

## Cabinet

Tuesday 7 April 2020

4.30 pm

Online/Virtual: please contact [virginia.wynn-jones@southwark.gov.uk](mailto:virginia.wynn-jones@southwark.gov.uk) for a link to the online meeting

## Addendum No. 2

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Date: 7 April 2020

**Southwark Community Harm and Exploitation Reduction Plan 2020/21**

Name	Role	Organisation
David Quirke-Thornton (DQT)	Interim Chair Children's Safeguarding Board	Southwark Council
Kate Moriarty-Baker (KMB)	Interim Chair Adults' Safeguarding Board	Southwark CCG
Eleanor Kelly (EK)	Chief Executive	Southwark Council
Simon Messinger (SM)	BCU Commander	MPS
David Quirke-Thornton	Strategic Director of Children's and Adults Services	Southwark Council
Professor Kevin Fenton (KF)	Director of Health and Wellbeing	Southwark Council
Stephen Douglass (SD)	Director of Communities	Southwark Council
Philip Morton (PM)	Borough Commander London Fire Brigade	LFB
Nicola Williams	ACO National Probation Service	National Probation Service, (NPS)
Sophie Bartle	CRC Borough lead officer	London Community Rehab Company
Michael Scorer (MS)	Strategic Director of Housing & Modernisation	Southwark Council
Peter John (PJ)	Leader of the Council	Southwark Council
Councillor Evelyn Akoto (EK)	Cabinet Member for Community Safety and Public Health	Southwark Council
Caroline Thwaites (CT)	Assistant Director Community Safety & Partnerships	Southwark Council
MPS Ian Howells	MPS Neighbourhoods/Community Safety Partnership Chair	MPS

**Recommendations Key**  
 SSVVP - Southwark Serious Youth Violence Panel  
 JSNA - Joint Strategic Needs Assessment  
 LVRU: London Violence Reduction Unit  
 SELR - Southwark Extended Learning Review

Theme	Action No	Action	Outcomes	Lead organisation	Start date	End date	Recommendations
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<b>GOVERNANCE AND APPROACH</b> Single joined up multi-agency partnership approach with vulnerability at the core	1	Consolidate all work to tackle CSE, gangs, violence and modern day slavery under a Community Harm and Exploitation Board (CHEB). To include representatives from Communities and VCS groups.  This board will oversee implementation of this action plan which brings together the recommendations from the JSNA, Southwark Extended Learning Review, and Serious Youth Violence Panel.	Agreement on a shared partnership narrative that makes it clear what this work is about and what the nature of the threat faced by Southwark is. To include shared vision, direction, strategy, action plan outputs and measured outcomes.  Distinct branding to be created to be used in all aspects of engagement and communication strategy.	Community Harm and Exploitation Board	Apr-20	Jun-20	SELR - 1, 3, 4 JSNA - 1.7, 3.2
	2	Collapse current case management partnerships meetings into an integrated co location team - a Community Harm and Exploitation Hub (CHEH). Dealing with exploitation and violence in all manifestations.  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, owned, and steered by all partners including communities and VCS groups.	Implementation of a more structured co-ordinated approach to vulnerability. This will result in a more timely, efficient response to key issues with less duplication of effort resulting in a better service to the individual and/or community.  New tasking meeting framework to be established to include monitoring of performance (including exclusion data) and review of intelligence (including community tensions) for CHE areas.	LBS Community Safety & Partnerships	Apr-20	Mar-21	SELR - 2,3 LVRU - Gov 1,2 LVRU - Tar Law 4 LVRU - Prot Ed 4 LVRU - Stan Com 2
	3	Implement Public Health Framework to tackle violence. The framework should include the following elements: * Co-ordination between all relevant agencies (statutory and voluntary) * Evidence-based enforcement and disruption activities * Preventative work addressing the circumstances that lead people to offend * Work with communities to deliver local solutions to local issues and good quality interventions for those who have offended * initiatives that reduce the drivers for youth violence, including addressing the demand for drugs * Preventative work in schools and the wider community that safeguards and builds the resilience of communities and young people in particular	System change from short term interventions to longer term prevention tackling the root causes of violence.	Community Harm and Exploitation Board	Apr-19	Mar-21	SSVVP - 8
	4	Strategic alignment of funding and partnership commissioning frameworks will consider how to address Violence Reduction particularly in relation to Youth Provision and Education and how resources are used to support young people, parents and carers.	More effective use of resources. Will help drive the Southwark Public health approach to prevention and ensure oversight of current, future bids and commissioning framework.	LBS Community Safety & Partnerships	Apr-20	Mar-21	SSVVP - 18 SELR - 12
	5	Joint working with the community, faith groups, the voluntary sector, parents and Tenants & Residents Associations, to build resilience and address the trauma of serious youth violence through an all community trauma informed approach.  Develop approaches to working with communities to tackle CHE, including appropriate programmes of community development, capacity building and structured dialogue.	Holistic community approach recognising that CHE is 'everybody's business'. Sustainable community engagement structure implemented. Community network and pathways (including development of innovative means) for sharing intelligence established.	LBS Community Safety & Partnerships	Apr-19	Mar-21	SSVVP - 16 LVRU - Stan Com 1
	6	Develop more youth involvement across the whole system, building on the excellent Southwark Young Advisors model.  Have young people with lived expertise in meetings as a matter of course and informing the "positive futures" work.  Actively engage with LVRU for our young people to take part in the development of the Violence Reduction Unit (VRU).  The council to work with young people to redesign its youth provision to ensure that it is fit for purpose and helps give young people the best chance in life.	Young people's involvement and participation central to development and delivery of approach.	LBS Communities/Culture & Leisure	Mar-19	Mar-21	SSVVP - 13, 15 SELR - 10

Theme	Action No	Actions	Outcomes	Lead organisation	Start date	End date	Recommendations
<b>UNDERSTANDING THE ROOT CAUSES</b> Exploring the links between vulnerability and violence, gangs, exploitation and the drugs market and how these impact young people, parents and carers and the wider community	7	Continue to Improve sharing of data and intelligence between agencies, which will start to show in detail the links between violence, gangs, exploitation, CSE and modern slavery.	Understanding of whole picture; complete vision for the borough.	All	Apr-19	Sep-20	JSNA - 3.5
	8	Undertake needs assessment of vulnerability and violence to develop a fuller picture of vulnerability in the borough.	Prevent exploitation.	LBS Community Safety & Partnerships	Sep-19	Mar-21	JSNA 1.3
	9	Explore the role of social media in violence, including inciting violence and transmitting and replaying traumatic events.	Promote good mental health.	LBS Community Safety & Partnerships	Apr-20	Mar-21	JSNA - 1.11
	10	Develop the existing drug profile to include use and impact of cannabis on young people and vulnerable cohorts to explore links with exploitation, trauma and wellbeing.  Establish an analysts' forum involving police, health, and local authority services in order to progress this work.	A regular produced borough wide "emerging themes"/risk document produced and shared with partners (including schools) so that at a general level all practitioners are aware what's happening locally.  This will be used to drive the work of the CHEH.	LBS Community Safety & Partnerships	Jan-20	Sep-20	JSNA 1.6 SELR - 5
	11	The Council to work in partnership in support of whole settings approaches to raise awareness of mental health & wellbeing with young people, including the perceived stigma attached to this and how that affects their vulnerability to violence.  Ensure that where appropriate young victims of CHE are referred to CAHMS.	Support the Health and Wellbeing Board's pledge to treat 100% of children diagnosed with mental health conditions by 2022.  Support schools (including alternative provision) and school nursing to develop curriculum on mental wellbeing and early identification.  Coordination of council led interventions across children's settings (e.g. children's centres, schools, PRU etc).	LBS Childrens & Adults Commissioning/Public Health/Family Early Help	Apr-19	Mar-21	SSYVP - 6, 7 JSNA - 1.9 JSNA - 1.10 LVRU - Sup Vic 2
	12	Work with schools to embed a trauma-informed approach (e.g. attachment, regulation and competency) and Adverse Childhood Experience (ACE) awareness, which recognises that disruptive behaviour may be a manifestation of trauma, and clarify support available for those young people.  Increase the understanding within the council, CCG, and the community of the impact of ACEs and ways to improve family wellbeing.	Move towards inclusive schools/trauma informed services.  Improved understanding of impact of ACEs resulting in improved service provision and approach.	Family Early Help/Public Health	Jan-19	Mar-21	JSNA - 1.2 JSNA - 1,12
13	In-depth review to be undertaken on school exclusions, managed moves, home schooling and alternative provision and its impact on young people and violence and vulnerability.	New approach to school exclusions and alternative education provision.	LBS Family Early Help/Education	Jul-19	Mar-21	SSYVP - 1, 18 JSNA - 1.1, SELR - 9	

Theme	Action No	Actions	Outcomes	Lead organisation	Start date	End date	Recommendations
<b>TRANSFORMING LIVES</b> Working with statutory services, schools, young people, parents and carers and the community to improve health and wellbeing of young people, and their families	14	Equip parents, carers, siblings, friends, and peers with the information and skills to deal with the risks and effects of a range of exploitative crimes including serious youth violence, knife crime, and knife carrying. A time limited task and finish group to be set up to facilitate this work.	Positive parent support is vital - many parents do not have the capacity, resilience or skills to help their children resist pressure to become involved in gangs.	LBS Community Safety & Partnerships	Apr-19	Mar-21	SSYVP - 9 SELR - 8
	15	Review current offer of support available to parents and carers of children of all ages and their families in a range of settings.	Continue with Keeping Families Strong approach, ensuring sustainability and empowerment of families.  To include review of council victim/parents and carers support offer.	LBS Family Early Help/Community Safety & Partnerships	Apr-20	Dec-20	JSNA - 1.15 2.4, 2.9 SSYVP - 16
	16	Continue to deliver a wide range of activities to provide early intervention, prevent youth violence, and support those affected.  Continue to explore and take up opportunities to trial diversion programmes locally.	Public health approach instilling long term change, transforming lives.	LBS Youth Offending Service/Community Safety & Partnerships	Apr-19	Mar-21	JSNA - 2.1, 3.4
	17	Community led organisations and TRAs should be supported to make their resources and halls available for young people/services targeted at young people to use.	TRAs should be encouraged to take into account the diversity of their residents and seek to include young people in their activities.	LBS Communities	Apr-20	Dec-20	SSYVP - 17
	18	Develop a directory of VCS and statutory support services (including interventions) available across Southwark. To include services commissioned by schools and activities being delivered by TRS and housing associations.	Improved information sharing of resources available and accessibility of referrals. A more aligned approach which can help inform future commissioning decisions.	LBS Community Safety & Partnerships	Apr-20	Jun-20	SELR - 11 JSNA - 3.1 LVRU - Off Way 2
	19	Promote raising young people's aspirations through signposting to mentoring schemes and through the use of trusted role models for both males and females at risk of youth violence.	Recognise and reward young people for excellence, outside more conventional routes.	LBS Community Safety & Partnerships	Jan-20	Sep-20	SSYVP 10, 11
	20	Continue to support peer mentoring initiatives, particularly as part of rehabilitation.	Use of 'lived experience' as a tool for connecting with young people to change their lives around.	LBS Youth Offending Service	Apr-19	Sep-20	JSNA 2.10
	21	Local Safeguarding partners to ensure all young victims of CHE are referred to appropriate packages of support across both statutory and voluntary provision	Improved outcomes for victims of CHE.	All	Mar-20	Sep-20	LVRU - Sup Vic 1
	22	Support children in care and care leavers (critical transition point) through diversion and preventative work that is bespoke to the risk of them becoming involved in serious violence.	Support to most vulnerable young people opening up alternative positive pathways leading to long term health and wellbeing.	LBS Children's Services	Apr-19	Mar-20	JSNA - 1.14 LVRU - Prot Ed 5
23	Review support available to parents whose mental health needs do not meet the threshold for clinical support. To include parental health offers and pathways into support, including access to parental mental health and adult substance misuse services.	Improved health and wellbeing resulting in improved family environments.	LBS Public Health	Jan-20	Sep-20	JSNA 1.13	

<b>TRANSFORMING LIVES Working with statutory services, schools, young people, parents and carers and the community to improve health and wellbeing of young people, and their families</b>	24	Safeguarding training for all schools to be reviewed to ensure that it contains adequate information on county lines, violence and vulnerability.  As a minimum safeguarding plans to include knife crime and serious violence as per Ofsted guidance.  Ensure schools have clear safeguarding pathways and are able to identify and appropriately refer at-risk children.	Work to ensure that schools are safe places to learn that build young peoples resilience.  Ensure a common language around safeguarding is used by parents, schools, and services so that parents are able to identify when a child is at risk/vulnerable and to understand where and how to seek support.	LBS Education/Family Early Help	Jan-20	Sep-20	SELR - 6,7 SSYVP - 3 JSNA - 2.6, 2.7 LVRU - Prot Edu 1, 2
	25	London Trauma and A&E centres to provide safeguarding information to local partnerships and hence maximise opportunities for "teachable moments" and rapid service referral/support.	Timely offer of support, increasing chance of positive outcomes.	LBS Community Safety & Partnerships	Apr-20	Sep-20	LVRU - Sup Vic 3
	26	Continue to work with schools and school nursing to develop modern and relevant PSHE/RSE lessons that are inclusive of vulnerability, exploitation and of coercive relationships which promote healthy behaviours and support emotional awareness.  Continue to promote and improve uptake of Healthy Young People (HYP) within schools and youth settings to improve access for young people to substance misuse and sexual health support services.	Increasing awareness and building resilience of our young people, ensuring they are able to access support when needed.	LBS Education/Family Early Help	Apr-20	Mar-21	JSNA 1.4, 1.5, 1.15, 1.16, 1.17, 2.2, 2.3, 2.8
	27	An information resource pack for schools on county lines/violence/vulnerability should be produced and regularly updated. To include a clear referral flowchart and information on referral routes, services and the support on offer. A time limited task and finish group to be set up to facilitate this work.	Improved awareness of school personnel in recognising negative behaviours, resulting in more timely intervention and support offer to young people.	LBS Community Safety & Partnerships	Sep-19	Dec-20	SSYVP - 7
	28	Review what our schools currently offer to help children transition to secondary education and/or between mainstream and alternative provision.	Ensure every child that needs one has the offer of a support package to help them through what can be a difficult change.  Ensure strong links between young people's services and young people in alternative provision or being home-schooled.	LBS Family Early Help	Sep-19	Sep-20	SSYVP - 4 JSNA - 2.2, 2.5
	29	Work to minimise school exclusions and support young people back into education, employment and training.	Co-produce a charter on exclusions for schools, parents and young people/children to sign up to. Charter to include a commitment to: * for the council, police, schools to improve the collection and sharing of data relative to youth violence and other exploitative crime * to reduce exclusions and to work with the council, parents, police and young people to support every child at risk of exclusion * work with parents, schools and young people to improve the quality of alternative provision to ensure a supportive environment where every child is supported and can thrive	LBS Family Early Help	Sep-19	Sep-20	SSYVP - 2 LVRU - Prot Ed 3
	30	Lobby Government with other London Boroughs to recognise and support schools to work towards achieving zero exclusions.	System change in the use of exclusions which we know has a negative impact on long term outcomes for young people.	LBS Public Affairs	Apr-20	Mar-21	SSYVP - 5

Theme	Action No	Actions	Outcomes	Lead organisation	Start date	End date	Recommendations
<b>TARGETTING LAWBREAKERS Enforcement and criminal justice response</b>	31	Analysis to support targeted enforcement - Community Safety Strategic Assessment to include CHE (to be refreshed annually). To include review of ISTV data, social media intelligence, local drugs markets and analysis of local county lines, plus any other relevant local data sources.	Strategic Assessment and CHE local profile produced which drives operational work. Improved intelligence based deployment of prevention and enforcement resources.	LBS Community Safety Partnerships/MPS Southwark	Apr-20	Dec-20	LVRU - Tar Law 1 LVRU - Tar Law 2
	32	Police Activity Tracker to be maintained to record, monitor and review key police tactical interventions and activity.	Informed results analysis of 'what works'.	MPS Southwark	Apr-19	Dec-20	LVRU - Tar Law 3
	33	Develop a common enforcement toolkit including civil sanctions through housing providers, trading standards etc. This will inform a joint programme of action (weapon sweeps, knife crime test purchases) and provide community reassurance. A time limited task and finish group to be set up to discern current good practice and facilitate this work.	Production of a multi-agency enforcement tool kit, developed alongside a programme of partnership enforcement action.	LBS Regulatory Services/Community Safety/MPS	Aug-19	Sep-20	SELR 13 LVRU - Keep DWOS
	32	Facilitate community involvement where possible in use of partnership enforcement options such as community weapon sweeps. Facilitate involvement in Stop and Search - including the monitoring S60 by community representatives.	Holistic community approach recognising that CHE is 'everybody's business'.	LBS Regulatory Services/Community Safety & Partnerships/MPS Southwark	Apr-20	Sep-20	LVRU - Stan Com 3
	35	Use modern slavery legislation in order to make the exploitation of children and adults toxic to gangs.  The existing use of call ins to be developed to further this work and get the message out to those responsible, as should POCA to help deliver the message that crime does not pay.	Enforcement tactics to ensure that punitive action is taken against those responsible for overseeing the violence and exploitation.	LBS Regulatory Services/Community Safety/MPS Southwark	Jan-20	Sep-20	SELR 14
	36	Every opportunity to use Criminal Behaviour Orders with treatment conditions attached to 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. access to treatment); civil injunctions linked to tenancies and issuing community protection warnings.	LBS Regulatory Services/LBS Public Health	Jan-20	Sep-20	SELR 15
	37	Southwark Council to lobby Central Government for more funding to support community policing.	Southwark Council to hold the Police to account for improving the relationships with young people and the community to build trust and confidence.	LBS Public Affairs	Jan-20	Mar-21	SSYVP - 12, 14
	38	Pre-court and post conviction knife crime offenders to be provided with bespoke community sentence interventions.	Recognition that custody is not the most suitable place for rehabilitation for some offenders.	Southwark CRC and NPS	Sep-19	Sep-20	LVRU - Off Way 1

# COMMUNITY HARM AND EXPLOITATION REDUCTION PLAN 2020/21 - SUMMARY

