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People Zones – Area Wide Meeting



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Context

- PZs arose as a methodology to follow on from Braunstone Blues
- They also built on a number of other projects delivered locally:
 - Defined geography
 - Community led
 - Multi-agency
 - Problem focussed
- We also decided to make them cost neutral

What's worked: what hasn't

- General feedback:
 - Concept is right – buy-in from partners is mixed
 - Lack of resource is a problem, particularly around co-ordination
 - Community leadership is underdeveloped
 - Roles need more tightly defining
 - Methodology needs more tightly defining

What have we done?

- Redesigned the model in line with feedback
 - Public health model
 - Learning from VRN
 - Learning from Scotland VRU
 - Identified potential funding options
 - Identified ways of developing community leadership
 - Developed an area wide Prevention Board
 - Linked up with Public Health Directors
- Can we test that out?



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The People Zone Operating Model

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Background

- The People Zones model was developed to take forward the learning from the Braunstone Blues Project (BB) which provided a multi-agency service to the community of Braunstone.
- The key elements of BB were that it was:
 - Geographically defined
 - Community led/engaged
 - Multi-agency driven
- The design of People Zones drew on this experience and on the experience of similar projects which were designed to promote integrated working across agencies focussed on changing behaviour, early intervention and building resilience
- The model was tested in 3 areas across LLR:
 - New Parks
 - Bell Foundry Estate in Loughborough
 - Coalville
- Since the model was developed the Violence Reduction Units have also been introduced with their emphasis on the Public Health Model – PZs did not explicitly adopt the Public Health Model, albeit the approach was very similar

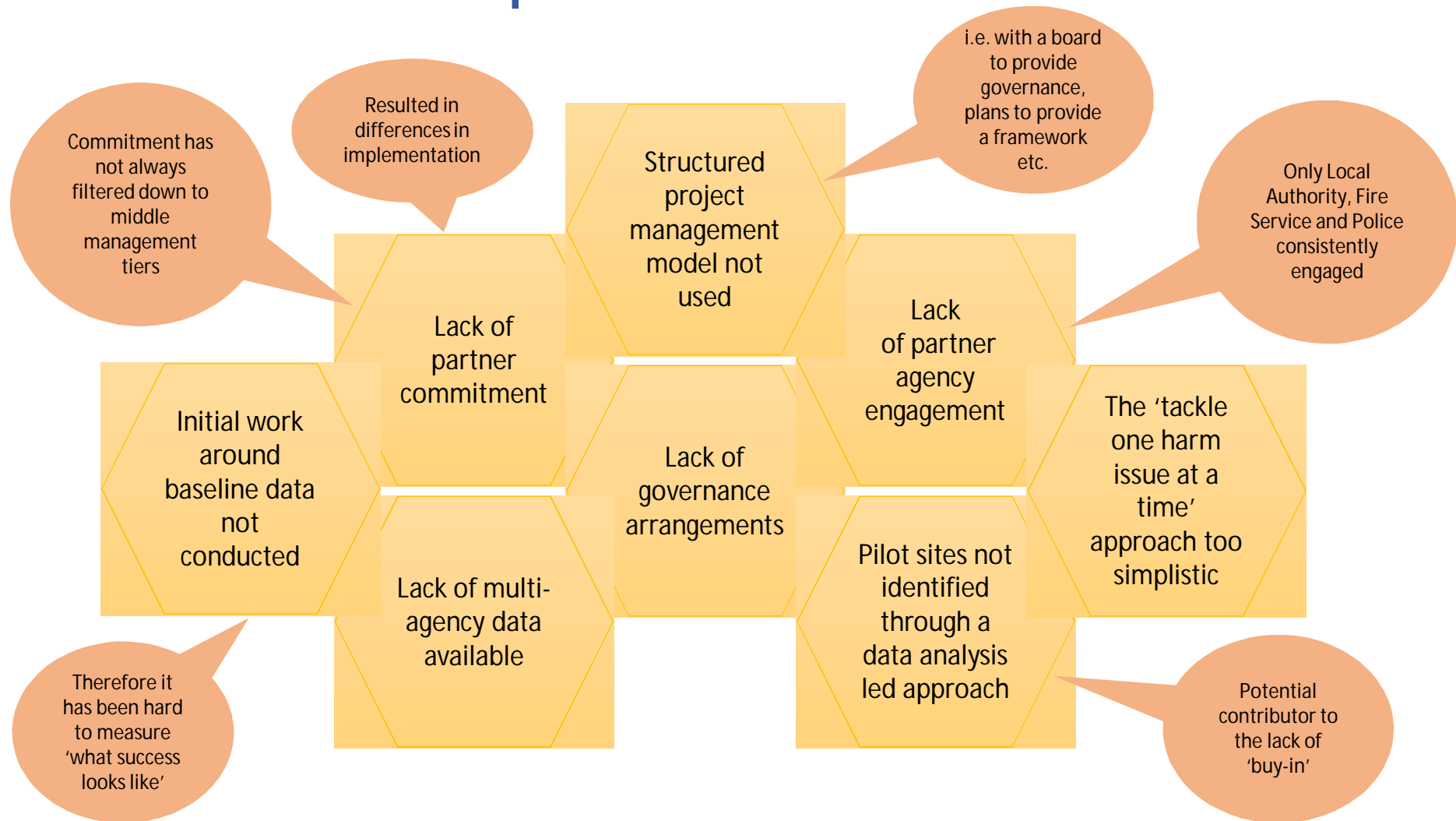
Review

- A review was conducted after 6 to 9 months of working in the People Zones. This found some areas for further development as follows:
 - Lack of senior level buy-in in some agencies

There was a consensus that SPB has been successful in achieving commitment at strategic level to multi-agency engagement and participation in the People Zones, However, that has not been reflected in what has been experienced at tactical and operational level.

- Data sharing arrangements not in place
- Other departments within agencies working independently of People Zones

Barriers to implementation



Learning Outcome/ Things to consider

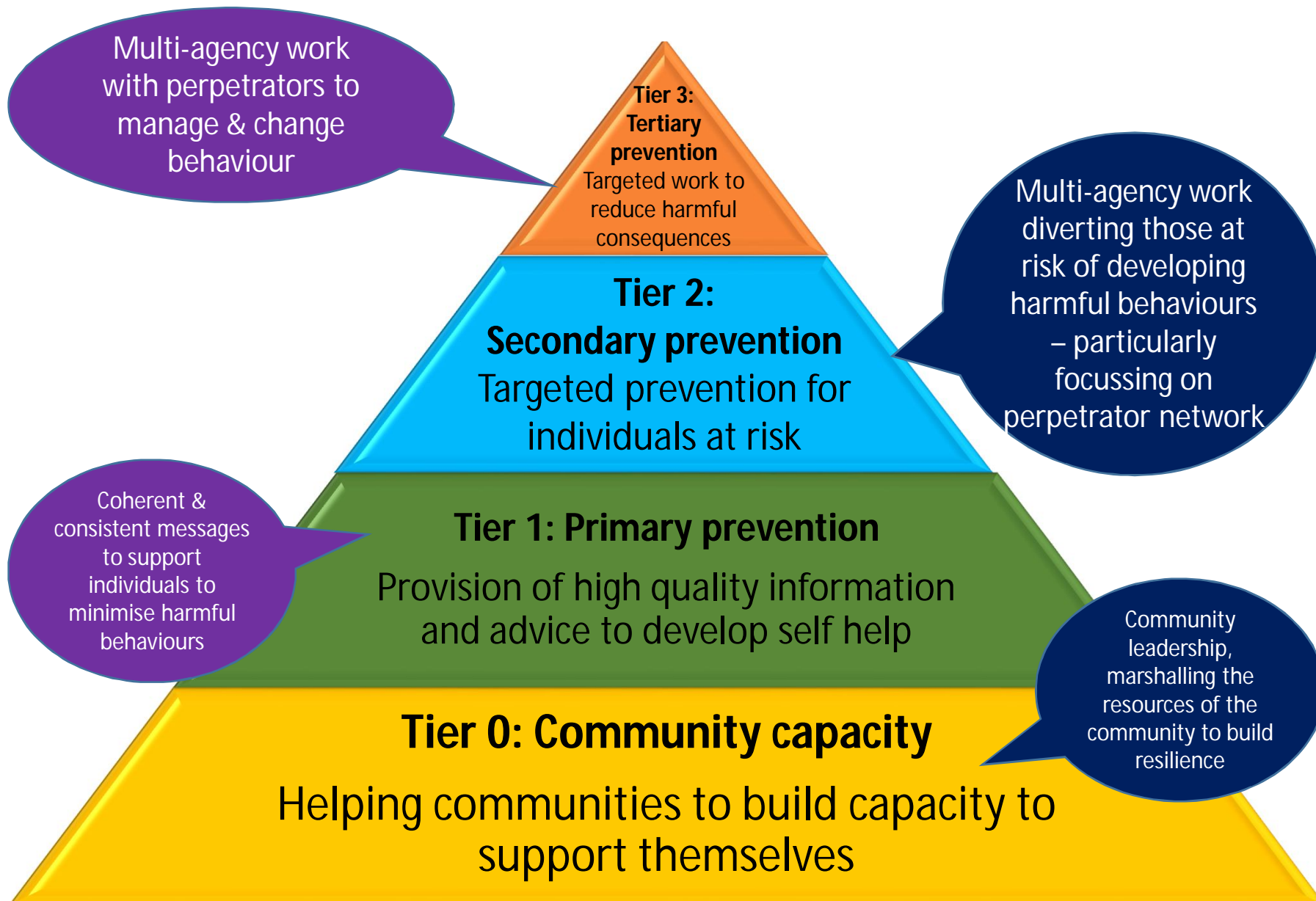
- It is suggested that a 'revitalisation' of the CSP model should be considered to ensure they are best placed to provide that leadership and governance to the People Zones at the local level
- One comment in the project resonated with that quote; "the model is sound; it's the willingness of people to commit to it that is the issue and leaderships inclination to ensure it. It's ok for the strategic buy-in but unless they then go back to base and drive it through, it isn't going to happen, which it isn't".
- A 'deep dive analysis should then be undertaken of the identified hotspots (including existing People Zones) to identify future People Zones
- Once a People Zone is identified, one activity would be to undertake community mapping to understand the People Zone area in terms of its key focal points such as places of leisure, community assets (e.g. local voluntary groups), businesses, other infrastructure including accessibility

The Way Forward

- Bearing in mind the feedback, the People Zones' methodology has been updated and articulated more clearly in this pack to achieve the following:
 - Explicit adoption of the Public Health Model
 - Greater clarity around key processes
 - Clear definition of roles
 - Greater emphasis on the role of the community
 - Tighter expectations for participating agencies
 - A tighter governance structure
 - Acknowledgement of the need for co-ordination costs to enable the PZ to develop

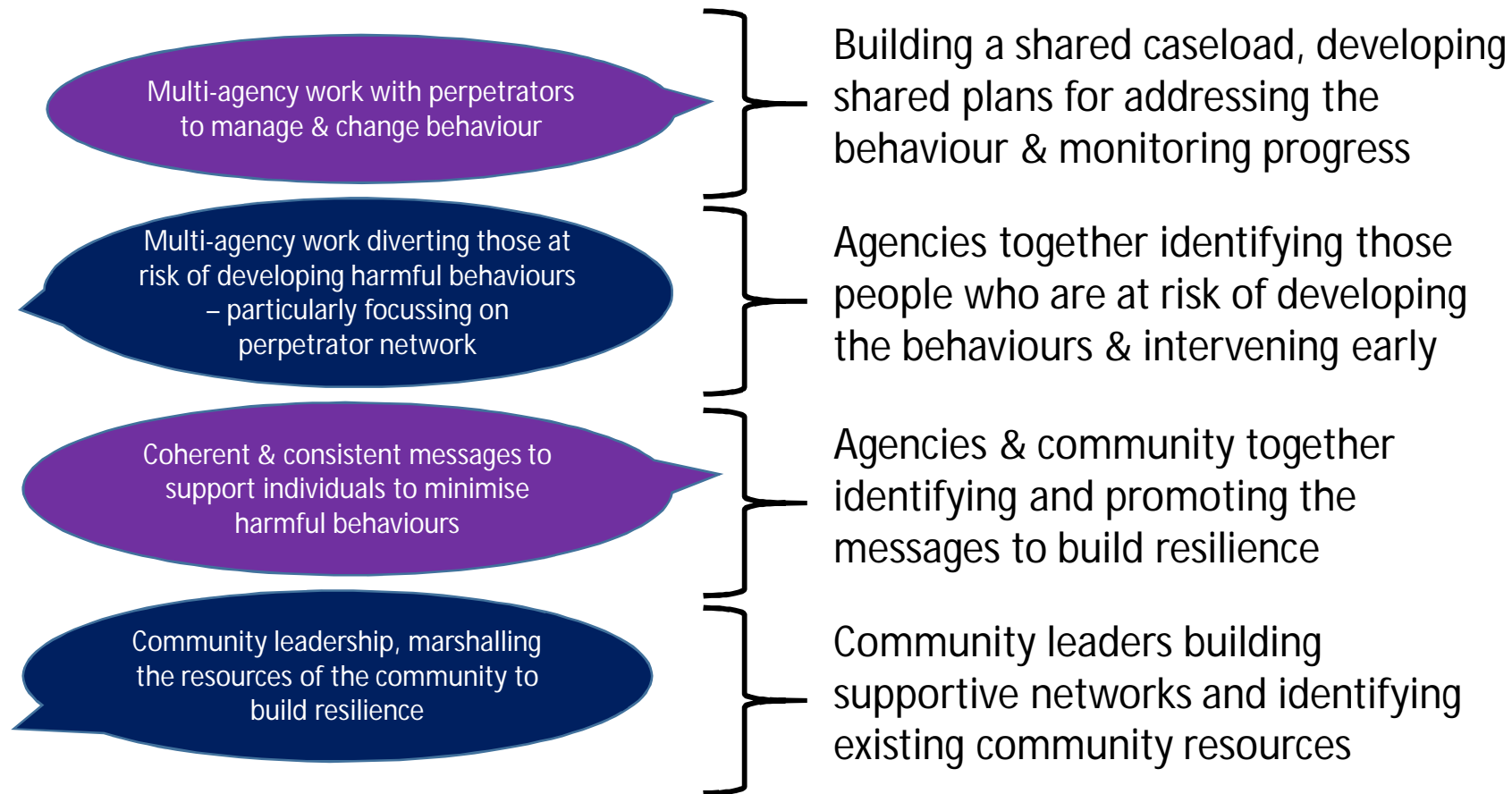
The Underlying Approach

- People Zones are built on the Public Health Model – this is the core element of the whole approach
- The model identifies a behaviour that is causing harm for the local community and seeks to change that behaviour
- But it recognises that harmful behaviour is a symptom of longer term issues related to the personal and social circumstances of those exhibiting it
- So, long term change requires activity at many different levels within the community – not just with those exhibiting the behaviour



How do you do all this?

We will explore the model more fully below – but the aim is to keep things simple

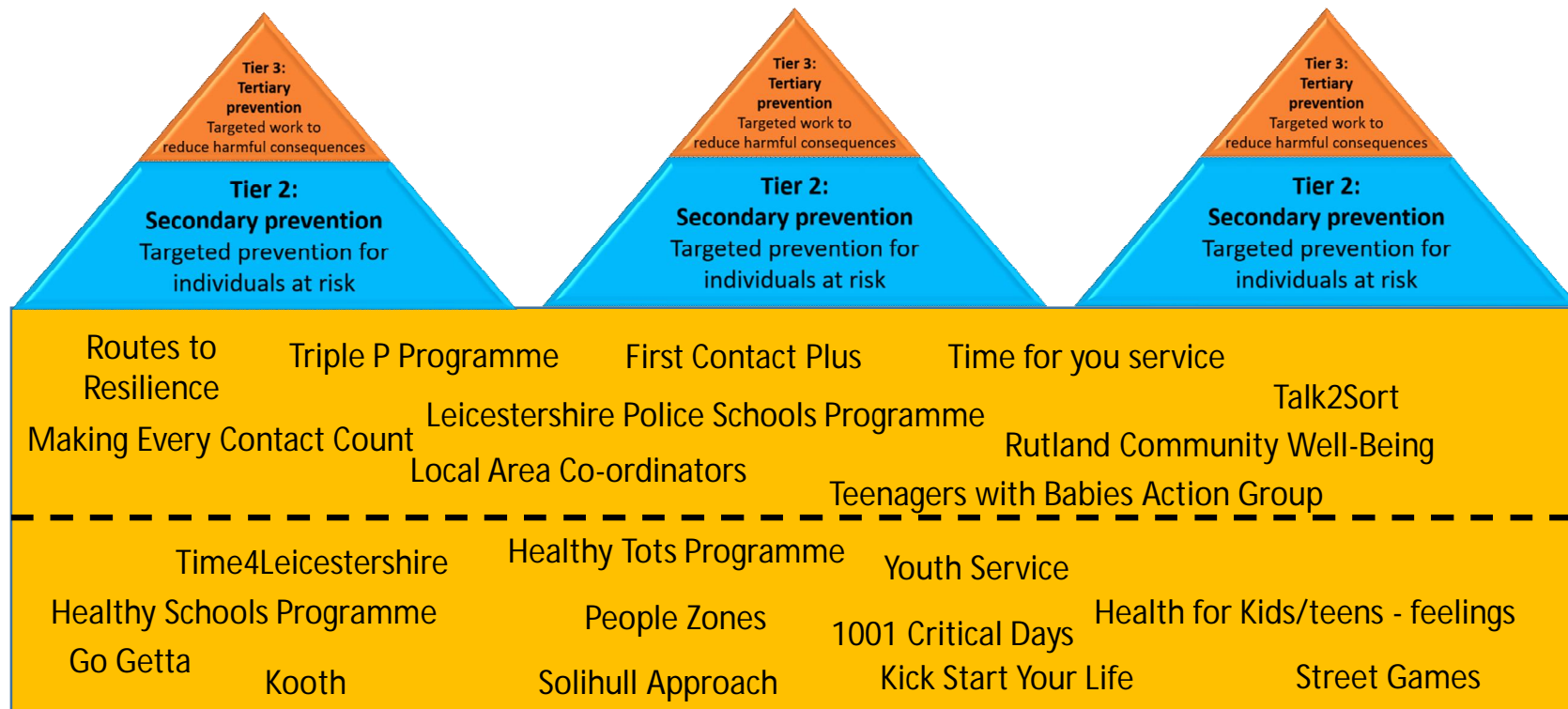


It doesn't have to be hard – the work at the lower levels tends to be generic – any activities which enhance community resilience will always be valuable

For example –
domestic abuse

For example – MH
related behaviour

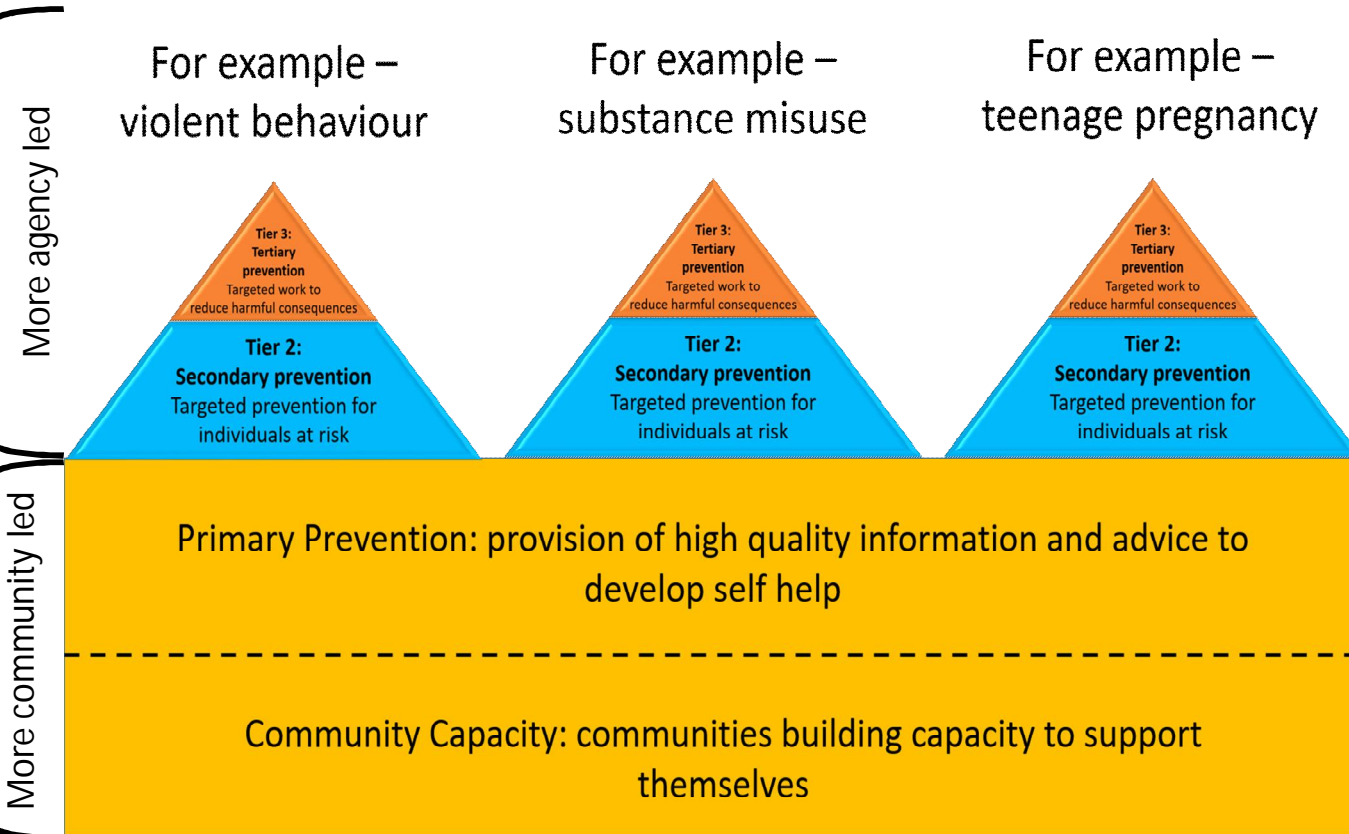
For example –
missing from home



Long term and short term effects

Activities focussed on the harmful behaviour – more agency based work in shorter timescales

Activities focussed on building wider generic resilience to harmful behaviours in the community over a longer timescale



The People Zone Model

Setting up a People Zone involves 7 steps, each of which is described in more detail in the sections below



The description of an eventual model could also be described as:

"a community led approach supported by multi-agency teams to address behaviours that harm local communities and achieve sustainable change"

Deciding to do it

Deciding to
do it

Initial Steps:

- The decision to develop a People Zone depends largely on two main factors:
 1. Is there evidence of harmful behaviours?
 2. Is there an appetite from agencies and the community to address them collaboratively?
- The sort of data that could be used to identify the harmful behaviours include:
 - Indices of Multiple Deprivation
 - Community Perception Surveys/Consultations
 - Crime & Disorder data i.e. theft based crimes, drug offences, ASB, missing from home, child abuse and CSE.
 - Demand related data
 - Health data i.e. area health profile, number of people not registered with a GP, inoculations uptake, teenage pregnancy rates, obesity levels.
 - Housing data i.e. rent arrears, eviction, homelessness
 - Education and social care data i.e. school exclusions, attendance, attainment, number of 'looked after children', noise complaints, fly tipping, licensing

Deciding to
do it

Getting started:

- An initial multi-agency/community forum to consider and agree to progress – this could be initiated by one/several agencies, local councillors, members of the community or all together
- A clearly defined area
- Multi-agency commitment from the top of each organisation to avoid blockages
- Pledge of commitment from:
 - Partners to identify key people within their organisation who will take this forward.
 - Community leaders/groups to be involved from the outset and encouraged to take ownership
- In deciding to go ahead the forum may also want to consider:
- Existing assets e.g.
 - Community groups / clubs
 - Buildings, ie libraries, GP surgeries
 - Sports facilities, ie leisure centre, sports clubs, tennis courts, playing fields
 - Keep Safe Places
 - local Neighbourhood Watch schemes and Residents Associations
- Existing board, meetings / arrangements and appetite for working together
- Application to Prevention Board for approval, support and advice

Identify the core problem behaviour

Identify the
core problem
behaviour

- The PZ model focusses on a harmful behaviour in a local community. PZ communities are identified because they exhibit multiple harmful behaviours that impair quality of life in that area.
- But the model assumes that harmful behaviour is a symptom of wider issues – some of them personal, such as adverse childhood experiences, some of them social or economic, such as poverty or poor housing.
- So the harmful behaviour is the end product of a whole series of life experiences and background factors that have had a long gestation period. The long gestation period and multiple causal factors indicate the complexity of the behaviour, which can rarely be addressed by one agency alone.
- The behaviour is what causes the harm, so it needs to be addressed – either by inhibiting its expression or by changing the behaviour pattern of the perpetrator – or both together.
- If the behaviour is a symptom arising from personal, social and economic factors in the community – then it is likely to be sustained over time and across generations. Many harmful behaviours are nurtured in susceptible individuals from an early age.

Choosing the target behaviour

Identify the
core problem
behaviour &
roots causes

Bearing in mind the multiple issues of a PZ area, choosing a behaviour to target can be difficult. The following elements will inform the decision

The behaviour
is complex

The behaviour will require the input of several agencies in order to have any impact – e.g. criminal justice agencies, drug treatment, health & others

The behaviour
is harmful to
the community

The behaviour causes distress to people within the local community either because it harms them directly or makes them fearful, thereby disrupting their quality of life

The behaviour
is specific

The behaviour will be clearly definable – the more specific the easier it will be to focus on e.g. crime is much too broad, but heroin dealing in street X is much more specific

Harmful behaviours tend to have similar roots, so making a difference to one is likely to have an impact on many. Being very specific about the behaviour just helps to focus energies and deliver achievable plans – it does not mean that other harmful behaviours are ignored

Examples of target behaviours

Identify the
core problem
behaviour &
roots causes

- Exploitation of vulnerable individuals by using their accommodation as the base for illegal activities
- Individuals gathering in a specific area and engaging in threatening behaviour and criminal damage
- Drug dealing taking place in the area, often targeting young people and vulnerable individuals to sell drugs to or act as couriers
- Violent and intimidating behaviour by a group of individuals/in specific area that excludes other individuals from walking through the area
- Drug taking in a children's play area with drug taking paraphernalia scattered around the grounds as a hazard to young children
- Repeat domestic violence within specified households threatening the lives of individual sufferers

Each of these behaviours may contribute to the overall harm experienced by a community, but none is likely to be the only source of difficulty. However, addressing one harmful behaviour well is likely to have a wider impact and increase the confidence of the community that it can make a difference and effectively tackle other behaviours

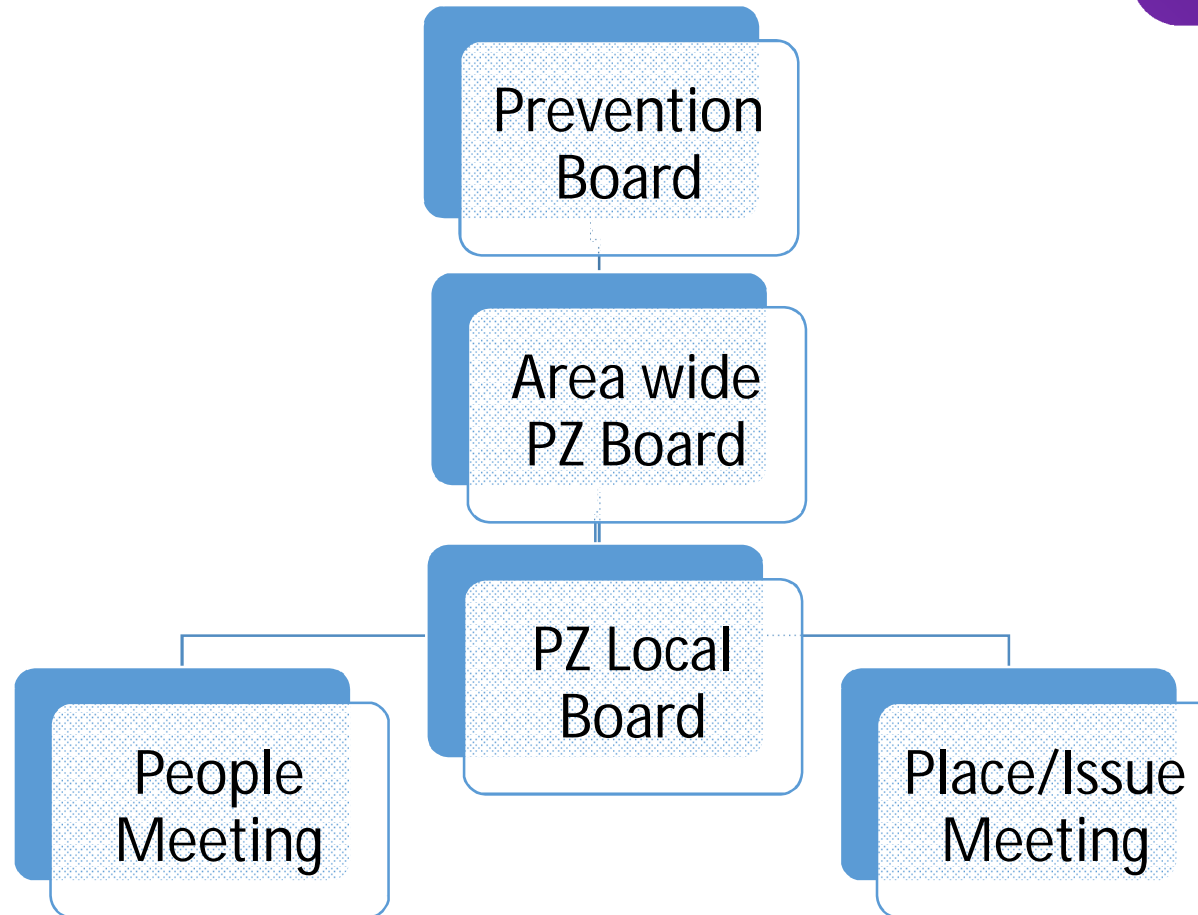
Leadership / Governance

Leadership /
Governance

- A People Zone is not intended to generate a lot of additional inter-agency meetings. However, it does need a forum to oversee the People Zone, make decisions about it and monitor its progress. This is described as the People Zone Local Board in the organisational chart below. The PZ Local Board will report into the area-wide People Zone Board, which reports into the Prevention Board.
- On top of this the PZ does need regular inter-agency meetings to identify cases, create plans, share information and monitor progress – but these meetings can be part of existing inter-agency meeting arrangements as long as the dedicated attention is given to the PZ cases. In some places this has become known as the People Meeting.
- The PZ also does need a forum run by the community, which allows the community to express its views and hold agencies to account. This meeting could also be the place where issues are identified and resolved. In some places this has become known as the Place or Issues Meeting. There may also be separate community fora that feed into this forum – the more community fora the stronger the community.

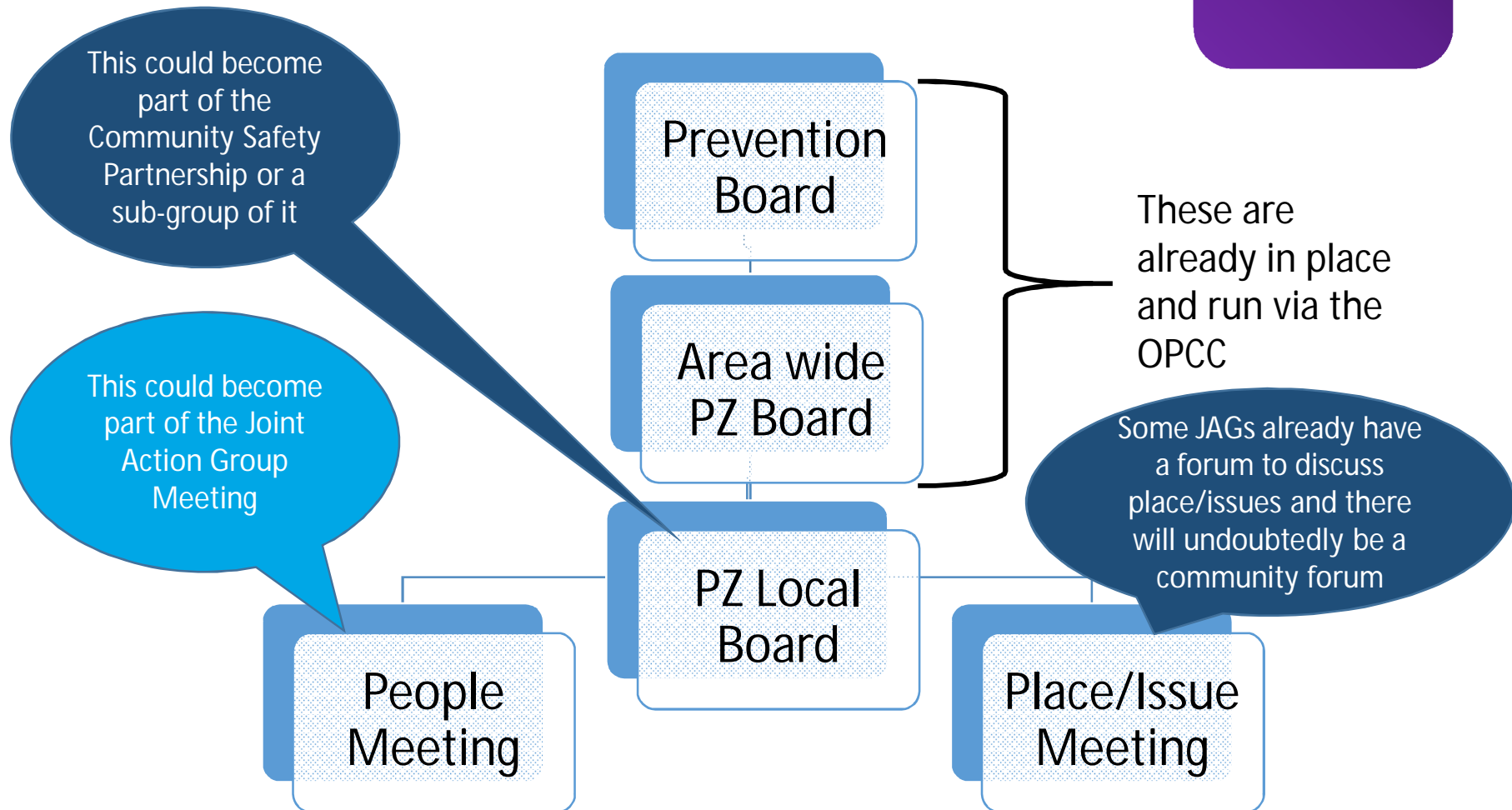
Organisational Structure

Leadership /
Governance



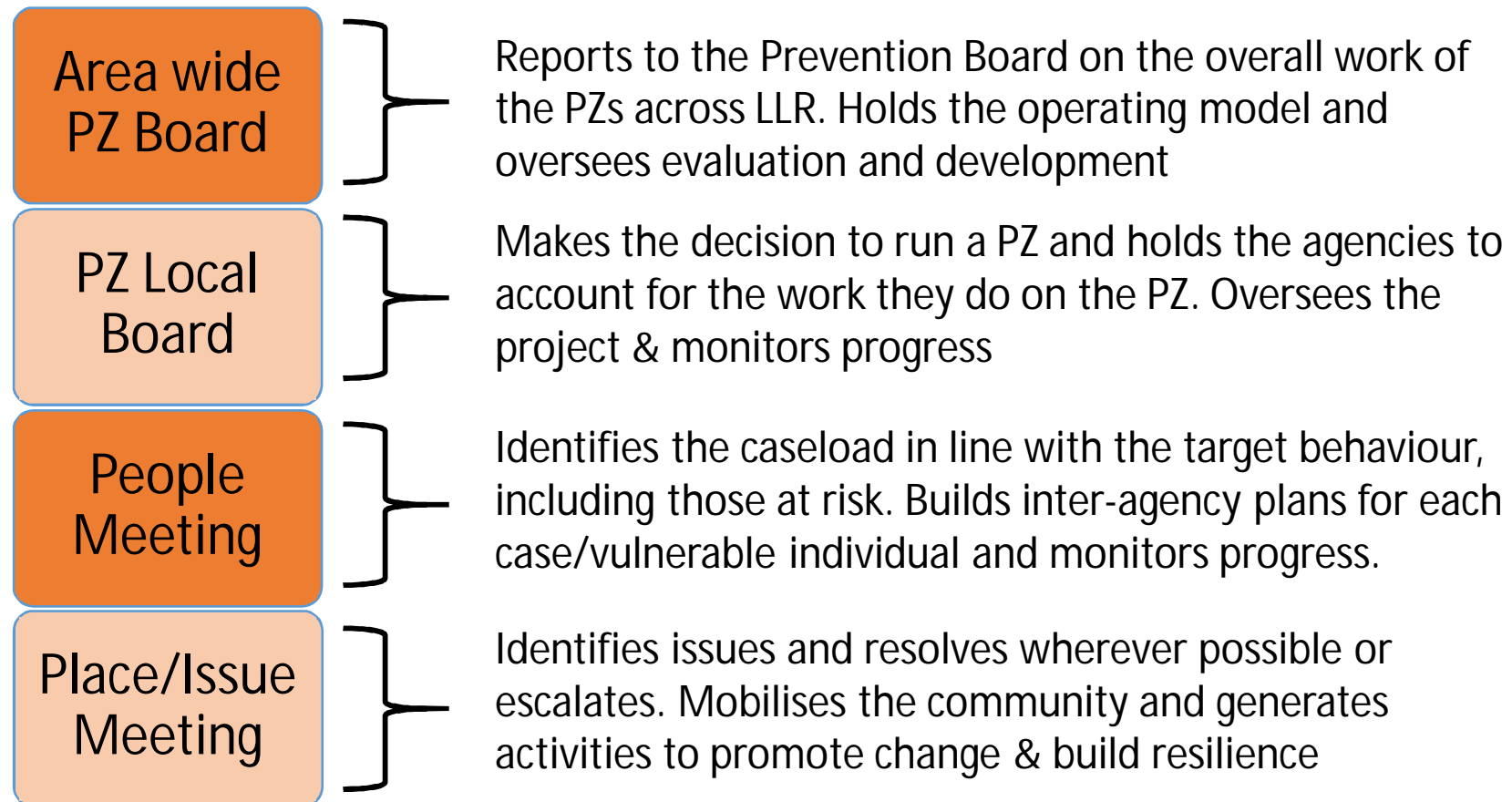
Keeping it simple: we can draw on existing meeting structures

Leadership /
Governance



Functions of PZ Fora

Leadership /
Governance



The People Zone Roles

Leadership /
Governance

PZ Leader

- The SRO for the whole programme in local area – any agency can lead
- Chairs the PZ Local Board and holds people to account
- Drives, enthuses, develops – takes responsibility
- Builds partnership with community leader

Community leader

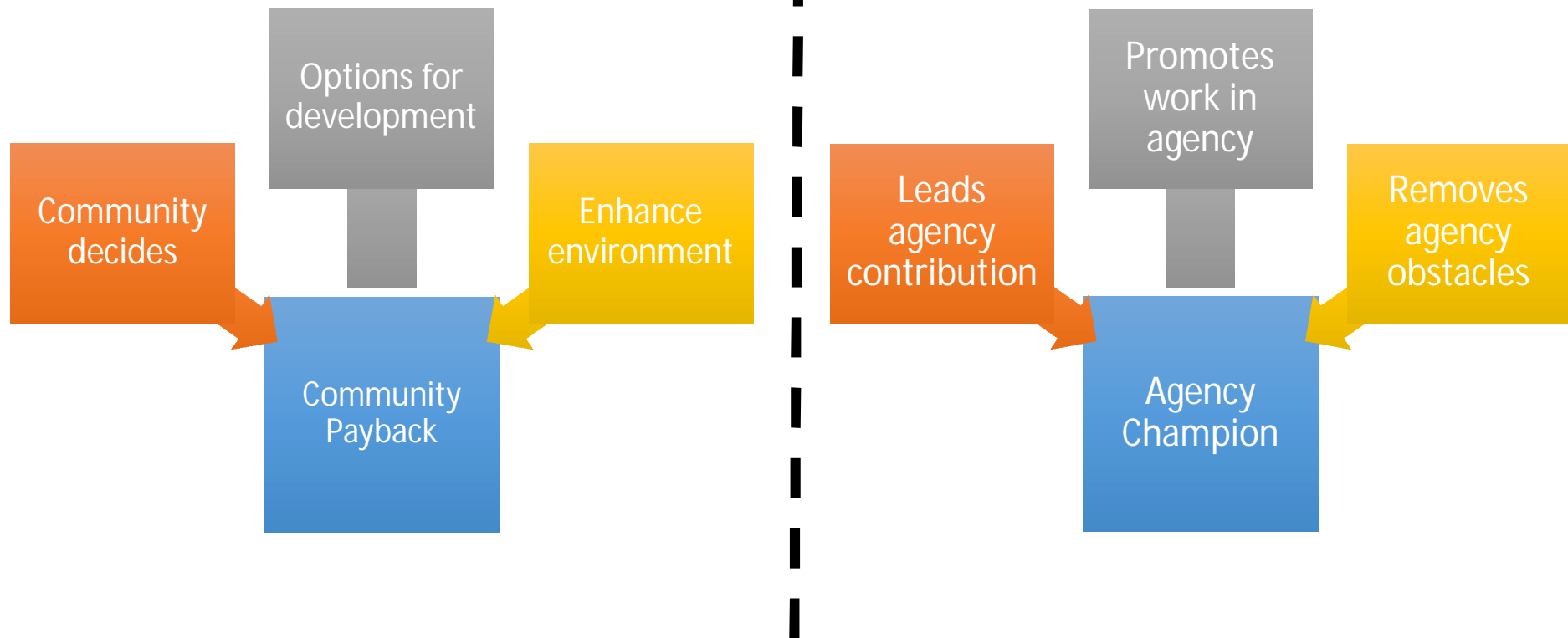
- Acts as voice of the local community – engages & listens
- Mobilises the resources of the community and drives resilience building
- Holds agencies to account
- Builds sustainable solutions led by the community

Co-ordinator

- Sets up meetings, prepares plans, monitors progress, leads on communications
- Liaises and problem solves – keeps everyone on task
- Builds schedule of activities at local level – makes things happen – including Community Payback
- Develops community leader – applies for funding – increases resources

Other Roles

Leadership /
Governance



A special word about community leadership

Leadership /
Governance

- The community leader is any person within the PZ community who has a strong interest in driving the change
- The community leader will have good connections within the community and be respected by people there
- The community leader will be able to engage regularly with the community, understand its views and be able to represent them – the community leader will therefore be highly visible and accessible
- The community leader will build the skills of other individuals in the community and encourage them to take responsibility for elements of change
- The community leader will motivate and enthuse others, demonstrating good leadership skills
- The community leader will know the community as well as its assets and be able to expand the assets by encouraging others to contribute
- The community leader could be a local councillor or a local councillor could stimulate the work and develop a leader(s) from the local community to sustain it
- The community leader will develop skills to attract additional funding and sponsorships that will support the development of the community

But we want many leaders from our communities

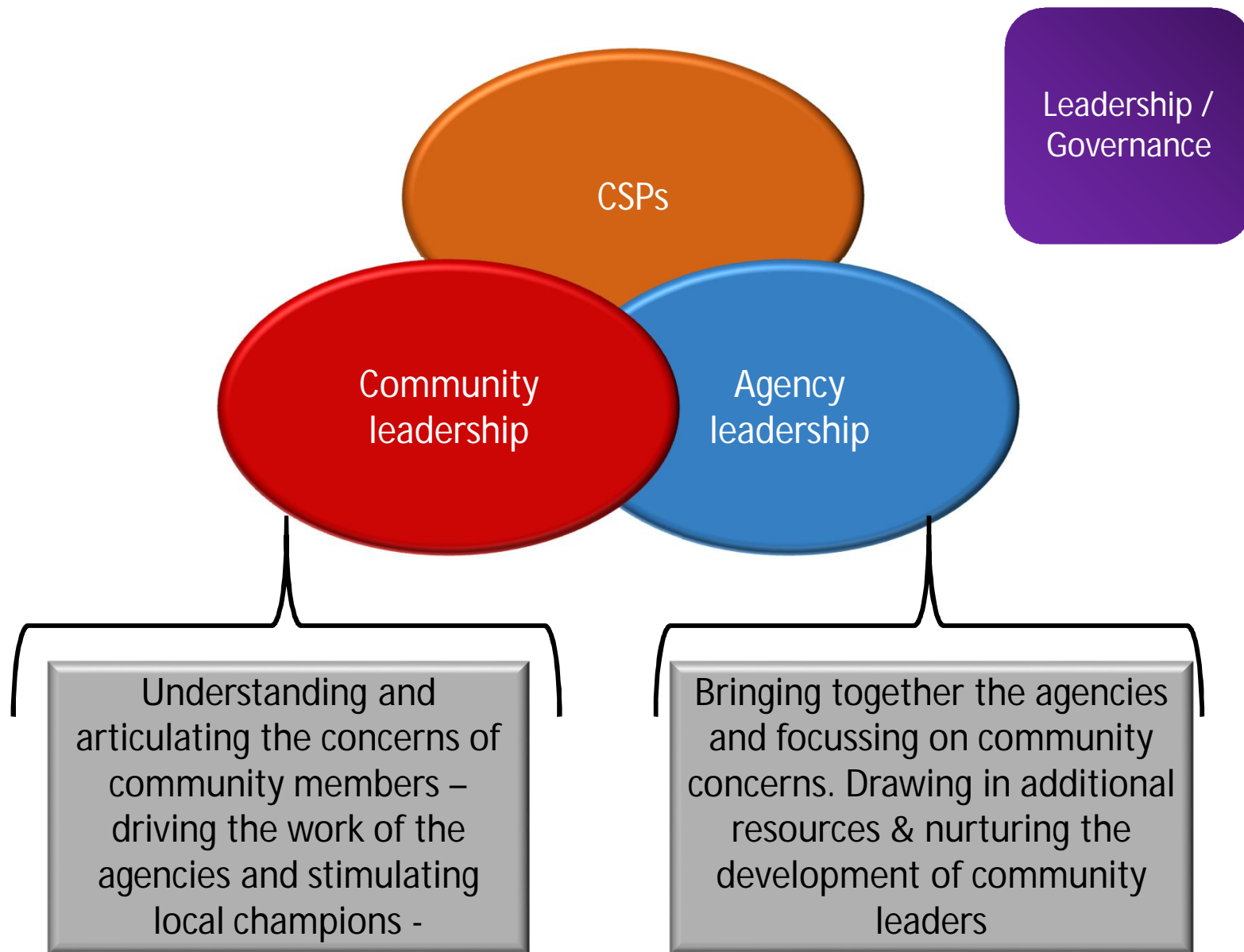
Leadership /
Governance

- *But for People Zones to make a difference they need many leaders and champions who want to improve their communities*
- *These don't have to be formal roles – leaders are everywhere – shopkeepers, leaders of dance groups, sporting leaders, local residents – anyone can play a role and the more the better*
- *The community leader's role is to create lots of leaders and champions across the local community*

Community Safety Partnerships

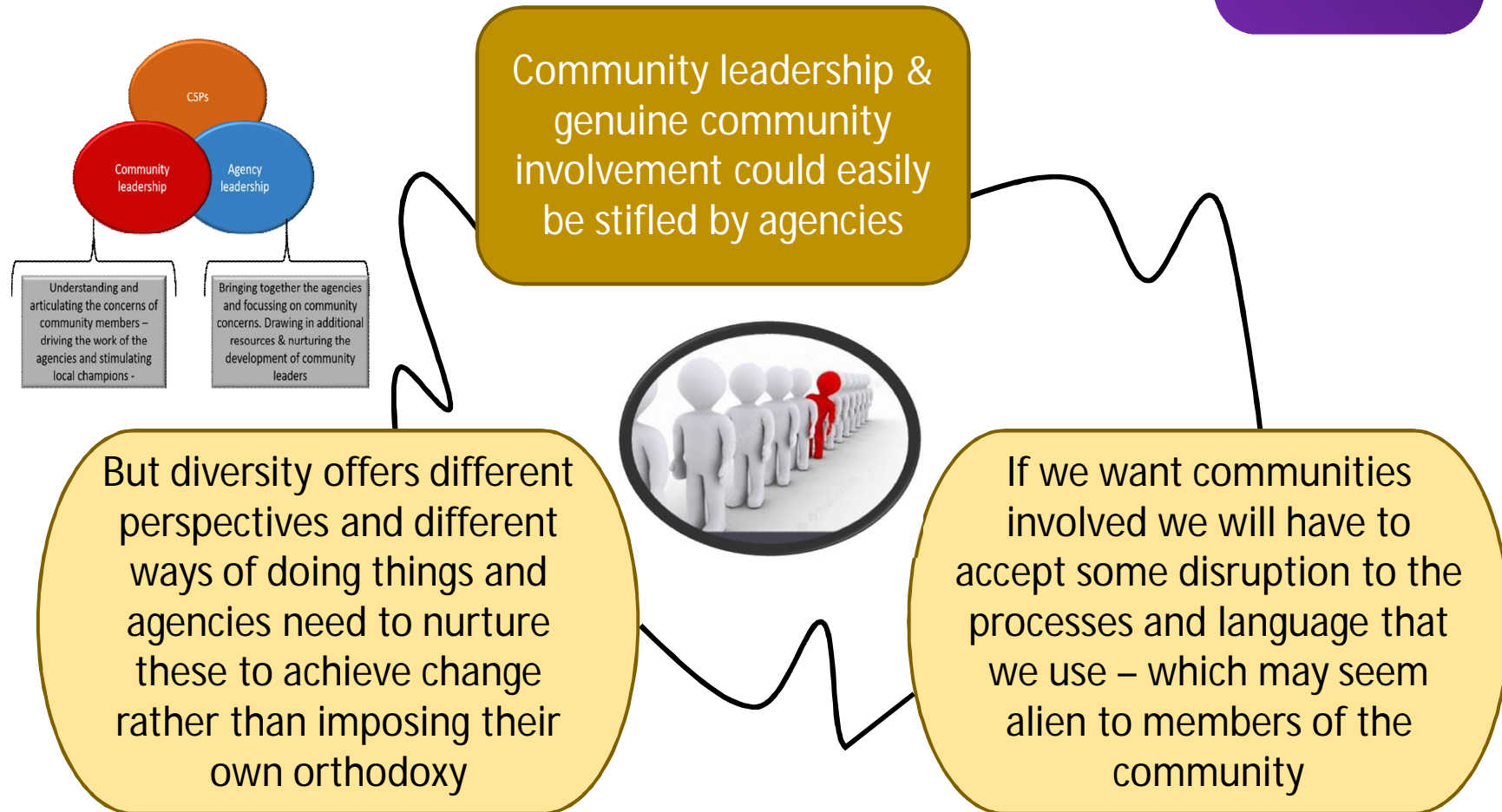
Leadership /
Governance

- CSPs can have a key role in PZs as they are close to local communities and they bring together a range of agencies in local partnerships
- CSPs can provide the bridge between agencies and the community
- CSPs can also provide the magnet to draw in additional resources to support the PZ including through bids for funding and attracting volunteer sector activity at the local level – attracting additional funding is an important part of the PZ methodology



Thinking about diversity

Leadership /
Governance



Emerging ingredients of this approach

Leadership /
Governance

Understand the causes of behaviour

Adopt a trauma informed approach

Consult with the community & establish community leadership

Deploy people with lived experience

Access the resources of the community & value them

A special word about the co-ordinator

Leadership /
Governance

The co-ordinator is intended to be the person who keeps everything running and operating effectively. In doing so the co-ordinator will:

- Develop and deliver the communications plan
- Identify and deploy new resources where appropriate – these are intended to be easily accessible e.g. using WhatsApp or Neighbourhood Alert or “Nextdoor”
- Works closely with the community leader and helps develop their skills
- Makes all of the logistical arrangements – including setting up all meetings & prepares notes
- Sets up community activities – or co-ordinates/advertises them
- Holds people to task, reminds people of actions required etc
- Prepares reports/conducts analyses to monitor progress
- Deploys Community Payback

A special word about the PZ leader

Leadership /
Governance

- The PZ leader is expected to be passionate about serving the local community and helping bring about lasting change
- The leader will own the whole concept and be willing to drive it forward
- As with the co-ordinator the leader will help the community leader to develop, by acting as a mentor/supporter
- The leader will own the governance arrangements locally and ensure that they are delivered
- The leader will hold all participants to account for the work they have committed to
- The leader will work with the co-ordinator and help problem solve issues
- The leader will develop and maintain a group of champions across the agencies and enthuse them to deliver the change

Sharing information

Leadership /
Governance

- The PZ could operate without any additional information sharing agreement
- Existing agreements covering the work of JAGs will cover the work that takes place in the People Meetings – and it is only the People Meetings where personal information is shared
- Agencies may want to conduct detailed analyses of the types of people they are mutually working with and the issues driving their behaviour
- In these circumstances a fuller PZ ISA has been prepared and a piece of software is available to conduct the analysis
- Such an analysis of cross agency demand by individuals will inform the shape of services developed

Build the ambition statement

Build the
ambition
statement

- The Ambition Statement is distinct from the plan to address the problem behaviour(s). The Ambition Statement is the vision of how the community would like to shape its future. The Ambition Statement could be seen as the community equivalent of a corporate body's mission statement.
- It is important that the Ambition Statement is owned by the community – it is not an agency imposed definition
- It is important that the Ambition Statement uses language that is meaningful to the community
- There are no rules about the format this should take – but the expectation is that:
- The Ambition Statement is future orientated – it is a statement of how we would like our community to be in the future
- The Ambition Statement is dynamic – as the community becomes more confident and believes in its ability to shape its environment, it will expand and adapt its Ambition Statement
- The Ambition Statement is visible – it is intended to have prominence in the local community

Examples of an Ambition Statement

Build the
ambition
statement

- Our community will be a safe place to live where anyone can go about their lives without concern about ill treatment from others
- Our community will be a caring community where people show warmth and concern for each other and are always willing to help
- Our community will be a place where our young people thrive and develop and have fun
- Our community will be a happy place where people enjoy themselves and want to be with each other
- Our community will be a special place that has its own character and unusual qualities that are valued by everyone
- Our community will be a place where people want to spend time doing whatever they want to do and enjoying time together
- Our community will be a place where people learn and develop and find plenty of opportunities to improve themselves

These are just examples – the community could choose all of them or none of them. The statement does not need to be sophisticated or SMART – it just needs to express what the community wants

The People Meeting

People, Place
& Issue

- Once the target behaviour is defined, the agencies will come together to identify:
 - The people exhibiting the behaviour
 - The people who are most vulnerable to the behaviour
 - The people susceptible to developing the behaviour (i.e. siblings, children, friends, school friends etc.)
- The People Meeting will agree the actual caseload (which can be very small) and develop a shared plan to manage them and monitor progress. Wherever possible all individuals, including perpetrators, will be involved in and contribute to the process
- Often the work will focus on resilience building, which is covered in the section below
- The People Meeting is likely to be agency led and confined to agencies who have agreed to share information
- Members of the community can provide information to the People Meeting about the behaviour of individuals in the local community – but will not engage in discussions about the management of those individuals
- The People Meeting will identify the issues underpinning the behaviour of the caseload and will pass these on to the Place/Issue Meeting
- A data sharing agreement is required to undertake the above although it is consistent with e.g. the sharing required to operate a Joint Action Group
- There is also a data sharing tool available to analyse and target behaviours and people in a more sophisticated way should the PZ Board want to undertake this

The Place/Issue Meeting

People, Place
& Issue

- The Place/Issue meeting will identify the issues underpinning the behaviour of people from the People Meeting and will problem solve these issues – it is anticipated that the Co-ordinator will maintain an Issues Log from the start of the PZ
- Those issues that cannot be resolved at this level will be forwarded to the PZ Local Board
- The Place/Issue Meeting will drive the activities to build community resilience and realise the Ambition Statement. This may include the following:
 - Preparing a regular series of local events and activities to stimulate resilience – sporting activities, arts activities, health awareness, parenting skills – the list is endless and will prioritised by what the community wants
 - Deploying Community Payback to enhance the quality of the environment
 - Promoting positive messages to influence the behaviour of young people/vulnerable people
 - Identifying services/resources that would enhance the quality of local life

Matters to consider

People, Place
& Issue

People	Place/Issue
Recognise that those exhibiting and those most vulnerable can be interchangeable	Multi-agency approach needed which includes community representation
Given the confidentiality of personal data the community cannot engage, although community members can put forward their concerns about individuals for the meeting to consider	All must agree on the place/places that require long term multi-agency activity
Those agencies that engage will determine the caseload and focus of the work	Process should look at activities for those that may ultimately develop the behaviour
Agencies will put together joint plans for working with individuals, which will be shared with those individuals, except where this would create unreasonable risk	Build resilience and community confidence – identify gaps / areas of issue and develop a plan to improve key elements
Understand core behaviour and identify root causes to look at developing long-term preventative measures	

Plans, plans, plans

The multi-agency plan

The PZ model envisages planning at 3 levels as follows:

Development Plan

- Concerned with setting things up
- Putting the infrastructure in place
- Ensuring the key roles are in place
- Building the local governance

Delivery Plan

- How the PZ identifies & works with people
- How the PZ builds resilience
- How the PZ communicates
- How the PZ evaluates

People Plans

- Each case will have its own plan
- These will be shared between the agencies and progress monitored via the People Meeting
- Wherever possible the individual will be aware of the plan & contribute to it

Plans tend to be an agency phenomenon and may be quite alien to some members of the community. Efforts to keep the plans simple and avoid agency terminology will help engagement and encourage participation

The multi-agency plan

The multi-agency plan

Setting up a PZ – The Development Plan

- The first bit of planning is to ensure that the PZ is set up after the decision to run one has been agreed – this PZ Development Plan can be usefully be broken down into the following:
- **Roles** – ensuring that the roles are all in place – the only role that is intended to be paid on a dedicated basis is that of the co-ordinator, so will require longer to put in place. The community leader may require development in order to assume the role.
- **Engagement with community** - the aim is to engage with the community from the outset via the community leader, and ensure that the community can influence decision making from the start
- **Where are we now** – the co-ordinator will convene an exercise to identify the baseline position for the community, including the assets and services that are available to make changes
- **Meetings and governance** – the co-ordinator will be responsible for setting up the meetings, the governance and the arrangements for accountability
- **Communications** – the co-ordinator will also be responsible for setting up the communication arrangements
- **Setting the goals** – the co-ordinator will set up the arrangements for building the Ambition Statement, agreeing the target behaviour and building the delivery plans

The multi-agency plan

The multi-agency plan

Setting up a PZ – The Delivery Plan

- Once the structure is in place and the Ambition Statement and target behaviour agreed, the work to make the changes can begin
- **Targeting people** - the People Group needs to decide how it will target the people exhibiting the behaviour. This could simply be via multi-agency agreement or via a more sophisticated form of algorithm
- **Working with people** – the first two levels of the Public Health Model are concerned with developing and managing people. People are viewed at 2 levels: they may be perpetrators of the behaviour, in which case the individual plan will focus on ways of managing or controlling that behaviour or on ways of developing the person; they may be vulnerable to the behaviour either because they are exploited by or a victim of the behaviour – or they susceptible to developing the behaviour. In some cases individuals can be vulnerable as well as being a perpetrator. What ever role they fit there need to be multi-agency plans to address the behaviour of those individuals. The PZ Leader will be responsible for establishing these arrangements: the co-ordinator will maintain them once established
- **Engagement with community** – the next 2 levels of the plan are focussed on developing the community and the people within it. This requires a high level of engagement with the community and the community leader will take responsibility for this
- **Communications** – the co-ordinator will be responsible for developing and delivering the communications plan covering the interaction with the community via social media and other sources
- **Community events** – the community leader alongside the co-ordinator will ensure that there is a programme of events with supporting communications – often this will simply ensure that existing events are known and accessible
- **Asset mapping** – the community leader alongside the co-ordinator will set up arrangements to capture the assets of the community and ensure that they are accessible, including the deployment of Community Payback
- **Checking progress** – the co-ordinator will gather information to evaluate progress against the target behaviour, but will also identify progress against a range of measures around social cohesion (a list is being prepared by Loughborough University)

Pledges

The multi-
agency plan

- Multi-agency plans are often quite alien to members of the community and this is a problem if PZs are to be a community led initiative
- Plans need to be prepared to structure the work and ensure accountability of everyone's input, but it may be hard for members of the community to monitor progress
- Pledges are a simpler way for agencies, and anyone else, to make a commitment and then be held to account for it
- A pledge may look like: XXX agency will attend the People and the Place/Issue meeting, prioritise work with the individuals identified and XXX (itemised list of other actions agreed to). An agency pledge would be held by the agency champion of that PZ
- Each of the key roles in the PZ will also make a pledge concerning how they will work and respond to issues identified by the community
- Pledges could also be made by anyone wanting to contribute to the work of the PZ, including members of the local community who may e.g. pledge to deploy any special skills they have to support the PZ or e.g. make their shop a "Safe Zone" for vulnerable people

Build wider resilience within the community

Build wider
resilience
within the
community

- This can be seen at a number of different levels
 - Resilience in the person exhibiting the behaviour
 - Resilience in those susceptible to developing the behaviour
 - Resilience in those vulnerable to the behaviour
 - Resilience in the wider community
- Taking each in turn:
- **The person exhibiting the behaviour** – there is a risk that this person is just seen as the person causing harm to others, but the model treats their behaviour as a symptom, often of very traumatic life experiences
- Clearly the person's behaviour needs to be controlled, the level of control determined by the intensity of harm
- However, controlling methodologies are unlikely to generate long term change: they may simply create resentment and conflict. Change may be achieved by:
 - Adopting a trauma informed approach to any interaction with the person
 - Involving the person in decisions about her/his future
 - Educating the person
 - Building positive relationships for the person, including volunteers/mentors
 - Enabling the person to make her/his own choices as far as possible

Build wider resilience within the community

Build wider
resilience
within the
community

Persons susceptible to developing the behaviour

- The same approaches as described above will apply, but there will be far less need to apply control measures in these circumstances. Work with these individuals can be more overtly focussed on building pro-social connections and encouraging self responsibility
- However, it might also involve working with parents, teachers and other people who have an influence on the lives of these individuals to ensure consistent and positive messages

Persons vulnerable to the behaviour

- Often these will be the same people as those who are responsible for perpetrating the behaviour – they may even be vulnerable to their own behaviour in the case of self harm
- Clearly specific protective measures are required when someone is particularly vulnerable – a young child for instance
- But over the longer term the most effective approach is likely to be an empowering one – ensuring that people have the skills and strategies to protect themselves

Build wider resilience within the community

Build wider
resilience
within the
community

- The model sees resilience building as broadly generic – it is not specific to the behaviour in question. It is a long term endeavour – arguably it never ends – and enables the community to take responsibility for its own affairs
- In this sense activities which promote community connections and build community assets will always be valuable. The following examples could form a simple plan for resilience building in the community:
- **Build a schedule of events** – the community undoubtedly has many events already running – simply pulling these together and promoting them can have a positive impact
- **Identify and promote the existing assets** – assets can be anything from a walking group to a statutory service. The community will already have many assets and those that the community has set up for itself are likely to be the most valued. The PZ can nurture these – or fill gaps if there are obvious things missing – but always led by the community representative
- **Campaigns** – the PZ will want to promote key messages to discourage people from engaging in the behaviours and to enable people to maintain their own safety. These can be in any form – posters, talks, leaflets, social media campaigns and many more
- **Community forum** – hopefully the Place/Issue meeting will be in the form of a community forum – but there clearly needs to be a forum wherein the community takes responsibility for the issues it faces
- Over time the aim will be for the forum to run itself without the need for input from agencies or other officials – this is the ideal exit plan for agency leadership of the PZ

Evaluating a PZ

The evaluation of the PZ is at 3 levels:

- Changes in the target behaviour – clearly the aim is to reduce the volume and intensity of the target behaviour
- Building resilience – the model developed by Loughborough University identifies a large range of resilience measures. The PZ will choose a few of those and monitor them e.g. levels of volunteering, school attendance etc
- What people think – the perceptions of local people are vital and the expectation is that their narrative will form the core of the evaluation. Ideally part of this will include a “before and after” perception survey – but community members will be encouraged to add their more free flowing narratives about their community throughout the exercise