



Violence is preventable, not inevitable.

Business Plan 2022 -2023

This document contains the proposed activity and financial request for the Scottish Violence Reduction Unit for 2022/23.

The current proposal is looking to secure funding of **£1,170,500** of which 88% is allocated to direct and indirect staffing costs, with a further 7.5% allocated to other project spend and 4.5% operational expenses. The increase in staff expenditure is directly related to the public sector pay award for 2022/23

Introduction

With the effects of the global pandemic still affecting the patterns of violence, it has become clear that the visible wear and tear it is having on the people and communities of Scotland will impact it for years to come, even after the current crisis subsides.

In the past year, we have witnessed real-time reductions in the numbers of recorded homicides and serious non-fatal violence (14% each) and common assault (10%), but little change in recorded numbers in terms of possession of a weapon (1% increase) allied to a notable increase in terms of the use of a weapon being recorded (10%).

The level of direct impact on these statistics from the pandemic is unclear. Notwithstanding, it is apparent that the cycle of lockdown and release we experienced throughout the past 2 years has had a profound effect on communities and individuals. Consequently, there is significant potential for the impact of the pandemic to manifest in a future increase in levels of recorded violence across the country. We are already witnessing the effect of this situation amongst young people in many communities in Scotland who are now feeling more socially isolated and disconnected. Many believe that a withdrawal of facilities and practical support as restrictions were introduced has exacerbated this situation.

Certainly, in some areas of the country we are witnessing the growth of youth violence and the re-emergence of “gang” activity driven by a culture of fear, isolation and trauma – very often fuelled by social media, unhealthy concepts of respect and an apparent lack of hope for the future. It should be noted that, in many of the affected communities, many complain of the systematic deconstruction of youth services and venues to make way for social distancing, vaccination centres, and testing sites or to cope with the rising costs of the COVID emergency.

Addressing these issues and preventing an increase in violence from emerging will require a massive collaborative effort. Many of our communities continue to demonstrate what can be achieved when organisations come together to support people and service providers require to become more adaptive in supporting community groups by listening and providing to their needs. The SVRU aim to be prominent in maximising this collaborative effort.

VRU Strategy

With the growth of 'Violence Reduction Unit's' across the UK, the title may no longer be unique but our approach and our interconnectivity between Police and Government remains an advantage that other areas are unable to replicate. Scotland is connected in a fashion that enables a more holistic approach to be established across policy and strategy. This 'connectivity' will be crucial in addressing the myriad of social challenges that existed pre-covid but have amplified over the past two years.

SIX ACTIONS FOR A SAFER SCOTLAND FOR ALL

As pioneers of the public health approach in addressing violence, we have identified the actions we believe are required to enable us to progress to a 'Safer Scotland free from violence'. By grounding our actions in evidence and data, we will be able to utilise our finite resources to achieve best value thus work with communities to support actions they identify as local requirements. By such means we will support the most vulnerable and work to prevent further violence.

The following proposal for SVRU activity in 2022/23 is framed around six key areas:

Action 1: Better Use of Data

In Scotland, the police, health service and the rest of the public sector are huge purveyors of data. By linking and sharing information between services there is potential for well-analysed data to offer substantial intelligence and insight that can be utilised to enhance our citizens' safety and wellbeing.

Linking and triangulating the data will give us a better understanding of the picture; however, it is only through better analysis and research that we can understand... the WHY?

Working with analytical colleagues in policing, health, government and elsewhere, we can improve our understanding of what is happening. As a result, drawing on our 16 years of experience, knowledge and relationships with numerous bodies, including universities and academics across the world, we can understand how best to respond in a preventative manner.

Action 2: Addressing the Vulnerabilities

With better evidence and understanding, we must reduce the vulnerabilities in society that enable violence to exist. Tackling issues such as gender inequality or the impact of early year's trauma are part of the solution. We also require to understand the effects of poverty on many of our social issues and the benefits to be obtained from potential solutions such as education, employability or mentoring.

Understanding and addressing the drivers of violence will also have knock-on effects on other areas. For example, high-quality early-year enrichment programmes do not just reduce the chance of future violence; they also reduce addiction's susceptibility and improve mental health and wellbeing. In comparison, a reduction in problematic drinking will have benefits in reducing the number of alcohol related violent incidents and an allied reduction in a vast number of health problems.

In recognising that these challenges and solutions are inter-connected we have stressed the need for all organisations not to view them through a single lens. Solutions must be innovative and holistic, addressing the symptoms and, more importantly, the causes of violence.

Action 3: Place-led approach

The places where we live and work can impact almost every area of our lives, from our most basic relationships to our safety and success. Therefore, we must understand the whole community when we look to find lasting solutions and not merely isolated sections. By considering the whole community – how well it is working for everyone and what it needs to work better – we have the best chance of improving the lives of all those who live in that area.

The SVRU has a long history of working hand-in-hand with communities, identifying the assets within those areas, leading to community transformation. Over the next year, we will test a range of place-based interventions, including community assets and the democratisation of communities. We will LISTEN to communities to develop new ways of working in order to improve the outcomes for the most vulnerable individuals and their families.

Action 4: Expanding the delivery

In 2004/5 there were 41 deaths due to homicide in Glasgow alone. It was an issue that the City had contended with for generations without finding a solution. The need to identify a different approach in order to reduce that level of violence was urgent. The response from Strathclyde Police was the creation of the VRU which in 2006 became a national unit, partially funded by the Scottish Executive, with a remit covering the whole of Scotland.

Since that time, whilst still retaining our Glasgow base, the VRU has been fully funded by the Scottish Government and much of our activity has had a national reach. For example, in our early years, we pushed for tougher laws around knife carrying and sought to tackle the 'gang culture' in Glasgow. Since then, many of our projects have also extended across the country. Mentors in Violence Prevention (MVP), delivered in partnership with Education Scotland, is now Scotland's largest anti-violence schools programme operating in over 130 schools across 32 local authority areas from Shetland to the Scottish Borders and our 'Hospital Navigator' programme established in partnership with 'Medics Against Violence' has extended well beyond the central belt. Whilst both of these partners now deliver these programmes, the VRU has continued to develop new initiatives working with a variety of partner organisations across the country.

In the coming year, we will continue to work with our local teams in Glasgow, Ayrshire, Dundee and Edinburgh to further VRU activity across Scotland with the potential for future expansion into other areas. From experience, we also recognise that a 'one size fits all' approach is neither effective nor the best use of resources, with a more bespoke approach often being required for local service delivery.

Action 5: Thought Leadership

The SVRU was set up with the instruction to 'think differently' and that is what we have sought to do throughout the past sixteen years. We have tended to look at violence from a different perspective, to see the causes not just the symptoms. We don't merely want to take a knife from someone's hand; we want to stop them from picking it up in the first place.

We've looked around the world for knowledge and inspiration to do this. We've sought out the evidence of what does and doesn't work. Adapting the initiatives that look most promising, testing them and then replicating them throughout the country, harnessing those that suit Scotland's needs best. In this process, we have benefitted enormously from a global community of individuals and institutions who have generously shared their knowledge and experience. In turn, we have tried to pay this forward by sharing our learning where it is requested or needed in Scotland and beyond.

Action 6: Joining the Dots

If there is one lesson we can all take from COVID-19 it is the fact that as individuals and services we must work to a common aim if a public health approach is to be successful. Even if our part in overcoming the pandemic was simply to 'stay at home and stop the spread' it was still an important role and crucial to success. Just as ending the pandemic wasn't just the job of the NHS, overcoming violence is not just the job of the police. Every profession and every person has a part to play if we are truly to address Scotland's violence issue and the other associated social problems that we contend with. We know how successful strong partnerships can be, we will continue to forge alliances that can overcome violence and the devastation it causes.

UNCRC – United Nations Convention on the rights of the child

The UNCRC (Incorporation) (Scotland) Bill will make it unlawful for public authorities to act incompatibly with the incorporated UNCRC requirements, giving children, young people and their representatives the power to go to court to enforce their rights.

The UNCRC is the most widely ratified human rights treaty in the world and sets out the specific rights that all children have to help fulfil their potential, including rights relating to health and education, leisure and play, fair and equal treatment, protection from exploitation and the right to be heard.

If we are to reduce violence in Scotland, we must acknowledge the rights of young people and the power of their voices in making lasting change. The SVRU will continue to work with and walk alongside young people, listening to their views and stories and co-produce innovative solutions to the challenges that we face in Scotland. Programmes such as the Bystander approaches such as MVP Scotland are rooted in young people's rights and is now embedded in all 32 local authorities in Scotland. The SVRU will continue to work with young people to develop the You Decide Programme, Gang Violence Interventions, Young males and violence against women girls. We will continue to support the vital work of One Community Scotland (OCS) to support some of the most vulnerable children and families. By providing assistance and advice in areas such as trafficking and FGM and programmes bringing together young men and women from all the communities of Scotland, OCS and the SVRU can make a difference.

The Promise

Across the priority keys areas identified in The Promise, the SVRU and associated partner projects impact on three areas:

A Good Childhood:

The SVRU is committed to supporting all young people and recognising their right to a good childhood. Working with communities, schools, and families, we will continue to improve safety and work alongside young people. We will continue to co-produce programmes and interventions anchored by their voices

and experiences. The SVRU will work to support change and growth in all young people and work to ensure that young people [where possible] stay clear of the criminal justice system and/or treated fairly in a trauma-informed, person-centred way that is in accordance with the UNCRC.

Whole Family Support:

Supporting the whole family is critical to ensuring that young people are fully supported and live free from violence. The relationship between the young person and the primary caregiver(s) is essential in providing a nurturing, supportive environment that encourages growth. Helping to ensure that families feel supported, programmes like the Community Navigator Approach (You Decide) will work alongside families to help identify appropriate pathways, services and support. Working with One Community Scotland, we have supported hundreds of families from varying new Scots Communities deal with their complex needs and work within to provide the necessary support.

Supporting the Workforce:

The SVRU will continue to work with Trauma Inform services, agencies and communities. The SVRU continues to work with Police Scotland to support their aim to become more trauma informed by working with the Police Training College and areas such as Ayrshire Division. The SVRU has also developed a Help the Helpers programme designed to aid those operating in communities working with families and other vulnerable groups. By supporting organisations to address trauma within their teams to ensure more resilience when supporting people and their communities.

Action 1: Better Use of Data

Workstreams	Summary	Justification	Actions	Evaluation & Reporting
To work with Police Scotland to identify new opportunities	To make better use of Police Scotland Data to understand the picture of recorded violence in Scotland.	<p>Policing collects a significant amount of data on violent crime and risk of violence.</p> <p>Although it is acknowledged that PS have challenges with their national data architecture and the inconsistencies across the legacy systems, there is still scope to improve how the data is used to provide a richer picture of violence in Scotland.</p>	<p>Work with the Police Scotland Violence Prevention portfolio to identify opportunities to improve.</p> <p>Identify best practice and cascade the learning to colleagues in Police Scotland.</p> <p>Establish better data pathways into the VRU to enable a clearer analytical picture.</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Increased access to analytical products</p>
To develop new research partnerships	To work with universities, funders and other researcher providers both directly and in directly to improve the understanding of violence; its causes and its consequences.	By improving the knowledge base and making better of primary and secondary data we will be able to target more effectively, we will be able to address the deeper structural issues and we will be able to identify new opportunities for innovation and prevention.	<p>Work with research partners internally and externally to steer the research agenda to ensure that is meeting the needs of the violence prevention unit 5 year plan and complement any future Scottish Government Violence Prevention Framework.</p> <p>Work with organisations to secure external funding to support the research agenda</p>	Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.
Targeted Data Sharing	Identify opportunities to share data nationally through the proposed violence prevention framework	For a Violence Prevention Framework to be successful it has to connect into the evidence and the data. Developing data sharing arrangements for targeted interventions will enable better outcomes.	<p>Identify and promote opportunities to share data amongst organisations.</p> <p>Work with partners in the development of data driven strategies for example injury surveillance to support a National Violence Prevention Framework.</p>	Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.

Action 2: Addressing the Vulnerabilities

Workstreams	Summary	Justification	Actions	Evaluation & Reporting
Custody Navigator	Using the model developed for A&E departments as a template. Develop a service that would operate with those in police custody.	Police custody is a potential window of opportunity for a teachable moment and with the right support the chances of further offending is greatly reduced. Notwithstanding, the approach across Scotland is fragmented and it is believed that opportunities for positive intervention are being missed	<p>Work with delivery partners to ensure that the pilot adapts to the local conditions to improve its chance of success.</p> <p>Conduct preliminary evaluation.</p> <p>To develop a 2nd test site (potentially Lanarkshire) - subject to local and national match funding.</p> <p>Engage a range of partners with an aim to bring consistency of approach across the country and improve on the potential of custody intervention</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Internal evaluation of initial site</p>
Alcohol	Alcohol remains one of the key drivers of violence in both private and public spaces	<p>The levels of alcohol consumption remains high in Scotland and for many the relationship between alcohol and violent behaviour has been far too apparent.</p> <p>Since the Covid 19 lock down in March 2020, this relationship with alcohol has changed once again with more drinking at home and less within the public sphere being apparent. Over the last year we have witnessed increases in</p>	<p>Support the testing and development of alcohol/violence interventions and advocate for evidenced based policies and interventions that will impact upon both levels of consumption and behaviour.</p> <p>Support reviews on Minimum Pricing including the potential of increasing the unit cost.</p> <p>Advocate and support the use of transdermal alcohol monitoring as</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p>

		<p>alcohol related deaths; reversing the previous downward trend – there were 1190 alcohol related deaths recorded in Scotland in 2020¹ an increase of 170 on the 2019 figure .</p> <p>Combining this with the almost ‘suppress and release’ cycle that the ‘Covid’ virus is creating has meant that the night time economy is in a state of flux. The level of violence and other negative behaviour linked to increases in the freedoms and increased volumes of ‘young’ customers is potentially exasperated due to them experiencing the night time economy without having developed the understanding of the various risks.</p>	<p>support tool for the justice system in helping those who offend under the influence of alcohol to change their future behaviour.</p> <p>Work with licensing teams and local policing teams to provide best evidence and best practice on areas such as city centre safety and bystander interventions.</p>	
One Community Scotland	The VRU One Community Programme has morphed into an independent charity in 2021.	One Community Scotland achieved charity status in 2021 and works with the VRU to provide support and training to ‘New Scots’ who may be both the victims of violence and those at risk of being involved with violence and the criminal justice system.	<p>Development of a series of youth intervention programmes concentrating on steering young people away from criminality and violence and steering them into employment, education and training.</p> <p>With some intelligence suggesting that some young people from New Scots communities are becoming more involved in forming their own gangs, there is a need to greater understand</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Evaluations of bespoke programmes – evaluation type will be dependent on the nature and scale of the activity</p>

¹ <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/vital-events/deaths/alcohol-deaths>

			<p>the problem. Whilst the scale of the issue is not comparable to the traditional west of Scotland youth gangs it would present a new level of complexity and vulnerability for those involved.</p> <p>Over the next year the charity will work with external funders to establish a cohort of youth workers supporting this 'at risk' community.</p> <p>Providing support and outreach for the victims of domestic violence and people trafficking for the 'new scots' community</p> <p>Providing training and advice on cultural norms for young people who have recently entered the country on issues such as weapons and equal rights in gender.</p> <p>Providing emergency hardship aid through external funding partners such as the 'cash for kids' campaign</p>	
Bystander and Relationship Based Practice	Develop the existing Bystander programme training.	The Bystander programme was initially developed for use within schools in Scotland but has since been developed for application in a number of settings.	<p>Continued development and roll out of training of Bystander in Workplace</p> <p>Work with Police Scotland to ensure best practice within the delivery of the Bystander training to the Licensing Teams</p>	<p>Depending on the nature of the programme evaluations can vary and can range from basic training evaluations to measurement of outcomes.</p> <p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p>

			<p>Liaise with Army/Navy/Air cadet training to develop a Bystander programme for those working with their young people.</p> <p>Work with Police Scotland to identify opportunities for including bystander and relationship based practice in staff and officer training.</p> <p>Synergise the different training systems (as far as possible) to create a more simplified deployment.</p> <p>Continue to liaise with the SPFL clubs and the SFA to explore further opportunities in this area.</p>	
Mentoring	To examine and evaluate the use of mentoring in novel areas and with high risk individuals	<p>With a significant growth in mentoring and increasing demand there is a requirement to understand what works, adapt training and improve the product.</p> <p>Understanding how mentoring can support other services based on previous work within social enterprises such as Street and Arrow and more recently high risk non engagers (Glasgow North Social Work)</p>	<p>Provide Mentoring and Support as part of a youth 'gang' intervention programme in the East End of Glasgow.</p> <p>Provide an evaluation of the high intensity support work (in partnership with NW Social Work) with very high risk clients</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Initial impact evaluation of the social work collaboration</p>
Mental Health	To examine the potential cross overs and opportunities for joint working in the area of mental health and violence	Violence and Mental health is intrinsically linked from the impact of early year's trauma on behaviour through the effects of PTSD and bereavement on an	Develop a new programme of activity which will examine the link between mental ill health and violence based on either a study of:	Development of a full formed project and test site/resources identified and secured

		individual, families and communities.	Youth violence – which will be linked to the disruption of ‘gang activity’ emerging in the East End of Glasgow Or Study of ‘repeat victimisation’ which will link into the wider place based work	
Domestic Violence	The development of an intervention programme to address the attitudes of young men involved in violence.	There is currently no prevention program specifically aimed at targeting the prevailing attitudes and behaviours of young men which become major factors in domestic abuse or amongst groups of young men who are involved in other violent behaviour or are at risk of becoming violent.	Develop group work sessions amongst the target cohort – testing the initial lesson plans within a development group Identify full pilot – test and evaluate Fine-tune the programme and develop a scalable deployment model	Quarterly updates on progress, to both the Scottish Government and VRU Governance Board. Feedback from training evaluations and focus groups Evaluate on effectiveness outside of the training and development environment.
Youth Violence	Target the increasing levels of youth and ‘gang’ violence which is becoming evident across Scotland, and Glasgow in the main, potentially resulting from the COVID pandemic reduction in services and support <i>(see appendix 1)</i>	Over the last 6 months there has been an escalation of the level of violence and what is perceived to be ‘gang’ activity amongst young people across the country (with the largest known concentration in the East End of Glasgow). The prevalent age group appears to be younger than was witnessed in previous gang work (CIRV), but also less developed and therefore potentially more open to change and support at this stage. However, it is acknowledged that this is a small window of opportunity and this may change.	Develop a You Decide Team specifically to address potential increases in youth violence and youth gangs. Increase the level of mentoring and support available to young people and families caught up in the cycle of violence Identify educational opportunities for prevention activity and work with deliver partners to establish a more targeted delivery model for those involved in violence. Work with local organisations to identify opportunities to support the	Quarterly updates on progress, to both the Scottish Government and VRU Governance Board. Appropriate Evaluations Police Intelligence and Analytical products (internal use only)

		<p>There is also anecdotal evidence to support (intelligence from community organisations) the contention that this violence has developed from a lack of resources and support in communities as a result of Covid.</p>	<p>change and development of the young people wishing to change their life.</p> <p>If required – developed bespoke responses to address underlying drivers</p> <p>Work with local policing on linking up with tactical responses</p>	
Prisons	<p>The VRU is engaged with a number of different projects across the prison estate in Scotland.</p>	<p>Supporting the tertiary prevention and rehabilitation within the secure estate in Scotland presents an opportunity to work to cha ?</p>	<p>HMP Edinburgh: leading working groups on how to transform it into a trauma informed and practicing environment</p> <p>HMP Glenochil,: working with the prison to look at alternative approaches to reduce violence in the estate.</p> <p>Perth Prison: looking at the additional support needs for those on remand after they return to the community</p> <p>Polmont Young Offenders: working with the link officers to build bespoke liberation and reintegration plans for those returning to the community.</p> <p>(see appendix 2 for further information)</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Specific project development and evaluations such as the review of remand prison support in Perth will be reported separately.</p>
Trauma Informed Justice	<p>To aid in the training and support of trauma informed practices</p>	<p>As the push towards trauma informed practice with the justice field becomes more apparent. There is a need top upskill and</p>	<p>Over the next year the VRU will be working across multiple areas within justice supporting the delivery of training and support in areas such as</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p>

	within the Justice System	advocate for this 'new' thinking. Our aim is to influence how individuals are treated within the justice system irrespective of status (victim, offender, suspect or witness)	<p>Trauma informed Lawyers – supporting training and development</p> <p>Fiscal and Sheriffs in Ayrshire – supporting training and development</p> <p>Scottish Legal Aid Board – Supporting training and development looking the potential for person centred support services such as 'navigator' as alternative to prosecution</p> <p>Police in Ayrshire – as the Ayrshire Division reignites their trauma informed approach the VRU will support activity and training in the Division to provide and exemplar.</p>	Individual internal evaluations will be undertaken if the projects develop beyond initial training and awareness.
--	---------------------------	---	---	---

Action 3: Place Based Approaches

Workstreams	Summary	Justification	Actions	Evaluation & Reporting
Glasgow North	In support of the place based approach in Glasgow North	The Glasgow North area hosts some of Scotland's poorest communities including Possil, Springburn and Saracen. Aside from significant problems with violence, crime, disorder and organised crime there are	<p>Upskill existing Youth services in the area to provide mentoring and support for young people involved in violence. Provide a means to initiate joint working and eradicate duplication</p> <p>Develop the Springburn Community using an assets based approach</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Details of networks and partner organisations</p> <p>Evaluations for new programming work</p>

		<p>significant health and social challenges evident too:</p> <ul style="list-style-type: none"> - high levels of unemployment - income deprivation - lower life expectancy - lower healthy life expectancy, and - high levels of all types of addiction <p>Young people are more likely to:</p> <ul style="list-style-type: none"> - live in households with low incomes - perform appreciably worse in school with lower levels of attainment, and - not be in employment, education or training 	<p>Develop the relationship with the local primary schools to provide support and access to training</p> <p>Create new service networks to support small to medium community organisations – connecting agencies and services together of all sizes to help deliver better outcomes for those that need it most and more efficient use of resources</p> <p>Secure funding for the You Decide Team (Community Navigator) and develop the expansion model based on a ‘franchise lite’ approach.</p> <p>Consolidate learning and partnership opportunities into viable workstreams</p>	<p>Review of the local population level stats</p> <p>Capture the local stories of change</p>
Ayr Wallacetown	Developing the Community level response in the Wallacetown area of Ayr.	The Wallacetown area of Ayr represents a significant challenge. It is an outlier in the area with much higher levels of crime and violence. The levels of poverty, unemployment and deprivation are also significant. The local council and partner organisations including policing have struggled to address this issue for several	<p>In partnership with local community organisation establish the You Decide community navigators in the area.</p> <p>Use an asset based approach as the methodology for engagement.</p> <p>Create a local multi-agency service hub, sharing information and working in concert to address long standing issues</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>SIPR funded Academic Study – Hidden Voices</p>

		years and measurements of deprivation and allied issues continue to cause concern.		
<i>Capture and Cascade</i>	<i>Understand the learning gathered from the different approaches used and how they interact with each other</i>	<i>Understanding what is being delivered and why has it worked or NOT worked</i>	<i>Production of documentation for example; Evaluations, how to guides, practice notes and blogs</i>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Published materials including but not exclusively</p> <ol style="list-style-type: none"> 1. Help the helpers implementation guide (Q2 2022) 2. Evaluation of help the helper (Q1 2022) 3. implementation and practice notes for You decide (Q2 2022) 4. Practice Notes and Blogs for Community Navigator (tbc) 5. Practice Notes and Implementation Guides for Mentoring challenging clients (Q3 2022) 6. Stories or change and blogs from the asset based sites (date tbc)
You Decide Team (YDT)	Expansion of the You Decide model across the country	With very high levels of interest in this community based programme there is an opportunity to develop a franchise model of interventions that will adopt the basic principles of the trauma informed, community focused, approach	<p>Utilise the learning from the initial pilot in Glasgow North as a service delivery template</p> <p>Utilise potential secondary delivery sites in Ayr and Dundee to understand the franchise model and establish the VRU- local governance model for use elsewhere.</p> <p>Local partnerships in Dundee with Alexander Community Development, Street Soccer and other organisations are joint building the proposition with the VRU.</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Expansion Template for use in franchised deployment</p> <p>Quantitative evaluation on numbers and basic outcomes</p>

			<p>In Ayrshire; the Riverside Community Trust are supporting the development of the YDT</p> <p>Identify further expansion opportunities in partnership with local services where funding is available and the need is established.</p>	
--	--	--	--	--

Action 4: Expanding the Approach

Workstreams	Summary	Justification	Actions	Evaluation & Reporting
Further Establishing local footprints	Over the year the VRU will continue to look at extending its geographic footprint.	Primarily but not exclusively through partnership with Police Scotland the VRU has been able to extend the delivery of programming work away from West Central Scotland. This has been effective on two counts: firstly, it has enabled a more local approach using local groups, local people and local communities to tackle local issues. Secondly, the VRU has been able to increase the range of partners with whom it operates and foster positive working relationships across the country, on many occasions linking organisations with similar aims and objectives to share learning.	<p>Develop the potential of supporting further developments of VRU style prevention hub activity in Caithness and North East Scotland through local partnership with Policing and other services</p> <p>Develop relationships with local service delivery partners.</p> <p>Liaise with local Police Commanders and PPCW to identify further partnership opportunities</p> <p>Work with PPCW to determine the effectiveness of the prevention hubs and the impact on Police Scotland and other services.</p>	Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.

Ayrshire	To increase the local delivery of prevention activity across the whole of Ayrshire.	Ayrshire presents an opportunity to deliver in both rural and urban settings, this allows us to test out the effectiveness of a more localised support. Ayrshire also benefits from having a number of VRU and VRU inspired projects including hospital navigator, community navigator, assets (previously delivered in NW Kilmarnock) and the Trauma Informed police division training allied to our Wallacetown base.	<p>(Ayrshire based activity not mentioned elsewhere within the delivery plan)</p> <p>Looking out for you project: the project aims to make use of the developing Open Doors facility and a dedicated police officer working alongside local peer support workers to engage those at risk of re-offending and link them with relevant support. Ongoing actions include developing the supporting partnership relationships and develop an evaluation framework.</p> <p>In North Ayrshire we are establishing connections with the Recovery Café and a new mental health project initiated by the UK charity 'Leaders Unlocked'.</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Evaluations for bespoke programming activity and partnership delivery</p>
Dundee	Using a public health approach to address the drivers of violence and other connected social problems.	<p>This joint approach funded directly by Police Scotland through the long term secondment of a Police Inspector to the SVRU is looking at the drivers of the complex local problems evident in the area.</p> <p>The position is funded on a year to year basis agreed annually with Divisional Commander and the area ACC.</p>	<p>(Dundee and Tayside based activity not mentioned elsewhere within the delivery plan)</p> <p>Support the potential development of a CRIB (see Edinburgh) style intervention with the DD8 organisation,</p> <p>Building positive pathways to recovery from addiction/ criminality and reoffending/ mental health/social inequalities. Provide positive pathways</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Evaluations for new and novel approaches</p>

		<p>The remit of this role, whilst still relating to violence and its causes, also enables engagement with other social challenges where public health approaches may have some impact, such as drugs deaths. The interconnectivity of the challenges and the drivers suggests that by tackling issues such as mental health, addiction and poverty benefit will derive across a range of measures including a reduction in violence</p>	<p>to employment/ Education/Trauma informed Practice.</p> <p>Work with the local delivery partners to support the roll out of the Recovery App across Tayside and Angus.</p> <p>Continue to work with the “What Matters 2 U” initiative to scope out family intervention programmes after the success of Lendrick Muir weekend and other family activity.</p> <p>Building networks between services and communities to reduce the</p>	
Edinburgh and the East	To increase the local delivery of prevention activity across the whole of the City of Edinburgh and its environs	<p>Working with local organisations and other providers to support various different violence prevention initiatives in the East of the Country. Traditionally most VRU test and learn programmes occurred in West due primarily to geographic location, by expanding into the East we are able to develop local programmes and influence local activity and partnerships better.</p>	<p>(Edinburgh and the East based activity not mentioned elsewhere within the delivery plan)</p> <p>Support the Waverly Garden project which will adapt the old signal box into a multi-use space including potential social enterprise café. To provide support and help to vulnerable people including those with mental health and addiction needs.</p> <p>Work with East Lothians Council to support a multi-agency plan to address ASB, Youth Disorder, Violence and Weapon carrying.</p> <p>Supporting and working with Heavy Sound in the ongoing CRIB (Community Reach and Inclusion Bus) project</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Specialist evaluations for specific programmes including the effects of the Crib bus in the community</p>

			<p>(including the development of a 2nd Bus).</p> <p>Provide support to Cyrenians charity in their Keeping Families Together project, which looks to improve intra family relationships...to address ASB and violent behaviour.</p>	
--	--	--	---	--

Action 5: Thought Leadership

Workstreams	Summary	Justification	Actions	Evaluation & Reporting
Development and ongoing maintenance of online toolkit	To develop an easy to use site containing evaluated programmes and implementation instructions	To improve the knowledge and the use of evidenced based activity to reduce violence	<p>Collate and evaluate the programme material from established evidence</p> <p>Develop guidance template</p> <p>Develop VRU website to host toolkit</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Updated toolkit template to be made available on the website by the end of Q2 2022</p> <p>Post implementation – website traffic feedback and user surveys</p>
Develop training solutions to support front-line delivery of violence prevention activity	By working with frontline partners in violence prevention, there is often a need for training in a variety of specialist areas.	The VRU cannot change and reduce violence in Scotland without the aid, support and hard work of the numerous people and services across the country. With that there is a need to develop training in areas that support this activity	<p>Continue to review existing training and work with partners to identify new opportunities.</p> <p>Examples...not exhaustive</p> <ol style="list-style-type: none"> 1. Support the development of new violence prevention training for young people. 	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Training evaluations</p>

			<ol style="list-style-type: none"> 2. Support colleagues in the refinement of the Bystander programmes – including but not explicitly those dealing with sexual assault and spiking 3. Support the National Violence Board and PPCW in the development of Campus Officers. (Dependent on the future of campus officers) 4. Work with industry professionals and service leads to identify training opportunities in social media 	
Work with service providers including policing to develop public health responses	To encourage the uptake of violence reduction activity and the principles of the public health approach across other organisations	It is imperative that with the potential of reducing budgets over the next few years as a result of covid, there is a danger that organisations will concentrate on their core deliverables and not on the wider prevention agenda. The VRU needs to continue championing the wider public health approach and aid organisations in the delivery of more holistic approaches	<p>At national level engage with key decision makers and service managers to identify further opportunities for prevention activity. Over the next year we need to ensure that violence and the causes of violence remain on agendas and prioritised alongside other key concerns such as drugs deaths, mental health and post covid recovery. As the VRU we will be helping to lead the conversation and provide the evidence of what works to help steer the responses.</p> <p>Work with local teams including but not exclusively, social work, police, teachers, health, third sector and local communities to aid, support and encourage preventative approaches</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Evaluations for new and novel approaches</p>
Moving Programmes and Activities	To ensure the continuation of successful	To enable the SVRU to develop and support new programmes of work and innovation,	Braveheart Industries: Street and Arrow	Team Meetings and

<p>from pilot programmes post status development and pilot stage.</p>	<p>programmes have to be regularly assessed on their viability and their effectiveness. Secondly, effective programmes should, where possible, be cascaded and implemented within other structures and organisations for onward delivery.</p>	<p>The development of this programme has been a significant milestone and in turn enabled the development of other activities including the You decide programme, mentoring and gang intervention work. However, as relationships develop with the independent board of Braveheart and their proposed recruitment of staff to develop the organisation, the SVRU will look to lessen the organisational support without losing the important policing link in supporting aims and objectives of the programme. Our connection to BHI remains an important asset for the VRU</p> <p>Help the Helpers A trauma informed support programme, initially developed by the VRU during the early months of the pandemic to provide a training product that would support front line staff across sectors to help them deal with stress, pressures and trauma that community exposure to Covid-19 has brought.....this programme also develops relationships and joint working between agencies. Built on a train the trainer model, external funding is being sought in association with the (Health and Social Care) Alliance to build on the successful delivery of pilot activity and to expand across the country.</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Braveheart: independent reporting to BHI Board</p> <p>Help the Helpers: level of reporting information will be dependent on the status of the project with the ALLIANCE.</p>
---	---	--	---

			Depending on the outcome of the status of external funding and partnership with the Alliance then this may change project status	
CPDs and other Training	Provide opportunities for learning and bringing together specialists to share best practice	<p>To improve the knowledge and the delivery of programmes across Scotland</p> <p>To participate in appropriate conferences and seminars</p>	<p>Develop online CPD material in support of campus officers – the constant refresh of officers working in this area necessitates not only a continual training on areas such as bystander, ACEs etc. but also ensuring that officers remain up to date in new practices in CSE and HSB and are provided with an understanding of prevention activity.</p> <p>To participate in appropriate conferences and seminars</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>CPD feedback</p> <p>Conference/seminar training feedback</p>
Advocacy	Continue to work to deliver a message of effective evidenced based activity addressing the drivers of violence.	<p>There is no one single solution to violence. The multitude of drivers and structural challenges prevent any one agency or service from being able to ‘solve’ the problem.</p> <p>The SVRU remains committed to educating, informing and creating networks to enable those working to reduce violence in all its forms.</p>	Expand SVRU networks and spheres of influence to increase the opportunities to reduce violence in Scotland.	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Quarterly feedback on meetings, conferences, workshops etc.</p>
National Violence Prevention Conference	To deliver a National Conference that will look to bring together examples of innovative and effective activity to help shape policy and action.	<p>It has been a 5 years since SVRU has held a national conference, During that time we have seen the public health agenda grow into different areas and the growth of the VRU approach in neighbouring countries.</p> <p>This conference will give us the opportunity to share best</p>	To plan for an in person conference in late Q2 early Q3 – depending on covid restrictions at the time.	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>To host either an in person or online conference</p>

		<p>practice, create new alliances and new networks as well as improve learning and upskill those working to prevent violence.</p> <p>A conference had been planned for mid 2020 but was cancelled due to COVID with a number of online seminars being utilised as an alternative.</p>		
Leadership programmes	To work with other organisations to inform and improve the knowledge on public health and trauma informed approaches	<p>Leadership is required at all levels to deal with the causes and consequences of violence. By engaging with those who both have the ability and remit to make improvements and deliver a more informed service. This is critical to the delivery of effective interventions that are sustainable. Moreover, leadership goes beyond organisational position it is also about working with those who experience the challenges at the front end to raise their voices and enable action.</p>	<p>Over the next year the VRU will engage with a number of programmes to encourage better leadership training including. ??</p> <p>The collaborative leadership model and further partnerships with business schools</p> <p>Assess the potential for developing a young leader's programme of work. By identifying potential young leaders from vulnerable communities</p>	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Report back on the VRUs participation in the development of the programmes. Numbers, activity, partnerships etc</p>
Networks	Working and supporting external networks	By collaborating in external networks the VRU has both the ability to learn from others and shape policies and strategies if required.	To work with and support mutual learning within the wider VRU Network in the UK. To share best practice and operational learning of threats, risks and opportunities as well as provide a unified response on cross cutting and politically reserved issues.	<p>Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.</p> <p>Report on events, meetings and activities.</p> <p>Including VRU network events, Hackathons and other shared learning experiences.</p>

			<p>The Hope Collective: By working with the hope collective and their growing cohort of partners. There is an opportunity to create long term community based solutions designed and driven by young people.</p> <p>There is potential to create a Scottish Hope Collective, a range of organisations working together to provide hope and opportunity for young people and linked to the wider UK collective.</p>	
--	--	--	--	--

Action 6: Joining the Dots

Workstreams	Summary	Justification	Actions	Evaluation & Reporting
Locally	To work with partners at local level to improve service delivery and reduce silo approaches.	Working to deliver productive partnerships at a local level will enable a more targeted approach. Utilising the joint assets and skills at a local level will provide a more effective and sustainable response to violence and its causes.	<p>To work in partnership at either a project level or place based level to address the complexity of the specific challenges.</p> <ol style="list-style-type: none"> 1. For example.: working with churches, community groups and local schools to address social isolation and victimisation 	Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.
Service level	To work with services including policing, social work, health local councils and third sector organisations to improve service	Working to deliver productive partnerships at a local level will enable a more targeted approach. By identifying operational responsibilities and encouraging better partnership working we will aim to address and reduce silo	To work with statutory partners to support the development of more collaborative approaches through partnership working and reducing internal barriers and silos.	Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.

	delivery and reduce silo approaches.	working and provide an improved and more effective service	For example.: internally work with Police Scotland to identify opportunities for PPCW and divisional resources to adopt a more preventative approach	
Nationally	In partnership with the Scottish Government, develop a cross cutting National Framework for violence prevention.	The causes of violence are multi-faceted and the effects are wide reaching with violence impacting on our health (physical and mental), wealth and happiness, There needs to be a greater emphasis on prevention across sectors. Communities and those on the ground delivering key services and aid need to be supported to deliver this and not impeded because the 'system' is not agile enough to deal with the complexity.	The development of new framework in partnership with the Scottish Government Work with the SPA to identify opportunities for prevention across partner services and where required aid in the development of the framework	Scottish Government Framework Quarterly updates on progress, to both the Scottish Government and VRU Governance Board.

2022/2023 Proposed Budget

It is proposed that the total budget for the Violence Reduction Unit for 2022/2023 is **£1,170,500.00**, this represents a 12% increase on the budget allocated 2021/22. The breakdown of the budget is below

Proposed Budget	
VRU Staffing (Police Scotland) ²	£810,900
VRU Staffing (Other Organisations)	£93,840
Workstreams (Actions)	
Better Use of Data	£0
Addressing Vulnerabilities	£30,000
Place Based Approaches	£30,000
Expanding the Delivery	£10,000
Thought Leadership	£10,000
Joining the Dots	£0
YDT Young People	£100,000
Custody Nav 2 nd Test Site	£40,000
Operational Budget	£45,760
Total Budget	£1,170,500

Staffing Police Scotland		Staffing External	
Director	Niven Rennie	One Community Project Manager	S38(1)(b)
Deputy Head	Will Linden	Violence Reduction development Officer	S38(1)(b)
Chief Inspector	Alastair Muir	Violence Reduction development Officer	S38(1)(b)
Comms Manager 0.5fte	S38(1)(b)		
Comms Manager 0.5fte	S38(1)(b)		
Admin Manager	S38(1)(b)		
Inspector	S38(1)(b)		
Inspector	S38(1)(b)		
Inspector	S38(1)(b)		
Project Manager	S38(1)(b)		
Sergeant	S38(1)(b)		
Training Development Officer	S38(1)(b)		
Researcher	S38(1)(b)		
Online Development Officer	S38(1)(b)		
Admin Assistant	S38(1)(b)		

Project specific funding is allocated to the individual workstreams/actions to support the development of the projects and the specific outcomes as determined by the overall Violence Reduction Unit strategy. £92k has been allocated from specific workstreams into salary expenses for external staff as these roles contribute across multiple workstreams and are not project specific with the exception of the One Community Project Manager.

² Scottish Government funds 2 Inspectors & 1 Inspector is covered through Police Scotland

Appendix 1

Proposed development of young persons You Decide Team (YDT) to address Gang Violence.

Over the last year, there has been some concern over the potential rise of youth gang violence in Glasgow and surrounding areas. The SVRU, alongside community partners, have been working in the communities and schools where the issues were being flagged. During this period, it became clear that although the problem is not at the same scale as the territorial gangs witnessed in Glasgow's recent history, the interpersonal violence is returning in all be it more sporadic form.

During the assessment phase, the VRU and partners introduced several interventions to help reduce the issues. Key to these interventions was the deployment of navigators and peer advisors to provide intensive support to those young people who were most at risk and give aid and assistance to youth workers and schools whilst working with young people caught in a cycle but not yet fully involved.

Over the last six months, there has been a heightened awareness of group interpersonal violence fuelled by the increasing number of social media content where young people are posing holding weapons (mix of real and fake). This increased awareness has resulted in calls for support from across Glasgow and surrounding areas such as North Lanarkshire.

Proposal £100,000

Working with those most at risk and providing specialist support to the various other organisations allows working with the young people and partner organisations to prevent a return to the territorial violence witnessed in Glasgow (and beyond) previously.

The You Decide Team approach has proven to be effective in addressing group violence previously and has been deployed in Glasgow East with significant effect following the homicide of Justin Mclaughlin.

It is proposed that a specialised community navigator (YDT) team be created to target young people involved in the chaotic lifestyle. This team will operate primarily in Glasgow East; however, it will have a remit for the wider Greater Glasgow through a referral system.

Proposed Team:

YDT Gangs Navigators (2): these navigators will provide mentoring, intensive support and navigation to those involved with the violence and their wider support network, including families, teachers etc.

Peer Advisor (1): Lived experience has proven to be a key component in developing trusting relationships and providing an authentic voice to support some of the standardised training used by schools, campus officers and youth work such as Nae Danger and Fearless.

VRU Development Officer: To provide oversight, guidance and partnership development.

The SVRU will provide broader support in media, training, evaluation and policing liaison.

Appendix 2

VRU – Collaboration with SPS and Partners in the prison estate

HMP Edinburgh

CRIB2 – The CRIB was a successful programme run within HMP Edinburgh whereby an end of life single deck bus was installed into the prison as part of the work, education and development rehabilitee work done to disrupt and alter the beliefs, behaviours, skills set and aspirations of members of the prison population. The bus was stripped and reconfigured by inmates supported by SPS staff, Heavy Sound, SVRU staff and external tradespeople.

The refitted bus was deployed to support community, particularly YP, services in East Lothian and Midlothian.

The CRIB2 is a repeat of that exercise, utilising the success and learning of the first one. The workforce for this project is taken from the developing ‘recovery café’ on the prison estate. As well as the original and established outcomes, it is planned that the practical and physical work will support the bonding of the group and provide additional opportunities to disrupt and challenge the participants while increasing emotional and social development; upskilling the group for return to their communities.

This work is visible and supported at the highest levels of SPS. The original bus received a prestigious national award and was included in the HMIP(S) report in 2020.

COVID and restrictions dependent this is to delivered c Spring 2023

Trauma-Informed Prison – The Governor has developed a 5-year plan to make HMP Edinburgh a Trauma-Informed Prison. The SVRU are early participants and contributors to this plan and delivery. The SVRU is represented on the Strategic Group and Co-Chairs the Lived Experience subgroup.

Also represented on the strategic group are SG, SPS Operations, SPS Psychologists, Advocating services, thorough care service providers, families' group reps, external inspecting groups and independent visitors/reporters.

This work is visible to and supported by SPS executive and SG directorate members.

The object is to deliver the change whilst capturing/reporting the pathway for adoption by further establishments and partners.

HMP Glenochil

Violence Reduction Group – There is an acknowledged issue with violence and disorder within these establishments. Recent staff moves have allowed for examining and altering existing SPS responses and activities. The SVRU is working with the Head of Operations and staff across the estate to challenge existing behaviours through a mix of intelligence-led enforcement and disruption and embedding engagement and prevention.

The establishment is ageing, and the CCTV could be updated.

This work is ongoing, and emphasis is on staff awareness and behaviours. The current secondary work is identifying and recruiting local Third Sector groups to build the throughcare and support in the establishment and on reintegration to the community.

The work is being led at a local level (Dep Governor and Head of Operations) and is being reported to SPS senior leadership.

HMP Polmont

The SVRU is working with SPS staff and PSoS liaison officers involved in education and work readiness of members of the prison community. The SVRU input supports existing work that acknowledges the young age and intellectual / emotional development opportunities of the inmates.

The catchment area for this establishment provides challenges to onsite support and reintegration support for returning citizens. Recent conversations have led to connections being made into services that are local to the liberation and settlement areas for individual prisoners.

This work is in early development and will be ongoing. No set delivery date or timescale.

SVRU input and investment is dependent on managing competing demands It is being led by Head of Offender Outcomes and Psychological Services, reporting to the Governor.

The PSOs liaison officer, working with SPS, is instrumental in delivering regular inputs and identifying opportunities for support on liberation and is reported via PPCW Division.

This work takes cognisance of the SG focus on age-specific justice and rehabilitation.

HMP Perth

Following meeting with Senior Management Team at HMP Perth and engagement with staff there are clear gaps in through care for prisoners on remand. Evidence suggests that prisoners on remand and who are released with no support only to find existing assistance they did have now cut off go on to re-offend and/or become involved in drug misuse, leading to involvement in acquisitive/violent crime.

Dundee City has the highest rate of remand prisoners in the country currently.

This is primarily a research project to understand better remand prisoners' journeys, which will be vital to developing more effective interventions and support packages to address the initial drivers and prevent potential further offending.

There will be a series of structured interviews with prisoners and those recently released from remand, informing subsequent recommendations to SPS/SPoS/Positive Connections Teams and encouraging further collaboration with 3rd Sector Agencies.