnership Board levels.

The VRN has also run engagement sessions with the Youth Councils in Blackpool and Blackburn with Darwen providing opportunities for young people to raise concerns and start exploring their contribution to resolving these issues. In both cases further sessions have been planned to explore the issues raised further.

The VRN are developing a number of strands of engagement with local communities that have been identified through the Needs Assessment. A community conversation was undertaken in Burnley prior to COVID-19 restrictions coming in which was attended by over 100 local residents and representatives of organisations. A further on-line community conversation has taken place in Skelmersdale with around 25 local residents. In both areas a local action group has been established to ensure that any actions agreed at the conversation are followed up and to co-ordinate further activity and programmes in the areas.

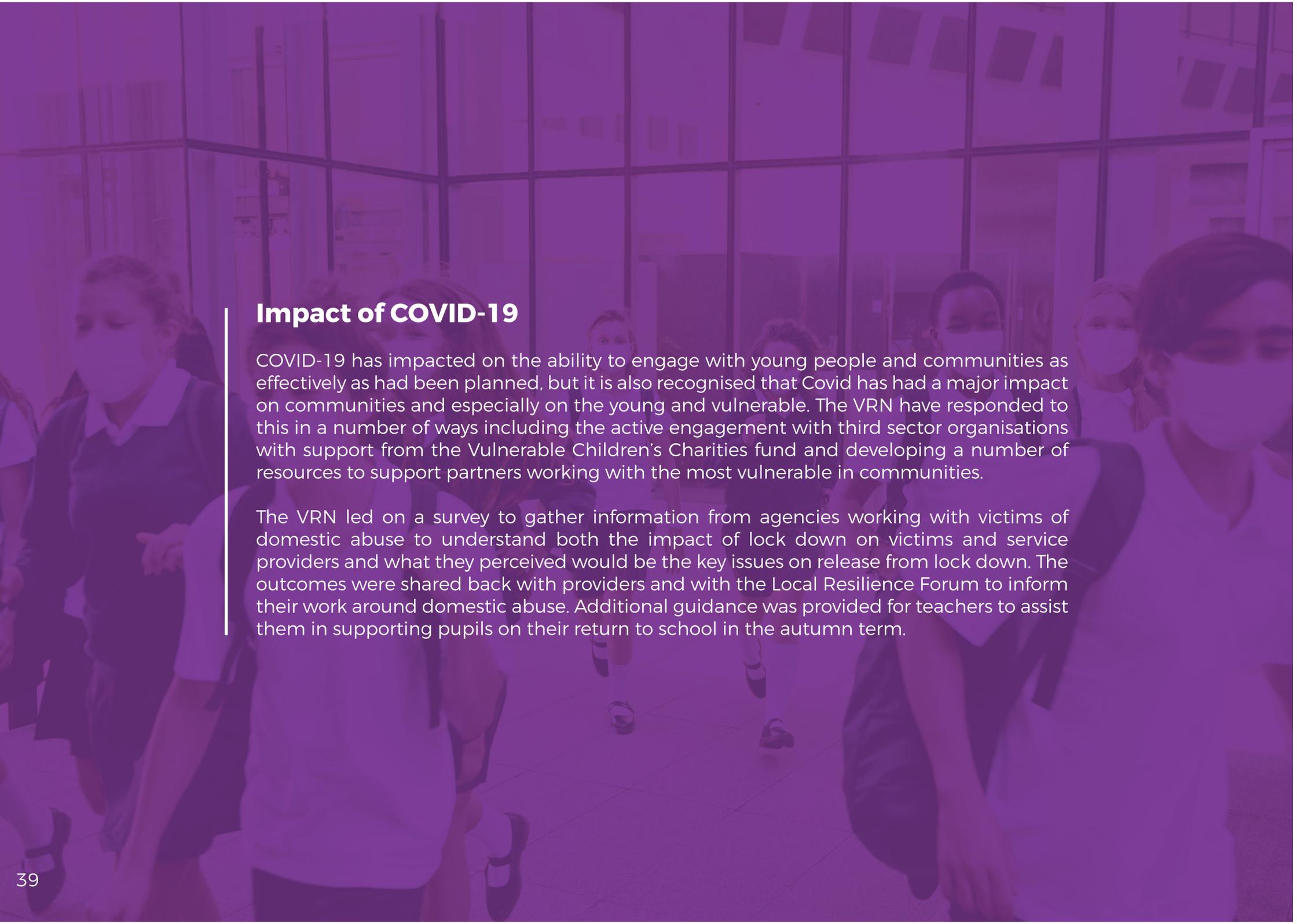
Additional virtual community conversations are planned in January – March 2021 with further options for engagement with communities identified in the Needs Assessment being developed during 2021.

The VRN is supporting the development of a trauma-informed community in the Cherry Fold area of Burnley, working with established local organisations to develop a model for supporting a trauma aware and informed approach. We are trialling a participatory budget approach for the community group to take a leadership role; this work is at an early stage and will be developed further during 2021-22.

## **Safeguards and Advice**

All staff engaging with young and vulnerable people are DBS and/or police vetted and would not normally be engaging on a one-to-one basis. The Youth Commission programme is being led by an independent external provider who has confirmed that all required safeguards for working with young people are in place.

Before developing the Youth Commission the VRN and the OPCC had discussions with a number of external organisations, including engagement specialists and other VRUs to consider options for approaches to engaging with young people. Advice and examples of good practice were used to inform the specification for the youth commission which will be reviewed during the programme to ensure it remains relevant.



## Impact of COVID-19

COVID-19 has impacted on the ability to engage with young people and communities as effectively as had been planned, but it is also recognised that Covid has had a major impact on communities and especially on the young and vulnerable. The VRN have responded to this in a number of ways including the active engagement with third sector organisations with support from the Vulnerable Children's Charities fund and developing a number of resources to support partners working with the most vulnerable in communities.

The VRN led on a survey to gather information from agencies working with victims of domestic abuse to understand both the impact of lock down on victims and service providers and what they perceived would be the key issues on release from lock down. The outcomes were shared back with providers and with the Local Resilience Forum to inform their work around domestic abuse. Additional guidance was provided for teachers to assist them in supporting pupils on their return to school in the autumn term.

### **iii Successes and barriers to delivery**

We consider one of the most important successes, which facilitates the delivery of our LVRN strategy and interventions to be the people – and the diversity of the people – involved. More specifically, we have over 20 different agencies represented within the core LVRN team and Partnership Board (that oversees the work of the LVRN). We have taken the approach of “working with the willing” (at least initially), in order to prevent serious violence through a trauma-informed approach. Identifying “agents of change” has enabled us to generate a rapidly growing social movement, as more and more people across Lancashire, have joined forces and gradually become involved in the work of the LVRN. One of the key “golden threads” outlined in our Response Strategy is taking a relationships-based approach. We have invested heavily in developing trusting and strength-based relationships between professionals, with communities and especially with those with lived experience.

Our investment in people and relationships reflects our integrated approach. We have moved beyond multi-agency working, where multiple agencies are involved, to create a core team that is integrated and co-located (where Covid-19) has permitted. We are developing omni-competence within the team, working fluidly across sectors and services, to challenge existing structures; enabling us to rethink and recreate public services that are person-centred, client-focused and are able to address the holistic needs of individuals and families by joining whole system together, rather than what has often, traditionally be silo-ed, fragmented ways of working.

We have rejected hierarchical leadership in favour of distributed and collaborative models of leading. This has led to richer, more diverse ideas and an inclusive culture that values the contribution of different voices and expertise at all levels within organisations and communities; working hard to include those who are marginalised, either directly or through supporting research, which engages the voice of those who are often unheard.

We were fortunate in Lancashire to already have a platform established in terms of understanding Adverse Childhood Experiences (ACEs) and trauma, with the first ACE-study in the U.K. having been carried out in Blackburn with Darwen in 2012. Since 2015, we have also had the Better Start initiative and Centre for Early Childhood Development set up in Blackpool, which aims to improve the life chances of babies and very young children by delivering the use of preventative approaches in pregnancy and the first three years of life through a trauma-informed approach. Through the work of the LVRN and partners, momentum in Lancashire has continued to grow in terms of recognising and responding – through a 24 trauma-informed approach – to people who become involved in violence, in order to address the underlying causes and support the development of protective factors.

We consider a key strength of our approach in Lancashire to be our systems approach. More specifically, we accept that there are no “quick-fix” solutions to “wicked problems”, but have key stakeholders and organisations committed to striving to improve individual, family, community and structural factors that are associated risk factors for violence.

Through adopting a systems approach, we place heavy emphasis on continual learning and adaptation, as well as accepting that long-term outcomes – particularly intergenerational improvements – will take years to evidence.

That said, we have invested in local evaluation to help evidence “quick wins” and short-term outcomes for individuals and families that indicate that we are making positive progress. Harnessing case studies and sharing good practice has been key to evidencing success on a small-scale but also in terms of maintaining morale and motivation.

The Home Office funding has undoubtedly been a catalyst to much of the LVRN’s work and it is highly unlikely that the same “buy-in” would have been secured from partner agencies or that the interventions developed would have been delivered without the financial support from the Home Office. One of the challenges has been to plan interventions, as well as employ and retain staff, where funding is only confirmed on an annual basis for the following financial year. Moving forwards, a key challenge will be the sustainability of VRN activity, where Home Office funding is not guaranteed. In relation to this challenge, we have begun conversations around how some of the LVRN’s work could be main-streamed in the future.

Covid-19 has also presented significant challenges, although we have continued to persevere and adapt our approach within the context of a global pandemic. Initially, Covid-19 resulted in a number of core team members having to retreat to “frontline” duties, due to staffing issues. We have also faced challenges in relation to coronavirus sickness, self-isolation and shielding

needs within the core LVRN team. Both these aforementioned issues have led to somewhat reduced demand during the 2020-21 financial year. As a result of the pandemic, a number of our planned interventions have had to be put on hold; for example, we had commissioned a number of interventions to be delivered in schools and prisons that were unable to go ahead as planned, due to only key-worker children being in school during the first lock down of 2020, and only essential external providers being allowed into prisons for the majority of this financial year. As a knock-on consequence, there were delays to the local evaluation of particular interventions, and where interventions have had to be postponed this year, we have had to adapt our local evaluations (e.g. by focusing on alternative interventions that have been successfully delivered and by moving interviews on-line).

Despite a number of Covid-19 related challenges, and the difficulties associated with not having long-term funding certainty, the close-knit and dedicated nature of the team, has on the whole meant a great deal of consistency in staff within the LVRN from its initial establishment until present. The consistency in leadership to date has been a key facilitator, as leaders from different organisations have given staff “in kind” at no cost to developing the LVRN. This commitment, consistency and passion – demonstrated by LVRN members and senior leaders within Lancashire – are important facilitators for embedding change across systems on a pan-Lancashire basis to prevent violence.

# Impacts and Performance

As a key mandatory product for 2020-21, the Lancashire Violence Reduction Network (LVRN) has commissioned a number of local evaluations. Evaluation allows us to examine the process of implementation, the outcomes of interventions and to explore whether the anticipated changes and benefits were achieved.

## i. Local evaluation progress and next steps

We have carefully considered the amount of activity which is amenable to evaluation this year. All but one of the “core” work streams have had evaluation commissioned by external evaluators, whilst in-house staff time has been dedicated to coordinating, gate keeping, data provision and management of the evaluation work. Appendix B provides an overview and further information about the specific interventions which have been selected for evaluation in 2020/21. The logic models shown in Appendix C provide examples of the short and long-term anticipated outcomes for some of our “core” work streams/programmes.

The local evaluation findings will allow us to answer the question “what works” and “for whom”, as well as identifying where problems arise, any unintended consequences or unanticipated impact, and enables us to capture good practice to support continual learning.

The Home Office “success measures”<sup>2</sup> are embedded within our first LVRN Outcomes Framework<sup>3</sup>, which provides a guide to assess our impact and focus on achieving outcomes. Our activities aim to reduce risk factors and enhance protective factors associated with violence. Whilst the Home Office “success measures” focus on victims aged under 25, the Strategic Needs Assessment 2020 for Lancashire identified that often victims (e.g. of homicide) are older (most common age category is 39-45 years old). In light of the local evidence, we have expanded our interventions to, include but also, go beyond a focus on under 25s.

It is difficult to provide a specific percentage of interventions subject to specific evaluation techniques, given that the LVRN has been involved in influencing approaches but not always in funding interventions directly. In terms of what we refer to as the LVRN’s “core” work streams – as outlined in the 2020-2025 Response Strategy – we have commissioned (pre- and post-) evaluation for six out of seven work streams (i.e. 86%).

As a number of our “new” interventions become amenable to robust impact evaluation, we aim to commission external evaluation of a number of further interventions (e.g. Strength Inside and Out<sup>4</sup>; Lancashire Exploitation approach<sup>5</sup>; and the Women in Prison Project<sup>6</sup>). We are currently exploring further funding streams with the potential of conducting randomised-control trials for a number of our interventions.

1. In accordance with the Home Office funding criteria.
2. (1) A reduction in hospital admissions for assaults with a knife or sharp object and especially among those victims aged under 25; (2) A reduction in knife-enabled serious violence and especially among those victims aged under 25; (3) A reduction in all non-domestic homicides and especially among those victims aged under 25 involving knives.
3. <https://www.lancsvrn.co.uk/wp-content/uploads/2020/10/Outcomes-Framework-Lancs-Violence-Reduction-Network.pdf>
4. A whole families’ approach to working with prisoners and their families.
5. A multi-agency approach to preventing child sexual and criminal exploitation.
6. Focuses on trauma-informed approaches to assessing pregnant women and supporting staff.

It is our intention to act on the learning from evaluations by:

- **Shaping future decision-making and commissioning;**
- **Updating our response strategy;**
- **Influencing whole-systems change;**
- **Adapting our approach (where possible) on a quarterly and annual basis;**
- **Refining interventions;**
- **Influencing the approaches that interventions take.**

Moving forwards, we will continue to link our Response Strategy closely to our Strategic Needs Assessment to understand the contemporary needs within Lancashire and to monitor overall changes in those needs at a population level.

## ii. Promising practice

The Public Health Institute, Liverpool John Moore's University was commissioned to carry out local process and impact evaluation work for a number of our LVRN interventions. To date, interviews have been carried out with LVRN Partnership Board Members, Strategic Team Members and Intervention Leads, alongside analysis of secondary data (e.g. resources and newsletters). Themes from the preliminary findings from the independent evaluation highlight that the LVRN has:

- **embraced a whole system, trauma-informed approach to tackling violence;**
- **used an evidence-informed approach to implement interventions;**
- **developed interventions that have been targeted with a more holistic view of the life course;**

- **funded interventions that have a strong ethos in building trusted relationships with young people and communities;**
- **delivered interventions in varied settings and used varied approaches and activities to engage young people;**
- **provided opportunities to up skill practitioners and create new alliances between partners.**

In terms of impact, the evaluation acknowledges that it is difficult to assess impact at this stage, however there was recognition that efforts have been made to embed research and evaluation activity and to generate rapid evidence reviews and more robust evidence-bases from which to make investment and influence commissioning decisions. Appendix D provides a number of case studies of promising practice and Appendix E provides examples of “new” interventions being developed in Lancashire.

## Working with partners

In Lancashire, the VRN takes an inclusive approach to working with partners (people with lived experience, communities and professionals). We have worked hard to form partnerships with a diverse range of people, including those who are marginalised and have experience of being offenders and/or victims.

We have also partnered with students, including a group of Policing Degree students from the University of Central Lancashire who have volunteered to deliver interactive presentations in schools to help children to think about and develop their resilience and make positive decisions in the future. This unique partnership offers policing students the opportunity to provide valuable contributions to their communities, whilst educating future police officers about the underlying reasons “why” people might become involved in crime and “how” we can respond.

NHS England, the Lancashire Integrated Care System and the LVRN have been tasked with producing a national blueprint for use by health partners and policing in England. Place-based delivery is a desired outcome of both partners and the blueprint is designed to examine how governance, commissioning, pooled budgets and integrated working can be achieved.

The LVRN has Home Office and wider international recognition for expertise in public health and trauma-informed practice and has led on the national police and health consensus, with a four nations approach. Lancashire are hosting a virtual and formal conference (February 2021 and October 2021) and are assisting with a global conference in 2022 (focusing on public health approaches in policing, early intervention and prevention).

### iii Progress against locally defined success measures and Theory of Change (ToC)

#### LVRN Outcomes Framework

The Lancashire Violence Reduction Network, in consultation with multi-agency partners, has developed a Violence Reduction Outcomes Framework. The key outcomes are derived from:

- 1. The Home Office requirements;**
- 2. The LVRN 2020-2015 Strategy;**
- 3. The LVRN Strategic Needs Assessment 2020;**
- 4. Community and lived experience perspectives.**

There are eight, high level, aspirational outcomes within the framework as displayed in the diagram:

Within the framework (under each aspirational, long-term outcome) there are also “indicators” and example “measures”. Indicators are factors that help us to track short, medium and long-term progress towards each of the eight high-level outcomes. “Measures” are referred to in a broad sense to mean ways of assessing the progress towards achieving each of the indicators. Some of these measures are specific examples where known data is readily available, whilst other examples are intentionally left broad to highlight the varied methods of measuring (e.g. through interviews, surveys and focus groups) depending on the specific intervention.



The LVRN has also devised programme monitoring and internal evaluation forms, which are completed and collated on a quarterly basis. Where possible, case studies are also provided as part of the performance report, including written, video or audio format.

## Theory of Change

The LVRN Theory of Change (ToC) (see Appendix F) has been developed in collaboration with core team members, multi-agency professionals, strategic programme leads and through our work with national and local evaluation partners. The overall vision has remained the same: “for every person living or working in Lancashire to feel and be safe from violence and violent crime”.

The LVRN ToC has developed significantly from the initial Year 1 version. Social and organisational change is often non-linear, complex and iterative; the Year 2 ToC reflects these characteristics both in its design and approach. Rather than being focused on the VRN work programmes (which are constantly developing), it takes into account the “golden strands” or “seeds” that we sew throughout all our interventions; showing our dedication to building equitable and sustainable systems to prevent – the “root causes” of – violence. The newly revised ToC also takes into account the “success measures” otherwise known in Lancashire as our high level, aspirational outcomes from our Violence Prevention Outcomes Framework. The Year 2 ToC includes barriers that might prevent us from achieving the vision and outcomes, such as: lack of resources; judgemental attitudes; blame; othering; shaming; stigmatising; punitive approaches; power imbalances; oppressive practices lack of understanding and sensationalised media portrayals.

The ToC provides the “big picture” and summarises the LVRN’s work at a strategic level, whilst the logic models for each work programme (examples provided in Appendix C) illustrate the practice delivery and implementation level understanding of the change process. In other words, the logic models provide a more specific and detailed lens in relation to the specific interventions and pathways within the ToC. The ToC reflects our Response Strategy and is aligned to the needs identified in our Strategic Needs Assessment, as well as the outcomes captured in our LVRN Outcomes Framework.

## Performance Table

Local success measure	Baseline	Secondary	Tertiary
OUTCOME 1:	Individuals, families and communities are supported to be safe from violence and violent crime.		
Vulnerable individuals engaged via LVRN programmes	01/04/19: 0 at baseline	31/12/20: DIVERT – 93; ED Navigators – 416; MARRAC – 106	Work with NHS ICS to develop ED Navigators in other hospitals
Community safety research/engagement	01/09/19: 0 at baseline	30/11/19: 11-18 year-olds (714); adults (564); police officers (6)	Re-run of survey/interviews – any changes
OUTCOME 2:	Individuals, organisations and communities work together to prevent violence.		
Number of agencies engaging with the LVRN	30/06/19: 11 agencies/work areas represented on the VRN when initially established	31/12/20: Over 20 agencies	<ul style="list-style-type: none"> <li>• 3rd sector representation</li> <li>• Targeted Youth Services</li> <li>• Homelessness/rough sleeper services</li> </ul>
Number of new or re-designed, multi-agency programmes of work	30/06/19: 0 in existence in Lancashire previously	31/12/20: 5 new multi-agency programmes of work (DIVERT; ED Navigators, MARRAC; prisoners and prisoners' families; trauma-informed workforce development)	Continuing development of whole-system change and integrated approaches to focus on individual/family needs
OUTCOME 3:	Parents are supported to be the 'best' parent they can be.		
Number of parents attending programmes funded by the LVRN	01/12/19: New work programme (no baseline data)	31/12/20: EPEC – 23	Programmes due to be delivered from January 2021 (8-10 parents attending each programme)
Number of local evaluations of parenting programmes that have not previously been evaluated in Lancashire	01/04/20: Baseline data - 0	31/12/20: 1 x Caring Dads evaluation underway	Continue to provide positive messages and support
Number of people engaged through parenting focused campaigns (help and support – i.e. signs of changes in children's behaviours)	01/09/20: Not in existence previously	13/01/21: "Believe You Can" social media campaign - 618,000 total people engaged (including parents with primary school-aged children; parents with pre-teens; parents with teenagers and parents with adult children)	Continue to provide positive messages and support
Number of parents engaged through street-based youth work (Empower the Invisible)	01/12/19: New work programme (no baseline data)	31/12/20: 8 parents regularly in contact and supported	Continue to provide support to parents and assess the outcomes for children and families
OUTCOME 4:	People in Lancashire have access to and are engaged in education, training and/or employment.		
Number of new or re-designed, multi-agency programmes of work focusing on engagement in education, training and employment	01/04/19: 0 at baseline	31/12/20: 5 new multi-agency programmes of work (DIVERT; Emergency Department Navigators, MARRAC; prisoners and prisoners' families; trauma-informed workforce development; Empowering Parents Empowering Communities)	Collate pre- and post-intervention/programme level data for individuals re. education, training and/or employment
OUTCOME 5:	People in Lancashire are supported to build positive relationships and social networks.		
Number of new or re-designed, multi-agency programmes of work supporting people to build positive relationships and social networks	01/04/19: 0 at baseline	31/12/20: 7 new multi-agency programmes of work (DIVERT; Emergency Department Navigators, MARRAC; prisoners and prisoners' families; trauma-informed workforce development; Empowering Parents Empowering Communities; Empower the Invisible) + numerous small grants commissioned re. schools input / education around positive relationships	Collate pre- and post-intervention/programme level data for individuals re. improvements in relationships
Combating negative media portrayals, which can create divides in communities/society	01/04/19: 0 at baseline	13/01/21: "Believe You Can" social media campaign - 618,000 total people engaged	Continue to provide positive messages

<sup>7</sup> <https://www.lancsvrn.co.uk/wp-content/uploads/2020/10/Outcomes-Framework-Lancs-Violence-Reduction-Network.pdf>

Local success measure	Baseline	Secondary	Tertiary
OUTCOME 5:			
Operation Encompass has been implemented and developed across Lancashire, ensuring that children and parents affected by DVA receive timely and effective support.	01/04/19: Initial police compliance rates were 33%	31/12/20: Police compliance rates are 80%+; 1,200+ notifications received by schools each month; schools provided with an on-line DA support pack for practitioners with resources to assist and improve practice when supporting children and families  Survey distributed to all Lancashire schools/feedback from just under 50% of schools analysed: 99% of settings are confident about how to respond to a notification; 98% feel that notifications have been useful in supporting families and improving outcomes for children  Post-16 Encompass: All colleges pan-Lancashire, 38 attendees have attended Encompass training by 30/11/20, ready to receive notifications from the 01/02/21.	In response to the schools' survey in December 2020, the following actions are about to be implemented.  1. Remind DSLs of NEST materials and demonstrate on DSL training. 2. Include Encompass training update as part of annual County DSL training.  All ITP providers are attending the same training as colleges in January 2021, ready to receive notifications
OUTCOME 6:			
Number of people supported in relation to mental or physical wellbeing through Divert and ED Navigators	01/04/20: New work programmes (0 at baseline)	31/12/20: DIVERT – 24; ED Navigators – 416	Collate pre- and post-intervention/programme level data for all individuals on all LVRN programmes re. improvements in relation to physical and mental health
OUTCOME 7:			
Trauma-informed (TI) training: number of sessions delivered  Number of teachers and schools engaged with TI schools programme to improve access and engagement in education  "How to" TI training: Number of participants completed training  Impact of Parental Incarceration Training ("Mia's Story"): number of sessions delivered and number of participants completing training	01/08/20: New training – no baseline data	31/12/20: 9 sessions delivered  31/12/20: TI training delivered to 327 teachers (8 primary schools, 2 secondary schools, 2 special schools); parents in 3 of 8 primary schools in a locality area; attendance previously an issue for 2 schools, improved figures post-training; all schools reported reduction in behaviour reports and exclusions  31/12/20: 25 multi-agency staff; 95 LCC social work staff; 120 LCC Children's Social Work Academy staff; 80 police students; 15 PCSOs  31/12/20: 13 sessions for schools; 4 sessions for multi-agency practitioners (probation, GPs, school nurses, CAMHS, children's social care, family support services, 3rd sector organisations); 445 education settings (nursery to secondary and special schools); 105 multi-agency practitioners attended; feedback received was 100% positive. 85 participants sent back written comments; 1090 copies of the VRN resource "Mia's Story" requested and distributed to attendees and their places of work	Working to develop a sustainable "train-the-trainer" approach for wider and future roll out Roll-out on a multi-agency basis (joint training) Long-term evaluation of change in practice, service received and outcomes for different publics
Number of local evaluations of parenting programmes that have not previously been evaluated in Lancashire	01/04/20: Baseline data - 0	31/12/20: 1 x Caring Dads evaluation underway	Continue to provide positive messages and support
Number of people engaged through parenting focused campaigns (help and support – i.e. signs of changes in children's behaviours)	01/09/20: Not in existence previously	13/01/21: "Believe You Can" social media campaign - 618,000 total people engaged (including parents with primary school-aged children; parents with pre-teens; parents with teenagers and parents with adult children)	Continue to provide positive messages and support
Number of parents engaged through street-based youth work (Empower the Invisible)	01/12/19: New work programme (no baseline data)	31/12/20: 8 parents regularly in contact and supported	Continue to provide support to parents and assess the outcomes for children and families

OUTCOME 8:			
Investment in "early action/help", primary preventative approaches	01/04/19: New programmes – no baseline data	31/12/20: 5 new multi-agency programmes of work (DIVERT; Emergency Department Navigators, MARRAC; prisoners and prisoners' families; trauma-informed workforce development; Empowering Parents Empowering Communities)	Ensure that all programmes are evaluated to influence commissioning of "what works" in terms of outcomes and cost-effectiveness
Number of procured / commissioned services providing value for money	01/04/19: 0 at baseline	31/12/20: 31 consultants and commissioned services	
Number of seconded staff to the LVRN	01/04/19: 0 at baseline	13/01/21: "Believe You Can" social media campaign - 618,000 total people engaged	
Number of joint or co-commissioned projects	01/04/19: 0 at baseline	31/12/20: 5 x joint/co-commissioned projects: CSP funding with the OPCC; DA perpetrator programme evaluation with OPCC and top tier authorities; EPEC with LCC and BwD; Caring Dads with BwD; exploitation family support Blackpool and BwD	

Target population	Programme Name	Secondary
Known risk / potentially high risk	Divert programme (excluding Covid-19 reach, e.g. food parcel deliveries)	93
Known risk / potentially high risk	Emergency Department Navigators	416
High risk	MARRAC	106
Universal cohort / early help	Parents (direct contact through EPEC and Caring Dads)	34
Universal and targeted at risk	Children and young people (educational presentations)	Approx. 15,000
Known risk / potentially high risk	Children and young people (Encompass)	Approx. 1,200
Universal and targeted at risk	Children and young people (community engagement)	Approx. 2,700
Universal	Professionals (workforce development and training)	Approx. 1,140
Universal	Social media ("Believe You Can" campaign, 13-22 year-olds)	618,000
<b>APPROX. TOTAL</b>		<b>638,689</b>

Please see further examples of the reach for some of our specific programmes of work in Appendix G).

## **Success measures: Covid-19 impact**

Due to Covid-19 there have been significant delays in a number of our planned interventions (e.g. unable to bring external providers into prisons; only key worker children were in school during the first lock down in 2020 so education programmes were unable to be delivered). There will also be an impact on the data for 2020 and into the foreseeable future due to Covid-19 (e.g. locations of violence have changed, with people in lock down at home, and many pubs and bars closed for example).

## “Successful” approaches

Particular approaches that have contributed to the impact of the LVRN are the trauma-informed, relationships-based, whole systems and evidence-informed approaches.

The LJMU (2019) interim evaluation findings highlight that the LVRN has “embraced a whole system trauma-informed approach to tackling violence” and “a strong ethos in building trusted relationships with young people and communities...the interventions provided an opportunity to make every contact count...seizing the opportunity of a ‘reachable, teachable’ moment”.

We recognise that it is not just the work of the LVRN that creates impact in relation to violence prevention but that it takes a whole systems effort. The commitment and investment from multi-agency partners is recognised as fundamental to sustaining the partnership, interventions and ensuring positive impacts for communities.

The LVRN has harnessed learning from rapid evidence reviews and existing knowledge about “what works” to prevent violence, alongside local intelligence such as that gathered through the needs assessment and problem profile to inform decisions. Our interim evaluation (Quigg et al., 2019) highlights how “partners and providers within the partnership have...learnt from one another, feeling at ease to share experiences and best practice, as well as reflecting on challenges and gaps”.

## Perceptions of community safety

In 2019, Lancashire Constabulary commissioned Planning Express to undertake insight work to understand local perceptions of violence and knife crime. This work included a survey of 564 Lancashire adult residents. Whilst this is a very small representation of the whole adult population, it does provide some random sample views about community safety specific to the local population. Similarly, a survey of 714 Lancashire children (aged 11-18 years) provided some insights into local perceptions of community safety. We intend to continue to track perceptions of community safety at regular intervals, through the people we engage with, through specific interventions, as well as larger scale surveys of the general population of Lancashire. We have commissioned Redeeming Our Communities to hold Community Conversations, which provide a forum for local community members to share their perceptions in relation to community safety. In 2020-21, we also plan to host an on-line LVRN “Ask the VRN Engagement Event” to ascertain local perceptions about our work and wider community safety issues. programmes being commissioned by the top tier local authorities in a funding bid led by the OPCC.

Young people’s perceptions will be monitored through the various youth engagement strands detailed previously and will help to inform the response from the VRN. Responses from the initial engagement session have indicated that the relationship of young people with the police is a key factor in determining their perception of community safety.

*“Should the priority of the relationship [of young people] with the police be top[?] – as this needs to be sorted to support the other priorities”*

**(Quote from a young person at the first engagement event).**

## **Aspirational outcomes**

The overall aspirational outcome for the next 5-10 years is to mainstream the LVRN approach and develop a sustainable, trauma-informed approach to preventing violence. Our specific aspirational outcomes for 5-10 years time are those high-level outcomes captured in our Outcomes Framework above.

## iv Lessons learned and forward planning/recommendations for government

### Key challenges

On reflection, one of the key difficulties, which could have been prevented, or reduced, by Government intervention or coordination was the timing of the production of the Needs Assessment and Response Strategy. It is important to understand the needs of the local population in order to develop the Response Strategy and guide commissioning; however, due to the money needing to be spent within certain time frames and the requirement for the Response Strategy to be published at the same time as the Needs Assessment, in reality there was a lack of opportunity for a coherent sequence of assessing need and designing interventions according to the identified need; the Needs Assessment had not been finalised before the Response Strategy was required to be finalised and interventions were already having to be commissioned to ensure that the money was spent.

Particularly in the first couple of years, this has meant that often we have spent money less wisely – or been more generous – than we might have been had we had more time to understand the local needs and map our current provision, before forming a plan of action in terms of our LVRN response.

Complexities and bureaucracy in procurements processes means that at times it has taken three to four months to get a tender through for a service provider (e.g. an evaluation).

## Messages for Government

It would have been highly valuable to have multiple years funding confirmed at the outset. Only having one financial year confirmed at once has been particularly problematic for filling posts because of the short-term nature of jobs (e.g. Divert coaches). In order to carry out our future plans to the best of the LVRNs ability we require long-term sustainable funding (i.e. multi-years funding to provide financial security and consistency in staffing) and continuing commitment to and investment in “upstream” prevention from the Government.

## Future of the LVRN

The main focus of the VRN moving forwards will be to gather evidence and work out a sustainable pathway to move forwards in the long-term over the next 5-10 years and beyond.

The key focuses/goals of the LVRN in the coming year are as follows:

- **To embed learning from the first two years;**
- **To refine our approach and interventions;**
- **To continue to create and influence systems change;**
- **To improve data sharing at a place level;**
- **To develop more coordinated commissioning;**
- **To embed a trauma-informed approach in practice.**

## Conclusion

Having reflected on the past 12 months the Lancashire VRN is proud of its achievements. Like all organisations Covid-19 has presented the VRN with considerable challenges – not least trying to add value and contribute to the changing landscape, anticipate hidden demand and ensure that vulnerable communities we serve are not neglected.

2020/21 has seen us expand on our programmes of work. We very much see our role as expanding the approach to place-based trauma-informed working. Our sights, going forward, are very much fixed on sustainability and influencing changes to our often-unwieldy systems to put people firmly at the centre of them. We are excited to watch the work at a place level in South West Burnley develop. This community-based project drives the trauma-informed approach from a community perspective. The Claremont Opportunity area is another example of the VRN contributing to multi-agency work at a place-based level. Both projects will provide learning from which we can influence change in other areas.

The past 12 months has seen us forge even stronger connections with our partners. We have been overwhelmed by the interest and requests for trauma-informed workforce development. This is something we share with other VRU colleagues as well as on an international stage through our work with GLEPHA (Global Law Enforcement and Public Health Association.) Closer to home there are examples of the trauma-informed approach being effectively embedded in all three of our local authorities. We look forward now to developing a long term, financially viable solution to this approach which we believe will improve the quality of service delivery.

Highlights from this year are hard to pick out as we have tried, even in these difficult times, to make an impact both at a strategic and operational level. However, our work in schools through Op Encompass, training on the impact of parental incarceration from 'Mia's' story, our ED Navigator programme and the Lancashire Divert team have taught us that we can influence practice and be effective at a primary, secondary and tertiary level. We look forward to developing these schemes even further in the new financial year.

The narrative which accompanies the work of the VRN is that of compassion, understanding and hope. During the last twelve months we have approached the challenges facing Lancashire communities, including the work with our prisons, through a strengths-based lens. The voices of our young people have echoed the hope we have that we can make Lancashire a better place for its residents. Young people are involved in designing some of those solutions.

Finally, we wish to acknowledge the many members of our network with lived experience who have trusted us with their life stories. These stories inspire and tap into our resolve to learn from the experiences of others. Most of all these most valued members of our team teach us that there is always hope and that we should believe in and promote the power of human kindness.



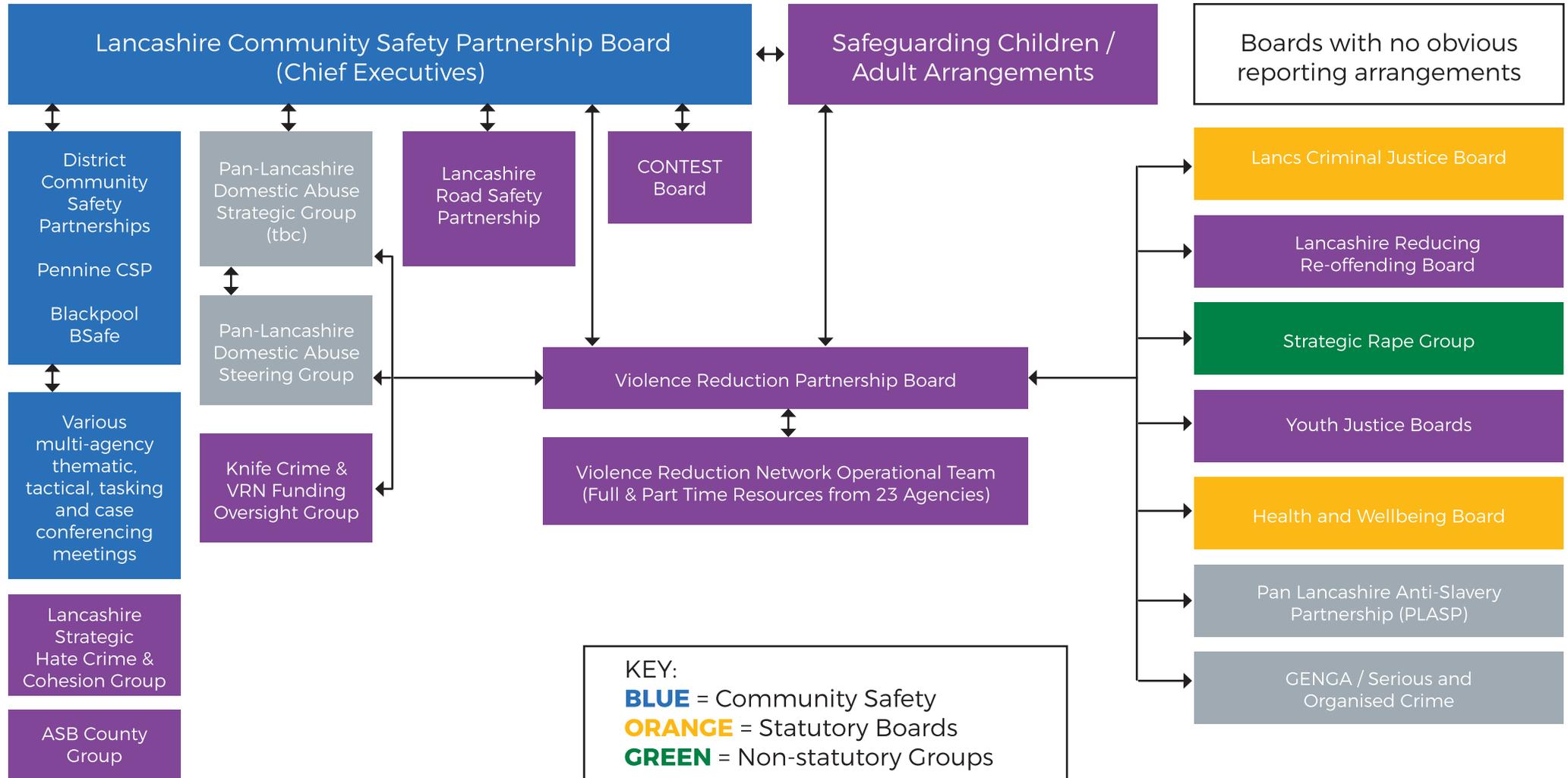
**Detective Chief  
Superintendent  
Sue Clarke**

Head of Lancashire  
Violence Reduction Network



# Appendices

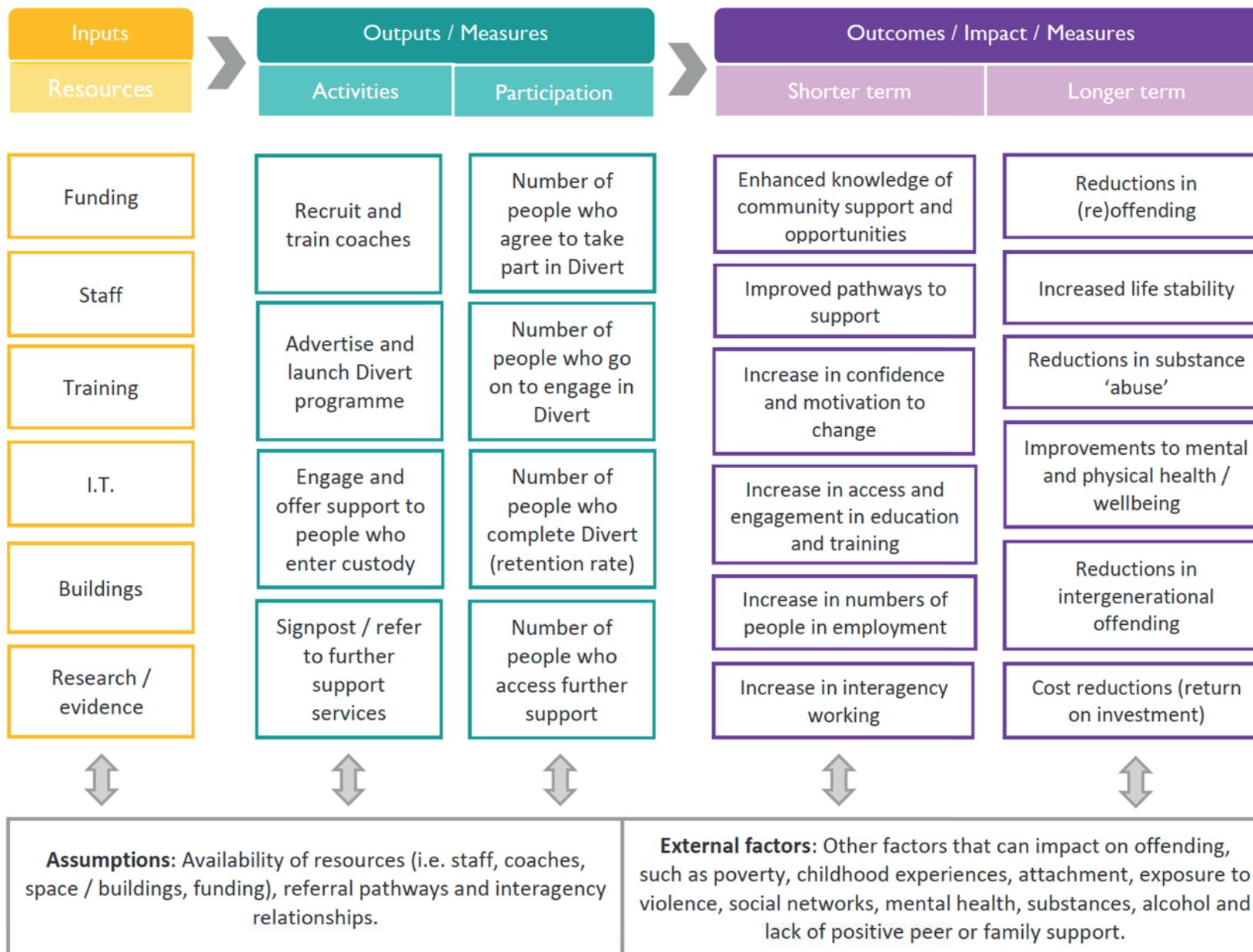
## Appendix A: Overview of Community Safety and Criminal Justice Partnership Arrangements in Lancashire



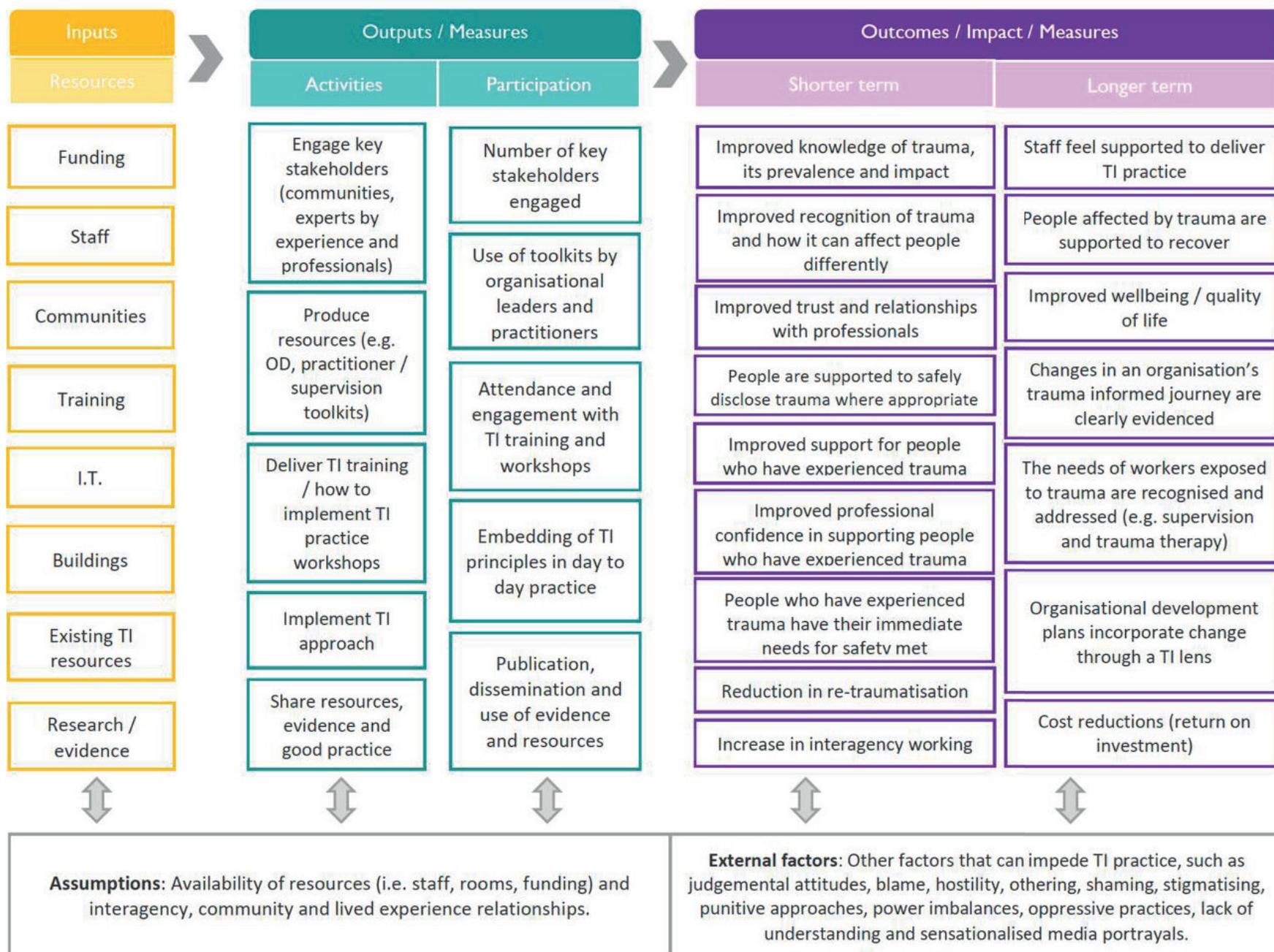
	Intervention title	Evaluation partner	Evaluation type	Methodology and methods	Measures	Data (source / type)	Final evaluation report due
1 2 3 4	Empower the Invisible (Knife crime surge activity work stream)	The Public Health Institute, Liverpool John Moore's University	Process and impact evaluation	Mixed-methods; quantitative and qualitative; interviews with intervention lead; facilitators and recipients; collation/review of programme documentation and monitoring data; plus an additional survey for the Navigators intervention disseminated to NHS staff and community support services	Improvements in multi-agency working; increased feelings of support; number of ASB incidents; increased engagement; increased trust; reduction in number of young people carrying a knife or sharp instrument	Programme documentation and monitoring data; interviews	March 2021
	Preston United (Knife crime surge activity work stream)				Improvements in multi-agency working; increased feelings of support; number of ASB incidents; increased engagement; increased trust; reduction in number of young people carrying a knife or sharp instrument	Programme documentation and monitoring data; interviews	March 2021
	Emergency Department Navigators				Improvements in multi-agency working; increased feelings of support; number of ED attendances; increased trust;	Programme documentation and monitoring data; interviews	March 2021
	Divert Lancashire				Improvements in multi-agency working; increased feelings of support; numbers of people accessing training and/or employment; improved mental and physical health; holistic needs met/improved; reduction in (re)offending; reduction in police call outs; increased engagement; increased trust; increased motivation	Programme documentation and monitoring data; interviews; survey	March 2021
5	Trauma-informed training (Workforce development and cultural transformation work stream)	University of Central Lancashire and the Evidence-Based Policing Team, Lancashire Constabulary	Process and impact evaluation	Mixed-methods; quantitative and qualitative; feedback survey; e-mails and semi-structured interviews with recipients of training	Number of people who have improved understanding; number of people who say they will and go on to and do go on to apply learning to change practice; improvements in multi-agency working; improvements in services received	Feedback survey data; e-mails; interviews	March 2021

	Intervention title	Evaluation partner	Evaluation type	Methodology and methods	Measures	Data (source / type)	Final evaluation report due
<b>6</b>	Caring Dads (Parenting work stream)	Centre for Research on Children and Families, University of East Anglia	Process and impact evaluation	Mixed-methods; quantitative and qualitative; children's social care case file analysis; programme data; focus groups with facilitators and multi-agency professionals; qualitative longitudinal interviews with fathers; semi-structured interviews with partners	Reductions or improvements in: mental and physical health; self-awareness; emotional regulation; family relationships; (co) parenting; housing; employment and/or training; (re)offending; substance misuse; engagement with professionals; trust; motivation; feelings of support; professional concerns; multi-agency working.	Children's social care cases; programme data; focus group data; interview data	August 2021
<b>7</b>	Multi-agency Risk Reduction Assessment and Coordination (MARRAC) approach	Northumbria University, in collaboration with Lancaster University	Process, impact and social return on investment evaluation	Mixed-methods; quantitative and qualitative; online survey with core and periphery teams; interviews with core and periphery stakeholders, adult victims and perpetrators; quantitative police data review; social return on investment analysis	Improvements in multi-agency working; reduction in time to see a professional; improvement in supporting whole families; reduction in police calls outs; reduction in arrests; reduction in (re) offending; improved staff confidence; improvement in family relationships; improved physical and mental health; reduction in substance misuse; improved access to services; increase in numbers of people in employment and/or training; reduced costs.	Survey; interviews; police data; partner agency data	February 2022

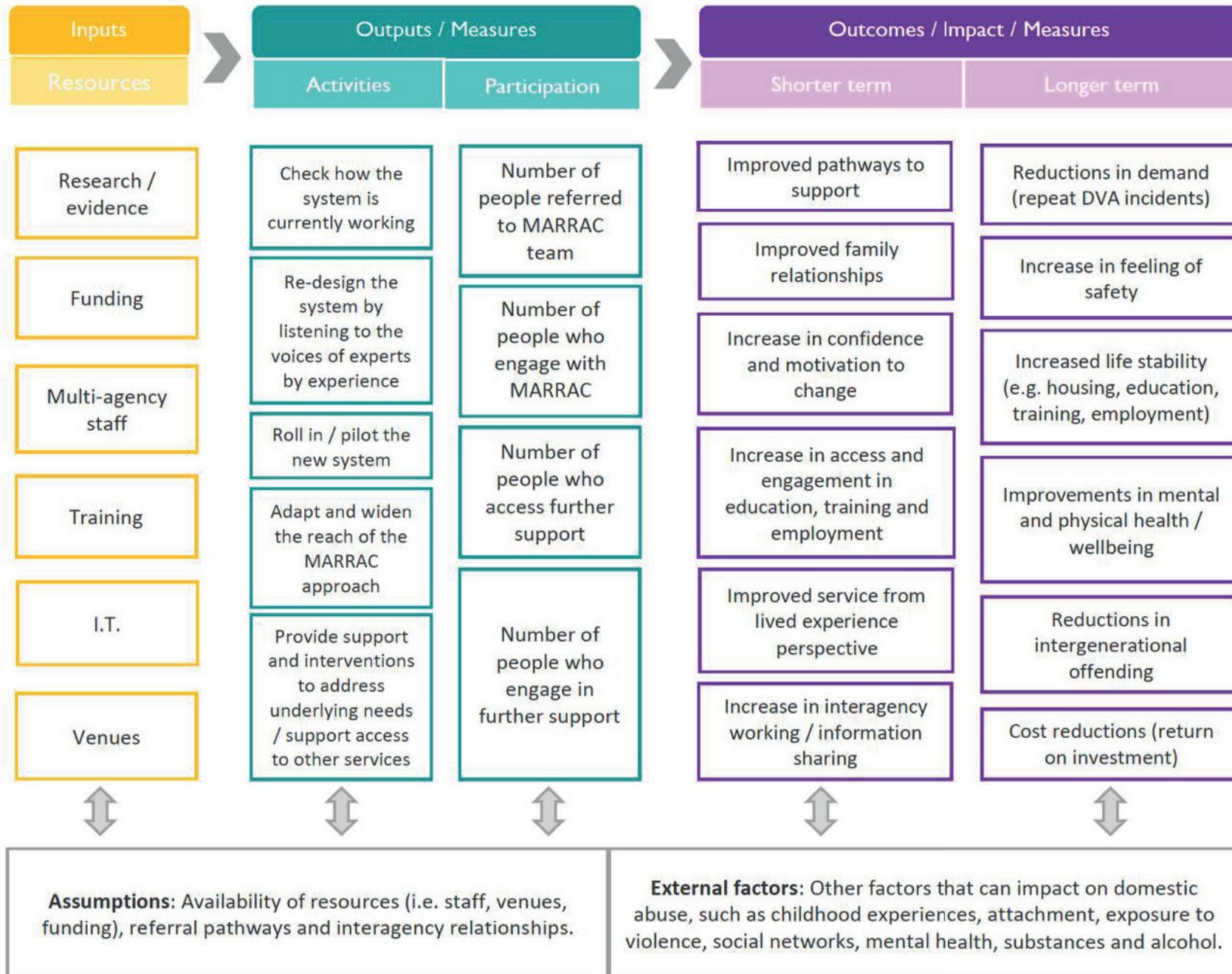
## Logic Model: Divert Lancashire



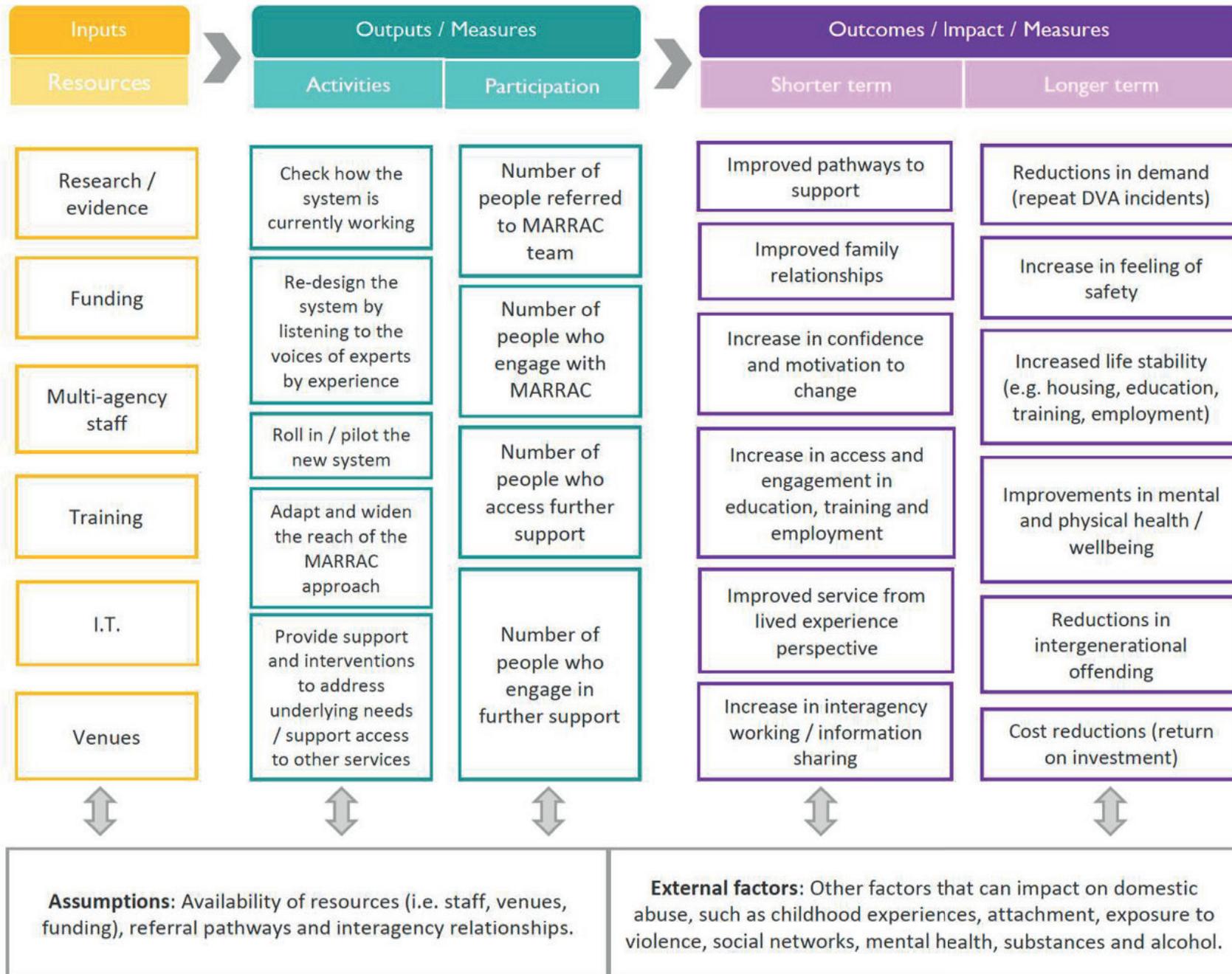
## Logic Model: Trauma Informed (TI) Lancashire



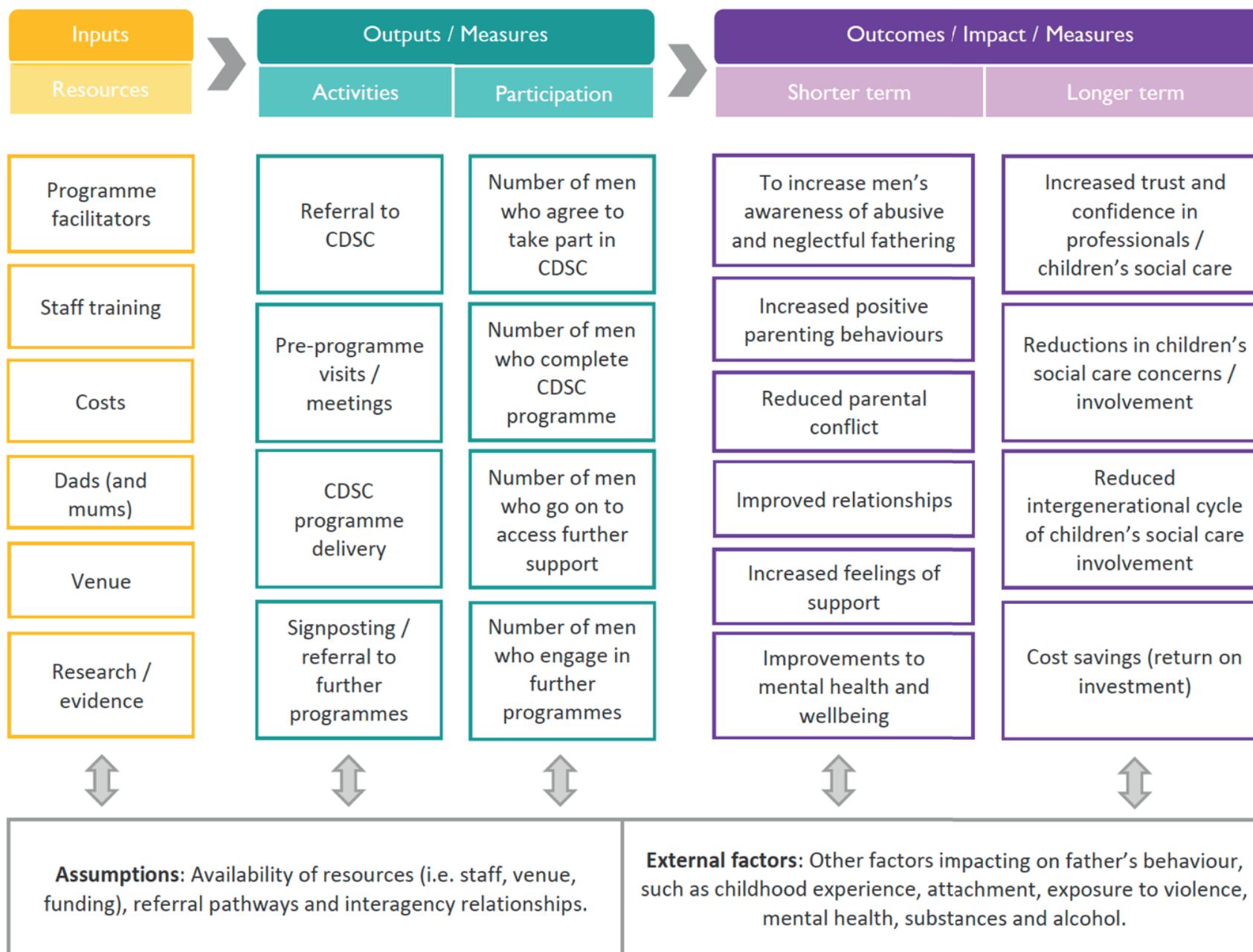
# Logic Model: Multi-Agency Risk Reduction Assessment and Coordination (MARRAC) Work



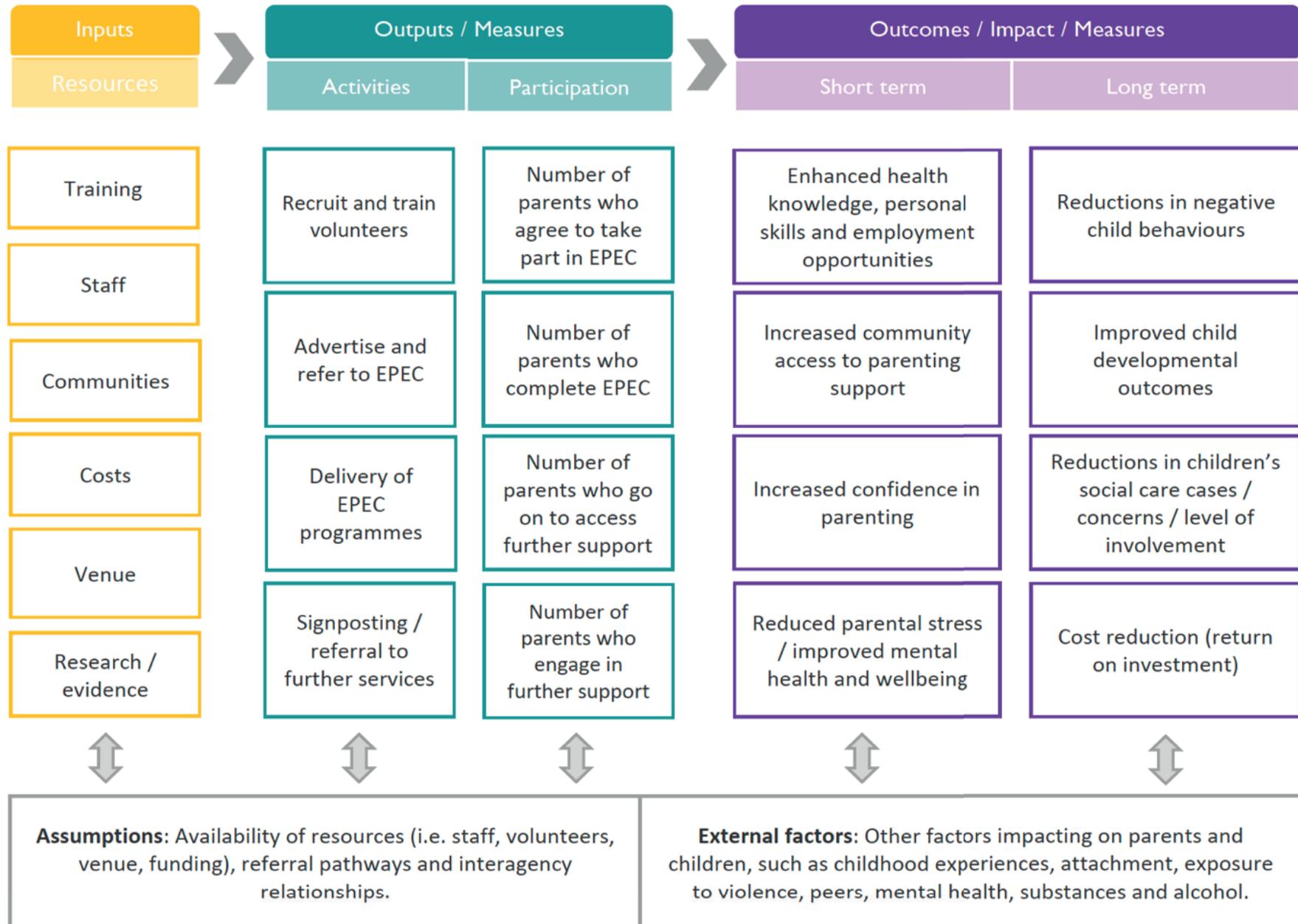
# Logic Model: Multi-Agency Risk Reduction Assessment and Coordination (MARRAC) Work



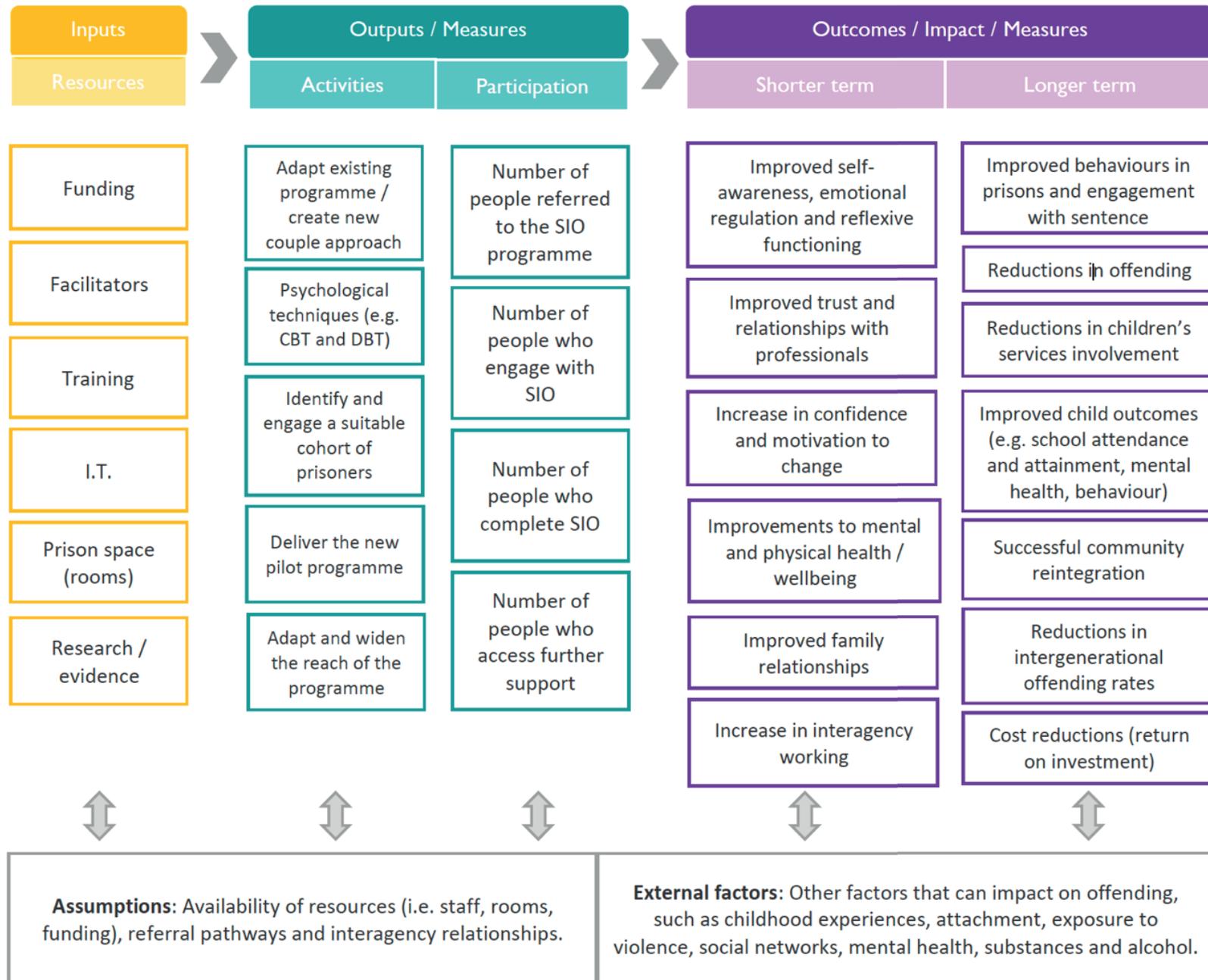
## Logic Model: Caring Dads Safer Children (CDSC) Programme



## Logic Model: Empowering Parents Empowering



## Logic Model: Strong Inside and Out (SIO) Programme



# Appendix D: Case studies

## Case study 1: Empower the Invisible

Empower the Invisible is a youth, community engagement programme working in targeted areas within Preston to deliver one-to-one mentoring and “on-street workshops”. The programme works with children and young people to educate them about knife crime, its consequences, and how to reduce the peer pressure that some may feel in relation to carrying knives or committing acts of violence. To date, this community outreach programme has engaged with 53 individuals (17 female; 36 male) and 11 knives have been handed in. The outreach programme, led by two individuals with lived experience, provides the opportunity to speak about other risks and/or criminal activity, such as county lines and child sexual exploitation. The programme leaders describe the changes that can occur amongst young people and the community within eight-weeks of engaging with the programme. Examples of impact include: changes in young people’s attitudes, increased reporting safeguarding concerns that have implications for the lives of young people and changes in community perceptions towards young people.



“[When] handing in the knives, we’re telling them that not every battle is yours. You don’t have to get involved in everything. You don’t have to be the biggest or the hardest. You know, it’s okay to walk away. It’s okay. If you feel frightened, not only to walk away, but to run. Run in the opposite direction.”

“...the children have terrorised that shopkeeper. Historically, they’ve terrorised it. But they’re getting more respectful with him”.

## Case study 2: Emergency Department (ED) Navigators

The ED Navigators Scheme supports individuals aged 10-39 years to access support. Between January and December 2020, the Navigators had contact with 416 people. The Navigators are trained healthcare professionals who work on a part-time basis (18 hours per week) with anyone who requires support, but with a particular focus on young people, who attend hospital with a violence-related injury and young people who have concerns about their safety. The successes of the scheme so far have been in relation to building trusted relationships with young people, and also support for parents. The scheme has also prevented non-attendances at hospital, with an example provided about a young care leaver who was supported to attend his follow-up appointment at the hospital and has also been assisted to develop a CV and is now looking for employment. Only 4 out of 122 young people who had engaged with the scheme had a repeated emergency department attendance (according to data from quarter two of the financial year), suggesting that the scheme may be contributing to a reduction in violent related ED attendances.



“...we are certainly reaching some serious violence because they’re not coming back...So that which you would then hope, in turn means they are less involved [in] offending behaviours or serious violence, because our aim was to reduce really serious violence. And so we’ve got less hospital admissions”.

That said, we are interpreting the preliminary findings with caution, given the context of Covid-19, with overall non-Covid-19 related emergency department attendances also having reduced during the same period.

### Case study 3: Caring Dads Programme

Caring Dads is a parenting programme for fathers where there are domestic abuse and violence concerns. Developed in Canada, this 17-week group-work programme aims to motivate change in men's behaviours by focusing on their role as a father. Emerging findings from the local evaluation are showing positive perspectives from fathers who are involved in the programme. In particular, fathers are showing changes in moving to a position of accepting responsibility, developing positive relationships with professionals, whilst learning and implementing strategies to better manage their emotions. Despite challenges with Covid-19, the facilitators have continued to run a number of Caring Dads programmes face-to-face during this financial year. The evaluation being carried out by the University of East Anglia will be exploring outcomes for fathers, their (ex)partners and children.



## Case Study 4: Train the trainer, multi-agency trauma-informed training

The Lancashire Violence Reduction Network has designed and delivered trauma-informed training, in collaboration with people with lived experience, including “how to” implement a trauma-informed approach in practice.

So far the training sessions have been delivered to 150 children’s social care and 100 multi-agency practitioners, alongside staff and students from the University Centre at Blackpool and Fylde College. A researcher from Lancashire Constabulary’s Evidence-based Policing Research Hub carried out an evaluation of the training delivered to trainee police officers (N=4), neighbourhood police officers (N=6) and social workers (N=46). The descriptive analysis indicated positive perceptions of the training, with the majority of participants agreeing or strongly agreeing that the objectives and content were clear and that they understood how to apply a trauma lens to their daily practice. Due to the pandemic, the training was delivered on-line, however participants noted their preference to participate in face-to-face training. Over 90% of participants reported that they would change their practice as a result of the training. Recommendations from the evaluation include developing and sharing a post-training toolbox; use of more varied lived experience case studies; and developing shared language and awareness across different agencies.



## Case Study 5: DIVERT intervention programme

DIVERT is a police custody intervention programme that helps to reduce re-offending in young adults aged 18-25 who are being detained for violence. DIVERT coaches are employed by football community trusts and based in police custody suites where they offer a conversation with the aim of diverting young people into education, training or employment. DIVERT coaches also act on referrals from other agencies including working closely with the ED Navigators. The programme is confidential, non-judgemental and a conversation with a DIVERT coach always remains an open offer so much so that a number of young adults have reconnected with DIVERT after the initial offer.

During the COVID-19 pandemic DIVERT coaches supported communities in the following ways (data from 18th May to 30th June):

- **177 food parcels delivered**
- **86 wellbeing checks conducted**
- **23 programme referrals made**
- **20 offers of support made**



Updated figures from the commencement of the DIVERT programme (17th March 2020) to 31st December 2020 show that a total of 93 people have engaged with the programme, 24 of which have shown improvements in terms of their mental health and wellbeing.

*“My DIVERT coach helped me a lot and it’s something I won’t ever forget. He helped me with the house, getting a bank account and also got me info football in the area. I will always appreciate that. John [pseudonym] is honest and someone I can trust”.*

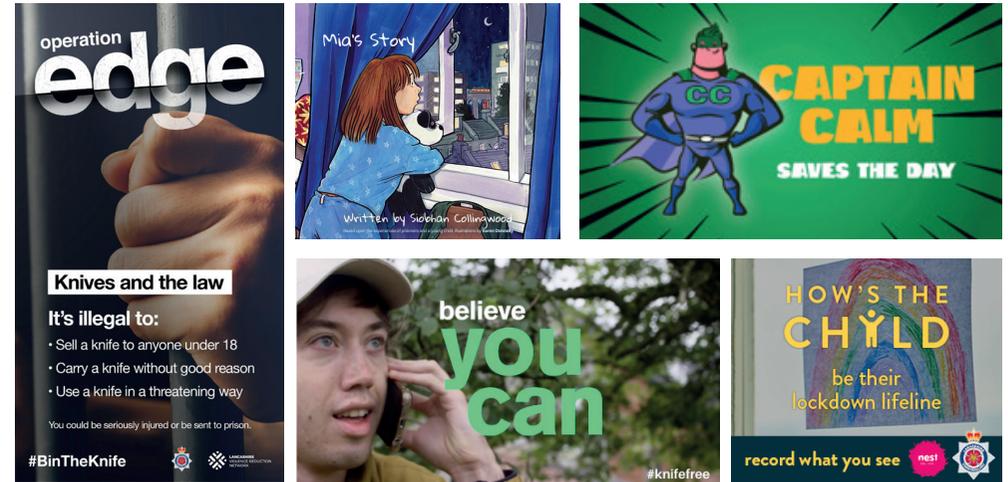
## Case Study 6: Communications

Our communications strategy aims to engage with partner organisations to help maintain awareness of LVRN news and engagement with the LVRN strategy. It also aims to support LVRN engagement with key target audiences with a particular focus in 2020 being on young people at risk of becoming involved in violent crime.

Over the last year we have built a Twitter following of 945 people and an average reach of over 18,000 each month. We use Twitter to build our network and support our key messages and have made connections with prospective partners through Twitter and continued dialogue with existing partners.

The LVRN website launched in June 2020 which features a repository of resources for partners including partner materials for supporting the pan-Lancashire domestic abuse campaign, a COVID-19 resources page for professionals, and a guide to the most useful online resources on ACEs. Since its launch the website has received visits from 1,754 people and 542 visits to resources pages.

Our regular LVRN newsletter is another way we engage with stakeholders and partners and gives insights into plans and projects. We have also featured in Lancashire Constabulary's stakeholder bulletin 'In Touch'.



Communications work this year has supported the following themes – youth knife crime campaign 'believe you can', pan-Lancashire domestic abuse campaign #NoExcuseForAbuse, COVID-19 pandemic partner resources, Op Sceptre and Op Edge surge activity, DIVERT intervention programme, 'Captain Calm' programme for schools in conjunction with University of Central Lancashire policing students, and 'Mia's story' about parental incarceration, amongst others.

## Case Study 7: Highfield Academy, Blackpool

In November 2019, we were approached by Highfield Academy, Blackpool, as they were concerned that several of their pupils were receiving the wrong messages through avenues such as social media. A panel of year 11 pupils were identified by staff as those closely connected to concerns. On speaking with the students, they were concerned that any talks would not be hard hitting enough to make some of pupils listen.

VRN funding commissioned the ACE Project to deliver a workshop for pupils. The workshops ran over the course of six weeks with years 9, 10 and 11 (ages 13-16). The speakers during the workshops were from various backgrounds including lived experience of violent crime, county lines and serious sexual offences. As requested by the students, the speakers gave an honest, first-hand, lived experience of how crime had affected them, their life whilst incarcerated and the effects on those close to them, all hard hitting information which was received very well by the students.



Highfield  
Leadership Academy

# Appendix E: New interventions

## New Intervention Example 1: Strength Inside and Out Programme

We are currently working with a Psychologist to develop an innovative programme to reducing (re)offending by enhancing emotional regulation skills for both prisoners and their partners. The programme is trauma-informed and targets key needs of individuals who have experienced difficult childhoods and are at risk of re-offending and creating an adverse environment for their own children. The sessions concern identifying, labelling, moderating, managing and accepting emotions. The programme uses a combination of dialectical behavioural techniques (the recommended treatment for dysregulated emotions, such as anger), as well as cognitive behaviour therapy. A sister programme, which focuses on individuals (rather than couples) has previously been delivered in prisons and the community, and the impact of the programme has been evidenced by reducing recidivism, reductions in intimate partner violence and coercive control, as well as improved outcomes for children (e.g. a 64% reduction in child protection plans post-intervention).



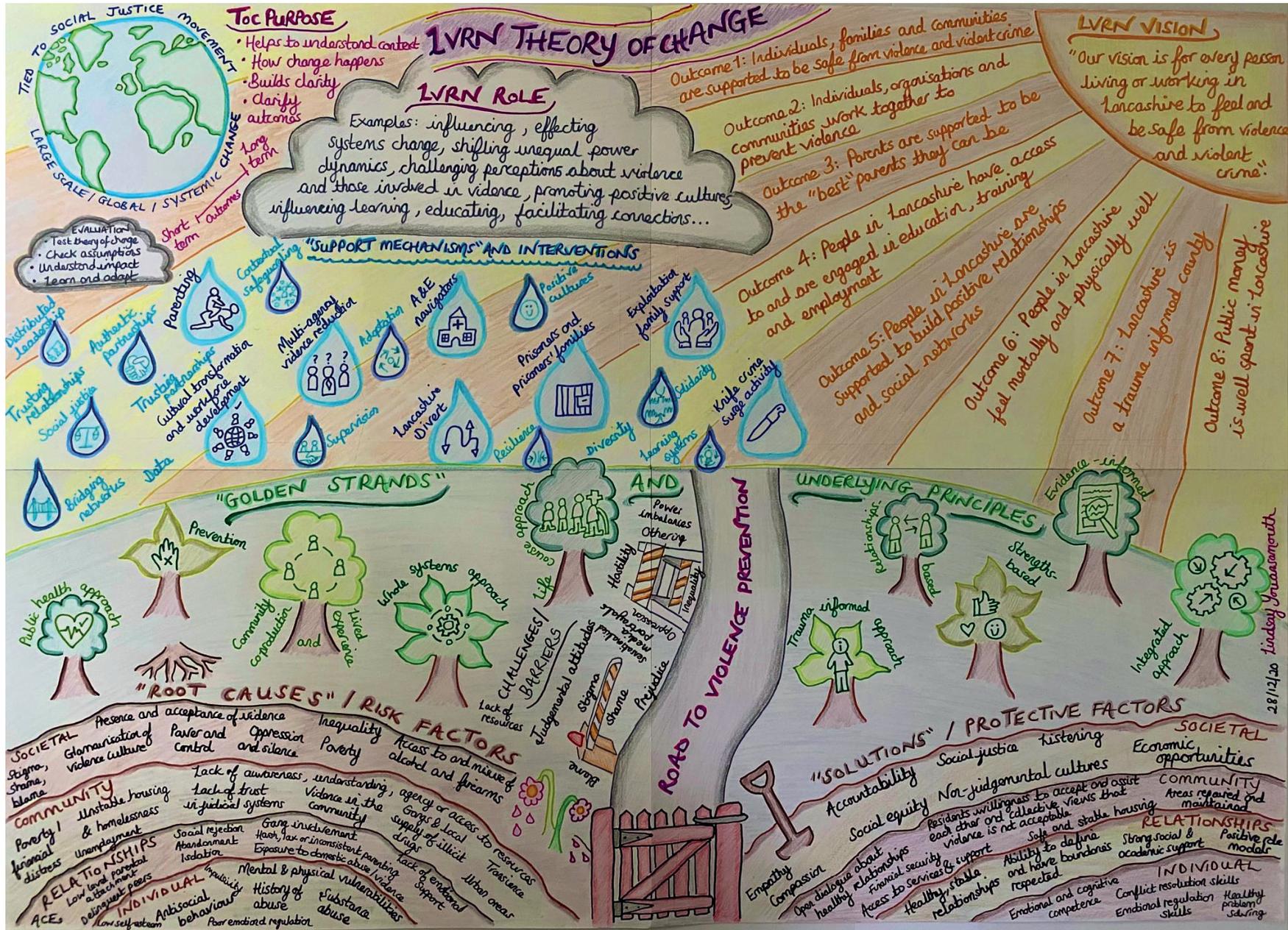
strength  
inside &  
out

## New Intervention Example 2: Multi-agency Risk Reduction, Assessment and Coordination (MARRAC) Approach

In Lancashire, a multi-agency review of the Multi-agency Risk Assessment Conference (MARAC) process has been conducted following national recommendations relating to domestic homicides and a local HMIC Child Protection Inspection. The review adopted the Vanguard Systems Thinking Method to reconsider the existing MARAC system, leading to a redesign of the system, based on listening to the perspectives of the three “Me’s” – victims, perpetrators and children involved in domestic abuse and violence. The new MARRAC team works inclusively with victims, perpetrators and children, in order to ascertain the underlying needs of families and the “root causes” of violence. Rather than waiting weeks for a case to be heard at a MARAC meeting, where the people involved (e.g. victim, perpetrator and children) are not invited; the new MARRAC team make contact with each family members soon (within a day or two) after an incident taking place. Instead of the MARAC meeting, there are four value steps: 1) gather and assess information; 2) analyse and understand the risks and needs; 3) identify strategies and solutions; and 4) complete the case. Professionals anecdotally report huge improvements to waiting times and programme monitoring data reports improved outcomes (e.g. increased engagement and reduction in re-referrals). As part of our local evaluation, the LVRN has commissioned an independent evaluation to be carried out by Northumbria University to capture the process and key impacts from an independent perspective to capture learning and guide wider roll out across Lancashire, as well as national learning.



# Appendix F: Theory of Change



## Appendix G: Examples of LVRN Reach

### Education

A number of organisations were funded to deliver sessions and programmes into schools across pan-Lancashire. Whilst some were able to start delivery before the 16th March 2020 all of them have been impacted by the context of Covid-19. Between the organisations that were able to delivery sessions in schools, 36 sessions were delivered to a total of just under 4,100 young people. As part of Operation Edge police staff have been delivering knife crime educational packages across the county, delivered in mainstream secondary school assemblies and pupil referral units. To date presentations have been made to over 11,000 students with the assistance of the neighbourhood policing teams, police community support officers (PCSOs) and assistant investigators (see Appendix D, case study 7 for example).

### Parenting

Three staff have attended the Empowering Parents Empowering Communities (EPEC) training. All three staff members completed the required training and have become accredited EPEC teams. Eight parents have attended the training and achieved the required standards for certification. The parent group leaders report has identified the following achievements: improved self-confidence, self-efficacy, group work, personal skills, knowledge and expertise in parenting and child development and increased personal aspirations, employability and financial independence. Four programmes are due to commence between January and March 2021, with eight to ten parents attending each programme.

## Community

Despite the restrictions imposed by the Covid-19 situation a number of third sector organisations have managed to continue to deliver programmes or projects and have been able to adapt these to on-line approaches or ensure enhanced safety measures where face-to-face work has continued.

- **Street-based or detached youth work in the Burnley, Preston and Ribble Valley areas has led to engagement of approximately 1,100 young people.**
- **Community and youth centre-based work in Rossendale, Hyndburn, Lancaster and Blackburn with Darwen has led to engagement of approximately 100 young people.**
- **On-line support, including mental wellbeing, physical health, healthy living and social contact has led to engagement of over 1,500 young people.**

## Social Media

Launched in August 2020 and running until mid-October 2020, the LVRN Knife Crime Campaign “Believe You Can” has reached 618,000 Instagram profiles. During this time, young people in Lancashire, aged 13-22, were provided with messages that encourage them to focus on opportunities and how it is never too late to make a positive change for the future.



**LANCASHIRE**  
VIOLENCE REDUCTION  
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