ToC Area Leaders Programme – The 5 Ps: Partnership, Profile, People, Places, Practice

Our Hypothesis

Areas that are more effective in preventing children's involvement in violence tend to do at least five things well:

- **Partnerships**: Build strong, accountable partnerships with clear roles, governance, and measurable goals.
- **Profile**: Understand the local drivers, context, and patterns of serious violence.
- **People**: Identify the children most at risk and ensure they get the right support at the right time.
- **Places**: Pinpoint high-risk locations and take action to make them safer.
- **Practice**: Share and apply best practice consistently across all key agencies.

High-level theory of change

By delivering high-quality and locally relevant workshops and providing practical tools, guidance and support, ALP will support leaders to:

- Have a shared understanding of the violence problem and their strategy to reduce it.
- Better target efforts at the people and places most vulnerable to violence.
- Put children and their needs at the centre, making sure systems, processes and partnerships work to serve and support them effectively.
- Increase the use of research evidence in decisions and commissioning related to violence prevention.
- Have measurable violence reduction plans (with agreed mechanisms to hold everyone to account) to:
  - Make places and people safer.
  - Improve violence reduction practice across all partner agencies.

These changes will lead to more successful interventions being delivered to the right children, at the right time, leading to reductions in violence.

Desired End State	Inputs	Outputs
Pre-Programme Foundations • Self-assessment • Clear on the work that needs to happen	**Self-assessment tool** Adapted from the JTAI for serious youth violence assessment framework **Programme overview** Framework setting out the headline work required across the 5 Ps: Partnership, Profile, People, Places, Practice	• Self-assessment outcome listing partnership strengths and weaknesses in preventing violence involving children and young people • Strengths and weaknesses are shared with key stakeholders across the partnership and partner agencies • Understands the scope of ALP and what is required across the programme.
Partnerships: Clear governance, roles and responsibilities • Shared agenda and agreed outcomes. • The role of local authority area leaders in violence prevention. • Clarity on governance including information sharing and clarity on child and parental consent. • Ensuring race equity and wider inclusion. • Understanding relevant emerging policy areas.	**Module 1** Resources: 10-points of good partnership working; adapted race equity tool; systems of support framework; adapted FD information governance process. Workshop1: agreeing partnership and governance structures based on best practice, including information sharing arrangements, and taking account of emerging national policy and local implementation. Setting SMART violence reduction target. Workshop 2: introducing and implementing the YEF race equity tool; undertaking equality impact assessment and agreeing an action plan	• Shared vision for change • Shared goals and measurement • Clear partnership governance for this programme • Clear coordination across agency responsibilities • Better understanding of best practice approaches to reduce racial disproportionality and increase equity • Better understanding of emerging policy areas and how they may be implemented best locally.
Profile – Understand trends, data, and local drivers of serious violence. • Review and align on local strategic needs assessment and how to fill gaps in knowledge	**Module 2: Understanding and agreeing the violence problem, priority risk factors** • Resources: Causes, drivers, risk and protective factors; CVV; Key Facts of Violence.	• Increased understanding of causes, risk and protective factors • Clear links between strategy, violence problems, and needs.

Desired End State	Inputs	Outputs
• Causes, drivers, risk and protective factors • Key Facts of Violence	• Workshop: Review of the strategy against key facts, local strategic needs assessments and problem profiles. Review local data and intelligence sources, identify and plan to fill gaps.	• Clarity on all available data and intelligence sources to understand violence problem with SMART plan to fill any gaps.
People: – Know who the children are that most need support and able to get them the right support at the right time. Know who the children are that most need support • Use best tools to help identify i) those already involved in violence and ii) those likely to become involved in violence. • Processes, panels and pathways are effective in identifying priority children and families, so they can then access the right support. Children get right support at right time • Clear service pathways and referral mechanisms to ensure children can access right support. • Good support and accountability at a child level (good case	**Module 3: Identifying the right children** • Resources: Data tools, including adapted FD data tool to identify children highly likely to become involved; protective and risk factors at an area level. • Workshop 1: Facilitating agreement on priority risk and protective factors. • Workshop 2: Effective use of data and professional intelligence to identify children most at need of support. **Module 4: Understanding pathways, referrals and journey mapping** • Resources: Journey mapping tools (process, panels, pathways), service mapping tools (high risk, medium risk, low risk); guidance for tracking vulnerable children; safeguarding best practice and ROTH materials.	• Partnerships identify service offers for specific risk factors, and for intersecting risk factors • Partnerships use locally adapted data tools to identify children who most need support • Clarity on pathways and referral processes. Identification of areas to improve. • Named, accountable agencies for each child in the process • Clear process for tracking children's progress and referral back to statutory services where needed

Desired End State	Inputs	Outputs
management/key worker functions). • Evidence-based interventions [YEF Toolkit, good commissioning].	• Workshop 1: Clarifying pathways based on factors and levels of risk, referral processes, and case management and accountability throughout • Workshop 2: introducing guidance on tracking children, understanding progress, and fast tracking back to statutory systems and services where required. • Workshop 3: Best practice in safeguarding children at risk of involvement in violence, including ROTH pathway. **Module 5: evidence-based practice & interventions for children vulnerable to involvement in violence.** Resources: Toolkit; Education; Diversion; Youth Practice Guidance; Toolkit Guide to Evidence-Based Commissioning Workshop 1: Toolkit deep dive. Workshop 2: Understanding evidence-based commissioning	• Increased awareness and use of the Toolkit to inform commissioning decisions. • Improved commissioning practice.

Desired End State	Inputs	Outputs

Places – Identified the high violence places and spaces and making them safer.
 	
• Know where and when violence happens.
• Designing situational responses to make places and spaces safer:
    o Problem solving
    o Hot Spots
    o Cardiff model
    o Contextual safeguarding
	Module 6: Identifying the right places
	Resources: Places & spaces data analysis; best practice in hyper local place-based working; Toolkit topics: Hot Spot Policing, Cardiff Model, Contextual Safeguarding Masterclass
	
	Workshop 1: assessing local use of data identifying 'hot places', understanding gaps; best practice in hyper local working; Toolkit topics – hot spot policing; Cardiff model
	
	Workshop 2: Contextual Safeguarding masterclass.
		• Ability to identify high priority places: partnership know which information and intelligence to draw on, and any gaps they need to fill.
		• Increased understanding of effective frameworks and interventions that target places:
		    o Problem solving
		    o Hot Spots
		    o Cardiff model
		    o Contextual safeguarding
		• Agreed approach on how to consult and engage children and communities
		• Evidence-informed plan to make places and spaces are safer.

Desired End State	Inputs	Outputs
Practice – Understand and able to adopt best practice across all partner agencies • Know which are the key agencies that matter to prevent violence (Education, YOT, Police, health, VCS) • Know what they should be doing [PG]	**Module 7: Understanding services available** • Resources: 7 key agencies overview; Education, Diversion, FD, Children's Services and Youth Sector Practice Guidance. • Workshop 1: Reviewing seven essential sectors, confirming accountable leader and a concrete plan by sector setting out role, responsibilities and actions to keep children safe from violence. • Workshop 2: Practice Guidance Deep dive, followed by referral to relevant Change Team	• Improved engagement and accountability across all essential sectors. • Increased awareness of Practice Guidance • Increased access to Practice Guidance