

NATIONAL
INDICATOR 35

SELF ASSESSING LOCAL PERFORMANCE AGAINST NI 35:

BUILDING RESILIENCE TO VIOLENT EXTREMISM

GUIDANCE FOR LOCAL PARTNERS

PRODUCED BY HAMMERSMITH & FULHAM COUNCIL



GOVERNMENT OFFICE
FOR LONDON



Foreword

As Chair of the London Prevent Network, I am delighted to present this guidance document on National Indicator 35: Building Communities Resilience to Violent Extremism (NI 35).

This guide has been produced by the London Borough of Hammersmith & Fulham with support from the Office for Public Management, Government Office for London and London boroughs.

At the time of writing this document, there was no national guidance on NI 35 apart from the Prevent Strategy document itself. London boroughs expressed a strong desire for robust guidance which could be used to assess their performance against NI 35.

The aim of this guide is to provide a clear, detailed and consistent framework for implementing NI 35 and the national Prevent Strategy. London boroughs are committed to implementing the Prevent Strategy in a way which fits within the context and priorities of London and its boroughs.

London boroughs have lead the way as national trailblazers in tackling violent extremism and use of this guide should help to ensure London continues to be on the cutting edge of the national Prevent agenda.



Pinakin Patel

Chair of the London Prevent Network and

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Section One: Introduction

The Prevent Strategy

The purpose of the Prevent Strategy is to stop people becoming or supporting terrorists and violent extremists. *The Prevent Strategy: A guide for local partners in England* published in June 2008 sets out the role of local partners in delivering the Prevent Strategy.

The Prevent Strategy has five key strands:

- challenging the violent extremist ideology and supporting mainstream voices;
- disrupting those who promote violent extremism and supporting the institutions where they are active;
- supporting individuals who are being targeted and recruited to the cause of violent extremism;
- increasing the resilience of communities to violent extremism; and
- addressing the grievances that ideologues are exploiting.

These are supported by two cross-cutting work streams which are key enabling functions in delivering the strategy:

- developing understanding, analysis and information; and
- strategic communications.

The Strategy recognises that local action and the engagement of local communities is vital to effective delivery, including working in partnership with local, particularly Muslim, communities, and that joint leadership and delivery from police, a range of local authority departments¹, and their partners are fundamental to the success of the UK's counter terrorism strategy.

The Prevent Strategy: A Guide for Local Partners in England asks all localities to ensure that a local partnership group has been clearly tasked to take forward local action on Prevent and to put in place a **programme of action** that:

- meets the **specific objectives** of the Prevent Strategy;
- is **jointly agreed and managed** by the local authority and their partners;
- is **proportionate** to the level of threat in the area
- **reflects local needs**; and
- sets out **clear and tangible milestones** to track progress.

¹ Organisations that may be involved in local partnerships working at various levels are listed on page 9 of the *Prevent Strategy: A guide for Local Partners in England*.

Further ideas and support were offered to local authorities by the Department for Communities and Local Government in *Preventing Violent Extremism: Next Steps for Communities* (July 2008) and the Local Government Authority guidance *Leading the Preventing Violent Extremism Agenda: a role made for Councillors* (November 2008). For more information on the Prevent agenda please go to <http://www.communities.gov.uk/communities/preventingextremism/>

Local boroughs may also wish to consult the Audit Commission and HM Inspectorate of Constabulary (HMIC)'s *Preventing Violent Extremism: Learning and Development Exercise*, (October 2008), which includes a range of useful case study examples, and a set of evidenced suggestions for the ongoing development of local Prevent delivery.

NI 35

The Prevent Strategy is embedded in the performance framework for local authorities through National Indicator 35 – Building resilience to Violent Extremism and APACS 63².

While eight London boroughs³ have currently adopted the NI 35 as a priority indicator in their Local Area Agreements (LAAs), **all** London boroughs will need to report against NI 35 with the first reports due in April 2009. This includes boroughs that have not received specific funding for Prevent.

What is this document for?

In April 2008 the Department of Communities and Local Government published an Assessment Framework for NI 35 for local authorities. The framework consists of four criteria, coupled with a set of descriptors and scores, against which local partners are expected to assess their performance (See Appendix A, for the existing self-assessment framework). As the Prevent agenda evolved, local partners identified a need for further guidance that builds on the existing assessment framework.

London Borough of Hammersmith and Fulham and Government Office for London (GOL) commissioned the development of this tool with the principal objective that it should be tailored so that it specifically helps London boroughs and their partners assess their own performance in relation to the NI 35. This document has been produced in response to that need and in line with those requirements. It provides:

- detailed performance descriptions, that expand upon (but do not replace) the four criteria in NI 35
- suggestions about the types of evidence and information that can be used to support the self assessment

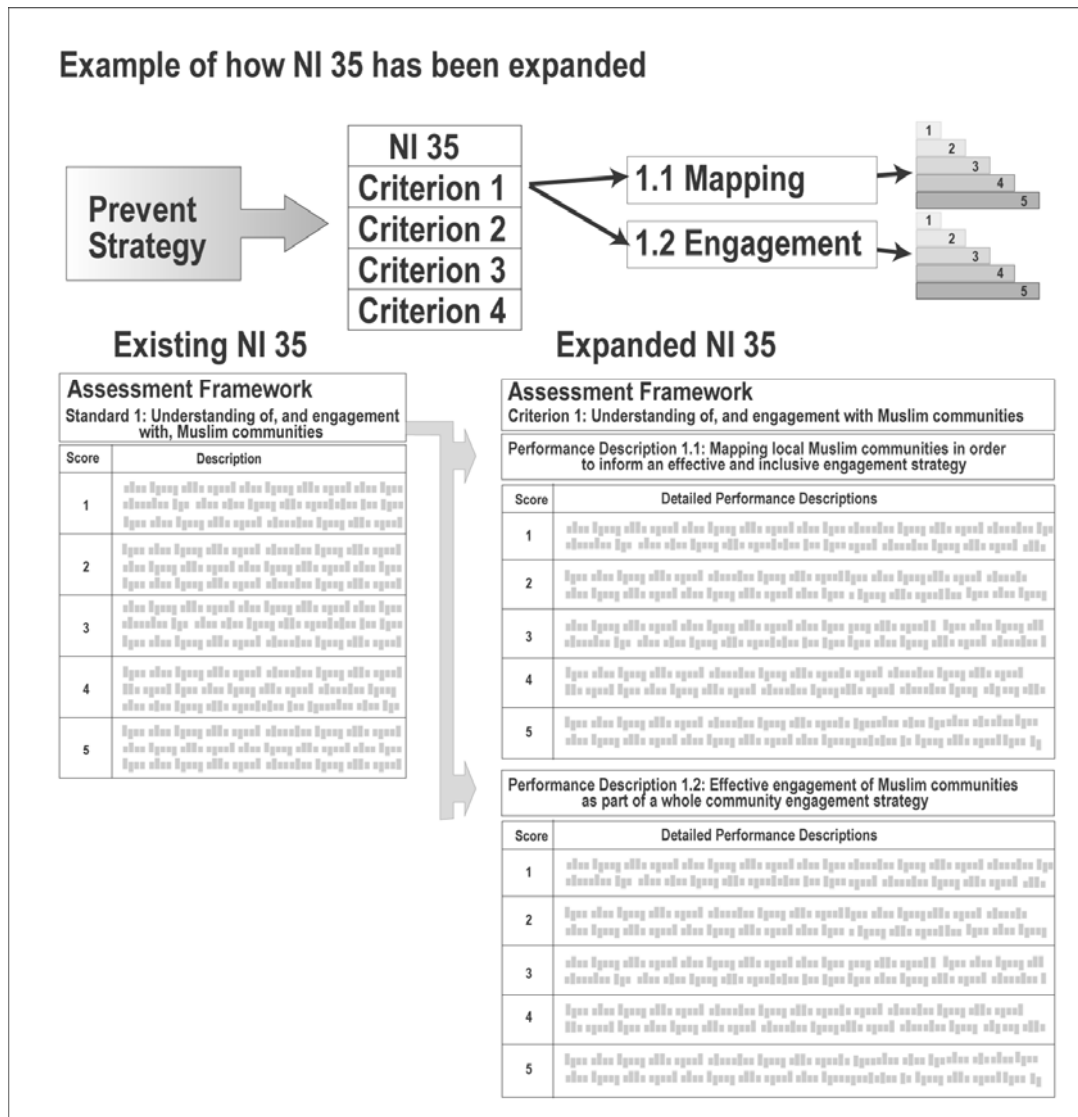
² The Assessments of Policing and Community Safety (APACS) framework is a unified performance management framework that was introduced in April 2008. It applies to all police forces in England and Wales, covering key services delivered by the police working on their own or in partnership with others.

³ These are Barnet, Haringey, Harrow, Hounslow, Lambeth, Redbridge, Tower Hamlets and Westminster.

- examples of how local partners have taken forward elements of the strategy, referred to here as ‘promising practice’.

To ensure that it accurately reflects the aims and objectives of the Prevent agenda, and meets the needs of those individuals who will be using it, the tool has been developed following a process of consultation with local London Prevent Partners. This has included testing and verifying the guidance through focus group work and at a London borough workshop held on 27 November, 2008 with key Prevent stakeholders and practitioners.

The diagram below (which only shows Criterion 1) illustrates how the existing framework has been expanded to give more detailed performance descriptions.



When should it be used?

This document should be used to support you in undertaking self-assessment against NI 35 to inform the refreshment of your Local Area Agreements (LAA), negotiation of targets and reporting against NI 35 by all local authorities in April 2009.

From April 2009 the **Comprehensive Area Assessments** (CAA) will provide independent assessments of the prospects for local areas and the quality of life for people living there. CAA will assess how well public money is spent and will ensure that local public bodies are accountable for their quality and impact. CAA is being developed by seven partner inspectorates, who will work together to deliver joint judgements about areas. Performance reported against the national indicator set, including NI 35, will be a key source of evidence and in making the assessments, the local services inspectorates will take the local priorities set out in LAAs as a starting point. Whilst this tool is not a formal, recognised part of CAA, it can usefully provide high quality evidence on which CAA may draw. Please see www.audit-commission.gov.uk for the CAA framework document, published on 12 February 2009.

Section Two: How the tool works

The starting point for self-assessment against NI 35 is the four criteria within the existing NI 35 Assessment Framework. Each of these criteria includes a set of descriptions linked to a score on a 1 to 5 scale.

The object of the exercise is to arrive at a score for each criterion that is a fair reflection of where London boroughs are in terms of delivery and that can be evidenced.

To help you do that, this guidance breaks down the descriptions in the NI 35 Assessment Framework into 13 actions that London boroughs might take as part of their Prevent Programme of Action. Each of these actions is then described in terms of what level of local performance would represent a score of 1 to 5 against the Assessment Framework.

It is important to note that the performance descriptions and actions are **indicative** in nature, open to a degree of interpretation and do not represent *everything* London boroughs are doing on Prevent.

In assessing local performance against NI 35, the aim therefore is to be **pragmatic** about the extent to which local performance levels have been reached and to find the **best fit** between local performance and that described in this guidance. In cases where you are taking local actions which are delivering improvements that are not reflected in the descriptions, you can use the same basic approach of describing these and explain why they constitute the identified performance level.

This tool is not an audit or inspection tool. The tool has been designed with, and for, London boroughs, their local partners and communities to use. It is a voluntary tool, and there is no obligation to use it. However, the tool has the potential to greatly enhance partners' understanding of Prevent, enabling them to **take stock** of how are progressing in relation to Prevent, and **plan improvements for the future**. The tool should also help London boroughs consider how they are performing in relation to other related areas, such as community empowerment or community cohesion; to help make these links we provide references to other policy agendas throughout.

A proportionate approach

The Prevent Strategy: A guide for local partners in England recognises that each area is unique. The guide calls on local areas to put in place a programme of action that is proportionate to the level of threat in the area.

We recommend that the approach to self-assessing yourself against NI 35 is similarly **proportional**. We want London boroughs to use their professional judgement in using the guide. A borough with a high level of threat will have a more extensive and detailed programme of action and therefore more material to consider when assessing performance.

The tool is designed for **all types of local authority area**, which means that that every authority can receive maximum scores. Thus, we have tried to design descriptions that focus on quality of activity that are not reliant on the amount of resources available.

Importantly, this is a **self-assessment** tool – it will not be a formal part of the CAA process or externally audited.

Suggested process for completion of your self-assessment

The process that local Prevent partners employ for self-assessment is likely to vary depending on local circumstances, and we do not wish to prescribe a rigid approach. However, London boroughs may find it useful to take a similar set of steps to those outlined below, when completing self-assessments.

Step 1 – Identify the process lead: We are anticipating that the self-assessment process is likely to be lead by the Local Prevent Lead (these may be the Prevent Co-ordinator, or a Community Cohesion Officer, for example) or possibly, a Local Authority Performance Manager.

Step 2 – Identify and engage key partners: Whilst it will be important for one person to lead the process of self-assessment, they should seek inputs and support from the full range of relevant Prevent partners (for a full list of which agencies and organisations may be involved in local partnerships, please see page 9 of the *Prevent Strategy: A guide for Local Partners in England*). Which partners are involved will be determined by ground-level activity, but the involvement of police leads with responsibility for assessing against APACs 63, will be key. The role of key partners will be to supply evidence on activities and partnerships related to their agencies and departments, and to offer their perspectives on how well these are performing.

Step 3 – Plan assessment process: once a lead and key partners are identified it will be helpful to plan the most effective way of engaging them with the self-assessment process in a way that encourages active reflection on progress to date, and implications for an ongoing programme of action.

Step 4 – Gather evidence for initial assessment: Example evidence might be Prevent Programmes of Action (sometimes referred to locally as a Prevent Action Plan), prevent project documentation, and Local Strategic Partnership documentation. Evidence collected for other National Indicators is also likely to be helpful. A full set of suggested evidence sources are outlined later this document. Once leads have collected all the relevant evidence which they are aware of, they may wish to log this evidence in the self-assessment framework as a starting point.

Step 5 – Organise and run a workshop with local Prevent leads: Investing in a workshop to allow key partners to reflect on and discuss their shared self-assessment is likely to be of value to those London borough partnerships with more significant Prevent resource. The draft self-assessment framework, including any referenced evidence should be circulated in advance of the workshop. The workshop should then allow sufficient time for partners to discuss their activity in relation to each of the strands, score their activity in relation to the performance descriptions described, and identify appropriate evidence to support these scores. Some local Prevent partners may feel that it is appropriate to involve representatives of the local community by inviting them to discussions about local delivery, or by asking them to supplying evidence as part of the self-assessment process. Where it is not possible to undertake a workshop, the Prevent lead should find alternative ways of getting feedback on their draft assessments, collecting and verifying evidence to support their scoring.

Step 6 – Process lead compiles evidence: Following the workshop, the process lead should produce a revised draft with all evidence compiled and cross-referenced.

Basic-level self-assessments will simply reference and attach evidence used in assessment. Advanced self-assessments will include a performance narrative, explaining how and why self-assessment judgements were made.

Step 7 – Evidence sent to key partners for validation: This will give key partners the opportunity to provide comment on the self-assessment, and provide additional evidence if necessary.

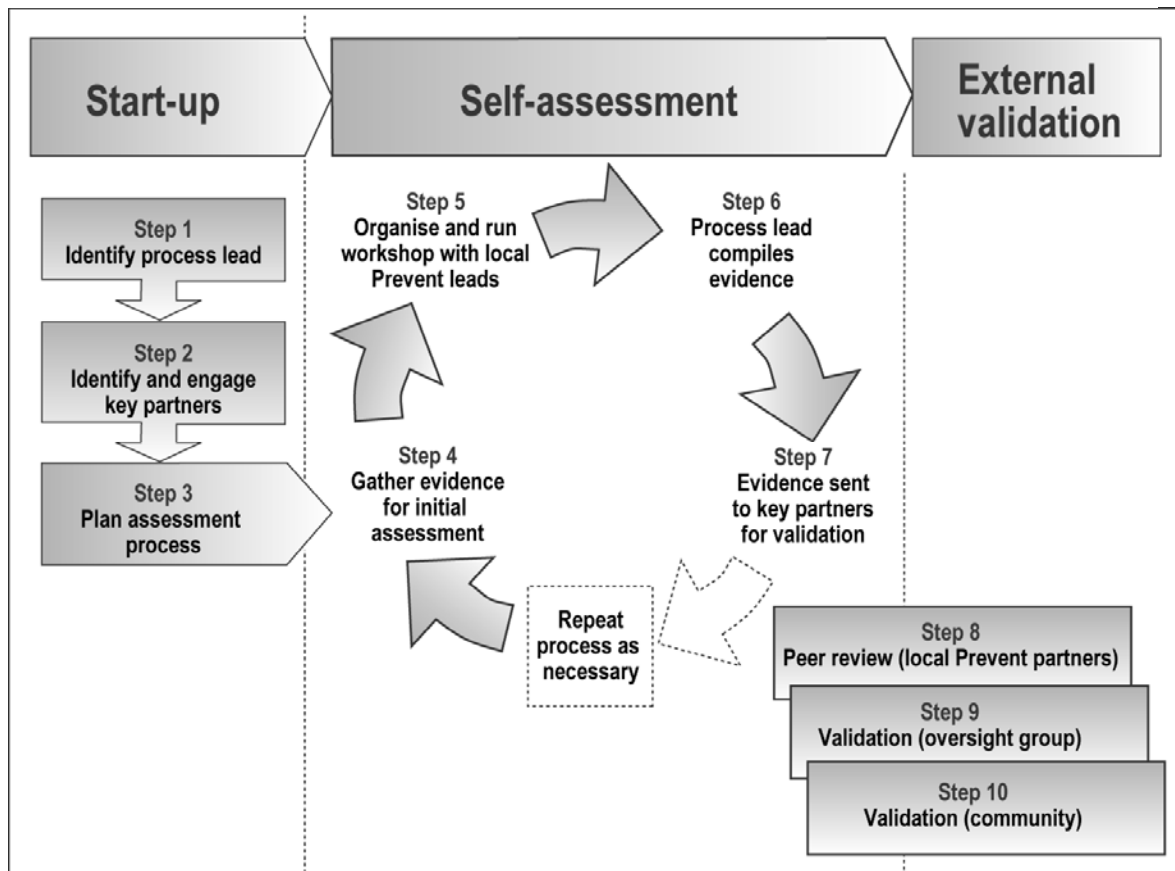
Step 8 – Peer review (local Prevent partners): Following internal validation, process leads may also wish to consider obtaining external perspectives on how they are progressing in relation to Prevent, and how effectively they have reflected this in their self-assessments. Using a Peer review approach may be helpful in these instances. London boroughs may find it particularly productive to consult with neighbouring areas or areas with similar community or cultural contexts.

Step 9 – Validation (oversight group): The oversight group is responsible for monitoring activity progress against key objectives, ensuring relevant outputs are achieved and assessing risk. The oversight group is likely to be the Local Strategic Partnership or Crime and Disorder Reduction Partnership (CDRP), though this may differ from one Prevent partnership to another. Once the tool has been both internally and externally validated, the oversight group will be responsible for the formal validation of the framework.

Step 10 – Validation (community): Once London boroughs are confident that their self-assessment is robust and accurately reflects their progress on Prevent activity, they may wish to consider a final stage of external validation with local communities. Community validation could be delivered, for example, through the oversight group or by consulting community forums linked to Prevent partnerships which exist in many partnership area.

The following diagram illustrates the process described above.

Process for self assessment



As the diagram suggests, the self-assessment process should be repeated as appropriate, for example to inform annual local authority budget refreshes.

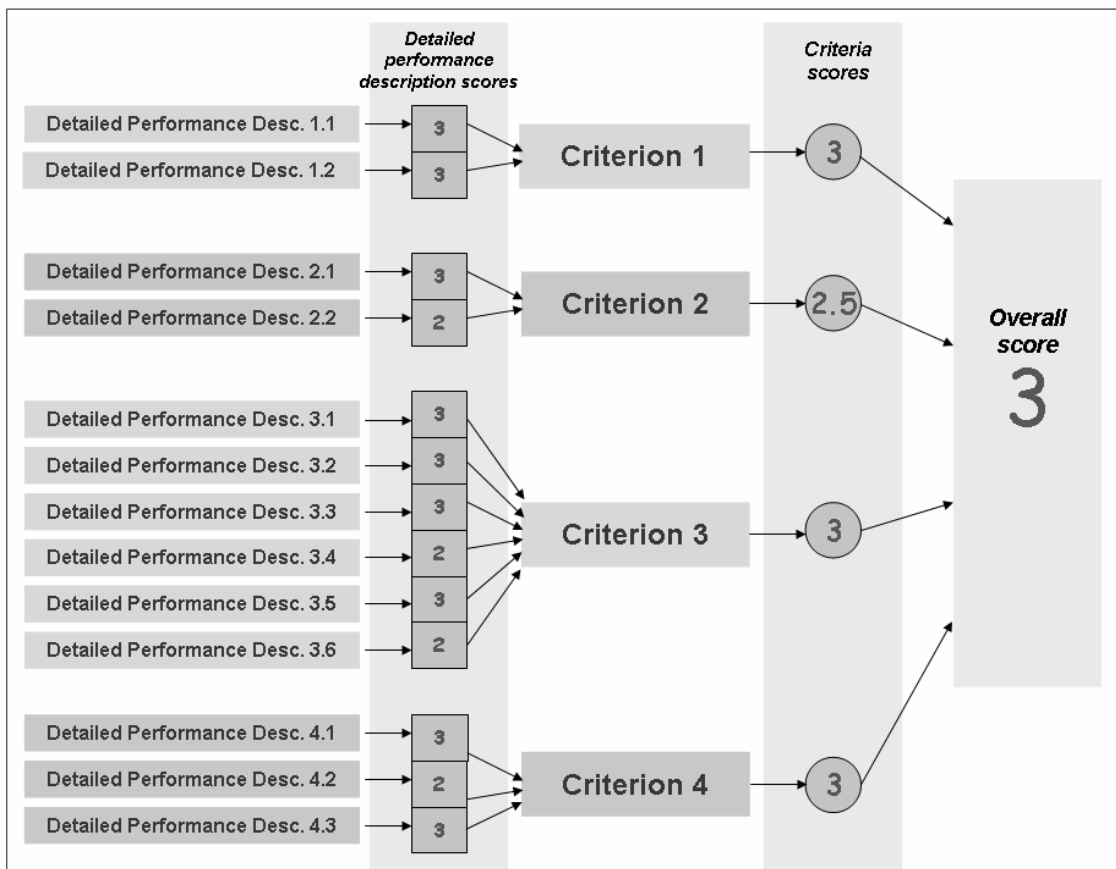
As said previously, we do not expect all London boroughs to go through the same process for completing the tool. What we have set out is an ideal approach for completing the tool, but we understand that different London boroughs and their partners will have different levels of resource available to support self-assessment.

The approach outlined here has been suggested for the completion of self-assessment against NI 35. However, this approach is equally applicable to the self-assessment of the Prevent agenda more widely, and may be a helpful approach to informing the development of programmes of action.

Scoring your self-assessment

You should start the scoring against NI 35 by scoring your local authority area one to five against each individual performance description. The average of your scores for each performance description will be your score for the criterion that each performance description relates to. The average of the scores for each of the four criteria will then be your overall score against NI 35. Use of half scores should be avoided. The diagram below gives an illustrative example of how scoring should work.

Illustrative example of how to score your self-assessment



As indicated above, your overall score against NI 35 will be an average. Your partnership may therefore find it helpful to retain a record of your detailed scores so that differences in performance levels in relation to specific activities are clear, and so that you can monitor progress over time more easily.

The different criteria included in NI 35 are closely related to each other. For example, well developed programmes of action will be based on a good understanding of local Muslim communities, and a local Prevent partnership is likely to exhibit similar levels of development for both of these activities. Where performances descriptions are closely related, you would probably expect to have similar scores for them.

Sources of evidence

We expect the evidence used for this self-assessment to vary between London borough Prevent partnerships. However, it is likely that the following types of evidence can be used as part of local self-assessments:

- **Local Prevent Programmes of Action** – these are the action plans local partners need to develop to underpin their programme of activities to support the delivery of the Prevent Strategy locally.

- **Local Prevent project documents** – such as implementation plans, monitoring and evaluation reports
- **Local research** and community information – some local authorities may have commissioned or produced local research or evaluations to support their Prevent work, such as mapping studies, local project evaluations, and research into local causes and drivers of extremism.
- **Other National Indicator Set (NIS) proxy indicators** – for example, NI 1 on cohesion, and NIs concerned with vulnerability.
- **Other relevant strategies and plans** – such as community cohesion strategies (where these have been produced), community empowerment strategies, children and young people’s plans.
- **Police Counter Terrorism data** – including counter terrorism local profiles and rich picture data
- **Community safety documents** – such as tension monitoring reports, policing statistics on hate, race and faith crime

Please see Appendix B for an example of how the assessment framework might be completed.

Section Three: The Tool

This section of the tool sets out each of the four criteria in NI 35 and expanded descriptions of what they involve. For each of the four criteria this part of the tool provides:

- Detailed performance descriptions, which expand on (but do not replace) the four parts of NI 35.

- Further supporting guidance, which expands on some of the terms used in the performance descriptions, as well as providing examples of promising practice.

For each performance description, level 5 should be regarded as representing the 'gold standard' for Prevent activity. Please note that whilst the examples of promising practice used are felt to represent current examples of good practice, and would be likely to score highly in a self-assessment, we are not necessarily suggesting that they would score at level 5.

Criterion One: Understanding of, and engagement with, Muslim communities

Performance Description 1.1: Mapping local Muslim communities in order to inform an effective and inclusive engagement strategy	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> Local partners do not appear to collect and analyse information and demographic data about the local Muslim communities as part of wider community mapping. There is limited familiarity with local mosques, prominent individuals and organisations that represent Muslim communities. Data is not used to develop an understanding of resilience or vulnerability to violent extremism within local Muslim communities.
2	<ul style="list-style-type: none"> Local partners collect and analyse some information and demographic data about local Muslim communities as part of their wider community mapping work, but this may not reflect the diversity within local Muslim communities. There is some familiarity with local mosques, prominent individuals and organisations that represent Muslim communities. Local partners have limited understanding of resilience or vulnerability to violent extremism within local Muslim communities.
3	<ul style="list-style-type: none"> Local partners collect and analyse good quality information and demographic data about local Muslim communities as part of their wider community mapping work, which is sufficiently detailed to describe the diversity of local Muslim communities. In addition, local partners have started to collect and map information about a number of local mosques, prominent individuals and organisations that represent different Muslim communities. Local partners have used this information to develop a basic understanding of resilience or vulnerability to violent extremism within local Muslim communities.

4	<ul style="list-style-type: none"> • Local partners collect and analyse high quality and comprehensive demographic data about local Muslim communities as part of their wider community mapping work, and data describes the diversity of these communities. • In addition, local partners systematically collect and map information about a number of local mosques, prominent individuals and organisations that represent different Muslim communities. • Local partners have used this information to develop a good understanding of resilience or vulnerability to violent extremism within local Muslim communities. • There is also a good understanding of local Muslim communities' links with organisations and services outside the local area. Information is updated regularly, for example, to understand new populations such as new arrivals. • The information collected is used to inform the delivery of Prevent activity, including engagement and research strategies with Muslim communities.
5	<ul style="list-style-type: none"> • Local partners collect and analyse high-quality and comprehensive demographic data about local Muslim communities. • The level of data collected reflects local assessments of risk, with higher risk areas collecting detailed data which is fully reflective of the diversity of Muslim communities and describes differences by religious affiliation and neighbourhood area. • Local partners have used this information to develop a sophisticated understanding of resilience or vulnerability to violent extremism within local Muslim communities, and produced an area focussed analysis of this. • There is also a good understanding of local Muslim communities' links with organisations and services outside the local area. Information is updated regularly, for example, to understand new populations such as new arrivals. • The information collected is used to inform the delivery of Prevent activity, including robust engagement and research strategies with Muslim communities. • Information from local communities plays a key role in informing local mapping. • There is evidence that mapping has contributed to the identification of areas of potential vulnerability, and that this has contributed to some successful interventions.

Performance Description 1.2: Effective engagement of Muslim communities as part of a whole community engagement strategy	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> • Community engagement strategies do not include any specific mechanisms for engagement with Muslim communities. • There is ad hoc engagement with wider faith/black and minority groups but there are few opportunities for local people to take part in engagement activities. • Prevent partners have a narrow awareness of the range of processes for interaction and techniques available for engagement. There is no coordination of engagement activities or awareness across local agencies. • Engagement activities do not inform programmes of action or the development of future engagement activities.
2	<ul style="list-style-type: none"> • Mechanisms exist for engagement with Muslim communities as part of wider community engagement strategies. • Opportunities are available for participation, but the attendance and reach of engagement activities is limited to individuals and interest groups, not whole communities. • There is limited understanding of the extent to which individuals engaged by Prevent partners reflect the views of the wider community. Prevent partners have some awareness of the range of processes for interaction and techniques available for engagement. • Local agencies communicate regarding their engagement activities but efforts are not jointly coordinated.

<p>3</p>	<ul style="list-style-type: none"> • Regular and reliable mechanisms are in place for engagement with Muslim communities as part of wider community engagement strategies. • There are widely available opportunities for engagement and participation; attendance and reach is good and includes individuals, groups and whole communities. • Prevent partners have a good awareness of the range of processes and techniques available for engagement. • Some local agencies have coordinated their engagement activities, for example through the partnership that leads on Prevent. • Findings from engagement activities have been used to inform the development of the Prevent programmes of action and future engagement activities.
<p>4</p>	<ul style="list-style-type: none"> • Regular and reliable mechanisms are in place for engagement with Muslim communities as part of wider community engagement strategies. • Analysis of local press (including in particular community press) is used to identify prominent individuals in the Muslim community and identify key issues of concern. • There are widely available opportunities for engagement and participation; attendance and reach is good and includes diverse individuals, groups, whole communities and members of communities or groups which are vulnerable or hard-to-reach. • Participants' feedback on engagement and participation activities is positive, and there is some evidence that participation has had a positive impact on perceptions of local policies and services. • Prevent partners have an advanced knowledge of the range of processes and techniques available for engagement. • There is good coordination of engagement activities across local agencies, including the partnership that leads on Prevent. • Findings from engagement activities are consistently used to inform the development of the Prevent programmes of action and future engagement activities.

<p>5</p>	<p>Regular and reliable mechanisms are in place for engagement with the Muslim Communities as part of wider community engagement strategies.</p> <ul style="list-style-type: none"> • Analysis of local press (in particular community press) is used to identify prominent individuals in the Muslim community and identify key issues of concern. • There are widely available opportunities for engagement and participation; attendance and reach is good and includes individuals, groups, whole communities and members of communities or groups which are vulnerable or hard-to-reach. • Participants' feedback on engagement and participation activities is positive, and there is strong evidence that participation has had a positive impact on perception of local policies and services, and local communities' willingness to get involved in these. • This engagement is community-driven and therefore self-sustaining and flexible in response to changing need. Prevent partners have a comprehensive knowledge of the range of processes and techniques available for engagement. • Prevent partners keep up to date with current methods and practices and apply these in an innovative way. There is comprehensive coordination of engagement activities across local agencies. • Findings from engagement activities are consistently used to inform the development of programmes of action and future activities, and there is evidence of changes to policy or delivery as a result of this. • Local communities feel that government and Prevent delivery partners are accessible, and evidence of this is available, for example, from local surveys. • Feedback from engagement activity is fed into policy and strategy as a matter of course and on a frequent basis.
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Further supporting guidance – detailed performance descriptions 1.1 – 1.2

Performance Description 1.1: Mapping local Muslim communities in order to inform an effective and inclusive engagement strategy	
Terms	Explanation
Local partners	<ul style="list-style-type: none"> • Including staff working on the Prevent Strategy, police, health, housing, education, children's services, the fire service, YOTs, NOMs, prison service, probation, the voluntary and community sector.
High quality information and demographic data	<ul style="list-style-type: none"> • A range of different types of information may be collected, including 'soft intelligence' or anecdotal evidence on vulnerability and resilience in local communities. • Includes data on ethnicity, age, gender, nationality, employment, education, deprivation sourced from census, using software such as GIS (Geographic information systems) mapping outputs (e.g. Mosaic), and Pupil Level Annual School Census (PLASC) datasets. • Reflects the diversity of local Muslim communities, including those which may be less well-established.
Organisations representative of Muslim communities	<ul style="list-style-type: none"> • Includes organisations whose activity or purpose is related to the needs or interests of Muslim communities, and/ or whose membership includes large numbers of Muslim individuals. • Includes those individuals or organisations who may be less willing or confident in engaging with Prevent activities (and wider community activity), as well as those who are active participants.
Diverse individuals and groups	<ul style="list-style-type: none"> • Includes a range of ages, genders, religious denominations, economic status or social classes.

<p>Diverse range of Muslim networks</p>	<ul style="list-style-type: none"> • Includes ethnic, national, political, social and voluntary Muslim groups and organisations and their representatives/leaders. • Includes representatives from ‘hard-to-reach’ or difficult to engage groups including young people who are not in education, employment or training (NEET), women and new arrivals. • Includes mosques and imams.
<p>Robust sampling strategy for research</p>	<ul style="list-style-type: none"> • Engagement strategies should be aimed at all Muslim communities. • A robust sampling strategy for a quantitative research methodology would be representative, i.e., a sample whose characteristics closely mirror the population would be selected. However, if a qualitative research methodology is used, a robust sampling strategy would be purposive, i.e., a targeted sample would be selected from specifically predefined groups or particular populations of interest, and reflect the range and diversity of these populations.
<p>Promising practice example: London Borough of Brent commissioned an external agency to conduct a mapping exercise to inform its three year programme of Prevent Activities. This exercise involved developing a:</p> <ul style="list-style-type: none"> • profile of Muslim communities in Brent, including different ethnic groups, denominations, socio-economic status and levels of participation • identifying the most pressing community cohesion issues as identified by members of the local Muslim communities in Brent, and • identifying potential drivers of violent extremism at a local level, including Islamophobia, intra-community tensions, lack of theological guidance and grievances that may be derived from socio-economic inequality. 	
<p>Promising practice example: London Borough of Lambeth commissioned a piece of research to map local Muslim communities including undocumented Muslim migrant communities. The borough intends to undertake such mapping exercises regularly, using MOSAIC, ICE (NCTT resource).</p>	

Performance Description 1.2: Effective engagement of Muslim communities as part of a whole community engagement strategy	
Terms	Explanation
Engagement mechanisms	<ul style="list-style-type: none"> • The purpose of engagement is to inform local people; build understanding of, and support for, local activities, services or decisions; find out about priorities and unmet needs; check out reactions to new initiatives; generate co-operation; and build new ways of working. Benefits of engagement include increased trust, improved services, improved efficiency, increased outcomes and satisfaction, and enhanced Community Leadership. All of these benefits are, of course, fundamental to Prevent. • Engagement can range from information giving, through research, consultation, participation, to delegation, with the later entailing the highest level of intensity⁴. • A wide range of methodologies could be employed to reach different communities as part of Prevent work, including focus groups, peer research, in depth interviews, community events, deliberative events, citizens panels an surveys. • See Section Four for further reading

⁴ Arnstein, S., 1969. *A ladder of citizen participation*. Journal of the American Institute of Planners, 35:216–24.

<p>Individuals or communities who are vulnerable or hard-to-reach</p>	<ul style="list-style-type: none"> • Vulnerability might be reflected in a range of different factors including being socially excluded, underemployed, having a history of offending behaviour, having mental health issues or learning disabilities, or being socially isolated. Other indicators of vulnerability, which when combined with others may suggest a vulnerability to violent extremism include family links and travel abroad, although these would obviously not be indicators in isolation. • Hard-to-reach or hard-to-include groups include those communities or individuals who are difficult to engage with statutory service provision, community activity, and local decision making.
<p>Feedback on participation and engagement activities</p>	<ul style="list-style-type: none"> • This might include informal feedback, evidence collected from feedback forms, surveys, or qualitative research.
<p>Promising practice example: Islington Council commissioned 'Listen Up' to deliver a series of Muslim youth engagement initiatives. This included a Young Muslim Voices conference, a young person led event, where young people raised awareness of the issues affecting them and also facilitated group discussions about how services can engage better with young Muslims.</p>	
<p>Promising practice example: Lewisham Council has commissioned a three-year engagement programme which will be delivered by two community-based voluntary sector organisations in Lewisham. Both organisations have a strong commitment to developing a wider process of community engagement, in collaboration with the local authority, the police service, local faith groups, and other community organisations. The organisations are actively involved in the work of the Lewisham Community Police Consultative Group, the local Youth Independent Advisory Group, and the Lewisham Stop & Search Scrutiny Group. The main focus of this programme is youth-centred: to reach and connect with young people who feel disengaged or marginalised (including new arrivals, asylum-seekers and refugees), and those who are most vulnerable to violent or extreme influences in their lives.</p>	

Criterion Two: Knowledge and understanding of the drivers and causes of violent extremism and the Prevent objectives

<p>Performance Description 2.1: Establishing an evidence base through an assessment of local risks and vulnerabilities, including evidence into the drivers and causes of violent extremism, which can be used to design an effective and proportionate programme of action</p>	
	<p>Detailed Performance Descriptions</p>
<p>1</p>	<ul style="list-style-type: none"> • The partnership’s programme of action is based on limited understanding of the drivers and causes of violent extremism, and it is not fully comprehensive or up-to-date. • There has been no exploration of, or research into, potential drivers of violent extremism in the locality. • Knowledge and understanding of the drivers and causes of violent extremism are limited to a small number of Prevent partners. • There are no systems in place for communicating evidence on what works or lessons learned to local, regional or national partners.
<p>2</p>	<ul style="list-style-type: none"> • The partnership’s programme of action demonstrates an understanding of Prevent objectives and some knowledge of the drivers and causes of violent extremism, but it is not fully comprehensive. • Limited informal exploration or formal research has been undertaken at a local level to identify potential local drivers and causes of violent extremism, and local Prevent partners are reliant on a small number of internal or external partners for this. • Evidence is updated on an ad hoc basis to reflect some local and national developments. This evidence base is considered when developing a programme of action. • There are no systems in place for communicating evidence on what works or lessons learned to local, regional or national Prevent partners.

3	<ul style="list-style-type: none"> • The partnership's programme of action demonstrates a good knowledge and understanding of the drivers and causes of violent extremism drawing on knowledge and understanding from a range of different partners and sources, and also reflects a good understanding of the wider Prevent Strategy. • Evidence on potential local drivers and causes of violent extremism has been collected, and includes soft intelligence, formal research and analysis. This evidence is used to inform the development and targeting of Prevent activity. Good systems are in place for storing this evidence and sharing it between local partners, and updating it in light of understanding and intelligence on both local and national developments. • Local partners have some systems or relationships through which they communicate evidence on what works or lessons learned within the partnership, and sometimes more widely.
4	<ul style="list-style-type: none"> • The partnership's programme of action demonstrates an understanding of Prevent objectives and a comprehensive understanding of the drivers and causes of violent extremism drawing on the knowledge and experience of a range of different partners and relevant sources. • Detailed mapping of local Muslim communities has been analysed against a range of other relevant data sources, to develop a good understanding of potential resilience or vulnerability in local communities. • Evidence on potential local drivers and causes of violent extremism has been collected from all relevant local partners and includes soft intelligence, formal research and analysis. • The local programme of action is informed by the evidence base on risk and vulnerability, and activities have been developed in response to areas of identified vulnerability (or resilience). • There is a system for updating evidence, thus ensuring an up-to-date understanding of risks and causes of violent extremism is up-to-date, and key local partners are aware of new developments. • Local partners have well developed systems or relationships through which they communicate evidence on what works or lessons learned within the partnership, and at regional and national level.

5	<ul style="list-style-type: none">• The partnership's programme of action demonstrates an understanding of Prevent objectives and a comprehensive and sophisticated understanding of the drivers and causes of violent extremism drawing on the knowledge and experience of all local and national partners and relevant sources.• Data from detailed mapping of local Muslim communities has been analysed alongside a range of other relevant data sources, to develop a good understanding of potential resilience or vulnerability in local communities.• Evidence on potential local drivers and causes of violent extremism has been systematically collected from all relevant local partners and includes soft intelligence, formal research and analysis.• The local programme of action is heavily informed by the evidence base on risk and vulnerability, activities have been developed in response to areas of identified vulnerability (or resilience), and resourced in lined with these priorities.• There is a systematic approach to updating evidence, thus ensuring that an up-to-date understanding of risks and causes of violent extremism, and local partners are aware of new developments.• Local partners have well developed systems or relationships through which they communicate evidence on what works or lessons learned within the partnership, and at regional and national level, are they are active in doing this, for example, through making a number of presentations to relevant forums.
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Performance Description 2.2: Developing and using robust and agreed information sharing arrangements to ensure effective communication between partners	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> • No information sharing arrangements have been developed for Prevent work.
2	<ul style="list-style-type: none"> • Prevent partners have begun to define what information is pertinent. • Prevent partners and local partner agencies share information on an ad hoc basis. Basic information sharing arrangements are being developed. • Prevent partners have consulted local partner agencies to identify where improvements to the sharing of information on violent extremism can be made. It is unclear how the information gathered has been used.
3	<ul style="list-style-type: none"> • Prevent partners have defined what information is pertinent and how this information should be shared. Prevent partners and local partner agencies regularly share and incorporate information. • Clear information sharing arrangements have been developed but they require further definition. • Prevent partners have consulted both local partner agencies and community representatives to identify where improvements to the sharing of information on violent extremism can be made. • Prevent partners have received training to help them identify potential violent extremist activity and know how to progress an identified case. • Prevent partners act appropriately and professionally upon the information gathered.

4	<ul style="list-style-type: none">• Prevent partners and community representatives have developed (as far as possible) an agreed definition of what information is pertinent and how this information should be shared.• Prevent partners and local partner agencies share information in an efficient and cooperative manner. There are robust and clearly defined information sharing arrangements.• Prevent partners have consulted both local partner agencies and community representatives to identify improvements to the sharing of information on violent extremism and relevant changes have been made.• There is a trusting relationship between police and the community, so that communities feel comfortable about sharing information. Prevent partners and local partner agencies have received training to help them identify potential violent extremist activity.• Prevent partners and local partner agencies share, analyse and act on information in an appropriate and professional way. There are examples of Prevent partners sharing information with professionals in neighbouring localities.• There has been some work to mainstream information sharing relating to the Prevent agenda to agencies beyond the immediate partnership.• Where appropriate, partners have undertaken work to share information related to the Prevent agenda with agencies beyond the immediate partnership.
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5	<ul style="list-style-type: none">• Prevent partners and community representatives have developed (as far as possible) an agreed definition of what information is pertinent and how this information should be shared.• There are clearly defined and rigorous information sharing arrangements, which are used systematically by partners.• Prevent partners, local partner agencies and members of the local community share information in an open and honest manner according to an agreed protocol and using an approach that is recognized and endorsed by the local community.• Prevent partners, local partner agencies, local community representatives, and members of the local community have received training to help them identify potential violent extremist activity.• Wherever possible the information gathered has been shared and analysed by local Prevent partners, local partner agencies and local community representatives have shared and analysed this information and agreed a community response.• Prevent partners have shared information with professionals in neighbouring localities and nationally, and this information sharing has led to activity being undertaken to address potential or immediate risk.• Local communities are aware of, and know how to use, safe places to share information.• Information sharing related to Prevent is being mainstreamed to agencies outside the immediate Prevent partnership, where appropriate.• Where appropriate, partners have undertaken work to share information related to the Prevent agenda with agencies beyond the immediate partnership.
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Further supporting guidance – detailed performance descriptions 2.1 – 2.2

Performance Description 2.1: Establishing an evidence base through an assessment of local risks and vulnerabilities, including evidence into the drivers and causes of violent extremism, which can be used to design an effective and proportionate programme of action	
Terms	Explanation
Causes and drivers of violent extremism	<ul style="list-style-type: none"> For a list of helpful sources of information regarding the causes and drivers of violent extremism, please see <i>The Prevent Strategy: A Guide for Local Partners in England</i> (page 63).
Evidence base	<ul style="list-style-type: none"> Including (but not limited to) data that is collected to inform Prevent work, as gathered from a range of sources including academic research, policy documents, mapping data and primary data, e.g. analysis of local mapping data with local deprivation indices, local surveys, interviews and evaluations. Examples might also include local stakeholders attending national conferences on Prevent, taking part in London-wide Prevent network meetings, or developing links with regional prevent networks.
Mapping local Muslim communities	<ul style="list-style-type: none"> Community mapping involves the use of available data concerning the areas in which specific communities live - in this cases different Muslim communities - to understand where there may be specific needs or to understand where services or activities should be located or targeted. For the purposes of the Prevent agenda, it may be helpful to combine information on where Muslim communities live with data on potential drivers or causes of violent extremism, in order to understand potential resilience or vulnerability. For example, you may wish to examine any correlations between areas with high numbers of Muslims and areas of high deprivation and unemployment, in order to contribute to an understanding of possible grievances.

Promising practice example:

London Borough of Barnet commissioned Middlesex University to conduct a study called *Engaging Muslim Youth: A study in the London Borough of Barnet*. The study aimed to:

- gain a deeper insight into the experiences, attitudes and expectations of young Muslim people in the borough
- examine their sense of 'belonging' and the factors that may enhance or weaken it
- explore their perceptions of radicalization
- build the skills of young Muslims through providing the opportunity for training in research methods and experience in carrying out fieldwork.

Promising practice example:

Waltham Forest Council commissioned the Institute of Community Cohesion to conduct a study to explore the underlying causes of disengagement from mainstream society by young people in the borough. The study aimed to identify those factors that may have an impact on the adoption of extremist views or support for extremist organisations. It focused on methods of engagement with children, young people and women to tackle and improve resilience to extremist behaviour. The research resulted in a set of recommendations to be taken forward in the borough's community cohesion strategy for 2008-2011.

The Government has been working with the Improvement and Development Agency (IDeA) to produce a resource for practitioners working in this area. This is designed to help practitioners to understand the issues involved and to share learning and practice across local authorities. IDeA also supports a **Peer Mentoring Programme** to support local authorities' work on the preventing violent extremism agenda. For more information, please visit <http://www.idea.gov.uk>.

Performance Description 2.2: Developing and using robust and agreed information sharing protocols to ensure effective communication between partners	
Terms	Explanation
Information	<ul style="list-style-type: none"> The information shared between Prevent partners, local partner agencies and local community representatives contains data pertinent to community cohesion, race relations, tolerance within the local community, community resilience and individual vulnerability to violent extremism. This information is both informed by and incorporated into Prevent activities.
Community representatives	<ul style="list-style-type: none"> Which individuals it is appropriate to involve in information sharing will depend on local contexts. However, we would generally expect these to include individuals active in local Muslim communities, including imams, youth workers, community elders, women's groups or networks, or elected counsellors.
Training	<ul style="list-style-type: none"> Training on distinguishing violent extremism should be led by, or include, police perspectives, and should be grounded in an up-to-date evidence base on the drivers, causes and pathways into violent extremism. Evaluation and quality assurance of training should be undertaken.
<p>For further information on strategic communications within Prevent, including the work of the government's Research, Information and Communications Unit (RICU) in this area, please see <i>The Prevent Strategy: A Guide for Local Partners in England</i> (page 43-45). Please see section four for full reference.</p>	

Criterion Three: Development of a risk-based preventing violent extremism action plan, in support of the delivery of the Prevent objectives

Performance Description 3.1: There are strong multi-agency partnership arrangements in place to ensure the effective development and delivery of the Prevent Programme of Action	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> • Partnership arrangements include a very narrow range of local agencies. • Local Muslim community representatives are not involved in partnership decision-making. Attendance at meetings by senior officers is inconsistent. There is no secretariat function to support the partnership. • The partnership has some links with other local strategic partnerships, but lacks mechanisms for communicating with these. • There is limited evidence of the partnership agenda moving forward over time or achieving key outcomes.
2	<ul style="list-style-type: none"> • Partnership arrangements include a narrow range of relevant local agencies. • A small number of Muslim community representatives engaged with the partnerships, and their involvement in decision making is ad hoc and inconsistent. Attendance at meetings by senior officers is inconsistent. • There is no secretariat function to support the partnership. • The partnership has some links with other local strategic partners, but lacks mechanisms for communicating with these. • There is limited evidence of the partnership agenda moving forward over time or achieving key outcomes.

<p>3</p>	<ul style="list-style-type: none"> • Partnership arrangements include a range of relevant local agencies. Local Muslim communities are well represented in partnership decision making. • Attendance at meetings by senior officers is inconsistent. • There is a secretariat function to support the partnership. • The partnership has some links with other local strategic partners, but mechanisms for communicating with these could be more clearly defined. • There is some evidence of the partnership agenda moving forward over time, with the achievement of some key outcomes.
<p>4</p>	<ul style="list-style-type: none"> • Partnership arrangements include a broad range of relevant local agencies. • Diverse local Muslim communities are well represented in partnership decision making. • Senior officers regularly attend meetings and contribute to moving the partnership agenda forward. • The partnership is supported by an effective secretariat function. • There are linkages between the partnership and other relevant strategic local partnerships and mechanisms for communication with these are defined. • There is some evidence of the partnership agenda moving forward over time, with the achievement of some key outcomes. • Work is being undertaken by the partnership to mainstream the Prevent agenda, and pool budgets to deliver Prevent-related activities.

<p>5</p>	<ul style="list-style-type: none">• Partnership arrangements include a broad range of relevant local agencies, with a mix of operational and strategic officers.• The partnership involves representatives from all the main local Muslim communities in partnership decisions.• Senior officers regularly attend meetings, contribute to moving the partnership agenda forward, and clearly task and hold to account operational leads.• The partnership is supported by an effective secretariat function.• There are clear links between the partnership and other strategic local partnerships, and mechanisms for communication with these are clearly defined.• The partnership agenda clearly moves forward over time, with the achievement of key outcomes.• There are mechanisms, such as reference groups or forums, in place to enable representatives of Muslim communities to contribute directly to the work of the partnership, for example, through contributing to Prevent selection processes.• There is evidence of the Prevent agenda having been mainstreamed and of a number of different partners having pooled their budgets to deliver Prevent-related activities.
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Note: The following performance descriptions relate to the objectives of the Prevent Strategy, all of which need to form part of the risk based action plan. Descriptions for scoring the quality of the action plan can be found in criterion 3 of the NI 35 assessment framework.

Performance Description 3.2: Promoting positive understanding of Islam as a peaceful religion in order to undermine distorted interpretations promoted by violent extremists	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> • Local partnerships working on Prevent have received basic training to better understand Islam and the narratives used by violent extremists. • There has been no active promotion of positive voices and images of Islam through existing local communication channels. • There is no network of stakeholders who can be accessed to provide positive views on Islam and alternative dialogue to refute violent extremist arguments. • There is no work with education institutions to promote positive a understanding of Islam amongst young people. • There are no activities taking place in the community to provide vulnerable individuals with positive views on Islam and to equip them to refute violent extremist arguments.
2	<ul style="list-style-type: none"> • Local partnerships working on Prevent have received training to better understand Islam and the narratives used by violent extremists. • Some local communication channels used by Muslim communities have been utilised to promote positive voices and images of Islam. • A network is in place which includes a narrow range of local stakeholders who can be accessed to provide positive understanding of Islam and alternative dialogue to refute violent extremist arguments. • Work is undertaken with a minority of local schools to promote positive understanding of Islam amongst young people. • Activity to provide vulnerable individuals with a positive understanding of Islam and to equip them to refute violent extremist arguments has been undertaken.

<p>3</p>	<ul style="list-style-type: none"> • Local partnerships working on Prevent and a minority of relevant frontline staff have received comprehensive training to better understand Islam and the narratives used by violent extremists. • All identified local communication channels used by Muslim communities have been utilised to promote positive voices and images of Islam. • There is an established network which includes local stakeholders who can be accessed to provide a positive understanding of Islam and alternative perspectives to refute violent extremist arguments. • Work is undertaken with local schools, further and higher education institutions to promote a positive understanding of Islam amongst young people. • There is a programme of activities taking place with Muslim communities to provide vulnerable individuals with positive views on Islam and to equip them to refute violent extremist arguments.
<p>4</p>	<ul style="list-style-type: none"> • Local partnerships working on Prevent and most relevant frontline staff have received comprehensive training to better understand Islam and the narratives used by violent extremists. • All local communication channels used by Muslim communities and some used by the wider community have been utilised to promote positive voices and images of Islam. • There is an established mainstream network of local and national stakeholders who receive greater public exposure and can be accessed to provide positive understanding of Islam and alternative dialogue to refute violent extremist arguments. • Work is undertaken with all schools, further and higher education institutions to promote positive understanding of Islam amongst young people. • There is a programme of activities taking place with Muslim communities and the wider community to provide vulnerable individuals with a positive understanding of Islam and to equip them to refute violent extremist arguments.

<p>5</p>	<ul style="list-style-type: none">• Local partnerships working on Prevent and all relevant frontline staff have received comprehensive training to better understand Islam and the narratives used by violent extremists.• All local communication channels used by Muslim communities and the wider community have been utilised to promote positive voices and images of Islam.• There is an established network containing local, national and international stakeholders who can be accessed to provide positive views on Islam and alternative dialogue to refute violent extremist arguments.• Work is undertaken with all schools, further and higher education institutions and specialist education services to promote positive understanding of Islam amongst young people.• There is a programme of activities taking place with Muslim communities and the wider community to provide vulnerable individuals with a positive understanding of Islam and to equip them to refute violent extremist arguments.• Evidence on positive outcomes is available, for example of individuals having had negative views of Islam challenged, and trying to challenge negative view on the part of others.
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Performance Description 3.3: Identifying and providing support to institutions which are vulnerable to extremists, creating a hostile environment for those who promote violent extremism	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> • There is limited understanding of community-based institutions which support Muslim communities, but no understanding of whether any of these are likely to be vulnerable to extremists. • There are no established mechanisms for sharing information about institutions at risk. • Training is not available from the Prevent partnership to local faith leaders or local projects and partners that aim to strengthen vulnerable institutions.
2	<ul style="list-style-type: none"> • There is a some understanding of community-based institutions which support Muslim communities, and some understanding of whether any of these are likely to be vulnerable to extremists. • There are some processes in place for sharing information about institutions at risk, but these are not exhaustive in their coverage, and are not used consistently. • There is no training available from the Prevent partnership to local faith leaders or partners, although there is emerging activity as part of the local programme of action that aim to strengthen vulnerable institutions.
3	<ul style="list-style-type: none"> • There is a good understanding of community-based institutions which support Muslim communities and established arrangements are in place to ensure that partners share information about local vulnerable institutions. • Training is available to faith leaders and local partners in the Muslim community to improve their leadership capacity and there is established activity which focuses on strengthening vulnerable institutions.

<p>4</p>	<ul style="list-style-type: none"> • There is a good understanding of community-based institutions which support Muslim communities. • Local partners have well-developed information sharing arrangements that enable them to identify at institutions at risk. • Training is available to faith leaders and local partners in Muslim communities to improve their leadership. • The local programme of action includes well developed activity which focuses on strengthening vulnerable institutions, and this is recognised by partners or communities as making a positive contribution to the Prevent agenda.
<p>5</p>	<ul style="list-style-type: none"> • There is a sophisticated understanding of community-based institutions which support Muslim communities. • Local partners have well- developed information sharing arrangements that enable them to identify institutions at risk, and these have triggered Prevent activity in response to identified risk. • Training is available to faith leaders and local partners in Muslim communities to improve their leadership of the community, and this has received positive feedback. • The local programme of action includes well-developed activities which focus on strengthening vulnerable institutions, and supporting local communities to create strong institutions. • Attendance at strong institutions has increased, and feedback from these is positive. • Vulnerable institutions are now active in challenging violent extremism and play their part in working towards identifying extremists and vulnerable individuals.

Performance Description 3.4: Supporting individuals who are vulnerable to being targeted and recruited to the cause of violent extremism	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> • Training is provided to front-line workers in some but not all main partner organisations to help them identify those at risk from extremist recruiters. • There are no identification and referral mechanisms in place to ensure that vulnerable individuals benefit from relevant support services. • Individuals vulnerable to violent extremism are not guided systematically towards positive alternative activities, peers and role models.
2	<ul style="list-style-type: none"> • Training is provided to front-line staff from all relevant partner organisations to help them identify those at risk from extremist recruiters. • Identification and referral mechanisms have been put in place by some partners to ensure that vulnerable individuals benefit from a range of support services. • Individuals vulnerable to violent extremism are not guided systematically towards positive alternative activities, peers and role models. • There is no activity in place to develop vulnerable Muslims into positive community leaders.
3	<ul style="list-style-type: none"> • Training is provided to front-line staff from all relevant partner organisations to help them identify those at risk from extremist recruiters. • Identification and referral mechanisms have been put in place by some partners to ensure that vulnerable individuals benefit from a range of support services. • There is evidence of individuals vulnerable to violent extremism being guided towards positive alternative activities, peers and role models. • There is some activity in place to develop vulnerable Muslims into positive community leaders, but this does not cover all target groups.

4	<ul style="list-style-type: none"> • Training is provided to front-line staff from all relevant partner organisations to help them identify those at risk from extremist recruiters, and this is updated regularly to reflect new understanding on vulnerability and risk. • Identification and referral mechanisms are in place across the majority of relevant local partners to ensure that vulnerable individuals benefit from a range of support services. • There are systematic processes in place to guide individuals vulnerable to violent extremism towards positive alternative activities, peers and models. • There is activity in place to develop vulnerable Muslims into positive community leaders, and this is available to a range of different target groups. • Take-up of community leadership activity by vulnerable individuals is good.
5	<ul style="list-style-type: none"> • There is good training provided to front-line staff from all relevant partner organisations to help them identify those at risk from extremist recruiters, and this training is updated continuously to reflect new understanding on vulnerability and risk. • Identification and referral mechanisms are in place across all local partners to ensure that vulnerable individuals benefit from a range of support services, and throughput is good. • Individuals vulnerable to violent extremism identified at an early stage are consistently guided towards positive alternative activities, peers and role models. • There is activity in place which aims to develop vulnerable Muslims into positive community leaders, and this is available to a wide range of different target groups. • Take-up of community leadership activity is good. • There is evidence of individuals previously identified as being vulnerable to violent extremism, taking an active role in promoting positive understanding of Islam.

Performance Description 3.5: Build the leadership capabilities of Muslims, including young people and women, to provide positive leadership to local communities and challenge extremism	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> • No training is provided to develop the leadership skills of Muslims. No platforms are available to Muslim leaders to promote shared values and to counter extremism. • No strategies are in place to encourage members of local Muslim communities to stand for public office.
2	<ul style="list-style-type: none"> • Some training is provided to develop the leadership skills of Muslims, but it is not targeted at priority groups. • The training does not necessarily equip participants with the understanding of Islam and theological knowledge necessary to counteract extremist views. • Some platforms are provided for Muslim leaders to promote shared values and to counter extremism, but these are available on an ad hoc basis. • No strategies are in place to encourage members of local Muslim communities to stand for public office.
3	<ul style="list-style-type: none"> • There is good training provided to develop the leadership skills of Muslims, including priority groups such as young people and women. • The training seeks to equip participants with the understanding of Islam and theological knowledge necessary to counteract extremist views, and there is some positive feedback on this training. • Some platforms are provided for Muslim leaders to promote shared values and to counter extremism, but these are available on an ad hoc basis. • Some strategies are in place to encourage members of local Muslim communities to stand for public office. • There are examples of members of local Muslim communities progressing towards leadership roles within local forums or organisations.

<p>4</p>	<ul style="list-style-type: none"> • Systematic and wide-reaching is training provided to develop the leadership skills of Muslims, including priority groups such as young people and women. • The training seeks to equip participants with the understanding of Islam and theological knowledge necessary to counteract extremist views, and there is feedback on this training is consistently good. • Regular platforms are provided for Muslim leaders to promote shared values and to counter extremist views. • Well developed strategies are in place to encourage members of local Muslim communities to stand for public office. • There are examples of members of local Muslim communities taking up leadership roles within local forums or organisations.
<p>5</p>	<ul style="list-style-type: none"> • Systematic and wide-reaching is training provided to develop the leadership skills of Muslims, including priority groups such as young people and women. • The training seeks to equip participants with the understanding of Islam and theological knowledge necessary to counteract extremist views, and feedback on this training is consistently very good or excellent. • Regular platforms are provided for Muslim leaders to promote shared values and to counter extremist views. • There are well developed strategies in place to increase the number of Muslims who become local councillors. • Well developed strategies are in place to encourage members of local Muslim communities to stand for public office. • There are examples of members from a range of different local Muslim communities, taking up leadership roles within local forums or organisations. These include both women and young people.

Note: The five performance descriptions set out above cover the five objectives in the Prevent Strategy. It is also important that local partners consider what activity needs to take place at local level against the two enabling functions in the strategy – namely:

- Developing understanding, analysis and information; and
- Strategic communications

The second of these needs to include effective communication of Prevent to communities.

Performance Description 3.6: Providing safe spaces in which communities can discuss and address the grievances that ideologues are exploiting	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> Local communities do not have opportunities to raise grievances safely. Muslim young people and women are not involved in local forums. Local Muslims are not supported and trained in facilitating forums and challenging extremist views. Local authority members do not encourage debate about grievances within public forums and are not equipped to challenge extremism and anti-Islam sentiments.
2	<ul style="list-style-type: none"> There are some safe spaces for raise grievances safely. The involvement Muslim young people and women in forums is limited. Local Muslims are not supported and trained in facilitating forums and challenging extremist views. Local authority members do not encourage debate about grievances within public forums and are not equipped to challenge extremism and anti-Islam sentiments.
3	<ul style="list-style-type: none"> There are local forums where Muslim communities can raise grievances safely. Muslim young people and women are involved in local forums. Local Muslims are not supported and trained in facilitating forums and challenging extremist views. Local authority members do not encourage debate about grievances within public forums and are not equipped to challenge extremism and anti-Islam sentiments.

<p>4</p>	<ul style="list-style-type: none"> • There are local forums where Muslim communities can raise grievances safely, and these receive appropriate support from the Prevent partnership. • Muslim young people and women are involved in local forums, and receive encouragement in this from local Prevent partners. • Local Muslims are given support and training to help them facilitate forums and challenge extremist views. • Local authority members encourage debate about grievances within public forums and are equipped to challenge extremism and anti-Islam sentiments. Feedback on local forums is positive.
<p>5</p>	<ul style="list-style-type: none"> • Local forums have been established in which Muslim communities to raise grievances safely. • Muslim young people and women are actively involved in forums. • Local Muslims are given support and training to help them facilitate forums and challenge extremist views, and this training receives positive feedback. • Local authority members (officers and elected members) encourage debate about grievances within public forums and are equipped to challenge extremism and anti-Islam sentiments. • Feedback on local grievances is reflected on, and use this to inform the development of local policy. • Feedback on these forums is positive, and there is evidence that the local community feels more listened to. • The role key grievances play in fuelling violent extremism is reduced.

Further supporting guidance – detailed performance descriptions 3.1 – 3.6

Performance Description 3.1: There are strong multi-agency partnership arrangements in place to ensure the effective development and delivery of the Prevent Programme of Action	
Terms	Explanation
Relevant agencies involved in partnerships	<ul style="list-style-type: none"> Agencies and organisations that may be involved in local partnerships working at various levels are listed on page 9 of the <i>Prevent Strategy: A guide for Local Partners in England</i>. Please see section four for full reference.
Strategic partnerships	<ul style="list-style-type: none"> In this context, strategic partnerships include Crime and Disorder Reduction Partnerships, Local Strategic Partnership and its sub groups (e.g. if there are Local Area Agreement Boards), and the Children’s Trust Arrangements Partnerships (or Children and Young People’s Partnership). The expectation is that it is clear how the partnership group relates to the other partnerships, there are linkages to other partnerships strategies in the Prevent programme of action, and that there is regular communication between the partnerships Relevant strategic partners may include partnerships from outside the borough, county, or district. Which other partnerships local Prevent partners choose to collaborate with will be influenced by an understanding of local Muslim communities, including links to other areas, and assessments of vulnerability associated with these.

Promising practice example:

London Borough of Barnet established a multiagency, multi sector partnership with representatives from local public bodies and representatives from Barnet's multiethnic Muslim third sector. The Partnership has a rolling Action Plan that details all the projects under the PVE Programme showing progress against milestones and outcomes. Managers of individual projects report to the Partnership each month against agreed targets. The Programme Coordinator tracks progress of projects in between meetings.

The programme is backed up by robust governance arrangements, i.e. the programme is:

- managed by the Partnership, chaired by the Executive Director for Communities
- a regular item of the Safer Communities Partnership Board
- uses NI 35 to promote a collective understanding of the Prevent agenda
- subject to rigorous project management processes modelled on the PRINCE2 methodology.
- subject to monthly meetings with project updates and action plan showing progress with milestones and outcomes
- overseen by the Council's Strategic Equalities Advisor
- championed by the Leader of the Council and Cabinet Member for Community Engagement.

Promising practice example:

London Borough of Redbridge has established 'The Understanding Redbridge Communities Forum', which will oversee the delivery and performance management of the Preventing Violent Extremism strategy. It will have a responsibility to ensure that all sections of the action plan are delivered.

Performance Description 3.2: Promoting a positive understanding of Islam as a peaceful religion in order to undermine distorted interpretations promoted by violent extremists

Promising practice example:

Waltham Forest Council has been working towards promoting a positive understanding of Islam as a peaceful religion by:

- providing 150 frontline statutory services staff from the local authority, PCT and Housing and Benefits with training that focused on awareness of Islam
- holding an 'Islam Awareness Week' in order to raise awareness of Islam and its teachings to a Muslim and non-Muslim audience.

Performance Description 3.3: Identifying and providing support to institutions which are vulnerable to extremists, creating a hostile environment for those who promote violent extremism	
Terms	Explanation
At risk institutions	<ul style="list-style-type: none"> • Institutions deemed to be at risk may also include those delivering services to potentially vulnerable individuals or groups, for example, local prisons, probation teams or educational institutions.
Training	<ul style="list-style-type: none"> • There is a comprehensive programme of training available to partners and local faith leaders. Training programmes link Prevent to the local characteristics of the borough. Materials used in training are clear and consistent in their content. The local community and other community leaders have been involved in shaping the training programme and have contributed to its delivery. Training helps in the evolution of a shared understanding and mainstreaming of the Prevent agenda. Training can be delivered in a number of ways and approaches are innovative and relevant to the target audience. Training considers and addresses the skills and knowledge that local faith leaders require to manage the sensitivities surrounding Prevent.
<p>Promising practice example:</p> <p>London Borough of Barnet has commissioned Ayesha Community Education to develop a manual or handbook that covers the Madrasa Citizenship Syllabus which will be accredited by an educational body. This will be followed by training for youth workers and teachers so that they can receive accreditation of the course and are able to deliver the syllabus effectively to young people in schools.</p>	
<p>Promising practice example:</p> <p>London Borough of Hillingdon is working with the ‘Safer Schools Partnership’ to include Prevent priorities within their approach to supporting vulnerable young people in the borough. As part of this initiative a one day conference will be held for schools to present Presenting Violent Extremism toolkit.</p>	

Promising practice example:

Wandsworth Council has commissioned the Strategic Islamic Research Advice and Action Team (SIRAAT) to develop a training package and provide bespoke training on Islam to SNT's, police managers and officers working on Prevent projects. The training will focus on the tenets of Islam and general faith issues, but primarily will deconstruct issues on extremism and Islamism and provide an in depth package for use by those coming into direct contact with Muslim communities. SIRAAT is already working closely with Specialist Operations in the Metropolitan Police and has attracted the support of the Home Office in relation to its delivery of other specialist projects across London. The project hopes to equip those officers (and relevant Council staff) with the relevant knowledge and skills to be able to identify those at risk and provide supportive knowledge of the solutions and issues involved.

Performance Description 3.4: Supporting individuals who are vulnerable to being targeted and recruited to the cause of violent extremism	
Terms	Explanation
Individuals vulnerable to being targeted and recruited to the cause of violent extremism	<ul style="list-style-type: none"> Specific factors which may contribute to individuals being vulnerable to violent extremism include: feelings of being isolated or alienated from mainstream society and/ or powerless to express one's beliefs and views; or having little or no confidence that grievances can be addressed using conventional political or community processes. Vulnerability may be heightened in communities that have higher levels of unemployment, poor health and poor education; although this is not always the case and grievances can be fuelled by national and international issues. Communities or individuals whose confidence and trust has been eroded (as a result of experience with the media, the Government, the police and criminal justice system, or other professionals) are also vulnerable. Approaches which provide vulnerable people with positive activities that lessen their likelihood of becoming engaged in extremist activities, such as mentoring, volunteering, sports and leisure activities, youth work, learning, training, or employment.
Positive alternative activities	<ul style="list-style-type: none"> Approaches which provide vulnerable people with positive activities that lessen their likelihood of becoming engaged in extremist activities, such as mentoring, volunteering, sports and leisure activities, youth work, learning, training, or employment.
<p>Promising practice example:</p> <p>Brent Council has commissioned a group of organisations to develop active citizenship and mentoring projects which present scholarly interpretations of Islam, support integration, citizenship and democracy, and challenge violent extremist ideology. The intended aim is to defuse extremist views and therefore serve as a prevention / de-radicalisation programme for participants. The active citizenship and mentoring programme, with will adopt a community-based approach, will target individuals vulnerable to those who sympathise, support and glorify violent extremism. Brent Council hopes that the programme will make participants to feel more valued and eradicate the myths and assumptions which lead to young people to become alienated and disempowered, and thus vulnerable to the threat of radicalisation.</p> <p>Please also see <i>The Prevent Strategy: A Guide for Local Partners in England</i> page 28, for information on the Channel Project, ACPO's multi-agency approach to support vulnerable individuals. Also page 29 for information on the Mosaic Muslim Mentoring Scheme, which works with disadvantaged young Muslims in schools and colleges in areas of London, Lancashire, Yorkshire and the Midlands.</p>	

Performance Description 3.5: Build the leadership capabilities of Muslims, including young people and women, to provide positive leadership to local communities and challenge extremism	
Terms	Explanation
Leadership capabilities	<ul style="list-style-type: none"> Leadership programmes aim to foster a range of skills and competencies in young Muslims, including community engagement skills, debating skills, presentation and public speaking, media relations and conflict resolution.
Promising practice example:	
<p>London Borough of Barnet has established a Barnet Muslim Women's Network that will deliver leadership training and workshops about local services. The network will also publish a directory promoting interfaith dialogue and design a range of tools to increase awareness about Islam for secular organisations.</p>	
Promising practice example:	
<p>London Borough of Hillingdon has commissioned 'Aik Saath' to deliver a Muslim youth mentoring, training and leadership programme. The project will include a series of taught programmes delivered to young people aged 13-21 in local secondary, further and higher education establishments, through which they will acquire skills in assertiveness, leadership, team building and conflict resolution.</p>	
Promising practice example:	
<p>Tower Hamlets Council is working with the 'Youth Empowerment Scheme' who have developed the 'PEACE' model of learning, an accredited framework which allows people to get trained and learn about youth work from a faith perspective. The aims of the framework are:</p> <ul style="list-style-type: none"> to actively encourage quality youth work and delivery by promoting learning through the PEACE youth work model. to challenge and combat the stereotypes and common misconceptions attached to Islam through use of the 'PEACE' youth work model. 	

Performance Description 3.6: Providing safe spaces in which communities can discuss and address the grievances that ideologues are exploiting	
Terms	Explanation
Safe spaces	<ul style="list-style-type: none"> A safe space should be conducive to calm and reasoned conversation, discussion and debate. It should be clear that it is a space where participants must listen to and acknowledge the views of others. Respect for others and their viewpoint must be reciprocated. All opinions and views must be regarded as legitimate and not dismissed, distorted or misrepresented. Conflict should be avoided and facilitators must have the knowledge and skills and to manage the debate. Ground rules regarding conduct should be respected. <i>Everyone</i> should have the right to contribute to the debate.
Grievances	<ul style="list-style-type: none"> These may include either real or perceived grievances, used as justification for violent extremism, and its associated beliefs.
<p>Promising practice example:</p> <p>Redbridge Council has commissioned the Ummah Foundation to run the ‘Communicating the message’ project which will establish an independent communications hub in order to allow voices from within the Muslim community to be heard. It will air opinions on the tackling extremism agenda via a newsletter designed to act as a safe medium for debate. The newsletter will reach out to Muslim youth in Redbridge and help promote mainstream groups and events that challenge extremist positions. In particular the project will engage the ‘hard to reach’ such as youth and women.</p> <p>The Government is supporting the involvement of Muslim women in civic, economic and social life through the National Muslim Women’s Advisory Group. For more details, please see <i>The Prevent Strategy: A Guide for Local Partners in England</i> (page 34). The Department for Communities and Local Government has also published Empowering Muslim Women, a series of case studies of effective initiatives to promote the involvement and engagement of Muslim women. This is available via http://www.communities.gov.uk.</p>	

Criterion Four: Effective oversight, delivery and evaluation of projects and action

Performance Description 4.1: There is extensive and professional evaluation of the local programme of action and projects which is used to inform future improvement	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> • There is no clear commitment to evaluating local activity as part of the Prevent programme of action, and there is limited evidence of reflective practice on the part of Prevent partners. • No feedback is collected from local partners or the community regarding their experiences of participating in Prevent-related activity.
2	<ul style="list-style-type: none"> • There is some commitment to evaluating local activity in the Prevent programme of action, but this has not yet been undertaken. • There is limited evidence that reflective practice by Prevent partners or feedback from local communities has resulted in the revision of the Prevent programme of action.
3	<ul style="list-style-type: none"> • The programme of action is clear in its commitment to evaluating the local projects. • There are systems and processes in place to support the measurement of the impact of activities over time. • Some evaluation of Prevent activity has been undertaken and provides a basic understanding of what is working well or requires attention, as well as identifying areas that are not yet clear. • It is not clear how far the findings are reflected in future programmes of action and projects.

<p>4</p>	<ul style="list-style-type: none"> • The programme of action is clear in its commitment to evaluating the local projects. • There are good systems and processes in place to support the measurement of the impact of activities over time. • Evaluation work has been undertaken and provides robust evidence base of what is working well or requires attention, as well as identifying areas that are not yet clear. • Some evaluation findings are reflected in future programmes of action and projects.
<p>5</p>	<ul style="list-style-type: none"> • The programme of action is clear in its commitment to evaluating the local projects. • There are sophisticated systems and processes in place to support the measurement of the impact of activities over time. • Evaluation work has been undertaken, and provides a robust evidence base on what is working well or not, as well as activities from which the outcomes are not yet clear. • Local evaluations involve local communities. • All findings from evaluations clearly inform subsequent programmes of action and are used to ensure Prevent projects are outcomes-focused. Findings also inform corporate strategies and related council plans. • Evidence from evaluations is used inform discussions about mainstreaming Prevent activity.

Performance Description 4.2: Local partners design clear and efficient project delivery and management plans	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> • There is limited evidence that the programme of action is grounded in an assessment of local vulnerability and resilience. • There is a vague definition of objectives and outputs for the range of activities provided through the programme of action, but no information on anticipated outcomes. • No timescales and milestones are outlined and budget allocation is not broken down by stage or project component. • There are named project managers but no further roles and responsibilities are outlined. • There is no mention of risk management procedures, processes for resolving project issues, communication channels or the project review process.
2	<ul style="list-style-type: none"> • There is limited evidence that of the programme of action is being grounded in an assessment of local vulnerability and resilience. • The project plans define the objectives, outputs and outcomes of the Prevent activities. • There is some information on timescales and milestones but budget allocation is not broken down by stage or project component. • The Prevent lead is clear on their roles and responsibilities in relation to the management of Prevent activity. • There is no mention of risk management procedures, processes for resolving project issues, communication channels or the project review process.

<p>3</p>	<ul style="list-style-type: none"> • The programme of action is well grounded in an assessment of local vulnerability and resilience. • Activity plans have clear objectives as well as clearly defined deliverables with realistic and achievable timescales. Additionally, there are realistic milestones that outline concrete actions and tasks to be completed. • There are rough estimates of budget allocation for different tasks. There is appropriate leadership for all Prevent activities. • There is little reference to, or evidence of, risk management procedures or processes for resolving delivery issues.
<p>4</p>	<ul style="list-style-type: none"> • The programme of action is well grounded in an assessment of local vulnerability and resilience. • Activity plans have clear objectives that closely reflect Prevent aims. • There are also clearly defined deliverables (outputs and outcomes), where appropriate, with realistic and achievable timescales. Additionally, there are realistic milestones that outline concrete actions and tasks to be completed. • There are clear budget allocations for all stages and components of the project. • The project manager is identified and further roles, responsibilities and named leads are clearly articulated and defined. • Project plans outline good communication channels between the project team, management and other stakeholders. • Project plans outline a structured project review process to measure progress against the project plan. • Project plans include some information on potential risks and how they will be managed. • Project plans outline some processes for resolving tensions and conflicts.

5	<ul style="list-style-type: none">• The programme of action is well grounded in an assessment of local vulnerability and resilience.• Project plans have clear objectives that closely reflect the Prevent aims. There are also clearly defined deliverables (outputs and outcomes), where appropriate, with realistic and achievable timescales. Additionally, there are realistic milestones that outline concrete actions and tasks to be completed.• There are clear budget allocations for all stages and components of the project.• The project manager is identified and further roles, responsibilities and named leads are clearly articulated and defined.• Project plans outline good communication channels between the project team, management and other stakeholders.• Project plans outline a structured project review process to measure progress against the project plan.• Proactive and effective risk management procedures are included in project plans.• Project plans outline clear processes for efficiently resolving tensions, conflicts and project issues.
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Performance Description 4.3: There are effective oversight and scrutiny structures and functions in place	
Level	Detailed Performance Descriptions
1	<ul style="list-style-type: none"> • There is no commitment in the programme of action to the oversight and scrutiny of project delivery. • No oversight and scrutiny functions have been outlined.
2	<ul style="list-style-type: none"> • There is some commitment in the programme of action to the oversight and scrutiny of project delivery. • Some oversight and scrutiny functions have been outlined. Individuals with clearly defined roles and responsibilities have not been identified. • Oversight functions include ad-hoc financial management, project progress monitoring and risk management.
3	<ul style="list-style-type: none"> • The programme of action is clear in its commitment to the oversight and scrutiny of project delivery. • Oversight and scrutiny functions are clearly defined. Individuals with clearly defined roles and responsibilities have been identified. • Some of the individual(s) involved have the appropriate skills, seniority, knowledge and experience necessary. • Oversight of the work of the partnership group is formally undertaken by a separate strategic partnership or scrutiny committee. • Oversight functions include some formal financial management and project progress monitoring and some formal system of continuous risk management. • Oversight responsibilities include some commitment to taking decisions in an informed, transparent and open manner.

<p>4</p>	<ul style="list-style-type: none"> • The programme of action is clear in its commitment to the oversight and scrutiny of project delivery. • Oversight and scrutiny functions are clearly defined. Individuals with clearly defined roles and responsibilities have been identified. • The individual(s) involved have the appropriate skills, seniority, knowledge and experience necessary. • The Partnership group is fully informed of the oversight and scrutiny functions from another existing strategic partnership or scrutiny committee and there are strong linkages between the two. • Oversight functions include robust financial management and project progress monitoring and an effective system of continuous risk management. • Oversight responsibilities include a clear commitment to taking decisions in an informed, transparent and open manner. • Oversight responsibilities include some commitment to developing constructive accountability relationships with local communities, and to ensuring that projects are delivered using language and terminology that is sensitive to the local community contexts.
<p>5</p>	<ul style="list-style-type: none"> • The programme of action is clear in its commitment to the oversight and scrutiny of project delivery. • Oversight and scrutiny functions are clearly defined. Individuals with clearly defined roles and responsibilities have been identified. • The individual(s) involved have the appropriate skills, seniority, knowledge and experience necessary. • The Partnership group is fully informed of the oversight and scrutiny functions and there are strong linkages between the two. • Oversight functions include robust financial management and project progress monitoring and an effective system of continuous risk management. • Oversight responsibilities include a clear commitment to taking decisions in an informed, transparent and open manner. • Oversight responsibilities also include a clear commitment to developing constructive accountability relationships with local communities, and to ensuring that projects are delivered using language and terminology that is sensitive to local community contexts.

Further supporting guidance – detailed performance descriptions 4.1 – 4.3

Performance Description 4.1: There is extensive and professional evaluation of the local programme of action and projects which is used to inform future improvement

Promising practice example:

London Borough of Waltham Forest commissioned an independent evaluation of its pilot Young Muslim Leaders programme. The evaluators ran a series of focus groups with the young people involved to assess the extent to which the specified objectives were met and evidence of attitudinal shifts in relation to resilience to violent extremism. They also looked at the more generic issues of project delivery and the nature of engagement. The evaluation was formally fed back at a presentation evening involving the young leaders and their families, and shaped the subsequent programme implemented from April 2008.

Performance Description 4.2: Local partners design clear and efficient project delivery and management plans

Promising practice example:

Harrow Council's project plans map project objectives against Prevent objectives and NI 35 criteria. SMART objectives, outcomes and activities/deliverables have been outlined, as well as budget, timeframes and monitoring and evaluation arrangements. Finally local partners delivering projects have been identified, as have the primary risks involved.

Performance Description 4.3: There are effective oversight and scrutiny structures and functions in place

Promising practice example:

Lambeth Council's oversight arrangements include three key groups:

- Safer Lambeth Partnership,
- The PVE Programme Board
- Community Reassurance Partnership Action Group.

The commissioning and the operational functions have been separated to allow tighter processes and stricter oversight and monitoring of the projects. The governance and scrutiny arrangements are:

- The **Community Reassurance Partnership Action Group (PAG)** oversees the commissioning and the delivery of the Prevent Action Plan and reports to the **Safer Lambeth Partnership** on performance against the agreed Prevent Action Plan.
- The **PVE Programme Board** was established in 2007 with membership drawn from the senior Lambeth Police officers, the Community Safety Division and members from the wider Muslim community. The main aims of the Programme Board are to:
 - Assess and determine local concerns in relation to violent extremism
 - Engage local communities and marginalised groups to widen their understanding of the national response to violent extremism and listen to their concerns regarding violent extremism
 - Provide referrals into the Channel Project (ACPO's multi-agency approach to support vulnerable individuals)
 - Contribute to a pool of intervention providers linked to the Channel Project
 - Provide potential projects for consideration for commissioning by the Community Reassurance Partnership Action Group

Section Four: Further Reading

- Arnstein, S., 'A ladder of citizen participation'. *Journal of the American Institute of Planners*, 35:216–24, 1969.
- Association of Chief Police Officers, *Policing Response to the Prevention of Terrorism and Violent Extremism: Delivery Plan*, ACPO, April 2008
- Association of Chief Police Officers, *Policing Response to the Prevention of Terrorism and Violent Extremism: Implementation Plan*, ACPO, February 2009
- Audit Commission and HM Inspectorate of Constabulary, *Preventing Violent Extremism: Learning and Development Exercise*, Audit Commission and HMIC, October 2008
- Bristol City Council, *Prevent Action Plan 2008/09*, http://www.bristol.gov.uk/ccm/cms-service/download/asset/?asset_id=29285024
- Department for Children, Schools and Families, *Learning together to be safe. A toolkit to help schools contribute to the prevention of violent extremism*, DCSF, October 2008
- Department for Communities and Local Government, *Communities in Control: real people, real power*, DCLG, June 2007
- Department for Communities and Local Government, *Preventing Violent Extremism: Next Steps for Communities*, DCLG, July 2008
- Department for Communities and Local Government, *Strong and Prosperous Communities*, DCLG, October 2006
- Department for Communities and Local Government, *Preventing Violent Extremism Pathfinder Fund: Case Studies*, CLG, April 2007
- Department for Communities and Local Government, *Preventing Violent Extremism: Winning Hearts and Minds*, CLG, April 2007
- Department for Communities and Local Government, *The Role of Muslim Identity Politics in Radicalisation (a study in progress)*, CLG, April 2007
- HM Government, *The Prevent Strategy: A guide for local partners*, HMG, June 2008
- HM Government, *Preventing Violent Extremism: A Strategy for Delivery*, HMG, May 2008
- HM Government, *Reaching Out: An Action Plan on Social Exclusion*, HMG, September 2006.
- Local Government Association, *Leading the preventing violent extremism agenda: a role made for councillors*, LGA, November 2008
- Local Government Association, *Leading the preventing violent extremism agenda: engaging, supporting and funding community groups*, LGA, November 2008
- London Borough of Hounslow, *A Window on Extremism*, November 2007, http://www.hounslow.gov.uk/window_on_extremism.pdf
- Ryan L, Kofman E and Aaron P. *Engaging Muslim Youth: A study in the London Borough of Barnet*. Social Policy Research Centre, Middlesex University, June 2008

Appendix A: Existing NI 35 Assessment Framework

Understanding of, and engagement with, Muslim communities.

Score	Description
1	Community engaged on an ad hoc basis and through wider faith/minority groups. Mechanisms and engagement is/are not self sustaining or productive. Understanding of the make-up of the local Muslim community is limited and superficial.
2	Regular mechanisms for consulting and working with Muslim community, but attendance and reach not wide. Tendency to engage with individuals and interest groups rather than communities. Basic knowledge of structure of local Muslim community in terms of ethnicity and geographical extent.
3	Regular and reliable mechanisms for frequent contact with whole communities, as well as individuals within communities. Strong knowledge of the make-up of the Muslim communities, including different ethnic groups, denominations, social and economic status, elected representatives and community leaders, knowledge of location and denomination of mosques, awareness of community groups. Knowledge of partner agencies appropriately utilised.
4	Regular and reliable mechanisms which include all communities and underrepresented groups such as women and youth in an ongoing dialogue. That dialogue influences and informs policy. Sophisticated and segmented understanding of Muslim communities, the structures within them, and the cultures which make them up.
5	A self sustaining, dynamic and community driven engagement which takes place on a number of different levels and in a number of different ways, with innovative approaches to communication and engagement of all groups. Sophisticated understanding of local Muslim communities is used to drive policy development and engagement.

Knowledge and understanding of the drivers and causes of violent extremism and the Prevent objectives

Score	Description
1	Awareness of the issues, but no thinking about what it means for the locality or how to engage fully with the agenda. Poor understanding of causes of violent extremism and the Government's Prevent Strategy objectives.
2	Basic understanding of what is required from local partners, and familiarity with key documents and guidance material. Attempts to draw together an evidence base and to analyse the underlying causes of violent extremism.

3	<p>Good understanding of the Prevent objectives and drivers of violent extremism among partners. Established evidence base draws on a number of sources, including evidence from a number of local partners about violent extremism within the local area. Awareness of appropriate research.</p> <p>Attempt to take into account specific local circumstances and build evidence of strength of drivers locally, including sharing of information between partners.</p>
4	<p>Strong understanding of the Prevent objectives and the drivers of violent extremism, as well as of the interfaces with related policy areas. Full use of local, national and international research, guidance and expertise on the agenda, including good information sharing between partners. Good understanding of local circumstances and drivers.</p>
5	<p>Sophisticated understanding of the Prevent objectives and the drivers of violent extremism. Full use of local, national and international research, guidance and expertise on the agenda to build a wide-ranging and sophisticated evidence base. Clearly strong information interchanges between local partners across delivery organisations and strands of activity. Strong understanding of local circumstances and drivers.</p>

Development of a risk-based preventing violent extremism action plan, in support of delivery of the Prevent objectives

Score	Description
1	Basic, narrowly focused action plan in place.
2	Action plan with clear resource allocations and timeframes attached to actions. Some linkages to Government's 'Prevent' strategy objectives and to the drivers of violent extremism. Some links to feedback from community engagement.
3	Risk-based comprehensive and clear action plan which makes clear links to the 'Prevent' strategy. Links to community engagement and knowledge and understanding of the drivers of violent extremism. Range of activity covering different strands of the 'Prevent' strategy.
4	Risk based and strategically focused action plan with clear links to the knowledge and understanding of the drivers of violent extremism, the 'Prevent' strategy and to extensive consultation with communities. Clear buy-in from senior officers and strategic partners. Necessary actions, capabilities, policies and projects clearly identified. Strong focus on multiagency partnership working, including synergies with CDRPs and other bodies. Broad range of activity delivering all strands of the 'Prevent' strategy, including through a range of mainstream services.
5	Risk based and strategically focused action plan with strong links to the knowledge and understanding of the drivers of violent extremism, the 'Prevent' strategy and to extensive consultation with communities and local partner agencies. Agenda

	effectively 'mainstreamed' through consideration of existing service delivery and policies, alongside the development of specific actions, projects and capabilities. Awareness of agenda throughout partner organisations. Full range of activities across all strands of the 'Prevent' strategy. Innovative actions, projects and capabilities clearly identified. Strong evidence of multi-agency approach to deliver across a broad range of partners and agencies, including synergies with CDRPs and other bodies.
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Effective oversight, delivery and evaluation of projects and actions.

Score	Description
1	Loose and informal monitoring of projects, leading to haphazard delivery and frequent overruns and changes of scope. Evaluation is informal and haphazard. Audit arrangements in place.
2	Clear plans for delivery and oversight. Some level of formal evaluation, but no clear mechanism for follow-up. Audit arrangements and risk management in place.
3	Monitoring mechanisms in place with regular reviews to ensure delivery. Oversight group in place. Formal evaluation but which has no real effect on developing future projects and actions. Strong audit arrangements and risk management in place.
4	Proven monitoring mechanisms in place which help ensure regular delivery of projects within timescale, to the required standard and budget constraints. Oversight group with range of skills and representing appropriate range of interests. Formal evaluation using appropriate methodology which has some impact on the development of future projects. Strong audit arrangements and risk management in place.
5	Strong tried and tested monitoring mechanisms which allow highlighting and resolution of issues, track progress and ensure consistent delivery of projects and actions within timescale, to the required standard and budget constraints. Oversight group with appropriate skills and seniority in place and actively involved in monitoring. Professional and extensive evaluation of project against agreed objectives, which has real impact on development of future projects. Strong audit arrangements and sophisticated risk management in place.

Appendix B: Example (partial) of how an Assessment Framework template might be completed

Assessment Framework template					
Performance Description 1.1: Mapping local Muslim communities in order to inform an effective and inclusive engagement strategy					
Level	Detailed performance descriptions	Sources	Evidence	Links to wider Prevent Strategy	Score
1	See main document for full description				
2		<ul style="list-style-type: none"> • 2001 Census data • New Deal for Communities and Neighbourhood Renewal Fund Community Mapping Exercises of socially excluded communities • Inter-faith committee attendance by community engagement officer, committee minutes 	<ul style="list-style-type: none"> • Census data provides information on country of birth, ethnic group and religion, to ward level, and by New Deal for Communities area, but is out of date. There are likely to be large numbers of new arrivals not covered by the data. • NDC and NRF exercises are more recent than census data, but focus specifically on socially excluded groups in deprived areas. There is some analysis by ethnicity but none by religion. • Identified contacts at two out of four of the local Mosques. Names of some local organisations representing the local community collected. 	Strands 4 and 6	2
3					
4					
5					