

# Southwark

## Extended Learning Review

February 2019



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## Methodology

Interviews were directed at senior strategic leaders, middle managers and practitioners from various organisations and agencies from statutory and voluntary sectors. During the course of this work we have spoken to over 90 individuals from over 40 different organisations.

We have set out transparently the views, insights and current positions of those interviewed with regards to violence and vulnerability issues, how they currently understand the problem, who they see as responsible for tackling it currently and reflected back what they see as achievable as a common approach across the county. We have also added recommendations based on promising practice elsewhere in the UK.

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## Executive Summary

Nationally, groups and gangs are operating around a business model that is responding to an expanding class A drug market (their customers) by supplying drugs via a workforce of vulnerable children and adults (colloquially known as county lines and more recently blurred lines). Southwark is no different and is effectively exporting this around the UK. There is also a large internal drug market controlled by a number of groups and gangs. These groups are competing for the same drug market and this competition, along with the use of violence to control and intimidate the workforce has led to rising levels of violence and exploitation across the borough. There is also a measure of postcode violence.

County lines and gang violence should be understood and placed into a group of exploitative crime types like child sexual abuse and modern slavery. This is a relatively new paradigm of serious crime, whereby groups of offenders (usually men), exploit vulnerable children and adults physically, sexually and financially. Sometimes it looks like CSE, sometimes like modern slavery, knife crime and sometimes like county lines. There is almost always a link and cross over between these crime types and it makes no sense to look at them and attempt to tackle them in silos. This offending, which tends to take place in the private sphere and is therefore not always visible to the public, has almost certainly replaced transit robbery and other more traditional forms of organised crime as the main type of serious offending in the UK. It is not by chance that the key characteristic of county lines is the exploitation of a vulnerability – this is not straight forward drug dealing. This is a business model that uses violence as a control mechanism, both to control workforces (in effect young people “grafting” for groups and gangs), and to deter competing rivals.

We found exemplary examples of good and promising practice in the borough from a range of partnerships and agencies. *There was an obvious and clear appetite amongst those we interviewed for the need to harness and direct this work collectively.* Tackling this issue and some of the causal factors behind it is therefore everybody’s business – local authorities, the voluntary sector, health agencies, local community and the judiciary, as well as the police. Areas overseen by Health (Public Health, Primary Care, major trauma centres and the Clinical Commissioning Group and Health and Wellbeing Board) appear to be embedded in the partnership at all levels - strategic, delivery and frontline, although the role of the health agencies and partnerships around this agenda was not always generally understood by those we talked to.

There are lots of positives - there is strong leadership at a senior level across agencies and a will to learn and change. There are numerous good interventions and initiatives in place - Youth Independent Advisory Group, call ins, the YOT Peer Navigators, the ETE work, Bridges to Work, the Community MARAC, SAVU, SASBU, the police gang team and tenants and residents’ associations who know and understand their areas and who are working to create positive experiences and opportunities in their areas across Southwark. We found a multiplicity of strong joint working across the borough. The use of criminal behaviour orders to tackle abuse of social media is exemplary, and, like the drug profile, needs to be shown to a national audience. Cuckooing is accepted as a safeguarding issue and not a lifestyle choice –

this is a progressive and positive. There is an opportunity to leverage change through social housing, via enforcement tools. We also found a good understanding in child mental health services of how violence impacts young people in the borough and excellent work in SILS with a highly dedicated team that really understands the issues being faced by young people.

The initial key to driving this work is clear governance, collaboration and an understanding of how conflicts and competition around the drug market locally are mainly responsible for and driving violence. Debt is one of the key mechanisms used by gangs to groom, control and discipline young people in the borough. Debt drives violence and exploitation, and the national expansion of drug lines appears to be behind rising levels of violence and knife based crime around the UK.

However, a common refrain from the interviews was no single agency or partnership is perceived to own the gang/youth violence issue, and that is indelibly linked to other forms of exploitative criminality. The issue manifests itself in many different ways with many different agencies and departments and this has led to no current shared understanding (amongst those we talked to) of how criminal exploitation links violence, gangs, sexual abuse.

The partnerships and groups currently in place to tackle various crime, exploitation and violence issues were thought to be reactive and appear to overlap and duplicate work to identify and support exploited cohorts. The partnership landscape is therefore cluttered and complex, with a bewildering number of sub groups and case management groups. Subsequently it is not known collectively how many children are involved with gangs or are at risk – the case management panels etc that are dealing with them are many and varied.

Cuckooing has only been surfaced at the Adult Safeguarding Board in the past few months, with practitioners recognising the problem and starting to tackle it in mid 2018. Tellingly, no one interviewed could tell us clearly how the various partnerships, case management groups and initiatives worked together and linked up. There is no collective narrative across the borough to explain what's happening and how collectively those living and working in the borough will tackle the issue.

There also seems to be a lack of connectivity between schools and the wider partnership at basic levels as the ability of schools to refer concerns, be taken seriously, access support for pupils and parents was raised as a concern during the week and needs to be addressed.

Encouragingly, we found an overwhelming want from those interviewed to do things differently. There is currently no clear strategy or multi-agency plan to tackle the issue, although this is probably no bad thing at the moment – there are too many plans, groups and meetings. There is therefore a need to review/refine/streamline the partnership structures, particularly at management and operational level, to remove duplication and focus limited resources most effectively. The arrangements need to be fit for purpose and build in flexibility as a response to an evolving problem.

Based on those we talked to, there is a relatively strong understanding of violence and vulnerability issues (including county lines). A drug market profile has been produced that with some adjustment, could be the key to understanding the dynamics of the problem, along with the commissioned JSNA currently underway that aims to understand the drivers and causes of serious youth violence. This profile is one of the best the VVU have seen in the UK. There is also likely to be an issue with Class A drug use in the borough that will have future cost implications for the health sector, as there are users currently not known to or engaged with services.

The overall finding of the review team is Southwark has all the ingredients necessary and the will and drive to change things.

### Proposed framework summary

The public health structure and approach to preventing gang violence, pioneered by Glasgow and based on the Boston Ceasefire initiative is an exemplary way to put prevention at the forefront of partnership work. However, Glasgow (and Boston) did not face the county line business model and its key characteristics of external gangs selling drugs and the exploitation of vulnerable people as an indentured/indebted workforce.

To this end, we feel that the approach Southwark should take (led by the Community Safety Partnership Team and supported by Public Health and other teams) is the production of a framework that aims to tackle criminal exploitation in its many forms and merges the public health approach to prevention, recognising that every agency (both statutory and voluntary) has a part to play. This approach should include evidence based policing, enforcement action, working with communities to identify and problem solve specific local issues, crime prevention, care and safeguarding for victims and good quality interventions for those who have offended as well as preventative work that addresses the circumstances that lead people to offend. This framework will also require strong leadership and governance, including performance and outcome indicators. The recommendations below should also fit with the proposed MOPAC Violence Reduction Unit delivery model ambition of putting practitioners, expert advice and the community voice at the heart of a local response.

Collectively, Southwark needs to reduce demand for drugs, put a preventative framework in place with schools at the heart and ensure interventions around this issue have the funding and time to succeed. It also needs to aim to deter those behind the exploitation from grooming, recruiting and exploiting young people and adults. Simply arresting young drug mules will not solve the problem and may create more issues as they will have drug debts that they will have to work/pay off, which will lead to more violence and knife crime. There are also national and regional considerations – drug lines run all over the UK and therefore effective communication links with external areas subject to Southwark based drug lines are crucial.

1 The partnership should be revised and simplified, and crime types linked around criminal exploitation (CSE, gangs, county lines and modern slavery) could be recognised and named as community harm and exploitation. Underpinning this could be a co-located partnership team that effectively bolsters existing teams within the borough. The collocated team should make the management, identification and prevention of exploitation across the borough its key aim, and its work should be driven by shared intelligence products and a focus on people and places, with the possibility of an alternative safeguarding framework for those not meeting current thresholds. It should be possible to link current Early Help, SAVU and other associated teams to develop a co-located offer that considers universal, early help and specialist services to build capability, capacity and also better utilise the VCS.

2 Southwark needs to reduce demand for class A drugs and other illegal drugs within the borough – this is what is driving the majority of the crime, violence and exploitation, and is causing harm to the wider community. Understanding this and working together to reduce demand is a crucial long-term objective. Work is required to understand the cohort of class A users not in treatment or engaging with services, and a programme of work is required to facilitate engagement and treatment of this cohort.

3 There is a need to ensure that preventative work and communication/engagement with schools is the best it can be – *this is where prevention work should start*, at primary level and of course academies. At the moment some schools are not engaged, those we talked to are feeling the effects of gang related violence, exploitation, exclusions and managed moves are taking more pupils out of the protective environment of schools, making it easier for gangs to target them.

4 Interventions with those vulnerable to gang exploitation or gang involvement are complex and need time and patience to start to effect change – this was a clear message that we heard all week from those working to turn gang members away from violence and into other avenues such as employment and training. Similarly, interventions with long term class A drug users need a long term perspective given the entrenched nature of the addiction. In both cases, the commissioning of services and treatment needs to take a medium to long term view.

Honing and refining the areas of prevention and intervention as outlined above should form the core of Southwark's approach to prevention. Taking a longer term approach to the commissioning of these services is a challenge, with resources across the borough being stretched. However, a sustained investment in preventative services is crucial and should be at the core of Southwark's work to tackle the drivers behind criminal exploitation.

5 As well as looking to reduce demand for class A drugs, Southwark should aim to deter gangs and groups from recruiting and exploiting young people and adults, primarily through the use of modern slavery legislation. These tools mean a much longer jail term for the adults behind this exploitation (typically 12 years as opposed to a smaller sentence for drug dealing) and they can be labelled as such – a consideration mentioned was that they are looked up to by some young people. Police should also look to deter those coming into the borough to buy drugs, again helping to reduce the local market. Those we talked to consistently told us of the

links between gangs, knife crime and violence, and most felt that the majority of the violence was driven through groups competing to control local and regional drug lines / markets.

6 Agencies and partnerships within the borough need to agree a narrative on what's happening, why it's happening and what they are collectively going to do about it. This message and story needs to be repeated consistently.

## Recommendations

**Consider additional funding opportunities like the Home Office youth endowment fund to help deliver and implement some of these recommendations.**

### Governance and understanding the problem

1 Pull all work to tackle CSE, gangs, violence and modern slavery under a Community Harm and Exploitation Board (CHEB). This should deal with group exploitation and violence in all manifestations. An agreed partnership vision, direction, strategy, action plan outputs and measured outcomes is required, along with a clear agreement that major agencies such as Public Health (for example) should report to the CHEB around these metrics, in addition to responsibilities and requirements to other boards. The two safeguarding boards would continue to oversee statutory and domestic safeguarding issues. Consider further strategic alignment - NHS Southwark Clinical Commissioning Group (CCG) in partnership with Southwark Council are developing a Joint Children and Young Peoples' Education, Health and Social Care Strategic Framework, which incorporates the emotional well-being and mental health of children and young people. This work should be informed by the CHEB and the forthcoming JSNA.

2 Collapse most of the current case management / area-based partnerships and meetings into an integrated co-located team – a Community Harm and Exploitation Hub (CHEH). Multi-agency working in the borough is generally good, but would be significantly enhanced through co-location. In particular, there would be advantages in the improved sharing of data and intelligence between agencies if they were co-located, which will start to show in detail the links between violence, gangs, exploitation, CSE and modern slavery. A dedicated CHEH should also aim to strengthen links between itself and external regions and partnerships suffering from Southwark based groups, especially with respect to safeguarding and enforcement. Dedicated staff in existing statutory teams would continue to undertake the statutory requirement and the CHEH would deal with serious youth violence, gangs, CSE and modern slavery and other emerging exploitation issues. This change should be driven through the newly formed Executive Board. This proposed approach needs to be fully costed out and appropriately resourced across agencies and partnerships.

3 Build a shared narrative that makes it clear what this work is about and what the nature of the threat faced by Southwark is. The fundamental problem (drug-market driven criminal/gang activity and violence) and its manifestations (serious violence, exploitation of vulnerable children and adults, county lines, CSE, slavery) needs to be defined and owned by all partners.

4 Brand this work and use this brand for all aspects of engagement, with a shared vision, shared language and ethos and set of outputs and outcomes. Consideration should be given to a communication strategy (including social media aimed at young people) and branding to support improved community confidence. Local empowerment was mentioned a number of times during interviews and can be demonstrated in a number of areas across Southwark. An “Empowerment” brand supports all this work and would help build the expectation of local young people.

5 Develop the DAAT existing drug profile to include vulnerable cohorts and other forms of exploitation and use the analytical capacity to produce a product to drive the work of the collocated CHEH. This profile could be even more effective in terms of understanding what is happening within the borough if it incorporated data, intelligence and insights from a wider group of agencies, partners and practitioners. A regularly produced borough wide “emerging themes” / risk document (developed from the drug profile) could be shared with VCS, mental health and all partners (especially schools) so that at a general level all practitioners are aware what’s going on and what’s happening locally – what the picture is e.g. a rise in activity in X estate or area. Such a product should start to drive business locally and direct resources more effectively. Establish an analysts’ forum involving police, health and local authority services in order to progress this work. The VVU can provide a draft terms of reference for this work. This group should ensure that business products are quality assured and sense checked by frontline practitioners from within the CHEH, in order to mitigate against how the problem can rapidly change. This involvement of practitioners can be the key to ensuring that the partnership is more agile and responsive.

### **Schools & parents, prevention and safeguarding**

6 Put schools and young people at the heart of this, not least by ensuring that the basics are covered with schools – they should know who to speak to, how to refer and link in. Ensure that all schools have clear understanding of pathways and referral routes and know who to contact (one issue raised by school safeguarding leads was a lack of common language between schools and children’s services. If this is the case, schools need to be clear about what this means in practice and how they feel the situation could be improved). Produce a clear referral flowchart that could be used by all agencies including VCS and adult mental health in particular. Senior council officers should meet with CEOs of the major Multi Academy Trusts/Federations active in the borough to discuss engagement in partnership working to address violence and vulnerability. The volume and at times inconsistency of the messaging to schools from different agencies on violence and vulnerability can be confusing and counterproductive. A time limited task and finish group can be set up to facilitate this work.

7 An information/resource pack for schools on county lines/violence/vulnerability should be produced and regularly updated. This could include information on referral routes and a directory of recommended support services). The content of safeguarding training for all schools should be reviewed to ensure that it contains adequate information on county lines, violence and vulnerability. The CHEH team could be responsible for this work.

8 More work is needed to develop the capacity and skills of parents in supporting their children to resist the pressure to become involved in criminal/gang activity. Positive parental support is vital – many parents do not have the capacity, resilience or skills to help their children resist pressure to become involved in gangs. Again, a time limited task and finish group can be set up to facilitate this work and scope what's already in place, what's planned and how it can be jointly delivered and managed across the borough.

9 The PRU review should link to this work. Staff at SILS are very committed and skilled, but it may be more effective to have provision which represents a 'half-way house' between exclusion from school and the PRU.

10 Consider more youth involvement across the whole system, building on the excellent Southwark Young Advisers model – consider having young people with lived expertise in meetings as a matter of course and informing the “positive futures” work.

11 There is a need for a directory of VCS and statutory support services available across Southwark (to include services commissioned by schools and activities being delivered by TRS and Housing Associations). A young advisor could be tasked with keeping this live and updated as this is an ever changing landscape and they will know what's currently popular/effective for young people. Community Southwark hold an extensive database of voluntary sector organisations working with young people across Southwark. They would be happy for this database to be shared with partners to start a more aligned approach. This directory could also help inform a more collaborative commissioning process.

12 Consider a strategic alignment of funding and commissioning from partners for better use of resources – this can help to drive the Southwark Public Health approach to prevention – and ensure that oversight is obtained regarding current, future bids and commissioning work.

### **Enforcement**

13 If Southwark decides to look at a collocated team that tackles criminal exploitation, then there is a need for a common toolkit including civil sanctions through housing providers, trading standards etc.

A task and finish group of experienced middle managers should be established to discern current good practice, and to produce a borough wide multi-agency enforcement tool kit, particularly focusing on how partners feed into this work. A tactical menu is coming for police forces from the NCA co-ordination centre – there is a need for a local one from a partnership perspective. Usage and the monitoring of selected tools and powers should form part of any KPIs the CHEB oversee and performance manage.

14 Consider a focus on the use of modern slavery legislation in order to make the exploitation of children and adults toxic to gangs. Whilst conviction for drug supply may be seen by some offenders as an occupational hazard, additional convictions for exploiting the vulnerable will lengthen prison sentences and carry with them a stigma even in the criminal world. Enforcement tactics therefore need to ensure that punitive action is taken against those responsible for

overseeing the violence and exploitation. This will involve reaching out to external police forces in areas where Southwark gangs are actively running drug lines. The existing use of call ins can be developed to further this work and get the message out to those responsible, as should POCA to help deliver a message that crime does not pay. The added benefit of this type of confiscation/ seizure tactics is that the proceeds could fund positive futures / community projects in the known hot spot areas and beyond.

15 The use of Criminal Behaviour Orders with treatment conditions attached should be considered for class A drug users, using an enforcement route for those refusing to access services. This could involve the use of Criminal Behaviour Orders with positive requirements (i.e. to access treatment), civil injunctions linked to tenancies and the use of community protection warnings.

### **Practitioner raised or based recommendations**

Consider clinical support for staff and organisations work in the serious youth violence, gangs and county lines arena to support against desensitisation.

More mental health support and reflective practice supervision for staff in the SILS and across all alternative education provision in Southwark – it has recently been cut and this was said to be having an effect on staff’s resilience in very challenging roles.

Establish a flag in the social care system for cuckooing so that its severity in the borough can be easily tracked (it’s currently being done by a Masters student in adult social care).

Community groups to be included in multi-agency training and for them to provide training in community engagement.

Community groups and young people to be included in more partnership meetings in order to share their perspective e.g. the CHEB.

### **Summary of interviews**

#### **How is county lines currently tackled in the borough, how are partners involved, is it a consistent approach, how are vulnerable people identified?**

It was well accepted at ground level (e.g. by young people) and by most of those we talked to that “everyone” is doing county lines and has been “for ages” - more money can be made outside of London. Locations such as Eastbourne, Canterbury, Ipswich and Liverpool were all referenced.

Vulnerable individuals linked to gangs and county lines are identified through SAVU, social care, schools and the YOT as well as commissioned services delivering youth programmes such as Red Thread and Oasis. There seemed to be a plethora of agencies making referrals and engaging with young people, and none of them could tell us consistently what the local approach was.

Information sharing with schools is not fully developed, but takes place through the designated police officers attached to individual schools. Engagement of schools is variable – most secondary schools are academies, and not all secondary headteachers attend the Southwark Association of Secondary Heads (SASH) meetings.

We found a good knowledge of county lines in child mental health services at both strategic and operational levels (very good understanding of these issues in LAC CAMHS). There was less knowledge in adult mental health although some of this is a language issue i.e. the concept is known but not the term.

Some interviewees perceived a barrier with Southwark Council's Children's Social Services' willingness to share information about families (often housing providers). GDPR was said to be routinely cited as a reason for not sharing intelligence.

The police teams were well led and carrying out some excellent work around reactive and proactive operational with good use of CBOs to limit harm through social media. Like the vast majority of those we interviewed, there was a strong view that the partnership picture is confused and requires simplification. We received a variety of views from interviewees as to whom and who was responsible for tackling county lines.

#### **How is the problem understood, what data is required for a good assessment or profile?**

The South Central police team (covering Southwark and Lambeth) now has its own analysts and the potential use of a couple of new council analysts. We were also shown the local drug profile, which is very good practice and could develop into tool to drive even more joint working. This is crucial because although a great many of the groups showed an extensive and well developed sense of where and how violence was occurring (driven mainly by groups controlling the illegal drug market locally and through county lines), there is currently no agreed and jointly owned strategy, multi-agency operational plan, profile or assessment of the issue.

This local knowledge is crucial to understanding the threat and enriching an enhanced drug profile document. For example, Creation Trust staff were aware of the crime in the area and had detailed knowledge of gangs across Southwark and of the tensions and conflicts that exist. They outlined the structure of the drug dealing that occurred across the borough with what they believed were two distinct groups. They believe there are established dealers and gangs who deal class A drugs, in particular heroin and crack cocaine alongside a second group comprising of small time dealers dealing small amounts of cannabis to make a little bit of money. They had knowledge of county lines and said that most recruitment of young people was done at fast food outlets, in particular chicken shops. It was confirmed this is not a new phenomenon.

LEAP staff also fully understood the concept of county lines and recognised Southwark and Lambeth were exporters of county lines. They confirmed most violence was linked to making money mainly through drugs or street crime to support the need for material items, trainers, clothes, latest mobile phones. They spoke about recruitment of young people by gangs across

Southwark, sometimes outside youth clubs and at football pitches when young people are just having a knock about.

*"Recruitment is rife"*

Red Thread and Oasis similarly felt that the majority of the violence in the borough is driven by money which comes from drugs and county lines activity.

The interviews demonstrated that a great deal of valuable qualitative data could be collected from -

- Young people through work with funded organisations such as Red Thread, commissioned organisations
- National Probation Service and Community Rehabilitation Company cohort
- SAVU cohort

And the potential to feed in other data such as -

- Health data from the major trauma centre and Kings and A&E at St Thomas's
- School exclusion data including managed moved data and home schooled data
- Missing from education
- Cuckooing information from housing
- Drugs services could be asked to collect additional generic data as part of their contract on individuals who have been cuckooed or asked to be involved in county lines

The function of the Pupil Referral Unit (SILS) is being reviewed and a contextual safeguarding approach is being developed. A growing number of pupils attending the secondary PRU are known to have links with gangs, and the rate of permanent exclusions in secondary schools in the borough was said to be rising, making it easier for gangs to recruit young people. The pressures, temptations and immediate rewards of gang-related activity were said to be attractive to many of the young people who attend SILS – as one member of staff put it – *'the street is their best friend'*.

Gang-related incidents occur after school or at the weekends and become the prevalent topic of conversation amongst young people when they return to SILS – sometimes impeding their learning.

The sharing of intelligence about specific families/tenants is inconsistent and variable between housing providers and elements of social care agencies (according to RSLs), although generally across the interviews information and data sharing was felt to be good. The data is not hidden, it is not always looked for or collected.

In summary, information and intelligence both quantitative and qualitative is within the borough, but not currently harnessed into a product that drives joint activity across a range of agencies and enables targeted working.

## What is currently done to safeguard, and identify vulnerable children and adults impacted by county lines and does the local structure and governance support the above?

The current structure and associated governance was not felt by some to fully support those impacted by county lines or gangs (for example some schools struggled to identify who they should speak to regarding gang concerns, some community groups mentioned that they weren't sure how to make similar referrals and cuckooed adults were said to have only recently been discussed at the Adult Safeguarding board).

It appeared clear that there is a robust structure and referral process to safeguard and identify those affected by CSE, and some felt this framework and referral process could be utilised to identify and safeguard the county lines cohort. It may need to be reviewed slightly. There was therefore a good grasp of the CSE population from those we talked to, but no-one we talked to appeared to have any sense of the population of young people or adults linked to or involved with gangs and county lines, and criminal exploitation.

However, exploitation of vulnerable individuals was said across the interviewees to be a priority for both the Children's and Adults' Safeguarding Boards, so clearly a message is getting through. Other opinions raised more than once included -

- Addressing the issue in the Adults' Safeguarding Board is challenging because of the thresholds for Adults stipulated in the Care Act.
- Health partners engage well with the partnership (e.g. CCG lead is interim chair of the Adult Safeguarding Board), but Education remains a challenge.
- The thresholds for Children's Social Care have been updated in line with the pan-London guidance, which factors in county lines and other indicators of exploitation, but there was a common theme in interviews concerning the tension between Early Help, safeguarding thresholds and the operation of the MASH and the restrictions of working within that system. The resource issue was said to be making thresholds very high and it was often said that young people caught up in gangs wouldn't always get a service from Social Care as the service was designed to safeguard children/young people in a family setting.
- The new knife crime strategy and the anti-knife crime forum has started to focus partners on knife crime but county lines and gangs were perceived by some to be a separate issue.
- Lack of youth provision means that young people come together in places where there is no guidance or adult support - *"MacDonald's is the new youth club"*.

Generally, most of those we talked to had received some form of safeguarding training relating to gangs and group violence. Creation Trust staff had all received basic safeguarding training but were not aware of referral pathways for vulnerable young people or adults. All agreed additional multi-agency training would be useful. Gangs and county lines is in the safeguarding training offered to SLAM mental health staff, but school safeguarding leads were

not sure if safeguarding training has cascaded down to all teachers and staff so they are aware of the signs and signals to look for.

One other particular aspect that needs more attention relates to schools, their safeguarding leads and the relationship between schools and children's social care (and the MASH). The safeguarding leads felt that MASH thresholds are a problem, the weight of the teachers' voice is not strong (schools don't know/can't use the language of social care, so can't translate their concerns and there is a sense that they're not taken seriously).

Primary schools are aware of young children running drug errands, holding weapons and those we talked to feel that pupils are more vulnerable. They also stated an increased awareness of girls being sexualised, and they feel that social media is brutal in terms of exploitation.

*"There's an incredible complexity of child exploitation, usually sexual, usually gang related"*

*"This plays out in behavioural issues"*

*"There's a lack of parental support – parents are desperate and struggling to find or access support"*

*"Early Help is funded by schools and as Academies have not paid into this they can't access it."*

Schools we talked to would like –

- Mapping of VCS and other services so they know who to go to or to ask for support from – a list of agencies
- Professional trust to be established with social care
- A consistent sharing of intelligence around gang and violence issues, and early and emerging trends
- A multi-agency approach to this that isn't reactive and includes schools at the heart of the work

We spoke to safeguarding leads from 4 schools, but given the general concern expressed, priority must be given to establishing if these schools' concerns are justified across the borough in other schools and if so, how to make sure that the links between schools and the prevention and safeguarding agendas are strengthened. This has to be one of the basic tenets of a public health based approach to violence prevention.

Plans are being developed to enhance the role of Health Visitors in developing parental capacity. This will use the MESH model to identify needs and appropriate interventions, and involve work with Early Help services and a focus on speech, language and communication as a risk factor.

A Healthy Young People's service has recently been commissioned to take referrals on sexual health, drug and alcohol misuse and other health issues.

Consultation is taking place with secondary schools on refocusing the role of the School Nurse. This will involve increasing the visibility of School Nurses, and more joint working with youth workers and designated safeguarding leads in schools.

Public Health reports to the Health and Well-being Board but it was not clear how this accountability line relates to the Children's and Adults' Safeguarding Boards and the Community Safety Partnership, or how the health led work outlined above links into safeguarding boards or the CSP.

Tellingly, no one we talked to across the week told us consistently which case management panel/group/meeting actually had the primary role to safeguard vulnerable people, either adults or children, affected by gang exploitation or violence. There were lots of options, usually based on which group the interviewee attended or knew of.

### **What enforcement tactics are used, do they work how are they measured, how are partners involved?**

This, predictably, was the area of work it was easiest to see who was doing what and why.

Housing sanctions are used on a case by case basis measured through housing managers, who have the final decision on action taken. If not already the case, it would be helpful if this work was co-ordinated with the community safety team. Regulatory Services work alongside the police and other agencies to use the full range of powers available to them. Examples of this include disruption of the drugs market (raids on crack houses), weapons sweeps, test purchasing of alcohol and knives, clamping down on rogue landlords through Selective Licensing, investigation of the causes of anti-social behaviour leading to further action on criminality and action on instances of cuckooing.

The Partnership Tasking Group has attracted interest from other local authorities and appears good practice, as are the days of actions and weapons sweeps. Modern Slavery legislation has been used (in relation to car washes), but has not been fully explored within a partnership context in relation to gangs and county lines.

The police proactive team have a gang's map (which doesn't seem to be shared amongst partners – we also heard that the CRC had a similar product, again not shared) which was assisted by SASBU analysts who work from the same office. We heard of a mix of officers "dipping in and out" of various meetings, and again, were told that there is a confused picture regarding the current set up across the partnership.

The police team appear to be making very good use of gang injunctions and criminal behaviour orders (again with support from SASBU), especially around social media which have led to suspended sentences. This is something other areas across the UK would be very interested in hearing more about. It appears that another unit within the police (we were told the CCE team) currently lead on the use of modern slavery legislation within the borough, and this is an area that we feel could be developed more, as a deterrent aiming at preventing gangs from exploiting children and cuckooing adults. The police team are colocated and proactive but struggle to deliver and support preventative work on this agenda without support from wider partners.

We heard of good partnership working around the Brandon estate – “you said we did”, some good community safety partnership work. This is exactly the type of local problem solving and visible community safety work that is required throughout the borough, alongside preventative and longer term interventions. Along with other work taking place within the borough, this strong joint working was typical of the current Southwark approach.

With a renewed vision and appreciation of the changes required to partnerships in order to tackle the issues that criminal exploitation raises, we feel that Southwark is well placed to meet this challenge.

### Emerging and good practice

**DAAT drug profile** - The DAAT is a team within the Communities Division of Housing & Modernisation at Southwark Council. The team commission drug treatment services on behalf of Public Health and also works across the whole Community Safety Partnership to co-ordinate actions and interventions that address drug and alcohol misuse issues in the community.

**SASBU** - SASBU is a multi-agency team based within the Regulatory Services unit in the council’s Environment & Leisure Department who are responsible for dealing with the person allegedly committing anti-social behaviour taking legal action, arranging victim support, and organising systems for collecting evidence and information.

**SAVU** - SAVU is a multi-agency team commissioned by the Community Safety Partnership Service in the council’s Housing & Modernisation Department. The team provide support for individuals aged 16 to 25 at risk from gang related activity or serious violence. They offer a range of interventions and clients are offered support in areas including education and training, substance misuse, finance and health.

**Youth Independent Advisory Group** - The Southwark Youth Independent Advisory group is a new partnership between young people, the council, the police and the Community Safety Partnership involving young people interested in crime and community safety issues.

The IYAG advise the police working closely with the council giving a youth perspective on crime and community safety issues.

**Use of call ins** - Partnership work involving the Police council communities and others where individuals and their families who are at high risk of harm or involvement in criminal activity are invited to a meeting where the concerns are discussed including the potential consequences of continuing involvement and an offer can be made of the right support to young people who take it to turn their lives around. A similar scheme involving gang members was pioneered in the US and then tried in Glasgow with some success.

**YOT Peer Navigators** - The Southwark Peer Navigators work with the Youth Offending Service and charity Youth Ink to work with and support YOS young men. Peer Navigators are often ex-offenders

who work to develop trusting relationships with young people and refer them to services that can provide the support that they need.

**ETE work** - Initiatives that support young people, including those involved in the criminal justice system to be engaged in full-time Education, Training or Employment.

**Bridges to Work** - Refers to the Lewisham, Lambeth and Southwark Pathways to Employment programme which was a tri-borough initiative operating from a local job centre to provide wrap-around support to residents furthest away from the labour market including those vulnerable to or having been involved in crime. The programme run by the St Giles Trust aimed to find employment opportunities and address any other support needs that the individuals worked with had such as health or housing.

**Community MARAC** - A MARAC is a multi-agency risk assessment conference where professionals from various agencies share information on high risk cases and put in place risk management plans.

A Community MARAC is primarily a multi-agency problem-solving meeting that promotes joint ownership and early resolution into how anti-social behaviour (ASB) cases are investigated.

**Police gang team use of orders to prevent abuse of social media** - A CBO Order focuses on more serious offenders, who engage in criminal activity as well as anti-social behaviour. It can only be issued in conjunction with a sentence that is already imposed or if the individual has a conditional discharge.

The order will either prohibit specified acts or require the offender to participate in specified acts e.g. attendance at a course to reduce behaviour. Before imposing an order the court must be satisfied that the offender has engaged in such behaviour causing harassment/distress and that making the order will encourage the offender to stop the behaviour.

The process can be initiated by the Police or the local authority through a request to the Crown Prosecution Service.

**Partnership Tasking Group and associated joint working** - A regular partnership meeting involving the police and council that meets regularly to agree taskings for police and council officers that aim to tackle issues of joint concern for the Police, the Council and residents including crime and antisocial behaviour.

## Southwark – Extended Learning Review – VVU – Participants

Name	Role	Organisation
Melanie Wheatle	ASB Officer	Hexagon Housing
Neil Chisolm	Borough Commander	London Fire Brigade
Kirsten Watters	Consultant in Public Health	LBS Place and Wellbeing
Multi Agency Sexual Exploitation (MASE)	Staff who participate in MASE	LBS and partners
Multi Agency Safeguarding Hub (MASH)	Staff who participate in MASH	LBS and partners
Hannah Edwards	Safeguarding Boards Manager	LBS Community Safety Partnership Service, Housing & Modernisation
Stephen Douglass	Director of Communities	LBS Housing and Modernisation
Patrischia Warmington / Nils Bendle	Youth and Community Activities	Creation Trust
Nina Dohel	Director of Education	LBS Children's and Adults' Services
Helen Lyons	Detective Superintendent	MPS
Southwark Young Advisors	Young People in paid role	Southwark Young Advisors
Donna Timms	DAAT Manager	LBS Community Safety Partnership Service, Housing & Modernisation
Jenny Brennan	Assistant Director Family Early Help and Youth Justice	LBS Children's and Adults' Services
Apo Çağirici	LBS Schools Safeguarding Coordinator	LBS Education, Children's and Adult's Services
Councillor Peter John	Leader of the Council	LBS
Ruth Backhurst	Joint Enforcement Team Manager	LBS Environment and Community Protection, Environment and Leisure
Sara Pope	CCTV Manager	LBS Regulatory Services, Environment & Leisure
Ahmed Moallim / Emma Fadipe	Leadership & Enterprise Project Workers	Leap CC
Miranda McWhan	Nurse Manager	Brook
Paul Langford	Director of Resident Services	LBS Housing and Modernisation
Dr Shimona Gayle	General Practitioner	Sir John Kirk Close Surgery
Noel Baxter	General Practitioner/Clinical Commissioning Group (CCG)	Surrey Docks Health Centre/Southwark NHS
Lynda Bartlett	Designated Nurse for Child Protection CCG	Southwark NHS
Dr Nkiru Asiegbunam	Designated Doctor for Child Protection CCG	Southwark NHS
David Littleton	Head of Regulatory Services	LBS Environment & Leisure

Abi Oguntokun	Area Manager	LBS Resident Services, Housing & Modernisation
Caroline Thwaites	Assistant Director Community Safety & Partnerships	LBS Communities, Housing & Modernisation
Simon Messinger	BCU Commander	MPS
Rachel Wilson	CSE and Missing Coordinator	LBS Children's and Adult's Services
Nike Baruwa	Senior Probation Officer	London CRC
Ken Dale	ASB Officer	LBS Neighbourhood Nuisance Service Unit
Anna Bateman	Substance Use Service Manager	Change, Grow, Live
Councillor Evelyn Akoto	Cabinet – Community Safety & Public Health	LBS
Sgt Neil Cook	Integrated Offender Management	MPS
Kate Moriarty-Baker	Interim Director of Quality and Chief Nurse CCG	NHS Southwark
PC Nsikan ETUK	Neighbourhood Policing Officer	MPS
School Safeguarding Leads Group		
Tara Weeramanthri	Child & Adolescent Psychiatrist	South London and Maudsley NHS Foundation Trust
Iain Gray	DAAT SU Commissioner	LBS Community Safety Partnership Service, Housing & Modernisation
Joan Leary	Senior ASB officer	LBS Regulatory Services, Environment & Leisure
Aileen Cahill	Head of Culture (Youth & Play)	LBS Leisure, Environment & Leisure
Melanie Haggins	Head of Student Services	Lewisham & Southwark College
Southwark Anti Violence Unit (SAVU)	Multi-agency team supporting at risk individuals in relation to group offending	
Debbie Sycamore	HR Manager - SMT	Cavendish School (PRU)
PC Trevor Fox	Schools Officer	MPS
Musthafar Oladosu	Adult Lead Safeguarding Nurse CCG	NHS Southwark
Luton Sinfield	Community Safety Officer	LBS Community Safety Partnership Service, Housing & Modernisation
Eleanor Kelly	Chief Executive	LBS
Yomi Adewoye	Head	Southwark Inclusive Learning Service (SILS)

SILS Staff	Staff working in Pupil Referral Unit	Southwark Inclusive Learning Service (SILS)
Ben Taylor	Prevent Coordinator	LBS Community Safety Partnership Service, Housing & Modernisation
Gordon McCullough	Chief Executive Officer	Community Southwark
Becky Canning	Head of Lewisham and Southwark	National Probation Service
Luke Williams	Detective Inspector	MPS
Alison Eley	Named Nurse	South London and Maudsley NHS Foundation Trust
Red Thread and Oasis Practitioners	Staff using teachable moment in Trauma Units and Casualty	Red Thread/Oasis
David Littleton	Head of Regulatory Services	LBS Environment & Leisure
Andrew Borwick-Fox	Team Manager –Safeguarding and Family Support	LBS Children’s and Adults’ Services
Children’s and Adults Social Workers	Staff providing Safeguarding and Family Support Service	LBS Children’s and Adults’ Services
Cleese Buck	Young Advisor	Southwark Young Advisors
Lisa Dalton	Board Member	Manor Estate TRA
ETE Group	Staff from services that deliver Education, Training and Employment support to young people.	DWP, Southwark Works, St Giles Trust
Cara Jones	Southwark Information, Advice and Support Manager	LBS Education Access, Children’s and Adult’s Services
Elizabeth Murphy	Consultant Child & Adolescent Psychotherapist	CAMHS
Chloe Newman	Youth Inclusion & Projects Manager	LBS Area Based ASB, Environment & Leisure
Alasdair Smith	Director Children & Families	LBS Children’s and Adults’ Services
Chris Evangelou	Security Operations Manager	Shard Quarter
Koreen Logie	Senior Probation Officer	National Probation Service
Jane Williamson	Mental Health Service Manager	LBS Adult Social Care, Children’s and Adult’s Services
Sean Oxley	Detective Superintendent	MPS
PC Marcus Kudliskis	Neighbourhood Policing Officer	MPS
Elena Noel	Co-Chair	Southwark Anti-Knife Crime Forum
School safeguarding leads x 5		Harris, Gypsy hill, Charter, St Judes
YOS Staff	Staff support young offenders	LBS Youth Offending Service, Children’s and Adult’s Services

Peer Navigators	Young people with lived experience who are trained to support offenders	Youthink
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## Glossary and abbreviations

Bridges to Work	Refers to the Lewisham, Lambeth and Southwark Pathways to Employment programme which was a tri-borough initiative operating from a local job centre to provide wrap-around support to residents furthest away from the labour market including those vulnerable to or having been involved in crime. The programme run by the St Giles Trust aimed to find employment opportunities and address any other support needs that the individuals worked with had such as health or housing.
Call ins	Partnership work involving the Police council communities and others where individuals and their families who are at high risk of harm or involvement in criminal activity are invited to a meeting where the concerns are discussed including the potential consequences of continuing involvement and an offer can be made of the right support to young people who take it to turn their lives around. A similar scheme involving gang members was pioneered in the US and then tried in Glasgow with some success.
Criminal Behaviour Order (CBO)	<p>A CBO Order focuses on more serious offenders, who engage in criminal activity as well as anti-social behaviour. It can only be issued in conjunction with a sentence that is already imposed or if the individual has a conditional discharge.</p> <p>The order will either prohibit specified acts or require the offender to participate in specified acts e.g. attendance at a course to reduce behaviour. Before imposing an order the court must be satisfied that the offender has engaged in such behaviour causing harassment/distress and that making the order will encourage the offender to stop the behaviour.</p> <p>The process can be initiated by the Police or the local authority through a request to the Crown Prosecution Service.</p>
Chief Executive Officer (CEO)	Top executive responsible for the overall operations and performance of an organisation.
Child Sexual Exploitation (CSE)	CSE is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. CSE does not always involve physical contact; it can also occur through the use of technology.
Children's and Adults Safeguarding Boards (SSCB and SSAB)	Safeguarding boards were established in all local authority areas as statutory bodies made up of organisations that work together to safeguard and promote the welfare of adults, children, young people and their families. The Boards coordinate and ensure effective safeguarding across Southwark and to keep people safe from harm and abuse.
Cuckooing	Cuckooing is a form of crime in which drug dealers or other criminals take over the home of a vulnerable person in order to use it as a base for drug dealing or other illegal and antisocial behaviour. The crime is named for the cuckoo's practice of taking over other birds' nests for its young.
Community Safety Partnership (CSP)	Community Safety Partnerships were set up as statutory bodies under Sections 5-7 of the Crime and Disorder Act 1998.

	<p>Community Safety Partnerships (CSPs) are made up of representatives from the police, local authorities, fire and rescue authorities, health and probation services (the 'responsible authorities') and can include other partners.</p> <p>The responsible authorities work together to protect their local communities from crime and to help people feel safe. They work out how to deal with local issues including antisocial behaviour, drug or alcohol misuse and re-offending. They annually assess local crime priorities and consult partners and the local community about how to deal with them.</p> <p>Since 2016, the function of the CSP in Southwark (known as the Safer Southwark Partnership) has been subsumed into the remit of the Children &amp; Adults Safeguarding Boards and is supported by the Community Safety &amp; Partnerships team within the council's Housing &amp; Modernisation Department.</p>
County Lines	<p>A county line is when gangs and organised crime networks exploit children, young and vulnerable people for the purpose of selling drugs. The victims are often made to travel to other parts of the country, and use dedicated mobile phone lines to supply drugs and collect cash. Gangs often recruit vulnerable young people through deception, intimidation, violence, debt bondage and grooming. There is no legal definition of county lines.</p>
Community Rehabilitation Company (CRC)	<p>The London Community Rehabilitation Company is the largest of the 21 Community Rehabilitation Companies across England and Wales, employing nearly 1,200 staff across London with a branch in Southwark.</p> <p>The CRC's role is to manage the majority of offenders under probation supervision working alongside the National Probation Service, which manages offenders who have been assessed as presenting high risk of harm to others. The CRC supervises offenders, tackles the causes of their offending behavior and aims to rehabilitate people back into the community.</p>
Crime and Community Safety Analysis	<p>Analysts working together across police and community safety teams analyse data including police crime data to identify emerging problems and assist area based problem solving. They provide day to day analysis of issues and hotspots that assists targeting of resources across the partnership and inputs to the longer term evidence based community safety strategy.</p> <p>Much of this analysis is tactical and about understanding situations as they occur. It is also operational assisting agencies across the partnership with allocation of resources and planning crime-reduction and community safety activities. It can also play a strategic role alongside the analysis undertaken in the JSNA, providing analysis geared toward long-term planning and problem solving.</p> <p>Since the Crime and Disorder Act in 1998 there has been a statutory obligation for Community Safety Partnerships to provide evidence-based strategies for their local authority area. Since 2007 (under the Police and Justice Act 2006) the requirement is to produce three-yearly strategies and to refresh these on an annual basis, backed up by the production of annual strategic assessments.</p>
Creation Trust	<p>Creation Trust is a local charity and community development trust committed to supporting residents living on the Aylesbury Estate. It provides a range of services, events and activities working in partnership with the council and others to ensure that local people receive social and economic benefits from the regeneration of the Aylesbury Estate.</p>

Criminal Exploitation (CE)	Criminal exploitation involves exploitative situations, contexts and relationships where young people (or another vulnerable person or persons) receive something (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them completing a task on behalf of another individual or group of individuals; this is often of a criminal nature. This exploitation often occurs without the victim's immediate recognition. Violence, coercion and intimidation including sexual violence and abuse are common features of CE. There is no legal definition of CE.
Drug and Alcohol Action Team (DAAT)	The DAAT is a team within the Communities Division of Housing & Modernisation at Southwark Council. The team commission drug treatment services on behalf of Public Health and also works across the whole Community Safety Partnership to co-ordinate actions and interventions that address drug and alcohol misuse issues in the community.
Early Help	The council's Early Help service brings together professionals across agencies and the voluntary sector who work with the whole family to try to improve things for everyone. Early Help may include support with parenting, employment, support in schools, emotional wellbeing, school attendance and access to children centres.
Education, Training and Employment (ETE)	Initiatives that support young people, including those involved in the criminal justice system to be engaged in full-time Education, Training or Employment.
Health & Wellbeing Board (HWB)	Health and wellbeing boards were established under the Health and Social Care Act 2012 to act as a forum in which key leaders from the local health and care system could work together to improve the health and wellbeing of their local population. They became fully operational on 1 April 2013 in all local authorities with adult social care and public health responsibilities.  Health and wellbeing boards are a formal committee of the local authority charged with promoting greater integration and partnership between bodies from the NHS, public health and local government. They have a statutory duty, with clinical commissioning groups (CCGs), to produce a joint strategic needs assessment and a joint health and wellbeing strategy for their local population.
Gangs	A gang is usually considered to be a group of people who spend time in public places that see themselves (and are seen by others) as a noticeable group, and engage in a range of criminal activity and violence. They may also identify with or lay a claim over territory and be in conflict with other, similar gangs.
General Data Protection Regulation (GDPR)	A legal framework that sets guidelines for the collection and processing of personal information of individuals within the European Union (EU). GDPR came into effect across the EU on May 25, 2018.
Independent Youth Advisory Group (IYAG)	The Southwark Youth Independent Advisory group is a new partnership between young people, the council, the police and the Community Safety Partnership involving young people interested in crime and community safety issues.  The IYAG advise the police working closely with the council giving a youth perspective on crime and community safety issues.
Joint Strategic Needs Assessment (JSNA)	A JSNA looks at the current and future health and care needs of local populations to inform and guide the planning and commissioning of health, well-being and social care services within a local authority area. A JSNA looks at wider social factors impacting on health and wellbeing; behaviours that affect health; provides a common view of health and wellbeing needs of

	<p>the community; sets out evidence on the effectiveness of different interventions; identifies inequalities and gaps in service provision.</p> <p>In Southwark JSNAs are carried out by the Public Health team within the Place and Wellbeing Department of Southwark Council.</p>
Key Performance Indicator (KPI)	<p>A KPI is a measurable value that demonstrates how effectively an organisation is achieving key business objectives. Organisations use KPIs at multiple levels to track performance measures.</p>
Looked After Children Child and Adolescent Mental Health Services (LAC CAMHS)	<p>Services for Children Looked After (CLA or LAC) by Southwark Council including addressing their mental health needs. Southwark Child and Adolescent Mental Health Service (CAMHS) is an outpatient service available to young people, their families and carers. The multidisciplinary team assess and treat mental health problems and make referrals to other services that can provide support for children, young people and their families.</p>
LEAP	<p>A charity that supports young people aged between 11 and 25 to make changes in their lives by gaining a greater understanding of themselves and their relationship with conflict. Many of the young people LEAP work with have grown up in care, are not in mainstream education, are at risk of gang involvement and exploitation, or are caught up in the criminal justice system.</p>
Multi-Agency Safeguarding Hub (MASH)	<p>The MASH brings together a team of multi-disciplinary professionals from partner agencies into the same room to deal with all safeguarding concerns, where someone is concerned about the safety or well-being of a child.</p>
Multi-Agency Risk Assessment Conference (MARAC)	<p>A MARAC is a multi-agency risk assessment conference where professionals from various agencies share information on high risk cases and put in place risk management plans.</p> <p>A Community MARAC is primarily a multi-agency problem-solving meeting that promotes joint ownership and early resolution into how anti-social behaviour (ASB) cases are investigated.</p>
The MESH or MECSH Model (MESH)	<p>The Maternal Early Childhood Sustained Home-visiting (MECSH) program is a structured program of sustained nurse home visiting for families at risk of poorer maternal and child health and development outcomes. It was developed as an effective intervention for vulnerable and at-risk mothers living in areas of socio-economic disadvantage.</p> <p>The MECSH program draws together the best available evidence on the importance of the early years, children's health and development, the types of support parents need, parent-infant interaction and holistic, ecological approaches to supporting families to establish the foundations of a positive life trajectory for their children.</p> <p>The MECSH program is delivered as part of a comprehensive, integrated approach to services for young children and their families. The program is delivered by child and family health nurses who are embedded within universal child and family health nursing services. The program is managed by universal child and family nursing services and embedded within the broader child and family health services system.</p>
Modern Slavery	<p>Modern Slavery is the term used within the UK and is defined within the Modern Slavery Act 2015. The Act categorises offences of Slavery, Servitude and Forced or Compulsory Labour and Human Trafficking.</p> <p>These crimes include holding a person in a position of slavery, servitude forced or compulsory labour, or facilitating their travel with the intention of exploiting them soon after.</p>

National Crime Agency (NCA)	The NCA is a national law enforcement agency and a non-ministerial government department that has a wide remit to tackle serious and organised crime, strengthen our borders, fight fraud and cyber-crime, and protect children and young people from sexual abuse and exploitation. The NCA works in partnership in the UK and overseas to protect the public from the consequences of serious and organised crime and reduce its impacts.
Oasis	<p>Oasis is a charity that works in 36 communities across the UK through a community hub model. Oasis started in Peckham as a charity providing homes for homeless young women and now works to provide a wide range of support services to people in need including young people.</p> <p>In response to increasing numbers of local young people repeatedly attending the Emergency Department (A&amp;E) due to violence and aggression, St Thomas' Hospital collaborated with Oasis Hub Waterloo in 2010 to create the Oasis Youth Support (OYS) service that helps young people find their way out of gang crime and other forms of violence.</p>
Partnership Tasking Group (PTG)	A regular partnership meeting involving the police and council that meets regularly to agree taskings for police and council officers that aim to tackle issues of joint concern for the Police, the Council and residents including crime and antisocial behaviour.
Peer Navigators	The Southwark Peer Navigators work with the Youth Offending Service and charity Youth Ink to work with and support YOS young men. Peer Navigators are often ex-offenders who work to develop trusting relationships with young people and refer them to services that can provide the support that they need.
Proceeds of Crime Act (POCA)	The Proceeds of Crime Act 2002 (POCA) sets out the legislative scheme for the recovery of criminal assets with criminal confiscation being the most commonly used power. Confiscation occurs after a conviction has taken place. Other means of recovering the proceeds of crime which do not require a conviction are provided for in the Act, namely civil recovery, cash seizure and taxation powers. The aim of the asset recovery schemes in POCA is to deny criminals the use of their assets, recover the proceeds of crime and disrupt and deter criminality.
Pupil Referral Unit (PRU)	<p>PRUs are a type of school that caters for children who aren't able to attend a mainstream school. Pupils are often referred there if they need greater care and support than their school can provide.</p> <p>Children who attend a PRU might be permanently excluded from their mainstream school for behaviour reasons, or at risk of permanent exclusion; experiencing emotional or behavioural difficulties, including problems with anger, mental health issues,; diagnosed with special educational needs (SEN), or in the process of getting a diagnosis.</p>
Red Thread	A youth charity that started in Southwark and now provides a range of young people's health and wellbeing services across London including a Youth Violence Intervention Programme in hospital emergency departments in partnership with the major trauma network that aims to reduce serious youth violence, and supports young victims of violence.
Southwark Association of Secondary Headteachers (SASH)	A regular forum for heads and principles of secondary schools in Southwark to discuss issues of common concern, share good practice, shape and deliver the vision for education provision in the borough and encourage collaboration between schools.
South Central Police Team	The Metropolitan Police rolled out changes in their structure to create new Basic Command Units (BCUs) that saw single borough command units replaced with operational police structures that cover between two and four

	local authorities. The MPS redesigned the existing 32 borough model to form 12 larger units called Basic Command Units (BCUs). The South Central Unit covers Southwark and Lambeth under a single BCU Commander.
Southwark Anti-Social Behaviour Unit (SASBU)	SASBU is a multi-agency team based within the Regulatory Services unit in the council's Environment & Leisure Department who are responsible for dealing with the person allegedly committing anti-social behaviour taking legal action, arranging victim support, and organising systems for collecting evidence and information.
Southwark Anti-Violence Unit (SAVU)	SAVU is a multi-agency team commissioned by the Community Safety Partnership Service in the council's Housing & Modernisation Department. The team provide support for individuals aged 16 to 25 at risk from gang related activity or serious violence. They offer a range of interventions and clients are offered support in areas including education and training, substance misuse, finance and health.
Southwark Inclusive Learning Service (SILS)	The Southwark Inclusive Learning Service (SILS) is a Pupil Referral Unit (PRU) that was set up in September 2007 to offer full time education to: <ul style="list-style-type: none"> <li>• permanently and dual registered pupils at Key Stage 3 (KS3)</li> <li>• permanently excluded pupils at Key Stage 4 (KS4)</li> </ul> <p>SILS also offers outreach support for mainstream schools and academies, and education for young parents and pregnant teenagers.</p>
Tenants and Residents' Association (TRAs)	A Tenants and Residents' Association is a group of people living in an area, block, estate or street who have come together to take up issues of common concern in relation to their housing, community and general environment.
Voluntary and Community Sector (VCS)	A diverse range of local third sector organisations including charities and community groups established for social, community or environmental benefits that support a very wide range of beneficiaries locally. The VCS in Southwark carry out a range of activities including providing services commissioned by public sector bodies, providing opportunities for volunteering, supporting vulnerable individuals and providing opportunities for communities to come together.
Violence Reduction Unit (VRU)	Announced by the Mayor of London in September 2018, the London Violence Reduction Unit (VRU) is bringing together specialists from health, police, local government, probation and community organisations to tackle violent crime and the underlying causes of violent crime across London.
Violence and Vulnerability Unit (VVU)	The VVU is a small national team of community safety experts supported by the Home Office and MOPAC (Mayor's Office Policing and Crime) to deliver targeted support across the UK to local areas adversely affected by serious youth violence, county lines and the associated violence and exploitation of vulnerable people.
Youth Offending Team (YOT) or Youth Offending Service (YOS)	A multi-agency team that is coordinated by a local authority and overseen by the Youth Justice Board. It deals with young offenders, sets up community services and reparation plans, and attempts to prevent youth recidivism and incarceration. YOTs were set up following the 1998 Crime and Disorder Act with the intention of reducing the risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend. <p>Youth offending teams engage in a wide variety of work with young offenders (those under 18) in order to achieve their aims. YOTs supervise young people who have been ordered by the court to serve sentences in the community or in the secure estate. The team in Southwark is known as the Youth Offending Service (YOS) and is based in the council's Children's and Adult's Services Department.</p>

