

saferbromley partnership

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London Borough of Bromley
18 September 2012

To: Members of the

saferbromley partnership

STRATEGIC GROUP

Councillor Tim Stevens J.P. (Chairman)
Stephanie Roberts, (Borough Police Commander) (Vice-Chairman)
Rob Clarke, (London Probation Service)
James Cleverly, (Police and Crime Committee, Greater London Authority)
Nigel Davies, (LBB Director, Environmental Services)
Clive Davison, (LBB Assistant Director, Public Protection)
Sarah Denton, (Mayor's Office for Policing and Crime)
Selene Grandison, (SE London Probation Service)
Andrew Holcombe, (Borough Commander, Fire Services)
Colin Maclean, (Community Links Bromley)
Ulanta Messeter, (Magistrates Court)
Paula Morrison, (Assistant Director, Public Health)
Colin Newman, (LBB Head of Community Safety)
Jo Oakley, (Deputy Borough Commander)
Howard Oldstein, (The Glades)
Doug Patterson, (LBB Chief Executive)
Lulu Pearce, (Ethnic Communities Programme Manager)
Tracy Pidgeon, (London Ambulance Service)
Gill Rose, (Federation of Bromley Housing Associations)
Jamie Rounph, (Affinity Sutton)
Paula Tucker, (UK Border Agency)
Non Voting Members: Councillor Reg Adams and Councillor Julian Benington

A meeting of the Safer Bromley Partnership Strategic Group will be held at Committee Rooms, Bromley Civic Centre on THURSDAY 27 SEPTEMBER 2012 at 10.00 am

A G E N D A

- 1 INTRODUCTIONS / APOLOGIES FOR ABSENCE
- 2 MINUTES OF LAST MEETING / MATTERS ARISING (Pages 3 - 12)
- 3 CHAIRMAN'S UPDATE (VERBAL UPDATE)

- 4 BOROUGH COMMANDER'S UPDATE (VERBAL UPDATE)**
- 5 PERFORMANCE MONITORING REPORT QUARTER 1 APRIL - JUNE 2012** (Pages 13 - 20)
- 6 RECOMMENDATIONS FROM TACKLING GANGS WORK** (Pages 21 - 54)
- 7 TACKLING TROUBLED FAMILIES PROGRAMME (VERBAL UPDATE)**
- 8 YOUTH ACTIVITY SUMMER PROGRAMME (VERBAL UPDATE)**
- 9 PAYBACK UPDATE (VERBAL UPDATE)**
- 10 SUPPORT GROUP UPDATES**
(Drug Action Team, Youth Offending Team, Bromley Community Engagement Forum, Arson Sub-Group and Operational Tasking) – (Verbal reports)
- 11 BROMLEY BOROUGH RESILIENCE FORUM - DRAFT TERMS OF REFERENCE** (Pages 55 - 56)
- 12 OPERATION MAQUINA (VERBAL UPDATE)**
- 13 COMMUNICATIONS UPDATE (VERBAL UPDATE)**
- 14 INFORMATION ITEMS**
 - a LONDON CRIME REDUCTION BOARD PARTNERSHIP ANTI GANGS STRATEGY** (Pages 57 - 84)
- 15 ANY OTHER BUSINESS**
- 16 DATE AND TIME OF NEXT MEETING**
10.00am, Thursday 13th December 2012
10.00am, Thursday 21st March 2013

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Agenda Item 2

SAFER BROMLEY PARTNERSHIP STRATEGIC GROUP

Minutes of the meeting held at 10.00 am on 28 June 2012

Present:

Councillor Tim Stevens J.P. (Chairman)

Councillor Julian Benington

Rob Clarke, (London Probation Service)

James Cleverly, (Police and Crime Committee, Greater London Authority)

Nigel Davies, (LBB Director, Environmental Services)

Clive Davison, (LBB Assistant Director, Public Protection)

Andrew Holcombe, (Borough Commander, Fire Services)

Colin Maclean, (Community Links Bromley)

Paula Morrison, (Assistant Director, Public Health)

Colin Newman, (LBB Head of Community Safety)

Jo Oakley, (Deputy Borough Commander)

Howard Oldstein, (The Glades)

Lulu Pearce, (Ethnic Communities Programme Manager)

Tracy Pidgeon, (London Ambulance Service)

Also Present:

Asfa Davey, (Mayor's Office for Policing and Crime)

Amanda Evans, (Bromley Community Engagement Forum)

Pratheepan Jeyapragasam, (Community Safety)

Ruksana Mannan, (LBB Project Officer)

Ian Smith, (Bromley Community Engagement Forum)

Elayne Stewart, (Youth Offending Team)

Kay Weiss, (LBB Assistant Director: Safeguarding and Social Care)

1	CONFIRMATION OF CHAIRMAN 2012/13	Action
	Councillor Tim Stevens was confirmed as the Chairman of Safer Bromley Partnership.	
2	INTRODUCTIONS / APOLOGIES FOR ABSENCE	Action
	Apologies were received from Sarah Denton (Mayor's Office for Policing and Crime), Conal Percy (London Ambulance Service), Gill Rose (Federation of Bromley Housing Associations) and Jamie Rounph (Affinity Sutton).	
3	MINUTES OF LAST MEETING / MATTERS ARISING	Action
	The notes of the last meeting held on 8 th March 2012 were received. It was AGREED that the minutes be approved.	

4	<p>CHAIRMAN'S UPDATE</p> <p>The Chairman thanked the members of the Partnership for their hard work in 2011/12 and looked forward to the new municipal year. The Chairman was pleased to announce that the summer programme of youth diversion activities had been launched on 23rd June 2012, and highlighted the wide range of activities that would be delivered across the Borough over the next 6 weeks.</p> <p>The Chairman also confirmed that he and the Leader of the Council would be meeting with James Cleverly, London Assembly Member for Bromley and Bexley and the Deputy Mayor for Policing in July 2012 to discuss policing issues for Bromley, and invited members of the Partnership to provide their questions to him.</p> <p>The Commissioner of the Metropolitan Police Service would be hosting an additional event for residents of Bromley and Bexley in January 2013 in the Council Chamber at Bromley Civic Centre. This would provide an opportunity for both residents and partners to talk to the Commissioner, listen to his vision for London and question him on policing across the two Boroughs.</p> <p>It was AGREED that the update be noted.</p>	<p>Action</p> <p>All Partners</p>
5	<p>BOROUGH COMMANDER UPDATE</p> <p>The Deputy Borough Commander confirmed that crime had been reduced across a wide range of offences over the last quarter. Gun crime had seen a slight increase, however this represented only a small number of offences. Burglary remained an issue in the Borough and continued to be targeted as a priority with a number of arrests being made.</p> <p>In response to a question from the Chairman, the Deputy Borough Commander confirmed that a new Local Policing Model would be introduced following the 2012 Olympics. A number of probationary Police Officers would be joining Safer Neighbourhood Teams and Response Teams in the Borough shortly, allowing more experienced officers from Response Teams to move into Safer Neighbourhood Teams. Police numbers had also been secured for the period of the 2012 Olympics; no officer would be allowed to take annual leave for the period of the games, and Olympic shift patterns would be introduced for a 12 week period. The number of court dates during this time had also been reduced and the impact of the 2012 Olympics on policing levels on the Borough would be minimal.</p> <p>It was AGREED that the update be noted.</p>	<p>Action</p>
6	<p>PERFORMANCE MANAGEMENT REPORT (FULL YEAR - 2011-2012)</p> <p>Consideration was given to the performance monitoring report for</p>	<p>Action</p>

	<p>2011/12 which reported progress against 4 key indicators. Overall significant progress had been made in relation to reducing crime and disorder in Bromley over the past 5 years.</p> <p>Performance Indicator 1: Reduction in Number of Violent Crimes showed that offences related to Violent Crimes represented 20% of the Total Notifiable Offences in Q4, with a reduction of 76 offences compared to the same period in 2010/11.</p> <p>Performance Indicator 2: Reduction in Numbers of Property Crimes within Bromley showed that offences related to property crimes represented 67% of the Total Notifiable Offences in Q4, with an increase of 33 offences compared to the same period last year. This included a decrease in robberies by 15%, theft and handling by 6% and criminal damages by 11%. There had been a 32% increase in burglaries, which was reflected at the national level, but this had been targeted and the number of burglary offences had significantly reduced in the last quarter.</p> <p>Progress against Performance Indicator 3: Reduction in Levels of Recorded Anti-Social Behaviour showed a reduction of 1080 incidents of Anti-Social Behaviour reported compared to the same period in 2010/11, which represented a 22% reduction.</p> <p>Performance Indicator 4: Increased Confidence in the Fact that Bromley is a Safe Place showed an increase of 24% in respondents who agreed with the indicator 'To what extent do you agree that the police and local council are dealing with the ASB and crime issues that matter in this area' compared with the same period in 2010/11, although this had reduced from the previous quarter.</p> <p>The Chairman highlighted the need for a strong message to be sent to communities underlining the fact that Bromley was a safe place to live and work. There was potential to target communications to those groups who were most concerned about safety, such as older people. Messages could also be delivered to communities through a range of channels, including community projects, the Glades Shopping Centre, the Health Service and Bromley Community Engagement Forum, and this would be spearheaded by the Communications Group of the Partnership.</p> <p>It was AGREED that the Performance Management Report for 2011/12 be endorsed.</p>	SC
7	<p>PERFORMANCE TARGETS 2012/2013</p> <p>Consideration was given to a report outlining proposals for performance monitoring targets for 2012/13. The proposed targets comprised:</p> <ul style="list-style-type: none"> • Reduction in number of violent crimes within Bromley by 2% • Reduction in number of property crimes within Bromley by 2% • Reduction in levels of recorded Anti Social Behaviour by 10% • Increase confidence that Bromley is a safe place (<i>Question</i> 	Action

	<p>74AB) to 55%</p> <p>In considering the proposed targets, it was agreed to include a sub-target to measure the reduction in levels of repeated recorded Anti Social Behaviour. The Deputy Borough Commander highlighted that a 10% reduction in the levels of recorded Anti Social Behaviour was a challenging target, and this would be revisited at the next meeting of the Partnership.</p> <p>It was AGREED that the proposed performance monitoring targets for 2012/13 be adopted.</p>	CN/PJ
8	<p>A MULTI-AGENCY APPROACH TO TACKLING GANGS IN BROMLEY</p>	Action
	<p>Ruksana Mannan, LBB Project Officer gave a presentation outlining work undertaken to assess the impact of gangs and gang membership on the Borough, with a view to delivering a cross-agency response to identify and minimise any negative consequences of gang membership and activity within the Borough. Currently there were no gangs in Bromley as defined by the Metropolitan Police Service, however some neighbouring boroughs were affected by gang activity and it was important to ensure that Bromley worked proactively to ensure that gang activity did not move into the Borough and that the activities of existing peer groups did not escalate.</p> <p>Intervention for young people involved in gang activities was a mix of preventative, diversionary and enforcement activities, and Members noted that partners offered a wide range of prevention activities across the Borough, including the Junior Citizen, LIFE and Impact Factor Initiatives. Diversionary activities were also provided, including mentoring, triage and the Pupil Referral Unit, and enforcement was delivered through such tools as Anti Social Behaviour Orders, Dispersal Zones and Behaviour Contracts.</p> <p>Elayne Stewart advised Members of the Partnership that ex-gang members were relocated to the Borough where appropriate, and that the Youth Offending Team undertook an annual mapping exercise which might provide useful intelligence around gang activity. Paula Morrison highlighted the network that had been set up during the public disorder experienced in Bromley in August 2011, which might also be useful in gathering intelligence from partners to support the development of any strategy.</p> <p>The Assistant Director (Safeguarding and Social Care) noted that only 45 of the 800 named families identified as part of the Tackling Troubled Families programme had anti-social behaviour issues and only a small number of these had any links with gang membership. Early intervention would be key to ensuring young people did not become involved in gang activities. It was also important to identify how neighbouring boroughs were addressing gang activity and whether there were identifiable 'pinch-points' that made young</p>	

	<p>people more susceptible to involvement with gangs. Howard Oldstein underlined the need to ensure there was a police presence in Bromley Town Centre to reassure traders. The Deputy Borough Commander confirmed that there was always a police presence in this area.</p> <p>It was AGREED that:</p> <ol style="list-style-type: none"> 1) Comments on the draft assessment by Members of the Partnership be noted; 2) Additional information or sources of information identified by Members of the Partnership be noted; and, 3) Members provide any additional information as requested to facilitate the next stage of work to identify appropriate interventions that can be delivered to resist the development of gang activity within the Borough; and, 4) A further update be provided to the next meeting of the Partnership. 	<p>All Partners</p> <p>RM</p>
9	<p>TACKLING TROUBLED FAMILIES PROGRAMME</p> <p>Consideration was given to an update on the Tackling Troubled Families Programme. This cross-Government programme would make £448m available over 3 years to support local authorities and partners agencies to target ‘troubled families’. Government funding would need to be match-funded by local authorities and would follow a Payment by Results model where the Government would pay up to 40% of local authorities’ costs where families were supported successfully.</p> <p>An expression of interest had been submitted by the Local Authority with regards to the new programme, and the Assistant Director (Safeguarding and Care Services) confirmed that the Council had been successful in attracting £450k funding for 3 years, of which 80% of the first year’s funding would be provided up front, with a further sum provided up front for Year 2. £100k had also been awarded to fund Coordinator fees for the scheme. 800 named families had been identified as potential beneficiaries of the scheme and key partners were being invited to put forward business cases for funding.</p> <p>It was AGREED that the update be noted and that a further update be provided to the next meeting of the Partnership.</p>	<p>Action</p> <p>KW</p>

10	ARSON REDUCTION STRATEGY BROMLEY BOROUGH 2012	Action
	<p>Consideration was given to the Borough's Arson Reduction Strategy 2012 which aimed to continue to reduce the number of deliberate fires across the Borough.</p> <p>Andy Holcombe outlined a range of measures to support a reduction in arson across the Borough. This include the continuation of visual audits by the Borough's five front line fire engines, which would conduct a total of 120 visits a quarter, focusing on areas with increased arson activity. Where possible arson targets were identified, notification would be provided to the Borough's Community Safety Officers who would review what action needed to be taken in partnership with other agencies to reduce the likelihood of further deliberate fires on the same site. The Arson Sub Group also met on a quarterly basis to review previous incidents of arson and the actions taken by partners to respond to these incidents.</p> <p>A programme of preventative work had been developed which included the delivery of 3 LIFE courses during 2012/13. A total of 51 places were available for young people nominated by the Youth Offending Team to attend the course, which was specifically designed to stop young adults from engaging in anti-social behaviour including arson. At the end of the course young people were given a passing out parade to which their parents and carers were invited, and were referred to the Bromley Mentoring Scheme. Members highlighted the importance of engaging with the parents and carers of these young people to build on the positive progress made during the course. The Assistant Director (Safeguarding and Social Care) suggested that a parenting programme could be delivered to these parents as part of Tackling Troubled Families initiative. There was also potential to ensure the LIFE programme linked in with activities delivered by other partners. It was noted that the Life programme was not suitable for all, and Elayne Stewart confirmed that the Youth Offending Team delivered intervention in a different way where appropriate. James Cleverly underlined the need to develop a long term sustainable funding model for the LIFE scheme, which might include private funding. In his new role as Chairman of the London Fire Emergency and Planning Board, there was also potential to build on provision at a pan-London level.</p> <p>Following successful delivery of a new programme, 'Impact Factor' at Charles Darwin School which had included workshops on fire, drug and alcohol, guns and knives and theft, ten further Impact Factor days would also be delivered to Years 8 and 9 in those Secondary Schools identified as being of the highest priority to stop young people engaging in antisocial behaviour.</p> <p>Councillor Julian Benington noted that some deliberate fires could be linked to insurance claims. The Deputy Borough Commander confirmed that these cases were investigated by the Police.</p>	

	It was AGREED that the Bromley Arson Reduction Strategy 2012 be endorsed.	
11	PUTTING VICTIMS FIRST - MORE EFFECTIVE RESPONSES TO ANTI-SOCIAL BEHAVIOUR	Action
	<p>Consideration was given to a report outlining the White Paper, "Putting Victims First – More Effective Responses to Anti-Social Behaviour", which set out proposals to change legislation and improve the range of tools that police and other agencies had to tackle anti-social behaviour.</p> <p>It was AGREED that:</p> <p style="padding-left: 40px;">1) A review be undertaken by the Head of Community Safety to assess current delivery mechanisms for reducing the levels and impact of anti-social behaviour in the Borough; and</p> <p style="padding-left: 40px;">2) Further consideration of this item be referred to the next meeting of the Partnership.</p>	<p>CN</p> <p>All Partners</p>
12	PAYBACK - PROBATION UPDATE	Action
	<p>Rob Clarke, London Probation Service, provided an update on the tendering of contracts for the Community Payback Programme and confirmed that London Probation Trust had tendered for the contract to deliver community service across London in partnership with Serco. The outcome of the bidding process would be announced on 12th July 2012. It was proposed that programmes of community service would be more intensive in future, with the expectation that offenders would work more frequently and up to 4 days per week where appropriate. Community sentences would also begin immediately.</p> <p>It was AGREED that the update be noted and that a further update be provided to the next meeting of the Partnership.</p>	RC
13	REPORTS FROM SUB-GROUPS	Action
	<p><u>Drug Action Team</u> – The Chairman led the Partnership in conveying thanks to Dave Prebble for his excellent work as part of the Partnership and wished him well in his retirement. The Head of Community Safety confirmed that adult drug treatment services had been re-tendered and were now being delivered by a single organisation. There had been concerns raised in relation to performance against National Drug Treatment Agency targets and these were being considered.</p>	

	<p><u>Youth Offending Team</u> – No update was provided.</p> <p><u>Bromley Community Engagement Forum</u> – Amanda Evans confirmed that a community outreach day would be held on 6th July 2012 outside Orpington Station. Representatives of British Transport Police and Safer Transport Teams would be attending, and partners were invited to get involved. The annual general meeting of the Bromley Community Engagement Forum would be at 7.00pm on 11th July 2012 at Bromley Town Football Club.</p> <p><u>Arson Sub Group</u> – No update was provided.</p> <p><u>Operational Tasking</u> – The Deputy Borough Commander confirmed that 2 people had now been charged in connection with the murder of James Durkin in Orpington. A 29 year old man had also been jailed for 4 years after a string of Iphone robberies in Bromley Town Centre. A number of operations were currently targeting drugs offences and included the recent seizure of 500 cannabis plants in the Locksbottom area and a number of arrests for the possession and supply of drugs. Operation Condor continued to target illegal licensing issues and burglary also remained a priority.</p>	All Partners
14	<p>MAYOR'S OFFICE FOR POLICING AND CRIME GRANT 2012/2013</p> <p>Consideration was given to a report providing Members of the Partnership with details of the arrangements for provision of the Community Safety Fund for 2012/13, which confirmed that a total sum of £140,753 had been allocated.</p> <p>It was AGREED that the update be noted.</p>	Action
15	<p>COMMUNICATIONS UPDATE</p> <p>This item was deferred to the next meeting of the Partnership.</p>	Action
16	<p>INFORMATION ITEMS</p> <p>(a) The LBB Public Protection and Safety Portfolio Plan 2012/13 would be considered at the next meeting of the Partnership.</p> <p>(b) The News Shopper Safer Bromley Partnership 'Wrap' had been circulated for information and was noted.</p> <p>(c) The BCEF Youth Outreach Day report was introduced. The Youth Conference had been held on 23rd March 2012 at the Education Development and 72 students from 12 Secondary Schools across the Borough had attended. Workshops on Mutual Respect, Cyber Bullying and Alcohol Awareness had</p>	Action

	<p>been held, and Victim Support was now working with one school following the identification of Peer Pressure as an issue.</p> <p>(d) The Borough Commanders Newsletter for June 2012 had been circulated for information and was noted.</p>	
17	ANY OTHER BUSINESS	Action
	There was no other business.	
18	DATE AND TIME OF NEXT MEETING	Action
	<p>All meetings start at 10.00am unless otherwise notified.</p> <p>Thursday 27th September 2012 Thursday 13th December 2011 Thursday 21st March 2013</p>	

The Meeting ended at 12.16 pm

Chairman

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Meeting:	Safer Bromley Partnership Strategic Group
Date:	27 September 2012
Subject:	Performance Review 2011/2012
Author:	Pratheepan Jeyapragasam, Crime Analyst pratheeapan.jeyapragasam@bromley.gov.uk

1 SUMMARY

1.1 This report is presented in order to update the Safer Bromley Partnership on the performance achieved against the targets set in the last year Community Safety plan 2012/13. The report provides the latest performance monitoring data to 30th June 2012 (Quarter 1).

2 RECOMMENDATION

2.1 The Strategic Group is asked to:

- Note and comment on the performance information contained within the report.

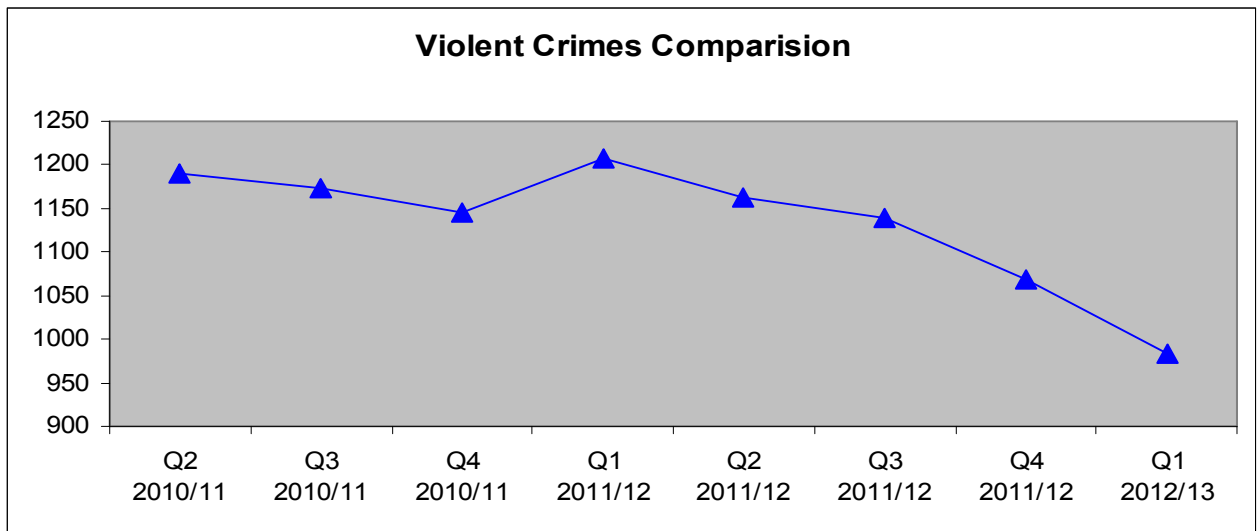
3 BACKGROUND INFORMATION

3.1 This report provides an update of performance at the end of Quarter 1 in the delivery year 2012/2013. The performance picture across the range of Partnership activity continues to be healthy.

3.2 A summary of the “portfolio” of offences and Anti Social Behaviour that are included within these overarching targets is provided at Appendix 1. Reporting on individual crime types and detail of individual operations will only be made as a routine if achievement against set targets is not being made or, in some cases, where the measurable rates of individual offences or types of offending are significantly different from expected trends and predicted patterns etc. The management of these operational level issues will be dealt with outside of the Strategic Group at the combined Police/Partnership Tactical Tasking and Coordination Group chaired by the Borough Police Superintendent.

Performance Indicator 1- Reduction in Numbers of Violent Crimes Within Bromley

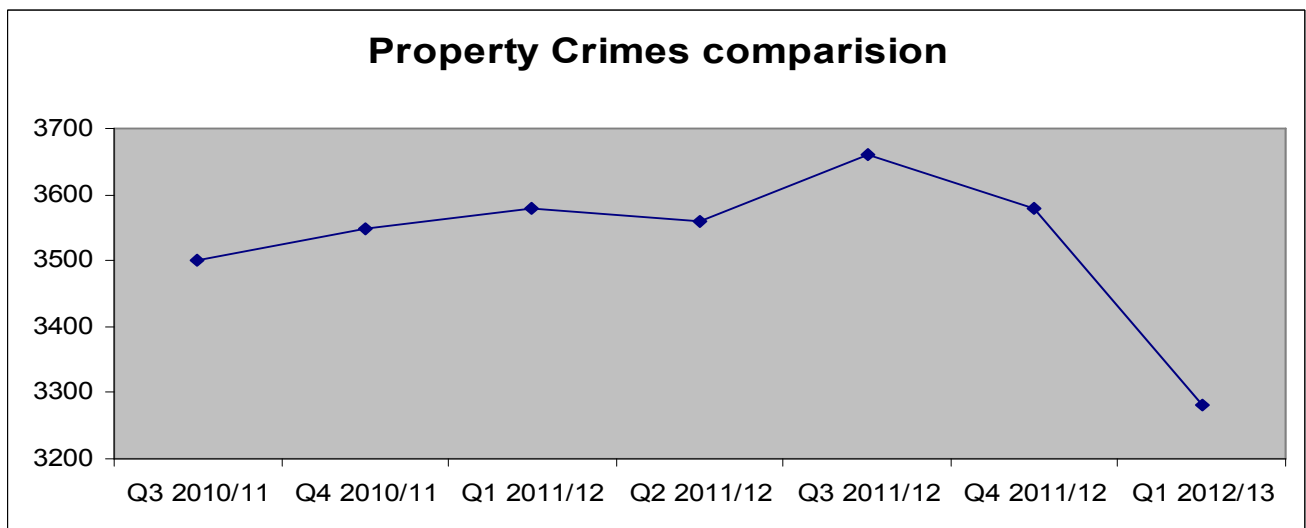
3.3 Offences related to Violent Crimes represent 20% (983) of the Total Notifiable Offences in the period of Quarter 1 this year. The chart overleaf provides more detail.



3.4 During the period April to June 2012 there were 983 Total Violent Offences reported to the Police. This represented a reduction of 224 (↓ 19%) offences compared with the same period previous year this includes a reduction of 52 Harassment offences and 159 Assault with Injury offences.

Performance Indicator 2- Reduction in Numbers of Property Crimes Within Bromley

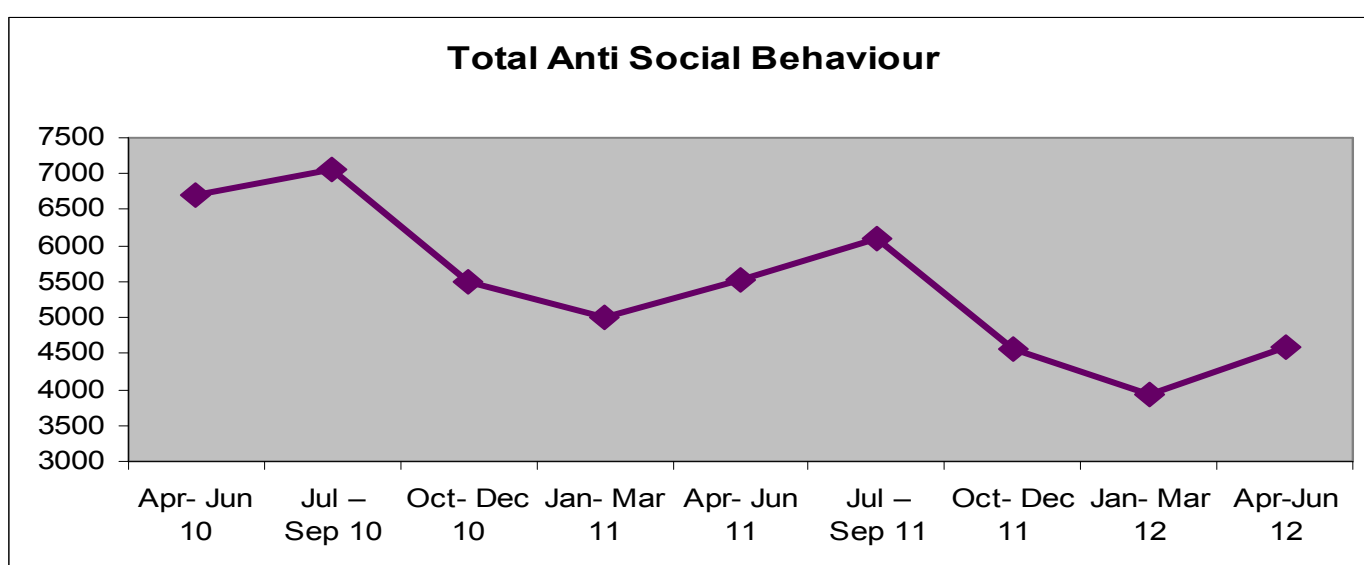
3.5 Total offences to property Crimes represent 67% of the Total Notifiable Offences in the period of Quarter 1 this year.



3.6 During the April-June period of 2012 there were 3,580 Total Property related Offences reported to the Police, this represented a decrease of 298 (↓8%) offences compared with the same period previous year.

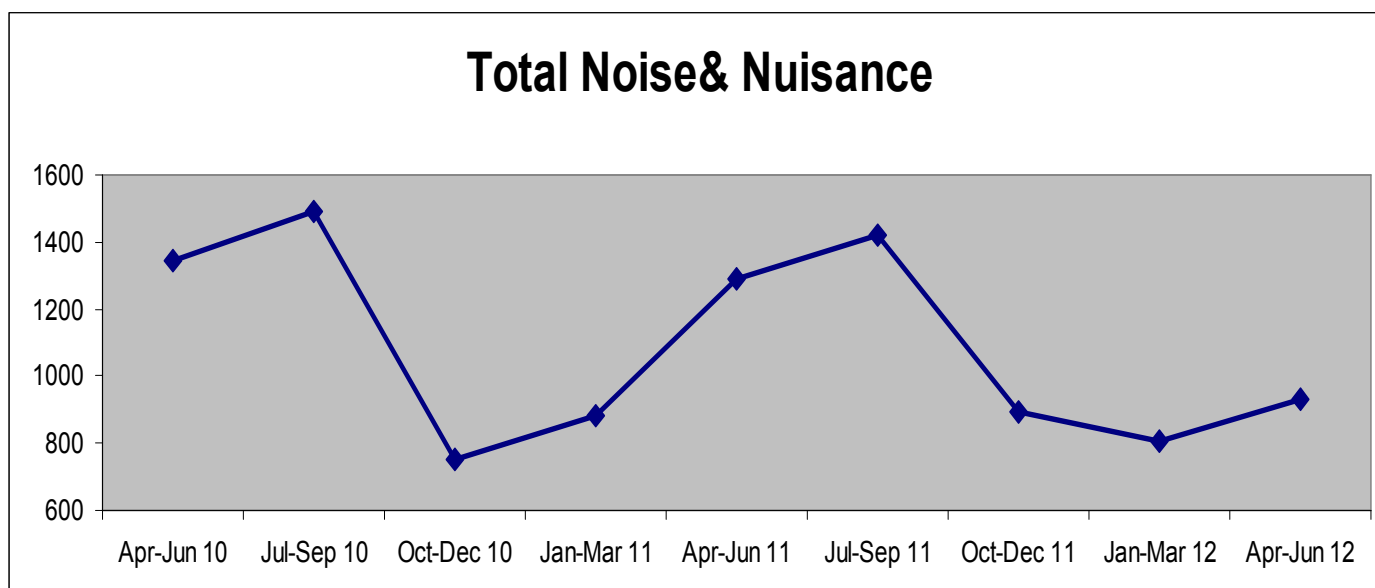
3.7 During this reporting period, the Borough had experienced 834 Burglaries, 126 Robberies, 1,787 Theft & Handling and 534 Criminal Damages. Whilst the reduction in levels of overall property crime are positive, it should be noted that, compared with the same period in the previous year, Burglaries were increased by 17% (122 offences). Whilst this level of Burglary remains a concern and focus for tasking, in relation to Robberies, Theft & Handling and Criminal Damage, all these offences are decreased. They were decreased by 33% (61 offences), 10% (205 offences) and 22% (154 offences) respectively.

Performance Indicator 3 Reduction in Levels of Recorded Anti Social Behaviour

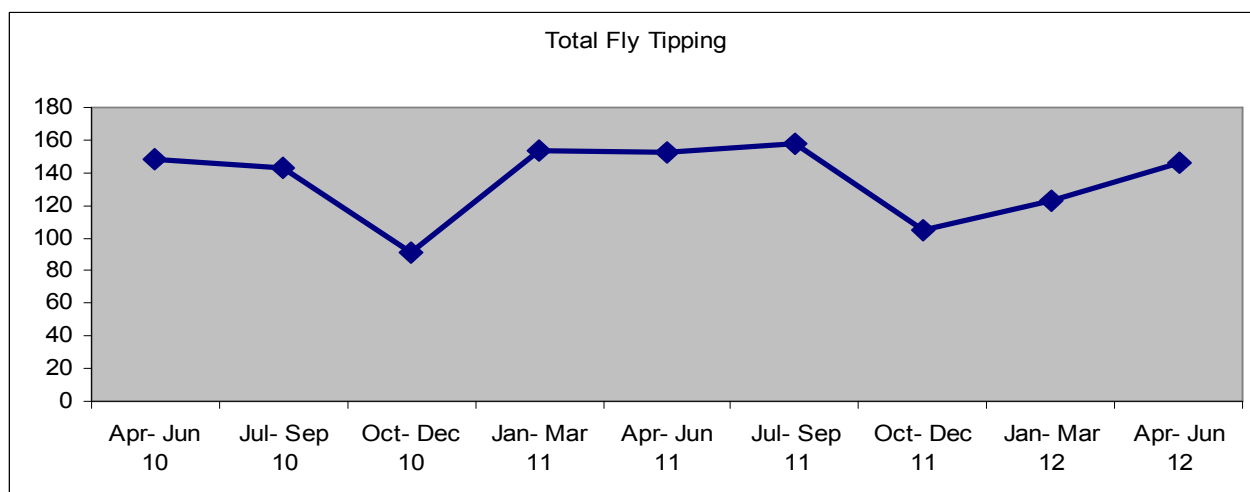


	Apr- Jun 11	Jul – Sep 11	Oct- Dec 11	Jan- Mar 12	Apr- Jun 11
Noise & Nuisance	1290	1418	891	809	931
Graffiti	945	1190	961	581	1108
Fly Tipping Investigation	153	158	105	123	146
ASB to Council	181	111	116	134	108
ASB to Police	2965	3223	2497	2276	2291
Total ABS	5534	6100	4570	3923	4584

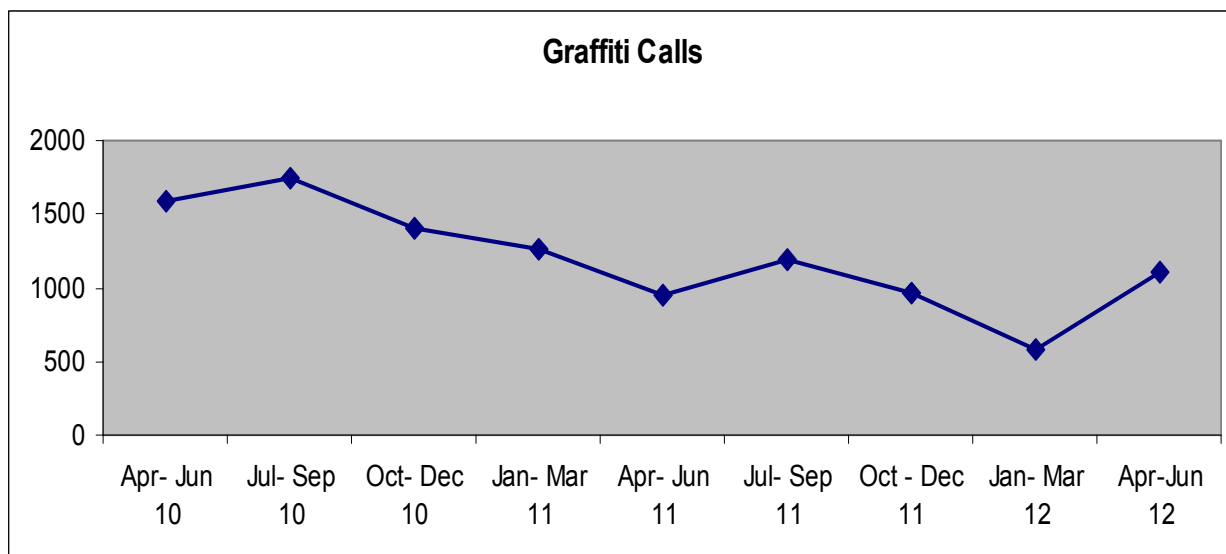
3.8 During the reporting period, the Borough has experienced a reduction of 950 (17%) incidents of ASB reported when compared with the same period last year.



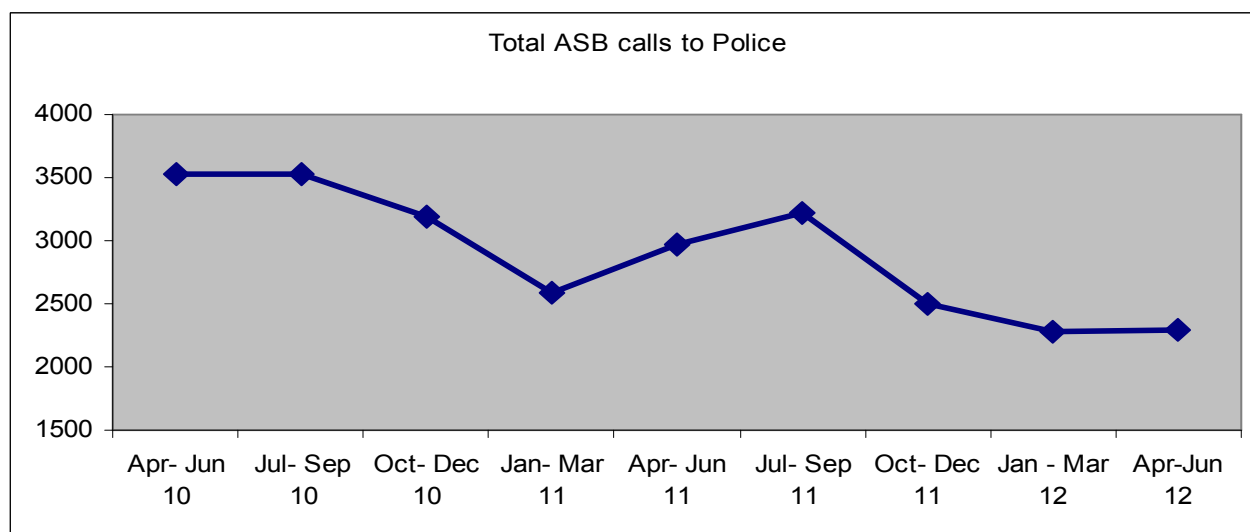
3.9 As can be seen from the figure above, during the reporting period (April – June 2012), the Borough has experienced a reduction of 359 (28%) incidents of Noise and Nuisance ASB reported when compared with the same period last year. This includes a reduction of 175 Domestic Noise and 122 Noise incidents.



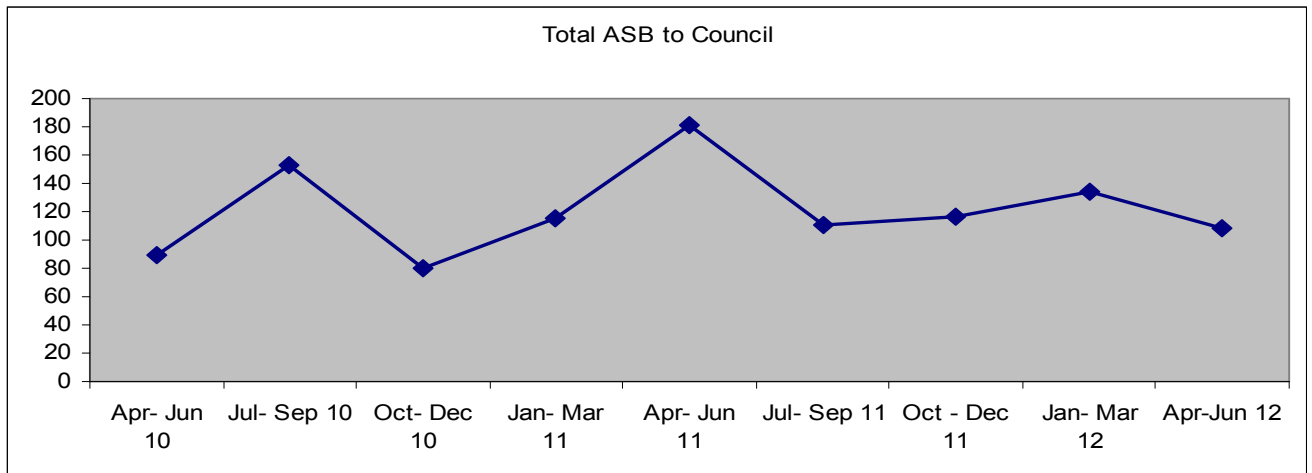
3.10 As can be seen from the figure above, during the reporting period, the Borough has experienced a reduction of 7 incidents of Fly Tipping ASB reported when compared with the same period last year.



3.11 As can be seen from the figure above, during the reporting period, the Borough has experienced an increased of 163 incidents of Graffiti ASB reported when compared with the same period last year.



3.12 During this reporting period it is noted that there was a reduction of 674 incidents reported to police regarding ASB compared with the same period last year.



3.13 During April - June 2012 the Borough has experienced a reduction of 73 incidents of ASB reported when compared with the same period last year.

Performance Indicator 4 Increased Confidence in the Fact that Bromley is a Safe Place

3.14 In relation to this performance indicator, it is noted that April to June 2012 data has not been published at this stage.

APPENDIX 1

Performance Indicator Portfolios:

Violence Portfolio	
Offences	Supporting Measures
Violence with Injury	Domestic Violence
Common Assault	Domestic Violence Sanction Detection Rate
Harassment	Domestic Violence Arrest Rate
Threats/ Conspiracy to Kill	Serious Youth Violence
Blackmail	Knife Enabled Crime
Kidnapping/ False Imprisonment	Knife Enabled Crime Sanctioned Det. Rate
	Gun Crime
	Gun Crime Sanctioned Det. Rate
	Most Serious Violence
	Most Serious Violence Sanctioned Det. Rate

Property Portfolio
Offences:
Personal Robbery
Commercial Robbery
Total Robbery
Residential Burglary
Non-Residential Burglary
Theft/Taking Motor Vehicles
Theft From Motor Vehicles
Theft From Shops
Theft From Person
Theft of Pedal Cycles
Other Theft
Criminal Damage

Anti Social Behaviour Portfolio
ASB:
Noise & Nuisance
ASB to Council
Fly Tipping
ASB to Police
Graffiti

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Meeting:	Safer Bromley Partnership Strategic Group
Date:	27 September 2012
Subject:	Recommendations From Tackling Gangs Work
Author:	Colin Newman, Head of Community Safety colin.newman@bromley.gov.uk

1 SUMMARY

- 1.1 This report summarises the findings from the Gangs Review. It follows on from the previous Safer Bromley Partnership meeting where the current position of gangs in Bromley was presented and discussed. This report goes on to present the key issues and recommendations and includes an action plan for implementing the proposed changes.

2 RECOMMENDATION

The Strategic Group is asked to

- Note the draft summary of the Gangs Review
- Agree the proposed short term recommendations

3 BACKGROUND INFORMATION

- 3.1 The purpose of the Gangs Review was to undertake an assessment of the impact of gangs and gang membership on the borough in order to identify a cross-departmental response to minimise negative consequences. The report was compiled over several months using a multi-agency approach, working with the Metropolitan Police Service, The London Fire Brigade, various voluntary sector organisations, the Safer Bromley Partnership, Safer Neighbourhood Panels and teams from the London Borough of Bromley that include Community Safety, Housing, Youth Offending Team (YOT), Children's Social Care, Troubled Families, Behavioural Services, Youth Services, Probation and the Targeted Youth Support Programme. Research was also undertaken with other local authorities to understand how they were tackling problems in their areas and how to address cross border issues.
- 3.2 The attached executive summary presents the current cross partnership, multi-agency responses to gang related issues, highlights key issues that need to be addressed to effectively tackle gangs and gang affiliation, and proposes recommendations that draw on new and existing preventative, diversionary and best-practice activities.



**A Multi-Agency Approach to
Tackling Gangs in Bromley
- Summary Report**

**By
Ruksana Mannan
September 2012**

Executive Summary

The purpose of this document is to undertake an assessment of the impact of gangs and gang membership on the borough in order to identify a cross-departmental response to minimise negative consequences.

Part 1: Current Position Statement

This section examines the current situation in Bromley in relation to not only gangs but also peer groups, neighbouring gangs, those relocating to the borough and those who are vulnerable to joining a gang. It begins by first defining gangs using the Metropolitan Police definition and highlights the characteristics of gang culture, the reasons for joining and the typical gang member profile. The section also explores risk factors such as unemployment, deprivation, social housing, and demographics of the borough to see whether Bromley has a high or low risk of gang activity developing. The findings are summarised below:

- Police intelligence reports that currently there are no gangs as defined by the Metropolitan Police operating in Bromley
- Intelligence reports state that former Albanian gang OTR are no longer operating as a street gang and instead are operating as an organised criminal network to supply drugs and commit robberies
- Penge Block is no longer considered to be an operational street gang although youths will still come together en masse if they feel that one of their own or their territory is being threatened
- Squeeze Section has emerged from the break up of Penge Block and has alliances with gang members in Lambeth. This is the only gang with a threat to the borough, however, this threat is not thought to be significant as they mainly offend in other boroughs
- Gangs from neighbouring boroughs are not coming to the borough to cause trouble out of (misguided) fear of the Penge Block gang
- Bromley youths are more likely to be affiliated with gangs in neighbouring boroughs and offend outside the borough
- There is a risk that gang members relocated to the borough who have gang affiliations could bring those links with them which could create problems
- There are youths creating anti-social behaviour in the Crays, Biggin Hill, Chislehurst and more recently Orpington High Street
- There are over 800 families that meet the Troubled Families criteria but only 56 families have been identified with any anti-social behaviour challenges and a very small number of those have youths involved in gangs
- Risk factors for the emergence of gangs into the borough are low but there are areas in the north of the borough that have specific characteristics that could fuel the emergence of gangs

Part 2: Interventions

There are three types of interventions that can be used to tackle gangs and gang activity:

1. Prevention – universal approach
2. Diversionary – targeted approach
3. Enforcement – highly targeted approach

These can be provided through a range of agencies and activities. For a list of current partnership interventions please see **Appendix 2**.

In Bromley there are a number of preventative measures and enforcement but the focus needs to be more on diversionary interventions. There are numerous case studies of successful interventions in other boroughs to draw on around mentoring, conflict mediation, providing one to one support, providing education, training and employment advice, supporting families, counselling, self development, and offering youth programmes for film, sports or music. These can be found in **Appendix 3** and a list of useful gang related organisations and charities can be found in **Appendix 4**.

Part 3: Key Issues and Recommendations

Key Issues

The section looks at the issues that need to be addressed in order to provide an effective way to tackle gangs

1. Partnership Working, Intelligence and Information Sharing

The council needs to work closely with partners in the Safer Bromley Partnership (police and other partners) to ensure that the approach to gangs and serious youth violence spans across all involved agencies and partners. Partnership working is essential for effective multi-agency intelligence and there needs to be information sharing systems in place that are current and maintained to identify individuals and families who will most benefit from targeted interventions.

- Although there are a number of multi-agency panels set up (see Appendix 1 for details) to discuss cases and interventions, there is no specific arena for gangs to be discussed or reported on.
- Not all departments or agencies are aware of all the work programmes / interventions undertaken by each other which lead to referrals not being correctly being passed on and consequently ownership of actions not being taken.
- Information sharing amongst partnership agencies does not seem co-ordinated or holistic. Therefore some agencies may have information but not know who to pass it on to and consequently, valuable intelligence is lost.
- There is no Information Sharing Agreement (ISA) in place with the Princess Royal University Hospital regarding patients presenting stab/gun wounds. Although these types of wounds are reported to the police, it is not shared with the local authority. It is difficult to obtain data on the number of stab victims or where they come from,

particularly if victims do not wish to report the crime to the police. There is no SPOC in place for medical staff to contact to refer the patient to the right services and receive help on leaving gangs if they are in one.

- There is no framework for sharing cross border information and practical advice with neighbouring boroughs. Consequently gang members living in Bromley but operating in other boroughs are not brought to the attention of partnership agencies.
- When a gang member relocates from their home borough into Bromley there is no obligation for the original YOT team to notify the Bromley YOT if the person is not under an Order. Consequently, the person would not come to notice until they offend by which time their situation may be very different to when they first arrived. There is a new initiative, "Safe and Secure", which is cross borough resettlement protocol in place for those at risk of serious gang-related violence to prevent this from happening but for those who do not meet the criteria and still relocate here there needs to be a proper handover process with details of a specific point of contact provided to all the boroughs.
- Schools are a good source of intelligence and are able to identify those who are at risk or who are involved in gang activity. However they do not always tell anyone in the local authority or know who to contact particularly with the removal of Safer Schools Officers and a number of schools turning to academies.
- Underreporting is a serious problem as it prevents the true extent of any gang activity from being known. People fear reprisals or simply do not know how what the procedure is. Youths need to know how to report gang activity in a confidential and non time-consuming manner.

2. Identification of Gang Nominals and Gang Involvement

In order to safeguard those at risk, people working with children need to be able to identify who they are and recognise the signs of potential gang involvement.

- Currently there are less than ten gang nominals identified by the police but anecdotally it is clear that there are more out there. There needs to be a mapping exercise and more intelligence from front line youth workers and other agencies both in the borough and in neighbouring boroughs to build a truer picture.
- There is no framework for professionals or anyone who comes into contact with children e.g. housing associations, schools, etc. to identify risk factors of risk and related thresholds.

3. Safeguarding

Gang activity affects the safety and well-being of those involved, as well as the safety of their families and communities, therefore support needs to be focused not only on those directly involved with serious youth violence, but also those who are displaying behaviour which indicate that they will be involved in the future, e.g. children, siblings and girlfriends of gang members.

- There is not always a holistic approach taken around the family. The YOT are there to deal with the criminogenic aspects of young offenders but this cannot always be successfully addressed without also tackling other social and welfare issues within the family, which requires a multi-agency approach. Younger siblings may be at risk of joining a gang but often they will not meet the criteria for social care. They need to be referred to the Targeted Youth Support Services but the numbers of referrals here are quite low.
- There is not much focus on victims of gang-related violence to engage with them to prevent them from retaliation and offending. More work could be done on mental health as there is a long waiting list for the service, and also bereavement counselling as many clients have experienced bereavement in their lives

4. Prevention

Bromley has a relatively good level of engagement with young people at risk of becoming involved in gangs through targeted activity and consultation via schools, voluntary and community sector organisations. However, the effectiveness of these programmes is difficult to determine as it requires long term evaluation.

Early intervention is integral to preventing youths from offending and this area is relatively weak as the majority of offenders within the YOT have been known to a variety of services in Bromley by the time they enter the criminal justice system. If action was taken earlier it could prevent them from offending and joining gangs.

5. Early Intervention

There are a lot of youth services and activities provided within the borough but the take up of these programmes are not always by those deemed as 'hard to reach' who would benefit the most from them. Partnership agencies could do more to promote the services and refer youths to them.

6. Intensive intervention

Intensive intervention is needed for those who are substantially offending and are heavily involved in gang activity. This group require targeted services that are more hard-hitting than general youth engagement and diversionary activities.

- In Bromley intensive support is available for those undergoing YOT supervisions. However, there should be more for those who are adults in Probation such as more one to one support, conflict mediation, gun/knife crime programmes to help them exit the gang lifestyle.

7. Parents, Community and Voluntary Sector

Interventions need to involve parents and this area of work is under resourced.

- There is a need for more parenting programmes and family support workers. This links in with the Troubled Families agenda to support and strengthen problem families through targeted intensive one to one support focused at the key transitions time from when disruptive behaviour starts to develop, into early adulthood.

- There is a need for parents to recognise the signs of potential gang involvement and a programme or some resource to teach them how.
- The community in affected areas such as Penge and the Crays do not feature as much as they could in playing an active role in tackling gangs through community cohesion and engagement. They could take a lead role in the delivery of local programmes that provide support for families. There is a need for more community based interventions and basing specific services locally so that they are within the heart of the community
- There is a need for more awareness raising sessions with the voluntary and community sector on serious violence, recognising signs and where to get help.

Recommendations

Recommendations have been broken down into short term and long term recommendations. There are **8 short term recommendations** that need to be focused on initially:

1. Identify a lead gangs SPOC for the police and for the local authority, and set up a specific email address where both partner agencies and residents can report information
2. Conduct an extensive mapping exercise of gang nominals led by the Police in partnership with other agencies, and then circulate this list amongst partners
3. Set up a regular meeting for partnership agencies and front line workers to come together to discuss intelligence on individual gang nominals and interventions to address the situation e.g. a sub-group of the YOT Steering group or expand the remit of the Case Assessment and Management Panel to incorporate gang nominals.
4. Circulate information on current interventions and programmes to partners in the borough to enable joint working and cross referring between specialist services and all relevant projects and activities
5. Clarify and simplify the process for referrals where clients are assessed into low, medium and high categories and dealt with accordingly
6. Incorporate gangs work within the Tackling Troubled Families plan by taking a holistic and co-ordinated approach e.g. multi-agency home visits rather than separate visits, offering more parenting programmes, sharing information, using family intervention workers, and using funding streams available to commission programmes.
7. Pilot programmes in targeted location hot spots e.g. use the mobile bus youth service to target problematic housing estates and raise awareness of activities in the borough; hold regular forum meetings between youths and PCSOs to foster better community relations, and develop other programmes.
8. Identify the needs of specific target groups and then use the resources and expertise within the borough to meet this. Instead of commissioning an organisation to deliver a programme there may be an existing organisation that could provide the service for less by expanding their scope.

The following recommendations will take longer to implement and can be done at a later stage, depending on resources.

Partnership working, intelligence and information sharing

- Establish a handover process with neighbouring boroughs who relocate gang members into the borough.
- Create a framework for sharing information and seeking practical information with neighbouring boroughs and share SPOC details with each borough.
- Provide schools with a SPOC and email address to encourage them to share intelligence on specific pupils who they feel have gang affiliations or would benefit from targeted youth support. This could also pass on this email address to their students so they could report any gang related incidents anonymously and easily. The email could also be a source of information and provide links to useful websites such as Gangsline etc.
- Establish a way to obtain intelligence from the community and voluntary sector to identify emerging trends and developing programmes to address them. This would need to be targeted in the areas that are most affected by gang activity i.e. in the northern and less affluent parts of the borough
- Create an ISA with the PRUH and provide them with SPOC details for when a patient presents with stab or gun shot wounds. Training could also be provided on referrals to various services in the borough

Identification of gang nominals and gang involvement

- Develop an early identification and threshold framework which supports professionals in identifying risk factors of risk and related thresholds.
- Providing workshops, training and practitioner forums for school staff, parents and people working with children. This can also include partner agencies such as housing officers, estate based staff and RSLs to identify children and young people at risk. This could be a Gangs Clinic run once a month at the YOT.
- Work closer with Victim Support to focus on victims of gang-related violence and engage with them to prevent them from retaliation and offending. A bereavement counselling service could also be beneficial as many of the youths who are involved in gangs have experienced bereavement. There is a long waiting list for Bromley Y and more mental health services need to be provided.

Prevention and Diversionary Interventions

- Review diversionary youth services and mentoring schemes to ensure that they are reaching those at risk and deemed hard to reach
- Provide employment opportunities at a local level, flexible child care which enables single parents to take on evening employment and supportive apprenticeships schemes aimed at 18 to 24 year olds. One way of encouraging employment is to engage with social enterprises such as Blue Sky and others who employ ex-offenders. Another way would be to ensure that companies that are being commissioned by the Council agree to provide apprenticeships as part of their contract
- Explore and identify the extent of females involved in gang activity or in relationships with gang members and improve links with Domestic Abuse work and Sexually Exploited Women's programmes

- Identify needs for intensive intervention work and commission as necessary e.g. one to one support, conflict mediation, gun/knife crime programmes, gang exit programmes etc.

Enforcement

- Periodic multi agency patrols and weapon sweeps around schools and on estates could be performed to prevent violent incidents escalating after the school period.
- Truancy patrols could be reinforced to prevent youths from other boroughs coming in and hanging around during school hours

Parents & Community

- Provide more parenting programmes and help parents recognise the signs and know where to go for help and advice
- Develop targeted youth support interventions through the community and faith sector and help them to set up specific programmes or deploy outreach teams to engage with hard core young people engaged in gang activity with the aim to reduce the threat risk that they pose to their communities.
- Connect voluntary organisations and encourage them to work together with more signposting
- Promote tools such as Neighbourhood Link at public meetings and safer neighbourhood panels to improve confidence in the council, police and other agencies.
- Improve community cohesion by commissioning estate based family support networks, and community and voluntary sector capacity building to allow members of the community to take a lead role in the delivery of local programmes that provide support for families.
- Develop intergenerational projects through schools and Age UK

Action Plan

Short Term Recommendations and Actions

Recommendation	Action	Proposed Lead (tbc)
Identify a lead SPOC in the Police and in the local authority	- Identify relevant SPOC and outline ownership duties - Set up generic gangs email box where residents, schools and staff are encouraged to report information confidentially	Police / Community Safety
Conduct an extensive mapping exercise of gang nominals	- Meet to share intelligence, confirm identities and build up a databank - Circulate list to partnership agencies	Community Safety / YOT/ Police / Probation
Set up a panel or regular meeting to discuss gang nominals	- Set up sub group under YOT Steering Group and expand remit of CAMP meetings - Agree frequency of meetings, reporting procedure and scope of group	Community Safety / YOT/ Police / Probation
Provide practitioners with a directory of targeted interventions that they can refer and signpost people to	- Circulate directory of targeted youth activities to practitioners identified through distribution lists as well as list of organisations involved in gang activity	Youth Support Services

Establish clearer process route map for referrals where clients are risk assessed into low, medium and high categories and then dealt with accordingly	- Map out existing process and identify ways to simplify and clarify the procedures	YOT / Youth Support Services / Children's / Community Safety
Incorporate gangs work within the Tackling Troubled Families plan	- Conduct multi-agency home visits instead of separate visits - Resource more parenting programmes and family intervention workers	Children's / Community Safety
Pilot programmes in targeted location hot spots	- Use the mobile bus youth service to go to hotspots and target housing estates	Youth Support Services
Identify the needs of specific target groups	- Map needs and examine case studies of diversionary activities in other boroughs to see whether any could be appropriate for Bromley and whether there are enough resources to commission any organisations	YOT

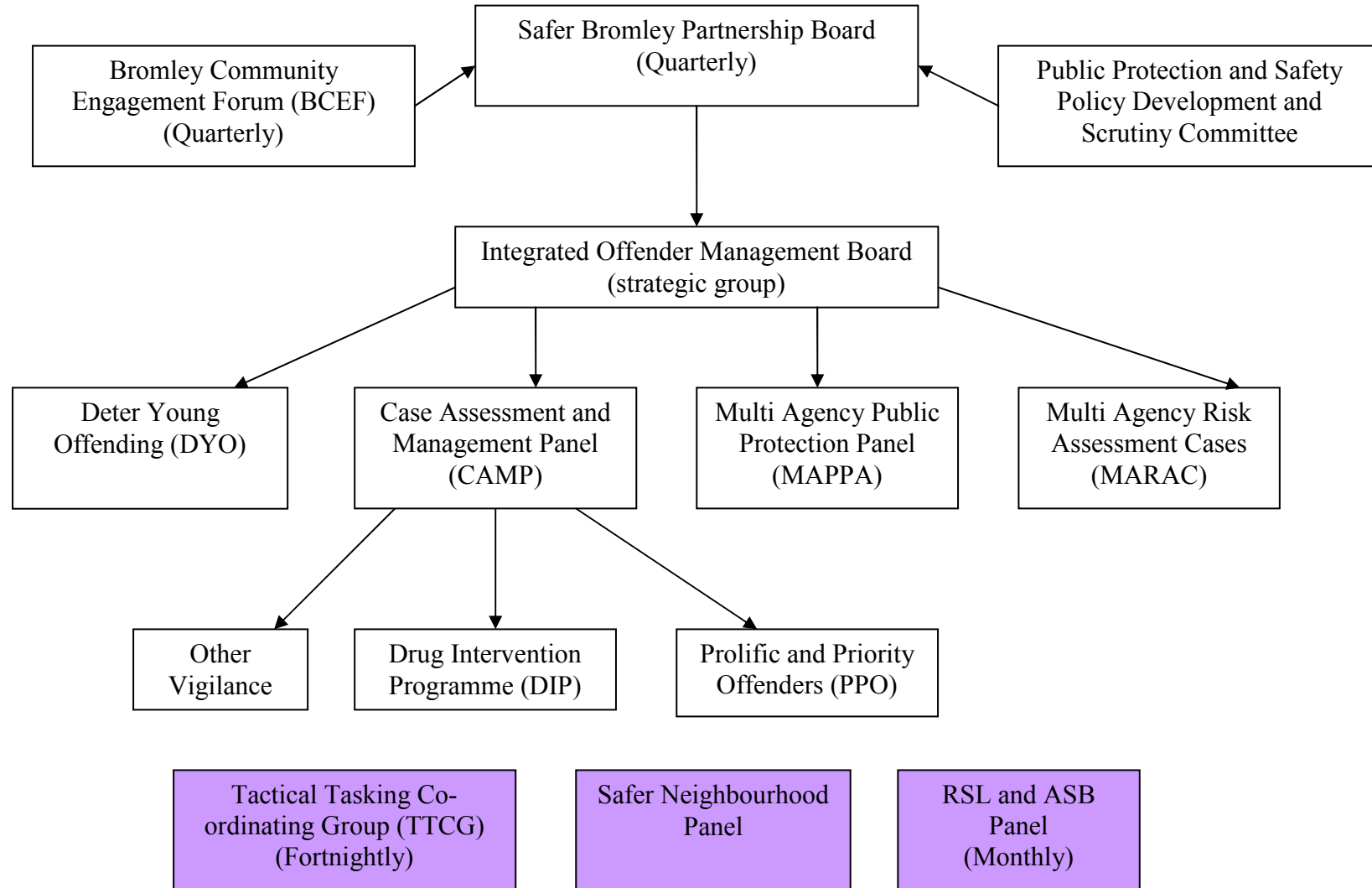
Long Term Recommendations and Actions

Recommendation	Action	Proposed Lead (TBC)
1. Partnership working, Intelligence and Information Sharing		
1.1 Establish an ISA with the PRUH to refer victims of stabbings to the right services and share SPOC details. Also, brief hospital staff on issues pertaining to victimisation and the roles of various agencies	<ul style="list-style-type: none"> - Write up ISA - Liaise with PRUH and establish an agreement - Ensure there is a monitoring process in place e.g. quarterly status updates 	Public Health / Community Safety
1.2 Establish a proper handover process for boroughs who know gang members are relocating into the borough including providing a SPOC for them to contact	Contact YOT managers of neighbouring boroughs and draw up an agreement with a list of all the SPOCs included	YOT/Neighbouring boroughs
1.3 Establish a cross border intelligence sharing system with Croydon, Lambeth, Lewisham and Southwark and circulate SPOCs for each borough	Meet with the relevant borough SPOCS and discuss the best way to share intelligence	YOT / Community Safety/ Neighbouring boroughs
1.4 Provide schools and colleges with a SPOC to contact if they think one of their students is a gang nominal and guidance on how to spot the signs of gang affiliation.	Meet with school heads or email them with information	Community Safety / Education
1.5 Establish a way to obtain intelligence from community and voluntary organisations to identify emerging trends and developing programmes to address them.	Meet with Community Links and community leaders in targeted areas to discuss ways forward	Safer Neighbourhood Team / Community Safety
Identifying Gang Nominals and Gang Involvement		
2.1 Establish an early identification and threshold framework which supports professionals in identifying risk factors in children	<ul style="list-style-type: none"> - Create a leaflet with risk factors using existing material on internet/research for professionals and establish a referral procedure - Circulate to partnership agencies and housing providers 	Quality Assurance
2.2 Providing workshops, training and practitioner forums for school staff, parents and people working with children as well as housing officers, estates based staff and RSLs to identify children at risk	- Contact schools to establish whether there is an interest, contact parents and professionals through various networks and set up a monthly workshop style Gangs Clinic.	YOT
2.3 Work closely with Victim Support to focus on victims of gang related violence and engage with them to prevent them from retaliation and offending.	<ul style="list-style-type: none"> - Contact Victim Support and engage with them - Discuss possibility of providing bereavement counselling - Explore options for providing more mental health services 	YOT
Prevention and Diversions Interventions		
3.1 Review diversionary youth activities and mentoring schemes in the borough to ensure they are adequately targeting young people who are hard to reach	- Review mentoring scheme- Review diversionary activities list for effectiveness- Expand or raise awareness of schemes accordingly	Youth Support Services

3.2 Encourage local employment opportunities, flexible child care which enables single parents to take on evening employment and supportive apprenticeships schemes aimed at 18 to 24 year olds.	<ul style="list-style-type: none"> - Engage with social enterprises such as Blue Sky and others who employ ex-offenders. - Ensure that companies that are being commissioned by the Council agree to provide apprenticeships as part of their contract 	Community Safety
3.3 Explore and identify the extent of females involved in gangs or in relationships with gang members	<ul style="list-style-type: none"> - Liaise with police and other agencies for intelligence to build up an accurate picture - Work with Victim Support, Sexually Exploited Women's programme and the Domestic Violence one stop shop to raise awareness of the issues if necessary 	Police / YOT / Probation
3.4 Identify needs for intensive intervention work and commission/resource accordingly	<ul style="list-style-type: none"> - Look at existing resources and see if there is capacity for 1:1 support or to commission this - Assess whether there is a need for interventions such as conflict mediation, gun/knife programmes, gang exit programmes etc. 	YOT/Youth Support Services
Enforcement		
4.1 Periodic multi agency patrols and weapon sweeps around schools and on estates could be performed to prevent violent incidents escalating after the school period.	<ul style="list-style-type: none"> - Police to conduct patrols depending on resources 	Police
4.2 Truancy patrols could be reinforced to prevent youths from other boroughs hanging around	<ul style="list-style-type: none"> - Police to conduct patrols depending on resources 	Police
Parents & Community		
5.1 Provide more parenting programmes	<ul style="list-style-type: none"> - Evaluate resources needed to hire a part time parenting worker 	Community Safety
5.2 Develop targeted youth support interventions through the community and faith sector in specific locations	<ul style="list-style-type: none"> Engage with community groups that work with youths and help them to set up specific programmes and also could deploy outreach teams to engage those who are heavily involved in gang activity - Audit disused estate/LBB facilities and assets and work with local people, partners and third sector to provide community spaces for activities and groups for young people at risk 	Community Safety
5.3 Awareness raising sessions with the voluntary and community sector on serious violence, recognising signs and where to get help.	<ul style="list-style-type: none"> - This could be incorporated through existing talks and forums with the community by other departments 	Community Safety
5.4 Connect voluntary organisations and encourage them to work together with more signposting	<ul style="list-style-type: none"> - Approach Community Links Bromley for a list of relevant organisations - Contact organisations and explain issues 	Community Safety

5.5 Promote tools such as Neighbourhood Link at public meetings and safer neighbourhood panels to improve confidence in the council, police and other agencies.	- Brief Safer Neighbourhood Panel reps to talk about this at all their meetings	Safer Neighbourhood Development Officers
5.6 Improve community cohesion by commissioning estate based family support networks, and community and voluntary sector capacity building to allow members of the community to take a lead role in the delivery of local programmes that provide support for families.	- Use Community First funding / Tackling Troubled Families funding to achieve this	Community Safety
5.7 Develop intergenerational projects through schools and Age UK	- Approach schools in targeted areas with the idea and see what the response is - Approach Age UK for projects and volunteers	Community Safety/ Schools / Age UK

Appendix 1: Community Safety Boards and Governance



Appendix 2: Overview of Current Partnership Activities

Organisation	Programme	Description
Prevention		
Youth Services	Targeted Youth Support Programme	The programme works with young people from 10-19 years old outside of school. Offers 1:1 support and other activities across four youth centres in the borough
	Universal Support Programme	Delivery of social and informal education activities for all young people in Bromley e.g. Duke of Edinburgh, Bromley Youth Council, Borough Wide Youth Project Team
ASB Team	Junior Citizens Programme	This is a partnership initiative for Yr 6 pupils to give them the skills to deal with a range of emergency situations, and encourage good citizenship.
Community Safety	Safer Neighbourhood Officers	Officers respond to concerns of residents in the borough and communicate crime prevention messages
Children's Social Care Services	Social Workers	Looked After Children (LAC) at risk of joining gangs can be identified by social care workers and referred to specialist programmes or positive youth activities
Fire Services	Local Intervention Fire Education (LIFE)	LIFE is an intensive five-day course offering young people between the ages of 13-17 the opportunity to learn new skills as well as building on existing ones.
	Bromley Impact Factor	This is a workshop style event run for Year 8 pupils with interactive talks from the Police, Ambulance and other agencies to help children stay safe, prevent them joining gangs, understand the stop and search process, and dangers of alcohol and drugs
	Juvenile Firesetters Intervention Scheme (JFIS)	The programme deals with firesetting behaviour among children and young people aged under 18.
Schools	Safer Schools Partnership	Schools involved in SSP have a police officer based in their school to address the high level of crime and anti-social behaviour committed in and around the school.
Voluntary Organisations	Jus B, Magpie Dance, Kickz	There are a number of volunteer organisations that provide positive and fun youth activities to get involved in
Diversion		
YOT	Triage Service	Triage aims to avert young people from reoffending and slipping deeper into the criminal justice system by assessing them much earlier
Behavioural Services	Pupil Referral Unit	The Pupil Referral Service (PRS) supports KS2, 3 and 4 pupils living in Bromley who have been permanently excluded from mainstream schools.

Drug Action Team	BYPASS	The team work 1:1 or in small groups with young people who have issues/difficulties around alcohol or drugs, by offering advice, information and treatment.
Bromley Education Business Partnership	Bromley Mentoring Programme	Voluntary mentoring programme to help young people who are excluded from school or have criminally offended to return to full-time education, training or employment and develop life skills
Enforcement		
ASB Team	Prevent and Deter Panels	The multi-agency panel targets 8-17 year olds whose current behaviour signals potential for future offending. The group works together to attempt to stop this offending behaviour through educational, diversionary activities, family support and other interventions
	Acceptable Behaviour Contracts (ABC)	This is an early intervention (generally following two warnings but prior to an ASBO) made against individuals who are perceived to be engaging in anti-social behaviour. The contract, drawn up and agreed upon by the agencies concerned in consultation with the individual, contains both negative and positive conditions, detailing what behaviour the individual will cease to partake in and what activities the individual will pursue to change.
	Anti Social Behaviour Order (ASBO)	ASBOs are civil orders made against someone who has engaged in anti-social behaviour and are designed to limit and correct the recipient's behavior
	Dispersal Zones	Dispersal Zones” are set-up at sites of persistent anti-social behaviour and can restricts access and use of a public area by groups, 24/7 for up to 6 months
	Closure Orders – Anti-social behaviour and crack house	Closure orders are a civil order, issued under the civil jurisdiction of the magistrates’ court, which stop anyone entering, or residing, at a property.
	Notice of Seeking Possession	In cases involving nuisance and anti-social behaviour, the Housing Act 1985 states that the Council can serve a NOSP on a tenant(s) and start proceedings
	Conditional Tenancies	Conditions on offenders tenancy agreements
	Seizure Notices	Notice to seize sound equipment
Licensing	Alcohol Exclusion Zones	Within an AEZ it is an offence under the Criminal Justice and Police Act 2001 to consume alcohol in 'public' - any open space other than that which forms part of licensed premises.
Public Health Nuisance	Fixed penalty for Noise	Fines for persistent noise offenders
Trading Standards	Under age selling of alcohol	The team prevent the sale of age restricted products, such as alcohol, tobacco and fireworks, to young consumers in Bromley and can award penalties to shop owners

YOT	Reprimand / Final Warning	The courts can give a 1) Referral Order, 2) Youth Rehabilitation Order or 3) Detention Centre Order and the YOT team will work with the offender for the duration of the sentence.
	Parenting Contract / Parenting Orders	This gives parents support, guidance and training for up to three months to help them prevent their child from re-offending and/or help them get their child attending school every day
Police	Gang Injunctions	This is a court-issued restraining order prohibiting gang members from participating in certain activities.
	Operation Blunt 2	Anti-knife crime strategy
	Operation Connect	Supports boroughs in their work to ensure that the Met Police is identifying, targeting and tracking the most dangerous offenders linked to gang violence.
Intelligence		
Safer Bromley Partnership Board	Members of the SBP include chief officers from the Council, Police, Health, Probation, Fire Service, Ambulance Service, Metropolitan Police Authority and Affinity Sutton.	
Safer Neighbourhood Teams & Panels	Safer Neighbourhoods teams usually consist of one sergeant, two constables and three police community support officers (PCSOs).	
Police Information Hub	Police database with information	
Schools & Parents	Schools and parents can provide information on gang members who live in and out of the borough	
Hospitals	Hospitals are due to introduce a new patient information system (iCare) within the next 12 months which will include specific data sets that can be used to retrieve information about knife wounds etc.	
YOT database	The YOT database holds information of all youth offenders (10-18years) in the borough	
Targeted Youth Support Programme	Youth Centres and youth workers there will have information on youths attending	
Behavioural Services	The team can provide information on youths at the PRU who are gang members	
Troubled Families taskforce	Often gang members or youths committing anti-social behaviour come from troubled families. By identifying the families early on, a targeted approach can be conducted to turn around youths.	
Housing	The housing team can provide information on re-housed ex gang members from other boroughs	

4 Appendix 3: Case Studies of London Interventions

There are a number of projects underway in London aimed at tackling gangs and serious violence. The Mayor of London's Project Oracle provides a useful resource for practitioners with a number of projects listed that have been validated to minimum standards of evidence. Some of the case studies are detailed below and could be replicated or commissioned for Bromley.

Mentoring

Chance UK (Lambeth, Westminster, Hackney and Islington)

This has been operational since 1995 and works in deprived areas. Chance UK aims to improve children's lives through early intervention work based on its tailored 1:1 mentoring programme for 5-11 year old children who may be at risk of criminal offending behaviour later in life. The aim is to reduce behavioural problems by directly addressing difficulties experienced by each child; aiming to introduce more stability into children's lives and to reduce the isolation children and their families may be experiencing. It consists of:

- 1:1 mentoring for a year, weekly sessions 2-4 hours long
- Group mentoring sessions
- Review meetings at 3, 6 and 9 months
- Chance UK Parenting Programme
- Structured exit strategy from 9 months onwards
- Graduation

Referrals come from schools, Children's Social Care, police, Family Intervention Programme and parents and any other interested parties. Acceptance is on basis of Goodman's SDQ score being above 16.

Trilogy+ Team (Lewisham)

The project has two distinct streams; one being a lifestyle changing re-settlement package aimed at the older cohort and the other; a risk management engagement project aimed at the younger cohort.

The Trilogy+ Team consists of two Lewisham Police Officers (1 Sergeant and 1 PC) and two Resettlement Officers from Lewisham Council's Crime Reduction Service. They also employ 2 mentors on a part time basis providing roughly 30 hours of mentoring per week. This ensures that a balanced approach of targeted support and enforcement is provided to each young person referred to this programme.

In essence, if the client has reached a point where they want to get out of the gang, Trilogy+ will assist them with an intensive support and re-settlement package. If they haven't, Trilogy+ will still engage with them and by doing so try and influence their offending behaviour.

Victim Focused Mentoring Scheme (Lewisham)

Mentors are trained through the MARAC training for victims on a six week programme. Malachi Mentoring support not only young people but parents. Successful outcomes to date around the mentoring scheme have been as follows:

- Supporting young people back into the mainstream education system
- Setting up basic life skills programmes for a young people who had been out of education for a number of years.
- Completing action plans for all young people.
- Supporting families through mediation with the partnership service LAMP
- Sign posting families to additional local support services within the voluntary sector.
- Longer term tracking and monitoring of MARAC clients

Youth Engagement – Primary school

Safer Children Project (Waltham Forest)

This began in January 2010 and works in four primary schools in Waltham Forest targeting children aged 9-11 who might be at risk of being a victim, or perpetrator of gang crime. It supports schools in providing education on a highly sensitive issue. In addition, it takes referrals for children and families who are particularly vulnerable and works dynamically between the home and the school to reduce the risk for their futures. It consists of:

- One project coordinator working 3 days a week
- Advice and information sessions for parents
- Workshops and parenting sessions
- Outreach work for hard to reach families
- Whole class activities to increase self-esteem
- Targeted group work with children at risk

Families and Schools Together (FAST) with Save the Children (Various)

FASTUK was first piloted with Save the Children in 2010. It has worked/is planning to work in Westminster, Islington, Newham, Barking & Dagenham, Hillingdon, Richmond, Ealing, Barnet, Lewisham, Southwark, Enfield, Havering, Camden, Waltham Forest and Greenwich. Not all boroughs have been provided to in conjunction with Save the Children. FAST seeks to raise the educational achievement of children aged 3-8 years living in poverty, enabling them to gain good qualifications as they progress through school and to increase their chances of securing a well-paid job with prospects when older. Isolated and low income families are targeted. The scheme is offered to children's centres and primary schools in deprived communities (per IMD criteria). Key ingredients to achieve its outcomes:

- Service approaches – parental engagement support, community strengthening support, peer to peer support and multi-agency working.
- Project activities – 8 multi-family weekly sessions delivered by FAST team including 'family hello's', family meal, drawing games, parent self-help groups and children's play time.
- FAST team (parents, school staff, an adult mental health expert, community reps)
- Monthly sessions led by parents (for 22 months)

- Venues (children's centre/primary school)
- Resources for family activities and family meals

Barnado's Early Intervention

Barnardo's works with troubled and marginalised children, supporting them to break the cycle of crime. Barnardo's provides:

- diversionary, educational and intervention activities to prevent offending, especially for excluded children or those with substance abuse problems
- intensive support for families with children with challenging behaviour, including parenting courses and mentoring
- intensive intervention programmes as a direct alternative to custody, including restorative justice and remand fostering
- advocacy services for children in custody
- specialist therapeutic services for children displaying sexually harmful behaviour.

Youth Engagement – Secondary school

Music and Change (Camden & Southwark)

This project began in 2008 and targets vulnerable young people aged 14-30, who may have a range of mental health and well-being needs. It engages with those who might not otherwise seek help and who may be involved in gangs and/or other highly antisocial behaviour and to promote positive mental health through innovative, youth-led projects.

This consists of:

- Youth-led activities (cooking, gym, football, theatre, DJ-ing) and one-to-one street therapy with young people led by Clinical Psychologists.
- Training other youth agencies in mental health and youth led working.
- Advocacy to positively influence social justice and mental health policy for particularly disadvantaged young people.

The project uses a peer referral system, so young people bring other young people along to join the project.

OSIRIS (Various)

The project began in January 2011 in boroughs that have L&Q housing stock, but typically boroughs that exhibit problems with serious youth violence. It is a social and personal development programme for hard to reach young people aged 14-19 years whose lives are impacted on by social exclusion factors. They are recruited by peer workers in city estates. It aims to address young people's anti-social and gang related activity and residents' perception of young people by offering lifestyle changes and opportunities to make a positive contribution. There is also the potential for them to become peer mentors in future projects. There are three discrete stages of progression of work with young people: engagement, leadership and empowerment. The programme consists of:

- Regular group work sessions to explore reasons behind behaviour.
- One-to-One individual support.
- Goal setting
- Leadership training.

- Provision and progression into a range of accredited training opportunities (Youth Achievement Awards/AQA).
- Referral of young people into a range of youth agencies.
- Gain first-hand experience of victim support and the effects of ASB on victims.

YES (Youth Engagement Scheme) – Cricklewood, Brent

This project began in March 2008. It has a focus on education, employment and training. It aims to encourage young people to take responsibility for their lives and change the path that they are on. It also aims to give young people a voice and provides positive activities. There is no clear target population – just young people in the local area ‘at risk’. There is, however, a referral process taking on one or more prolific offenders for intensive employability work. Young people are recruited by a Youth Engagement Facilitator. The worker engages with them, conducts an assessment of their needs, and signposts them to the relevant services (e.g. help with housing or drugs). The key elements for this project are:

- Youth Engagement Facilitator, who trained a core group to become youth leaders.
- Training and activities –football, box-ercise, training for new police recruits.
- Opportunities for positive roles and support from the local community.

Silence the Violence/ Face It (Various)

Silence The Violence (STV, in prisons/with adults) and Face It (in schools) began with a pilot delivery in 2009. It targets violence-reduction through motivational behaviour change, developing victim empathy and restorative justice processes. It provides an intensive 40 hours using experiential and creative learning techniques, underpinned by range of proven theories. The youth version, Face It, has been specifically adapted to work with young people, and parent workshops can be incorporated as part of the delivery to help embed behaviour change and support structures in the home. STV is targeted at those in custody who have committed violent offences, as well as ex-offenders in the community who are at risk of re-offending. The Face It programme targets young people who are displaying violent or aggressive behaviour in school and/or at risk of exclusion/committing crime/gang involvement. Referrals for Face It come through school professionals e.g. Learning Mentors. STV - prison staff including Officers, Interventions staff, Chaplaincy and community partners e.g. Probation, Police, and voluntary organisations. Participants may also self-refer. Support plans are drawn up to agree ongoing activity and future strategies. The programme consists of:

Day 1 – Three levels of violence (emotional, verbal, physical), Theory of Violence

Day 2 – Two sides of yourself (‘violent’ side and original self), Personal Values, Belief Systems and Self Esteem.

Day 3 –Wisdom circle and Loss of Innocence (childhood violence) Listening Circles (sharing personal stories)

Day 4 –Victim impact and Making Amends

Day 5 – Integration of Theory, The Road Ahead – Mapping the Journey

Reduce re-offending by the recognition of three levels of violent behaviour – physical, verbal and emotional- and learning to manage personal violence triggers.

Street Football & Academies (Various)

This project began in April 2001. Street League uses football to change lives, helping some of the most disadvantaged young people in the country to get a job or back into education or training. It works with young offenders aged 16-24 and referrals are received from Young Offender Prisons/Institutions, Youth Offending Teams and hostels, advice centres and Connexions. The programme requires:

- Venues available in each of the boroughs where SL operates.
- Life skills training is combined with accredited qualifications and additional support.
- Participants who 'graduate' from 'Academies' receive intensive help to sustain education, training or employment.

The Prince's Trust Team Programme (Various)

This began in January 1990 and is a full-time 12-week programme of personal development. Teams of about 12 to 15 people take part. It consists of:

- Structured and goal-oriented activities.
- Team-building activities in a non-threatening neutral setting with positive peers.
- Job readiness training and preparation, coupled with confidence-building presentations.
- Welfare provision made by support worker

It is for young people to progress into sustainable employment, education, training or volunteering. Eligible young people are: aged 16-25, resident in the UK, unemployed, or employed and sponsored by their employer to take part. Typically they are NEET, educational underachievers, current or former offenders, and young people in or leaving care. Young people are recruited through word of mouth, college referrals, through the Prince's Trust website or 0800 number, probation services, hostels, job centres, community centres, Connexions and social workers. Young people have the option to have a progression mentor.

Transport for London Safety and Citizenship (Post-Transition)

The programme is being delivered universally in all London boroughs. The programme has been in operation since 2005. The Safety and Citizenship Programme is trying to improve the safety of young people on the transport network by changing behaviour that leads to offending or victimisation. Key ingredients to achieve its outcomes are:

- Media based sessions in schools on travelling safety and responsibility such as ticketing, behaviour code, safety awareness, hate crime, criminal damage, personal safety awareness, respect for staff, courtesy etc.
- Audience led sessions in colleges for 16-18 years on ticketing, length/complexity of journey, hate crime, criminal damage, and personal safety especially at night.
- Community intervention sessions with bespoke display vehicles open to all ages, with a focus on 11-25 years.
- Tailored restorative justice sessions targeted at young people who have been convicted of a transport related crime.

The aim is to positively impact youth behaviour and increase respect, responsibility and awareness of young people on and around the public transport network. The School and Youth Coordination Group can be offered further support, working on a long term project if required.

Safe n Sound Programme (Southwark)

Originally established by Eternal Life Support Centre, SAFE offers a range of educational programmes, personal and mentoring support to young people and provides facilities such as free access to IT equipment and a music studio.

Eastside Young Leaders' Academy (Haringey and Waltham Forest)

This began in 2002. EYLA aims to instil the tenets of success in students from an early age and in so doing, create an awareness and understanding of the opportunities that are available to them. The focus is on respect and self-worth, a culture of hard work, academic excellence and civic responsibility. Key ingredients to achieve its outcomes

- Academic support through after-school tuition – at least 20 hours per week;
- Aspiration-building through leaders in business, the arts, politics and public life, strong focus on emotional literacy;
- Leadership development through a range of volunteering and training opportunities that are culture and gender specific, with emphasis on civic responsibility;
- Prolonged engagement with young leaders and their families (in some cases almost ten years).

EYLA exists to nurture and develop the leadership potential of young African and Caribbean males, empowering them to become the next generation of successful leaders. It is targeted towards black and mixed race boys aged 8-18 years, with leadership potential and willing parents. The preference is to start work with boys at primary school age. Prospective students are referred by local schools, faith groups, Social Services, youth agencies, police, YOS and so on. They are then selected after an interview process. Large numbers of young leaders stay at the academy until age 18, with a view to moving on to higher education and most return to EYLA as peer mentors.

VOYAGE (Voice of Youth and Genuine Empowerment)

VOYAGE is delivered to boroughs with high indices of deprivation and serious youth violence, including Brent, Camden, Ealing, Greenwich, Hackney, Haringey, Islington, Lambeth, Lewisham, Newham, Southwark, Tower Hamlets, Waltham Forest, Wandsworth and Westminster. The project originally started in 2002. VOYAGE is a programme with four work-streams aimed at maximising the potential among young people. The programme contents and delivery aims to improve relations between BME young people and the police, reduce youth violence and territorialism; sometimes referred to as post code wars, 'maximise educational and leadership potential and build resilience within individuals to resist crime.' The aim is to encourage and enable BME youth to engage confidently and positively with statutory agencies and organisations to bring about identified change within communities. Key ingredients to achieve its outcomes

- Young Leaders for Safer Cities (YLFC) – one-year L2 BTEC qualification.

- ‘Horizons’ – adapted from YLFSC, aimed at young people under Youth Offending Team supervision.
- ‘Know Your Rights Seminars’ – one-day seminars delivered in school settings educating about stop and search.
- ‘Violent Crime Seminars’ – one-day seminars delivered in school settings with a view to understanding London youth violence. Requires input from a range of Metropolitan Police units.

The programme is targeted toward young people from Black and Minority Ethnic (BME) communities aged 13-15. Specific work-streams have further defined target populations, namely:

- Young people are typically in education
- Young people typically offenders or at risk of offending
- Young people are typically in education
- Young people are typically in education
- There are multiple referral routes such as YLFSC targets schools in most deprived wards. ‘Horizons’ receives referrals from youth offending teams.

The Right Track (Hackney)

This project first started in February 2010. It is a peer-led project based in Hackney aiming to improve participation or ‘active citizenship’ amongst young people in the borough. The target population is young people aged 11-25 who work, live or study in Hackney. Referrals are made through NHS, schools, in-house, partner agencies, website, and social networks. Key ingredients to achieve its outcomes:

- Volunteering opportunities provided by ten organisations
- Therapeutic workshops exploring young peoples’ experiences and providing support through drama therapy
- Skills and training workshops in arts, healthy eating, professional training
- One to one therapy with small number of young people
- Mentoring opportunities

Street Chance

The project operates in 20 London boroughs. It is delivered in multiple contexts including young offenders’ institution(s), in deprived estates and neighbourhoods and in schools, taking an area-based approach. It piloted in July 2008. StreetChance targets inner-city areas where children’s access to cricket clubs is limited and is focused on the promotion and development of cricket in these areas with a view to reducing social disadvantage. It aims to prevent young people in deprived areas from becoming involved in youth crime and anti-social behaviour by developing a sustained culture of playing cricket in inner-city communities, educating young people who engage with the project and breaking down barriers between young people and the police. The project targets young people aged 8 to 18 who live in deprived areas, do not currently participate in cricket club provision, attend schools close to provision or may have been identified for the programme. Key ingredients to achieve its outcomes:

- 2 hours cricket and 1 hour outreach per week over 35 weeks, delivered by one lead coach and one assistant coach
- 7 competition weeks, bringing participants together

- 2 'Peace at the Crease' events per year, bringing the safer neighbourhood teams together
- 24 hours of free coaching to schools

StreetVibes Youth (Southwark and Greenwich)

This is a youth arts organisation delivering accredited music technology and production courses based in Eltham and Southwark. Staff are trained to motivate and engage at risk young people, including youth offenders and disadvantaged youth, and guide them towards a positive outcome, a formal qualification and further education via BTEC courses. They are the delivery partners for the London region to deliver structured volunteering opportunities in music, which actively involve young people in the shaping of the opportunities, encourage inclusiveness and diversity and demonstrate a positive effect on the community.

Second Wave (Lewisham)

Set up in 1982, and based in Deptford, Second Wave is a venue and a meeting place for young people. There are regular youth-centred Platform Events and workshops for young performers and writers 12-24 years. The workshop programme supports the independent voices of young people expressed through their own performance work and creative narratives. It aims to develop young people's confidence and skills through accessible and affordable workshops in drama, singing, dance, rap/lyrics, new writing, music, visual arts and production. The volunteers' programme offers progression into apprenticeships with pathways into high education, training and employment. Community projects are led by young people and aim to break down stereotypes, and enhance local democracy.

Elevating Success (Lewisham)

Elevating Success is a training and development company who provide programmes specific to children from building self-confidence, coaching and managing the transition from primary to secondary schools. There is also a youth development programme for those who are 13-19 that offers mentoring, training for employability skills, workshops on culture and identity, and safer communities.

London Red Thread (Lewisham, Southwark and Lambeth)

Redthread works with young people in communities across South London. It specialises in youth work, healthcare and education, to support adolescents to improve their health and wellbeing through holistic and preventative methods and intervention. It has projects designed for the community, schools, GPs and hospitals.

Voluntary Police Cadet Corps programme

The programme seeks to engage young people at risk. Young people are placed on the programme through referrals.

Positive Youth Expression (PYE) Project

The project involves working with young people through music and DJ skills.

Family Health ISIS (Lewisham)

This is a community organisation with a day centre. The aim of the project is to provide an African Caribbean Mental Health centre to meet the needs of African/ African Caribbean people with mental health problems in the London Borough of Lewisham.

Awareness Raising

XLP (Southwark, Lewisham, Greenwich, Islington, Newham, Tower Hamlets, Camden)

XLP stands for “The eXcel Project”, It started in Peckham, in 1996 after a stabbing in a school playground. XLP serves young people in schools and communities across seven inner-London boroughs. XLP has projects dealing with a wide variety of issues including drugs awareness, anger management and violence, poverty and fairtrade, prejudice and racism, sex and relationships, and image and identity. Whilst much of the work is based in the schools, XLP also works on a number of estates using both community facilities and XLP's own double-decker bus facility that has computer equipment for homework support upstairs, and a youth “chill” space downstairs.

Growing against Gangs and Violence (Various)

The programme is universal and current provision includes boroughs with high indices of deprivation and youth violence outputs, including, Lambeth, Lewisham and Southwark, together with City of Westminster, Croydon, Enfield and Wandsworth. It began in Lambeth in February 2008 and is a primary intervention for youth crime prevention delivered in schools. The curriculum is designed for pupils in years 6 to 10 (i.e. aged 11-15 years). Schools are recruited via word of mouth within the school community and directly by Safer Schools Police Officers, supported by local Police Senior Management Team and Local Authority partners. The programme consists of police-inspired messages that are delivered mainly via youth workers, some of whom will have been gang involved. Sessions benefit from the input of emergency services, namely MPS and NHS surgeons. There are a number of sessions, aimed at different year groups. Local need will determine which are most relevant.

The Gang*star Project

The project is delivered to a range of London boroughs and takes a steer from the Metropolitan Police Service in regards to which schools it should focus on. It originally began in October 2010. The main purpose of Gang*Star is to raise awareness of the brutal realities of gang involvement by shattering the glorified gangster lifestyle image and allowing the young people to explore the relationship between choices and consequence. The programme also presents facts about gang involvement and carrying dangerous weapons. Gang*Star has been created as an early intervention scheme and is designed to help prevent and reduce gun and knife crime, and gang involvement. Key ingredients to achieve its outcomes

- Six professional actors who have experience of working with young people.
- Play sets, props and touring van
- Police officers support through facilitation.

- Teachers' pack with an additional information leaflet about disclosures and exiting gangs.

The aim is to help reduce and prevent gun and knife crime and gang involvement amongst young people, within the schools and communities where the project has been delivered. The project tours around primary and secondary schools in disadvantaged areas of London. Participants are aged 9 – 16 and of both sexes. Schools are recommended by the Metropolitan Police Service.

Southwark YOS gangs' disruption team:

The team provides a range of educational and sessional programmes to both young people and parents who are involved in gang or group violence. The team dealt with over 80 cases in 2009/10.

School Specific Interventions

Team Around the School / Team Around the Child (Southwark)

The Team Around the School initiative is part of Team Around the Child to develop secondary schools as hubs for agencies to work with the school across 48 hours per week to support families and young people at risk.

Extended Schools Services

Effective operation of the Extended Schools Services initiative in all schools and efficient multi-agency working to support children, young people and their families, particularly those young people at risk of involvement in gangs and serious crime.

Assist schools through attendance support services, such as school clusters and collaborations, to achieve attendance rates above the national average.

Gun and Knife Crime

Action for Reaction (Lambeth)

The project is based in Lambeth and is relatively new. It aims to reduce the involvement in gun and knife crime and gang related activities among 20 young people through film production. It also aims to help prevent 500+ young people aged 12 and over from becoming involved in gun and knife crime and gang related activities. Underlying issues of participants include low self-esteem and confidence, lack of self expression, lack of access to positive activities, mentors, and role models; and of skills that provide gateways to education, apprenticeships, and employment opportunities. It targets young people who have multiple and complex needs, including young offenders through referrals from social services, YOS, Connexions and Pupil Referral Units. The programme consists of:

- Production of a powerful film showing the impact of gun and knife crime to be screened in community locations
- Weekly, half day sessions on individual referral basis for 30 hours
- Building relationships with participants
- Debate and discussion of the STOP campaign
- Documentary materials i.e. BBC film 'Seventeen'.

- Training provided by camera, lighting, interviewing and editing staff

Uncut (Various boroughs)

This was piloted as part of Fear and Fashion programme, 2007-10. The project aims to reduce the number of young people carrying knives on the streets by educating young people of the dangers of knife crime. It utilises conflict management, a young people and the law programme, and 'fatal stabbing' assemblies. The target population is 1) Male 8-17 years old 2) At risk of/excluded from school 3) At risk of/have been arrested. Consultation with local children, parents, partners and teachers is used to support programme design, ensure duplication is minimised and the right young people are worked with. The program consists of:

- Trained practitioners to deliver programme: professionals in conflict management, law, police, teaching and medicine.
- Sessions, teaching, training materials, school and parent permission.
- Classroom-based sessions and one-off assemblies.
- User-input into resource design.

Double Edge Knife Crime Programme

Double Edge is a knife and weapons awareness programme, which was developed by Lewisham Youth Offending Service to target young people known to the YOS. It was created as part of the Youth Justice Boards, Knife Crime Prevention Programme (KCPP), which forms part of the Tackling Knives Action Plan (TKAP). The aims of KPPP are to reduce the prevalence of knife crime by young people and offer a credible alternative to custody. KCPP was launched in November 2009 and works with young people sentenced to community sentences convicted with knife offences.

The 'Double Edge' programme works specifically with young people convicted of knife and weapons offences. The programme highlights the dangers and consequences of carrying, using and being associated with people who carry knives. The sessions encourage the young people to open up and share their experiences, feelings and concerns. It is factually based and can include graphic pictures of victims of knife/weapon crime, victim and perpetrator testimonies and using the most up to date media to bring home the message of knife/weapon crime to the young people participating in the programme. The main tools of delivery includes media based workshops and discussion times as well as using techniques of forum theatre including live performances to help young people visualise and discuss the issues and consequences of knife/weapon crime. Double Edge is a rolling programme that takes place 4 times a year and is a programme requirement of the YRO and a contract requirement of a referral order.

Mediation

Capital Conflict Management (Various boroughs)

CCM provides services across London and the South East, however most of its clients tend to be from areas with high weapon-enabled violence counts. It has been operational since 2009. It aims to diffuse difficult and/or dangerous situations between groups and individuals which could result in serious injury or even death. The target individuals or groups are those

identified by the referrers as being involved in serious physical violence. All referrals to date have been via contracting agencies – Police forces and Local Authorities. All those engaged with are sign-posted to local services. The programme consists of:

- Trained community engagement specialists, assigned in pairs
- Secure referral systems and rigorous case closure criteria (7-stage model)
- On-going supervision and development

Lewisham Action on Mediation Project (LAMP)

This project works with a number of partners across the borough to provide various mediation services to the residents of London Borough of Lewisham.

- Neighbour Disputes
- Family Mediation – breakdown of communication with families
- Parent / School – Difficulties involving child/parents & school
- Workplace – work colleagues
- Victim / Offender – victim & young person who committed the crime (RJ)
- Homelessness – Building Bridges between young people & families enabling young person to return home.
- Mediation Training – Adults
- Capacity Building & Communication / Life skills – Years 9 & 10
- Peer Mediation Training (Pupils) – dealing with low level conflict / behaviour / listening / communication / confidence / self esteem / Team building (Primary & Secondary).

Housing & Resettlement

CASTLE project:

This provides high level home security to the home address of individuals or families who are at risk of serious violence.

Southwark Re-housing Victims of Violence Enterprise (SERVE):

The programme re-houses at risk individuals or families due to serious gang or group related violence. The programme works with housing associations to provide short term accommodation and advocacy support through Victim Support to help them move on.

Project Daedalus

The Youth Resettlement Programme is an enhanced resettlement programme for young people aged up to 18, sentenced to a Detention and Training Order, from one of the 6 Diamond boroughs of Newham, Hackney, Lewisham, Croydon, Southwark and Lambeth. The main aim is to break the cycle of youth re-offending by delivering intensive resettlement support inside custody and on release in direct partnership with local communities

The Youth Resettlement Programme:

- Places YP in custodial establishments closer to home (Feltham YOI)
- Delivers an enhanced resettlement regime to individuals at key transition points for those who are ready to change.
- Tackles gang and group offending.

- Provides intensive support through enhanced accommodation / ETE packages.
- Develops strong links with local communities through mentoring programmes outside and in.
- Ensures LAs meet their resettlement responsibilities.

Centre Point

Centre Point has been commissioned to provide secure units to support young victims fleeing violence. The aim is to provide temporary housing outside of Lewisham for emergency situations where a client needs a short respite from the community that he/she is living within. With a view to supporting young people to move on towards independent living and self sufficiency, and for Centre Point to source longer term residency else where it will offer varying levels of support, dependant on need and individual circumstance of young victims standing trial or at risk of intimidation. Centre Point offers:

- Basic Life skills training
- E2E support
- Allocated Connexions PA
- Semi Independent life skills
- Counselling
- Family mediation
- Sexual Health Advice
- Benefits/ Housing move on support

Intensive Support

T.A.G (Targeted Against Gangs)

T.A.G offers support and exit strategies through its helpline phone service "Gangline" and specialist outreach response team which goes out to the most deprived housing estates, enabling the team to identify hardened gang members and through this approach we are able to build and earn there trust giving us the time to build a strong foundation within these communities. T.A.G and Gangline also have a referral process in place, which allows referring agencies and family members to take up their one to one service.

From Boyhood to Manhood Foundation (Southwark)

Since 1996 this organisation provides educational and mentoring support through schools, for individuals and parents who impacted by serious violence and violent behaviour. Boys are referred to FBMF by local education authorities, special needs departments, youth-offending teams and social services departments. FBMF helps them to get back on track through its day-programme of education and self-development.

The FBMF accepts onto its day-programme boys aged 11-19 who have been excluded from school. They receive a minimum of four hours teaching each day, working towards GCSEs or A levels in core curriculum subjects. The FBMF also runs evening sessions, summer programmes and residential courses offering life-skills and work placements for young people, male and female, from schools in and around Southwark, Lewisham and Lambeth. The summer programme offers work experience to school leavers to give them a taste of

working in the fields of media and the performing arts. The ten-day course takes place after they have completed their final exams. Previous projects have included working on a music festival and a sexual health education campaign.

Intensive advocacy support (Southwark)

This is delivered by St Giles Trust and Involve to known gang offenders through local agency referral or London Probation Service on exiting custody. Since the programme was established, the programme has dealt with almost 100 cases, supporting clients into housing, education and employment.

X-it programme (Lambeth)

The X-it Programme has been designed in order to offer a modular programme of intensive support and self-esteem building to young people who are at risk of gang membership. First, three key "Hot Spots" are identified and more than one area at a time is targeted as this enables the issues of territory and territorial conflict to be addressed. These areas (usually estate based) are where young people's criminal activities in groups are causing serious problems. Once areas are defined the team identifies which young people are responsible for the problems and in particular the key players within these groups. The X-it team then approaches these young people, the programme is outlined to them, and they are asked if they would like to participate. Six young people are then recruited from each "Hot Spot". The youth peer workers are critical at this stage as they provide role models to demonstrate what is possible and achievable. The target age group is between 14 and 21 years (although this is flexible). The programme runs over 32 weeks and is delivered in modules by the various partners.

The X-it team consists of youth workers and youth peer workers employed by Lambeth Youth & Play Service and a local police sergeant. There are ten weeks of group work sessions, which are run on each groups "home territory" and are run simultaneously. The sessions address a number of issues such as weapon carrying; the economics of crime; drug abuse; peer pressure and conflict resolution. Alongside this we also encourage young people to set simple goals and how to vision them. On Saturdays the three groups are brought together for social activities such as a football match, go-karting or a dinner out. This enables the young people to get to know each other. A two-day residential preparation is also run at an Outdoor Activity Centre in London with the Brathay staff.

Homevisit programme (Southwark)

This is delivered through community safety, YOS and police. These are face to face meetings with a family and the individual who is becoming known for group violence. One to one support is offered through a range of voluntary organisations including St Giles Trust, Safe Programme (Peckham) and LIFE. There have been over 40 home visits in the last 12 months with an overall reduction in violent behaviour by the cohort.

Community advocacy programme (Southwark)

This has trained community advocates who work on a one to one basis with individuals who engage through the home visit programme.

Pathways programme (Croydon)

This is a three tiered approach, calling in individuals involved in serious violent offending, offering them support if they want it, but being clear that enforcement action will be taken if they continue their involvement. Advocacy support is provided through voluntary organisations, St Giles Trust and Involve. A key component is the community involvement which provides a strong message to stop the violent behaviour.

Court System/ Witness Support (Lewisham)

MARAC have now established a partnership with Witness support - identifying areas of need for MARAC clients and liaising accordingly, working in partnership to address the following areas:

- Special Measures requirements
- Pre Trial Visits to the family home
- Pre Trial walk about- court
- Video link outlines to families who feel at risk from perpetrators
- Allocation of male or female officers in accordance to Y/P request

Missing Persons Unit (Lewisham)

Partnership work with the MET police and Social Services around Missing Person's specific to 'Looked After Children' in Care, automatic flags are put on young people who have been reported missing on 4 or more occasions within a set time period. An automatic referral is then made to the MARAC. This is to capture high-risk vulnerable young people before they are caught in the victim/ offender cycle or further gang violence. MARAC to support in providing action plans around all high risk MISPERs and flag vulnerabilities with relevant core services.

Enforcement

- **Operation Hamrow:** This operation is a multi agency programme to identify and take enforcement action against individuals or groups involved in serious violence.
- **Operation Protect** - Enhanced after school Police patrols
- Safer Schools Officers
- Group ASBO Applications
- Gang Injunctions – including 'under-18' when they become available
- Enhanced Enforcement protocol for 'end of term'
- Top 20 Very High Risk Offenders table and draft their pre-sentencing reports accordingly
- Fixed penalty notices to parents of excluded children not attending alternative education
- Use of CCTV footage with schools and parents
- Gang warning letters sent to those on the periphery of gangs

Appendix 4: Useful Gang Related Contacts & Organisations

Reporting:

Police	101
Crimestoppers	0800 555 111

Advice:

Gangline	0800 032 9538
Childline	0800 11 11

General Gang Information

London Street Gangs	Info on gangs in London
Gangs Line	
Childline	
Drop the weapons	
Them and Us	Video on hate crime

Statutory Agencies

Home Office	http://www.homeoffice.gov.uk/crime/knife-gun
Met Police Crime Mapping	http://maps.met.police.uk/access.php?area=0
Met Police - Bromley	http://content.met.police.uk/Borough/Bromley
Safer Schools Officers	http://safe.met.police.uk/contact/how_to_contact
Neighbourhood Link	http://www.neighbourhoodlink.met.police.uk/
Community Safety	http://www.bromley.gov.uk/info/200030/crime

Community Organisations

Aasha Gang Mediation Project (Tower Hamlets)	Gang mediation
Arc - Theatre for Youth Inclusion	Hard hitting drama for schools
Barnados	Early intervention with children
Capital Conflict Management	Gang mediation
Catch 22	Mentoring, employment
Centrepont	Housing
Chance UK	Mentoring 5-11yr olds
Double Edge Knife Programme	Reducing weapon crime
Eternal Life Support Centre (Peckham)	Youth work
Families and Schools Together	Educating children
Family Action - Safer Children Project	Raise awareness of gangs to kids
From Boyhood to Manhood Foundation	Mentoring, education
Growing Against Gangs and Violence	Preventative work in schools
Khulisa (Silence the Violence / Face It)	Behaviour change
Kickz	Football programme
Malachi mentoring	Mentoring
Mothers Against Murder and Aggression	Preventative work
Mothers Against Violence	Preventative work
Music and Change	Music and mental health
Not another drop	Reducing weapon and gun crime
Options 4 Change (Lambeth)	Youth work
Police - Stolen Lives Project	Reducing weapon crime

Princes Trust
Red Thread
The Right Track (Hackney)
Safe and Secure
Shaathi Mentoring Project (Tower Hamlets)
St Giles Trust
Street Chance
Street League
Street Pastors
Street Vibes Youth
Targeted Against Gangs (T.A.G)
U-turn 1 (Bexley)
VOYAGE
Words 4 Weapons
XLP
YOU London
Your life, you choose (Ealing)

Offender Employment

Blue Sky Development & Regeneration
National Grid
Switchback
Fifteen

Youth work
Youth work
Youth work - counselling, advice
Rehousing
Mentoring
Mentoring, housing, employment
Cricket
Football
Church based volunteers
Music
Mentoring
Youth work
Youth work
Reduce weapon crime
Youth Work
Uniformed organisations
Youth work

Grounds maintenance
Electricity
Catering
Catering

Borough Resilience Forum (BRF)

DRAFT Terms of Reference

1. Aim

- 1.1 To facilitate co-operation and information sharing at a borough level between agencies responsible for co-ordinating, planning and endorsing an effective emergency response and recovery, enhancing the resilience of the Borough of Bromley.

2. Objectives

- 2.1 To establish, promote and share best practice across the Borough.
- 2.2 To support organisations in the establishment of this practice where necessary.
- 2.3 To provide a forum to discuss, propose and improve existing emergency procedures and protocols.
- 2.4 To develop and maintain existing partnerships and promote new initiatives.
- 2.5 To ensure that there is a co-ordinated response to major events and incidents affecting those that live, work and travel within Bromley Borough
- 2.6 To ensure effective communications between the public and responding agencies in dealing with any major events and incidents within the Borough.
- 2.7 To support the additional needs of the community throughout the recovery phase of an incident.
- 2.8 To develop, organise and review inter-agency training and exercises deemed necessary to ensure that future planning is robust and achievable.

3. Membership

- 3.1 Please see separate list for Membership.
- 3.2 Membership of the Group will be revised annually, alongside the Terms of Reference.

4. Relationships and Arrangements

- 4.1 The Group will meet once a quarter under normal circumstances, with the potential for ad-hoc or short-notice meetings where necessary.
- 4.2 The work and recommendations of the Group will be reported to the Strategic Group of the Safer Bromley Partnership.
- 4.3 This Group will be chaired on a rolling basis by members of the Group.
- 4.4 London Borough of Bromley Emergency Planning Unit will be Secretariat to the Forum.

5. Review of Terms of Reference

- 5.1 These terms of references will be reviewed on an annual basis and agreed by the Bromley Gold Group
- 5.2 Date of next review: *September 2012*.

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**London Crime Reduction Board
Partnership Anti-Gangs Strategy
DRAFT**

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1) Background

Tackling gang-related offending and violence in London is a key priority for the Mayor, Metropolitan Police Service (MPS), criminal justice system partners and local authorities.

Gangs are a significant driver for a range of criminal activity, ranging from drug supply, knife crime, serious violence through to firearms offences and murder. In addition to the serious criminality posed by organised gangs in London, the emergence of violent youth gangs also poses specific challenges around serious youth violence, street robberies, anti-social behaviour as well as violence in and around schools and colleges.

In February 2012, the MPS launched the Trident Gang Command, a centralised unit which manages the collation of information and intelligence relating to individuals associated with criminal gang activity who are assessed as posing a high risk of harm. The unit co-ordinates enforcement activity for borough-based Trident Gang Units.

Local authorities and a broad range of criminal justice partners are also developing individual and partnership plans to deliver effective responses to the challenges posed by gangs in London.

The London Crime Reduction Board – chaired by the Mayor of London and bringing together local authorities, the MPS and criminal justice agencies – sees tackling gangs as one of its three priorities. Its other two areas of focus are reducing reoffending, and anti-social behaviour ('quality of life' crimes). The purpose of the board is to provide strategic leadership to improve co-ordination at a regional level in respect of policing and crime reduction in London. The board carries out joined up strategic assessments to identify joint priorities and to help achieve focus and value¹.

In May, the Delivery Management Group of the London Crime Reduction Board commissioned the development of a pan-London partnership strategy for tackling gangs in London to complement the approach of the Trident Gang Command. The Mayor's Office for Policing and Crime (MOPAC) has developed the draft on behalf of the board.

This strategy aims to align a number of shared priorities across key agencies and London boroughs. Once formally agreed, the board will initiate a number of workstreams, together with associated monitoring arrangements, to deliver the agreed action points to reduce the impact of gangs in London over the next five years.

This strategy will be reviewed and potentially refreshed on an annual basis.

This strategy contains a number of action points which, once in delivery, will be monitored via a performance framework to measure:

¹ See Appendix 1 LCRB Terms of reference

- Effectiveness of enforcement activity against gang members;
- Effectiveness of multi-agency arrangements to manage risk associated with gang members and individuals at risk of involvement in gangs;
- Effectiveness of prevention and diversionary arrangements to reduce the number of individuals involved in gangs and gang-related offending;
- The overall impact of current activity in reducing gang related offending, i.e. serious youth violence, gun and knife enabled violence, etc.

2) Current Position

Efforts to tackle gangs in London involve a range of agencies including the MPS, Prison Service, Crown Prosecution Service, London Probation Trust, Youth Offending Teams, health partners, local authority Community Safety Partnerships and children's services.

Activity to tackle gangs covers a number of areas. These range from developing intelligence-led enforcement approaches and case management of known gang offenders within the criminal justice system through to enhanced resettlement and gang exit provision. In addition to reactive measures designed to minimise the harm caused by active gang members, multi-agency arrangements at borough level are dedicated to the early identification of young people at risk of involvement in gangs.

A wealth of activity is also taking place across the capital to align innovative models of multi-agency identification of 'at risk' young people and localised responses to priority offenders, such as Multi Agency Safeguarding Hubs (MASH) and Integrated Offender Management (IOM).

At a national level, the work of the Troubled Families Unit, established by the Department for Communities and Local Government, is also complementing local arrangements to support those families affected by a number of problems which can also lead to a young person's involvement in gangs.

The Home Office 'Ending Gang and Youth Violence' programme has also allocated £4.4 million of additional funding to 18 London boroughs over 2012/13, and is conducting a programme of peer reviews to examine current partnership arrangements at borough level and consider good practice.

3) Aims of the Strategy

The London Crime Reduction Board Partnership Anti-Gangs Strategy aims to:

- support closer alignment across agencies and partners in agreeing and addressing key priorities;
- agree a view across agencies to scope the number of individuals involved in gang activity in London;
- agree shared approaches to assessment and management of risk across relevant agencies;

- support the development of more effective partnerships at a strategic and local level;
- improve outcomes relating to prevention, diversion, gang-exit programmes, resettlement and reducing re-offending for gang members;
- identify priority issues, gaps in provision and opportunities for adding value to existing provision;
- assess and improve commissioning arrangements and priorities;
- incentivise all partners to use (and generate) evidence of proven approaches at all times.

It is important to ensure that the range of activity in London to tackle gangs draws together broad themes, shared priorities and agreed underlying principles to ensure a consistent and joined up regional approach.

The strategy therefore draws together the existing priorities of statutory and non-statutory agencies and addresses some of the key gaps and challenges identified by partners.

4) Key Themes

Three initial themes have been identified via consultation with partners to date for development through the strategy:

- **Enforcement**
- **Partnerships**
- **Prevention / Diversion**

Effective and meaningful community engagement is seen as integral to all three areas.

Theme 1: Enforcement

The London Crime Reduction Board and the Mayor value a robust approach to public protection and enforcement and see it as a critical priority for the management of gang-related offending and violence in the capital. A central aim of the LCRB is to ensure the successful identification and apprehension of gang members who commit crimes. The board is keen to ensure the most harmful individuals are targeted with the right kind of enforcement interventions – and charged, convicted and sentenced proportionately.

The establishment of the Trident Gang Command and rollout of its identification matrix has initiated the development of a model for the consistent identification of the most harmful gang-affiliated offenders in London boroughs. In line with the Trident approach, entries on the matrix are assessed and ranked in accordance with the level of risk of harm posed, and targeted for appropriate enforcement or prevention / diversionary interventions.

It is estimated that, in the first instance, the number of individuals on the matrix will rise beyond 4,000; in early July 2012, approximately 2,500 had been identified and assessed.

In addition to the matrix, gang flags are being utilised in the MPS Crime Reporting Information System (CRIS) for flagging gang-related offences. Gang markers are also being developed for use on the Police National Computer (PNC) as well as on the National Police Improvement Agency's Violent and Sexual Offender Register (ViSOR).

- **Scoping the Problem**

The Trident approach uses a number of criteria to identify individuals associated with gang-related offending and violence. These include their offending history, previous arrests and other police intelligence.

It should be noted that a number of additional partners and statutory agencies also have models in place to identify this cohort and assess their associated risk. London Probation Trust (OASYS risk assessment system and Gang screening tool), Youth Offending Teams (ASSET and ROSH assessment), the Prison Service and individual local authority Community Safety and Children's Services have also developed a number of frameworks for the identification and risk assessment of individuals who are either involved in or at risk of involvement in gang activity.

There is a need for confidence across partners that agencies have a firm and consistent sense of the numbers, as well as a sense of where the most significant risks are in order to prioritise efforts, both strategically and in real time. Current feedback from partners indicates that there is still significant variation in identification criteria and assessment of associated risks between the MPS Trident Gang Command, criminal justice system and local authority partners. However, feedback also shows that partners see the benefit in an aligned and consistent approach across agencies and across London, and that the Trident Gang Matrix represents a useful initial start for developing a joined up assessment of risks relating to gang members..

A number of boroughs report that a significant amount of young people who are either involved in gangs or at risk of involvement are recognised by agencies, but would not be represented on the Trident Gangs Matrix. Some Youth Offending Teams have reported that gang members make up roughly a third of their caseloads, many of whom are not on the Trident matrix. This represents a significant number of young gang members solely known to Youth Offending Teams and local partners in London boroughs. There is therefore a need for similar consistency and confidence in the identification of the younger, 'at-risk' gang cohort who should also be targeted for appropriate enforcement and prevention or diversionary interventions. In addition to young gang members who are in the youth justice system, a significant number of young people who have never been convicted are also recognised by local agencies as being involved in, or at risk of involvement in, gangs.

There is a need to ensure the London Crime Reduction Board is updated as to the total number of gang members identified by agencies, ranging from those involved in serious criminality to younger gang members who have not yet been convicted for offences. This will support a regional assessment of arrangements to prevent those at-risk young people from becoming involved in more serious gang-related offending.

Action Points²

- 1) Partnership arrangements will be strengthened to build upon the MPS Trident approach to develop a consolidated multi agency model for the identification and scoping of the number of high harm individuals associated with gangs in London who require monitoring.
- 2) Stronger alignment of the existing range of risk assessment efforts across agencies will provide a more robust and consistent view of where risk sits and support more effective and joined-up decision making in management of risk. A model will be developed to align assessment of risk relating to individuals involved in gangs across the MPS, criminal justice system and borough partners.
- 3) The board will develop a means of capturing the number of young people involved in (or at risk of involvement in) gangs, but not represented on the Trident Gang Matrix of high harm gang-associated offenders.

- **Monitoring Enforcement**

A key measure of the effectiveness of London's approach to tackling gangs will be the number of high harm gang-associated individuals subjected to effective enforcement action.

The Trident Gang Crime Command performance indicators are being developed to capture a range of enforcement measures, particularly criminal justice system disposals discharged against those individuals represented on the matrix.

The Crown Prosecution Service has already introduced Borough Gang Prosecutors in priority Trident Gang Crime Command Boroughs, to facilitate better intelligence for prosecutors in recognising and assessing gang cases, understanding local dynamics relating to gangs and making appropriate and timely charging decisions. Gang prosecutors also provide advice on disruption and the use of ancillary orders.

MPS Trident Gang Command Performance indicators:

- Sanction detection rates for gang-involved individuals
- Number of gang-involved individuals convicted
- Number of gang-involved individuals in custody

² A summary of the action points is at Appendix 2

- Number of gang-involved individuals engaged by partners for prevention / diversion / Gang Exit interventions
- Reductions in rates of gang related offences
- Increase in gang-involved individuals subject to judicial restrictions

Changes in legislation (the Police Reform and Social Responsibility Act 2011) mean MOPAC are responsible for holding the MPS to account for the effective and efficient discharge of their duties. In line with this, MOPAC intends to monitor the performance of the Trident Gang Command as a matter of routine business.

- **Alternative Enforcement Opportunities**

As well as criminal justice system disposals, other options for enforcement are presented through civil law with the potential imposition of Criminal Anti Social Behaviour Orders and tenancy enforcement measures against gang members. The London Crime Reduction Board will support more consistent use across London boroughs of civil enforcement against gang members.

Initial scoping between the MPS and UK Borders Agency through Operation BITE indicates that a significant number of high risk individuals associated with gangs may come under the remit of the UK Border Agency for enforcement action. There are unexplored opportunities for greater join-up in sharing of information around the irregular immigration status of gang-involved individuals who are causing most harm, as well as contributing to assessments of “good character” requirements.

Feedback from the Prison Service also highlights the significant level of violent criminality which continues among gang members within the secure estate. There is a need to ensure that a consistent message is delivered in relation to robust enforcement against gang-related offending both in the community and within prisons.

Action Points

- 4) The board supports the introduction of borough gang prosecutors, and will work to facilitate joint working with the MPS, London Probation Trust, Youth Justice Board, local community safety partnerships and CPS to establish a dashboard for sharing intelligence and information.
- 5) The board supports the use of Community Impact Statements and Victim Personal Statements to highlight gang involvement as an aggravating feature for consideration at sentencing. The board will therefore support MOPAC’s emerging sentencing functionality to increase and monitor the use of such statements for cases involving gang members.
- 6) The board will assess the current issues relating to the use of Criminal Anti Social Behaviour Orders and tenancy enforcement against gang members and will support the consistent delivery of civil enforcement opportunities

across London.

- 7) The board will develop work with the MPS, UKBA and partners to establish a framework for effective information sharing and consideration of immigration issues for the most significant high risk gang-associated individuals.
- 8) Consideration will be given to how charging decisions in relation to gang-related offending and violence within the secure estate can best align the priorities of the MPS, London's prisons, MOPAC and the Crown Prosecution Service.

Theme 2: Partnerships

A range of partners have responsibilities for the management of gang-related offenders within the criminal justice system, as well as ownership of relevant information systems.

A significant proportion of the high harm gang-associated individuals identified by the Trident Matrix will be under the supervision of London Probation Trust, Youth Offending Teams or the Prison Service.

In addition to these individuals, many younger gang members who are not identified by the matrix will be known to other public services, such as children's services, health providers, schools, Pupil Referral Units and colleges. Across London's local authorities, there is a wide range of local multi-agency arrangements for considering and managing the issues and needs of this group. The development of Multi Agency Safeguarding Hubs, as well as funding made available through the government's Troubled Families scheme, provides further support for strengthening partnership arrangements for tackling gangs in London.

- **Criminal Justice System**

Initial responses from partners have highlighted a number of opportunities for strengthening partnerships across agencies within the criminal justice system. Despite various initiatives over recent years, improving information sharing across relevant agencies is still seen as the key area for improvement.

London Probation Trust retains a statutory responsibility for the management of risk for offenders completing community orders or under post-custodial licence supervision. While Probation assess risk through the OASYS system, the most accurate assessment of risk to support the effective management of gang members relies upon good information sharing across the criminal justice system. Better use of MPS and Prison Service intelligence will support Probation's management of gang-associated offenders.

Various prisons holding London prisoners report that recognised gang-associated offenders are not always flagged and brought to their attention – in terms of their gang membership, significance of their roles in gangs and potential for violent rivalry with other inmates. HMYOI Isis reports that up to 60% of their inmates are associated with gangs. The high proportion of gang members in Young Offender Institutions such as Feltham and Isis creates a huge challenge to the running of the secure estate, given the impact of gangs in driving violence and offending within custody. Timely receipt of intelligence relating to gang-related offenders will support the prison service in managing rival gang members and recognising those inmates who are likely to be key gang “influencers”.

Conversely, given the growing interplay between gang dynamics within the community and the secure estate, the collection of information relating to gangs in prison is also of significant importance to Probation and MPS partners. Assessing risks, monitoring relationships and taking action around gangs in prison can often influence violent gang-related activity in the community.

Action Points

- 9) The board will ensure priorities relating to information sharing are aligned between London Probation Trust, Youth Offending Teams, the Prison Service and the Metropolitan Police to address:
 - information received by London prisons from partners relating to gang members
 - information shared by London prisons relating to gang activity in the secure estate
 - information shared by London prisons relating to information received regarding gang activity in the community
 - access to MPS information by London Probation Trust and Youth Offending Teams to support risk assessments

- **Prosecution and Courts**

The focus on developing a more effective enforcement approach for tackling gangs will potentially involve greater input and prioritisation from the Crown Prosecution Service and HM Courts Service to consider evidence, prepare and process cases through the courts.

The introduction of Crown Prosecution Service Borough Gang Prosecutors will develop a borough resource and expertise for recognising the particulars relating to gang dynamics and gang-related offences in London boroughs. An aspiration of the partnership approach for tackling gangs is that offences relating to gang members are processed quickly through the courts, ensuring speedy and efficient decision making relating to charging and bail/remand hearings. Effective information sharing protocols between the MPS, Crown Prosecution Service and CJS partners will

support the aspiration for developing a premium service through the courts for gang members and ensuring that Gang Prosecutors are kept abreast of issues relating to gang activity in their localities.

The strategy will also recognise and support the CPS's proactive, problem solving role in working with partners to identifying solutions for tackling gang offending in developing appropriate disruption measures.

An additional challenge highlighted by partners has been the impact of gang-related cases on security at London's courts. A number of violent incidents have occurred at London courts as a result of scheduled cases involving rival gangs being heard concurrently. The development of a framework for the effective management of gang-related cases will support efforts to reduce violence at courts.

Action Points

- 10) The board will support plans to develop a premium service for gang members from the MPS, Crown Prosecution Service and courts relating to the speedy expedition of file preparation, decisions and hearings.
- 11) The board will support the development of an information sharing framework for HMCTS, MPS and local partners to support more effective scheduling of Gang cases at Courts and prevention of violence at Courts.

- **Health**

In addition to the broad criminal justice and local authority partnerships already highlighted, the health challenge posed by gangs in London is also a key theme which has emerged from consultation with partners.

Gangs are a significant driver for violence in London, creating a more prominent role for London Ambulance Service and Accident and Emergency departments who attend to victims of gang-related violence. Engagement with health services can often be the first contact that gang-associated individuals have with any service. This presents an opportunity to ensure that relevant agencies are aware of the potential for suitable interventions for victims (and perpetrators) of gang violence.

In addition to supporting stronger multi-agency assessment of the needs of individual gang members, datasharing between health services and partners can also support the management of gang-related violence in localities. Often, A&E staff may be the first (and sometimes only) people to be aware of a violent incident. More effective data sharing can also support local partners' efforts in managing situations locally, by mobilising appropriate responses to prevent further retaliatory violence after an initial incident.

Research carried out by the Youth Justice Board, NHS London and MOPAC clearly highlights the significant numbers of young people at risk of violent offending who have underlying emotional or mental health needs. Particular reference has been made to the low engagement with Child and Adolescent Mental Health Services (CAMHS) for this cohort, and the variable referral criteria for acceptance to appropriate interventions in the community.

After professional assessment, many gang members have been identified as coming to terms with significant past events such as abuse, bereavement or loss in addition to psychological trauma as a result of suffering or witnessing serious violence in relation to their gang activity. Engagement with Child and Adolescent Mental Health Services for addressing the emotional and mental health needs of young gang-associated individuals therefore remains a key area to be addressed through the London Crime Reduction Board gangs work.

Although there is currently uncertainty about regional commissioning and funding arrangements for health services in London beyond 2013, the board will continue to engage with health partners to ensure that health elements of the gang strategy are addressed.

Action Points

- 12) The board will continue its work to improve data sharing arrangements around A&E and LAS data for the consistent identification of victims (and perpetrators) of gang-related violence who should be considered for partner agency interventions. The board will also consider the development of data sharing protocols to support prevention of retaliatory gang violence.
- 13) The board will explore how Child and Adolescent Mental Health Services, the YJB and local authority partners can ensure appropriate provision for violent young offenders who are involved in gangs is consistent across the capital.

- **Local Partnerships**

A range of borough level partnership arrangements are in place for tackling gangs. Borough Trident Units are working in partnership with local agencies to assess and manage risk for gang-related offenders. London Probation Trust and the MPS lead Multi Agency Public Protection Arrangements (MAPPA) and Jigsaw for the most violent offenders. Integrated Offender Management (IOM) arrangements are also being developed by boroughs to support more joined up partnership working to reduce reoffending for priority groups. A proportion of the offenders under the remit of Integrated Offender Management arrangements are likely to be associated with gangs. In addition, local authorities are developing multi agency arrangements for considering the requirements of younger people who are involved in gangs.

The development of Multi Agency Safeguarding Hubs (MASH) and work funded through the government's Troubled Families scheme offer further opportunities to develop consistency around key principles, priorities and outcomes for young people at risk of (or already involved with) gangs and offending.

While local authorities are best placed to configure local arrangements to meet local priorities, the London Crime Reduction Board is committed to ensuring consistency across London in recognition of key priorities, objectives and outcomes for reducing gang-related offending. The Trident Gang Command performance framework captures activity relating to the number of gang members offered preventative or diversionary interventions; the board is keen to ensure the right kinds of interventions are in place.

Action Point 3 of the partnership strategy highlights the need to develop a clearer recognition of the number of young people in London boroughs who are involved in gangs, but not reflected on the Trident Matrix.

A framework for capturing the services and interventions offered to this cohort will support the board in assessing the resources and provision required to reduce the involvement of young people in gangs. In parallel, work will continue to focus on identifying those interventions that are most successful in demonstrating an impact on violent gang-related offending in London.

MOPAC is currently co-ordinating the development of Integrated Offender Management in London, which will carry forward a range of activity to co-ordinate management of priority offenders in London boroughs and support resettlement provision to reduce reoffending rates. A significant proportion of gang-related offenders in London will fall under the consideration of this work.

While many gang-related offenders aged over 21 are under Probation supervision for community orders, or as part of their licence conditions, a significant number of gang members who serve custodial sentences of less than 12 months are not subject to any form of statutory supervision.

A lack of statutory provision for convicted gang-involved individuals therefore presents a significant challenge in reducing criminality for this group. It will therefore be important to ensure that boroughs have a clear view of the number of gang members in the community who are not subject to statutory supervision, support or interventions, as well as sufficient resources to provide services to support this cohort away from gang-related offending.

- **Safer Learners**

The Safer Learners partnership brings together the GLA, London Councils, MOPAC, Metropolitan Police and the Youth Justice Board to provide strategic co-ordination to improve the safety of pupils across London. The impact of violent youth gangs on schools, colleges and Pupil Referral Units has been reflected by a number of high

profile fatal incidents taking place in and around educational establishments in London. (Sofyen Belamouadden, Victoria, March 2010; Zach Olumegbon, Park Campus, Norwood , July 2010,) In addition, London Ambulance data temporal analysis shows that a disproportionate amount of serious youth violence occurs in the two hour window from 4 pm – 6 pm which directly follows school hours.

The Safer Learners Partnership will lead London-wide strategic activity through the development of a framework for effective information sharing, scoping of current safer schools partnership arrangements and consideration of how best value can be achieved from the range of schools-based programmes, such as Growing Against Gangs, London Fire Brigade LIFE programme, Metropolitan Black Police Association VOYAGE programme etc.

EGYV Peer Reviews

In October 2011, the Home Office launched the Ending Gang and Youth Violence Programme and a £10 million funding stream for 2012/13 to support additional activity and partnership arrangements to tackle gangs in local authorities in England which are affected by gangs.

Eighteen of the 29 local authority areas identified by government are London boroughs, with £4.4 million of the total funding earmarked for allocation in the capital. The programme is conducting a series of 'peer reviews' to consider partnership arrangements and identify models of effective practice. The London Crime Reduction Board will work with the Home Office to collate a narrative and summary of findings of the Ending Gang and Youth Violence London peer review reports and consider how any action points can be carried forward through the board after the completion of the Home Office programme in March 2013.

- **Community Engagement**

Given the impact of gang-related offending on London communities, a central element of an effective approach to tackling gangs entails meaningful community engagement. A number of considerations are raised by the impact of gangs on London's various communities, particularly in relation to 'quality of life' and public sentiment indicators relating to public confidence.

Moreover, it is recognised that given the significant overrepresentation of young black people engaged in gangs and gang-related offending in London, enforcement activity to tackle gangs is likely to disproportionately affect London's black and BME communities. It will be of real importance to ensure that the enforcement response to gangs in London addresses and recognises the sensitivities of those communities who are most significantly affected. The message must not be lost that the majority of young black and BME young people are not involved in gangs and are often those most in fear of gang crime.

An effective community engagement approach will address public confidence issues and reflect community concerns relating to the impact of gangs locally, as well as the appropriateness and efficacy of local responses.

- **Victims and Witnesses**

Victims and witnesses should be at the heart of any crime reduction strategy.

Effective engagement with both victims and witnesses poses a significant challenge for the LCRB and the wider criminal justice partnership. Research shows that victims and witnesses in London are commonly reluctant and often refuse to assist with evidence gathering which compromises the effectiveness of criminal justice partners in achieving convictions for serious gang-related violence.

The LCRB will support work among partners to improve confidence levels to increase the level of cooperation from victims and witnesses and support improved sanction detection rates for serious gang-related offending.

Victims of shootings and gang related activity are often repeat victims or offenders themselves. The board will have an increasing role in improving victim services more generally across London, with a specific focus initially on victims of gang-related offending. It will therefore be important that partners identify opportunities to engage with these individuals in order to prevent further offending and victimisation.

Action Points

- 14) Take proactive measures for victims and witnesses of gang-related offences to enhance their understanding and awareness of the measures available to protect them if they choose to cooperate with investigations.
- 15) Explore options for a partnership approach by adopting a sustained publicity campaign to counter gang-related activity in London and improve confidence and satisfaction, particularly in communities most affected by gangs.
- 16) The board will develop a means of capturing interventions and outcomes for the cohort of young people who are not represented on the Trident Gang Matrix (see *action point 3*).
- 17) Partners will develop a means of monitoring the number of known gang-related offenders in London boroughs who are not subject to statutory supervision or support. Building on Integrated Offender Management work across London, this will ensure that agencies are able to better support this cohort away from offending, and develop a clearer sense of resource requirements and business cases for funding.
- 18) MOPAC, MPS and local authority partners to review current community engagement, victim and witness arrangements in London and make recommendations to be reported to the London Crime Reduction Board.

19)MOPAC and Home Office to collate a summary of issues in London highlighted through the Ending Gang and Youth Violence programme, and co-ordinate priorities and activity to be carried forward by the London Crime Reduction Board strategy after the closure of the Home Office programme.

Theme 3 : Effective Prevention and Diversionary Activity

A successful gangs approach not only requires strong enforcement, but will also need to promote effective interventions to provide pathways away from gangs and offending for entrenched gang members as well as those individuals who are at risk of involvement.

The MPS Trident approach will also capture performance around high harm gang related offenders noting whether they have been referred to prevention and diversionary interventions intended to support them away from gangs and offending. The board is keen to ensure that these interventions are as effective as possible, and able to provide sufficient evidence of their impact.

- **Evidence-based Commissioning**

A broad range of learning has been achieved in recent years with respect to “what works” and, conversely, those interventions which have been less effective. However, partners continue to recognise a number of challenges relating to the effective commissioning, delivery and management of appropriate and successful gang programmes and interventions.

Confidence and consensus is still being developed with regard to which types of specific interventions are most suitable, as well as expectations about the type of expertise and approaches that providers should be expected to show evidence of to commissioners.

A significant proportion of preventative and diversionary activity is delivered by community and voluntary sector providers. Issues relating to the challenges faced by the capacity of voluntary sector providers to deliver required outcomes and meet reporting requirements have emerged as prominent themes in feedback from partners.

A successful commissioning model should not only rely on the available evidence of successful interventions, but should share responsibility for generating evidence and building capacity across both commissioners and providers.

It is generally agreed that specific programmes should not be promoted without any clear evidence of their effectiveness. Project Oracle, the Mayor’s approach to “understanding and sharing what really works” to reduce serious youth violence in London, provides a useful framework to support providers to demonstrate the impact of their work. A clear aim of Project Oracle is to build a repository of independently assessed and evaluated programmes, in order to inform decision-making when

commissioning (and de-commissioning) youth projects, with a particular focus on preventing and reducing youth violence.

Ultimately, the London Crime Reduction Board wants to grow evidence of the kinds of projects that we know have an impact on preventing youth and gang-related violence in London. While Project Oracle has a clear remit around improving programmes for young people, the LCRB believes that its approach can be built on and widened to ensure programmes to prevent gang-related offending and re-offending by the majority of the London cohort (i.e. 18-25 year olds) are all based on evidence.

The board will build upon the progress made so far through Project Oracle, and will establish a separate workstream to develop a strategic, evidence-based commissioning model.

- **Girls and Gangs**

The Mayor's Violence Against Women and Girls strategy *The Way Forward* highlights the impact of serious youth violence on young women and girls, including young women and girls being used as "sexual accessories" by young men in gangs; young women and girls hiding weapons and drugs for gang members and sexual violence being used as a weapon between rival gangs. The Mayor has made a commitment to improve the identification of and the response to young women involved in or associated with gangs.

MOPAC has developed a Girls and Gangs Working Group which brings together relevant agencies and practitioners. The MOPAC girls and gangs working group is developing a strategic framework and minimum standards, outlining the roles and responsibilities of agencies to ensure an appropriate and consistent response across London. The board's partnership anti-gang strategy supports the development of effective practice.

Policy and service provision for gangs and serious youth violence in London, and indeed the UK, has been shaped around the needs of men and boys. This has resulted in inadequate structures, interventions and provision of support for women and girls. The most significant gap that has been identified is exit provision for young women and girls. The Girls and Gangs Working Group will focus on developing routes out of and specialist support for young women associated with gangs.

In addition to the needs of girls and young women who are at risk of abuse and victimisation due to their involvement with gangs, it is also important to ensure that intervention strategies are devised which address the issues relating to girls and young women both as victims and perpetrators of gang-related crime.

- **Gang Exit Programmes**

A number of interventions seek to develop Gang Exit programmes to support gang members away from gang membership and gang-related offending. Given the relatively recent emergence of these programmes, the London Crime Reduction

Board will establish a forum for practitioners and academics to consider effective practice, appropriate methodologies for addressing the core drivers and dynamics behind gang culture, in order to develop effective evaluation framework for gang exit provision.

- **Employment**

A wealth of evidence highlights the importance of training and employment in supporting people away from offending. The board will build on a MOPAC pilot where suitably motivated and risk assessed offenders are matched with employment opportunities sourced across supply chains. A number of the successful participants in this pilot activity to date have been gang members, with significant offending histories. The Mayor's Crime Manifesto has also highlighted a commitment to ensure that employers support efforts to reduce reoffending by providing opportunities for work ready offenders.

Progression to employment will be a crucial element of the offer to underpin Gang Exit strategies, by providing gang members with viable alternatives to offending.

A key strand of the London Crime Reduction Board's anti-gang activity will therefore be to ensure that gang members are targeted for inclusion through the Mayor's strategy to improve employer engagement to support resettlement efforts and reduce re-offending rates.

Action Points

20) Development of an effective framework for the commissioning of prevention and diversionary activity which:

- Supports local commissioner to commit to evidence-based funding decisions
- Encourages providers of youth crime prevention projects to self-assess online via Project Oracle
- Establishes consistency in measuring outcomes and standardising evaluation methodologies
- Develops cross-borough, sub-regional and pan-London commissioning models
- Considers the development of viable payment by results models
- Engages funders, commissioners and providers in addressing capacity issues

21) Build on the work of the Girls and Gangs Working Group to:

- Share learning, good practice, and identify priority issues relating to girls and young women who may be victims of violence and exploitation by gang members
- Work with the London Safeguarding Children Board, VAWG Panel members and the Home Office to roll out the girls and gangs strategic framework and minimum standards
- Develop a programme to support young women to exit gangs and identify funding to run a pilot in London

22) Linkage of Mayor's Crime Manifesto commitments relating to employment for offenders to work to support gang members away from offending in order to improve resettlement and gang-exit outcomes. The board will work with partners to maximise employment opportunities for those gang members who have been assessed as motivated and work-ready.

23) The London Crime Reduction Board will support efforts to establish a London 'repository' of evidenced approaches to reduce reoffending, with a particular focus on gang-related offending.

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Appendix 1

LCRB Membership and Terms of Reference

London Crime Reduction Board members

Mayor of London (Chair)

Deputy Mayor for Policing and Crime

X 3 Leaders nominated by London Councils

The Commissioner (MPS) - attends the meeting in the capacity of policing advisor

Other partners are also present at the LCRB in the capacity of advisors, including representatives from the;

Mayor's Office of Policing and Crime (MOPAC)

Crown Prosecution Service (Crown Prosecution Service)

London Probation

London Councils

Ministry of Justice (MoJ)

National Health Service (NHS)

Purpose of LCRB

- Provide leadership and improve co-ordination on strategic working at a regional level in respect of policing and crime reduction delivery in London.
- Develop a joined up strategic assessment process in London to identify joint priorities and to help achieve focus and value.³
- Lobby for change and seek to secure/maintain funding for London to achieve crime reduction.
- Provide a consultative link with central government departments on crime strategy development.
- Ensure good practice in London on strategic crime reduction issues is appropriately identified and communicated.
- Identify and resolve barriers to delivering a co-ordinated approach to the crime and disorder agenda within London.
- Assist in the sharing of information between organisations and understanding of key crime reduction programmes.
- Enhance the relationship between police and local authorities for working on crime reduction as well as facilitating a stronger alignment between crime reduction activity and other strands of local strategic partnerships e.g. health, safeguarding, young people, economic development etc.
- Establish shared priorities for pan-London approaches, where these can demonstrably add value to the work of local partnership activity.

³ (NB this is building on strategic assessments already being developed by individual partners, rather than starting from scratch)

DMG members

Deputy Commissioner Craig Mackey	(Chair)
Siobhan Coldwell	(MOPAC)
Christian Steenberg	(MOPAC)
Jeff Jacobs	(GLA)
Dr Simon Tanner	(NHS)
John O'Brien	(London Councils)
Nick Walkley	(LB Barnet)
Heather Munro	(London Probation Trust)
Alison Saunders	(Crown Prosecution Service)
Lucy Bogue	(NOMS)
Alison Keating	(NTA)

Purpose of DMG

- Support the LCRB in developing a London wide joined up strategic assessment process to identify joint priorities and to help achieve focus and value and identify any gaps within the partnership or interventions available to support pan-London crime reduction.
- Develop risk assessments for all its programmes of activity.
- Propose draft priorities to the LCRB, by identifying opportunities where the Board might best add value by co-ordinating partnership efforts.
- Develop a plan for delivery against LCRB priorities.
- Support the LCRB in ensuring good practice in London on strategic crime reduction issues is appropriately identified and communicated.
- Share information between organisations and understanding of key crime reduction programmes.
- Work with the community safety and criminal justice partnership to identify and deliver long-term, resourceful and sustainable solutions to addressing crime and reoffending.
- Identify and pool resources to deliver key objectives.
- Support the MOPAC in engaging with key partners to establish funding criteria and priorities for MOPAC funding streams.

Appendix 2: Strategy Action Plan

Action Point	Action	Lead agency	Partner agency/agencies	Proposed Activity and timescales	Outcomes
1. Scoping the number of gang related offenders in London boroughs.	Strengthen partnership arrangements to build upon the MPS Trident approach to develop a consolidated model for the identification and monitoring of the number of individuals associated with gangs in London.				
2. Aligning risk assessments across agencies – developing a consolidated view of risk	Develop stronger alignment of the existing range of risk assessment efforts across agencies to provide a more robust and consistent view of where risk sits and support more effective and joined-up decision making in management of risk.				
3. Capturing entry level and at-risk young people	Work with local authority partnerships to develop a register for monitoring the number of young people who are involved in gangs or at risk of involvement, but not represented on the Trident Gang Matrix of high harm gang related offenders .				
4. Support the introduction of	Facilitating joint working with the MPS, London Probation Trust, Youth Justice Board, local community				

<p>borough gang prosecutors</p>	<p>safety partnerships and Crown Prosecution Service to establish a dashboard for sharing intelligence and information.</p>				
<p>5. Community Impact Statements</p>	<p>Support the use of Community Impact Statements to highlight gang involvement as an aggravating feature for consideration at sentencing.</p> <p>Establish a model to monitor the use of Community Impact Statements for consideration at sentencing hearings for gang members, to facilitate improved use of CIS's going forward.</p>				
<p>6. Civil enforcement options</p>	<p>Assess the current issues relating to the use of ASBOs and Tenancy enforcement against gang members to support the consistent delivery of civil enforcement options.</p>				
<p>7. UKBA - Operation BITE</p>	<p>Establish a framework for effective information sharing and consideration of immigration issues for most significant gang related offenders under UKBA remit.</p>				
<p>8. Gang violence and offending in prisons – charging decisions</p>	<p>Develop a framework with MPS, NOMS and Crown Prosecution Service for consideration of how charging decisions in relation to gang related offending and violence within the secure estate can best align the priorities of the MPS, London's prisons and the Crown Prosecution Service.</p>				
<p>9. Information sharing between London prisons and other</p>	<p>Develop effective protocols for information sharing between London Probation Trust, the Prison Service, and the Metropolitan Police. Relating to activity within</p>				

agencies	the secure estate and in the community.				
10. Premium service for gang cases by Crown Prosecution Service and HMCS	Development of framework for premium service for gang members from Crown Prosecution Service and courts re speedy expedition of file preparation, Crown Prosecution Service decisions and hearings.				
11. Improving court security relating to gang cases	Development of information sharing framework for HMCS, MPS and local partners to support more effective scheduling of Gang cases at Courts and prevention of violence at Courts.				
12. Health sector data sharing	Development of data sharing arrangements relating to A&E and LAS data for gang related violence for the identification of victims of gang related offending who should be considered for partner agency interventions. Development of data sharing protocols to support prevention of retaliatory gang violence.				
13. Improving access to CAMHS for high risk young offenders	MOPAC will lead workshops with regional CAMHS, YJB and local authority partners to address the issues relating to CAMHS provision for violent young offenders who are involved in gangs.				
14. Addressing victim awareness and participation in legal process	Take proactive measures for victims and witnesses of gang-related offences to enhance their understanding and awareness of the measures available to protect them if they choose				

	to cooperate with investigations.				
15. Increase public confidence through effective community engagement	Explore options for a partnership approach by adopting a sustained publicity campaign to counter gang-related activity in London and improve confidence and satisfaction, particularly in communities most affected by gangs.				
16. Capturing prevention and diversion outcomes for at risk young people	The board will develop a means of capturing interventions and outcomes for the cohort of young people who are not represented on the Trident Gang Matrix (see action point 3).				
17. Scoping gang members in London aged 18+ who are not subject to statutory supervision or support	Partners will develop a means of monitoring the number of known gang-related offenders in London boroughs who are not subject to statutory supervision or support. This will ensure that agencies are able to allocate responsibilities for supporting this cohort away from offending, and develop a clearer sense of resource requirements and business case for funding.				
18. Community engagement, victims	MOPAC, MPS and local authority partners to review current community engagement, victim and witness arrangements in London and make recommendations				

and witnesses	to be reported to the London Crime Reduction Board.				
19. Alignment with Home Office Ending Gang and Youth Violence Programme	MOPAC and Home Office to collate a summary of issues in London highlighted through the Ending Gang and Youth Violence programme, and co-ordinate priorities and activity to be carried forward by the London Crime Reduction Board strategy after the closure of the Home Office programme.				
20. Development of an effective framework for the commissioning of prevention and diversionary activity	<p>Develop a framework that:</p> <ul style="list-style-type: none"> • Supports local commissioner to commit to evidence-based funding decisions • Encourages providers of youth crime prevention projects to self-assess online via Project Oracle • Establishes consistency in measuring outcomes and standardising evaluation methodologies • Develops cross-borough, sub-regional and pan-London commissioning models • Considers the development of viable payment by results models • Engages funders, commissioners and providers in addressing capacity issues 				

21. Girls and gangs	<ul style="list-style-type: none"> • Build on the work of the Girls and Gangs Working Group to share learning, good practice, and identify priority issues relating to girls and young women who may be victims of violence and exploitation by gang members • Work with the London Safeguarding Children Board, VAWG Panel members and the Home Office to roll out the girls and gangs strategic framework and minimum standards. Develop a programme to support young women to exit gangs and identify funding to run a pilot in London 				
22. Resettlement and Employment	Linkage of Mayor's Crime Manifesto commitments relating to employment for offenders to work to support gang members away from offending.				
23. "What works" : Supporting evidence-based practice and interventions	The London Crime Reduction Board will support efforts to establish a London 'repository' of evidenced approaches to reduce reoffending, with a particular focus on gang-related offending.				

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