



Institute for
**Public Safety
Crime and Justice**

Northamptonshire Serious Violence Prevention Partnership

Partnership Development Report – 20-months

2024



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Executive Summary

Background

In December 2022, the Home Office published statutory guidance to prevent and reduce serious violence (the Duty). The Duty encouraged local partnerships to implement the WHO 'public health approach' and PHE '5Cs approach to a whole-system multi-agency working' to tackle serious violence at the local level.

In March 2023, Northamptonshire Serious Violence Prevention Partnership underwent a Joint Readiness Assessment by Crest Advisory. The assessment was framed around the 5Cs approach and determined that Northamptonshire were in the 'preparing' stage at that time in their development.

Aim of this Report

- To explore the maturity of the partnership and the implementation of the local strategy, 20-months on from the Crest Advisory report.

Observations and Recommendations

The partnership has matured at different rates across each component of the 5Cs whole-systems multi-agency working approach, with effective principles of practice by the partnership mapped against the 5Cs in Table 1.

A strength of the partnership is the commission of Northamptonshire Observatory as that central data manager and analyst for the partnership as they can harmonise partnership data to ensure the decisions of the partnership are informed by a complete picture of available data.

The partnership is reflecting on its governance structures to **develop** a long-term approach that embeds the Serious Violence Duty and whole-system multi-agency public health approach into local partners' workstreams. Ideas included the need to get Executive-level oversight for the local response to the Serious Violence Duty and consideration of how existing boards, committees, and groups could be restructured to create efficiencies and maximise effectiveness.

If the existing governance arrangements continue, there is **a risk** that the local strategy will become owned by the OPFCC, and partners will only play a consultative role or commissioned responsibility for their involvement. Therefore, behaviours, actions, and processes of the partnerships need to be reviewed to enable a sense of shared leadership between the partners.

There is **an opportunity** to plan how the partnership will ensure the voice of residents' feeds into every layer of the local response to the Duty. There have been several community co-production and engagement pilots, training programmes and frameworks across Northamptonshire, which could be built upon to become a cohesive and comprehensive mechanism to ensure the local response to the Duty and stubborn inequalities are performed *with* communities.

Questions for the partnership to stimulate critical reflection:

1. What is the most suitable governance structure to support the delivery and scrutiny of the Duty and other whole-system multi-agency public health approach workstreams?
2. How could you increase partner capacity so they can have a more shared role in the partnership?
3. How could collectively embed and sustain the approach, values and culture of the whole-system multi-agency approach to serious violence prevention into the wider system to ensure longevity?



Table 1. Summary of effective principles of practice by the Northamptonshire Serious Violence Prevention Partnership mapped across the 5Cs framework.

5Cs	Effective Principles of Practice from IPSCJs Emerging Themes
Collaboration	<ul style="list-style-type: none"> • The OPFCC taking on initial leadership of the Duty worked well to get processes and governance structures in place to meet the Home Office deadline. • Using workshops carved out time in partners' diaries to engage with the Duty and learn what their contributions could be to the local response. • Partners were generally satisfied with how the Steering Group was currently operating, commenting that they felt included and heard during decision-making activities. • However, many partners recognised that engagement and contribution to the Duty's delivery was not equally distributed across the Steering Group. This recognition was not seen as a negative judgment but a reality that partners had limited capacity and therefore, could only contribute a limited amount. • The partners that have been able to fully engage with and deliver the Duty has been a result of investment into staffing to create capacity. • It was felt a higher-level Strategic Group made up of partners' Executives was needed to progress the implementation of the Duty and other relevant prevention strategies into partners' strategic plans, workstreams, and budgeting. • Reporting progress about the delivery of the Strategy's action plan into the Community Safety Partnerships seemed the most appropriate governance route. However, it was felt the Community Safety Partnerships could take a stronger problem-solving role. • The current Steering Group could still exist, or they could become more Operational within these proposed governance restructures. Regardless, with resource put into staffing already, there was a feeling that a virtual Violence Reduction Unit could be established to strengthen and take charge of the operational needs of the Duty. • Notably, whatever governance structure is adopted, there is a need to remove the sense of 'police ownership' (including the OPFCC) over the Duty to help the wider partners take collective ownership over the Duty. • A further point for consideration within the governance structures is the on-going tensions between county-wide versus unitary authority approaches and different approaches between the two unitary authorities.
Co-production	<ul style="list-style-type: none"> • The OPFCC took lead on writing the strategy and commissioned the Northamptonshire Observatory to produce the SNA. While there were aspirations for the strategy to be co-produced to develop buy-in to the partnership, the reality of the process was more consultative. • The process of developing the strategy was heavily informed by data that had been synthesised by the Northamptonshire Observatory, which is a strong element of working within the parameters of a public health approach. • The OPFCC and police took a leading role in learning from existing VRUs and other local areas to identify good practice and attempt to implement that practice into Northamptonshire's ways of working. There have been elements of pooling resources to increase capacity within some partners, who have subsequently taken on more responsibility to deliver the Duty. However, it was not clear if the partnership, as a whole, were given the agency to decide which partners received capacity funding and which partners did not. Then further comments about some partners not 'putting their hands in their pockets' to increase their capacity would suggest that there is a hierarchy establishing within the partnership.
Co-operation on data and intelligence sharing	<ul style="list-style-type: none"> • The partnership funded analyst capacity with the Northamptonshire Observatory to create data products. • Crucial to enabling data sharing was ensuring the right people were talking to the right people at different levels of the partners as well as establishing data sharing agreements. • Data sharing was further enabled by demonstrating the mutual benefits to partners. For example, demonstrating the value of products and making the data sharing agreement broad so other workstreams could be covered. • Partners value the 350-offender analysis to understand the early indicators for serious violence and are keen to integrate their own datasets into the regressive analysis. However, there are hesitations about revealing identifiable information and GDPR. • The partnership has considered evaluation from the outset of their work and have established a framework to longitudinally assess the Key Performance Indicators of the local strategy and evaluate large-scale interventions to determine progress against short-term and medium-term indicators. But, with this new evaluation approach, partners are conscious of getting the evaluation right so they can be confident in their evidence-informed decisions. • There is a need to establish clear channels of communication to share data and insight between partners so they can stay abreast of the most recent updates and feedback.
Counter-narrative	<ul style="list-style-type: none"> • Partners were firm to ensure funding decisions were informed by the available evidence from the YEF Toolkit and the local SNA and strategy. • Although the partners had clarity about what interventions they were looking for, there is a need to more clearly articulate to wider stakeholders what types of interventions are needed and why they are needed to enhance the quality of the grant applications. • However, the partnership stayed patient with their funding decisions and ensured funding distributed aligned with strategic priorities. • Overall, partners were happy with the collaborative approach to decision-making. This collaborative approach was new and helped identify areas of duplication, gaps, and alternative funding streams. • Critical to the success of the funded interventions was ensuring they reach the right people. • Furthermore, the need for sustainable interventions was seen as a critical condition for funding decisions and how the partnership could play an active role in establishing the sustainability. • With the new Duty and the focus on primary interventions, partners felt there could be investment into new innovative projects, rather than 'the same old, same old.'
Community consensus	<ul style="list-style-type: none"> • There are several existing mechanisms across partners being utilised to ensure community voice feeds back into the local delivery of the Duty. • The Youth Ambassadors Programme and Community Forums are strong emerging examples of targeted engagement to understand the wants, needs, and opportunities in the local community. • The Local Area Asset Maps provide a strong foundation to deliver asset-based community development, which can be overlaid with other insight to identify gaps in provision and engagement. • Communication channels have been established to provide consistent messaging about the work going on the prevent serious violence and community engagement has taken place to shape the language of these communications. • Energy now moves to close the gaps in engagement so there is a shift from consultation to co-production, such as community representation on grant review boards, in order to build trusted long-lasting relationships with local communities that is joined up and consistent across the county.



Introduction

Serious Violence Duty

The Home Office published statutory guidance for preventing and reducing serious violence, known as the Serious Violence Duty or The Duty, for England and Wales in December 2022. The Duty was to ensure relevant services work together to share information and allow them to target their interventions, where possible through existing partnership structures, collaborate and plan to prevent and reduce serious violence within their local communities. This legislation was brought forward in response to the 84% increase in offences involving knives or sharp instruments between June 2014 and June 2020. The Duty outlined the need to understand and address the factors that cause someone to commit violent crime in the first place, this includes where coercion is a factor regarding vulnerable children and adults.

Specified authorities were required to identify the kinds of serious violence that occur in the area, and, so far as it is possible to do so, identify the causes of that violence. To do this, the specified authorities needed to undertake a Strategic Needs Assessment and local strategy, while consulting with relevant authorities.

Specified Authorities	Relevant Authorities (may include)
<ul style="list-style-type: none"> • Police • Justice • Fire and Rescue • Health • Local Authorities 	<ul style="list-style-type: none"> • Prison Authorities • Youth Custody Authorities • Educational Authorities

The Duty did not require the formation of new strategic or operational groups to implement the local strategy. However, The Duty required the specified authorities to collaborate and plan to prevent and reduce serious violence. In doing so, local areas were encouraged to adopt the World Health Organisation’s definition of a public health approach to understanding and preventing serious violence as well as agreeing a local definition of ‘serious violence’.

The Public Health Approach

The World Health Organization’s definition of the public health approach can be summarised as:

1. **Focussed on a defined population;** the specified authorities had to agree a defined geographic boundary within which they will operate for the purposes of the Serious Violence Duty. Meanwhile, the Strategic Needs Assessment (SNA) needed to include a common understanding of the cohorts that are most vulnerable to serious violence and the local strategy needed to demonstrate how each area is focussing resources on the defined population most in need of support.
2. **With and for communities;** localities were required to embed the voices and lived experiences of the communities they serve in their Serious Violence Duty-related activity. Both the Strategic Needs Assessment and local strategy needed to reflect the voices and lived experiences of the communities they intended to support. Not constrained by organisational or professional boundaries; in order to successfully deliver the Serious Violence Duty, duty holders were required to work across professional and organisational boundaries in order to deliver a truly multi-agency approach.
3. **Focussed on generating long term as well as short term solutions;** localities had to consider both long- and short-term solutions to addressing the drivers of serious violence in their areas when developing the Strategic Needs Assessment and local strategy. Identification of solutions should have always given due consideration to the delivery of the most effective and impactful services available, which will vary depending on the local context of violence.
4. **Based on data and useful information to identify the burden on the population, including any inequalities;** the specified authorities were recommended to pool the data they hold individually to create new insights and a more complete understanding of the local drivers of serious violence. It is through effective partner data sharing and collaboration that the most informed Strategic Needs Assessments and local strategies can be developed.
5. **Rooted in evidence of effectiveness to tackle the problem;** where possible, localities had to learn from the experiences of others to guide their activity to that which is most effective. When developing the local strategy, duty holders should have used resources, such as the Youth Endowment Fund Toolkit, Early Intervention



Foundation Guidebook and the College of Policing, among others, to ensure they are commissioning activities which are known to deliver the greatest impact for people at risk of, or already involved in, serious violence. Considering evidence of impact did not prevent duty holders from pursuing innovative approaches but, where this is the case, duty holders must have considered the balance they are striking between delivery with strong evidence of impact and delivery that may have good potential but is less well evidenced. This would help to ensure that the risk of failing to achieve impact is appropriately managed.

The above summaries are often presented as a cyclical four-step framework to help demonstrate how data, insight, and a clearly defined population and local area are utilised to understand the drivers and preventers of serious violence (Figure 1).

To further support the whole-system multi-agency working that is required to implement a public health approach to serious violence, Public Health England (now OHID – Office for Health Improvement and Disparities) provided the ‘5Cs’ framework with a list of ‘core actions’ for local systems leaders to follow¹ (Figure 2). The ‘5Cs’ were:



Figure 1. World Health Organization's four-step framework for a public health approach.

- 1. Collaboration;** a collaborative whole-systems approach brings partners together from a broad range of functions who have the shared goal of tackling and preventing violence. It requires partners to form a collective understanding of a multi-agency approach; to collectively develop and own the scope of work and ways of working which reflect the needs of the local population and to jointly identify resources that will enable effective working.
- 2. Co-production;** the approach and workstreams undertaken locally to prevent and tackle violence should be informed by the multi-agency perspectives of all partners. Involving the community is an essential aspect of co-production. Establishing and maintaining community engagement can be challenging, it must be representative, equitable and be embedded in local governance arrangements. However, it can really leverage the energy and contribution of community organisations and faith groups which can bring significant reach and trust, as well as capacity to violence prevention work.
- 3. Co-operation in data and intelligence sharing;** the establishment of successful, regular data sharing processes for anonymised health data between local health services and partners involved in addressing violence is crucial for supporting local prevention activity.
- 4. Counter-narrative;** Work with children and young people and community members to create opportunities for development and the option to pursue alternatives to criminal activities. Partnerships should help to support positive aspirations and promote positive role-models.
- 5. Community consensus approach;** Community consensus lies at the heart of a place-based multi-agency approach to serious violence prevention. The approach must be with and for local communities, it should empower them to actively participate and get involved in tackling issues that affect them collectively. This is essential for legitimacy and for any ‘new’ work being carried out by partners (particularly statutory work) to be seen as valid by communities.



Figure 2. Public Health England's 5Cs whole-system multi-agency framework.

¹ A whole-system multi-agency approach to serious violence prevention (2019). HM Government. URL: https://assets.publishing.service.gov.uk/media/5e38133d40f0b609169cb532/multi-agency_approach_to_serious_violence_prevention.pdf



Collectively, the Home Office anticipated that these approaches to preventing and reducing serious violence across England and Wales would lead to a national reduction in:

- **Hospital admissions for assaults with a knife or sharp object and especially among those victims aged under 25.**
- **Knife-enabled serious violence and especially among those victims aged under 25.**
- **All non-domestic homicides and especially among those victims aged under 25 involving knives.**

Northamptonshire's Approach

Local Strategy

In response to The Duty, the Northamptonshire Serious Violence Prevention Partnership was formed, with a dedicated Serious Violence Duty Co-ordinator in the OPFCC and a dedicated co-ordinator within North and West Northamptonshire Councils.

The local strategy defined 'serious violence' as:

"Personal robbery, youth violence (under 25), rape and serious sexual offences, domestic abuse, knife crime, and night-time economy violence, with homicide considered part of all the listed crime types."

The aims of the strategy were:

- Stabilise and reduce violence in the short-term.
- To understand the underlying causes of violence in the county.
- Co-ordinate Northamptonshire's communities and public organisations to address those causes in the longer-term.

The aims would be applied across all communities within Northamptonshire but with a clear emphasis on those with the following risk factors:

- **Deprivation and Poverty** - Serious violence is more likely to occur in the most deprived areas of Northamptonshire and both perpetrators and victims of serious violence are much more likely to live in the most deprived areas than in the least deprived.
- **Emotional and Mental Health** - Poor emotional and mental health is both a risk factor and consequence of serious violence. There is a significant proportion where a mental health need has been identified in Early Help Assessments; of those identified as at risk of criminal behaviour, 82% of them also had concerns regarding their mental health and emotional well-being.
- **Substance Misuse** - Substance misuse increases the risk of an individual being involved in serious violence as a victim and perpetrator.
- **Adverse Childhood Experiences** - Negative experiences encountered throughout childhood has a detrimental effect on a child's wellbeing and their risk of becoming involved in serious violence, either as a victim, suspect, or perpetrator.

The aims would be achieved through inter-related strategic themes and priorities:

1. Leadership and Cultural Change
2. Data Sharing, Evidence and Evaluation
3. Tackling Vulnerabilities
4. Place Based



The current report supports: Strategic Priority 1: Leadership and Cultural Change

“Lead and collaborate with partners to drive the systems change required to prevent serious violence.”

Objectives:

1. Ensure strategic buy-in from all specified authorities and partner organisations.
2. Look to build co-production of activity with communities, specifically children and young people.
3. Provide the resources, incentives and connections to drive iterative research and experimentation.
4. Make multi-agency working as easy as possible.

Priorities:

1. Continue to establish and embed NSVPP in the county.
2. NSVPP Community network established.
3. Creation of a NSVPP Communication and Engagement Strategy to support development and delivery of the strategy and action plan.

Medium term outcomes (1 – 4 years):

1. Secure the financial and cultural sustainability for NSVPP and its work.
2. Partnership is embedded in the county.
3. Empower everyone to play a role in prevention violence.
4. Improve awareness and understanding of SVD and the Public Health Approach to preventing violence:
 - a. Align the strategy with recent and relevant local and national policy to support a whole system approach to tackling violence.
 - b. Empower everyone to play a role in preventing violence.
 - c. Challenge social norms supportive of violence and promote an alternative narrative.
 - d. Improve local understanding of social media and develop a shared strategy to harness prevention opportunities and reduce its potential harm.

A space for personal reflections is provided at the end of this report for you to consider progress against these priorities and what the required next steps are to progress into medium-term outcomes.



Crest Advisory's (2023) Level of Readiness

During the development of Northamptonshire's response to the Serious Violence Duty in 2023, Crest Advisory were commissioned to undertake a readiness assessment on behalf of the Home Office. The readiness assessment explored current progress against The Duty's guidance, framed within the 5Cs whole-system multi-agency approach to preventing and reducing serious violence. The assessment provided a snapshot of Northamptonshire's progress up to April 2023 and provided several recommendations:

5Cs	Crest Advisory's (2023) recommendations to improve readiness
Collaboration	<ul style="list-style-type: none"> Ensure that there is a term of reference (TOR), which all of the specified authorities are signed up to. This should underpin the governance arrangements to deliver the Duty. At the minimum, the TOR should cover: <ul style="list-style-type: none"> The shared vision of what the local multi-agency approach to serious violence looks like. An outline of the governance arrangements, especially those around decision making and accountability. The roles and responsibilities of each of the specified authorities. Ensure that all of the specified authorities have a clear understanding of their roles and responsibilities within the partnership and wider violence prevention. For example, the OPCC may wish to hold co-production workshops that allow the specified authorities to set out their expectation and initial contributions to the local response. Consider ways in which the relevant authorities and voluntary and community sector can be involved in collaborative arrangements.
Co-production	<ul style="list-style-type: none"> Specified authorities should be briefed on the opportunities of co-production. The benefits of co-producing with multiple partners should be explained, including co-production across specified authorities, but also with relevant partners, the community, young people and people with lived experience of serious violence. In the development of the response strategy opportunities for co-production should be identified. For example, considering whether activities and interventions can be co-commissioned, co-designed, and co-delivered by partners should be developed to encourage a culture of co-production. A formal consultation should take place with the voluntary sector, community and children and young people to design their input into the partnership, such as input into governance arrangements and opportunities to support the evidence base and strategy. This term of reference should be agreed by the partnership via the Serious Violence Reduction Board.
Co-operation on data and intelligence sharing	<ul style="list-style-type: none"> Specified authorities and relevant partners should be clearly briefed about the benefits of partnership-wide data sharing and how this supports their statutory obligations to collaborate around the Duty. In particular, there should be clear agreement on the expected contributions around data. The partnership should convene a data sharing working group, kicked off with an initial workshop, to conduct a mapping exercise with all specified authorities to identify what data they could share for the SNA, in line with the partnership's agreed definition of serious violence, and the arrangements required to share it. Barriers to sharing data should be identified and solutions found to ensure all partners are equipped to share the necessary data and are able to contribute to the SNAs and strategy in the future. For example, a dedicated analyst could be co-funded by the specified authorities, and could be seconded to authorities with greater capacity challenges.
Counter-narrative	<ul style="list-style-type: none"> The partnership should conduct a workshop with all specified and relevant authorities to ensure that they understand and commit to the public health approach to tackle serious violence. Following this, the public health approach should be clarified in the strategic response. This should include details on how planned activity, including any interventions, aligns with the public health approach to reduce serious violence. Undertake a mapping exercise to map out existing work across the levels of prevention around serious violence (primary, secondary and tertiary) to understand existing provision. Use the knowledge gained from this exercise to work in partnership to fill in any gaps, ensuring that there is diversity of activity in line with the local needs across Northamptonshire.
Community consensus	<ul style="list-style-type: none"> The partnership should conduct a briefing with all specified authority representatives to ensure that there is a consensus around the importance of community engagement to tackle serious violence. Following this, the specified authorities should be clearly briefed on their roles in engaging with the community. Where possible, there should be a collaborative approach across the partnership to reach a diverse range of people in the community. Conduct a mapping exercise to identify existing community assets, and opportunities to build on these assets. Specifically, the partnership should identify ways of engaging traditionally harder-to-reach communities, as well as those most affected by serious violence in the local area. The SNA can be used as a way of identifying these groups. A framework for engagement should be established, making clear how the community are able to feed into the partnership's ways of working, the SNA and the Strategy. Community engagement should be proactive and structured, particularly with priority cohorts (those most impacted by serious violence) as identified within the SNA and Strategy.

Following this readiness assessment, the partnership published their Strategic Needs Assessment, local strategy, and held several partnership development workshops. Twenty-months on from the readiness assessment, the partnership wanted to reflect on progress and identify emerging priorities to facilitate the implementation of their local strategy.



Aims and Objectives of this Report

The aim of this report was:

- To explore the maturity of the partnership and the implementation of the local strategy.

The objectives were to:

1. Interview members of specified and relevant authorities to get their personal accounts of working in partnership to implement the local strategy.
2. Frame lines of enquiry around the 5Cs whole-system multi-agency approach and Crest Advisory's 2023 recommendations to improve readiness.
3. Provide recommendations to advance the partnership and implementation of the local strategy, which are founded on the lived experience of specified and relevant authorities.

We have taken steps to protect the identities of participants and their organisations by anonymising quotes and removing references to people, organisations or locations where necessary, but we cannot guarantee full anonymity due to the small sample size and close working relationships within the partnership.



Observations

A Word on Evaluating ‘Complex Systems’

There are recommended Core Actions for *what* should happen in a whole-system multi-agency approach to tackling serious violence². However, there is no guidance to suggest *how* to implement these Core Actions, which is consistent with Government policies over the past 50 years that have focused on the structures and governance arrangements rather than the behaviours, skills and processes.

Therefore, IPSCJs approach to analysing these partnership interviews was to identify effective principles of practice to explore *how* the partnership are implementing the requirements of the Duty, rather than assessing adherence to the recommended core actions through a checkbox exercise. This is because it is more beneficial for stakeholders who are learning how to reliably cause change and action in different contexts so they can continue to progress their partnership working.

Northamptonshire’s public health approach to tackling serious violence is viewed as a complex system, as its components are interacting, interrelated, changing, and evolving. Subsequently, evaluations of the approach need to pay particular attention to the context in which the system operates. Therefore, IPSCJ provides a descriptive summary of the wider contexts that influence work and the current understanding of the public health approach.

Wider Contexts that Influence Work

Many of the processes involved to establish the statutory requirements of The Duty were subjected to **short timeframes due to deadlines set by the Home Office**. Therefore, the Strategic Needs Assessment, the ‘serious violence’ definition, local strategy, and the partnership had to be mobilised quickly and in parallel. This provides a greater focus on delivery and limits the time available for partnership development.

The partnership has handled that initial challenge to the best of their ability. The more pressing uncertainty is what the next cycle of funding looks like and how are they supposed to implement long-term interventions with uncertain annual funding cycles, as well as a change of government.

“New government, not clear around what the funding arrangements are, which is unhelpful when we’re talking about a long-term public health approach and we don’t know what our funding will be from March next year, so that’s not helpful.” – Interview 14

At the local level, there are also **several changes to senior leadership**, which brings uncertainties about the direction that the NSVPP will take. For example, a new Police Fire and Crime Commissioner, a new acting chief constable of the police, and a new leader of West Northamptonshire Council.

Couple these leadership changes with the **formation of North and West Northamptonshire Councils and Integrated Care Northamptonshire** there is a **changing political environment** that could be a catalyst for a whole-system multi-agency public health approach, or it could lead back into siloed working to focus on core business, particularly if there is not sustainable funding.

“We’ve had lots of change, we’ve had a new government, new PFCC and all of that, so that’s got in the way as well, I suppose. We’ve just tried to turn the volume down on those things and keep going but at some point, you’ve still got to acknowledge that actually the political landscape has changed, Local Authorities are blue and the OPFCC is red and the government’s red and the politics do start to play into this a little bit.” – Interview 2

“We have had some changes at the top of the tree in both North and West recently, with different personalities. They are still just bedding in, shall we say, but they are getting further and further apart in their approaches. It is difficult; it is difficult when we are trying to promote equity, a countywide approach.” - Interview 13

² A whole-system multi-agency approach to serious violence prevention (2019). HM Government. URL: https://assets.publishing.service.gov.uk/media/5e38133d40f0b609169cb532/multi-agency_approach_to_serious_violence_prevention.pdf



Understanding of the Whole-System Multi-Agency Public Health Approach

During the interviews, partners were asked directly about their understanding of the public health approach. It was evident that there was a good awareness of the World Health Organisation's principles of the public health approach. A lot of the discussion centred around **understanding the problem, having a greater focus on prevention, and being informed by evidence and data.**

"Certainly, from the JSNA and then the action plan and the strategy, that was a real focus for us. We wanted to say we need to do a lot more early intervention and prevention work. That came out as one of our key ways that we needed to really work to head things off because there's no point- There's a good analogy - you need the fence at the top of the cliff, not the ambulance at the bottom. So, we need more fences at the top and that is a clear theme in our action plan and strategy which I think gives that public health approach." – Interview 13

"When they then talk about the need for greater investment in primary intervention - that public health approach, not having that focus on tertiary intervention, having that primary focus, when we did the analysis around those that have been involved in significant amounts of serious violence and traced them back to understand what we know about them in earlier childhood, and that we've been able to say that we know X, Y and Z about them, that they've be able to use that to then say if that data is telling us that these things are not inevitable but they are predicable in some regard, that that's your evidence base around why you should have a focus around primary prevention, they've used that evidence and that analysis that we've done to demonstrate that." – Interview 5

Although the core of the Steering Group may have an understanding of the public health approach, partners felt **there was a need to educate and implement the approach across colleagues in the wider departments of their organisations,** to clarify what their role is in the approach.

The opportunity here is that a lot of systems are now shifting to a whole-system multi-agency public health approach so, **there is a wider network of colleagues who can support with the implementation of the behaviours, skills, and processes of this style of working,** it does not just rely on the NSVPP.

"That's where I think the biggest problem lies with [this organisation], it's the cultural behaviour within the organisation that actually acts as a bit of a barrier for a lot of this. You've got some good people that can get an understanding of it very quickly but also appreciate a partnership approach is going to be what underpins it all. Whereas others just want to see results and others want to see delivery because it's that 'blue light' approach to getting something fixed fairly quickly. And I think that leaves them with a very limited scope to make progress in this area..." - Interview 8

With the public health approach being a new way of working, **partners are aware that it will take time to bed into ways of working and being evidencing long-term outcomes.** But there is an apparent tension within the partnership that their work is **at risk of being derailed by the 'old approach' challenging them to show that the public health approach is 'working'.** This is where a logic model with short- and medium-term outcomes, and clarity on how to evidence those outcomes becomes critical to demonstrate progress.

"Where I think sometimes people think they are covering that model but actually the, 'we've got to go back to our politicians and we've got to tell them something and we've got to see the results today; after 12 months, if we can't see the results, we are going to stop'. All of that stuff I think sometimes just creates noise in the system and you either stop doing it or you just go, 'Well, we are going to carry on even though we are not getting anywhere near the results that we hoped'." - Interview 2

To summarise, the partnership still needs to firm up **how** to embed behaviours, skills, and processes of true partnership working to increase engagement and deliver the public health approach, which then ripples out into wider colleagues within each organisation. Effective partnership working creates the enabling environment to deliver the public health approach over a sustained period to realise the long-term outcomes of the local strategy.



Implementation of the Whole-System Multi-Agency Public Health Approach

The reflections of colleagues who participated in the interviews have been presented within the 5Cs framework: Collaboration, Co-production, Co-operation on data sharing and intelligence, Counter-narrative, and Community consensus. To demonstrate the partnership’s progress towards implementing the whole-system multi-agency public health approach, the core actions and recommendations from previous guidance are listed in chronological order of publication year, with the emerging themes from the current interviews presented at the end.

Collaboration

Source	Insight
5Cs Core Actions (2019)	<ul style="list-style-type: none"> Identify key local system leaders and bring them together. Help partners to understand their role in violence prevention. Define and create a common understanding of what a multi-agency approach is, what that means locally and what each organisations role within the collaboration is or can be. Use data and intelligence to achieve a shared understanding of current local issues, opportunities to implement interventions and evaluate their impact. Identify existing and required resources. Collectively agree the governance arrangements for strategic and operational violence prevention work and link in with existing statutory boards where possible such as Health and Wellbeing Boards or Community Safety.
Recommendations from Crest Advisory (2023)	<ul style="list-style-type: none"> Ensure that there is a term of reference (TOR), which all of the specified authorities are signed up to. This should underpin the governance arrangements to deliver the Duty. At the minimum, the TOR should cover: <ul style="list-style-type: none"> The shared vision of what the local multi-agency approach to serious violence looks like. An outline of the governance arrangements, especially those around decision making and accountability. The roles and responsibilities of each of the specified authorities. Ensure that all of the specified authorities have a clear understanding of their roles and responsibilities within the partnership and wider violence prevention. For example, the OPCC may wish to hold co-production workshops that allow the specified authorities to set out their expectation and initial contributions to the local response. Consider ways in which the relevant authorities and voluntary and community sector can be involved in collaborative arrangements.
Effective Principles of Practice from IPSCJs Emerging Themes (2024)	<ul style="list-style-type: none"> The OPFCC taking on initial leadership of the Duty worked well to get processes and governance structures in place to meet the Home Office deadline. Using workshops carved out time in partners’ diaries to engage with the Duty and learn what their contributions could be to the local response. Partners were generally satisfied with how the Steering Group was currently operating, commenting that they felt included and heard during decision-making activities. However, many partners recognised that engagement and contribution to the Duty’s delivery was not equally distributed across the Steering Group. This recognition was not seen as a negative judgment but a reality that partners had limited capacity and therefore, could only contribute a limited amount. The partners that have been able to fully engage with and deliver the Duty has been a result of investment into staffing to create capacity. It was felt a higher-level Strategic Group made up of partners’ Executives was needed to progress the implementation of the Duty and other relevant prevention strategies into partners’ strategic plans, workstreams, and budgeting. Reporting progress about the delivery of the Strategy’s action plan into the Community Safety Partnerships seemed the most appropriate governance route. However, it was felt the Community Safety Partnerships could take a stronger problem-solving role. The current Steering Group could still exist, or they could become more Operational within these proposed governance restructures. Regardless, with resource put into staffing already, there was a feeling that a virtual Violence Reduction Unit could be established to strengthen and take charge of the operational needs of the Duty. Notably, whatever governance structure is adopted, there is a need to remove the sense of ‘police ownership’ (including the OPFCC) over the Duty to help the wider partners take collective ownership over the Duty. A further point for consideration within the governance structures is the on-going tensions between county-wide versus unitary authority approaches and different approaches between the two unitary authorities.
IPSCJs Emerging Themes from the Partnership Interviews	
The OPFCC taking the lead in the first instance	<p>The OPFCC taking on initial leadership of the Duty worked well to get processes and governance structures in place to meet the Home Office deadline. Partners were very grateful for the OPFCCs leadership and action to get the Strategic Needs Assessment and Strategy written in time for the Home Office’s deadline.</p> <p><i>“It’s been led by the Police, Crime and Commissioners Office, they are almost co-ordinating things and pulling the partnership together. They have led on the development of the Strategy, which has been a huge help from my perspective because me actually having the time to commit to that amongst everything else is really difficult to do So I really, really appreciated them taking the lead on that.” – Interview 11</i></p>



	<p><i>"It works very well. There is strong leadership in that space, the chair who's in the Police and Crime Commissioner's Office, I think that's where he sits. He's a very strong personality, gives strong guidance and leadership. His knowledge is good; he's well supported by [their colleague], who's organised, clear thinker."</i> – Interview 13</p>
<p>Workshops are a valuable use of time</p>	<p>Using workshops carved out time in partners' diaries to engage with the Duty and learn what their contributions could be to the local response. If these face-to-face events did not happen, then partners' diaries would have filled up with other priorities. So, these events need to continue in order to give partners space to give full attention to the Duty and aid collaboration.</p> <p><i>"At the beginning when we first launched the strategy, we did have an awayday where we were altogether in the room, actually face to face. And we've got another one, the analysts have done a deep dive on domestic abuse and sexual violence, so we've got another awayday coming up about that, to have a look at what the results are. I think that actual being in the same room, face to face, does help."</i> – Interview 7</p> <p><i>"It always seems easy when you've got someone organising all that, but I think it's having co-ordinators and people who do push that communication. As soon as you stop meetings like that your time just gets eaten with something else. So, I think it's just having that routine time and space where you can discuss things as a collective."</i> – Interview 15</p>
<p>Generally happy with the partnership</p>	<p>Partners were generally satisfied with how the Steering Group was currently operating, commenting that they felt included and heard during decision-making activities. Partners felt the approach to collaboration for the first 12-months worked well to meet the Home Office deadline.</p> <p><i>"I think so. I think it feels very partnership. I have quite a lot of conversations with either [this colleague] or [this colleague] and it does feel quite collaborative. And also, I work a lot with my police colleagues; police colleagues are really important to the public health work particularly that I do. So, I do think it was quite a partnership focussed approach."</i> – Interview 9</p> <p><i>"Again, I've known a lot of them beforehand anyway. I don't know whether that's got anything to do - I don't know, it's difficult to know because you can't construct an alternate reality where you don't know who those people are [laughter]. I've found all of them really helpful and they've all engaged in a positive - they all feel to me like they want to work collaboratively around this and make the best use of the information that we've been able to pull together."</i> – Interview 5</p>
<p>Awareness that contribution is unequal</p>	<p>Many partners recognised that engagement and contribution to the Duty's delivery was not equally distributed across the Steering Group. This recognition was not seen as a negative judgment but a reality that partners had limited capacity and therefore, could only contribute a limited amount. The capacity limitation has not been a barrier, but it does create a ceiling effect for what can be achieved.</p> <p><i>"I don't think that they've actually yet properly embedded, 'What does this mean for us as an organisation on a day to basis? What are we doing differently on a day to day?' So we go to a monthly meeting, we sign up to a strategy. We agree where some funding can go. But - example, how has that changed the way that [this organisation operates in their day-to-day]? Discuss. I don't know, I'm not sure that we've made as much progress in that area with a number of the partners as we perhaps would have liked to."</i> – Interview 1</p> <p><i>"But I don't think stuff doesn't happen as a result anyway and I wouldn't say there's bad feeling towards those partners for how much they engage. I think they engage with us as much as they can and I think if there's an ask, they try and help and accommodate. And I guess that's part of it, isn't it, what the ask is and I'm not sure we always ask. But then there's the question of should we ask? Should they bring something to the table? This is the strategy, what can they bring? I think if asked, they're always there but do they bring stuff just on their own accord? Not often, I would say."</i> – Interview 6</p>
<p>Investment provides capacity</p>	<p>The partners that have been able to fully engage with and deliver the Duty has been a result of investment into staffing to create capacity. The use of match-funding from the Duty and partners is a good example of pooling resources. Where greater engagement is required from certain partners, then funding for staffing should be discussed.</p> <p><i>"I think where it's not so good is it's not always consistent attendance. So, it might be somebody different from [this organisation] that attends the meeting; I think we need that consistency. And where we, I think, aren't as strong as the violence reduction units that are funded, is we don't have those full-time reps from those different partners that are able to dedicate their time to it. It feels like we are trying to solve everything within a couple of hours each month and it's not possible to do that."</i> – Interview 14</p> <p><i>"We've now got a resource in our Serious Violence Reduction Co-ordinator, [and their equivalent in the other Local Authority]. They are part funded by a serious violence budget - half by our general funds and half by the serious violence money. They are a partnership resource as well, but they are co-ordinating first and foremost the responses from our Local Authority on the Serious Violence Reduction Duty. So, they're working closely with the PCCs office to put together the co-ordination and drive the 'engine room' of the Serious Violence Duty."</i> – Interview 8</p>
<p>Executive-level governance needed</p>	<p>It was felt a higher-level Strategic Group made up of partners' Executives was needed to progress the implementation of the Duty and other relevant prevention strategies into partners' strategic plans, workstreams, and budgeting. Partners were conscious that this could be seen as 'another meeting' and therefore, this Executive-level board could oversee other groups that also take partnership approaches to prevention, to ensure there is accountability for each partner's involvement.</p> <p><i>"I'm not saying let's create a new kind of Board or anything, but it does feel like we're missing a countywide conversation at executive level that can make some strategic decisions about investment and direction of travel that then means we can get on... What I was saying earlier on about I think we've almost reached where we can get to at this moment in time without having some more executive cover, that primarily for me is about how do I ensure that executive level understands the public health approach and how this applies at a strategic level?"</i> – Interview 2</p>



	<p><i>"There needs to be this strategic gold level - sorry to talk in command and control terms - there needs to be that gold level, that strategic level of the directors, those SRO people that have signed that front page of that strategy coming together to release the potential, if you like, for that to happen on a much longer term basis - four, five, ten years really, that strategy has got to be mapped out. And I think the arrangements for the Serious Violence Duty at the moment are a little bit short term." – Interview 8</i></p> <p><i>"Where we struggle as a county is where do we take that? We haven't yet got that strategic governance board where people that hold the purse strings where we can say 'we've said tackling youth violence is a priority. We've got a programme of work that we can show is effective in doing that, is cost effective, you get a good return on investment.' But we are not able to fund that because there's no governance structure to take that to." – Interview 14</i></p>
<p>The role of the CSPs</p>	<p>Reporting progress about the delivery of the Strategy's action plan into the Community Safety Partnerships seemed the most appropriate governance route. This was because the Community Safety Partnership provides a platform to update wider partners about the serious violence work streams to identify potential duplication of work or opportunities for collaboration and pooling of resources. However, because many of the Reps sit on several groups/boards, there is often a duplication of conversations and updates, which could be streamlined into a more efficient structure while still maintaining their effectiveness. Furthermore, it was felt the Community Safety Partnerships could to take a stronger problem-solving role, which may be a reflection of the current absence of an executive-level governance.</p> <p><i>Int: "So I view it that the top-level governance at the moment sits with the Community Safety Partnerships, and I do think it's probably a good time to review whether that is the right place and whether how we have that work presented is the best way of doing that. Are there other ways we could, do it? Should it be more problem focussed?"</i></p> <p><i>UN: "And in terms of reviewing, in your view is it the right place that it sits under the CSPs?"</i></p> <p><i>Int: "I think it is. I can't think of where else it would sit; I think it is. I think it is about reviewing it though...Certainly VRUs, as they were, they would directly feed into health and wellbeing boards sometimes, for example. However, I don't think that's the best place for the violence prevention work. I think that what you miss - you get loads of partners at the Health and Wellbeing Board, but you don't get the same partnership that you get at the Community Safety Partnership meeting; it's different." – Interview 9</i></p> <p><i>"The problem is you've got is you've got two CSPs either side of the county, which is fine because that's far fewer than we used to have, we used to have one in each District area. But things like the Health and Wellbeing Board and the Safeguarding Partnership Boards, they are a conduit of bringing everybody together across the whole of the partnership base. We don't want to create another board, we'd have to at best use the two CSPs to effectively put some governance into that arrangement to run that. This is all a conversation, I think, that needs to happen with those other people." – Interview 8</i></p>
<p>Steering Group becoming more Operational</p>	<p>The current Steering Group could still exist, or they could become more Operational within these proposed governance restructures. Regardless, with resource put into staffing already, there was a feeling that a virtual Violence Reduction Unit could be established to strengthen and take charge of the operational needs of the Duty.</p> <p><i>"I think one of the things we've talked about as a steering group is we've got the bare bones of almost a Violence Reduction Unit, I suppose. If we could create a virtual VRU with a core team that is the engine room, if you like, for driving this partnership forward and we are really clear around what roles and responsibilities are, I think that will help us define where we've got gaps, where we need further commitment from, say, [this partner], who haven't necessarily put anything on the table yet, to say, 'What's your role here?'" – Interview 2</i></p> <p><i>"We don't have a Violence Reduction Unit in Northampton. And other areas, they have a bigger Force, they have the programmes manager, or the interventions manager, and they have the comms and they have all else. I think that would be a really useful starting point, so instead of the heads that could still meet once a month just to have an overview on what's going on, maybe have a lower management level where they have the capacity to be more involved in it. I think that's the problem, we are working with high directors that don't have the time..." – Interview 3</i></p>
<p>Removing the sense of police ownership over the Duty</p>	<p>Notably, whatever governance structure is adopted, there is a need to remove the sense of 'police ownership' (including the OPFCC) over the Duty to help the wider partners take collective ownership over the Duty.</p> <p><i>"Constantly reminding them that it's not enforcement, it's not police led. What we don't want, if it does look police led the public will think this is just Northampton Police and we have constantly been referred to, 'This is Northampton Police', and we're not. So again, it's just reminding people, even with logos, the colours, we've had to be very neutral on what we're trying to portray and what we are saying what we are, that we represent seven partners, not just the police." – Interview 3</i></p> <p><i>"Police will always go on the blue light theory - race out there, deal with it, come back and on to the next one. From a partnership perspective we don't operate like that, but sometimes it's difficult to blend that thinking within the police within the partnership world...it's very difficult to get that fine understanding between the police world and the partnership world because there's still this problem about the police mixing things up a little bit and dictating terms to partners and dictating things that they want to see happen." – Interview 8</i></p> <p><i>"I think at times it has still been seen as a police-led strategy, I'm really keen to move away from that. Even when we did the launch, despite the best intentions it was kind of launched as a police strategy and the very essence of this is it should be partnership and public health based. So, I think the challenge for us is the level of engagement we get from partners, and that's around governance and all sorts of issues in the county that I'd probably like to talk about in more detail. [Policing can be] quite guilty of just thinking of things from [their] perspective and not always understanding the broader issues around something. – Interview 14</i></p>



<p>Tensions between county-wide and unitary working</p>	<p>A further point for consideration within the governance structures is the on-going tensions between county-wide versus unitary authority approaches and different approaches between the two unitary authorities. There are still further processes underway to separate services into West and North, so politically both unitary authorities are still focused on developing their individual cultures. Therefore, how the aforementioned governance fits into the separating North and West councils warrants further discussion.</p> <p><i>“It’s not easy, I must say, but like I’ve already said, relationships are key to the success of it, so we work hard on that. We have had some changes at the top of the tree in both North and West recently, with different personalities. They are still just bedding in, shall we say, but they are getting further and further apart in their approaches. It is difficult; it is difficult when we are trying to promote equity, a county-wide approach.” - Interview 13</i></p> <p><i>“It’s exactly the same meeting but I’ve had to do North and the West. So, I think there can be barriers; I think that’s political, I’m not sure. That’s the only, I think, barrier for those. But it’s been helpful working with the Local Authorities because I don’t know the area that well and they’ve got the strong links to be working with. So, I’ve definitely made the links with them and it’s good to be working with those Authorities too. – Interview 3</i></p> <p><i>“There’s also a massive push and there’s massive focus internally with the [unitary authority] around prevention. So, Adults have got a whole prevention work stream running; Children’s have got a whole prevention workstream running...There’s a whole look at our target operating model and prevention and how we get in early - early intervention and prevention and how we reduce the demand at the top end on our demand services. So again, that isn’t a county-wide directive, that is a [unitary authority] split. There have also been conversations around safeguarding and how effective some stuff’s done at a county-wide level. So, I feel the push is so much towards [unitary authorities] but from the OPFCCs office quite often they’ll talk about county-wide and setting up structures that are county-wide. I don’t have an issue with it, I don’t think. I think what I just always want us to think about is, is the best way of delivering - are we going to get the best outcomes? I don’t have an issue with the governance how it is but if we were going to change it, I wouldn’t want it to go less [unitary authority], I’d want it to go more [unitary authority].” – Interview 6</i></p>
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Co-production

Source	Insight
<p>5Cs Core Actions (2019)</p>	<ul style="list-style-type: none"> • Co-produce an action plan/strategy that includes a broad range of activities encompassing public protection, identifying & supporting vulnerable people, building personal and community resilience, and achieving joint aims of a healthy peaceful community. • Explore opportunities for co-location of teams and secondments between organisations. • Incorporate core actions of collaborative working.
<p>Recommendations from Crest Advisory (2023)</p>	<ul style="list-style-type: none"> • Specified authorities should be briefed on the opportunities of co-production. The benefits of co-producing with multiple partners should be explained, including co-production across specified authorities, but also with relevant partners, the community, young people and people with lived experience of serious violence. • In the development of the response strategy opportunities for co-production should be identified. For example, considering whether activities and interventions can be co-commissioned, co-designed, and co-delivered by partners should be developed to encourage a culture of co-production. • A formal consultation should take place with the voluntary sector, community and children and young people to design their input into the partnership, such as input into governance arrangements and opportunities to support the evidence base and strategy. This term of reference should be agreed by the partnership via the Serious Violence Reduction Board.
<p>Effective Principles of Practice from IPSCJs Emerging Themes (2024)</p>	<ul style="list-style-type: none"> • The OPFCC took lead on writing the strategy and commissioned the Northamptonshire Observatory to produce the SNA. While there were aspirations for the strategy to be co-produced to develop buy-in to the partnership, the reality of the process was more consultative. • The process of developing the strategy was heavily informed by data that had been synthesised by the Northamptonshire Observatory, which is a strong element of working within the parameters of a public health approach. • The OPFCC and police took a leading role in learning from existing VRUs and other local areas to identify good practice and attempt to implement that practice into Northamptonshire’s ways of working. • There have been elements of pooling resources to increase capacity within some partners, who have subsequently taken on more responsibility to deliver the Duty. However, it was not clear if the partnership, as a whole, were given the agency to decide which partners received capacity funding and which partners did not. Then further comments about some partners not ‘putting their hands in their pockets’ to increase their capacity would suggest that there is a hierarchy establishing within the partnership.



IPSCJs Emerging Themes from the Partnership Interviews	
Consultation rather than co-production	<p>The OPFCC took lead on writing the strategy and commissioned the Northamptonshire Observatory to produce the SNA. While there were aspirations for the strategy to be co-produced to develop buy-in to the partnership, the reality of the process was more consultative. The OPFCC taking the leading role was in part due to the tight timescales imposed by the Home Office and the ‘limited capacity’ of other partners. However, the actions taken during the development of this first ‘partnership’ strategy may have been counter-productive to establishing a truly equal partnership.</p> <p><i>“I guess it’s not necessarily in the same shape as we would have probably done ourselves but again, we were incredible mindful that we’re not necessarily leading on actually writing the strategy. But as long as we’ve got what we wanted within it and we’re happy with the outcomes that were within it then we were happy enough with what was actually formulated, and our input was listened enough as it could possibly be.” – Interview 10</i></p> <p><i>“Other people might have a different idea than me. Maybe if we looked at it again, we maybe could be more specific about North and West, splitting it down into North and West unitary councils to some degree. They are two distinct councils in their own right so I think it might be important that we do split the SNA to give us that view.” – Interview 12</i></p> <p><i>“And again, when we were developing that strategy, a draft was sent to everybody, everyone had the opportunity to feed in. Some of the comments I did get back, we discarded some of the comments and I made reference to the reasons why. But I think everybody had a say, for want of a better word, everybody had a say in the development of the delivery plan.” – Interview 2</i></p>
Informed by data	<p>The process of developing the strategy was heavily informed by data that had been synthesised by the Northamptonshire Observatory, which is a strong element of working within the parameters of a public health approach. Furthermore, the wider partnership provided their own data, which was overlayed against the original police data. This meant each partner could be informed by their own data and others, which provided context and relevance to their core business.</p> <p><i>“There was lots of data that was used and thinking about current issues as well for Northamptonshire around young people and knife crime and violence and things like that. The priorities that were identified came from a very deep intelligence from the partners. And the police and we had a lot of joint data as well, which told a very, very interesting story and gave us that focus on where we did need to focus our energies.” – Interview 12</i></p> <p><i>“I suppose we have always framed it in that way, that there are other people who are experts within their field, that we have not said, when we pulled this data together and it shows this we are going to say, ‘You must do X, Y and Z.’ That’s not what it’s about. It’s saying, ‘These are the things that it’s starting to show and suggest’. So, we have a conversation with you as a collective and with you as the experts within your datasets and service areas about what that might mean. And then the recommendations and what we might want to do with that can then evolve and adapt.” – Interview 5</i></p>
Learning from others	<p>The OPFCC and police took a leading role in learning from existing VRUs and other local areas to identify good practice and attempt to implement that practice into Northamptonshire’s ways of working. Learning from other VRUs and local areas is important as it is an effective way to collectively problem-solve. As the OPFCC and the police become more knowledgeable about how to deliver the Duty, it raises questions about potential power-imbalances that may develop if other statutory partners are not afforded the same opportunities to learn from others about how to deliver the Duty.</p> <p><i>“We worked with the Association of Police and Crime Commissioners as an office, who set up a portfolio, a Serious Violence Duty portfolio with a PCC lead. They were held every month, but they were quite informal meetings. In fact, I think they called them drop-in sessions, which as just about sharing emerging good practice. But probably more importantly than that, sharing the problems that people were having because there were common problems across the country around data sharing, timescales, understanding what was actually required and how we commission services in a short timeframe without any commitment that we were going to be able to do it for more than a year or 18 months period of time.” – Interview 1</i></p> <p><i>“I went to a learning event with the violence reduction units... it was really interesting to see what work they’d done. It was really striking that the areas that had been most successful had that really good partnership buy-in.” – Interview 14</i></p> <p><i>“We are riding on the back of VRUs. We had some really good examples; we’ve been able to share those examples with others and say, ‘This is how others are doing it but how do we make it Northamptonshire centric? What’s going to work for us?’.” - Interview 2</i></p>
The good and bad of investing in capacity	<p>There have been elements of pooling resources to increase capacity within some partners, who have subsequently taken on more responsibility to deliver the Duty. However, it was not clear if the partnership, as a whole, were given the agency to decide which partners received capacity funding and which partners did not.</p> <p><i>“It’s 50% funded from [the local authority] budget and it’s 50% funded through the Serious Violence Duty. [The OPFCC] wasn’t keen on using the funding for a countywide co-ordinator and then one in the North and one in the West, so [the local authority] said if [they] match fund and [the OPFCC] said absolutely. So, [they] compromised and agreed that that would work.” – Interview 6</i></p> <p><i>“I think we know the direction of travel, but I think there are a number of steps still to be taken and a number of decisions to be made about how far we go and how quickly. I guess some of that will depend on what the government funding is but also, I think there needs to be a commitment probably by local specified authorities to put some money where their mouth is. Some of them are funding co-ordinator roles and some are funding bits and pieces, but not everybody. Not everybody has put some money on the table to say, ‘We are committed to this; this is what our contribution is going to look like’, whether that’s a person, some finance, some capacity, whatever. Not everybody’s quite there yet so I think that still needs to be developed as well.” – Interview 2</i></p> <p><i>“We already all co-contribute to [several Boards] - everyone already contributes financially to all of those, including [us]. And I guess we also contribute our time as well and that’s not to be underestimated. But any additional requests for funding above and beyond what we already give, I think would be a difficult conversation to have at the moment.” – Interview 13</i></p>



Co-operation on Data Sharing and Intelligence

Source	Insight
5Cs Core Actions (2019)	<ul style="list-style-type: none"> Understand what data is routinely collected by different organisations and determine what role it could play in preventative and operational interventions. Agree which agency has the expertise and resources to combine, analyse and interpret data into meaningful analytical products. Draw up data sharing agreements which incorporate arrangements to protect identifiable individual level data. Agree the different analytical products that will be produced and for what purposes i.e. needs assessment, licensing decisions, policing patrol routes, evaluation. Use the data to understand where violence is most likely to occur, who the victims and perpetrators are and what the consequences and costs are. In the long-term data can be used to evaluate the impact of preventative and operational interventions.
Recommendations from Crest Advisory (2023)	<ul style="list-style-type: none"> Specified authorities and relevant partners should be clearly briefed about the benefits of partnership-wide data sharing and how this supports their statutory obligations to collaborate around the Duty. In particular, there should be clear agreement on the expected contributions around data. The partnership should convene a data sharing working group, kicked off with an initial workshop, to conduct a mapping exercise with all specified authorities to identify what data they could share for the SNA, in line with the partnership's agreed definition of serious violence, and the arrangements required to share it. Barriers to sharing data should be identified and solutions found to ensure all partners are equipped to share the necessary data and are able to contribute to the SNAs and strategy in the future. For example, a dedicated analyst could be co-funded by the specified authorities, and could be seconded to authorities with greater capacity challenges.
Effective Principles of Practice from IPSCJs Emerging Themes (2024)	<ul style="list-style-type: none"> The partnership funded analyst capacity with the Northamptonshire Observatory to create data products. Crucial to enabling data sharing was ensuring the right people were talking to the right people at different levels of the partners as well as establishing data sharing agreements. Data sharing was further enabled by demonstrating the mutual benefits to partners. For example, demonstrating the value of products and making the data sharing agreement broad so other workstreams could be covered. Partners value the 350-offender analysis to understand the early indicators for serious violence and are keen to integrate their own datasets into the regressive analysis. However, there are hesitations about revealing identifiable information and GDPR. The partnership has considered evaluation from the outset of their work and have established a framework to longitudinally assess the Key Performance Indicators of the local strategy and evaluate large-scale interventions to determine progress against short-term and medium-term indicators. But, with this new evaluation approach, partners are conscious of getting the evaluation right so they can be confident in their evidence-informed decisions. There is a need to establish clear channels of communication to share data and insight between partners so they can stay abreast of the most recent updates and feedback.
IPSCJs Emerging Themes from the Partnership Interviews	
Dedicated resource and agency	<p>The partnership funded analyst capacity with the Northamptonshire Observatory to create data products. The Observatory were already familiar with many of the required datasets and used guidance from the VRUs to create their first serious violence products using Qlik. The products created have been highly valued by the partnership and have been an exemplar of data sharing.</p> <p><i>"We devised a suite of data sets and matrix's of the information that in an ideal world we would like. We didn't make that up, we used as a template for that the matrix that the Nottinghamshire Serious Violence Partnership and Unit had used because they've had a VRU in Nottinghamshire for five years now, it was four years at the time. So, we didn't start from ground zero, we started on the basis of what's worked elsewhere, let's work on that and let's build on that."</i> – Interview 1</p> <p><i>"Yes, I think one of probably the biggest benefits so far has been the collation of partnership data. I think we've done that quite well in Northamptonshire, the Police have worked really hard to pull all of that data together through the Qlik format."</i> – Interview 11</p> <p><i>"I think [the Northamptonshire Observatory] were really pivotal in helping people understand what they own data-wise, how it translated into this. Then bringing together that profile and then how does that translate into the strategy. I think that was a really core component right from the start and if we hadn't had that, I think we would have had a strategy but it wouldn't have been as in-depth, the Needs Assessment wouldn't have been as in-depth and I don't think the strategy would have been as well formulated if we hadn't had them to deliver those elements."</i> – Interview 2</p>
Right people talking to the right people	<p>Crucial to enabling data sharing was ensuring the right people were talking to the right people at different levels of the partnership, as well as establishing data sharing agreements. Getting Director sign-off greenlighted the work for the officers and analysts to get involved. Then, they used their expertise to harmonise the data to Northamptonshire Observatory's database through a genuinely collaborative process.</p> <p><i>"If I'm honest, I think it's persistence and getting the right people around the table. So really important that you get data people talking to data people because they understand each other. I can't explain all that technical stuff that they want. And also, then getting governance bods to speak to their counterparts so they speak the same language. And then me giving, I suppose, my</i></p>



	<p>expertise and weight behind it to say, 'This is a good idea; this is a statutory responsibility' and emphasising that part of it. So, I think it's a combination of all of those things. And it always comes down to relationships really and getting the right people to talk to the right people." – Interview 13</p> <p>"I think because it is natural partnerships where there's been agreement from the Directors, it's been easy to obtain that information because it has been agreed with the data protection. So that hurdle has really been reduced." – Interview 3</p> <p>"So yes, then in terms of shaping what that would be, the expertise from the relevant authorities and their data people would enhance and increase what we could get by bringing their ideas to it. So, I thought that that was good as well, it didn't feel where it was just transactional, where you just go, 'I need this stuff', and they go, 'Here's this stuff.' They'd want to help with that." – Interview 5</p>
<p>Mutually beneficial</p>	<p>Data sharing was further enabled by demonstrating the mutual benefits to partners. For example, demonstrating the value of products and making the data sharing agreement broad so other workstreams could be covered. Northamptonshire Observatory firstly used police data to conduct a case-control study to identify risk factors for serious violence offending in the county to demonstrate the valuable insight that could be gleaned from data sharing and advocated the further insight that could be revealed by incorporating non-police data. In addition, many of the workstreams have similar processes to conduct place-based analysis and the same partnerships, so once Northamptonshire Observatory had created their product it became a quick process to analyse the hot spots, risk and protective factors for other crime related outcomes.</p> <p>"But one of the things [we] can say that has been incredibly helpful for [Health] is [they] were trying to work out where to put domestic abuse support into general practice. The police gave [them] some of their data about their hotspots for DA reporting, so there [they've] got a whole map of Northamptonshire and [they] can say, 'We need to look at the GP practices in this area because that is where the most violent, the most prolific offence is taking-' So that was incredibly helpful for a specific piece of work that [they were] looking at." – Interview 13</p> <p>"It was because the Combatting Drugs Partnership and the Serious Violence Prevention Partnership were getting established around the same time. [We were] asked to support the Combatting Drugs and Alcohol Partnership strategy, which coincided with this strategy, and it was pretty much the same partners around the table. So just for efficiency really, we thought we would do an initial joint sharing agreement for the purposes of more non-nominal level data. So just more trend, very high level, non-identifiable data and no protected characteristics or anything like that. We did it that way just so we didn't have two things going around asking for the same information, kill two birds with one stone." – Interview 15</p> <p>"When we did that and showed it just on police stuff, partners were keen and interested in how we could overlay their data within that. So, to that end we've done an Information Sharing Agreement for that that's currently sitting on the information gateway for partners to sign. So, I've got the list of things from the partners that we would like to incorporate into that analysis, which was a recommendation again...Again, with that, I think that people are aware of the fact that if we only rely upon police information in relation to that 350, you will only understand them from a policing point of view." – Interview 5</p>
<p>Evidence informed to understand the problem</p>	<p>Partners value the 350-offender analysis to understand the early indicators for serious violence and are keen to integrate their own datasets into the regressive analysis. However, there are hesitancies about revealing identifiable information and GDPR. It is also vital to utilise national insight as well to provide a robust understanding of the risk factors. Crucially, it is important to consider protective factors too, so a deficit-based approach is not taken, and so young people can make positive choices when exposed to risk factors.</p> <p>"I think that's the difficulty that we've got, and we don't understand sometimes what the root causes are. I think the work that [the Northamptonshire Observatory] and the others have done is identify the pattern of where we started to see hidden pinch points that could be causing us a lot of problems in four to five years' time. So, mapping that data and getting that information out and exploring it a bit more and understanding it a bit more I think is better now that we've ever done." – Interview 8</p> <p>"Our OPFCC and policing colleagues have done some really fascinating work in looking at the top 350 offenders. What would be absolutely fascinating for me is to be able to bring in adult social care and to bring in other health data to look at how we could intervene with those individuals differently. My particular interest is people who have got substance use issues, criminal justice experience, homelessness, all of that very complex group is my particular passion. What you tend to find with that group is if you get some of those basics right - so if you get their housing secure, if you get their substance use support right for them, all the stuff like that. If you get those basics right then their criminal justice involvement is really heavily impacted and their use of emergency inappropriate services, like emergency departments, definitely is impacted. So, I think that looking at how do we bring in adult social care data, because it's so rich, how do we do that appropriately and within the guidance of law I think would be useful." – Interview 9</p> <p>"Thames Valley have been really good. They identify where a child has a parent that goes to prison, and they call it Op Paramount where they go and put support in place around that family. I think we're at that stage now where we have a better understanding of the causes, and we can put that support in place. It would be really good to be able to understand the individuals and be able to target that support, but we've got to work through that with the information sharing agreements." – Interview 14</p>
<p>Setting up for evaluation</p>	<p>The partnership has considered evaluation from the outset of their work and have established a framework to longitudinally assess the Key Performance Indicators of the local strategy and evaluate large-scale interventions to determine progress against short-term and medium-term indicators. But, with this new evaluation approach, partners are conscious of getting the evaluation right so they can be confident in their evidence-informed decisions.</p> <p>"Yes. The two risks really, one is that we have small projects that have enormous scalability and massive impact, but we are not able to measure that, so we miss the opportunity. That can happen in that situation. Or the other potential issue is that we fail to really maximise the impact of the larger projects as well and miss some of those broader outcomes of those." – Interview 9</p>



	<p><i>"We've started to get a really rich data picture, but I don't think we are really good as a county, and this is an issue that I guess lots of areas are wrestling with, how do we use that data to improve our approach to avoid duplication, to intervene earlier?" – Interview 14</i></p> <p><i>"I suppose this is part of it, the evaluation. There's been a lot of focus on how we spend the interventions budget, so there's been lots of different type of intervention that have been funded through the Partnership. And I suppose it's about making sure that we keep track of all of that and actually what the outcomes have been to demonstrate that value for money is what we funded being delivered in the way that we expected it to be." – Interview 11</i></p>
<p>Creating communication channels</p>	<p>There is a need to establish clear channels of communication to share data and insight between partners so they can stay abreast of the most recent updates and feedback. Work is already ongoing to create a partnership dashboard for quantitative data but is pertinent to ensure there are channels for partners to share their qualitative insights.</p> <p>UN: <i>"Are there any other partners around the table who go out and speak to the communities?"</i> Int: <i>"Yes, there will be, but I can't tell you who they are. I know the Community Safety Partnership has done bits and some of the initiatives they did, did involve speaking to the people involved in that with surveys and things. But yes, I can't tell you which specific partners did what." – Interview 15</i></p> <p><i>"And in terms of that governance and how do we get that feedback back into the partnership, we could have a standard agenda item around community engagement, around lived experience, around feedback and we are not doing that at the minute. There isn't a section or a focus around that on our agenda and there should be." - Interview 6</i></p> <p><i>"There are technical solutions potentially to this which have been utilised by other areas where other forces have done this, where they've been able push out dashboard information from Qlik that partners are then able to access directly themselves. So, we are looking at how that gets pushed out to them so there's less reliance upon us to do that. I think that would be good." – Interview 5</i></p>

Counter-narrative

Source	Insight
<p>5Cs Core Actions (2019)</p>	<ul style="list-style-type: none"> Recognise and identify risk and protective factors acting at a local level. Promote upstream universal approaches that aim to mitigate against perpetration and victimisation of violence through the partnership and its programme of work. Work with the community to identify 'alternative' initiatives using its assets including long term opportunities for employment. Communicate the available alternative initiatives to different agencies by embedding an understanding of the need for alternative narratives in all agencies working with or coming into contact with children and young people.
<p>Recommendations from Crest Advisory (2023)</p>	<ul style="list-style-type: none"> The partnership should conduct a workshop with all specified and relevant authorities to ensure that they understand and commit to the public health approach to tackle serious violence. Following this, the public health approach should be clarified in the strategic response. This should include details on how planned activity, including any interventions, aligns with the public health approach to reduce serious violence. Undertake a mapping exercise to map out existing work across the levels of prevention around serious violence (primary, secondary and tertiary) to understand existing provision. Use the knowledge gained from this exercise to work in partnership to fill in any gaps, ensuring that there is diversity of activity in line with the local needs across Northamptonshire.
<p>Effective Principles of Practice from IPSCJs Emerging Themes (2024)</p>	<ul style="list-style-type: none"> Partners were firm to ensure funding decisions were informed by the available evidence from the YEF Toolkit and the local SNA and strategy. Although the partners had clarity about what interventions they were looking for, there is a need to more clearly articulate to wider stakeholders what types of interventions are needed and why they are needed to enhance the quality of the grant applications. However, the partnership stayed patient with their funding decisions and ensured funding distributed aligned with strategic priorities. Overall, partners were happy with the collaborative approach to decision-making. This collaborative approach was new and helped identify areas of duplication, gaps, and alternative funding streams. Critical to the success of the funded interventions was ensuring they reach the right people. Furthermore, the need for sustainable interventions was seen as a critical condition for funding decisions and how the partnership could play an active role in establishing the sustainability. With the new Duty and the focus on primary interventions, partners felt there could be investment into new innovative projects, rather than 'the same old, same old.'



IPSCJs Emerging Themes from the Partnership Interviews

<p>Evidence-informed decisions</p>	<p>Partners were firm to ensure funding decisions were informed by the available evidence from the YEF Toolkit and the local SNA and strategy. Notably, decisions were ‘informed’ rather than being ‘led’ by evidence as partners acknowledged there were still limitations in the available data, demonstrating a good balance between evidence-based and practice-based decision making.</p> <p><i>“Again, we had those areas of work; we took on board Youth Endowment Fund of what’s working and what’s not working. We did have a lot of applications around knife crime workshops and stuff like that. And we were like, Youth Endowment Fund saying this doesn’t work, it’s a one off.” – Interview 10</i></p> <p>Int: <i>“We looked at their bids; they gave a reason why we should pick them. So, looking at where they were, did that meet a need in that local area? Is that something that’s duplicating what already is there? What do we think the impacts were? Those kinds of questions. Did it address some of the needs that we identified in our Needs Assessment?”</i></p> <p>UN: <i>“So, you are seeing how it aligns with some of the parity areas from your Strategic Needs Assessment and using insight from that.”</i></p> <p>Int: <i>“Yes.” – Interview 13</i></p> <p><i>“For me, it’s still a little bit one dimensional. If we look at the precursor work we’ve done, we know when the police first became involved with people but it will just be really interesting to know whether opportunities for social care, education which we could have taken a different approach. So, I think having that better understanding will help significantly because we’re just looking at it from- If we go back to risk factors, protective factors, and understand that most of those things sit outside of policing, I don’t think we should still be relying on just police data, I think we should be looking at the picture as a whole.” – Interview 14</i></p> <p><i>“I’m obviously somebody who’s obsessed with the evidence base, but at the same time you have to be reasonable with that because lack of evidence of effectiveness doesn’t necessarily mean lack of effectiveness, do you see what I mean? There’s going to have to be a balance in that.” – Interview 9</i></p>
<p>Clearly articulate what is needed to wider stakeholders</p>	<p>Although the partners had clarity about what interventions they were looking for, there were limited applications for primary interventions. Therefore, there is a need to more clearly articulate to wider stakeholders what types of interventions are needed and why they are needed to enhance the quality of the grant applications. This includes strengthening messages from comms to wider stakeholders and ensuring that grant applications are formatted with sufficient detail to acquire the right information from applicants.</p> <p><i>“I think still there was a lot of learning to come out of it. We knew what we wanted but I think we should have specified it further in the documentation for the grant applications, more of that area of work. But that’s just learning, that you are going to get. I know from a lot of the data in the Strategic Needs Assessment, a lot coming out of it was actually we need to be targeting more of the primary school/early years settings and those parents involved in that. But actually, when we went out and got applications in, we weren’t necessarily getting those, we were getting more of the secondary school because a lot of those organisations were established to do those, more so than those lower levels. So, it’s been a challenge to hit that area. And I think it’s because some of those organisations working with those years don’t necessarily see the links to serious violence.” - Interview 10</i></p> <p><i>“I’m guessing it could have been spelled out a bit more because most people, when you think of violence prevention you are thinking more of teens because they are the ones who are more likely to be carrying it out whereas actually it’s starting much earlier. So yes, that’s maybe a learning point.” – Interview 7</i></p>
<p>Be patient with decision making</p>	<p>However, the partnership stayed patient with their funding decisions and ensured funding distributed aligned with strategic priorities. It can be easy to spend money when there are tight spending deadlines, but the partnership stood firm to ensure they were spending money in the right way, even if that meant having leftover budget.</p> <p><i>“Particularly through the grants process, when [we] saw the types of things - it was an interesting relationship between the OPFCC and the other specified authorities through that process because I think some of the bids that came in were the same old same old. Not wrong but not where we wanted our focus to be. And people said, ‘But I think this would be really good’. And I [they were] saying we’ve got to go back to the principles that we’ve agreed in the strategy, ‘Does it do this? And if it doesn’t do this, absolutely you can get funding from somewhere else’. Or police, you can fund it directly yourselves, but as a partnership we’re not investing in this because it doesn’t align with our strategy, and it doesn’t align with the outcomes that we want. That was quite a difficult conversation. I think people are used to just dishing out grants locally, ‘They said they can do that, tick’.” – Interview 2</i></p> <p><i>“Yes, what we need to be careful of is not going scattergun. As you probably guessed with me, I’m very, very process orientated, and I do love a logic diagram. And I know from my perspective, what I’m really keen on is to take a step back at some point and say do all of these projects, which are really good projects - you look at the list of projects and the amount of work that’s happened just to get those discharged and set up is amazing, amazing stuff. But we probably need to reflect at some point and say bearing in mind where we are, what we’ve learned so far from it, whatever evaluation we’ve done, are we taking too much of a scattergun approach or do we need to focus some of this funding in a different way to maybe get a bigger impact now we’ve tried some different projects? That’s probably what we need to do going forward.” - Interview 9</i></p>
<p>Satisfaction with the collaborative decisions</p>	<p>Overall, partners were happy with the collaborative approach to decision-making. This collaborative approach was new and helped identify areas of duplication, gaps, and alternative funding streams. The collaborative approach allowed partners to gain insight from other perspectives and challenge thinking.</p> <p><i>“It’s definitely been a different process to what normally would be done because normally what would happen is you’d just get - like OPFCC, who is a commissioner - commissioning things without having any consultation with organisations, and then you wouldn’t know that they exist. Then you would be on a back foot in terms of just finding it out that we have a new commissioned offer which can accept referrals from anywhere - social care or schools or whatever - and you just fall on them. Whereas doing it this way, the way that we do it, we not only agree as a collaboration to what we are going to commission but we also set the</i></p>



	<p>parameters around who we want to target to access it, which I think helps. But also, because we know it's in existence, we are very quick to be able to put the comms out to say, 'We've just commissioned this; this will be useful for this group of young people', or children or parents, so we can quickly put it into circulation." – Interview 12</p> <p>Int: "That is the first time I've been involved in something like that. The things I've done before have been very much in a small area, either just [town] or on the [local authority], so less partners. But yes, I thought it was really good and actually it was quite good being challenged by your other people as to what your views were, so it's quite interesting. Trying to understand someone else's point of view who worked in a different environment, so it was quite good. I think I took quite a lot from that."</p> <p>UN: "Do you think it assisted the commissioning process or changed what might have been selected at all or do you think it's –"</p> <p>Int: "Yes, I think it probably did. All the projects that were selected, I did like initially, I have to say. There was nothing in there that I hadn't already hoped would get through. There were a few that I thought maybe sounded quite good but when I heard other people's opinions of them, I thought, 'Yes, I've never thought of it like that'." – Interview 7</p>
<p>Reach the right people</p>	<p>Critical to the success of the funded interventions was ensuring they reach the right people. With this first round of funded interventions, the primary outcome is ensuring they reach the target audience. Therefore, documenting the demographic details and the reach of the intervention will be valuable evidence.</p> <p>"They have to look at what impact that they are suggesting that is going to happen if we did commission them. But we also have to support their implementation to make sure that the activities get the right people on to that support. So yes, we have a lot of involvement in the commissioning of services." - Interview 12</p> <p>"But overall, I like the diversity of projects, I like the diversion aspects. My biggest thing that I will say in any forum is show me that you are getting the right people. I want people to show, as part of any evaluation, or even service monitoring, whatever it is for the grant agreement, whatever it is, is to say, 'This is the demographic of the person that is coming to this activity, and this is why they are an appropriate group for us to target'... I was talking to somebody from criminal justice recently who happened to be in Corby and happened to see some children throwing fireworks. We need the diversion activity for that group of people, and getting that right is super difficult because young people need credibility, they need trust, they need a whole range of stuff for that to work. So, it's not an easy ask, but we need to have some idea that we are getting the right people through the door." - Interview 9</p>
<p>Sustainable interventions</p>	<p>Furthermore, the need for sustainable interventions was seen as a critical condition for funding decisions. It was acknowledged that the sustainability of projects was, in part, hampered by the short-term funding cycles from the Home Office. However, that has created a focus on developing the self-sustainability of these projects, such as investing in skillset development, capacity building, commissioning, and offering support to write external grant applications in partnership.</p> <p>"In a nutshell, I think the direction we'll go in with those will be more towards commissioned services rather than grants. At the moment, while we've had a chunk of money keep coming our way from government for the Domestic Abuse Duty and also through the PFCCs office, the Serious Violence Duty, we'll get a proportion of that money, or both the Local Authorities will get a proportion of that money delivered to us through the normal funding grant, in which case then we'll have to apply that, or apportion that, to commissioned services. So, we're gearing ourselves up at the moment, particularly on the domestic abuse side of things, we're gearing ourselves up to make sure we've got the right skills base, the right expertise to be able to do that because it's a whole new world, commissioning." – Interview 8</p> <p>"It's just the scale of it really. We're talking relatively small sums of money for small programmes, but they feel like the things that we should be doing. It then almost goes full circle to say if we find out those things have worked - so, say [this project] is a huge success and we can say we invest this much and we get this return on investment - how do we then secure that funding longer term? And then the challenge is if we've proven that it's worked, how do we then sustain that and build it forward? With [this project] for example, there's a similar thing in Nottinghamshire where they've really grown, and they've got different sources of funding. So, I think there's a role for us to want to support them. It might not be just us that funds them in the future, it might be that they can access other funding, so it's working through that." - Interview 14</p>
<p>Trying something new</p>	<p>With the new Duty and the new focus on primary interventions, partners felt there could be investment into new innovative projects, rather than 'the same old, same old.' With a move to funding primary interventions, the opportunities open up to realise what interventions may be able to support the Duty, even for external partner whose core business may not be focused on serious violence. Furthermore, the risk and protective factors for serious violence overlap with several other health and wellbeing outcomes, which may offer opportunities for pooled funding and shared resources to enable more sustainable interventions.</p> <p>"But I think also there's an element of when things have been chosen to go forward, it's been more about looking for something different instead of the norm, so finding those unusual creative innovative offers." – Interview 12</p> <p>"The problem I think you have with Northamptonshire is there's lots of new stuff that keeps emerging and there are plenty of things that we could be funding but it tends to be pretty much more of the same. There's not a huge amount of really new, innovative stuff that emerges in the county. You get the odd little bit now and again that you think, 'That's really important; that's really good, we should be funding that'. Certainly when [looking at] Nottingham City, the funded area for counterterrorism, the funded area for drugs and alcohol and so on, a much bigger area of course, the inspiration by lots of people to say 'I'm going to try this out and do something new', or do some other bits and pieces, they gave out more seed funding and project building funding to get things out the starting blocks there than perhaps we have been able to here. There's been a repeat of a lot of things. Fantastic causes and fantastic things as they are, but I think we are crying out for something a bit out of the box and something new, just to come along and sweep us off our feet." - Interview 8</p>



Community Consensus

Source	Insight
5Cs Core Actions (2019)	<ul style="list-style-type: none"> Map out community assets and consider how you can build on these. Use participatory approaches, actively involve community members actively in design, delivery and evaluation. Reduce barriers to engagement. Collaborate with those most at risk of being victims or perpetrators of violence. Address community-level factors such as social networks, social capital and empowerment as well as the environment.
Recommendations from Crest Advisory (2023)	<ul style="list-style-type: none"> The partnership should conduct a briefing with all specified authority representatives to ensure that there is a consensus around the importance of community engagement to tackle serious violence. Following this, the specified authorities should be clearly briefed on their roles in engaging with the community. Where possible, there should be a collaborative approach across the partnership to reach a diverse range of people in the community. Conduct a mapping exercise to identify existing community assets, and opportunities to build on these assets. Specifically, the partnership should identify ways of engaging traditionally harder-to-reach communities, as well as those most affected by serious violence in the local area. The SNA can be used as a way of identifying these groups. A framework for engagement should be established, making clear how the community are able to feed into the partnership's ways of working, the SNA and the Strategy. Community engagement should be proactive and structured, particularly with priority cohorts (those most impacted by serious violence) as identified within the SNA and Strategy.
Effective Principles of Practice from IPSCJs Emerging Themes (2024)	<ul style="list-style-type: none"> There are several existing mechanisms across partners being utilised to ensure community voice feeds back into the local delivery of the Duty. The Youth Ambassadors Programme and Community Forums are strong emerging examples of targeted engagement to understand the wants, needs, and opportunities in the local community. The Local Area Asset Maps provide a strong foundation to deliver asset-based community development, which can be overlaid with other insight to identify gaps in provision and engagement. Communication channels have been established to provide consistent messaging about the work going on the prevent serious violence and community engagement has taken place to shape the language of these communications. Energy now moves to close the gaps in engagement so there is a shift from consultation to co-production, such as community representation on grant review boards, in order to build trusted long-lasting relationships with local communities that is joined up and consistent across the county.
IPSCJs Emerging Themes from the Partnership Interviews	
Make use of existing mechanisms	<p>There are several existing mechanisms across partners being utilised to ensure community voice feeds back into the local delivery of the Duty. Partners felt these mechanisms were used fully to develop the strategy and can continue to be used as they are already engrained within the local community.</p> <p><i>"I think it's about not reinventing the wheel. For instance, I've said we've done a few little bits and pieces today. Where other people already got opportunities to have conversations with communities or children and young people and can we piggyback on those? That's right and proper that we don't create alternative universes. So, I think it's going to be a bit of a mixed bag. Let's try and work with partners who've already got a role around the community engagement. We worked with the Children's Trust, they ran a whole participation day with their participation team, talking to all of their children who were care leavers. We gave them some money towards some grub on the day to sweeten the deal and they really led the conversations around, 'What are your views, as children and young people who have been looked after or are leaving care, around what this means to you and how can we help better inform where we are going?'" – Interview 2</i></p> <p><i>"So we are trying to get up river bit. But I suppose everyone's so busy during their normal life that they are not looking out for these things, and it's really hard. But with the county lines team we've done quite lot of going out and about, talking to businesses and the general public, raising awareness around child exploitation. We usually do it about twice a year, we've got a session coming up next month where we are going out in Towcester, Kingsthorpe and Weston Favell, talk to businesses and anyone we see." – Interview 7</i></p>
Strong emerging examples of engagement	<p>The Youth Ambassadors Programme and Community Forums are strong emerging examples of targeted engagement to understand the wants, needs, and opportunities in the local community. The partners have ensured there is a representation of different communities within these groups and have also enabled involvement by providing remuneration to members.</p> <p><i>"Often people will say, '[This person] represents that community'. It might just be that [this person] has got a lot to say for themselves and has decided they're going to represent that community. It doesn't actually mean they represent the views of those communities. So basically, giving them tasks, almost like task and finish. You set yourself up as community group. What we want to know is what you think about what the causal factors of youth violence are. Also we've now started to use - the West of the county have now got effectively a youth counsel - the Youth Ambassador scheme, where West Northants council actually pay a group of young people from a variety of backgrounds to provide them with advice and support. So, we are now using those." – Interview 1</i></p> <p><i>"One of the good things I think that did work was the Young Citizens, and [we] were very clear right from the start, is [we] didn't want to stand up in front of those Year 5 and 6 students and talk about the Duty; [we] didn't want [the police] to stand up and do</i></p>



	<p>it. [We] wanted other young people to convey the messages. Our Emergency Service Cadets did a fantastic job last year of running those workshops and they will be doing it again, January/February time I think is the next one. The young people talking to young people and developing that together and bringing those insights back to us that we can then use to inform the next lot of strategy development or thinking.” – Interview 2</p>
<p>Asset mapping local communities</p>	<p>The Local Area Asset Maps provide a strong foundation to deliver asset-based community development, which can be overlaid with other insight to identify gaps in provision and engagement. Through this mapping process, VCSE partners have been identified that could support serious violence prevention work, training has been delivered to build community capability, a public facing product has been created to raise awareness of what support is available locally. Asset mapping is a continuous process and requires continued resource to ensure the maps do not become outdated.</p> <p><i>“I think you’ll find across the partnership - yes. There are things that I recognise and obviously some of them are in the actual strategy document, so you see some of them. I think the trick for every single system is how a jobbing social worker or a jobbing GP or any frontline worker, somebody working in the voluntary community sector, how do you actually map that availability as an asset well? One of the things we’ve done in North Northants, which I think we need to look at, we’ve done what’s called local area profiles, which are based on our new infrastructure of Local Area Partnerships and place-based partnerships and that’s got prime data in it. And it’s amazing, actually it’s quite granular, about what’s in there. Obviously, it’s anonymised but it tells you by different areas what crime levels are, and that’s something that’s really helpful. The other thing that we’ve got is asset maps. So, if I was a parent I can go onto a site, click on asset map and it will say what’s available in Rothwell. So actually, we need to make sure these sorts of interventions are on that asset map... that’s the sort of thing we need, a really clear offer to the population, not just the partnership.” - Interview 9</i></p> <p><i>“I think it’s become a bit of a buzzword hasn’t it, ‘the public health approach’. But actually, again when we looked at the types of organisations that were applying, it was interesting. I said there are lots of organisations out there that are probably delivering in this space that wouldn’t consider themselves delivering on serious violence. And actually we’ve got a role, I think, to say to people... [that serious violence prevention] might be their secondary outcome. Their primary outcome is to provide support for mental health and emotional wellbeing with mums, but actually the longer-term outcomes definitely I could see having some delivery [for serious violence]. So it’s about again helping them understand what that landscape looks like and going for not just money through us but for other opportunities in that landscape.” – Interview 2</i></p> <p><i>“So [we’ve] done a few of those mapping exercises, they’ve been quite successful. [We’ve] done partnership workshop training as well. Again, that’s free partnership training that’s offered to all the partners, but they can forward it on. Last month [we] did trauma enforced practice, that was supplied by the North council for free. Again, it’s just awareness for trauma for frontline officers. And for November [we’ve] just organised mental health and suicide awareness workshop, which is going to be supplied by the West council, and again that’s a free workshop. So, [we’re] trying to just bring people together and say, ‘this is what we’ve got; this is the evidence, this is what we’re doing’, and sharing that information.” – Interview 3</i></p>
<p>Feeding back into communities</p>	<p>Communication channels have been established to provide consistent messaging about the work going on the prevent serious violence and community engagement has taken place to shape the language of these communications. Communities often get frustrated and lose trust in statutory agencies when they do not hear an outcome of how their voice has been used and what the next steps are. Therefore, closing the communication loop is vital to maintain a trusted dialogue with the local community as well as seeking feedback about the communications that are sent out by the partnership.</p> <p><i>“[We have a] partnership comms [officer] for the partnership. One of the discussions we had really early on was what we didn’t want to be doing was sending comms out as partners and the conflicting messaging. What we wanted to do was join that up so actually the messages would go out from the Serious Violence Partnership, and we’d all be signed up to that rather than individual pieces. So, I think that’s really effective in terms of doing that and I think people are sticking to it... There were initial conversations and concerns raised by some of the - I think it was [VCSE sector] - around the messaging that we are putting out. They are doing a lot of work with young people around them feeling safe in the neighbourhood and building up that contextual safeguarding approach. And then we would put things out like ‘knife amnesty bin has been emptied in Blackthorn and there’s a picture of all of the knives that have been collected’. Their argument was that can drive young people to carry knives because they can see what people are carrying in the area that they live. And actually, something that the police probably - and it was police that were putting those images out - hadn’t really thought about. So, there were some conversations around some joint messaging and some joint narrative. I don’t know how far we got with that, but that was one of the issues that was raised, rightly.” – Interview 6</i></p> <p><i>“So, for me, I think it would be about looking at the current system. Are the public health principles embedded within those? If they are not, how do we make it so? Is there further training that staff need to undertake? Is there something that we need to do as a partnership to make sure that actually the wider system knows what the public health approach is and how it applies to people at a delivery level. If you just put up some of this data they would be like - well, it blows my head off, to be honest with you sometimes. It’s too detailed for the public, isn’t it? But there is a narrative around ensuring the public know that we’re placing them at the centre of the approach that we want and that we’re not doing this to them.” - Interview 2</i></p>
<p>Close the gaps to provide coherence and consistency</p>	<p>Energy now moves to close the gaps in engagement so there is a shift from consultation to co-production, such as community representation on grant review boards, in order to build trusted long-lasting relationships with local communities that is joined up and consistent across the county.</p> <p><i>“Within the model I think we do it reasonably well. I’ll talk candidly, I think the consultation engagement is a key area for us, so when we did the scoping [we] spoke to Leicestershire, who’ve got a dedicated comms and engagement officer. I think they do things with and for the community, that understanding of community needs I think is really important. We’ve done that well to a degree, I think we could do more. [...That] consultation and engagement; I think we could be better at that.” - Interview 14</i></p> <p><i>“That for me will be a development, once we know what the money is going to be for next year. We’re putting together proposals to go to the steering group now around where [we] think that should go and some options for that. And if you look at how VRUs</i></p>



have developed, that is a core component of that delivery model - having that conduit between the community and the strategy and making sure that we've got that check and balanced and we've got that challenge and support from the community to say, 'You've missed the mark on this; we think you should be doing that'. It's a delicate balance; we are not always going to get it right, we won't always agree. But if we don't get that community voice and scrutiny within the work that we are doing then we are just going to carry on doing what we've always done, tinkering around the edges and not embedding it within those communities." – Interview 2

"I think we could do better at that. I'm not convinced at a countywide strategic level that we've bottomed that out. We've tried to encourage that and use the mechanisms that we've got...What I would love to do, where I think there's opportunity, is for some of that funding we could have the youth ambassadors making some decisions around and helping agree where some of that funding is spent. I'd love to be able to do that. If we sliced £100K off, or even £50K, for some smaller programmes of work, projects, and the youth ambassadors helped us decide where we spent it. What youth organisations are they accessing or where are the gaps for some of the issues and/or our comms campaign in terms of the stuff that we're getting out through our central comms? What works, what doesn't work? Where do we need to get these messages? Where are the young people looking? What social media platforms are we best to access? What should those messages be? Should we be using pictures of knives on that promotional material? Should we be encouraging people not to carry knives and telling them what the consequences are? Does that sort of campaigning work? What would work for them? So, I think there are definitely more opportunities to do that." – Interview 6



SWOT Analysis

Each interview finished with a short question and answer to explore the headline strengths, weaknesses, opportunities, and threats for the partnership as they move into the second year of implementing the serious violence duty in Northamptonshire.

Key strengths of the partnership:	Key weaknesses of the partnership:
<p>The OPFCC's leadership to get the Duty up and running.</p> <p><i>"The lead people for it, being in the OPFCC, have worked tremendously hard with all partners to make sure that it's got to the position that it's in today."</i></p> <p><i>"The strengths of the partnership have been, I think, the involvement of Police and Crime Commissioners Office, I've said that a few times, just in terms of them co-ordinating things."</i></p> <p>The product creation by the Northamptonshire Observatory.</p> <p><i>"Another strength has been the Observatory and the commitment from everybody within the partnership to submit their data so that it was as rich as it could be. I think that's been a strength, the commitment from everybody to be part of that."</i></p> <p>The willingness to adopt a new partnership approach.</p> <p><i>"One of the strengths is I think we have a constructive relationship and I'm a great believer that the basis of any good piece of work or any good function is that you've got positive relationships. By that, I don't mean group think and nobody daring to question anything. I mean we have a positive, constructive challenge and I think that's really helpful. I think having those relationships firm is really helpful."</i></p>	<p>Socialising the strategy to understand our possible assets and how best to use them as a partnership.</p> <p><i>"What's really striking is that when you start to work in this area, how much work is already going on, but it's not always joined up. It's how we do things sometimes in this county. So, I think there are so many good things in the county, opportunities for people, and it's just making sure that they are aware of it and that they've got the access to it."</i></p> <p>Getting the governance, behaviours and processes right for long-term delivery.</p> <p><i>"It almost needs that appraisal about where it goes next and perhaps your review will identify some opportunity there, a little bit, for discussion. Like I said, it needs that grown up conversation about it otherwise not just assume that this is the governance arrangement that should apply to this particular partnership. It needs to be aired a bit better and it needs to be thought through a bit more, I think, before a decision is made."</i></p> <p>Make sure there is clarity and consensus in the direction of travel.</p> <p><i>"We need to ask ourselves some very challenging questions now, I think. So, a bit of a review of the action plan for me and maybe have more of a risk approach to that around why we might not be delivering to our measures that we incorporated."</i></p>
Key opportunities to develop:	Key threats facing the challenge:
<p>Enabling the community to shape the county's response to the Serious Violence Duty.</p> <p><i>"We've just discussed community engagement. How fantastic would it be to have the community and young people's voices really embedded than in this, that's the ultimate goal for me. You can have as many strategies as you like but quite often, they just don't represent the people that you are trying to effect change in. I really want to make this live and breathe with them, so I think that is the key opportunity."</i></p> <p>Getting the evaluation right so we know if we are reaching the right people and making a difference to their lives.</p> <p><i>"Then, obviously, my plea would always be everything that we do, we need to do through a lens of equalities. So, are these interventions meeting the right people? Are they also providing opportunities that perhaps people haven't always had as well? So, we need to have that kind of focus; it needs to be targeted, appropriate and that we need to evidence that we are getting the right people through the door."</i></p>	<p>The uncertain funding landscape for partnerships and commissioning.</p> <p><i>"So, for me, that's the bubbling threat. We are not there yet but you think things like security of staff in funded positions, security of the whole project. It would be a shame to lose what we've got when I think it has been working really well. Which is more of a threat but obviously if it happens then that's a massive weakness. It's always the worry in the background that you do all this great work and if the security of that funding to run these initiatives across the partnership goes, that's where it could just crumble, which would be quite sad."</i></p> <p>Changing governments and their views on how to address serious violence.</p> <p><i>"I think the other key risks is we've covered quite a lot of ground in a short amount of time, there's lots of change coming again from central government; I don't want it to be diluted."</i></p> <p><i>"Uncertainty around the governmental direction because I think if that breaks then you'll have weaknesses around contribution. If everyone is not told that they have to be part of this, you have a duty to be part of this, I think that's where other priorities will just naturally take over."</i></p>



Summary

The partnership has established data sharing mechanisms and has clarity about the products that are needed to help them understand the problem and the local protective and risk factors, which are then being used to inform their decision-making.

Strength: Having Northamptonshire Observatory as that central data manager and analyst for the partnership is a strength as they can harmonise partnership data to ensure the decisions of the partnership are informed by a complete picture of available data.

The OPFCC took initial lead of convening the local response to the Duty which was welcomed when timescales were tight and system capacity was limited. It is important that the partnership supports a transition to enable other partners to take shared leadership roles in driving forwards the Serious Violence agenda.

Risk: If behaviours, actions, and processes of the partnerships are not reviewed, then there is a risk that the local strategy will become owned by the OPFCC, and partners will play a consultative role or commissioned responsibility for their involvement.

The established governance processes worked to ensure the Home Office deadlines were met. Now, attention turns to changing the governance to ensure the whole-system multi-agency public health approach becomes embedded across all partners.

Develop: Review the governance structures to get Executive-level oversight for the local response to the Serious Violence Duty and consider how existing boards, committees, and groups could be restructured to create efficiencies and maximise effectiveness.

The partnership recognises that there are community engagement groups forming across the county and the importance of ensuring the public and the VCSE sector have an equal say in identifying issues, opportunities and priorities, commissioning decisions, developing services, and evaluating the local response to the Duty.



Opportunity: Take time to plan how the partnership will ensure the voice of residents' feeds into every layer of the local response to the Duty. There have been several community co-production and engagement pilots, training programmes and frameworks across Northamptonshire, which could be built upon to become a cohesive and comprehensive mechanism to ensure the local response to the Duty and stubborn inequalities are performed *with* communities.

Questions for the partnership to stimulate critical reflection

1. What is the most suitable governance structure to support the delivery and scrutiny of the Duty and other whole-system multi-agency public health approach workstreams?
2. How could you increase partner capacity so they can have a more shared role in the partnership?
3. How could collectively embed and sustain the approach, values and culture of the whole-system multi-agency approach to serious violence prevention into the wider system to ensure longevity?



Recommended Further Reading

	<p style="text-align: center;">Partnership Development within a Whole-Systems Approach</p> <ul style="list-style-type: none"> • The practice of collaborative leadership across health and care services – The King’s Fund (2023) <ul style="list-style-type: none"> ○ Providers six leadership practices, which have a focus on establishing psychologically safe and trusting environments by using practices to form genuine personal relationships with one another rather than transactional task and finish meetings, such as Breakfast Chats, no agenda meetings, in-person networking, art-based ice breaker tasks. ○ This insight was developed from interviews and surveys with ICB, NHS, Local Authority, and Health and Care leaders. ○ URL: https://assets.kingsfund.org.uk/f/256914/x/1ed42745fb/the_practice_of_collaborative_leadership_2023.pdf • Taking a systems approach to create place-based change: Seven learnings from the Shaping Places for Healthier Lives programme – Local Government Association (2024) <ul style="list-style-type: none"> ○ Provides seven recommendations with ‘how to’ examples. Recommendations 3, 5, and 6 are pertinent to partnership development: 3. Treat relationship-building as real work, 5: Experiment with ways of working and challenge traditional behaviours, 6: Take time to step back and reflect. ○ This insight was developed through case studies from the Shaping Places for Healthier Lives grant programme, which funding five council-led projects. ○ URL: https://www.local.gov.uk/publications/taking-systems-approach-create-place-based-change-seven-learnings-shaping-places • Engaging NHS system leaders in whole systems approaches to physical activity – Public Health England (2020) <ul style="list-style-type: none"> ○ Provides seven enablers to engage NHS leaders in whole-system approaches, notably: facilitating shared system leadership, balancing senior buy-in with working with enthusiasts, taking time to build relationships, and development support for systems leaders. ○ This insight was developed through interviews with 16 national stakeholders and stakeholders involved in four case study sites. ○ URL: https://assets.publishing.service.gov.uk/media/5fca5f74e90e0762ae0f6a1f/WSA_and_NHS_report_27.11.20_2_.pdf • Systems for change: a whole-system approach – NHS Confederation (2023) <ul style="list-style-type: none"> ○ Provides ten common approaches that ICSs use to make progress on social and economic development. For the approach to relationship building, frequent examples were: creating opportunities for informal working and relationship building, the value of smaller advisory groups, ad hoc informal get togethers without agendas or specific business. ○ This insight was developed through the Systems for Change project, which supports ICS, VCSE, local government, businesses, and academic to bring people together to improve people’s lives. ○ URL: https://www.nhsconfed.org/articles/systems-change-whole-system-approach
	<p style="text-align: center;">Developing an equal partnership with the VCSE and communities</p> <ul style="list-style-type: none"> • Actions to support partnership: Addressing barriers to working with the VCSE sector in integrated care systems – The King’s Fund (2023) <ul style="list-style-type: none"> ○ Provides a framework to recognise and address challenges and barriers that have an impact on their ability to integrate VCSE organisations as system partners. The framework provides possible solutions and mitigation strategies, such as: co-design of grants schemes, properly reimbursing for time and insight, co-mapping assets and gaps in service provision with the VCSE. ○ This insight was commissioned by the NHS England Voluntary Partnerships Team, drawing on best practice examples from ICSs. ○ URL: https://www.england.nhs.uk/long-read/a-framework-for-addressing-practical-barriers-to-integration-of-vcse-organisations-in-integrated-care-systems/ • Co-production in practice training – The Good Practice Mentors (2023) <ul style="list-style-type: none"> ○ Connect Northamptonshire has commissioned the Good Practice Mentors (GPM) to deliver a series of training to VCSE organisations who are related to Northamptonshire’s ICS. GPM shares practical approaches to engaging with diverse communities through their experiences across the country. ○ Some example slides are provided below, and you can find out more by contacting Claire Neilson: https://voluntaryimpact.org.uk/about/meet-the-team/ ○ URL: https://vcse-ics.co.uk/wp-content/uploads/2024/10/Northampton-In-Person-081024.pdf



Your Personal Space for Reflection

Priorities	Personal reflections about progress within the first 12-months	Ideas about the next steps to take to progress this work towards the medium-term outcomes
Continue to establish and embed NSVPP in the county.		
NSVPP Community network established.		
Creation of a NSVPP Communication and Engagement Strategy to support development and delivery of the strategy and action plan.		

Medium-Term Outcomes	What does progress look like in the next 12-months?	Ideas about the next steps to take to enable progress in the next 12-months
Secure the financial and cultural sustainability for NSVPP and its work.		
Partnership is embedded in the county.		
Empower everyone to play a role in prevention violence.		
Improve awareness and understanding of SVD and the Public Health Approach to preventing violence:		
Align the strategy with recent and relevant local and national policy to support a whole system approach to tackling violence.		
Empower everyone to play a role in preventing violence.		
Challenge social norms supportive of violence and promote an alternative narrative.		
Improve local understanding of social media and develop a shared strategy to harness prevention opportunities and reduce its potential harm.		



Methods

Participants

A purposeful sampling approach was used for participant recruitment. A contact list of individuals within specified and relevant authorities was provided to the IPSCJ. Fourteen individuals were contacted by email to arrange a one-hour online interview at a convenient date and time between September and November 2024 (nine months after the publication of the NSVPP Serious Violence Duty Strategy). Of the 14 individuals invited, 13 agreed to participate and conducted an interview. Therefore, the views provided in this report are representative of the Steering Group.

Interview Schedule Development

The project sponsor wanted to understand how the partnership were adapting to and implementing the public health approach to tackling serious violence through the use of the NSVPP Serious Violence Duty Strategy. Therefore, the semi-structured interview schedule was framed around the UK Government's 5Cs whole-system approach to serious violence prevention³. Briefly, the 5Cs approach ensured lines of enquiry focused on experiences of Collaboration, Co-production, Co-operation, Counter-narrative, and Community Consensus within the development and implementation of the NSVPP Serious Violence Duty Strategy. Questioning was further contextualised to explore progress against the recommendations provided in Crest Advisory's (2023) Joint Readiness Assessment for NSVPP, which also categorises findings by the 5Cs framework⁴.

Analysis

Interviews took place online via Microsoft Teams and the median interview duration was 54:27 minutes (range: 36:27 – 82:00 minutes). Interviews were conducted by two researchers (DR and KC), which were audio recorded and then outsourced for verbatim transcription. The partnership had used the 5Cs framework and other guidance from the Home Office to develop their local approach to serious violence. In addition, the Crest Advisory (2023) readiness assessment used the 5Cs framework to structure feedback about the partnership's development of the local approach. Therefore, IPSCJ used template analysis to interpret the data. *A priori* high-level themes were outlined for each 'C' of the 5Cs framework. This decision was made by the researchers as they believed the presentation of data under these high-level themes would resonate more strongly with the partnership, who were seeking to learn from this generated insight, as they were already familiar with using the 5Cs to structure the presentation of insight. After initial familiarisation with the data of each interview, three further themes were added to the template: 'understanding of the public health approach' and 'wider contexts that influence working'. These were chosen as the public health approach was a statutory requirement of the Duty and somewhat new to partners who then discussed contexts outside of their control that influenced their ability to implement the public health approach. A quality check of the high-level coding was performed on three transcripts by two researchers (DR and KC) coding them independently and comparing their high-level coding to assess descriptive agreement. The researchers agreed that the high-level codes sufficiently encapsulated the data. A single researcher (DR) then coded each transcript using the high-level coding template with NVivo 12 (Luminvero, Denver, USA). DR then examined the data in more depth within each high-level theme to generate lower-level themes. Content analysis was conducted for the SWOT analysis to identify phrases that were repeated frequently across the interviews.

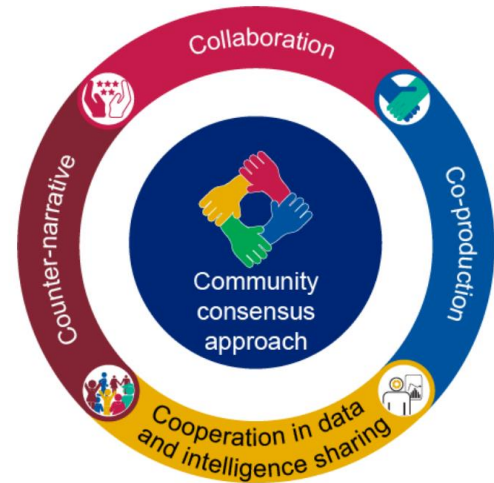


Figure 3. 5Cs framework to a whole-system multi-agency approach to serious violence prevention.

³ A whole-system multi-agency approach to serious violence prevention (2019). HM Government. URL: https://assets.publishing.service.gov.uk/media/5e38133d40f0b609169cb532/multi-agency_approach_to_serious_violence_prevention.pdf

⁴ Joint readiness assessment: Northamptonshire (2023). Crest Advisory.



The continued role of IPSCJ

For further enquiries about the work of the IPSCJ, please contact them using the below details. Ensure “**Northants’ SV**” is used as the subject header.

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