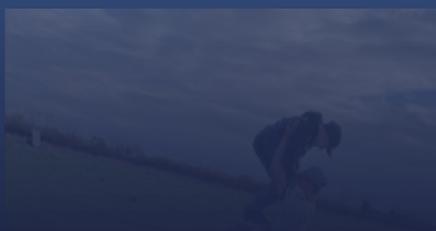


ESSEX

# VIOLENCE & VULNERABILITY

PARTNERSHIP

2020/21  
ANNUAL REPORT



# Our priority areas 2020 / 21

Strategic goal: to reduce the volume of serious violence in Essex



## Working with our communities

Support community and voluntary sector organisations to provide activities and interventions across communities in Essex.

### This includes:

Vulnerable Children Charities Grant £98k

V&V Communities Grant £135k

**32** small charities and not for profit organisations funded to deliver work in local communities

supporting **1,349** children and young people



## Targeting interventions

Interventions take place in identified locations, at 'reachable moments' and with key groups of people – addressing risk factors.

### This includes:

Reachable moment project in hospital setting

Detached and outreach youth workers in identified localities

**528** children and young people supported – identified as at high risk of harm

**992** children under 14 years old reached and supported through voluntary sector detached youth work



## Developing the workforce

Professionals have support and resources to be able to respond to individuals' needs – identifying risk and engaging those who are vulnerable and at risk.

### This includes:

'Every Contact Counts' / 'Spots the Signs' training

Trauma Informed Training

**760** professionals supported through training



## Communications – raising awareness

Communities and stakeholders have information and understand the work taking place, know how they can get involved and shape, inform the work.

### This includes:

#Merry Muletide campaign across the county

Fortnightly newsletter to partner organisations

Extensive reach through communications work. Including - fortnightly newsletters to

**6,500** (each edition) & media articles to a total audience estimated at over **103,000**



## Improving our understanding

Data, analysis, learning from our interventions, people's lived experience and practitioner insights – are shared. This understanding continually informs our approach.

### This includes:

Serious Violence Problem Profile (joint strategic needs assessment)

Journey mapping of individuals perpetrating and experiencing high harm serious violence

Improved understanding of the scale and issues relating to serious violence.

Over **200** professionals briefed on the Serious Violence Problem Profile and Drugs Market Profile

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Footnote: ‘VRU’ refers to Violence Reduction Unit. In 2019, the Government provided £35m for addressing serious violence. This included work by 18 local areas identified as ‘VRU’ areas. Essex was one of these. The local arrangements and approaches to respond to serious violence, and establish ‘VRU’ models, was for local areas to develop and deliver, based on locally identified issues.

# EXECUTIVE SUMMARY

**Violence in our communities affects us all; the vulnerable who are groomed into a life of crime, the families living without a loved one, the victims of drug driven crime and all of us in wider society who want to live free from the fear of violence.**

Reducing violence in our communities and the impact of drug driven violence in particular is the key priority for the Essex Violence and Vulnerability Partnership (the Partnership). Working together the Partnership has tested and trialled a range of interventions in recent years and through careful evaluation has developed a strategic approach that is delivering significant results in the fight against violent crime.

Working together the Partnership closely aligns activity to prevent violence and protect the vulnerable with strong, robust enforcement activity. Across Essex the wider strategic approach includes:

- Identifying and tackling organised crime gangs, County Lines and drug supply.
- Delivering a proactive, robust local enforcement programme in partnership with communities.
- Reducing the risk of young or vulnerable people being exploited by gangs and help those involved in gangs to break away.

While this report focuses on the work undertaken to reduce the risk of exploitation it is important to recognise that this work is part of a broader strategic approach. This approach has started to turn the tide of violent crime in Essex with the rate of growth of violence in our communities slowing over the last two years and early signs that this will start to fall.

As the Partnership has continued to develop, so has our understanding of the specific nature of the problem we

collectively face and importantly how we can intervene to reduce the risk to young people by breaking the business models used by county line gangs, which has such a devastating impact in our county.

We now know the profile of those in Essex who use drugs and whose activity fuels the violence that goes hand in hand with drugs. This has allowed us to develop interventions to focus on users, reinforcing to them the real cost and impact of their activity to society.

Through the development of a serious problem profile we now have a much better understanding of the small number of individuals who cause disproportionate levels of harm in our communities. How they act and importantly how we can identify people early and tackle the behaviour, is key in preventing them from affecting our communities. Our work in Accident and Emergency Units is just one example of where this level of insight has led us to develop an early intervention by trained youth workers. This has proven to be very successful with the vast majority of young people engaged and continuing with ongoing support. This ability to target the right people, in the right way and at the right time is enabling us to change the course of these young people's lives and prevent future violence happening.

This targeted approach has also been successfully used through the integration of safeguarding officers within our specialist police gang enforcement teams. These safeguarding officers work with partners to support those young or vulnerable people who are swept up in enforcement activity against higher up County Line gang members. These links help to use the opportunity, where



appropriate, to reach out and stop a young or vulnerable person falling further into a life of crime.

Over the last two years we have also recognised the importance of building broad capacity within our communities particularly within our voluntary and community sectors. Through targeted funding we have been able to foster a strong and robust network of organisations that provide a wide range of interventions in local communities across the county from youth clubs, boxing sessions to after school sport activities for at risk children. These deliver an ongoing level of capacity that reduces the risk of young people falling into a life of crime.

One example of a group that has benefited from this support is Changing Lives which was set up in Harlow in 2018 to raise children's awareness about the dangers of gangs and gang activity. The group uses a mix of physical activities and wellbeing programmes to prevent young people from getting involved in anti-social behaviour and criminal activity.

While these individual examples provide a flavour of the innovative and effective interventions currently underway, the real strength of the approach over the last few years has been the integrated and system wide

strategy that this broader partnership has been able to deliver. By taking a holistic view of how we work together to support young and vulnerable people and reduce violence we can spot opportunities to intervene early, to make a difference and stop people falling through the gaps. Just one example of this has been health workers who support young people leaving care. Through this work it has been identified that programmes to provide specialist input into health provision in schools, in particular to health nurses, would help identify early those at risk and empower these people to influence the at risk young people they come into contact with.

Since the start of our Partnership approach in 2017/18 we have embraced our collective responsibility to tackle violence in our communities, support those at risk of being exploited and create the communities we all want to live in. Having spotted this trend early, we have been well positioned to benefit from the government's increased funding and focus on this vital area. This has enabled us to learn, to innovate and most importantly to collaborate. As a result, we know what works in our communities, we know what we have to do together and the effort that is required to see this through. While there is still much to do, we are well on the way to delivering for our communities.

In this document where Essex is used, this refers to the whole county – covering the local authority areas of Southend, Essex and Thurrock.

## Foreword

### *Foreword from Roger Hirst – Police, Fire and Crime Commissioner for Essex & Chair of Essex Violence & Vulnerability Unit (VVU) Partnership*

**Violence has no place in our society. We must tackle violence at its root cause and work with the public and partners to create the safe and secure communities we all want and which allow all of us to flourish and prosper.**

Gangs that exploit people and coerce them into a life of crime are preying on some of the most vulnerable people in our society. While no agency can tackle this alone, in Essex we know that working together, through our Violence and Vulnerability Partnership, can turn the tide against these gangs, protect the vulnerable and help to ensure we all live prosperous and productive lives.

Protecting children and vulnerable people from harm and tackling gangs and serious violence are priorities in our [Police and Crime Plan](#) and they are important to the people of Essex who want to make sure their young people are protected and that violent activity is removed from our communities.

In Essex we are making progress by using multi-agency prevention activities focussed on positive activities for young people, mentoring programmes and interventions at ‘reachable’ moments – all delivered in partnership with police, councils, health, education, criminal justice agencies, faith groups, voluntary organisations, fire & rescue and the community sector. This work is backed up and supported through a strong surge in enforcement by Essex Police.

This Annual Report showcases some of this fantastic work being done across the county.

We know that by working together we can achieve more and that our multi-agency approach has already proven effective in reducing violence and harm in our county. In 2020/21 we have sought better to understand and challenge whether services in Essex are responding to

“ We know that by working together we can achieve more and that our multi-agency approach has already proven effective in reducing violence and harm in our county. ”

this agenda in the most efficient way, by developing a partnership communications strategy, creating a “voice of community” programme, and building capacity within the Essex workforce along with our direct interventions with young and vulnerable people.

By working together, we can tackle the devastating effects of gangs and County Lines in our communities. We believe that by continuing to work together we can make safer, secure communities for all.



**Roger Hirst**  
Chair of Essex VVU

# SECTION 1

## Introduction & Local Context

### *Introduction from Essex VVU (core team)*

To make a difference to people’s lives, families and communities experiencing violence - reducing the level and impact of serious violence in the county – is our central goal.

2020/21 has been a challenging time for the communities we serve and the organisations we work with and are part of – our imperative has and continues to be – to do all we can to support communities through the Covid-19 pandemic. The impact of Covid-19 on the delivery of our programmes of work, due to restrictions and the ability to reach some of our identified cohorts has been a challenge. However, many organisations, including our voluntary sector partners have been brilliant at adapting and making sure that we continue to be able to support often the most vulnerable in our communities.

As the county moves through 2021 and the impacts of Covid-19 continue to be understood – how we respond and adapt to support communities is a key priority for us.



**Jim Pearson**  
Youth Offending  
Manager



**Jim White**  
Detective Chief  
Inspector



**Kirsty Gibbons**  
Probation  
Manager



**Katie Canning**  
Communications  
Lead



**Sam Grant**  
Project Manager

# SECTION 1

## 1.1 What do we mean by serious violence?

**As a partnership our focus is to address issues which will lead to a reduction in serious violence – namely to:**

- **Reduce hospital admissions for assaults with a knife or sharp object and especially among those victims aged under 25**
- **Reduce knife-enabled serious violence and especially among those victims aged under 25**
- **Reduce all non-domestic homicides and especially among those victims aged under 25 involving knives**

We aim to tackle serious violence linked to drug driven harm linked to gangs and County Lines. While Essex is a safe county, we know that the impact of serious violence is far reaching and the harm it causes to individuals, families and communities is devastating.

The focus for our Partnership on gangs and County Lines, particularly for those under 25 years of age (based on the evidence of those most likely to be involved), is routed in the issues identified as part of the Essex Violence and Vulnerability Framework which was developed in 2018. This joint approach by partner organisations across the county was a response to the issues being identified locally – the increase in serious violence linked to gangs and County Lines; gaps in service provision for those experiencing and involved in violence due to gangs and County Lines; the fast moving changing picture (including in technology); and a lack of co-ordinated activity across the area. Central to this was an issue which required an approach to understanding, and responding to, young people’s experiences of significant harm beyond their families, recognising the different relationships children and young people form in their communities.

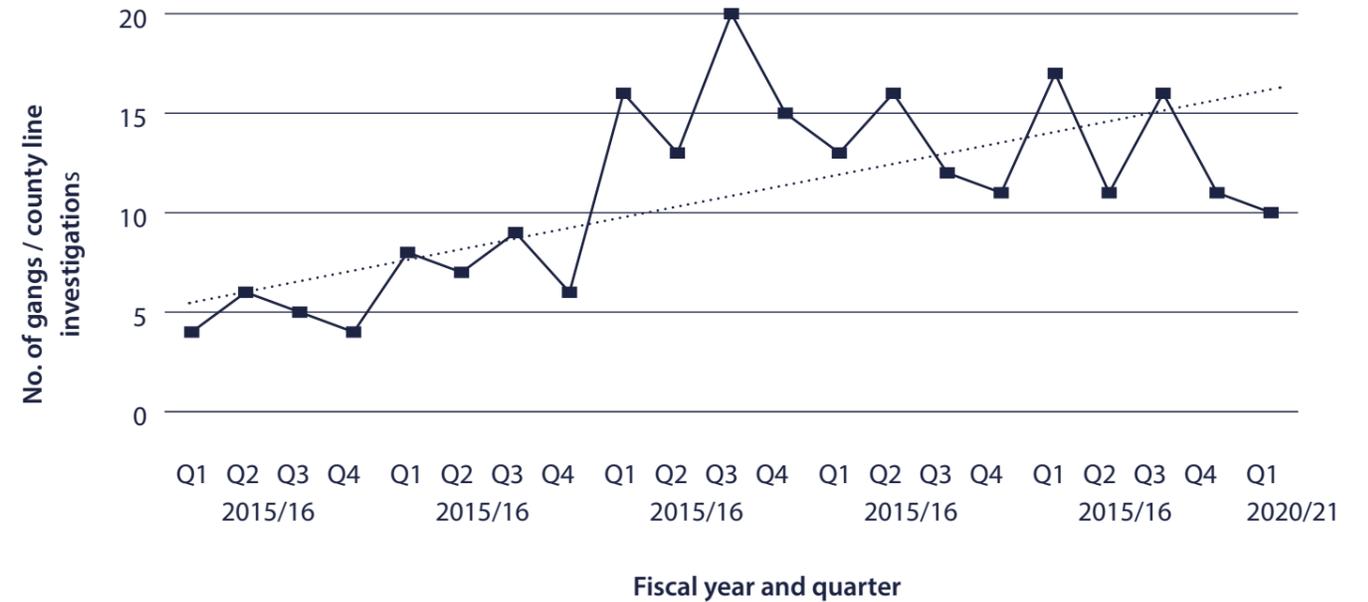
Through our analysis during 2020/21, and building on earlier work, we have developed our understanding of the issues driving serious violence in the county, including for example through work such as a drugs market profile for the county. This greater understanding based on data and analysis has enabled us to focus resources on victims, offenders, and places that cause the most harm. We know that there is strong evidence that illicit drugs markets, including disruptions to supply, can lead to serious violence. As noted in the [Home Office Serious Violence Strategy](#) “serious violence, drugs and profit are closely linked. Violence can be used as a way of maintaining and increasing profits for drug markets”.

Therefore, work such as the Essex drugs market profile are key pieces of analysis to drive our activity. We know from this profile that there are an estimated 95,340 drug users in the county (equating to 9% of the Essex population aged 16 – 59 years old). The profile is one source of information to help us understand this population, their motivations for drug use and to some extent the route for their drugs purchases.

Through our work on our Serious Violence Problem Profile in March 2020 we brought together the latest research, views gathered from the community and crime data to increase understanding, inform our priorities for 2020/21 and develop further our overall approach to tackling serious violence in the county. A summary of this document will be available on the Essex VVU website.

Another example of analysis that informed our activities was a homicide prevention review. This review included analysis of over 3,000 offences, over five years, of homicides and offences classified as ‘near misses’ (including attempted murder; cause/allow child death of; grievous bodily harm; arson endangering life; and robbery plus weapon).

**Table i - Gang and County Lines homicide and ‘near misses’ Apr 2015 – Jul 2020/21**



From this analysis, 25% of homicides were linked to gangs / County Lines, with gangs / County Lines an increasing proportion of offences; and for 62% of those, within the gangs / County Lines element, knives were used. This analysis for example has helped us to shape multi-agency approaches in identified areas in the county.



## 1.2 Essex Violence & Vulnerability Partnership – brief overview

**This Annual Report sets out our journey as a partnership. In Essex, we were already working on a partnership approach to addressing serious violence before the county was identified as one of the 18 Violence Reduction Unit (VRU) areas by the Home Office in 2019.**

Serious violence and gangs is a priority within the Police and Crime Plan for Essex, and has been a priority within the Plan since 2016. The Safer Essex Partnership, a partnership of the 14 Community Safety Partnerships across the county, had already started developing responses to gangs and County Lines, and led the development of the Essex Violence and Vulnerability Framework in 2018 - a joint framework for the county to address County Lines, gangs and drug driven harm. Safer Essex also was instrumental in the proposed approach to establishing a multi-agency partnership with a focus on the issues within the Framework. This partnership – the Essex Violence and Vulnerability Partnership met for the first time formally in May 2019, chaired by the Police, Fire and Crime Commissioner for Essex. The Essex Violence and Vulnerability Unit was also formed in May 2019. This was eleven months after Essex partners came together in June 2018 and agreed the Essex Violence and Vulnerability Framework, (Appendix 3 provides a headline timeline of the development of the Essex ‘VRU’ model)

The decision to have a violence and vulnerability approach was most deliberate. The aim was and continues to be – to bring a focus to different types of vulnerability, and how to collectively address these. Recognising, that to adopt a whole systems approach to serious violence requires identification of and responses to the underlying factors contributing to serious violence, recognising that:

- Interventions, especially those in early childhood, not only prevent individuals developing a propensity for violence but also improve educational outcomes, employment prospects and long-term health outcomes.
- Tackling violence and its root causes can improve the health and wellbeing of individuals and communities and have wider positive implications for the economy and society.
- Violence is a public health issue. Living without fear of violence is a fundamental requirement for health and wellbeing.
- Violence is a major cause of ill health and poor wellbeing and is strongly related to inequalities, with the poorest fifth of our society suffering rates of hospital admissions for violence five times higher than those of the most affluent fifth.
- It impacts on individuals and communities and is a drain on health services, the criminal justice system and the wider economy.

In addition, we know that the impact of Covid on our communities is and will continue to be far reaching, exacerbating existing vulnerabilities in our communities and meaning more children and young people are at increased risk of potential exploitation. We know from our local conversations that as schools, community clubs and sports facilities closed their doors, vulnerable young people have faced a wide range of issues that have left them feeling lost, isolated and anxious.

In November 2018, to support delivery of the Essex Violence and Vulnerability Framework, Essex partners applied for and were successful in accessing £350,000 from central government to introduce early intervention programmes for young people in the county.

In August 2019 Essex was identified by central government as one of 18 ‘Violence Reduction Unit’ (VRU) areas, bringing £1,160,000 into the county. This jointly with partner contributions forms a direct budget for the Violence and Vulnerability Partnership. Contributions were also received in 2019/20 from Essex County Council (ECC) of £500,000 and £200,000 from the Police, Fire and Crime Commissioner (PFCC) – totalling £1,860,000.

In 2020/21 these funds, totalling £1,860,000, have been received again by the Violence and Vulnerability Partnership from the Home Office, Essex County Council

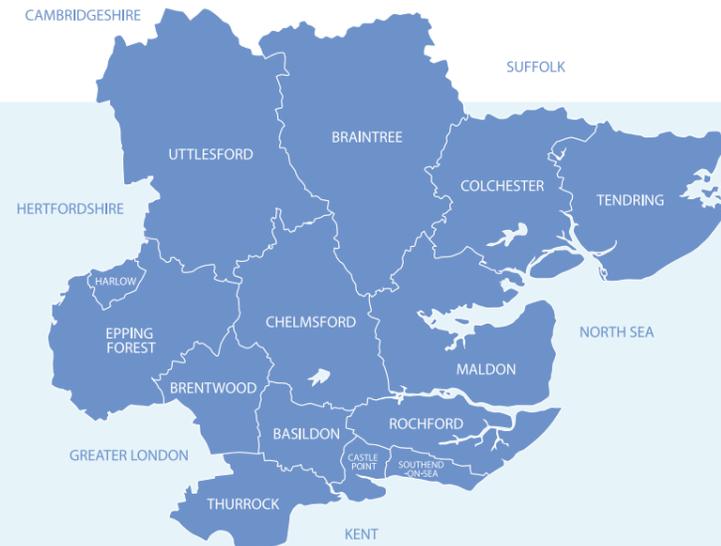
and the PFCC. In addition, funds of £98,101 from the Home Office Vulnerable Children’s Charities Fund (VCCF) and £68,370 from the Home Office Winter Contingency Fund (WCF) have also formed part of the Partnership’s direct budget. Therefore, the joint budget for violence and vulnerability for 2020/21 is £2m. In addition, Home Office ‘Surge’ funds for enforcement activity have been received by Essex Police of £1.1m.

From 2018/19, through 2019/20 and now 2020/21 we continue to hone our approach, take the lessons from our analysis and joint working to continually drive our focus to be more targeted, increasingly evidence based and evermore informed by the lived experiences of individuals and communities.

## 1.3 Essex – our county

Essex is a vibrant and diverse county, with a population of 1.8million. Essex is a mix of urban and rural areas, with three cities, and towns with populations over 100,000 (Chelmsford, Colchester and Southend). The majority of people in Essex live in rural areas, with concentrations of more dense population centres, created as ‘New Towns’. Transport links across the county can be a challenge meaning that across rural communities and more dense conurbations they are not always linked leading to social and economic isolation. In the south its proximity to London brings economic opportunities as well as challenges. There are three major ports in the county, two major airports, bringing international commerce and potentially crime, such as drug supply and human trafficking. While a relatively wealthy county, there are areas of significant deprivation within the county.

Within Essex there are 14 Community Safety Partnerships (CSPs). These partnerships work together to develop and deliver strategies to tackle crime and disorder in the local area and help create safer communities. They are statutory partnerships with member organisations including local councils, police, fire, health and probation services.



The picture of crime in Essex is favourable compared to the national context based on the most recent 12-months official data (2020). Overall levels of crime (86 per 1,000 for the county vs. 90 per 1,000 for England and Wales), robbery (0.7 per 1,000 vs. 1 per 1,000) and wounding offence (7.7 per 1,000 vs. 8.5 per 1,000) rates are lower than average and serious violence (0.7 per 1,000 vs. 0.6 per 1,000) rates are comparable to the national average. Each year between 3-5% of wounding offences are enabled by a knife or sharp object in Essex, this is usually lower than the average for England and Wales. However, as of June 2020 mandatory knife use fields have been added to the crime recording system in order to improve the quality of our knife data.

Where it can be determined, most serious violence in Essex in the last 12-months occurred within the context of Domestic Abuse (26%), friend and familial networks (11%), gangs and County Lines (8%) and the night-time economy (8%). Violence in the night-time economy halved during the last 12-months as a result of lockdown measures and limited night-time economy functioning but would usually be the second largest contributor. During Covid, and with the mandatory knife flag introduced, domestic abuse knife wounding offences have seen the largest numerical increase in 2020 (71 to 108).

As the Violence and Vulnerability Partnership has developed, the Partnership has looked to support and work with existing partnerships in the county. This includes the countywide multi-agency partnership, Southend, Essex and Thurrock Domestic Abuse Board

(SETDAB) which has been in place since 2013. SETDAB has a strong track record of delivering innovative services and developing robust multi-agency approaches. For the Partnership, therefore, the approach has been one of supporting and enhancing this network and focusing on key areas, rather than duplicating.

**The table below shows the total volume and rate per 1,000 for most serious violence across the 14 CSPs in the current and previous 12-month periods ending in October.** Most serious violence is largely made up of attempted murder and the most serious wounding offences, but also includes homicide and injury caused by dangerous driving. Such offences are relatively rare but lead to life-changing or fatal injuries.

**Table ii – serious violence – Community Safety Partnerships (CSPs)**

CSP	Previous 12-months (to Oct-19)	Current 12-months (to Oct-20)	Rate Per 1,000 12 months to Oct-19	Rate Per 1,000 to Oct-20	Change # Current year vs. previous year
Harlow	90	95	1.03	1.09	5
Tendring	145	146	0.99	1.00	1
Southend	196	181	1.07	0.99	-15
Epping Forest	89	111	0.68	0.84	22
Basildon	136	151	0.73	0.81	15
Thurrock	186	132	1.07	0.76	-54
Chelmsford	117	122	0.66	0.68	5
Castle Point	48	58	0.53	0.64	10
Colchester	132	121	0.68	0.62	-11
Braintree	71	73	0.47	0.48	2
Brentwood	37	36	0.48	0.47	-1
Maldon	25	25	0.39	0.39	0
Rochford	34	27	0.39	0.31	-7
Uttlesford	21	28	0.23	0.31	7
County	1,327	1,306	0.67	0.67	-21

There has been no significant change in levels of most serious violence in 13 of 14 districts in the last year. Harlow, Tendring, Southend, Epping Forest and Basildon currently have rates of offending per 1,000 population exceeding the national average. Please note that on Wednesday 23 October 2019 the bodies of 39 Vietnamese nationals were discovered in a lorry trailer in Grays (in Thurrock). This tragic incident is reflected in the homicide numbers. This single event of modern slavery and human trafficking whereby 39 victims of homicide (manslaughter) were identified in the 12 months to October 2019 data.

Levels of most serious violence over relatively short periods, such as the past two years, rarely experience significant changes.



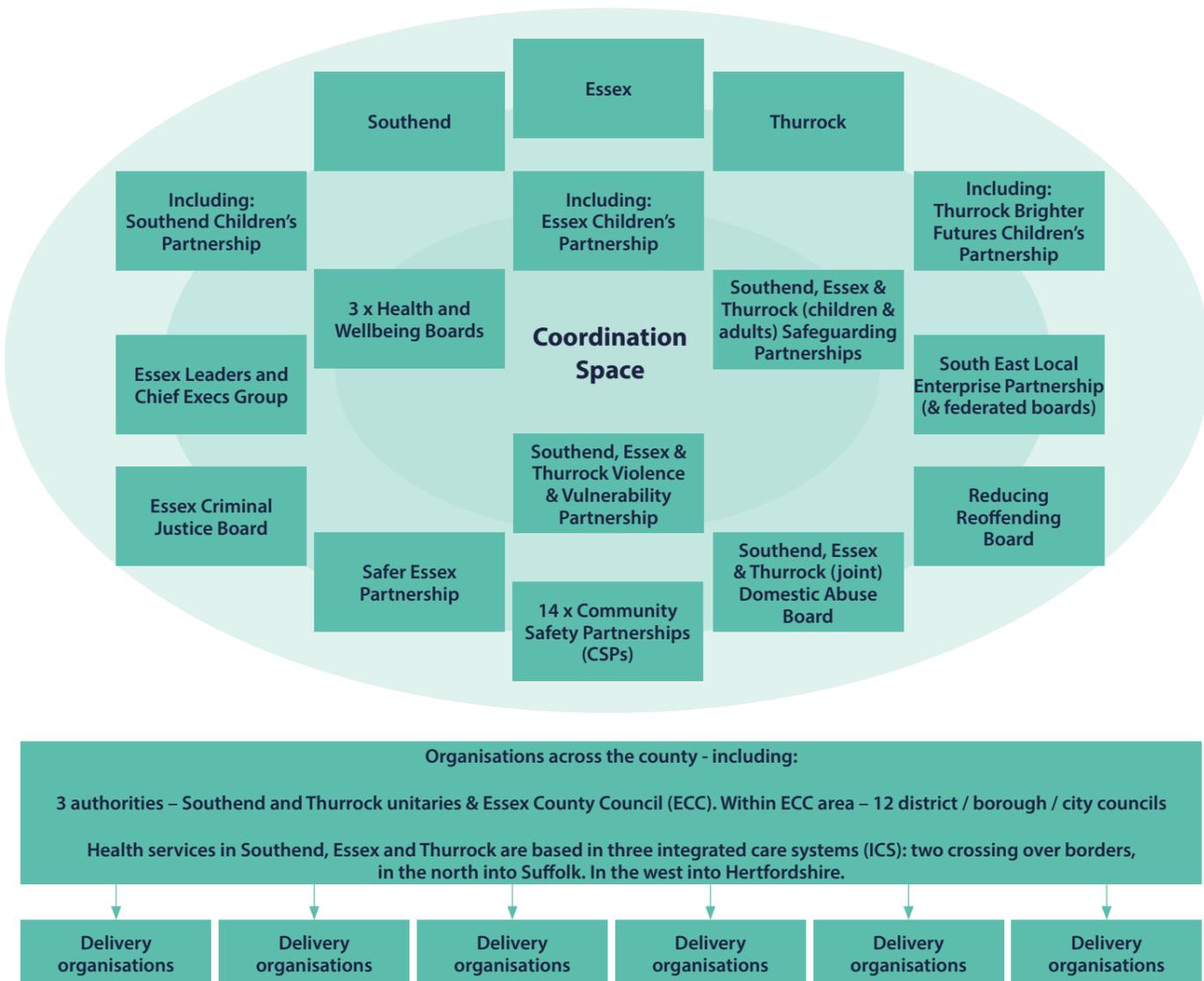
# SECTION 2

## Infrastructure & Development

### 2:1 Model, Governance & Accountability

The Essex V&V Partnership is committed to addressing serious violence, protecting children and vulnerable adults and driving down crimes which seriously impact upon both those embedded in gangs and the citizens of Essex. The approach is to understand the underlying drivers, respond to these and recognise that this requires a long-term approach, if significant impacts are to be made and sustained.

Chart A – partnership landscape of Essex



During 2019/20, our first year as a partnership, as part of building our understanding of a 'whole systems' approach, we developed activities and interventions for children and young people across a broad range of work, this was based on four tiers:

### 1 Primary prevention

Primary prevention, 'universal', involving universal strategies aiming to 'immunise' individuals and groups against exploitation and potential future gang membership. This was a whole population approach.

### 2 Secondary prevention

Secondary prevention, 'suspected risk', young people who socialise in 'hot spot' areas, have peers who may influence their involvement in criminal activity, and/or may be suspected to be involved in gang activity. These would be identified through our close working relationships with the voluntary and community sectors who are embedded in these areas

### Our approach is to:

- ✓ Understand the underlying drivers for County Lines and gangs, responding to these and recognising that this requires a long-term 'whole systems' approach, if significant impacts are to be made and sustained.
- ✓ Tackle County Lines and gangs, across the county and the impact it is having on individuals and communities now, this includes through robust enforcement action and interventions to support and divert people away from offending.

Some of this work is through direct delivery by the V&V Partnership, some through supporting others to initiate change, and some by influencing the development and delivery of services by a range of organisations.

### 3 - Secondary prevention

Secondary prevention, 'known risk', young people who have the identified factors in level two above and have evidenced risks such as social care involvement, missing episodes, opiate and crack cocaine misuse or cuckooing. Noting that these young people and adults may be known to statutory services and understanding how we dovetail this work.

When considering the differences between suspected risk and known risk many studies have shown that a public health violence prevention approach may be more successful than a gang-specific focus at the secondary prevention stage. Much more is known about what is successful in preventing violence than what is successful in preventing gangs. Further, given that there are no clear risk factors that distinguish individuals who are violent from those who are gang members, it is logical to look at secondary gang prevention from a violence prevention perspective.

### 4 - Tertiary prevention

Tertiary prevention, 'known to statutory services'. Gang members committing the most violence are targeted for arrest, prosecution, and where necessary, imprisonment. Imprisonment is considered a last resort imposed to stop the violence and to stop the victimisation or creation of new victims. At the same time, rehabilitation, support, and education are necessary. Support, education, rehabilitation, and quarantine are part of a public health approach, and clearly gang membership increases an individual's exposure to violence, perpetration, and victimisation. Additional support that is facilitated to ensure that it brings services closer together and places the victim or offender at its centre can be effective.

**Our main learning from 2019/20 and work earlier in 2018/19 was:**

- Universal provision, with broader themes of resilience and wellbeing, are fundamental to an overall approach to reduce serious violence in the longer term. However, for universal provision, it is difficult to achieve change, with the relatively small amount of resource available to the V&V Partnership directly (in comparison to mainstream budgets). As well as noting the responsibility mainly is with other bodies, including individual schools (for example academies), and that the role for the V&V partnership is then more one of influence and awareness raising.
- Prevention, general diversion, interventions for those potentially at risk – a range of work was undertaken, around safety messages, providing general diversion and more tailored support. The provision funded from the V&V partnership fund, brought some positive results, though in this early stage there was a challenge in targeting provision and best matching cohorts to provision. The learning included that linking individuals to the provisions in place, based on the identified need, is best undertaken through local partnerships and arrangements. This includes through closer working with the 14 Community Safety Partnerships in Essex.

**Therefore, the Partnership agreed for 2020/21 to:**

- Focus the direct V&V budget towards those identified as potentially at risk, known to be at risk and known to statutory services.
- Develop further the links with those delivering early prevention at the universal level.
- Inform and input to the commissioning and delivery of services for key related areas, for example joint commissioning of health provision in the criminal justice sector.
- Place an increasing emphasis as part of our overall approach on localities, including reaching out to children and young people in the identified areas through targeted activities.



**Our delivery during 2020/21, based on our learning from 2019/20 and the Serious Violence Problem Profile, is focussed on these five areas:**

 <p><b>Voice of our communities</b></p>	<p>Support community and voluntary sector organisations to provide activities and interventions across communities in Essex.</p>
 <p><b>Targeting interventions</b></p>	<p>Interventions take place in identified locations, at 'reachable moments' and with key groups of people – addressing risk factors.</p>
 <p><b>Developing the workforce</b></p>	<p>Professionals have support and resources to be able to respond to individuals' needs – identifying risk and engaging those who are vulnerable and at risk.</p>
 <p><b>Raising awareness</b></p>	<p>Communities and stakeholders have information and understand the work taking place, know how they can get involved and shape, inform the work.</p>
 <p><b>Improving our understanding</b></p>	<p>Data, analysis, learning from our interventions, people's lived experience and practitioner insights – are shared. This understanding continually informs our approach.</p>

**Chart B – Essex Violence and Vulnerability Partnership – overview**



- For each of the priority areas, based on the strategic direction set by the Round Table, there is a delivery plan.

- The delivery plan is developed by an identified lead officer. These lead officers are members of the Operations Board.

- The Operations Board, on behalf of the Round Table, maintains oversight of the workstreams and that work is on track for delivery. The Operations Board's role also includes ensuring that appropriate linkages are being made across the workstream.

- Regular reports are made from the Operations Board to the Round Table.

- The delivery plans are reviewed through the Operations Board, on a rolling cycle. Reviews also take place with workstream leads and VVU. Where there are variances within a delivery plan, and it does not impact another area of the V&V work programme,

and can be managed within existing resources, these are reported to the next scheduled Operations Board. Then subsequently form part of regular update reports to the Round Table.

- Where there are significant changes to the overall delivery plan, these impact on other workstreams and has a significant impact on budgets these are reported directly to the Round Table.

- The Operations Board for its first year (2019/20) met monthly, for 2020/21 this has been bi-monthly.

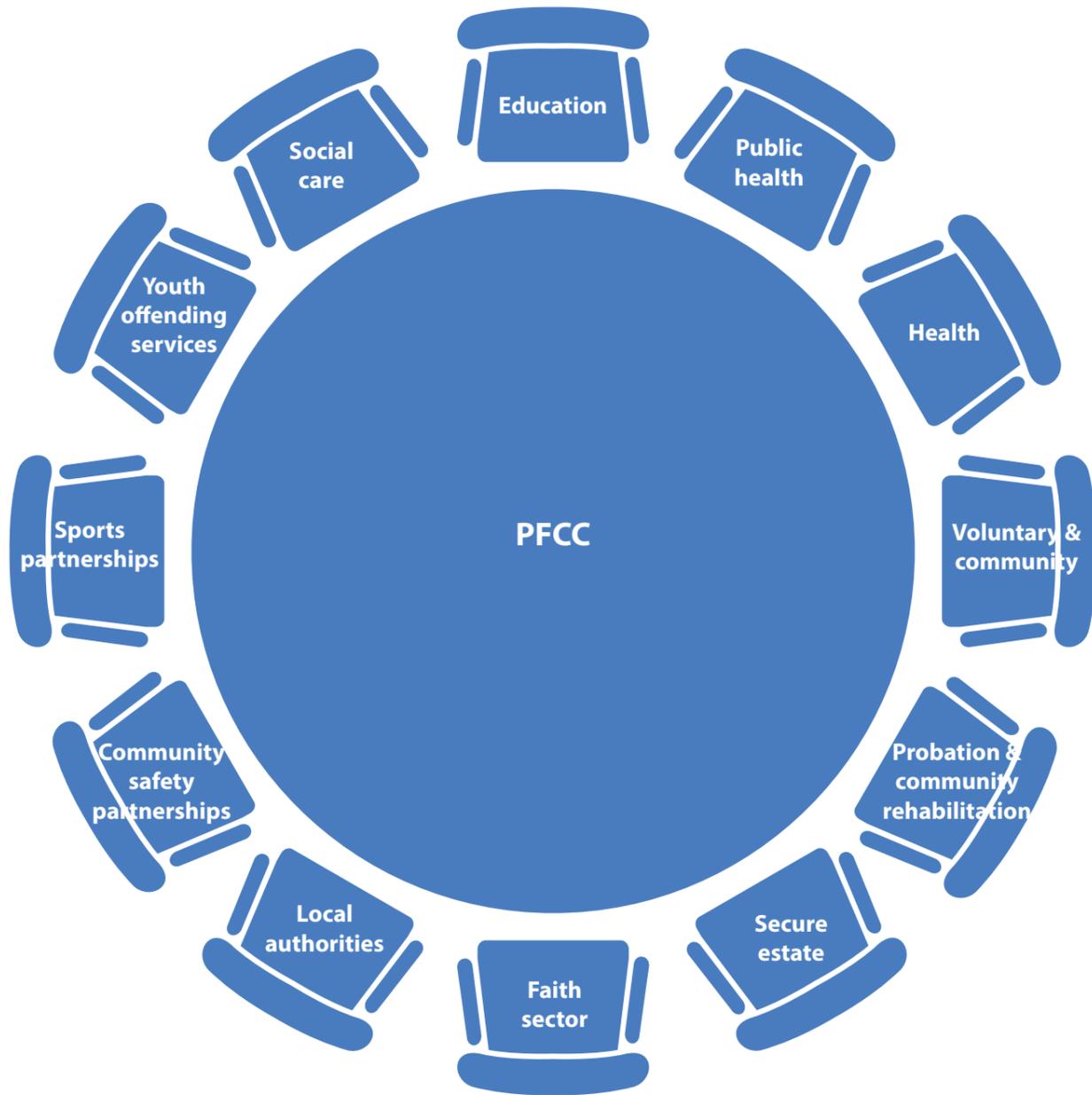
- The chair and deputy chair of the V&V Operations Board meet regularly (at least monthly) with the Violence and Vulnerability Unit project manager to track actions and where there are any issues, to take appropriate steps to address.

- The Round Table meets quarterly. The chair of the V&V Round Table meets regularly (at least bi-monthly) with the Violence and Vulnerability Unit project manager.

**The Round Table sets the strategic direction of the Partnership. The members of the Round Table are chief officers and lead Members – in their role as system leaders, they set the strategic direction for the Partnership and inform and influence the wider partnerships across the county.**

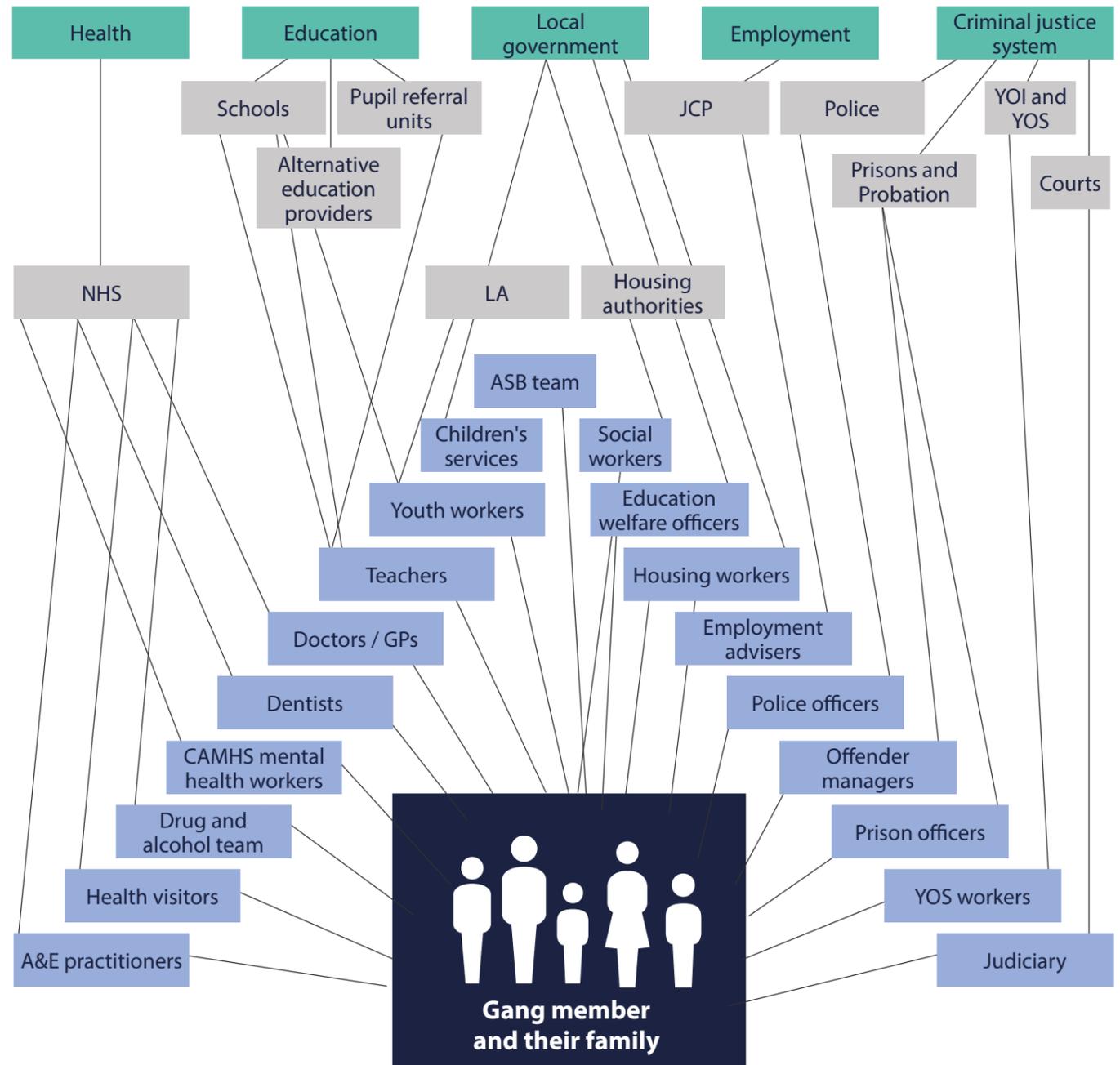
## Round table

Chart C – Essex Violence and Vulnerability Round Table – sectors represented



In addition to the work set within the workstream delivery plans – there are a range of issues identified through the Operations Board and the VVU which are about ‘softer’ outcomes, for example improving practice or cultural changes, which underpin the overall work of the partnership. Chart D indicates the many touchpoints throughout the ‘system’. Examples of our work across this broad spectrum are outlined in ‘examples of some of the softer benefits of our work’ on the following pages.

Chart D – Range of services an individual can come into contact with



ASB – Anti-social behaviour  
 CAMHS – Child and Adolescent Mental Health Service  
 JCP – Jobcentre Plus  
 LA – Local authority  
 NHS – National Health Service  
 VCS – Voluntary & community sector  
 YOI – Youth offending institution  
 YOS – Youth offending service



## Examples of some of the softer benefits of our work

### Training input to A&E staff

The Youth Service project in Basildon and Thurrock University Hospital in the A&E department, reaches out to young people to support them at a point where they are accessing a service often at a point of crisis. The youth workers in A&E recognised early on that engagement with and support to wider staff in the hospital would be key to the project reaching its potential as well as more broadly contributing to the experience for young people coming into the hospital. The Youth Workers have delivered formal training (and some informal inputs), this has included upskilling A&E and Children's Ward staff about local provision in the area for young people; attending a conference for the Diabetic team to promote the project and deliver a workshop to explore ways they can engage with young people and support them with needs they have alongside their medical needs; as well as individual informal chats with staff when they have faced specific concerns or issues and have been enquiring on further ways in which they can support young people.

### Training input to school nurses

Through our work, we are always looking at where we can support and link with partners, including our training and development offer. As part of our work to link violence reduction programmes into existing pathways for care leavers, we are working with social care leaving and after care teams and health colleagues. For example, the dedicated health workers who work to support care leavers to navigate their way through health services, and proactively support them accessing these. Engagement within this area has developed and there is now further opportunity for VVU to provide specialist input regarding gangs and county lines to school nurses, as part of the wider training and development they receive.

### Safeguarding officers in police 'County Lines, gangs' teams

No one would argue that the Police should not enforce against the low-level runners and dealers involved in

County Lines and gangs. However, by doing so the Police disturb the equilibrium and unofficial balance of turfs, areas, dealer 'rights' to certain locations, lines of dealing and immediately create power and supply vacuums which are very quickly filled in often turbulent struggles involving extreme violence. Enforcement activity at this level is absolutely vital, and must be accompanied, as it is now, with activities such as Operation Orochi and Operation Gloss, far more sophisticated upstream methods of 'Pursue' – targeting those running the lines. However, by doing this work the Police and the V&V Partnership are fully aware that this creates a risk and there must be a plan to deal with that uncertainty and imbalance in order to attempt to prevent further serious immediate violence in an area, as well as support further longer term activities.

One response to this has been the creation of safeguarding officers sitting within the structure of the police gangs teams, 'Operation Raptor' teams. These roles have a focus on initial safeguarding of individuals whom they come into contact with as a result of police activity against gangs and County Lines. They were developed in partnership with the Violence and Vulnerability Unit, as a consequence of examining the pathways of individuals through the criminal justice system, into other agencies and the consideration of the risk the individuals were placed in by pro-active (and necessary) policing activity. Safeguarding officers are the link between the Police and partners and ensure everything possible is undertaken to consider safeguarding of ALL parties, be they perpetrator or exploited, in the initial 48 hours following arrest.

### Safeguarding officers in police 'County Lines, gangs' teams

A young person, seventeen years old, from another county was arrested in Clacton by the Operation Raptor Team. This young person had been in care for a number of years and had had very difficult early years, experiencing many adverse childhood experiences. The young person had been missing from his 'home' county (some distance from Essex) for a number of weeks and was known to have been associating with drug dealers and believed to be exploited by a local drugs line.

Op Raptor safeguarding officers, as soon as the young person was picked up began work to collaborate with Social Care and Police from the area the young person lived. The safeguarding officers ensured that colleagues from the young person's home area were fully aware of all risks he had been exposed to while in Essex and highlighted ongoing concerns.

The safeguarding officers ensured the physical hand over to Social Care (from the other county), meeting half way and instituted a Community Protection Warning to attempt to place conditions on the young person and control his movements (as part of work to safeguard the young person).

Through thorough examination of the case by the Op Raptor team, including painstakingly reviewing the young person's phones, Essex Police were able to establish the young person was the victim of exploitation and forced labour and switched the case to one of Modern Day Slavery and Human Trafficking against the other people arrested.

The safeguarding officers were also able to work with the individual who was at risk, obtaining a place for them at secure accommodation in a northern city. The officers have built a good rapport with the young person.

The young person has been subject of a positive NRM (national referral mechanism) notification and has not gone missing since. This would have been a very unlikely outcome without the involvement of the safeguarding officers, whose primary role is the intensive safeguarding of individuals through custody and post, especially for the first 48 hours.

## Sharing from reachable moments project – into Youth Service activities

From the project in HMP Chelmsford the participants, as part of considering their own offending using music to explore their motivations, wanted to support positive change for young people to prevent them from falling into the traps of gang related offending. We have since been able to use the material completed by the men in HMP Chelmsford with the Youth Service and the delivery of the 'Prison No Way' project delivered in school for children who are at risk of offending. This has been well received by the young people and professionals. Young people reflect in sessions on the messages from the men and reflect that it had made them consider the direction negative choices would have on their futures. This was captured in fictional letters they wrote back to the prisoners, which also gives professionals a greater insight into the needs and risks associated with these young people.

## Improved data sharing to / from prison

One of the issues raised within the V&V Operations Board was the flow of information and its impact on the work in HMP Chelmsford as well as more widely. Examples to develop this include triangulating information about individuals in the prison with gang associations between violence reduction officers in the prison and offender management within NPS and CRC. Also, to look at the intelligence / information for those coming through the gates on remand with gang affiliations (for example where people should be kept separate). Through the connections within the V&V Operations Board this issue was addressed by initiating meetings between Eastern Region Special Operations Unit (police), Essex Police and various departments within the Prison to review what was currently working and also what wasn't. A reminder was sent out through the Police intranet in relation to the use of a specific form for this purpose and directly through Senior Investigating Officers in Essex Police.

## Practitioner forum groups

Forums have been established by the VVU team probation manager, for officers from National Probation and Essex Community Rehabilitation Company, to feed in information and analysis about the VVU and facilitate discussions about how this can be used to support the work with adult offenders. The senior analyst aligned to the VVU has taken part, briefing probation colleagues on the Serious Violence Problem Profile, with conversations taking place about how the findings can be used to inform their work.

## Improved information / intelligence / insights shared and informing work

As part of our 'targeted interventions' workstream we successfully implemented a new approach and programme 'Power Few'. Seconded officers in the VVU team with experience as practitioners have undertaken a deep dive approach to the journeys of people who have gone on to commit serious harm. This has allowed us to enhance our understanding of the main issues affecting and impacting this cohort. Learning from the lived experiences of these individuals and using these experiences to consider how we can improve the future journeys of others.

This project was initially created to inform a commissioning process for a new service that would intervene at the crucial points identified. However, upon reviewing and understanding the journeys of individuals through the organisational systems, it has allowed us to take an alternative approach. We are now considering enhancements to current services and cultural practices. It is clear the strength exists already within the system but is not always utilised fully. Sharing these findings, engaging with wider partners helps us with our path to building a sustainable approach which enables and empowers multi-agency working, as part of identifying and tackling the challenges surrounding youth violence.

## Improved liaison, lines of communication and increased free flow of ideas and information

### Through the work of the Partnership we:

- ✓ Have a broad spectrum of connections across Southend, Essex and Thurrock – continually developing these relationships - an important foundation to our work.
- ✓ Work to support colleagues, teams and services navigate their way to teams and services within other partner organisations – and across localities (recognising that some partner organisations work across different boundaries, including partly within Essex and externally; or part of a larger regional service; or one area of the county).
- ✓ Share the picture for Essex, and the differences given the scale of the county, developing countywide approaches where it is appropriate as well as locally specific targeted work.
- ✓ Have a wide range of opportunities, given the scale of the county – to learn across partner organisations – with a wealth of knowledge, expertise and commitment.

## How we are informed by and reflect the communities we serve

At each of the 'Voice of Community' workstream meetings, updates are provided from the other workstreams to the group for their comment and input, as well as the 'Voice of Community' overseeing the activities and developments and providing challenge to the approach and progress.

We have grounded our interventions in the lived experiences of those who have experienced either exploitation or been violent themselves. This has allowed us to understand the journeys through the various systems and identify specific needs and powerful messages to reflect into our approach and work. This has been done, for example, through:

- Our work on the 'power few' a data led cohort of offenders where we examined their journey looking back to their earlier life through to their current offending and situation.
- The learning from Essex Youth Offending Service lived experience interviews and from this a training package. This has used the journeys of young offenders to help us understand the key points of intervention and what worked and what could be improved at these critical junctures.

As a partnership we are committed to promoting equality, valuing diversity and challenging unfair behaviour, and is embedded within our internal funded programmes to ensure that the reach is as wide as possible. When awarding external funding we consider any potential for differential, adverse, impact based on analysis of data and information including protected characteristics: race; disability (including physical, sensory and mental health); gender reassignment; age; religion or belief; sexual orientation; pregnancy and maternity; marriage and civil partnership; or gender. Our work is underpinned by the diversity and equality strategies of our partner organisations.

## 2.2 Multi-agency partners

Essex has a developed and complex partnership landscape. The county of Essex includes the councils Southend, Essex and Thurrock. Within the Essex County Council area there are 12 district / borough / city councils. Across the county there are 14 Community Safety Partnerships. There are five health clinical commissioning groups. Health services in Southend, Essex and Thurrock are based in three integrated care systems (ICS): Mid and South Essex Health and Care Partnership, Hertfordshire and West Essex ICS and Suffolk and North East Essex ICS and include acute hospital services, mental health services and primary care services.

The V&V partnership is part of this overall landscape, ensuring the appropriate issues are fed into and help to shape the agendas of the wider Essex partnerships and being informed by the issues identified by others.

Our 'VRU' model is about embedding practice and working within the overall Essex framework. We continue to build on and link to a range of other multi-agency arrangements. In developing work during 2019/20 and 2020/21, an important, and positive, element has been to recognise the 'limitations' of the V&V Partnership.

There have been challenges in the 'VRU' model since its formation, including ensuring appropriate linkages to other partnerships, and recognising where work is best placed to be led from. Overtime, the partnership has developed its focus, understanding of the partners and their contributions and finessed how the various elements of the partnership function.

One of our key strengths is the strong partnership we have developed, and continue, to develop across all of Essex. This includes high level support through the system leaders on our Round Table with advocates for tackling the issues Essex faces; sharing expertise and learning through our Operations Board and workstreams; providing support and challenge across the partnership; and providing a clear focus on a co-ordinated and strategic approach to addressing serious violence.

Through this the Partnership has had an increasing focus on key areas of impact, in terms of direct delivery, and where it is most able to influence on the violence and vulnerability agenda, and where statutory responsibility sits with another agency or partnership. This includes work on broader issues, with agenda items appropriately linked with for example the Essex Reducing Reoffending Board (part of the Essex Criminal Justice Board).

Work with the 14 Community Safety Partnerships (CSPs) has also developed, with regular input to the county Safer Essex meeting and the 'Essex Community Safety Network' (which feeds into Safer Essex and is a forum for CSPs). Through our grants programmes, we have engaged with and sought feedback from CSPs on projects which are specific to their area. We have also linked with other grant providers in the county, liaising closely to ensure no duplication and to share intelligence on interventions. This includes the office of the PFCC, the Essex Community Foundation and Active Essex.

Given the scale of Essex, we have the ability and opportunity to work at scale across a significant geographical area. There is work in identified localities as part of the 'targeting interventions – in identified locations' priority as well as work countywide, for example consistent training packages as part of the 'workforce development' priority. Where there are approaches which are specific to certain parts of the county, we are able to take the learning and assess the appropriateness of scaling to cover more areas of the county.

During 2020/21 we have developed our links in particular with voluntary sector and health partners. For our community grants round, in December, applications were assessed by third sector partners with input from young people. However, in 2019/20 we did not have the infrastructure to do this. Now we are supporting 32 small organisations delivering grass root activities, with the assessment of applications more closely linked to and reviewed by the community and voluntary sector.

Within Essex there are multi-agency meetings considering children and young people at risk, for example within the Essex County Council area 'Missing and Child Exploitation' forums. Information is shared about vulnerable children, with intelligence and action plans developed to support and safeguard individuals. The Violence and Vulnerability Unit take information from these meetings, particularly key themes, to inform the overall work of the Operations Board, and to reflect the latest picture for the county. Through this understanding we have been able to identify the strength of the work being done and support through funding in 2020-21.

There are also forums in the county, similar to above for adults, the learning from these is being gathered to inform the approach across all of the county, led by the Probation lead within the VVU.

The police secondee in the VVU is a member of the Serious Violence Command within Essex police, and is a key link to operational policing, understanding the issues being identified and sharing key elements as part of the Operations Board's work. There are also regular meetings to discuss the linkages and plans regarding Surge police funded activities, with VVU team members, where appropriate.

As a partnership, we are seeking to continually reaffirm the strong buy-in from partner organisations to deliver a focused programme of work, based on a robust evidence base, and from the key findings from the Serious Violence Problem Profile, from community engagement and feedback, practitioner insights:

- which makes a difference to the lives of Essex communities now
- and work with other organisations and partnerships to build and deliver against a long-term vision for reducing serious violence – sustained and dramatic reduction.

We are clear, as a partnership, about our focus, and how we fit into the wider partnership structures across Essex. We believe there is value and strength in this, and it is important that all of our partners are champions for V&V and key influencers in other networks.

As part of growing our networks externally to Essex, we feed into a range of forums, examples of this include:

- All Parliamentary Party Group on Adverse Childhood Experiences (ACEs), led by MP Wera Benedicta Hobhouse, shared Essex experience, including from HMP Chelmsford project.
- Input to first regional (eastern) County Lines Pathfinder practice sharing workshop.
- Youth Endowment Fund, inputting to work on place based strategies and sustainability of VRUs.
- VRU network, as one of the 18 VRUs continue to share our learning and take part in workshops.

## 2.3 Development of the Serious Violence Problem Profile

**We developed our Serious Violence Problem Profile during quarter four of 2019/20. This helped our understanding, and areas which previously we did not have such a full picture for (concentration of high harm violence amongst perpetrators) and validated some areas we were aware of (concentration of violence geographically).**

Through our Problem Profile we mainly focused on utilising police data for the identification of hotspots, crime types, victims and perpetrators. However, through various partnerships, the V&V Partnership can access other data, including council, A&E and health data for specific projects. (This has mostly been at an aggregated level, for example postcode or lower super output area, an area usually with a population of approximately 1,500).

Strong analytics including for example through the Essex Centre for Data Analytics means regular sharing of insights across Essex County Council and Essex Police, as well as work such as Thurrock Annual Public Health Report focussing on serious youth violence – are informing our work.

The products along with tailored products developed to drive our activity, form the next stage of our approach to a joint strategic needs assessment for serious violence. Based on our priorities – this is our method for refreshing our Serious Violence Problem Profile and to increase understanding about ‘people’ and ‘places’.

We will publish a summary of our Serious Violence Problem Profile on the VVU website.

We continue to review and improve the accuracy of our analysis and data. This includes improving the varying quality of data (there is a small project team underway looking to make improvements to A&E data). Through Essex Police there are improvements being made to the recording of knife offences (and Essex Police is one of the participating forces in the ‘National Data Quality Service’).

**As a Partnership we are utilising insights from a number of analytical reports to estimate the number of people involved in violence / at risk of violence and also locations of violence, including:**

- Essex Centre for Data Analytics County Lines project with London School of Economics which is looking specifically at County Lines markets
- Thurrock Annual Public Health Report
- Missing and Child Exploitation reporting
- Risk Terrain Modelling by Essex Police
- Not In Full Time Education Project



## 2.4 Cultural and Financial Sustainability of VRU model

The ‘core’VRU team in Essex has a deliberately compact structure. This was designed with modus in mind. Rather than being an operational team, this small unit works on behalf of the Partnership, focusing on strengthening the work that is already being done. This in itself supports sustainability. The county had strong work already in place before the establishment of the Violence and Vulnerability Partnership and Unit but often was lacking a central focus, a dedicated resource and strong co-ordination towards outcomes. There have been key benefits to our approach including, the strength of building on existing successes, robust structures and the value of being able to identify and respond to gaps (for example through pilot activity). The value of having a programme view of activity across the county, rather than siloed projects being delivered by individual organisations.

The ‘VRU’ model for Essex is outlined in more detail in appendix 4 (page 64). Financially the model of using a mixture of directly seconded staff (from partner organisations) and broader expertise from our partners, has allowed for a sustainable and responsive approach.

Essex County Council provided £500,000 and the PFCC £200,000 in 2019/20 and in 2020/21 demonstrating commitment and support to the work of VRU and to build upon funding provided by the Home Office. In addition, organisations provide in-kind support through either staffing or resource support. For example, Chelmsford City Council hosts the VVU in its community safety hub facilities.

During the initial development of VRU, where possible interventions were funded jointly with partners, or through co-ordinated local funding streams and through investment from local agencies.

Longer term our approach is to move towards sustainable co-commissioning arrangements and influencing commissioning intentions of others, leveraging more significant mainstream budgets. As well to continue to develop enhanced specialist violence reduction approaches.

## 2.5 VRU Infrastructure & Development – Priorities for 2021/22 and longer-term

- Growing our community networks and moving into co-design of key activities for the VVU.
- Developing our partnership approach to diversity and inclusion (including policy statements for our Partnership).
- Developing further our work with Southend, Essex and Thurrock Domestic Abuse Board.
- Developing further our work with the Community Safety Partnerships.
- Developing sharing of data at an individual level and data matching (for example, during 2021/22 we aim to work towards matching A&E data from health systems to police Athena data).
- Moving analysis further from correlation to causation – so we have an increasingly more in depth understanding of drivers of violence.



# SECTION 3

## 3.1 Our Response – Overview

Please refer to appendix 1 for our Theory of Change model

Inputs / resources	Activities	Outputs	Short term – 2020/21 (year 2)	Medium term
<p><b>Financial</b> V&amp;V Joint Budget for Essex (Violence Reduction Unit £1.1m; Vulnerable Children's Charities Fund £98k; Winter Contingency Fund £68k; Surge £1.1m; PFCC £200k &amp; Essex County Council £500k)</p>	<p><b>Interventions (V&amp;V funded) – vulnerable children and young people (CYP) / secondary prevention</b> Targeted interventions with identified cohorts</p> <p><b>Cohorts:</b> - CYP supported via behavioural attendance partnerships (schools forums) - CYP in pupil referral units / alternative provision - Young people in supported independent accommodation - Young people who are open to leaving and aftercare - Young people who have gone missing - CYP and families moved into the county due to vulnerability - CYP known to 'missing and child exploitation' (MACE) forums - CYP presenting at A&amp;E with violence related concerns - CYP exiting from police custody, dependent of disposal type - Children and young people known to statutory services identified as being at risk through multi agency forums - CYP known to youth offending and adult probation services &amp; adults in prison (with identified serious violence offences) – enhanced violence reduction approaches (in addition to statutory provision)</p>	<p><b>Interventions (V&amp;V funded) – vulnerable children and young people / secondary prevention</b> 1) Number of individuals receiving timely and appropriate interventions (through V&amp;V activities) 2) Feedback from participants (&amp; their families)</p>	<p><b>Children and young people are diverted away from violence to positive activities</b> + <b>Underlying risk factors are supported</b> 1) Increased resilience 2) Increased emotional and mental wellbeing 3) Increased physical wellbeing 4) Access to employment / training 5) Access to treatment 6) Access to housing + <b>Underlying causes of offending are addressed for individuals who are causing the most harm through violence</b> 1) – 6) as above</p>	<p>Children at violence to + Underlying violence 1) Reduc 2) Reduc + Underl 1) Redu 2) Redu + Redu</p>
<p><b>Partnership</b> Strong governance (through Round Table; oversight of delivery - multi-agency Operations Board; delivery through mainstream activities and enhanced with specialist violence reduction approaches).</p>	<p><b>Places – targeted locations</b> Targeted interventions in identified localities through multi-agency approaches</p> <p>- Outreach and detached youth work - Targeted provision in schools - Support drug treatment provision (including before and after police activity) - Support to community groups, including out of school voluntary sector provision</p>	<p><b>Places – targeted locations</b> 1) Number of communities receiving timely and appropriate interventions (through V&amp;V activities) – responsive to local need 2) Feedback from communities</p>	<p><b>Children and young people are diverted away from violence to positive activities</b> + Underlying factors for the locations are identified and supported</p>	<p>Ch + U 1 2</p>
<p><b>Focussed</b> VRU; (3.8FTE dedicated core team); wider VRU - with experts aligned to work with core team; Operations Board; broader expertise drawn from across the partnership</p>	<p><b>Workforce development</b> - Trauma informed training - Adverse Childhood Experiences (ACE) - Every Contact Counts / Spot the Signs - eLearning foundation module - Exploitation toolkit - Key speaker webinars for practitioners - Practitioner forums</p>	<p><b>Workforce development</b> 1) Number of professionals receiving training development input 2) Professionals have the support and resources to support and respond to individuals' needs.</p>	<p><b>Successful identification of those at risk (and referrals) and engagement of those at risk</b> 1) Resources are available and being accessed by frontline practitioners 2) There is a shared programme of work underpinned by agreed principles</p>	<p>Ch + U 1 2</p>
<p><b>Continual learning</b> Essex Joint Strategic Needs Assessment (for serious violence); Input from workforce / practitioners; Input from 'Voice of Community'; Learning from V&amp;V projects in Essex; Learning from wider networks (within and outside Essex)</p>	<p><b>Partnership</b> - V&amp;V strong unifying vision - Learn from and share practice - Inform and engage stakeholders - Develop, test and evaluate specialist violence reduction approaches - Increase co-ordination of initiatives and resources - Increase understanding, knowledge and intelligence base</p>	<p><b>Partnership</b> 1) The partnership has an approach which builds on and complements existing structures and work, and is adaptive to the local changing context 2) The partnership develops innovative approaches to violence reduction 3) The partnership uses data, analysis, community and workforce input and feedback to inform and shape policy and delivery 4) The partnership has a strong understanding of the strengths and areas for development and acts on these</p>	<p><b>V&amp;V strategy enables a focused and whole systems approach which partners buy in to</b> 1) Key partners have a shared V&amp;V vision 2) There is a shared understanding of the key risk factors for serious violence 3) Innovative approaches are tested, and the learning and practice disseminated and acted upon 4) Improved understanding of the scale and issues impacting on vulnerable and at risk groups across Essex</p>	<p>Ch + U 1 2</p>
	<p><b>Involvement and engagement with young people &amp; communities</b> 1) Detached &amp; outreach youth work 2) Listening projects 3) Community grants programmes 4) Communications / campaigns</p>	<p><b>Involvement and engagement with young people &amp; communities</b> 1) The number of engagement events and opportunities 2) The number of communications, campaigns, sharing information about the delivery of V&amp;V work 3) Young people and communities influence the delivery of V&amp;V (through programmes of work)</p>	<p><b>Engaging and working alongside young people &amp; communities</b> 1) Communities are aware of and informed about V&amp;V activities 2) Communities are engaged in V&amp;V activities 3) Communities are involved in the planning of V&amp;V</p>	<p>Ch + U 1 2</p>

As outlined in section 2 and outlined in our theory of change (appendix 1) the focus of our work is on identified cohorts and identified locations in terms of our direct delivery of V&V programmes of work.

### Populations in Essex – our local picture

In Essex there 141,808 young adults (aged 18 – 25 years old). The total Essex secondary school aged population (11 – 17 years old) is 139,628. Approximately 1% of these are known to youth offending services. Of the 139,628 11-17 year olds in the county, just over 9,000 of these young people are within our priority localities.

The Essex secondary school aged population of 11 – 13 years old is 62,936, just over 4,000 of these young people are within our priority localities.

We are targeting at risk cohorts, with directly funded V&V work, relatively small numbers of people in comparison to the overall population, through enhancing provision to those already known to criminal justice agencies, activities in identified localities and targeted interventions with identified groups (as outlined in our theory of change).

Through our system wide approach, we are working to impact on the whole system, for example through our priority to develop the workforce across the county.

## 3.2 Delivery of the ‘Response Strategy’ – Interventions

The majority of the V&V Joint Budget, 68%, is allocated to direct delivery either through interventions with identified individuals or in communities, or through community grants working and supporting children and young people within communities.

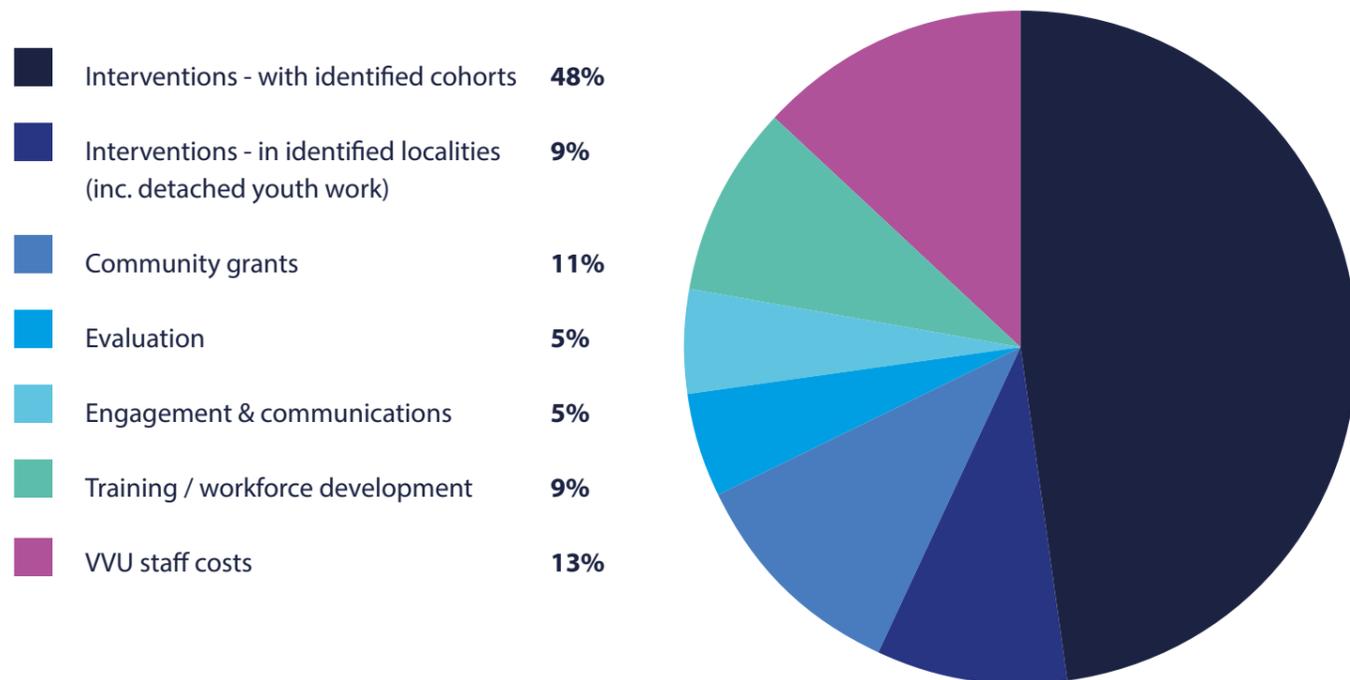


Table iii – 2020/21 V&V directly funded activities – target and actual reach

Activity	Target to reach / work with – at start of 2020/21	Actual number (as at end of December 2020)	Target for year end - (by 31st March 2021) amended (based on Covid restrictions lessening)	Due to amended target - difference
Interventions – with identified cohorts	801	444	643	-199
Interventions – in identified localities (with individuals)	175	84	150	-25
Interventions in identified localities – outreach and detached youth work	1,100 (minimum)	992	1,100	0
Community Grants - to small 'not for profit' organisations working with children and young people in local communities	1,700	1,349	1,500	-200
Engagement	2,000	2,000	2,000	0
Training & development	7,915	760	6,315*	-1,600



**Training & development**

\*A key element of our development this year has been working to create a tool to raise the skills and understanding of all those who may encounter serious youth violence and exploitation. It is established that it is not just statutory agencies who require further training and that to protect victims we need to reach a wider audience.

This tool, an e learning package, will be free for anyone in Southend, Essex and Thurrock to access. The e learning package is a basic awareness package and we will be promoting to people working and volunteering in a range of organisations across the county.

The e learning package has 3 modules, exploitation awareness, child exploitation and adult exploitation. Its purpose is to raise awareness about all types of exploitation and to help people think about the potential signs of exploitation. The e learning packages have

sections on grooming, adolescent brain development and contextual safeguarding.

It has been an exciting area of work that has been developed by a working group of partners including the Children and Adult Safeguarding Partnerships across Southend, Essex and Thurrock.

Due to the ongoing pandemic situation, there have been delays in the development of this package. However, we are working to roll this out to the whole of Essex by the end of March.

We are very positive about the impact that this will have, and measures are being put in place to track its use, and impact.

**In July 2020, the V&V Partnership agreed its Communications Strategy (2020 – March 2022)**

**The Partnership has agreed the following indicators as part of the Strategy:**

To reach an estimated audience of 500,000 people by March 2021

✔ Seven newsletters produced and distributed reaching 6,500 each edition

✔ Media coverage total audience estimated at over 103k for coverage in gazette series titles, including monthly unique viewers of Essex Live (3,664,121) - the estimated audience is on track for 500k for March 2021

To achieve inclusion of the new URL in 25% of all coverage

✔ Website is in development stage. Due to go live in late February

To achieve 10k engagements over the duration of the Communications strategy (including share, like, comments, downloads of e-learning modules, film views, attendance at conferences)

✔ Social media activity is being shared. Other aspects of the strategy are in development which will allow for more public engagement such as a V&V YouTube channel; this will be monitored when live

To see 75% of partners amplifying content over the duration of the strategy

✔ V&V Communications multi-agency steering group is in place to ensure partners are amplifying and sharing content. V&V content has been shared by Southend, Thurrock, Essex County Council, Essex Police and the PFCC, (regularly sharing social media content)

To achieve 25+ pieces of coverage in national, regional, local, trade and broadcast media by March 2021

✔ On track with 16 pieces of coverage placed to date including pieces on V&V communities grant fund, joint operational activity with Essex Police: profile pieces of V&V work, Merry Muletide campaign over Christmas

### 3.3 Case Studies

#### Targeting interventions

**Interventions take place in identified locations, at ‘reachable moments’ and with key groups of people – addressing risk factors.**

Cohort: children & young people (CYP) in pupil referral units / alternative provision	<b>Case study A:</b> Enrichment programme – education setting in Southend
Cohort: CYP displaying risky behaviour in relation to gangs and anti-social behaviour	<b>Case Study B:</b> Thurrock mentoring programme
Cohort: CYP known to ‘missing and child exploitation’ (MACE) forums	<b>Case Study C:</b> Missing and Child Exploitation forums – mid-Essex
Cohort: CYP presenting at A&E with violence related concerns	<b>Case Study D:</b> Youth Service Hospital Project
Cohort: Adults in prison (with gang affiliations)	<b>Case Study E:</b> HMP Chelmsford Finding Rhythms
Cohort: Adults known to adult social care with learning disabilities or autism, subject to (or at risk of) some form of exploitation	<b>Case Study F:</b> Vulnerable Adults Victim Pilot

#### Working with our communities

**Support community and voluntary sector organisations to provide activities and interventions across communities in Essex.**

Working with children and young people at risk or involved in serious violence - & supporting small not for profit organisations to do this (responding to the circumstances of Covid-19)	<b>Case Study G:</b> Community grants
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#### Developing the workforce

**Professionals have support and resources to be able to respond to individuals' needs – identifying risk and engaging those who are vulnerable and at risk.**

Front line workers	<b>Case Study H:</b> ‘Every Contact Counts’ training
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*“The fantastic opportunity alternative learning gives to our students is noticeably significant to an overall school improvement of which we are truly grateful. ....so many of our children that weren’t attending, or attendance was poor feel more incentivised to come to school. Behaviour has improved significantly. Students know to earn the rewards of these on and off site activities can only be given if behaviours and respect are obvious .... The type and variety of activities being offered is allowing our students to express themselves through controlled and directed exercise” - teacher*

### Case Study A

#### Enrichment programme working with one education setting in Southend

**To offer a wealth of diverse and engaging enrichment and diversionary activities to pupils at every stage of their education. All of the activities involve pupils in a range of creative group activities which promote problem solving, teamwork and a commitment to learning and self-improvement.**

Key aims and outcomes of the approaches are to provide alternative activities for those at risk of engaging in crime, anti-social behaviour, and other risk taking behaviour.

Aiming to re-engage young people in education, improve confidence, self-esteem and resilience, raise aspirations and build relationships with positive role models and improve relationships with the community.

All of the activities provide a connection to ongoing positive pathways and offer exit routes into clubs and wider opportunities.

**Number of young people who have been involved in the activities to date:**  
74

**Example of the outcomes:**  
Improved attendance at school – from one half-term to the next, improvement of 57.2% to 70.4%

*“ I really enjoy the boxing; I can release my frustration and tension for an hour in a safe way. ”*

This pupil went on to join an MMA club after having lessons of boxing as part of the enrichment programme.



*"I've seen the positive impact of the CREW project on two students. I think there's an opportunity to do some in-school mentoring, to build on the good work that was done in the summer" - School support staff*

## Case Study B

### Mentoring programme with targeted cohort, using an outdoor education setting in Thurrock

**A group mentoring project delivered by qualified mentors with the Youth & Outdoor Education Team of Inspire, working with young people who are displaying behaviours that are a cause of concern.**

The programme was piloted in the summer of 2020 and designed specifically for young people who are associating with the gang culture, displaying anti-social behaviours or are experiencing anxiety and stress related issues due to the current situation of Covid-19. The young people are able to share how they feel about their struggles and look at their options to find a solution focussed outcome.

The project looks at self-care and challenges young people to try new experiences through positive activities, in order to:

- increase self-confidence, to build resilience, to maintain better physical and mental health, to explore consequences, to make informed decisions going forward
- build better sense of self within their community
- increase skills and abilities
- and support the young person to make positive choices

All of the activities provide a pathway and offer exit routes into clubs, relevant support services, including one to one mentoring.

**Number of young people who have been involved in the activities to date: 8**

**Example of the outcomes:**

- One of the schools, which young people attend, has requested for the mentoring service to be delivered in their school.
- Improved self reporting of well-being.

*"My son has something positive to focus on and get involved with, because he has a lot of issues in his area, and he gets involved with the wrong crowd"*

Parent

## Case Study C

### Working with 'Missing and Child Exploitation' (MACE) Forums across the county, providing enhanced programmes of work (alongside existing service provision)

**Mid Essex MACE worked with the Youth Service to deliver a number of targeted sessions to identified individuals. The programme was highly structured and focused on strengths-based outcomes using education, intervention and positive activities. They were centred around both the direct and indirect consequences of gang involvement and the pathways to a brighter future.**

Each participant was worked with on an individual basis with a specific worker for relationship and mentoring purposes. This was based on an initial approach of group based support though this was not as well received and so the learning demonstrated that to pivot to an individual support basis would be a positive move.

There were initially 11 participants referred to the programme, of these ten were able to take part as parental permission was not given for one. Overall all who attended managed to receive some positive outcome from the programme and engaged well with all of the interventions of MACE.

**Number of young people who have been involved in the activities to date: 10**

**Example of the outcomes:**

- Improved (self-report) in well-being
- Improved attendance in education
- Improved (self-report) no longer involved with peer group which was causing concern

**Feedback from lead workers within social care:**

"The youth work support has ensured that a number of barriers were removed to allow x to access education. X is now in a more settled position in terms of housing and we hope he will thrive with his education"

"Despite initial reluctance, x has continued to engage with the youth service and evidently so regarding some of the more difficult times he has experienced since

January. He has even reached out to YW himself at times which evidences huge progress for somebody who was reluctant to give out phone number. Completed application to Chelmsford college shows huge progress made".

"Re-engaged back with school during lockdown, youth worker facilitated support for this. X has made very good progress and now clearly understands and recognises the support on offer and will access it freely. Youth worker has noticed a clear change in x since intervention started - much more open re situation at home and with friends. This has helped x make strides".

"x clearly reached a point where the support of the youth worker has enabled her to remove barriers to EET. She is now clearly trying to stay away from some areas that would cause trouble for her which is commendable. X made good progress to move away from that life. Social care even closed (along with DBit and other agencies) the case as happy she is doing well now back at mums in x / another area of the county"

"It demonstrates the strength of the multiagency approach and the support that the violence and vulnerability partnership can offer to existing arrangements".

## Case Study D

### Youth Service Hospital Project

**The initial aim of the pilot was to engage with young people attending A&E who presented as being a victim or perpetrator of violence and to provide appropriate support and signpost to other activities and services. Early in the development of the pilot this was extended to include young people who were ‘presenting as vulnerable’.**

During the height of lock down (April to May) Youth Workers provided an on-call and referral service to Basildon A&E and kept in regular contact with staff in the department. During this time the Youth workers were supporting 26 young people, this was a mix of open cases as well as new referrals received from the hospital. At this time nationally, presentations at A&E had dropped and subsequently so did the referrals to the project. Youth Workers were keeping in regular contact with their open cases of young people to support them through the pandemic as well as taking on the new referrals that came through. This was done by texting, phoning and video calling young people on a weekly, sometimes more frequent, basis. The Youth Workers also found that young people who had been previously closed to them got back in contact due to struggles they were having at the time. Due to this Youth Workers also contacted some of the more vulnerable young people they had previously worked with to offer some support at this time. Youth Workers set up a ZOOM, virtual youth club, in place of the NEXUS youth drop-in session (which had been set up in the hospital though had to pause due to Covid). This online session was run weekly and provided the young people with an opportunity to take part in some fun activities whilst interacting with each other and the Youth Workers.



*“The community outreach aspect of the project, making links with community services is beneficial - the picking up point” - A&E Doctor*

Youth Workers returned to shifts at the hospital at the start of July initially for 4 shifts a week and now up to 5. The Youth Workers started up the NEXUS youth group at the start of September and although this is not the drop-in session it used to be, it has proved very popular with the young people. The group is now split into 2 sessions to allow for social distancing measures which young people must book. The first session is a social session and the second more targeted looking at things like CVs and applications.

**Number of young people who have been involved in the activities to date:** 125

**Example of the outcomes:**

- Positive engagements with youth workers
- Positive engagements with youth provision
- Improved understanding of risky behaviours
- Improved access to education
- Reduced attendance at A&E

“ Having someone to talk to and not get judged and to know that there is never a stupid question here and the amount of support is amazing and really comforting ”

Female 16

## Case Study E

### HMP Chelmsford ‘finding rhythms’ project

**As part of delivering programmes of work at ‘reachable’ moments – this work in HMP Chelmsford, with young men, looked to address their offending behaviour through the written word and music.**

The project also includes dedicated prison officer support to the programme. The ability to have the time, to explore the men’s feelings towards prison, what had led to this along with probation and prison input – led to some powerful experiences being shared, along with some moving and impressive music.

Over two thirds said the course had helped to change their opinion of education.

**Example of the outcomes:**

- 14 achieved B-Tec
- Improvements in mental health
- One participant – went from being on hourly checks for his safety – to no incidents of self harm while on the programme
- From the first programme – 3 went on to become mentors for the second programme



**The harsh reality of being in a gang is being shared through music created by prisoners in Essex**

*“...the project led to improved relations between the men and prison staff generally and there was less disruptive and violent behaviour ...we all enjoyed the process of getting to know each other - Practitioner*

## Case Study F

### Vulnerable Adults Victim Pilot – Phoenix Futures

**This pilot project was initiated as a result of concerns raised by Essex County Council Adult Social Care (ASC) which was reporting increasing numbers of safeguarding concerns due to adults with Autism and or a Learning Disability, being exploited by gangs and other individuals, and as a result, some of whom were being drawn into criminal activity themselves.**

As an issue which the Violence and Vulnerability Partnership was also looking to address, it was agreed it would be helpful to support the evaluation of this work – to inform the work across public health, adult social care and the V&V Partnership.

ASC are responsible for ensuring all individuals referred to the pilot have been identified as having a Learning Disability and or Autism, and who are either subject to (or at risk of) some form of exploitation for example criminal and / or sexual. The majority of these adults also have other multiple and complex support needs, in particular, substance misuse and housing issues. Phoenix Futures (the provider for the service being put in place – the pilot) therefore work in partnership with ASC and other agencies to provide an holistic, multi-disciplinary approach to meet a range of support needs.

**Number of people on the pilot, at any one time: 10**

#### Example of the activities – leading towards outcomes

- Support to move into supported accommodation with care package in place
- Arranging/attending professionals’ meetings with other services - all professionals much more aware of concerns and needs
- Safeguarding concerns regarding vulnerability/needs flagged with police so they are aware
- Actions being taken to address poor living conditions

All parties have expressed real positivity about the pilot and its ability to help those being supported to achieve long term outcomes.



## Case Study G

### Community grants example – Changing Lives – work with young people in Harlow

**Across the county 32 small organisations have been funded to provide local activities for children and young people at risk of or involved in serious violence. This is an example of one of these organisations.**

Changing Lives, an organisation working in Harlow, is delivering a range of activities. From a community grant from the Violence and Vulnerability Partnership, and working within the local community, Changing Lives has delivered ‘Roots to Wellbeing’ sessions, as part of a summer programme. These sessions were designed to support confidence, creativity, relaxation, decrease worry, anxiety and help with sleep. As part of this Mind West Essex delivered workshops about learning different techniques on how to become calm, controlling emotions by breathing and learning more about each other.

Changing Lives was set up in Harlow in 2018 to raise children’s awareness about the dangers of gangs and gang activity and prevent them from getting involved in anti-social behaviour and criminal activity by encouraging young people to play sport, try physical activity and get involved with social enterprise workshops.

The resources developed as part of the summer sessions have been uploaded on to YouTube at [www.changinglivescommunityservices.com](http://www.changinglivescommunityservices.com) so they could be available to all who needed them during social distancing restrictions.

**Number of young people who have been involved in the activities to date: 185**

#### Example of the outcomes

- 95% of young people said they felt better in attending the provision during the summer.





## Case Study H

### 'Every Contact Counts' training sessions

**These sessions aimed to raise awareness with the wider partnership to respond appropriately to child and vulnerable adult exploitation and included:**

- What is exploitation – both child and vulnerable adult
- the importance of understanding this within your job role in the community
- Local reporting procedures
- How to disrupt exploitation
- Intelligence and information sharing
- Moral, legal and social responsibility
- Consider "are you the missing piece of the jigsaw?"

Sessions have been delivered through virtual sessions with one provider, with consistency in the messages. Local elements have then been added to this core programme, to tailor the training to reflect local arrangements

The sessions have been well received by participants and the Community Safety Partnerships that have supported

them at a local level.

**Number of attendees across the county (from a range of services, including police, housing, park wardens, library staff and voluntary sector):** 593 attendees (with more sessions planned during 2020/21)



## 3.4 Community & Youth Engagement

**Community groups are engaged through our dedicated workstream 'Voice of the Community' which is focused on community engagement through voluntary organisations and asking them to have a say on our approach and holding us to account on the way we prioritise and spend funds.**

In Essex we have an extensive network of community groups and the key for us has been finding the organisations in the voluntary sector that have the networks and communication to make the most of these already existing networks. Young people are not directly involved in our meetings but through our links with youth clubs, the youth offending services, the multi-schools trust, youth services and forums such as the Young Essex Assembly we are making sure that we listen and involve young people through their already trusted leaders and in their own environments. This works well for both the young people and the Partnership and has been a great way to involve young people in aspects of the work.

Over 600 young people took part in youth groups across the county in 2019/20, with engagement sessions focused on the work of the Partnership. We sought to engage with young people in a meaningful way through leaders that they know and trust and could have an honest conversation with. We compiled their views and have used these to inform the delivery of our work and future priorities.

Youth groups who took part in our listening project received a donation each of £90 to cover the cost of their session (staff time, venue costs and refreshments). Young people each received a certificate for taking part and are keen to be involved in our next listening activity.

We engage with Essex Council for Voluntary Youth Services (which represents over 220,000 children and young people in voluntary youth clubs in our area), The Essex CVS network, Active Essex, the 14 Community Safety Partnerships across the county, local youth organisations including The Red Balloon Foundation, Essex Boys and Girls Clubs, Chelmsford Diocese, Pact for Autism and The Children's Society East. We also

have statutory partners engaging with our 'Voice of Community' group from local councils, the police, youth offending services to enhance communication and join up conversations around safety and vulnerabilities that we can help action together.

We will start in February 2021 and run until the end of March, a social media listening campaign to engage with residents in Essex around our priorities and spending. Participants will also get the chance to nominate a community group to receive £500 for them to 'decrease youth violence in their area'. The winner will be decided by young people, and the feedback will help us to evaluate and plan our work.



The Partnership receives far more than it can possibly give out in terms of value of input from our community groups, we are able to support groups and projects through funding streams that have been made available according to needs highlighted in our listening project and 'Voice of Community' meetings.

We have been in close contact with many organisations in Essex such as our local community foundation, councils for voluntary services (CVSs), local councils, Essex Council for Voluntary Youth Services (ECVYS) who have all run listening pieces of work with adults, young people and organisations in Essex around how Covid has and continue to affect them and their lives, organisations. We have facilitated funding streams to help address the issues that have arisen due to Covid and to support

### 3.5 Communications Activity

#### In July 2020 the Partnership agreed its Communications Strategy (for 2020 – 2022), with priorities to:

- Increase understanding and knowledge amongst target audiences of the primary role of the Partnership – to reassure communities across the county that joint action is being taken to address gangs and violence.
- Increase awareness and understanding amongst the relevant workforce, of our joint approach to gangs and violence, and encourage uptake of the support available to help them be the most effective in their roles.
- Influence behaviours and perceptions of specific target group, 11-16 year olds, increasing their understanding of personal harms, exploitation and associated risks of gang involvement.
- Educate the wider community (parents/grandparents/ education/health and social care/relevant private sector) that gangs exist within the county and how they work to recruit/coerce young people, sometimes from primary school age, to get wound in and then bound to this lifestyle. Also to educate people that gangs are

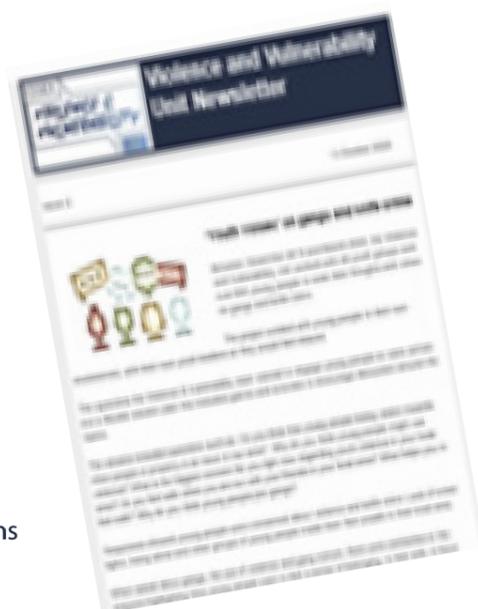
groups as best we can at this time. Most groups have been struggling with core costs, Covid safe buildings, advice, vulnerable staff, and up to date guidance. Our most recent community fund 'Violence and Vulnerability Community Grants' has two strands that directly address these issues. Young commissioners in Essex were part of the shortlisting process.

By having a dedicated stream for 'Voice of Community' the Violence and Vulnerability Partnership is showing the importance that we are all placing on engaging with these groups. It is important for us as a partnership to have community involvement throughout the whole process, from planning to evaluation.

invariably linked to violence/knife crime which is a symptom of that lifestyle.

Our communications work now includes regular fortnightly newsletters with key updates about V&V activities. The newsletter goes to a range of stakeholders, including local councillors, front line practitioners and members of the Partnership. The table provides a summary of the topics covered in the Newsletters during 2020.

**If you would like to sign up to the Newsletter – please visit [here](#).**



Issue Number	Content
<b>Newsletter 1</b> 29/09/20	<ul style="list-style-type: none"> <li>• Roger's introduction</li> <li>• Children Missing – 'conversations through lockdown'</li> <li>• Priti Patel MP visit to launch national fund 'Vulnerable Children's Charity' (VCC) in Essex (joint activity VVU with Active Essex), ATF in Basildon. Essex applied for and accessed fund</li> <li>• Detached and outreach youth workers, 'voice of community'</li> <li>• Home Office 'VRU' evaluation – findings from year 1</li> <li>• Our provider list</li> </ul>
<b>Newsletter 2</b> 13/10/20	<ul style="list-style-type: none"> <li>• Online safety gaming podcast linked to online exploitation campaign</li> <li>• Bar N bus VCC funded project (Canvey Island)</li> <li>• U turn V&amp;V funded project (Clacton)</li> <li>• Police fortnight of action on violent crime</li> <li>• Youth voices research on gangs and knife crime – informing our V&amp;V work</li> </ul>
<b>Newsletter 3</b> 27/10/20	<ul style="list-style-type: none"> <li>• VCC funded, case study Changing Lives (Harlow)</li> <li>• Twitter update</li> <li>• VCC funded, Scouts recipients (Chelmsford)</li> <li>• VCC funded, London Bus Arts Award (Canvey Island)</li> </ul>
<b>Newsletter 4</b> 10/11/20	<ul style="list-style-type: none"> <li>• Local, Essex V&amp;V communities grant fund launch</li> <li>• Southend Council MJ Award</li> <li>• Healing connections Kids Inspire</li> <li>• VCC funded, WAY2000 project (Waltham Abbey)</li> </ul>
<b>Newsletter 5</b> 24/11/20	<ul style="list-style-type: none"> <li>• Partnering with safeguarding cross county public transport campaign 'Operation Henderson'</li> <li>• VCC funded, Proximity programme (Thurrock)</li> <li>• VVU Twitter relay</li> <li>• Operation Sceptre week of action</li> </ul>
<b>Newsletter 6</b> 8/12/20	<ul style="list-style-type: none"> <li>• Crest report on county lines and exploitation</li> <li>• PFCC precept – 'have your say'</li> <li>• Domestic abuse funding</li> <li>• Operation Gloss – weapons headed for Essex taken off the streets</li> <li>• Targeted interventions - localities work – focusing on eleven wards</li> </ul>
<b>Newsletter 7</b> 22/12/20	<ul style="list-style-type: none"> <li>• Merry Muletide campaign</li> <li>• V&amp;V grant fund awarded</li> <li>• Minister for Policing - Kit Malthouse updated on Essex V&amp;V work</li> <li>• Detached youth work success</li> <li>• Eleven wards - update on activity</li> </ul>

### 3.6 Enforcement Activity

#### October – December 2020

**Operation Raptor is the Essex Police force wide response towards preventing and disrupting violent gangs who cause harm to communities. This is one element of the Serious Violence Unit, within the Operational Policing Command in Essex Police.**

**The objectives of Op Raptor are to:**

- ✓ Reduce the total number of active County Lines in the county
- ✓ Reduce the harm County Lines pose, by reducing key areas such as violence attributed to them.
- ✓ Increase support for victims within the crime type area

the work are in one line management structure under a single superintendent.

Within the Op Raptor teams there are dedicated safeguarded officers. These safeguarding officers ensure safeguarding is considered in all of the pro-active activity that is undertaken. **Across June to December the Op Raptor teams have made 209 safeguarding referrals.** This ensures vulnerable children and adults are identified and receive the support they need straight away

Since June one of the major changes as part of the overall police approach has been to bring the Pursue element into the same Police Command as the Protect, Prepare and Prevent aspects. This means all aspects of



The Pursue element was previously co-ordinated through separate teams. This change came about based on the learning to date, including the lines within the county. By bringing the south and north County Lines ‘corridors’ under two respective managers (previously there were three) there are economies of scale, improved communication lines with partner agencies as well as ensuring an even more co-ordinated single track method to achieving objectives. This change has been commented on favourably by partners who can already see the benefits of this approach.

This change also cements further and draws even more closely the efforts of the officers undertaking enforcement within the police with the Partnership, including through the VVU. The police secondee in the VVU team is also part of the Serious Violence Unit.

The methods employed by Op Raptor are rapidly evolving, for example Operation Orochi work targets the line holder as opposed to the runners ‘on the ground’, far more efficiently targeting the infrastructure of the dealing network. Additionally, the concentration is shifting towards pursuing modern day slavery and human trafficking offences. This means the line holders, the recruiters and the exploiters in the drugs operation are at far greater risk of detection and prosecution for serious offences associated with their criminality.

For those people on the ground dealing the drugs, often called the ‘runners’, reaching out to these is also part of the approach. For example, every time a county line is removed, messages are sent out to those on the (phone) line through direct messaging using the numbers identified, that there is support available, providing details of this and encouraging them to get in contact.

### 3.7 Successes & Barriers to Delivery

**This year cannot be viewed without applying the lense of Covid and many of our successes encompass how we have responded to this. Covid has impacted both the delivery of our programmes and the work we do around strengthening systems. In both lockdown 1 and lockdown 2 work with schools has been impacted due to the need for Covid security, as well impacts for work with identified cohorts (for example in prison).**

There have been opportunities for remote working to take its place but direct delivery to those most at risk has continued to be impacted. Whilst frontline statutory agencies were not affected some of our partners had staff members on furlough which reduced capacity.

A key goal for this year is training and development across the whole of the wider Essex workforce. This was going to be delivered across a number of mediums, but primarily through conferences and in person training. Due to restrictions in place this is not able to happen. Where possible the use of virtual events, including webinars, has been utilised. We have been able to move a large proportion of our training and development online this year and that has allowed it to continue. The conferences that were planned morphed into webinars and that has allowed us to continue the majority of this work.

The team have continued to deliver training and continuous professional development across Essex raising the profile and response to criminal exploitation and violence in Essex.

A key loss has been our inability to meet face to face with agencies and build stronger partnerships due to restrictions. Whilst remote working has increased attendance at some meetings and group settings, there is an impact on the informal elements which make up partnership working.

A key success has been the embedding of **'safeguarding officers' into operational policing teams** at the forefront of tackling County Lines. This has increased the ability for responsive safeguarding and the identifying of those who would benefit from a responsive multi agency approach.



Building on our raising the skills of the people most in contact with those at risk of violence and County Lines we have supported and facilitated the **training of children's and young people's officers, Police Raptor Officers (teams directly addressing County Lines) and their management teams**. This training has focused on adverse childhood experiences, trauma informed practice and motivational interviewing. This has helped to ensure that Essex is responsive to the needs of our communities.

Essex has developed an algorithmic led programme to target the most likely to cause violent crime. This has been passed through a number of ethical boards and is now being piloted in the county. This testing phase working with a number of individuals to reduce the propensity and likelihood of further offending will be reviewed in the first quarter of 2021/22. The data will be evaluated alongside a clinical assessment ensuring the actuarial and dynamic risk factors are considered to determine **appropriate support interventions**. The

Police and Probation Officers working on the project have received training on trauma informed practice and also the principles of **desistance theory**. A number of statutory and voluntary services have committed to being involved in this project. An independent evaluation is being undertaken on this pilot.

**Voice of community** – we have continued to build on our work to bring the voice of citizens to the front of our strategic thinking. During 2019/20 we interacted with over 600 people and are on target to interact with many more this year to make sure that all our interventions are directed to where the most need is.

Our work in **identified localities** work has taken off over the last year. We have used our data led approach to identify the key areas which have a higher proportion of people at risk of becoming involved in violence. Working with local partners we have developed local based approaches to issues using a problem-solving approach.

## SECTION 4

### 4.1 Local Evaluation Progress and Next Steps

**Theory of Change** – our theory of change is included in appendix 1.

#### Our overall approach is:

- ✓ Understanding the evidence base and where there is already a case for the intervention – to track measures and outputs for the intervention – to capture the learning through practitioner insights, case studies and learning reports.
- ✓ Commissioning independent evaluations of key identified projects, including where we are piloting new approaches and aiming to add to our evidence base.

#### The key identified projects where independent evaluations are taking place are:

- ✓ Targeted intervention - location, reachable moment – in A&E setting
- ✓ Targeted intervention – identified cohort – ‘knife crime model’
- ✓ Targeted intervention – identified cohort – post police custody
- ✓ Targeted intervention – identified cohort - vulnerable adults
- ✓ Targeted intervention – identified locations

These will report during 2021/22.

#### What we are measuring – for our interventions

There are a large range of drivers and protective factors at the individual, community and societal level that influence violence (such as experience in education, mental health or alcohol use). Given the large number, the V&V Theory of Change model does not capture all of these, given the wide extent of these.

#### For directly funded V&V activities key core indicators monitored are:

- Number of individuals reached who are excluded from school or wider education / enhanced support plans for those who are excluded or not in employment or training. If the activity influences any of the following this evidence is captured:
  - Prevent gang entry
  - Prevent child exploitation
  - Prevent youth violence
  - Support gang exit
- Self-report of improvement in their well-being (increased resilience; increased emotional and mental wellbeing; and increased physical wellbeing)
- Moved from NEET (not in education, employment or training) to EET (education, employment or training)
- Self-report of no longer involved with peer group which was causing concern
- Self-report of reduced drug/alcohol use

These will be reported on early in 2021/22.

An area we are proposing for 2021/22, to build on our local evaluation approach, is to have a dedicated resource within the VVU, a role of evaluation impact officer.

### 4.2 Promising practice

• While we are seeing an impact at individual level interventions, it is relatively still ‘early days’ in terms of the Partnership’s work. On a broader programme level, we are seeing early signs of changes being embedded (for example through our workforce development priority, with staff viewing ‘ACEs’ in a different way). Though we know more time is needed to assess the impact on practice.

• Exploitation Toolkit - the exploitation toolkit is a tool developed to support those working with and identifying individuals at risk of serious violence or exploitation. We are aware that we have developed and are rolling out an eLearning programme across Essex that will raise workers awareness and understanding of issues. Our aim is to ensure that for those who have been through the training they have the tools to support them with decision making around behaviours they observe.

The toolkit will enable frontline practitioners to easily understand the pathways and services available to them. It is hosted online so easily accessible to everyone at any time and leads front line workers through the steps they need to take. It has been designed to be responsive to the different systems that exist in the three different areas (Southend, Essex and Thurrock) so that all teams are covered.

A multi-agency team has worked together to devise and design the toolkit and it will be also used within statutory agencies as a universal toolkit. This means that there is a consistent tool across the whole of Essex which all front-line workers will use. This has helped build stronger links across Southend, Essex and Thurrock areas.



### 4.3 Progress against success measures

#### National Success Measures

**Admission for assault with a sharp object:** Most recent data available for this indicator (April - September 2020) shows that there were 50 admissions for Essex, which represents no significant change on the previous corresponding data. Performance varies considerably across 'funded' police forces (those in receipt of Surge funds and which are VRU areas). Though typically urban forces which began from higher baselines have experienced larger reductions (Metropolitan Police, Greater Manchester Police, West Midlands Police, West Yorkshire Police, and Northumbria Police). Data for Essex has been relatively stable since 2017.

**Knife Homicide:** Funded and non-funded police force areas experienced a negligible reduction in knife homicides to March 2020. There was an increase of four (7 up to 11) in Essex, taking the average rate locally above that of the average for funded and non-funded forces.

**Knife Enabled Offences:** Trend for funded police force areas had stabilised by the end of 2019. Essex is expected to continue increasing due to data quality improvements. An additional 400-500 knife enabled crimes are expected in 2020-21 following the introduction of the mandatory use of the knife use field in the crime recording system.

All knife crime data should be treated with caution due to inconsistent recording practices across forces, making long term trends unreliable.

#### Impact of Covid-19

Violent crime trends are likely to be affected in different ways, depending on their nature and context, as Covid related measures continue to be used. Opportunities for some types of violence to occur are clearly compromised by restrictions on who people can meet and restrictions on businesses and use of public spaces, which are likely to contribute to maintaining lower levels of familial, acquaintance, night-time economy and public space violence. There may be longer-lasting reductions until a point in which restrictions are eased.

The below graphs show, violence with injury is recording lower volumes in the periods where social restrictions have been the most stringent. Covid could be inflating also the underreporting of crimes at the present time which could be leading to demand being "pent up" to be released in periods of lower restriction.

Table iv – Violence with Injury Offences versus Forecast



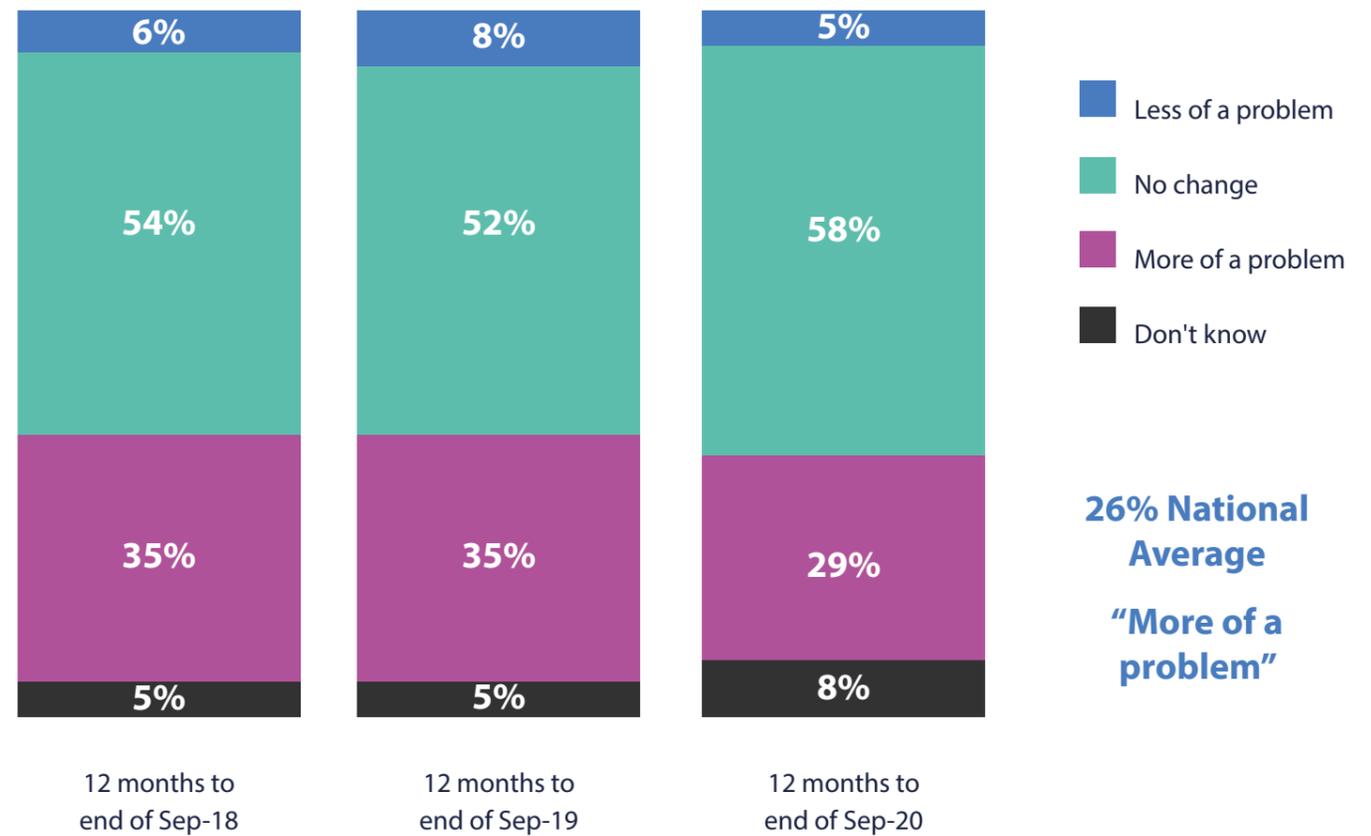
As a Partnership the impact of Covid is regularly monitored to inform the Partnership's work, this includes for example:

- performance reports which monitor the success measures and supporting information.
- a standing agenda item on the V&V Operations Board to understand and share the latest picture and impact of Covid on vulnerable groups.

#### Views on community safety

##### Question:

"Compared with 12 months ago, do you think crime and anti-social behaviour have become more of a problem in your area less of a problem, or has it not changed?"



#### Local measures

	Baseline	Latest performance	Actions to improve performance
Number of A&Es that share violence surveillance data with 'VRU'	5 (of 5 of the acute trusts)	Mixed performance information – in terms of the quality of the returns	Small working group in place to propose improvements – led by Mid and South Health and Care Partnership

## 4.4 Looking forward

### Lessons learned – informing our approach

#### What has worked well:

- The value of a balance of countywide and local approaches. Some elements of our work benefit from being countywide, for example a co-ordinated and consistent training and development offer – while others require local approaches as these are often the most appropriate and impactful.
- Supporting a more joined up approach to information sharing with all partner agencies which has supported risk management, responsivity to at risk individuals needs and improved transitional pathways – we have seen some tangible positive benefits. This has supported our interventions as well as supporting our work to develop our information sharing processes – we are keen to capture these benefits, along with the outcomes for individuals, in terms of cost benefit (e.g. reduced duplication, quicker and more efficient transfer between appropriate services – reduced cost to the ‘public purse’).
- Taking the time to develop our understanding of issues informed by the voice of community workstream – through closer working with the voluntary and community sector and lived experiences of individuals involved in gangs and County Lines. We need to make sure we continue to do this and build on this further.
- In terms of communications, the value of having a strong foundation of agreed consistent strategic messages across partners, improving our understanding as partners in the Partnership.

#### Areas for development:

- For our Partnership work to be sustained and continually embedded in our delivery.
- Systematic learning, to develop further our approach to this, including regular learning from cases (building on our journey mapping of an identified cohort) and to consider how best to ensure the time and capacity to do this as part of the work of the Partnership. Recognising the importance of this to our development; being able to respond to the changing situation of gangs and County Lines; and from this impacting more on operational delivery as a Partnership.
- Communications – to step up our activity in communicating with our communities – we have developed our approach – though there is more for us to do. In particular how we join and bring the range of work across violence and vulnerability and communicate more closer with our communities – in terms of the outcomes and impact of our work to their everyday lives – the difference it makes.
- During our third full year, it is timely to develop a longer term strategy as a Partnership. For this to include a financial sustainability plan, which is informed by our local evaluations as well as learning from other sources, including the national evaluation of VRUs.

#### Recommendations for government:

- In terms of funding arrangements, it would be helpful to understand the longer term view of central government to funding ‘violence reduction unit’ activity.

### Our key goals of the Essex V&V Partnership for the coming year are to:

- Continue to refine our approach, based on our learning and evidence, to develop further the interventions which are working well for Essex, to stop and take the learning from where interventions are not working so well – always keeping the focus on our goal to reduce serious violence.
- Continue to understand the levers we need to pull as a partnership to make a difference – through directly funded programmes and through working across the Essex partner landscape.
- Recognising the impact of Covid on our communities and organisations – and recognising that we will continue to need to adapt – a key measure of our success as we move into 2021/22 will be how we support our communities and front line services.

### Longer term:

- ✓ We view our approach as a 10 year + programme – which is to:
    - embed changes we have made and continue to make over the next three to five years
    - develop further specialist violence reduction programmes as appropriate
- so we achieve sustained change in the level of violence in our communities.



# A1 - Theory of Change

Inputs / resources	Activities	Outputs	OUTCOMES		
			Short term – 2020/21 (year 2)	Medium term - 2023/24 (year 5)	Long term 2028/29 (year 10)
<p><b>Financial</b> V&amp;V Joint Budget for Essex (Violence Reduction Unit £1.1m; Vulnerable Children's Charities Fund £98k; Winter Contingency Fund £68k; Surge £1.1m; PFCC £200k &amp; Essex County Council £500k)</p> <p><b>Partnership</b> Strong governance (through Round Table; oversight of delivery - multi-agency Operations Board; delivery through mainstream activities and enhanced with specialist violence reduction approaches).</p> <p><b>Focussed</b> 'VRU'; (3.8FTE dedicated core team); wider 'VRU' - with experts aligned to work with core team; Operations Board; broader expertise drawn from across the partnership</p> <p><b>Continual learning</b> Essex Joint Strategic Needs Assessment (for serious violence); Input from workforce / practitioners; Input from 'Voice of Community'; Learning from V&amp;V projects in Essex; Learning from wider networks (within and outside Essex)</p>	<p><b>Interventions (V&amp;V funded) – vulnerable children and young people (CYP) / secondary prevention</b></p> <p>Targeted interventions with identified cohorts</p> <p><b>Cohorts:</b></p> <ul style="list-style-type: none"> <li>- CYP supported via behavioural attendance partnerships (schools forums)</li> <li>- CYP in pupil referral units / alternative provision</li> <li>- Young people in supported independent accommodation</li> <li>- Young people who are open to leaving and aftercare</li> <li>- CYP who have gone missing</li> <li>- CYP and families moved into the county due to vulnerability</li> <li>- CYP known to 'missing and child exploitation' (MACE) forums</li> <li>- CYP presenting at A&amp;E with violence related concerns</li> <li>- CYP exiting from police custody, dependent of disposal type</li> <li>- Children and young people known to statutory services identified as being at risk through multi agency forums.</li> <li>- CYP known to youth offending and adult probation services &amp; adults in prison (with identified serious violence offences) – enhanced violence reduction approaches (in addition to statutory provision)</li> </ul>	<p><b>Interventions (V&amp;V funded) – vulnerable children and young people / secondary prevention</b></p> <ol style="list-style-type: none"> <li>1) Number of individuals receiving timely and appropriate interventions (through V&amp;V activities)</li> <li>2) Feedback from participants (&amp; their families)</li> </ol>	<p><b>Children and young people are diverted away from violence to positive activities</b></p> <p>+</p> <p><b>Underlying risk factors are supported</b></p> <ol style="list-style-type: none"> <li>1) Increased resilience</li> <li>2) Increased emotional and mental wellbeing</li> <li>3) Increased physical wellbeing</li> <li>4) Access to employment / training</li> <li>5) Access to treatment</li> <li>6) Access to housing</li> </ol> <p>+</p> <p><b>Underlying causes of offending are addressed for individuals who are causing the most harm through violence</b></p> <ol style="list-style-type: none"> <li>1) – 6) as above</li> </ol>	<p><b>Children and young people are diverted away from violence to positive activities</b></p> <p>+</p> <p><b>Underlying causes of offending are addressed for individuals who are causing the most harm through violence</b></p> <ol style="list-style-type: none"> <li>1) Reduction in the risk of offending for children</li> <li>2) Reduction in the risk of offending for adults (under 25)</li> </ol> <p>+</p> <p><b>Underlying risk factors are supported</b></p> <ol style="list-style-type: none"> <li>1) Reduction in the risk of violence for vulnerable children</li> <li>2) Reduction in the risk of violence for vulnerable young people (under 25 yr. olds)</li> </ol> <p>+</p> <p><b>Reducing levels of serious violence</b></p>	<p><b>Dramatic and Sustained Reduction in Serious Violence across Essex</b></p> <p><b>Success measures</b></p> <p>Reduction in knife-enabled serious violence and especially among those victims aged under 25</p> <p>Reduction in hospital admissions for assaults with a knife or sharp object and especially among those victims aged under 25</p> <p>Reduction in all non-domestic homicides and especially among those victims aged under 25 involving knives</p>
	<p><b>Places – targeted locations</b></p> <p>Targeted interventions in identified localities through multi-agency approaches</p> <ul style="list-style-type: none"> <li>- Outreach and detached youth work</li> <li>- Targeted provision in schools</li> <li>- Support drug treatment provision (including before and after police activity)</li> <li>- Support to community groups, including out of school voluntary sector provision</li> </ul>	<p><b>Places – targeted locations</b></p> <ol style="list-style-type: none"> <li>1) Number of communities receiving timely and appropriate interventions (through V&amp;V activities) – responsive to local need</li> <li>2) Feedback from communities</li> </ol>	<p><b>Children and young people are diverted away from violence to positive activities</b></p> <p>+</p> <p>Underlying factors for the locations are identified and supported</p>	<p><b>Children and young people are diverted away from violence to positive activities</b></p> <p>+</p> <p>Underlying factors are supported</p> <ol style="list-style-type: none"> <li>1) Reduction in the risk of violence for vulnerable children</li> <li>2) Reduction in the risk of violence for vulnerable young people (under 25 yr. olds)</li> </ol> <p>+</p> <p><b>Reducing levels of serious violence</b></p>	
	<p><b>Workforce development</b></p> <ul style="list-style-type: none"> <li>- Trauma informed training</li> <li>- Adverse Childhood Experiences (ACE)</li> <li>- Every Contact Counts / Spot the Signs</li> <li>- eLearning foundation module</li> <li>- Exploitation toolkit</li> <li>- Key speaker webinars for practitioners</li> <li>- Practitioner forums</li> </ul>	<p><b>Workforce development</b></p> <ol style="list-style-type: none"> <li>1) Number of professionals receiving training development input</li> <li>2) Professionals have the support and resources to support and respond to individuals' needs.</li> </ol>	<p><b>Successful identification of those at risk (and referrals) and engagement of those at risk</b></p> <ol style="list-style-type: none"> <li>1) Resources are available and being accessed by frontline practitioners</li> <li>2) There is a shared programme of work underpinned by agreed principles</li> </ol>	<p><b>Successful identification of those at risk (and referrals) and engagement of those at risk</b></p> <ol style="list-style-type: none"> <li>1) Essex workforce is Trauma Informed and ACE aware</li> <li>2) Essex workforce can "Spot the Signs" of exploitation and act on</li> <li>3) Partners / professionals have the resources / support to implement a multi-agency approach</li> </ol>	
	<p><b>Partnership</b></p> <ul style="list-style-type: none"> <li>- V&amp;V strong unifying vision</li> <li>- Learn from and share practice</li> <li>- Inform and engage stakeholders</li> <li>- Develop, test and evaluate specialist violence reduction approaches</li> <li>- Increase co-ordination of initiatives and resources</li> <li>- Increase understanding, knowledge and intelligence base</li> </ul>	<p><b>Partnership</b></p> <ol style="list-style-type: none"> <li>1) The partnership has an approach which builds on and complements existing structures and work, and is adaptive to the local changing context</li> <li>2) The partnership develops innovative approaches to violence reduction</li> <li>3) The partnership uses data, analysis, community and workforce input and feedback to inform and shape policy and delivery</li> <li>4) The partnership has a strong understanding of the strengths and areas for development and acts on these</li> </ol>	<p><b>V&amp;V strategy enables a focused and whole systems approach which partners buy in to</b></p> <ol style="list-style-type: none"> <li>1) Key partners have a shared V&amp;V vision</li> <li>2) There is a shared understanding of the key risk factors for serious violence</li> <li>3) Innovative approaches are tested, and the learning and practice disseminated and acted upon</li> <li>4) Improved understanding of the scale and issues impacting on vulnerable and at risk groups across Essex</li> </ol>	<p><b>Embed system change to support V&amp;V</b></p> <ol style="list-style-type: none"> <li>1) Prevention and early intervention work have a BAU model that includes V&amp;V</li> <li>2) Improved effectiveness of prevention and early intervention activities targeted at serious violence across Essex</li> <li>3) Commissioned services consider V&amp;V within their intentions</li> <li>4) Improved processes and systems (including continued data sharing)</li> <li>5) Essex increasingly influences beyond county boundaries to support V&amp;V work</li> </ol>	
	<p><b>Involvement and engagement with young people &amp; communities</b></p> <ol style="list-style-type: none"> <li>1) Detached &amp; outreach youth work</li> <li>2) Listening projects</li> <li>3) Community grants programmes</li> <li>4) Communications / campaigns</li> </ol>	<p><b>Involvement and engagement with young people &amp; communities</b></p> <ol style="list-style-type: none"> <li>1) The number of engagement events and opportunities</li> <li>2) The number of communications, campaigns, sharing information about the delivery of V&amp;V work</li> <li>3) Young people and communities influence the delivery of V&amp;V (through programmes of work)</li> </ol>	<p><b>Engaging and working alongside young people &amp; communities</b></p> <ol style="list-style-type: none"> <li>1) Communities are aware of and informed about V&amp;V activities</li> <li>2) Communities are engaged in V&amp;V activities</li> <li>2) Communities are involved in the planning of V&amp;V work</li> </ol>	<p><b>Engaging and working alongside young people &amp; communities</b></p> <ol style="list-style-type: none"> <li>1) Communities are empowered and supported to deliver long-term and localised solutions to violence reduction and prevention</li> <li>2) Communities have increased confidence in partner organisations</li> <li>3) Communities feel safer</li> </ol>	

## A2 - Membership of Essex Violence & Vulnerability Round Table

- Roger Hirst, Police, Fire and Crime Commissioner for Essex (Chair)
- Cllr Anne Jones & Cllr Martin Terry, Southend Council
- Cllr Ray Gooding & Cllr Louise McKinlay, Essex County Council
- Cllr Gledhill & Cllr Halden, Thurrock Council
- Ben-Julian Harrington, Chief Constable, Essex Police
- Alison Griffin, Gavin Jones & Lyn Carpenter, Southend, Essex & Thurrock Local Authority Chief Executives
- John O’Loughlin, Helen Lincoln & Sheila Murphy, Executive Directors of Social Care, Essex, Southend & Thurrock Local Authorities. (Within the Southend, Essex and Thurrock area, the three Executive Directors of Children’s Social Care include the local authority elements of education within their remit)
- Krishna Ramkhelawon, Mike Gogarty & Ian Wake, Public Health Directors, Southend, Essex & Thurrock Local Authorities
- Steve Moore, Executive Director, Neighbourhood & Environment, Southend Local Authority
- Shammi Jalota, Head of Profession: Partnerships & Equality, Essex Local Authority
- Michele Lucas, Assistant Director, Education & Skills, Thurrock Local Authority
- Pippa Brent-Isherwood, Chair, Safer Essex (partnership of 14 Community Safety Partnerships across Essex)
- Ian Davidson, Chief Executive of Tendring District Council (representative from the district / borough / city councils in Essex Local Authority area)
- Martin Solder, County Director, Essex Boys and Girls Clubs (representative from the voluntary sector)
- Bishop Roger Morris, Bishop of Chelmsford (representative from Citizens Essex, which includes faith groups)
- Ian Palmer, Health & Wellbeing Manager, east of England, Public Health England
- Pam Langmead & Simon Thompson, representatives of head teachers (primary and secondary) for Essex
- Moira Brun, Director, Essex County Fire and Rescue Service
- Anthony McKeever, Accountable Officer, Mid and South Essex Health Partnership
- Martin Lucas, Director, Essex Community Rehabilitation Company Limited
- David Messam & Shirley Kennerson, Directors (for north and south Essex), National Probation Service
- Azeem Akhtar, Chair of Active Essex
- Tanya Gillett, Head of Youth Offending Service, Essex (& Deputy Chair of the Essex V&V Operations Board)
- Andy Prophet, ACC Essex Police – Serious Violence Command (representing Essex V&V Operations Board)

## A3 - Timeline of Essex ‘VRU’ model

<b>2018/19</b>	<ul style="list-style-type: none"> <li>✓ June 2018 Countywide Violence &amp; Vulnerability Framework agreed – joint principles, approach and key areas of focus – multi-agency.</li> <li>✓ November 2018 Essex partners jointly apply for and are successful in receiving central Government funds (£350,000) for early intervention work with children and young people.</li> <li>✓ December 2018 Essex develops model for a ‘VRU’ core team – ‘Violence and Vulnerability Unit (VU)’.</li> <li>✓ January 2019 targeted interventions, funded from central Government money, begin in the county.</li> <li>✓ February 2019 Essex County Council agrees to provide £500,000 investment into county V&amp;V programme of work for 2019/20.</li> </ul>
<b>Year 1 2019/20</b>	<ul style="list-style-type: none"> <li>✓ May 2019 Essex Violence &amp; Vulnerability partnership leadership group ‘Round Table’ is established – PFCC nominated as Chair.</li> <li>✓ May 2019 Essex VU first three members of the ‘core’ team are in place.</li> <li>✓ July 2019 senior analyst from Essex Centre of Data Analytics is aligned to the VU .</li> <li>✓ September 2019 Essex receives central Government funds (£1.1m) – one of the 18 ‘VRU’ areas in England &amp; Wales.</li> <li>✓ September 2019 Essex Community Rehabilitation Company commit resources to the VU team.</li> <li>✓ February 2020 Essex County Council agrees to provide £500,000 investment into county V&amp;V programme of work for 2020/21.</li> <li>✓ March 2020 Essex conference ‘Perspectives on Violence’ takes place – sharing learning to date with 300 managers and practitioners.</li> </ul>
<b>Year 2 2020/21</b>	<ul style="list-style-type: none"> <li>✓ To date just under 3,000 children and young people supported through V&amp;V programmes, activities and interventions.</li> <li>✓ April 2020 programmes of work continue though impacted by Covid-19 and national lockdown and restrictions – developing our approach to address vulnerabilities and issues resulting from Covid-19.</li> <li>✓ June 2020 Voluntary sector input and expertise to the VU formalised.</li> <li>✓ August 2020 Essex receives £98,101 ‘Vulnerable Children’s Charities’ (VCC). Home Secretary launches VCC fund in Essex, visiting an Essex project.</li> <li>✓ September - December 2020 through VCC funds and local V&amp;V communities grant over £200,000 distributed to 32 small ‘not for profit’ organisations working across Essex, supporting children and young people at risk of or involved in serious violence, and responding to challenges of Covid-19.</li> <li>✓ As at end of December 2020 2,836 children and young people supported through V&amp;V programmes, activities and interventions.</li> </ul>

## A4 – Our 'VRU' model – Essex V&V model overview

- i. Small focussed team - experienced subject matter experts seconded to a core team (either fully dedicated time or the majority of their time dedicated to delivering V&V work)
  - ✓ Detective Chief Inspector
  - ✓ Youth Offending Manager
  - ✓ Probation Manager (representing the profession - across National Probation Service & Community Rehabilitation Company)
  - ✓ Communications Professional
  - ✓ Project Manager
  
- ii. Key colleagues aligned to the team bringing in specialist knowledge and expertise to advise on or directly deliver areas of work – these are identified as and when required. These have strong links to a wide range of work and projects across the county.
  - ✓ For example, Essex Centre for Data Analytics; commissioning domestic abuse services provision; Eastern Region County Lines Pathfinder Project
  
- iii. A wide range of stakeholders contributing and delivering – this includes workstream leads and teams within partner organisations
  - ✓ For example, Analytics Team within Essex County Council; Performance Analysis Unit in Essex Police; Public Health and Protection Services in Chelmsford City Council
  
- iv. A multi-agency 'Operations Board' which oversees delivery – representing a wide range of organisations. These have strong links to a wide range of other forums across the county.
  - ✓ For example, 'Missing and Child Exploitation' Forums; Gang Forums; Youth Strategy Groups
  
- v. A senior leadership 'Round Table', including Elected Members, which sets the strategic direction – representing a wide range of organisations and ensuring links to a wide range of other strategic partnerships in the county.
  - ✓ For example, Essex Reducing Reoffending Board; Health and Wellbeing Boards; Active Essex Board

### Key principles - underpinning our VRU model:

- Adopting a 'whole system' approach – as part of this understanding where best to directly deliver and where best to influence, inform and support others.
- Building on the wealth of knowledge and expertise locally and range of prevention and intervention activities in place.
- Locally driven - based on the needs of and engagement with local communities, including those with lived experience.
- Recognising the value and importance of working with local providers, (including in terms of the sustainability and wider value to the community and voluntary sector).
- Building on 'what works' evidence, from local studies, nationally and internationally.
- Taking inspiration and ideas from a wide range of sources and being open to testing out new approaches.

## A5 – Essex 'VRU' model – members of the Violence & Vulnerability (V&V) Unit team

### Small focussed team

*Experienced subject matter experts seconded to a core team*



### Key colleagues aligned to the team bringing in specialist knowledge and expertise

*to advise on or directly deliver areas of work – these are identified as and when required.*



## A6 – Essex ‘VRU’ model – working with others

Essex Violence and Vulnerability Partnership is committed to working with a range of organisations and partnerships across the county - ensuring that as a Partnership the analysis, priorities and expertise we all hold is shared and informs our overall work in the county.

These organisations and partnerships include:

- **Essex Criminal Justice Board (covers SET)**
- **Essex Reducing Re-Offending Board (covers SET)**
- **Safer Essex (covers SET)**
- **Community Safety Partnerships (CSPs)**  
Safer Basildon Partnership Strategy 2018 - 2021  
Braintree CSP  
Safer Brentwood  
Castle Point CSP  
One Chelmsford Board Priorities 2020 - 2021  
Safer Colchester Annual Plan 2020 - 2021  
Epping Forest CSP  
Safer Harlow Priorities  
Maldon CSP Priorities 2020 - 2021  
Rochford CSP  
Southend CSP Priorities 2020 - 2021  
Tendring CSP  
Thurrock CSP Annual Delivery Plan 2020 - 2021  
Uttlesford CSP Priorities 2020 - 2021
- **Health & Wellbeing Boards (HWBBs)**  
Joint Strategic Needs Assessments & Health and Wellbeing Strategies  
Southend Joint Strategic Needs Assessment  
Essex Joint Strategic Needs Assessment  
Essex Joint Health and Wellbeing Strategy 2018 - 2022  
Thurrock Joint Strategic Needs Assessment  
Thurrock Health and Wellbeing Strategy 2016 - 2021
- **Southend, Essex and Thurrock Domestic Abuse Board (SETDAB)**  
Southend Essex Thurrock Domestic Abuse Strategy 2020-2025
- **Safeguarding Boards (Children & Adults)**  
Southend Safeguarding Partnership  
Essex Adult Safeguarding Board  
Essex Safeguarding Children Board  
Thurrock Safeguarding Adults Board  
Thurrock Local Safeguarding Partnership - Children

## A7 – Violence & Vulnerabilities webinars for Essex practitioners – example of work from ‘developing the workforce’ priority

As part of our ‘developing the workforce’ priority, this workstream in collaboration with Southend, Essex and Thurrock safeguarding partnerships, is running 22 webinars over January – March 2021.

These are instead of the six local conferences across the county planned originally for March 2020 (that were going to take place following the county conference, ‘Perspectives on Violence’ which was held on 13th March 2020) – though were not able to go ahead due to Covid-19.

### Violence & Vulnerabilities webinars

- Zoe Lodrick - Psychology of the Offender
- CYP First - Safeguarding in a desensitised world
- NWG - Exploitation and the transition into adulthood
- Craig Pinkney - Understanding Gangs and Criminal Exploitation

“

**Violence is preventable, not inevitable.** Interventions, especially those in early childhood, not only prevent individuals developing a propensity for violence but also improve educational outcomes, employment prospects and long-term health outcomes. Tackling violence and its root causes can improve the health and wellbeing of individuals and communities and have wider positive implications for the economy and society.

”

Source: A whole-system multi-agency approach to serious violence prevention. A resource for local system leaders in England + Public Health England working with the Department of Health and Social Care and the Home Office.

“

You did not give up and were on me from day one. You were on me more than my boss and this made a difference. You were harder to shake and have a way of making me feel that the right choice was to do your stuff and sessions. There came a point where it twisted and pleasing you became more important than pleasing my boss. **My boss only wanted me for what I could do for him, you wanted me to help me do things for me.**

”

(Young person) from Essex Youth Offending Service - Lived Experiences project



For further information about the work of the Essex Violence & Vulnerability Partnership please visit the Essex VVU website: [www.essexvvu.co.uk](http://www.essexvvu.co.uk)