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RECOGNISED

The Community Leader Programme

A key pillar of a whole system

Violence Reduction & Prevention Strategy



When the Home Office began funding Violence Reduction Units (VRUs) in 2019,
the aim was for them to lead and coordinate a preventative “whole system approach”.

A “whole system approach” brings together police, local government,
health providers, community leaders and other agencies to identify and understand
the underlying causes of violence and provide a local response in a coordinated way.

Easy to grasp conceptually, much harder to deliver in practice...



Strong leadership is key to delivering a preventative whole system approach

A “**whole system approach**” of multi-agency working, data sharing and analysis and engaging young people and communities is now a statutory requirement for public agencies. Built into the **Serious Violence Duty**

www.gov.uk/government/publications/serious-violence-duty

it is incumbent on public agencies to work with and for the communities they serve, to understand specific local issues and ensure the violence prevention strategy reflects community voices and is targeting priority offences and locations.

Often the biggest challenge in coordinating a “**whole system approach**” is getting different partners to work together, across organisational boundaries. Everyone sees their own part of the “system” and can be averse to taking risks with scarce resources, especially when community representatives come from grass roots groups and are not in “**professional**” roles.

This is where the Community Leader Programme steps in.

How do I engage community leaders as partners and equip them to be more impactful in their work?

The Community Leader Programme is a leadership development Programme built for VRU's, Police & Crime Commissioners and Local Authorities to offer local leaders, as part of a "whole systems / public health approach" to reducing violence and improving community safety. Following their expert review, the Community Leader Programme has been awarded ILM© recognised status.

Originally commissioned by Leicestershire's Violence Reduction Network (VRN) in 2020, co-designed and delivered with Jones Consulting, the Community Leader Programme is a modular training programme available to tailor to the needs of the local communities & individual violence reduction and prevention strategies. It has been delivered to 4 cohorts of leaders in Leicestershire and 2 in West Yorkshire to date (Autumn 2024)

Every day, members of community groups choose to lead. We must support them as partners.



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About Jones Consulting

Jones Consulting has been delivering leadership and change programmes for public & private sector clients for 20 years. Working with a range of partners, including Local Authorities, the Police, the NHS and more recently, leaders across Integrated Care Systems' Health & Wellbeing Boards.

Our associates combine this experience with systems leadership models and asset-based community engagement techniques to upskill and coach community leaders to do their best work. Feedback shows that the programme helps them to more impactfully influence public sector policies and provisions around violence prevention.

Jones Consulting coaches are **professionally accredited** and associates have a wealth of experience working in community and public sector settings. We keep content relevant and dynamic, inviting powerful national & international guest speakers from across the VRUs, police, local authorities and voluntary sectors.

Learn more about our programmes and associates at

www.jonesconsulting.org.uk



Jerome Harvey-Agyei
Guest Speaker
Youth Participation Lead
London's VRU

Tim Morton

Community Leader Programme overview

A leadership programme for VRU's, the Police and other Public Agencies to offer community members as a way of saying thank you and investing in local leadership.



ILM© recognised training programme
- Participants receive a digital credential badge and certificate on completion

PROGRAMME AIMS:

- **To provide** community leaders with excellent leadership development
- **To improve** relations between community groups and public officers (some are guest speakers) in a relaxed, yet professional environment where everyone stands on an equal footing.
- **To refresh** techniques to better engage communities and young people
- **To provide** community leaders with operational expertise to help better manage initiatives to reduce factors that cause violence and build safer communities.
- **To create** a network of community leaders who collaborate with each other and public agencies, including Police & Crime Commissioners, Violence Reduction Units, the Police, Local Authorities and NHS professionals.

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Post Programme evaluation

Each Community Leader Programme is measured for impact via pre and post evaluation surveys. The example below shows data from 5 participant cohorts across Leicester, Leicestershire and Rutland and West Yorkshire between 2020 - 2024.

94%
PROGRAMME
COMPLETION
RATE

**POST
EVALUATION
STATS:**
After completing
the programme

94%

rated their awareness
of their leadership strengths
as good or excellent

88%

rated their understanding
of the best ways to engage
with community as good
or excellent

93%

said they felt more
confident as a leader
following the course

93%

had developed new
projects since
participating in
the course

100%

of participants rated their
ability to present at an
event as good or
excellent

88%

rated their ability to
measure and evaluate the
impact of community
projects as good
or excellent

81%

started new
collaborations with a
community leader they
met through the
programme

Recognised as best practice

The Community Leader Programme includes Masters level leadership concepts and social change models

First developed for and with the **Violence Reduction Network** in Leicester, Leicestershire & Rutland, the Community Leader Programme has reached leaders across Leicester, Leicestershire and West Yorkshire since 2020 and is a key pillar of the Leicestershire and West Yorkshire Violence Reduction Strategies.

“Leicestershire’s approach to community engagement is exemplary”

Leicestershire’s Crest Advisory Joint Readiness Assessment to implement the Serious Violence Duty, March 2023



*“The Community Leadership Programme has been one of the most important and successful **VRN** investments since the Network commenced in September 2019. Community Leaders are the backbone of effective prevention and through investing in their learning and development **we’ve been able to strengthen our collective work to prevent violence across Leicester, Leicestershire and Rutland**”.*

Grace Strong, Strategic Director, Leicestershire VRN

*“The value of this programme speaks for itself, we commissioned the programme early in 2024 and have already seen the first group of leaders demonstrating their influence and effectiveness across communities. Since receiving the training, they’ve stayed together as a network, building trust and confidence in their local neighbourhoods, whilst **helping to change attitudes and behaviours on key issues, like knife crime**. We decided to recommission the programme and recruit another amazing cohort of diverse individuals from each district in West Yorkshire who will now follow in their footsteps. This can only strengthen our impact on the ground.”.*

Director of the West Yorkshire Violence Reduction Partnership (VRP), Detective Chief Superintendent Lee Berry



How the Community Leader Programme helps build a whole system approach to violence reduction and sets the context for emergent change

The programme reaches people from diverse ethnicities, faiths, and localities. It provides a space in time for local leaders to come together to build on their own leadership skills and discuss local issues such as building cohesion across neighbourhoods through collective action.

Many community safety initiatives are delivered by and led by community members. They could be more impactful if they better understood the wider system and how to influence public sector agencies. Funders are looking for impactful bids and proof that projects can be managed and measured effectively. Public sector Theory of Change models are often dependent on co-producing solutions with young people and community members. These topics, along with leading teams, improving communication, and influencing skills are just some of the topics taught on the Community Leader Programme.

Example: Stated outcomes in the Home Office's Theory of Change model are:

- *"Increased awareness of the VRU"*
- *"Young people and communities feel listened to"*
- *"Understanding of the perceptions and needs of young people and communities are developed"*

with longer term outcomes (impacts) stated as being:

- *"Communities feel safer and that trust in the VRU and partners is enhanced".*

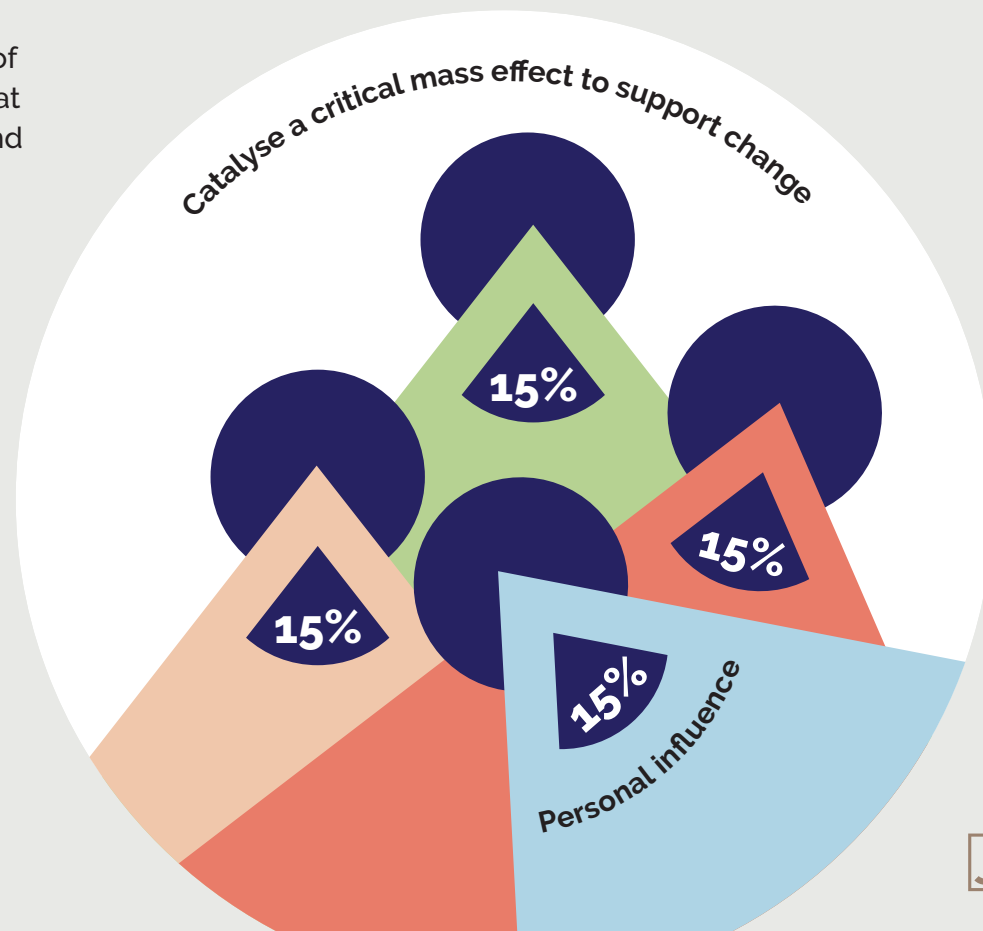
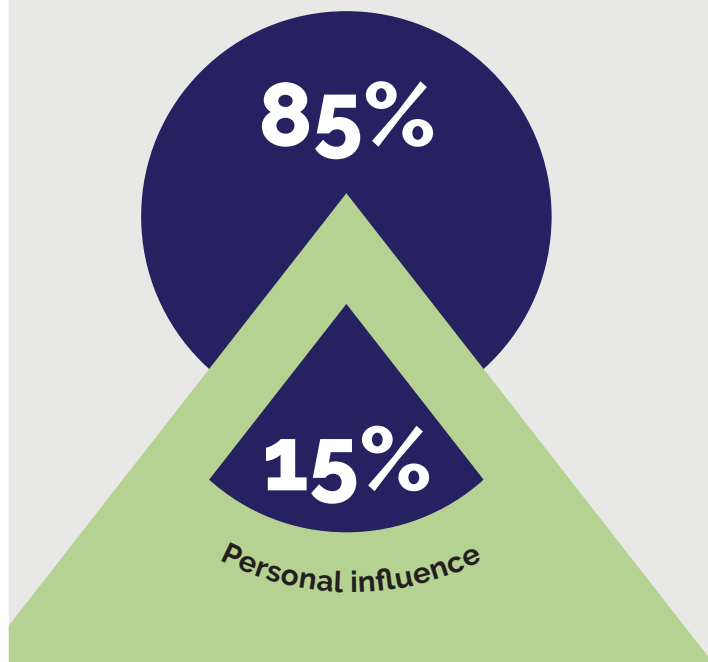
(Source: Figure 1.1: Programme-level Theory of Change for VRUs)

[CLICK HERE for Source:
Figure 11](#)

The Community Leader Programme supports local leaders to act as communicators and delivery partners of Police / VRU / Youth hub initiatives and **represent the voice of the community back to public agency partners**, as well as equipping them to be more effective leaders of their own activities and better agents for change.

The programme changes the context within which leaders are working. It is built around the principle of local action (Gareth Morgan, 1998) which tells us that whilst we can only influence 15% of the world around

us, we can use our 15% to set the context for others to use their 15% and catalyse a critical mass effect, or a “tipping point”. The Community Leader Programme creates the environment for small changes in themselves, but together they build an overwhelming emergent force for change across the region.



Examples of collaborations started by participants of

The Community Leader Programme in Leicestershire, Rutland & West Yorkshire



OUTCOMES

Programme alumni have formed *Community Leaders Networks in Leicestershire and West Yorkshire* which act as bridges between lots of community groups and the Police / public agencies, providing a simple way to reach & listen to many groups. Members of the Community Leaders Networks share information and support each other in their initiatives to enhance community safety.

2 members of the CLN sit on the Leicestershire VRN's Strategic Partnership Board.

Created the Charnwood Youth Network.

Members from across 2 cohorts in Leicestershire have collaborated to launch the "Women Empowerment Network".

Parent training programme delivered around early signs of abuse / sexual abuse / pornography and grooming.

Annual Peace & Love festival in Leicester City aimed at increasing cross cultural cohesion.

Delivery of a new Leadership programme targeted at VAWG professionals.

Collaboration on domestic violence counselling in Leeds & Wakefield.

Funding secured for a collaborative project focussing on Adolescent Domestic Abuse (ADA), Autumn 2024.

Sports engagement sessions with young people to divert them from idle time on the streets.

As part of the Voices projects, been able to influence change in policing by changing staff training so they question victims of domestic violence differently to perpetrators.

After-school and holiday programmes for youths to reduce anti-social behaviours in Kirklees.

Delivery of a Youth Leadership programme targeted at the Somali community.

Launched the Detour 360 project which uses mentoring around knife crime awareness, first aid for stab wounds and personal safety for knife defence, as well as raising money for emergency bleed kits.

Over £150K of funding bids won across various projects including cross cultural training, NHS responder project, cultural and language appropriate befriending, youth employment, youth outreach, youth leadership projects, girls' art projects, anti-poverty projects.

New workshops delivered through existing youth programmes on knife crime, county lines, drugs and street crimes.

Creation and delivery of "Arts and Counselling" workshops for young people affected by trauma.

Creation of a mobile "Gaming and Entertainment space" to take onto the streets.

New music workshops, where young people create their own raps. Most of which are about their life outside of school, gangs, knife crime and witnessing things from a young age.

Impact on participants and their community work - Leicestershire

"I am reaching out to other leaders and projects with confidence and authority because of the knowledge gained and the team of leaders that support me in my community work".

Richard Jaramba, Leicester City Parent Carer Forum.

"Since the programme as part of the voices project, we have been able to influence change in **policing**, staff have been trained so they question victims of abuse differently to perpetrators, I would never had the confidence to do this before, hugely empowering"

Mumtaz Patel, Voices Project Outreach Worker

"I understand my vision and mission for Ball on the Beach better and I better understand my power and where I have it and where I don't and how to influence"

Ali Adnan, Leicester City in the Community

"I don't feel so lonely anymore and we're actively using many of the tools from the programme in our daily activities such as community asset mapping techniques, project development cycle and lots of collaborating and networking"

Cheryl Armatrading, AAA Foundation

"The single most important thing I've got from this course is the relationships with other leaders".

Tom Walters, Charles Booth Centre

"We started the Detour 360 project that uses mentoring, **delivers knife crime awareness**, first aid for stab wounds, knife defence and emergency bleed kits"

Kamala Wisom, Sensational Vibes

"My main issue was how to work with a team and encourage them to do their best. This programme made me realise how important it is to change the way you work so you can help your team achieve the best results".

Anonymous

"It really helped me reflect on my own leadership style, no more "my way or the high way". It's been really interesting to get to know people from out of the city. The course has definitely been a success".

Arif Voraji, Help the Homeless

"I feel this training has brought me close to the **Police**. The need for me to do my part in reducing crime, the need for me to help Leicester, our city"

Mikey Bown, Big Inclusion Group

"A huge insight has been my change of perspective on the VRN, OPCC and **Leicestershire Police**. I saw them as "them" and this programme has demonstrated we're all in this together"

Curtis Matthew, Iconic Music Drama and Dance

"I prioritise the things that will make the biggest impact more since the programme and my takeaway message is be a leader, not a boss".

Rukhsana Hussain, Outspoken



SCAN ME
Community leader
feedback



Impact on participants and their community work - West Yorkshire

"The Community Leader programme has profoundly influenced my approach by emphasising the importance of collaboration & proactive community engagement".
Brown Giwa, Spotlight, Calderdale.

"The programme has given me a lot more motivation to pursue my dream of supporting children & young people. I'm delivering the first 'Changing young people's perspectives' workshop at Huddersfield North School on Friday".
Lisa Brooks, Motivational Speaker, Kirklees

"The quality of what we've covered in just 12 weeks has been amazing. It's been great to share with other community leaders who can corroborate my experience of what it's like leading in the community sector".
Niraj Mistry, Finance Director, Gapsed, Wakefield

"I wanted to be a better leader and the CLP has helped me to do that".
Emily Edgar, Storth House CIC, Cowlersley, Huddersfield

"It's been a great programme, we now need to keep the momentum going".
Richard Langford, The Branch at Jubilee Centre, Kirklees

"I feel more confident in myself being a leader and I'm more assertive. My CEO & manager recognise it".
Immy Stopps, Rasac (Rape & sexual abuse centre) Leeds

"Thank you for everything, your programme is not just a programme Deb, it well and truly changes & transforms lives".
Maysoon Shafiq, chosen as the first female muslim in the UK to take the Chaplaincy Team Lead Role for NHS England & Senior faith leader across 3 NHS Trusts in Yorkshire

"I got the 3rd sector organisations talking to the police & council. Reflective practice was a big take out for me".
Zahir Lunat, Leeds City Council Localities Officer

"The programme content was perfect 10/10, I would have loved more sessions! Looking forward to being part of a growing network".
Shar Simpson, Temple Wellbeing CIC Kirklees

"The Community leader programme taught me how passions can be turned into power".
Ruqaiyah Dasti, Faith in Communities, Bradford



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Community leader
feedback



Leverage the **Community Leader**

Programme as part of your

Violence Reduction & Prevention Strategy

If you are interested in finding out how you can leverage the Community Leader Programme as part of your Violence Reduction & Prevention Strategy, contact Jones Consulting for an exploratory conversation at **info@communityleader.co.uk** or call **0116 456 0608**

