



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

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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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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

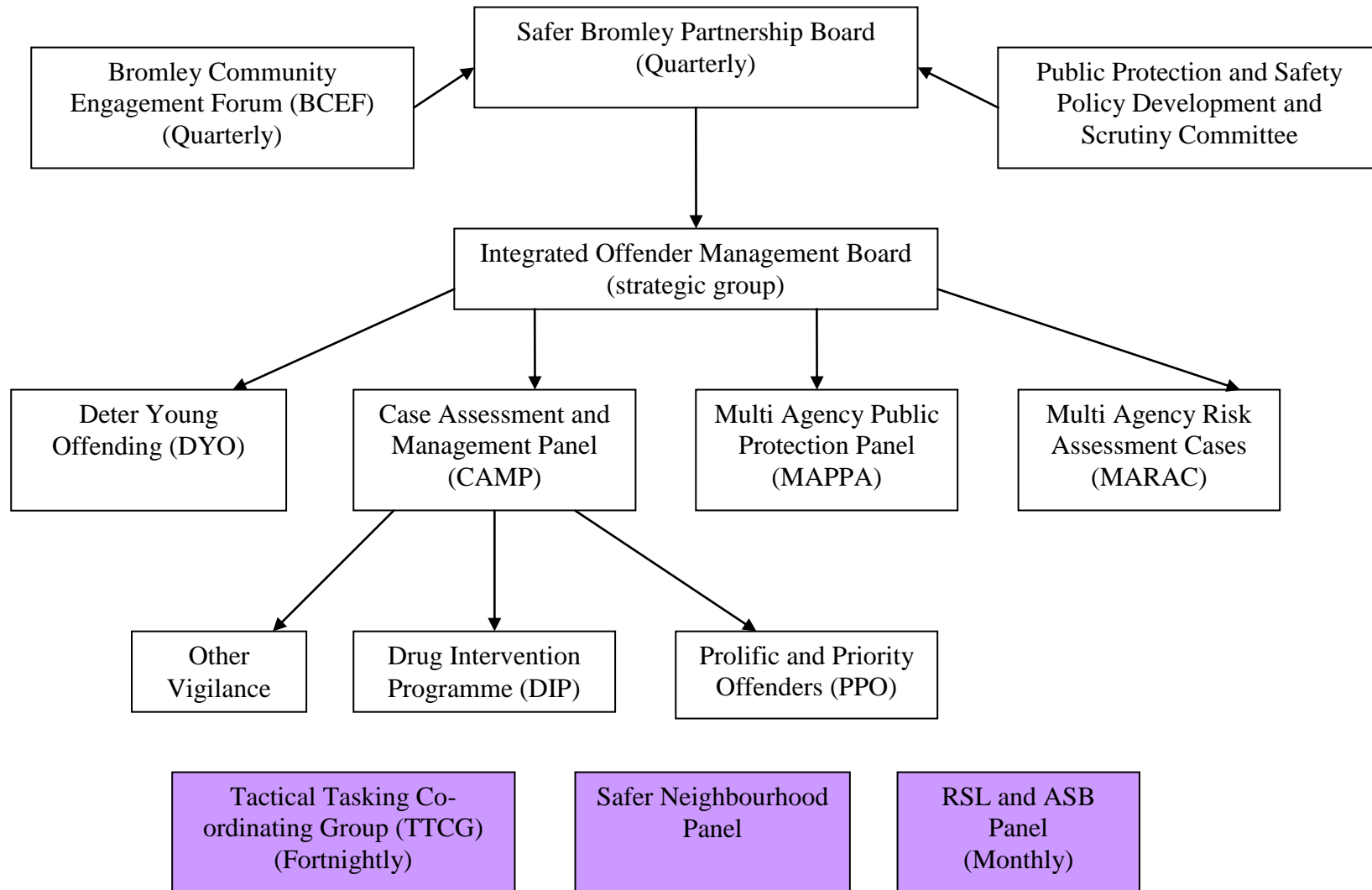
Long Term Recommendations and Actions

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 Diversionary 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	<ul style="list-style-type: none"> - Brief Safer Neighbourhood Panel reps to talk about this at all their meetings 	Safer Neighbourhood Development Officers

and other agencies.		
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	<ul style="list-style-type: none"> - 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	

1 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

➤ **Barnardo'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=C
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