

**VIOLENCE  
REDUCTION  
NETWORK**

PREVENTION THROUGH  
CONNECTION



**POLICE & CRIME  
COMMISSIONER**  
For Leicester,  
Leicestershire & Rutland  
Your Communities - Your Commissioner



Leicester, Leicestershire & Rutland's  
Office of the Police & Crime Commissioner

# COMMUNITY LEADERSHIP PROGRAMME



**JONES  
CONSULTING**

# Investing in Communities

Communities are in an ideal position to prevent and reduce crime and violence and supporting them to play their part is one of the best ways to effect long term sustainable change. With this in mind, the Office of the Police and Crime Commissioner (OPCC) for Leicester, Leicestershire and Rutland and the local Violence Reduction Network (VRN) established its first Community Leadership Programme in 2020.



*"The leadership programme demonstrates what a rich set of skills and experience we have in our communities. It enables dedicated people who understand and value their own communities to offer even more to them than they are already. By adding to their knowledge, skills and relationships they can become even more powerful leaders for positive change."*

Simon Down,  
Acting Chief Executive,  
OPCC

The principal aim of the programme is to provide local community leaders with access to a high-quality course which enables them to develop their leadership style, knowledge and skills and apply this to their work with the purpose of building stronger and safer communities. A second aim is to establish and grow a network of local leaders who will provide peer support and work collaboratively

with the OPCC and VRN in our shared determination to make our communities safer. By investing in the expertise and experience of local community leaders who already hold positive relationships with people in their communities, our hope is that the benefits of the programme will remain part of these communities for years to come.

Our delivery partner for the programme is Jones Consulting Ltd who won the contract following a competitive process. Bringing a breadth of expertise, they led the design and delivery of this comprehensive programme. Twenty community leaders were successful in their application to join the first programme and eighteen successfully completed it in April 2021.

The shared experience of this first programme has been incredible, with community leaders, Jones Consulting and the OPCC and VRN learning from one another throughout the sixteen weeks of the programme. This learning is being used to shape future programmes, as well as how we intend to continue to work together.

# The Journey So Far

The first cohort of the Programme secured their places in November 2020 and commenced their first module in December 2020.



## A summary of the programme

- Induction & getting to know each other
- 5 learning modules – split into 120-minute weekly sessions
- Delivered over 16 weeks
- Easy to access online Leadership Academy via a learning platform
- Project development support
- Individual coaching / mentoring sessions
- Regular review and evaluation
- Learning log (reflective diary)
- A celebration “showcase event” to mark the leaders’ graduation



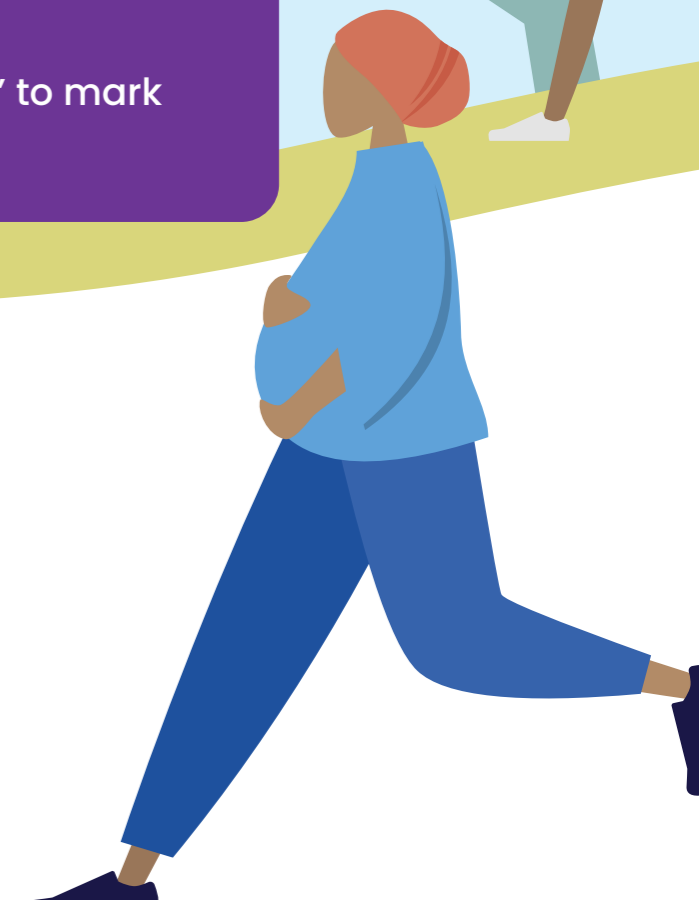
The COVID-19 pandemic shaped how the Programme was delivered, requiring the leaders and Jones Consulting to adapt new ways of working.

Due to restrictions the programme was delivered exclusively online. Despite this and some early challenges, leaders quickly built great relationships with one another and

with the trainers, who were flexible in their approach to support online learning.

There were also some unintended benefits from running sessions virtually, for example leaders were more able to manage attendance and participation around their busy schedules and personal commitments.

All leaders were given access to an online learning platform, where materials such as slides, videos, templates and exercises were updated each week. In addition, each had two individual coaching sessions which focused on applying their learning to their own situation and setting.



# The Modules

Each learning module covered important elements for leaders to develop their own skills and leadership styles, but also gave them practical information about developing, delivering and evaluating the impact of their own projects.

Sessions were also designed to allow for open discussions and reflections on their own work and experiences thereby supporting contextual learning.

Developed and designed by Jones Consulting in collaboration with the OPCC and VRN the modules covered the following areas:



Theme of module	Areas covered
<b>Module 1</b> Leadership – Understanding yourself	<ul style="list-style-type: none"> <li>• Leadership models and definitions</li> <li>• Developing strategies to achieve your vision</li> <li>• Dealing with Imposter Syndrome</li> </ul>
<b>Module 2</b> Community Empowerment	<ul style="list-style-type: none"> <li>• Listening to the community</li> <li>• Positive deviance</li> <li>• Neighbourhood assets mapping</li> <li>• How to engage ‘hard to reach’ individuals</li> </ul>
<b>Module 3</b> Project Development	<ul style="list-style-type: none"> <li>• Setting up projects</li> <li>• Developing clear objectives, aims and outcomes</li> <li>• The public health approach</li> <li>• Fund raising and bid writing</li> </ul>
<b>Module 4</b> Operational Management – developing effective working practices	<ul style="list-style-type: none"> <li>• Theory of change</li> <li>• Programme management</li> <li>• Measuring impact</li> <li>• Managing a team</li> </ul>
<b>Module 5</b> Effective communication – influencing others and using digital channels	<ul style="list-style-type: none"> <li>• Effective communication and Influencing others</li> <li>• Developing your elevator pitch</li> <li>• Storytelling</li> <li>• Understanding social media</li> <li>• Developing digital platforms</li> </ul>

# The Community Leaders

20 Community Leaders were recruited from across Leicester, Leicestershire and Rutland, representing the many diverse backgrounds and communities spanning across the local area.

During the modules, leaders also worked together on different topics and issues such as youth violence, early intervention and a life course approach to prevention. This enabled them to jointly problem-solve whilst

also forming strong connections, which has led to some of the leaders collaborating to organise events and bid for funding.

This page provides information about some of the Community Leaders that took part and their experiences of the programme.



Participant Name	About the Leader	What I've got out of the Community Leadership Programme
<b>Farhiyo Abdi</b> Women 4 Change	Farhiyo has been working as a community organiser for over 20 years in Leicester.	<i>"I've loved every minute of the programme and I'm going to continue using my Thursday nights to continue to develop as a leader."</i>
<b>Ubah Ahmed</b> Women 4 Change	Both Farhiyo and Ubah were part of establishing Women 4 Change, a non-profit organisation which supports marginalised communities, in particular the Somali community. Their aim is to improve the health and wellbeing for young people by supporting their parents and guardians.	<i>"I've learned a lot about myself on the programme"</i>
<b>Hassan Ali Patel</b> Leicester Community Services	Hassan Ali is the Chief Executive of Leicester Community Services (LCS), an organisation that serves and integrates communities regardless of race, gender, status or any other background.  LCS have been actively running for a number of years as a grassroots organisation, working with the communities and running various project and events to tackle local community issues.	<i>There's not a single module I didn't enjoy. Me taking this back to my community is brilliant!</i>

## The Community Leaders

Participant Name	About the Leader	What I've got out of the Community Leadership Programme
<b>Liam Hadjipetrou</b> Creative Futures Midlands	Liam is the Director of Creative Futures Midlands CIC. As an organisation their vision is to improve mental and physical well-being through creative activities. They offer art and craft workshops and manage the longest-running and most successful community allotment in Leicester.	<i>There have been some useful collaborations from this programme, the thing I got most out of the programme was the networking and meeting new people I didn't even know existed!</i>
<b>Jennifer MacKenzie</b> Charnwood Community Action	Jennifer is an active community member in her local area of Charnwood and sees the opportunities and benefits that sport and physical activity can have on improving people's lives. Jennifer strongly believes in providing sporting opportunities for everyone and aims to work towards this to improve her local area and beyond.	<i>"The outputs of the Community Leadership Programme have far exceeded my expectations."</i>
<b>Joanne Wade Jones</b> Ellistown Football Club	Joanne is a Committee Member for the Ellistown Football Club, based in Coalville, Leicestershire. The club supports the development of its growing local community, as well as supporting residents to tackle community issues. Joanne also organises local fundraising events for Papyrus and The Laura Centre, to raise awareness locally about mental health issues.	<i>"This programme has given me some great tools. My confidence has grown a lot."</i>

Participant Name	About the Leader	What I've got out of the Community Leadership Programme
<b>Aaron Gutteridge</b> Cossington United Football Club	Aaron is Head Coach for Cossington United Football Club. The club was originally established to provide young people in the Belgrave area with a positive alternative to crime and violence, by providing an opportunity to play football. Today the club continues to support those affected by hardship.	<i>"Meeting all these new people has been brilliant, it's been great to come out of my comfort zone."</i>
<b>Charlie Watson</b> Team Hub CIC - New Parks	Charlie provides mentor and community outreach support for Team Hub CIC, a community centre in New Parks, Leicester. The centre is open to all ages of the public and offers a variety of activities that support the community to grow and develop, including a community café, mother and baby groups, youth engagement, pre-schools and a dance academy.	<i>"I've learned about different approaches and how to get information and support. I definitely wouldn't be intimidated by the other leaders next time. The training has clarified what I can do and know and that what I'm doing is correct."</i>
<b>Chief Nice Nwokoro</b> Community Member	Nice is an active member of his community and has previously volunteered for a number of charities and voluntary sector groups. Being an active citizen, Nice wanted to develop his skills in matters of how to better support communities in need. He continues to be a supportive member of his community.	<i>"For me the most important thing I've learned is the diversity of community leadership in Leicestershire. I cannot thank enough Deborah, Ivan and the rest of the team."</i>

## The Community Leaders

Participant Name	About the Leader	What I've got out of the Community Leadership Programme
<b>Curtis Matthew</b> Iconic Music Drama and Dance	Curtis represents Iconic, a performing arts social enterprise established in January 2012. The organisation has a primary focus on using the performing arts: music, drama and dance to turn the spotlight on issues that affect individuals, communities and society. Iconic's vision is a world where everyone appreciates the power of the performing arts.	<i>"For me a huge insight from the programme has been my change of perspective on the VRN and OPCC and Leicestershire Police. I saw them as a "them" and this programme has demonstrated that we're all in this together"</i>
<b>Cheryl Armatrading</b> Atoin Akpom Achievements (AAA) Foundation	Cheryl and Allie are representatives for the AAA Foundation, a charity which provides a platform for at risk children and young people, primarily from socially and economically deprived areas in Leicester and Leicestershire. The charity delivers a range of prevention workshops and programmes to deter young people from getting involved in criminal activity.	<i>"We're actively using many of the tools from the programme in our daily activities such as community asset mapping techniques, project development cycle and lots of collaborating and networking. We are working with others in the group on a funding application."</i>
<b>Allie Barber</b> Atoin Akpom Achievements (AAA) Foundation		<i>"I've learned to be more confident in myself and my ideas, how to get ideas down on paper and fine tune them. And thanks to Lynne, I've learned how to control my chimp a little more."</i>
<b>Arif Voraji</b> Help the Homeless	Arif is the founder of Help the Homeless, a charity which aims to change and transform multiple lives for the better by tackling homelessness and rough sleeping.	<i>"It's been really interesting to get to know people from out of the city. It's been good to share ideas via what's app with others in the group. The course has definitely been a success."</i>

Participant Name	About the Leader	What I've got out of the Community Leadership Programme
<b>Tom Walters</b> Charles Booth Centre	Tom is a Business Development Manager at the Charles Booth Centre, a rural community centre and charity in the village of Thringstone, Leicestershire. The centre hosts multiple local user groups from pre-school and scouts to drama, dancing Royal British Legion and allotments. They also offer both community and private hire space for parties and events.	<i>"The single most important thing I've got from this course is the relationships with other leaders."</i>
<b>Paul Fagan</b> Marlene Reid Community Action	Paul is the Manager for the Marlene Reid Centre Community Action, a community charity based in Coalville, Leicestershire. The charity work in collaboration with individuals, groups, families and organisations to encourage, facilitate and deliver positive community activity in North West Leicestershire and beyond.	<i>"I've had a real change in perception about myself. I'm a leader and that flows through. I've put my imposter syndrome in a box."</i>
<b>Rukhsana Hussain</b> Outspoken	Rukhsana is the Chairperson and Founder of Outspoken. The organisation aims to empower the community to voice their thoughts, feelings and concerns, to share knowledge and lived experience for positive change. Outspoken offers a platform for talk it out sessions, discussion and debate opportunities on issues impacting communities. All of these are offered through 1:1 session, group work or creative writing.	<i>"I had many best bits from the programme and my takeaway message is be a leader, not a boss."</i>

# The coaches

Leadership coaches from Jones Consulting delivered the learning modules and supported participants throughout the programme.



Jones Consulting have been designing and delivering leadership development and change programmes for over 20 years across private and public sector organisations, including Local Authorities, the Police and the NHS. They also work across communities and the voluntary sector. The team's roots are in Leicester and the East Midlands and they all share a love of working together to engage with people to secure positive change.

*"The programme was put together to support community leaders become more effective in leading complex change. We're sharing tools and techniques to help them build trust and a sense of agency amongst young people and their families; ultimately to encourage them away from violence and criminal behaviour, towards a more productive life for themselves and society."*

Deborah Jones,  
Programme Director,  
Jones Consulting



**Sandra Pollock**

Facilitator and coach



**Deborah Jones**

Programme Director,  
Facilitator and coach



**Karen Cureton**

Social Media expert



**Tim Morton**

Facilitator and coach



**Lynne Walley**

Facilitator and coach





# Guest Speakers

Throughout the programme guest speakers joined participants to share their knowledge and lived experience of leading community projects and complex social change, as well as techniques for measuring the impact of community work.



**Simon Cole**

Chief Constable of Leicestershire Police shared his leadership journey and advice for being a purpose lead leader.

*"We now have 18 people who are 20 times more confident as leaders than they were before this programme. Anything that can stop us being needed at the point of crisis is going to be supported by us."*

Simon Cole,  
Chief Constable,  
Leicestershire Police



**Lars Thuesen**

Shared stories and the process behind the positive deviance approach to engaging communities – *"nothing about us, without us!"*



**Jerome Harvey-Agyei**

Talked about his life experience and work as youth participation officer and a volunteer in Hackney running the Tope Project, a programme targeting at combating loneliness and mental health challenges for care experienced young people.



**Bethia McNeill**

Shared tools and techniques to develop your own Theory of Change and measure and evaluate the impact of community projects.



**Irwin Turbitt**

Irwin shared methods to navigate wicked problems using adaptive leadership techniques and coached participants around their particular community challenges.

# Building on Success

The success of the first Community Leadership Programme has been fundamental to establishing how the OPCC and VRN will support communities going forward.



*"The community leadership programme has shone a light on the talent and commitment of a diverse range of leaders who were already making a huge difference in tackling the causes of violence within and across communities. An investment in them, through this programme, is an investment in our collective ability to prevent and reduce serious violence locally. I look forward to continuing to work in partnership to lead the change we all wish to see."*

Grace Strong,  
Strategic Director,  
Leicestershire VRN

*"Seeing first-hand the learning and confidence gained through the leadership programme is inspiring. It highlights the value and need for programmes like this; where community role models can build on their knowledge and passion to empower and build resilient communities for long term change."*

Victoria Charlton,  
Head of Community Engagement  
& Partnerships,  
OPCC

From the conception of the programme, our aim was to also establish and grow a network of local leaders to provide peer support and work collaboratively with the OPCC and VRN in our shared determination to make our communities safer.

By creating continued opportunities for further growth, for example, strategic conversations, training, development and partnerships, we believe this network will grow from strength to strength.

The leaders' network will work strategically to support the leaders to build and develop their knowledge and networks. The OPCC and VRN are committed to:

- Host regular leaders network meetings both online and face to face
- Increase community representation on the Violence Reduction Board and advocate for community membership on other Boards
- Hold facilitated network events

- Support projects to be collaborative
- Develop mentor/ shadowing opportunities with wider partners
- Dedicate community development time to each leader
- Facilitate stakeholder engagement opportunities with decision makers
- Provide greater understanding of the Public Health Approach to reducing crime and violence
- Access wider free training and workshops to increase learning

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With thanks to:

**OPCC & VRN Teams  
Jones Consulting Ltd  
Guest Speakers  
All Community Leaders**

For more information about the programme  
please get in touch with:

**The Office of the Police & Crime Commissioner  
for Leicester, Leicestershire & Rutland**

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