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Violence is preventable, not inevitable.

Business Plan Draft

2021 -2022

Version 3

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This document contains the proposed activity and financial request for the Scottish Violence Reduction Unit for 2021/22.

The current proposal is looking to secure funding of **£1,029,500** of which 86% is allocated to direct and indirect staffing costs, with a further 8% allocated to other project spend and 6% operational expenses. This total financial cost is equivalent to the funding allocated in 2020/2021¹ and any internal financial changes such as salary increases and job evaluations have been met by rebalancing the internal budget structure.

¹ In 2020/21 £946,500 was allocated to VRU and £64k allocated directly to MAV for VRU staff employed by MAV. These staff have been moved from MAV to other organisations but are still providing the same service for the VRU

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Introduction

The pattern of interpersonal violence seemed to be significantly affected by the pandemic and the status of the social controls such as stay home orders and the closure of licensed premises. We witnessed reductions in serious assaults and attempted murders, but potential increases in domestic abuse and child maltreatment have been a direct consequence of cohabitation during a 'lockdown'.

Whilst the recorded police figures may not fully reflect the growth of violence in the home, the calls for service to the various domestic abuse hotlines do. The effects of Covid -19 go beyond the lockdown and release strategy and the impact on interpersonal violence. With increasing food insecurity and reliance on food banks, persistent low-level trauma and anxiety brought on through fear of the virus, job losses, and bereavement; the cost has been high. Then there is the fiscal impact that will impact our services and our ability to respond for years.

Despite the doom and gloom, we have also witnessed the positive side of human nature in how people and communities responded to the challenge. As services retracted and attempted to pivot the prevailing conditions, community groups and volunteers stepped forward, developing networks and providing support for the community's most vulnerable people.

It is not possible to accurately determine how the covid-19 virus will play out and whether or not we face varying restrictions over the next few years, which will impact the behavioural patterns of violence. What is clear is that we must respond and understand the most effective ways of reducing violence and ensuring that we use the best evidence. We need to be more adaptive and sensitive to changes in the environment and the conditions that affect the level and type of violence, working with organisations to effect change, adopt best practices, and advocate for adopting principles and new effective ways of working.

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VRU Strategy

The name Violence Reduction Unit may not now be unique with the growth of 'VRUs' in England and Wales; however, our approach and our interconnectivity between Police and Government are. We have an advantage in Scotland in being so connected in that we can have the difficult conversations and think in a more holistic way across policy and strategic areas; this is critical to addressing the myriad of social challenges that existed pre-covid but has been amplified over the last year.

SIX ACTIONS FOR A SAFER SCOTLAND FOR ALL

As pioneers of the public health approach in addressing violence, we have identified the actions to enable the progress to a Safer Scotland free from violence. Grounding all of our actions in evidence and data, we will be able to use our finite resources best and will be able to work with communities and support them in the actions they identify. We will support the most vulnerable and work to prevent further violence.

The following proposal for SVRU activity in 2021/22 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's the potential for well-analysed data to offer substantial intelligence and insight that can be utilised to enhance 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 we can understand... WHY?

Working with analytical colleagues in policing, health, and government, we can improve the understanding of what is happening, and through our relationships within universities and academics across the world, we can understand what to do.

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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 inequalities or the impact of early years trauma is part of the many solutions, understanding the effects of poverty or the protective aspects of 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 the number of violent assaults and a reduction in the number of health problems.

The challenges and solutions are inter-connected, so it's crucial not to view challenges 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 relationships to our safety and success. So, we must take in the whole view when we look to solutions and not just 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 the 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 to improve the outcomes of some of the most vulnerable individuals and families.

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Action 4: Expanding the delivery

The VRU was created by the legacy Strathclyde Police in 2004/5 to tackle Glasgow's rising homicide rates. That year there had been 41 deaths in Glasgow alone. The need in the city to find a different approach to reduce violence was urgent. However, in 2006 the VRU was made into a national unit by the then Scottish Executive with a remit covering the entire country.

While we have retained our base in Glasgow, much of what we have done has had a national reach. For example, in our early years, we pushed for tougher laws around knife carrying. 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 across 29 local authority areas from Shetland to the Scottish Borders.

As part of the VRU delivery across Scotland, we will continue to work with our local teams in Ayrshire, Dundee, and Edinburgh with potential expansion in other areas. From experience, we recognise that a one size fits all approach is neither effective nor the best use of resources and a more bespoke approach should be adopted to effect change on a local level.

Action 5: Thought Leadership

The SVRU was set up with the instruction to 'think differently', and that is what we've sought to do throughout the last fifteen years. We have tried to look at violence from a different perspective, to see the causes not just the symptoms. We don't just want to take the 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 those initiatives that look most promising then testing and rolling out those that fit Scotland's needs best. In this process, we've benefitted enormously from a

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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 take from COVID-19, we must work together. 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. We know how successful, strong partnerships can be, so now is the time to forge alliances that can overcome violence and the devastation it causes.

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Action 1: Better Use of Data

Workstreams	Summary	Justification	Actions	Evaluation & Reporting
To work with Police Scotland and other partners to test out AI processes	Using initially Police Scotland data and reporting develop automated processes that will identified individuals at risk	The early identification of those whom we can intervene early and navigate away from a lifestyle of violence and other criminality is critical to the long term success of intervention and prevention programmes. Better identification at this stage will improve the chances of positive outcomes.	Develop proposals with the Data Science team at Police Scotland. In partnership with Police Scotland and Academic partners establish the identification algorithms Identify pathways post identification	This is a multi-stage programme of work with elements focused on identification and elements focussed on effectiveness Evaluation frameworks with be established to ensure the validity of the data modelling to ensure consistency etc. Post data modelling evaluation frameworks to establish the effectiveness of the process
Develop analytical priorities for violence	To work with Police Scotland Violence Board and the Analyst Performance Unit to suggest priorities for research	Police Scotland and the VRU are producing a joint strategic assessment of violence in Scotland. This document will help establish the strategic priorities for Police Scotland to tackle violence and identify other research opportunities to further the understanding of violence	Deliver the Police Scotland Violence Strategic Assessment May 2021 Identify further opportunities and priorities for research	Quarterly updates
Re-ignite the injury surveillance programme in Scotland	The use of Injury data has fallen off the agenda in Scotland since GDPR. With the establishing of Public Health Scotland there may be an opportunity to re-establish the protocols	There is a disconnect between the numbers of recorded violent assaults, hospital admissions, weapons possessions and victim survey data. The Emergency Medicine presentation data gives the best indication of numbers of serious violent assaults as well as any behavioural trends in violence.	Work with Public Health Scotland to re-establish the protocols and the impetus Develop the policing and analytical processes required to support the delivery	Reporting on the status of the approach, through quarterly updates
, University and Academic Research	Work in partnership with universities to improve the	The evidence base for evaluations in Scotland and the UK is improving, however, it still	Identify research opportunities and partners	Published research documents Successful research bids

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	knowledge base for violence prevention	requires significant further research. The most cost effective way of doing this is working with the universities to secure external research grants.	Help to secure external funding through a mix of activity partnership and or endorsements and letters of support.	
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Action 2: Addressing the Vulnerabilities

Workstreams	Summary	Justification	Actions	Evaluation & Reporting
Testing the 'Navigator' style approach in other settings	The Navigator A&E programme has been viewed as an example of good practice and has proven to be effective in supporting vulnerable people	By adapting the programme, and taking the key ingredients of person centred trauma informed care, it is possible to adapt to different environments	<p>Establish the effectiveness of the prison/community navigator in Ayrshire</p> <p>Establish the effectiveness of the Custody Navigator in Fife</p> <p>Test out and establish the community navigators in Glasgow North</p>	<p>Evaluation framework agreed with funding partners and the delivery agents. Due end 2021/2022 (Ayrshire pilot)</p> <p>Evaluation framework agreed with funding partners and the delivery agents. Due mid 2022 (Fife Pilot)</p> <p>Evaluation due Autumn 2022 (Glasgow North Pilot)</p>
Post-covid-19 develop new alcohol intervention strategy	The effects of covid-19 will be apparent for some time. There may be a need to identify new intervention pathways in respect of alcohol misuse and the contribution to violence	<p>The Global Drugs Study indicated that half of UK respondents had increased their alcohol consumption over the last year. This is despite the reductions in opportunities through the evening economy and 'social' events during lock downs.</p> <p>Depending on the status of the evening economy there is a greater risk of city and town centre violence with post-lockdown social drinking and</p>	<p>Liaise with Alcohol Focus Scotland and other partner organisations including Domestic Violence and Mental Health Charities etc. to develop a better understand of the effect that Covid-19 has had and where best to effect supportive change.</p> <p>City centre action plans need to be reviewed along with best bar none and other accreditation services to ensure that the services and environment is prepared for the potential system shock.</p>	<p>Monthly reporting</p> <p>Quarterly Scottish Government updates</p>

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		crowd behaviour being very unpredictable		
Development of the Help the Helper programme	During 2020/21 the VRU pivoted to create a programme to support frontline workers suffering with trauma (intensified through covid)	Frontline workers are unable to be fully effective if they are suffering from trauma. Dealing with vulnerable groups and people as well as potentially risky situations is even more challenging if you are transmitting your own trauma. The SVRU support programme was trialled and highly evaluated in Glasgow during the course of the pandemic	Develop and test a shortened version of the programme to establish any fidelity difference between programmes Identify potential delivery partners	Evaluate the training effectiveness Evaluate the effectiveness of the training on frontline workers
Supporting the Growth of the One Community Charity	The VRU One Community Programme has morphed into an independent charity in 2021.	The One Community programme initially began as supporting families from West Africa who were suffering from the effects of violence. It concentrated on issues such as FGM, Domestic Violence and Youth Violence/Gangs. It has now become a recognised 'third party' reporting agent and receives reports about numerous issues including human trafficking and homelessness. The newly formed independent charity will continue to address these issues supported by the VRU as well as adapt and grow to attract sustainable external funding.	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. Providing support and outreach for the victims of domestic violence for the new scots community Providing training and advice on cultural norms for young people who have recently entered into the country on issues such as weapons and equal rights in gender. Directing individuals to statutory and third sector agencies for support and guidance.	Monthly Project Updates Quarterly returns Evaluations of bespoke programmes – evaluation type will be dependent on the nature and scale of the activity

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<p>Bystander Activity</p>	<p>The continual development of the Bystander approach to ensure effective delivery across different settings</p>	<p>The success of the MVP programme and other bystander approaches such as AVDR (ASC) and “Who Are You?” has led to the growth and expansion of the programme into other areas</p>	<p>Continued development and roll out of training of Bystander in Workplace</p> <p>Delivery of Bystander Training for the evening economy</p> <p>Development of new domestic abuse training concentrating on the identification of abusive behaviour and interactions with potential abusers</p> <p>Providing support to MVP in the Schools where requested by Education Scotland</p>	<p>Depending on the nature of the programme evaluations can range from training evaluations to outcomes.</p> <p>This will be monitored through a mix of reports, monthly and quarterly updates</p>
<p>Mentoring</p>	<p>There has been a growth of mentoring in supporting those trying to change their lives around</p>	<p>With this growth in mentoring and the increasing demand there is a requirement to understand what works, adapt training and improve the product. Lived experience mentoring is incredibly powerful but requires some degree of standardisation and acknowledge training frameworks. Not everyone with ‘lived experience’ will make a good mentor.</p>	<p>Supporting the growth and development of the desistance mentoring in Street & Arrow.</p> <p>Working with organisations like the St Giles Trust to develop mentoring standards and qualifications underpinning professionalisation of the service</p> <p>To investigate the expansion of desistance and lived experience youth mentoring for young people at risk of involvement in serious crime And violence</p>	<p>Monthly project and quarterly feedbacks</p> <p>Assessment of the St Giles partnership for training</p>
<p>Repeat Victims targeted campaign</p>	<p>Media campaign that will use targeted social media to identified potential victims of violence (repeat) and</p>	<p>Less than 1% of the population account for over 60% of the victims</p>	<p>The development of a targeted social media campaign using the voices and stories of real people combined with animations</p>	<p>2 stage review</p> <p>Review of the campaign and effectiveness</p> <p>Review those referred to the Navigator service to measure any change</p>

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	provides links and sign posting for services		Develop landing pages for service details and supporting organisations If appropriate (based on location) provide details of community navigators for in person support)	
Work with NKBL to develop new prevention responses to increases in recorded weapons	Examining the best evidence behind the current increase in recorded weapon carrying to ensure that campaigns such as No Knives Better Lives remain effective.	Despite limited change in the number of serious violent assaults with a knife the increase in recorded weapons possession is a concern. The recent reviews by The Scottish Government (2019) confirmed that the age of offending had significantly increased, however, anecdotally there is now an emerging concern that some young people are turning back to weapons and, in particular, knives. This is under review and the evidence should be available in Q1 2021	Translate the evidence from the Police Scotland Violence Strategic Assessment into actionable prevention activity in partnership with partners such as NKBL and MAV etc. For substantive increases across other age/demographic groups new partners to be developed based on their access to the new target populations Understand the link between recording and real behaviour change Reinstatement of Injury Surveillance	Develop new weapons action plan based on the up to date position Monthly Project Quarterly reports to SG Police Figures
Prison Based Trauma Work	Expansion of the community trauma 'help the helpers' programmes	To enable a more holistic trauma informed response from prison staff dealing with habitually violent prisoners. Post-covid examine with the prisons the possibility of extending this to prisoners	Zoom training – to develop the prisons own in house skills – Dumfries prison Review effectiveness as well as outcomes and develop expansion plan if applicable Examine the throughcare position for remand prisoners. Looking at the Ayrshire Community Navigator project as potential learning.	Training evaluation

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Action 3: Place Based Approaches

Workstreams	Summary	Justification	Actions	Evaluation & Reporting
Glasgow North	In support of the place based approach in Glasgow North	<p>The Glasgow North area has some of Scotland’s most deprived areas including Possil and Saracen. Aside from the significant problems with violence, crime, disorder and organised crime there significant health and social challenges</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 	<p>Upskill the 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>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>Develop the community navigator model to provide support to those either vulnerable to violence or wishing to a more positive outcome.</p> <p>Identify partners and funding to support the delivery of the different projects.</p>	<p>Monthly and Quarterly reporting on individual workstreams</p> <p>Details of networks and partner organisations</p> <p>Evaluations for new programming work</p> <p>Review of the local population level stats</p> <p>Capture the local stories of change</p>

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		- not be in employment, education or training		
Ayr Wallacetown	To establish a community approach to addressing the complex challenges of 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 is significant. The local council and partner organisations including policing have struggled to address this issue for several years and measurements of deprivation and allied issues continue to decline.	As part of the wider Ayrshire delivery the VRU will work in partnership with local delivery services. The VRU will work with both the services and the communities directly adopting an Assets approach to help bridge the gap and understand where best a difference can be made. Early plans include identify steering group of local people for an online working group to develop plans for an in person community event later in the year	Monthly and Quarterly reports
Capture and Cascade	Understand the learning gathered from the different approaches used and how they interact with each other	Understanding what is being delivered and why has it worked or NOT worked	Production of documentation for example; Evaluations, how to guides, practice notes and blogs	Monthly and Quarterly reports Published materials including but not exclusively <ol style="list-style-type: none"> 1. help the helpers implementation guide 2. Evaluation of help the helper 3. implementation and practice notes for You decide 4. Practice Notes and Blogs for Community Navigator 5. Practice Notes and Imp[lamentation Guides for Mentoring challenging clients 6. Stories or change and blogs from the asset based sites

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Action 4: Expanding the Approach

Workstreams	Summary	Justification	Actions	Evaluation & Reporting
Further Establishing local footprints	Over the next year the VRU will be looking to extend its geographic footprint.	Primarily but not exclusively through 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 and foster positive working relationships	<p>Develop the potential of supporting the Caithness area through local partnership with Policing</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> <p>If applicable determine next locations</p>	Monthly and Quarterly reporting
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. To test out the effectiveness of a more localised support. Ayrshire also benefits from having a number of VRU and VRU inspired projects including community navigator, assets (previously NW	<p>Work with existing projects to ensure continuity and fidelity.</p> <p>Support the partnership from an assets based perspective looking at the challenges in Wallacetown</p>	<p>Monthly and Quarterly reporting</p> <p>Evaluations for bespoke programming activity and partnership delivery</p> <p>A Benefits review of the overall approach to help support decisions on whether or not it is an effective use of police resources etc.</p>

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		Kilmarnock) and the Trauma Informed Division training.	Develop local partnerships and identify new opportunities to develop violence prevention responses	
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 is looking at the drivers of the complex local problems.</p> <p>This position is funded on a year to year basis agreed annually with Divisional Commander and ACC.</p> <p>The remit of this role whilst is still relating to violence and its causes. It is also engaged 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, poverty etc it will benefit a number of areas including violence</p>	<p>Examine the possibility of working in partnership with an existing organisation to develop a social enterprise to support those wishing to change their lives, using a supportive model similar to Street & Arrow.</p> <p>Build positive pathways to recovery from addiction/ criminality and reoffending/ mental health/social inequalities. Provide positive pathways to employment/ Education/Trauma informed Practice. – By working with the Lochee Hub to increase specialist outreach</p> <p>Test and Evaluate the effectiveness of the Recovery App. For potential inclusion on devices of Dundee Officers.</p> <p>In partnership with “What Matters 2 U” initiative scope out family intervention programmes (spring summer – covid dependent) –working with Columbia 1400 and the Hunter Foundation to help support families with young people at the risk of being accommodated.</p>	<p>Monthly and Quarterly reporting</p> <p>Evaluations for new and novel approaches</p>
Edinburgh	To increase the local delivery of prevention	Working with local organisations and other providers to support	Working with Heavy Sound and SPS to develop the second Crib Bus	Monthly and Quarterly reporting

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	activity across the whole of the City of Edinburgh	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 away from the West and influence local activity and partnerships better.	<p>To continue working with NHS Lothians to develop employability support for individuals looking to move away from criminality</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>	Specialist evaluations for specific programmes including the effects of the Crib bus in the community
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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>Monthly and Quarterly reports on status</p> <p>Post implementation – website traffic feedback and user surveys</p> <p>Launch initial tool kit Q3 2021</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>Assess current training materials in areas such as Bystander, Trauma and Domestic abuse, etc.</p> <p>Ensure all training is up to date and properly documented</p> <p>Identify new related training programmes</p>	<p>Monthly and quarterly feedback</p> <p>Training evaluations</p>

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			Develop Covid compliant remote learning versions of all training as well as face to face versions	
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 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	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 priorities alongside other key concerns such as drugs deaths, mental health and post covid recovery. As the VRU we should be helping to lead the conversation and provide the evidence of what works to help steer the responses. At a local level 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	Monthly and Quarterly reporting Evaluations for new and novel approaches
CPDs and other Training	Provide opportunities for learning and bringing together specialists to share best practice	To improve the knowledge and the delivery of programmes across Scotland To participate in appropriate conferences and seminars	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 To participate in appropriate conferences and seminars	CPD feedback Conference/seminar training feedback

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Action 6: Joining the Dots

Workstreams	Summary	Justification	Actions	Evaluation & Reporting
The creation of a multi-agency strategy for tackling violence in Scotland	There have been a number of strategies developed for addressing violence in Scotland including those from Public Health and Police Scotland. However, there is a need to have a much more holistic approach that considers the wider issues and what can be done. Stand alone organisational strategies will have limited success as they do not cover the full range of services required	With the impact of Covid, and the potential social and financial recovery that will follow, tackling violence remains a priority. However, there is need to develop a more collaborative approach across numerous organisations and determine where best to make an impact. Many of the challenges that cause the conditions which drive violence are not within the gift of any one agency. Only by establishing a joint assessment and agreed action plan can we begin to address some of the big social challenges.	<ol style="list-style-type: none">1. Establish the working group2. Agree the scope and terms of reference and timelines Establish individual workstreams and priorities areas3. Agree deliverables and products	Quarterly feedback on progress Meeting minutes Production of agreed documentation

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2021/2022 Proposed Budget

It is proposed that the total budget for the Violence Reduction Unit for 2021/2022 is **£1,029,500.00**, this represents no change on the budget allocated 2020/21². The breakdown of the budget is below

Proposed Budget	
VRU Staffing (Police Scotland) ³	£795,000
VRU Staffing (Other Organisations)	£92,000
Workstreams (Actions)	
Better Use of Data	£0
Addressing Vulnerabilities	£24,000
Place Based Approaches	£25,000
Expanding the Delivery	£30,000
Thought Leadership	£5,000
Joining the Dots	£0
Operational Budget	£58,500
Total Budget	£1,029,500

Staffing (Police Scotland)	Staffing (external)
Director	One Community Project Manager
Deputy Head	Mentoring and Trauma Specialist
Chief Inspector	Violence Reduction Development Officer
Comms Manager (2 * 0.5 fte)	
Admin Manager	
Inspector (3)	
Sergeant	
Project Manager	
Online Development Officer	
Researcher	
Admin Assistant	

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 In 2020/21 £946,500 was allocated to VRU and £64k allocated directly to MAV for VRU staff employed by MAV. These staff have been moved from MAV to other organisations but are still providing the same service for the VRU

³ Scottish Government funds 2 Inspectors & 1 Inspector is covered through Police Scotland

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