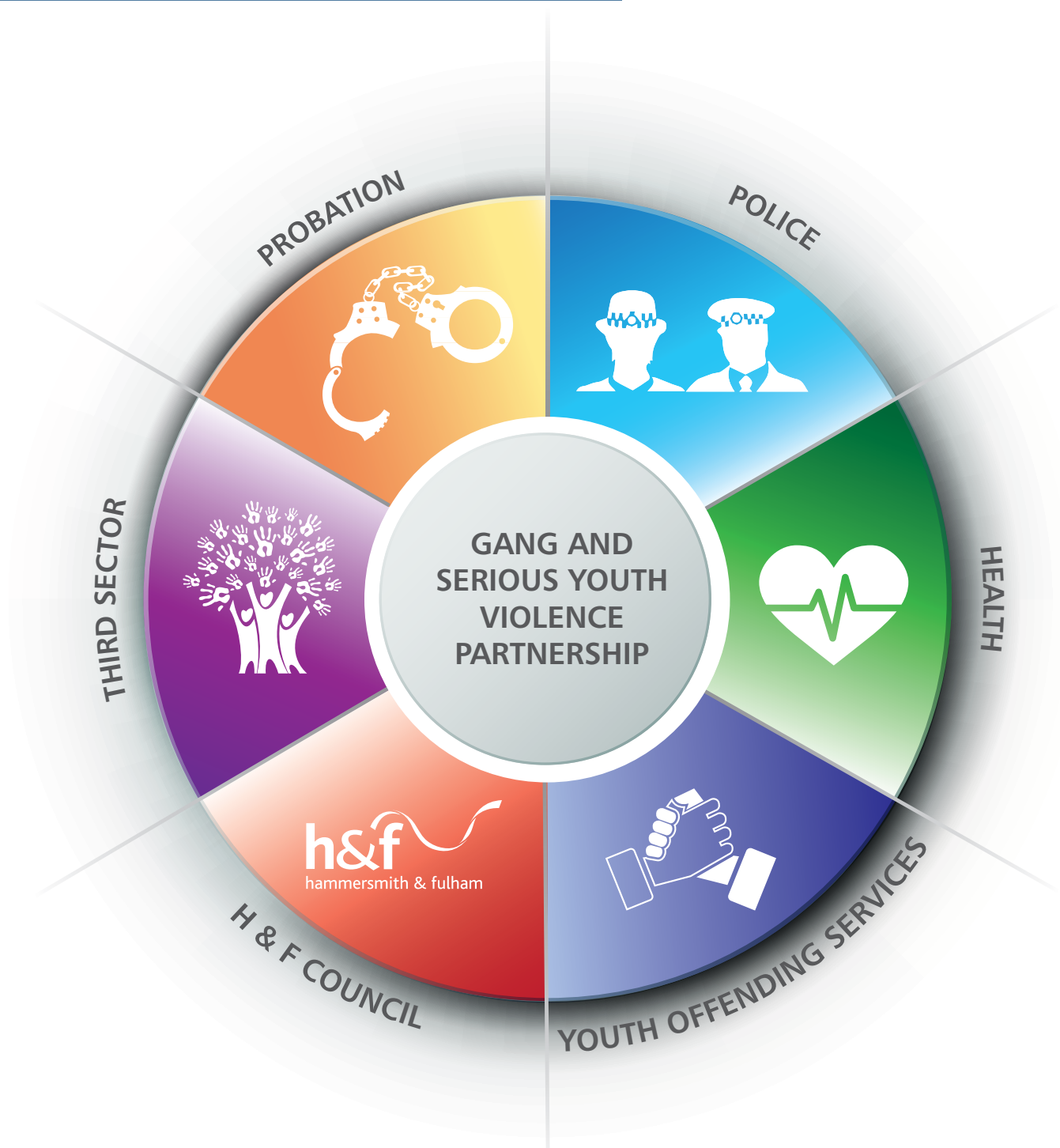


# Ending Gang Violence and Exploitation Partnership

## Strategy Synopsis



# Foward

The aim of the strategy is to set out Hammersmith & Fulham's priorities in tackling gangs, serious youth violence and exploitation in the borough for the next five years to work to provide the best response.

Hammersmith & Fulham Council works in partnership with a wide range of organisations including the Police, probation, and the third sector to deliver the best possible service for a vulnerable group of young people. This is a small but important group of young people who are vulnerable to and involved in gang activity.

Gang violence and exploitation is a key issue across London and can have a significant damaging effect on the lives of individuals and the people around them, as well as the community as a whole. Gang and youth violence is not a problem that can be solved by enforcement alone. It requires a robust, coordinated response from partners across the sector to tackle the problem effectively.

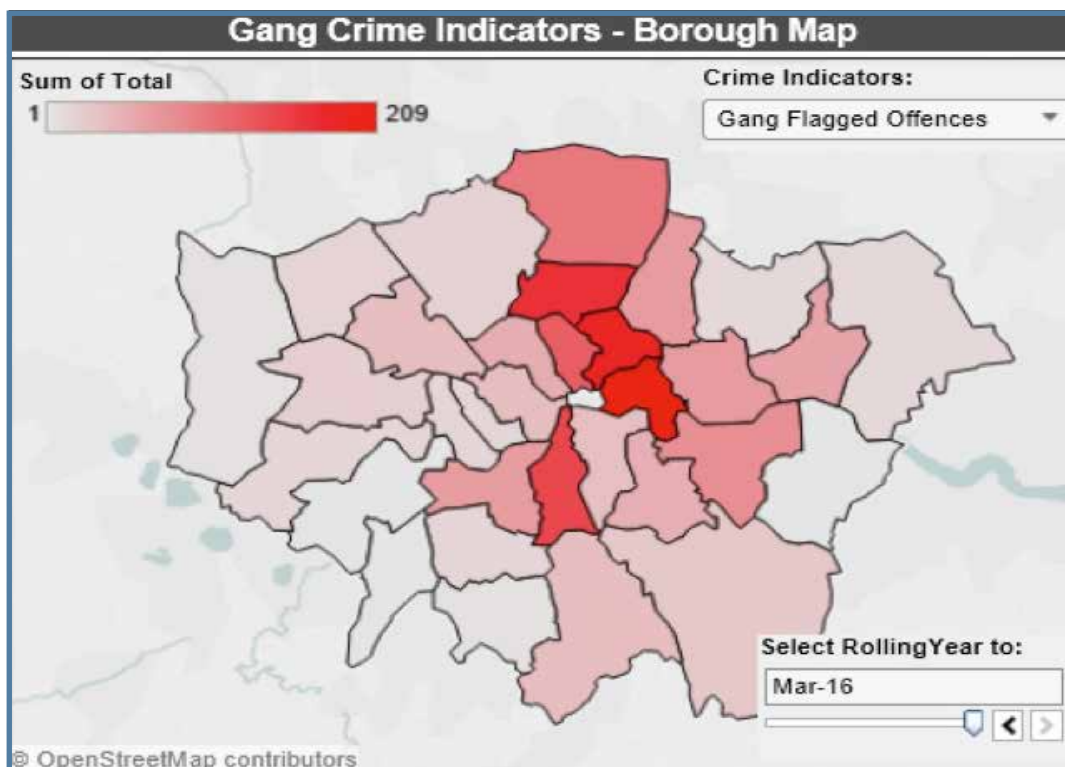
## Councillor Fennimore and Councillor Macmillan

### What does success look like?

- Residents are protected from entering a gang lifestyle.
- Those involved in gang and youth violence, or on the periphery, are positively engaged in services.
- Enforcement is used appropriately and proportionally to ensure that young people are not unnecessarily criminalised but learn that there are consequences for their actions
- Residents who want to exit a gang lifestyle are supported in re-entering a normal life
- Women and girls involved in, or at risk of becoming involved in, gang violence and exploitation are protected and supported.

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# Purpose

**As part of the Home Office Ending Gang and Youth Violence (EGYV) national initiative a peer review was conducted for Hammersmith & Fulham in 2013. The model was designed to help partners assess the robustness of their structures and processes in tackling this issue. In response to this assessment the following strategy has been produced in consultation with the Gangs and Serious Youth Violence Partnership to coordinate the borough's response to tackling gangs, serious youth violence and exploitation.**

In January 2016 the Home Office launched a refreshed approach to Gangs titled Ending Gang Violence and Exploitation which set the below priorities:

- Tackle county lines – the exploitation of vulnerable people by a hard core of gang members to sell drugs
- Protect vulnerable locations – places where people tend to be targeted, including pupil referral units and care homes
- Reduce violence and knife crime – including improving the way national and local partners use tools and powers
- Safeguard gang-associated women and girls – including strengthening local risk assessment practices
- Promote early intervention – using evidence from the Early Intervention Foundation to identify and support vulnerable children and young people (including identifying mental health problems)
- Promote meaningful alternatives to gangs such as education, training and employment.



Recommendations have been developed in line with our priorities and the Home Office Ending Gang Violence and Exploitation priorities. These recommendations have been developed as a result of discussions with members of the partnership and other areas of the third sector.

The Strategy has been developed through the latter part of 2015/16 and plans the response to this issue over a five year period. It will be reviewed annually by the GYV Partnership.

# GYV in Hammersmith and Fulham

The London Borough of Hammersmith & Fulham has improved its response to tackling gangs and serious youth violence over recent years. Between 2010/11 and 2014/15 the number of Youth Violence offences decreased by 37%, and similarly, Serious Youth Violence offences also decreased by 30.8% in this time. However, between 13/14 and 14/15 there was an increase in Youth Violence Offences by 19%.

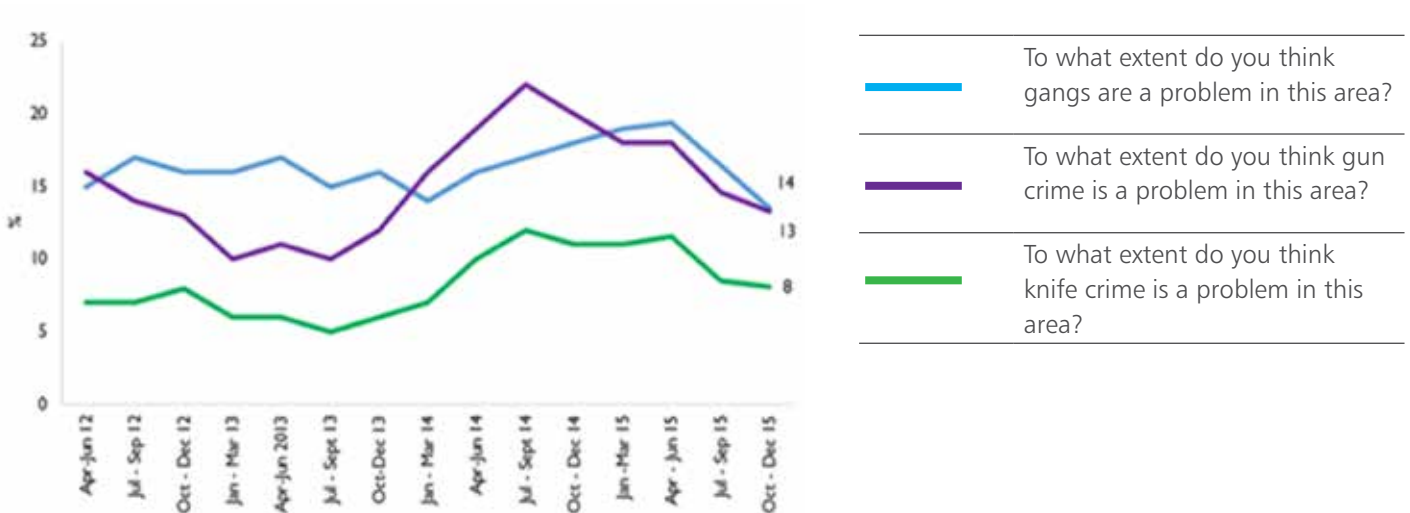
Although in general these figures are positive, it is concerning that the number of youth victims of serious violence in the 12 months up to June 2015 was 144. This is the highest number since April 2012 and there has been a steady increase since December 2012.

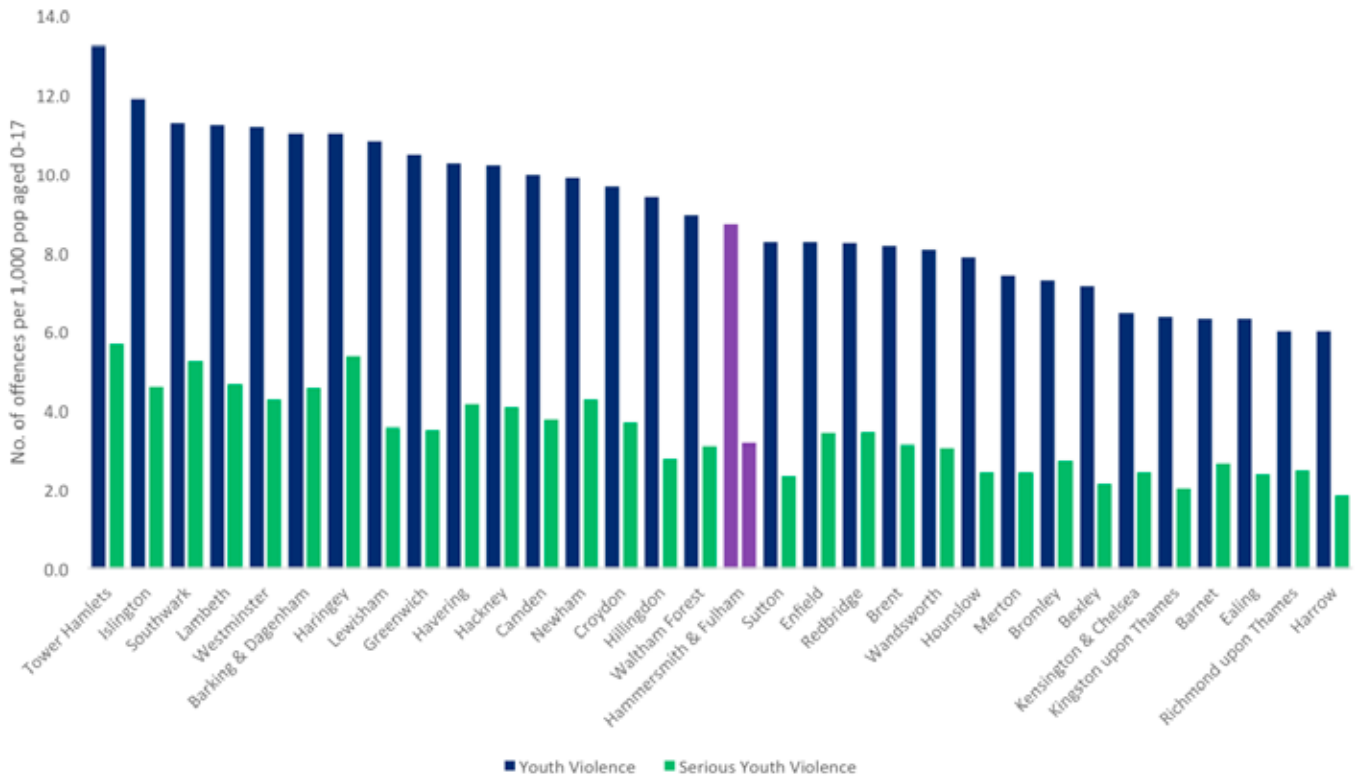
The percentage of respondents within the Borough who think that gangs are a problem has remained fairly stable over the last few years but did experience an increase to 19% in Apr - Jun 15. The percentage of respondents that think gun crime is a problem in the borough has increased from 7% in Jan-Mar 2014 to 8% in Oct-Dec 2015. The percentage of respondents who think knife crime is a problem in the Borough has decreased from 16% in Jan-Mar 2014 to 13% in Oct-Dec 2015.

Graph 1: Number of Youth Violence and Serious Youth Violence Offences



Graph 2: Met Poice Public Attitude Survey





In comparison to other London Boroughs Hammersmith and Fulham is ranked 14th for Youth Violence (1st being the best), and 15th for Serious Youth Violence out of the 32 London Boroughs. In comparison to the London average Hammersmith and Fulham has a lower level of both YV and SYV.

Knife crime is one of the key priorities for London highlighted in the Home Office Ending Gang Violence and Exploitation report. In comparison with the other boroughs of London in 2014-15, Hammersmith & Fulham was ranked 10th lowest for both knife crime and knife crime with injury.



# Areas of work:

## Prevention, Diversion and Early Intervention

Consultation with the Gang and Serious Youth Violence Partnership has highlighted that the strategy should have a greater emphasis on prevention, diversion and early intervention to improve outcomes for individuals. This work will aim to reduce the cost of GYV, both financial and social, associated with future offending and victimisation.

## Engagement

Engagement and outreach work is vitally important in effectively supporting the specific needs of those who are involved in, or at risk of becoming involved in gangs and serious youth violence. It is also important that the Council engages with the community and faith groups and involve them in the response to EGYV.

## Enforcement

In some cases there is no choice but to take an enforcement route to tackle an issue. Orders and tenancy actions are some of the ways we can ensure individuals engage with our services and discourage them from carrying out the problematic behaviours that disrupt our community.

## Gang Exit and Resettlement

Housing, education, employment and the safe relocation of individuals affected by gang associated behaviours were common themes throughout the Peer Review in 2013. There is a need for LBHF to develop a co-ordinated approach to providing routes out of offending.

## CSE and gangs

The issues of young women and girls relating to gangs and serious youth violence differ immensely from the issues young males face. This cohort is at risk of a range of forms of abuse, including but not limited to, physical, emotional abuse, and technology based abuse.

## Information sharing, Governance and Partnership Working

Re-shaping the back office response to ending gang violence and exploitation.





# Prevention, Diversion and Early Intervention

## Identification of those at risk

- **Gangs Matrix and SAVVY:** The matrix is a database of the highest risk nominals in the borough and is tracked by the police. An additional monitoring list of individuals about whom there are serious concerns is also monitored by the Police. The partnership intends to start using the "SAVVY" Matrix, "Scoring Assessment for Violence and Vulnerability" (more information can be found on PgXX of the Review).
- **Safeguarding and MASH:** The borough's MASH referral criteria includes; 'children and young people at risk of sexual or other exploitation', and 'children involved in or where there are concerns around gang involvement'. Adults coming to notice are progressed via the Public Protection Desk and signposted to the Local Authority through a multi-agency safeguarding hub.
- **Early Help Services:** within the Local Authority have a focus on identifying young people who are at risk of becoming involved in a GYV lifestyle at a young age. The service has developed a predictive model which aims to identify a cohort of young people to ensure they can be offered support an early stage.
- **Family Recovery:** The Family Recovery team has specialist gangs and CSE workers. Referrals can be made by the partnership to Family Recovery however it is rare that gangs and serious youth violence would be the presenting issue.
- **Looked After Children (LAC):** Although there is no evidence to suggest exploitation of vulnerable LAC in the borough this does appear to be an emerging trend on some other London boroughs and therefore should be considered.
- **Deter:** The Deter scheme enables better coordination and support from the wider partnership aimed at reducing the rate of re-offending and reducing harm and serious harm to the public and to 10-17 year olds known to the YOT.

## Education and Schools

Working with schools and education settings has been highlighted as an area for development and therefore the partnership will aim to refresh this relationship. Time within the school day can be hard to access due to numerous competing priorities and limited PSHE time. It is, however, important that the issues of GYV and CSE are considered by staff and students. St. Giles Trust work with schools to deliver training and awareness raising in relation to gangs and serious youth violence. They are contracted to deliver 10 SOS+ sessions per year as part of their gang and youth intervention violence programme.

- **Pupil Referral Units:** Learners who are permanently excluded from their mainstream school are automatically picked up by the AP service if residing in one of the three boroughs. This cohort may be considered at risk of becoming involved in a gang lifestyle.



## Diversion

Pure enforcement against criminal activity cannot work alone; holistic support is needed. The ASB, Crime and Policing Act 2014 places more emphasis on positive requirements and activities as well as the traditional restrictions and conditions. To support our young people away from a life of crime we need to provide effective and attractive diversionary opportunities and activities. There are three large football clubs in Hammersmith & Fulham, youth clubs, boxing clubs, and a strong third sector. We need to effectively utilise these resources as much as possible.

- **Not in Education, Employment, or Training (NEET):** Opportunities in the borough are considered at the NEET Panel. Sobus currently holds a directory of over 500 third sector organisations who operate in the borough.
- **QPR in the Community:** is run the Premier League project 'Kickz' in seven London boroughs including Hammersmith and Fulham. The purpose of the sessions is to promote sports participation in areas of disadvantage, building upon the good practice of previous Social Inclusion work.



### KEY RECOMMENDATIONS

Place more emphasis on preventative work and in particular develop targeted engagement processes and activities for prevention

- **Identification:** The partnership would benefit from a more detailed analysis in order to understand the cultural and socio-economic factors that impact upon young people and the risk of them becoming involved in gangs.
- **Truancy:** Using truancy patrols by police to identify those at risk of gang involvement using Council funded police officers.
- **Social Media:** Aspire to use social media to gather intelligence and develop a picture of the gang-associated network.
- **Education and Schools:**
  - The partnership should promote to head teachers the availability of free training or presenting to staff and students on Gangs and Serious Youth Violence, and CSE.
  - The role and relationship with Schools and Education should be refreshed.
- **Diversion:** Map out the available opportunities and activities to which young people at risk of, or involved in a gangs and serious youth violence lifestyle can be referred.
- Engage with and encourage referrals to the provision from football trusts in the community.

# Engagement

## Youth Offending Service

The YOT works with children and young people aged 10 to 17 years who committed a criminal offence for which they have received a substantive outcome (a diversion, caution or Court order) and who are resident in LBHF. The interventions provided by the YOT have a focus on rehabilitation, reparation and setting aspirational and legitimate goals for those who offend whilst also supporting them to accept responsibility for their offending and understand the harm they might have caused.



### Outreach Work

- **St Giles Trust:** is an outreach service funded by Hammersmith & Fulham until March 2018. The project provides one full-time outreach worker and two volunteers to support young people who need to exit a life involving gangs and serious offending. It targets those who have shown a desire to move away from these types of activities. St Giles also is contracted to deliver 10 workshops per year to young people who are at risk of gang involvement in schools, Pupil Referral Units, and other similar settings.
- **Street Outreach Service:** The project began working with young people in early 2010 and includes a Community Worker paired with a Police officer, funded by the Council. Collectively they work with young people deemed at risk of serious youth violence offering support as well as delivering the message that violence will not be tolerated.
- **Red Thread:** Red Thread is a third sector organisation that works in St Mary's A&E department. Red Thread engages with young people who are referred by staff following an injury that is suspected to be related to serious youth violence. The outreach team work with victims at this point as they are at a vulnerable stage and therefore are more likely to engage.



## KEY RECOMMENDATIONS

- **Outreach and support:** prioritise increasing capacity for outreach work and mental health work. Collate overview of current roles to inform commissioning priorities.
- **Community Engagement:** A gap was identified in the pathways of communication with faith leaders and community groups in the Peer Review. The partnership would benefit from having a list of faith groups, venues, and youth projects in Hammersmith and Fulham. Carry out a mapping exercise of faith and community groups to act a resource for engaging with the community.
- The publicity of serious incidents of gang and serious youth violence and of cases of enforcement can raise awareness of GYV and could be a deterrent to at-risk individuals.
- Delivery of safety advice and promoting services to the community. Ward Panels are another forum in which the public can voice their opinions and act as a sounding board.

# Further Engagement

## Multi-systemic Therapy:

Multi-systemic Therapy provides support for 11–17 year olds at risk of being placed out of the family home into care, custody, or who can be successfully rehabilitated back into the family home following short periods of care. MST offers holistic support for the whole family including on an individual basis.

## Mental Health:

Mental Health is a key issue for young people involved in a gang lifestyle as demonstrated in the Public Health report: Understanding the Mental Health needs of young people involve in Gangs. Partners including the YOT and Children's Services refer individuals for mental health assessments where appropriate. The Youth Justice Liaison and Diversion Worker (YJLD) aims to improve early identification in the youth justice system of young people (U18) with mental health problems, neuro-developmental issues, conduct disorder, learning difficulties or disabilities or other vulnerabilities.

## Substance Misuse:

The use of drugs, and the drugs market itself are key issues when dealing with GYV. When an individual is engaged or seeking help it is important that substance misuse is dealt with in conjunction with any other support they need. Hammersmith & Fulham have commissioned Turning Point and Blenheim to provide substance misuse services across the three boroughs.

## Prevent:

Prevent works to safeguard vulnerable individuals from being drawn into terrorism. Concerns about an individual can be referred to the Prevent team who will consider the case and identify any necessary support for the individual. Radicalisation vulnerabilities are not uniform and each case is different. However, there are stark similarities in the vulnerability factors exhibited by individuals who have these factors exploited and manipulated towards gang related activity or terrorism. Further information can be found on the Prevent webpage.

## Neighbourhood Warden Service:

The Peer Review (2013) notes that the LBHF Neighbourhood Warden Service is viewed as a model of good practice across within the London area. The service receives referrals and information from a variety of sources, predominantly the community. The Wardens carry out joint patrols and have access to Police radio and CCTV systems so can provide a real time response to issues.

### KEY RECOMMENDATIONS

- Consider working more closely with other public-facing staff such as concierge staff and the Parks Police, in addition to working with the Neighbourhood Warden Service to gain information on a real time response.
- Ensure that all appropriate staff members have attended a Workshop to Raise Awareness of Prevent (WRAP) session within the last 18 months.

# Enforcement

Early intervention and prevention provides better outcomes and is usually far more cost efficient. However, in some cases enforcement has to be used. Hammersmith & Fulham has an effective response in enforcement relating to SYV.

## Tenancy Action

Tenancy action is an excellent enforcement tool, however, the cost of evicting tenants is great and can lead to further issues such as young people becoming looked after (LAC). It is rare that a case gets to the eviction stage, we will continue to work closely with social services and other services to ensure all other options and issues are considered. The ASB, Crime and Policing Act 2014 brought in new legislation on Absolute Grounds for Possession of secure and assured tenancies where ASB or criminality has been proven in another Court. This means it is now easier for, not only the Local Authority to take action against their tenants, but also for Registered Providers and private landlords.

## Criminal Justice System

- **Criminal Behaviour Orders** can be obtained when an individual has been convicted of an offence. The Order can impose prohibitions but also can include positive requirements such as job readiness courses or substance misuse support. A breach of a CBO is a criminal offence, which can receive a custodial sentence.
- **Dispersal Powers** allow the Police to target locations where there are gang-related issues.
- **Gang injunctions** can place a range of prohibitions and requirements on a person involved in gang-related violence, however, if there are outstanding criminal matters then a CBO is the preferred option.



## Knife Crime

Knife crime is one of the key priorities for London highlighted in the Home Office Ending Gang Violence and Exploitation report. In comparison with the other boroughs of London in 2014-15, Hammersmith & Fulham was ranked 10th lowest for both knife crime and knife crime with injury. There are a range of external providers facilitating sessions on issues including knife crime throughout the year in schools, colleges, alternative provision, and other youth settings. The Youth Offending Service also run a variety of knife crime related courses including Street Doctors and knife crime awareness sessions by YOS Police Officers.

### KEY RECOMMENDATIONS

- Help to develop and facilitate the use of these powers by social landlords and private rented landlords by offering help, advice and information exchange.
- Utilise the newly extended and amended gang injunction power (June 2015) which allows Police and Local Authorities to take pre-emptive action against possible gang violence and drug dealing.

# Gang Exit and Resettlement

## Opportunities and NEET

The above section on prevention and diversionary activities considers the option of having a directory of available opportunities and activities. One of the key issues is job readiness and opportunity. Putting individuals on Orders and license conditions can mean we have the potential to require them to attend job readiness courses and develop other useful skills. It is, however, important to remember that for this to work, there needs to be provision of these services. Utilising services in the third sector such as Only Connect can provide valuable support and opportunities for young people, as well as linking in with the Council's Sports and Leisure services for opportunities. The Youth Offending Service has a resettlement worker who works with young people who are sentenced to, or at risk of, a custodial outcome.

## Housing

When an individual wants to exit a gang lifestyle it is not as simple as just stopping. Particularly for those who are entrenched in this lifestyle, the decision is often taken out of their hands. For this reason, it can sometimes be more effective if the individual is moved away from the offending area. Any person has the right to present as homeless if they are fleeing violence, however this is a complicated process for individuals and families to understand and complete themselves. LBHF residents would benefit from having a support worker who could guide families through this process.

## Pan London Provision

There are other pan-London and national services that LBHF may be able to benefit from such as New Horizons, Shelter, and Centre Point. Referral routes need to be clarified for the partnership. The Mayor's Office for Policing and Crime (MOPAC) and Probation Community Rehabilitation Company (CRC) have joint-funded a Pan-London Gang Exit and Resettlement services which started in February 2016 and is set to continue for 2 years.



## KEY RECOMMENDATIONS

- Ensure there is sufficient provision of opportunities and job readiness courses.
- Training on disclosure requirements in employment applications for staff working with this cohort.
- Seek funding for a specialist Support Worker post to offer support to individuals and families going through the process of resettlement as a result of gang violence

## CSE and Gangs

There are particular risk factors that can put females at a higher risk of becoming victims of gang related violence and abuse, such as; deprivation, witnessing domestic abuse in the family home and mental health issues including self esteem. However it is important to remember that young women from all backgrounds are at risk. Female family members are at particular risk of becoming victims, this can often be linked to “warnings” and retribution from other gang members. One of the key issues is that young women and girls can be too frightened to report violence and sexual violence through fear of reprisals.



- **Young Women’s Advocate:** As part of the Violence Against Women and Girls Integrated Support Service which is delivered by the Angelou Partnership, the three boroughs have funded a full time Young Women’s Advocate until March 2017. The YWA remit includes working with young women and girls involved in or subject to gang associated violence and CSE. The majority of high risk cases for the YWA are related to gangs.
- **Child Sexual Exploitation:** The response to CSE in the borough is coordinated by the Shared Services CSE Lead. The multi-agency CSE Panel refers into the Youth Outreach Worker when appropriate and providers make referrals to MASE. The borough continues to improve capturing CSE related behaviour by sexual health services using flagging triggers. Through the third sector investment fund Hammersmith & Fulham also funds Barnados CSE Missing & Trafficking Service, and Outside Chance.

### KEY RECOMMENDATIONS

- Ensure that the partnership and other linked organisations are aware of the services available to them and the referral processes so they can refer appropriately and as early as possible.
- Commission a consultation with young women and girls to develop a stronger picture of the issues affecting this vulnerable group and our knowledge of the best way to support them.
- Develop referral and assessment processes to better identify young women at risk and to direct them to appropriate support.
- Training on CSE in schools, and with faith and community leaders to improve recognition and prevention.
- Improve the response from frontline professionals in recognising CSE through training in understanding the warning signs and risks for young females, and how to support them when they disclose.
- Scope how we can further integrate perpetrators/persons of concern intervention at a much earlier age, to disrupt patterns of sexually harmful behaviour and gangs.



# Governance and working arrangements

## Information Gathering and Sharing:

A higher level of information sharing within the partnership will prevent duplication of work and could lead to a better and faster response to the EGVE agenda. The Police are in the process of finalising an information sharing agreement which should improve the effectiveness of sharing information in the partnership.

## Governance and working arrangements:

The Gangs Partnership meeting is held every four weeks and covers discussion of current cases, nominations for the Gangs Matrix, and an update from St Giles Trust Outreach Service, as well as considering standing items such as CSE. This meeting is predominantly an operational discussion with limited time left to consider strategic ambitions and issues.

## County Lines:

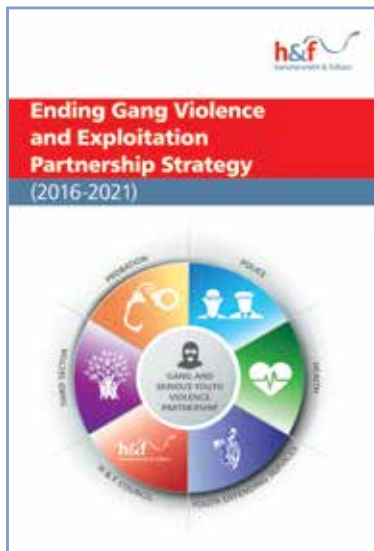
There is value in working with surrounding boroughs for tackling serious youth violence. The Quad-Borough Intelligence Group (QBIG) gives an opportunity to discuss cross border concerns about individuals and groups. The borough is committed to maintaining the strong links we have gained from the QBIG and developing relationships with other surrounding boroughs.

### KEY RECOMMENDATIONS

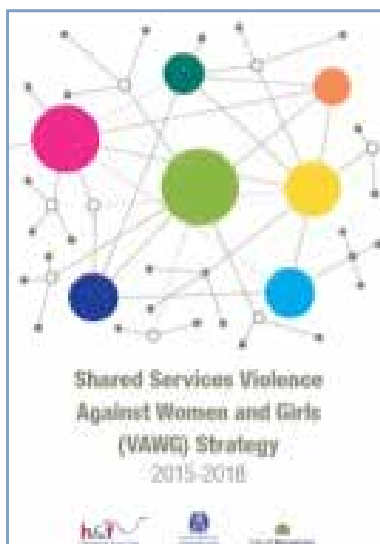
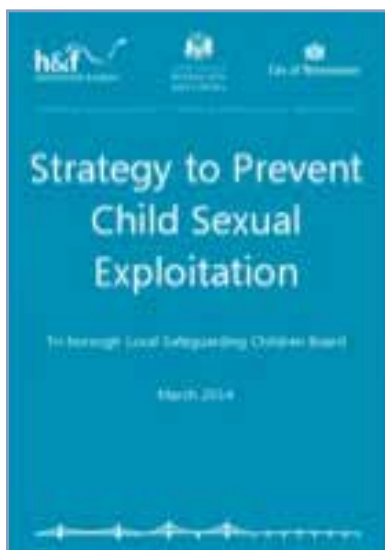
- Develop the relationships with Wormwood Scrubs and Feltham Young Offenders Institution.
- Ensure anonymised A&E data is captured and used effectively.
- Maintain relationships with, and between, third sector organisations.
- Develop a new Terms of Reference for the Gangs Partnership meeting, including an audit of attendees, and consider whether there is a need to have a Strategic element to the meetings
- Develop the relationship with surrounding boroughs that are not included in the Quad-borough Intelligence Group.



# Relationship with other plans



- Ending Gang Violence and Exploitation Strategy  
(link to page on website)
- Understanding the Mental Health needs of young people involved in Gangs  
<http://www.jsna.info/document/mental-health-and-gangs>
- Hammersmith and Fulham EGYV Peer Review  
Available here (once uploaded)
- Shared Services Violence Against Women and Girls Strategy  
Available: [here](#)
- Strategy to Prevent Child Sexual Exploitation  
Available: [here](#)



# Action Planning

Recommendations have been developed in line with our priorities and the Home Office Ending Gang Violence and Exploitation priorities. These recommendations have been formed as part of discussions for the strategy with members of the partnership and other areas of the third sector and community.

Recommendation	Home Office Priority	Actions	Financial Year				
			16/17	17/18	18/19	19/20	20/21
<b>Prevention, Early Intervention and Diversion</b>							
More detailed analysis in order to understand the cultural and socio-economic factors	Promote early intervention	<ul style="list-style-type: none"> <li>Build on predictive model currently in progress and present to the Partnership. Publicise this to use for informing commissioning.</li> </ul>					
Aspire to use social media to gather intelligence and develop a picture of the gang-associated network.	Protect vulnerable locations / promote early intervention	<ul style="list-style-type: none"> <li>Produce briefing note for the partnership on the uses of social media on intelligence gathering and network mapping.</li> </ul>					
<p>The partnership should promote to head teachers the availability of free training or presenting to staff and students on Gangs and Serious Youth Violence, and CSE.</p> <p>The role and relationship with Schools and Education should be refreshed.</p>	Promote early intervention / safeguard gang-associated women and girls	<ul style="list-style-type: none"> <li>Meeting to be held with schools lead, CSE lead, Safeguarding, Family Assist and Early Help to map out what provision is available and what is needed. Ensuring we track who has been trained and in what. Link in with prevent work in schools</li> <li>Identify cohort for training including age and schools.</li> </ul>					
Carry out a mapping exercise to map out all the available opportunities and activities to which young people at risk of, or involved in a gangs and serious youth violence lifestyle can be referred	Promote meaningful alternatives to gangs such as education, training and employment.	<ul style="list-style-type: none"> <li>Utilise the Young People's Partnership mapping of services work. Designate officer to be involved in this partnership.</li> </ul>					
Engage with and encourage referrals to the provision from football trusts in the community.	Promote early intervention	<ul style="list-style-type: none"> <li>Share referral information in Gangs partnership</li> </ul>					
Place more emphasis upon preventative work and in particular develop targeted engagement processes and activities for prevention	Promote early intervention	<ul style="list-style-type: none"> <li>Identify cohort appropriate for these services</li> <li>Make appropriate referrals</li> <li>Ensure this is a commissioning priority</li> </ul>					

Recommendation	Home Office Priority	Actions	Financial Year				
			16/17	17/18	18/19	19/20	20/21
<b>Engagements</b>							
<p>Carry out a mapping exercise of faith and community groups in the borough to act as a resource for engaging with the community</p> <ul style="list-style-type: none"> <li>Keep the community informed via these contacts</li> <li>Involve these contacts as a representative voice of the community</li> <li>Develop an engagement plan for working with the voluntary and community sector</li> </ul>		<ul style="list-style-type: none"> <li>Consider a launch event for the strategy.</li> <li>Identify existing suitable platforms to engage with these groups.</li> <li>Designate a single point of contact for them to communicate through.</li> </ul>					
<p>Consider working more closely with other public-facing staff such as concierge staff and the Parks Constabulary, in addition to working with the Warden Service, to gain information on a real time response</p>	Protect vulnerable locations / Reduce violence and knife crime	<ul style="list-style-type: none"> <li>Add this an agenda item to the Community Safety Managers meeting.</li> </ul>					
<p>Collate information that states the purpose of the outreach role and the positive effects it is having to inform commissioning priorities.</p>	Promote early intervention / promote meaningful alternatives	<ul style="list-style-type: none"> <li>YOT to review overview documents</li> <li>Publicise overview of outreach service to partnership</li> </ul>					
<p>The partnership should seek out opportunities to secure funding to commission further outreach work to increase existing capacity and to work with individuals before they come into YOT, and a Mental Health worker to increase capacity and offer a more specialist initial review of an individual's needs.</p>	Promote early intervention / promote meaningful alternatives	<ul style="list-style-type: none"> <li>Utilise Youth Justice Liaison Officer and Adult liaison workers.</li> </ul>					
<p>Ensure that all appropriate staff members have attended a Workshop to Raise Awareness of Prevent (WRAP) session within the last 18 months.</p>	Promote early intervention	<ul style="list-style-type: none"> <li>Gangs partnership to push training to relevant partners</li> </ul>					
Recommendation	Home Office Priority	Actions	Financial Year				
<b>Enforcement</b>							
<p>Help to develop and facilitate the use of tenancy action powers by social landlords and private landlords by offering help, advice and information exchange</p>		<ul style="list-style-type: none"> <li>Use of the Community MARAC for gang-related incidents and information sharing.</li> </ul>					
<p>Utilise the newly extended and amended civil powers</p>	Reduce violence and knife crime.	<ul style="list-style-type: none"> <li>Seek opportunities to use these tools and share examples with partnership</li> </ul>					

Recommendation	Home Office Priority	Actions	Financial Year				
			16/17	17/18	18/19	19/20	20/21
<b>Gang Exit and Resettlement</b>							
Ensure there is sufficient provision of opportunities and job readiness courses. Work in partnership with the Job Centre and Department for Work and Pensions to achieve this. Training on disclosure requirements in employment applications for staff working with this cohort.	Promote meaningful alternatives	<ul style="list-style-type: none"> <li>Engage the DWP representative and request a presentation at the monthly partnership meeting.</li> <li>Invite FACES representative to deliver a presentation to the partnership.</li> <li>Presentations should touch on issue of disclosures.</li> </ul>					
Should the opportunity for funding become available, LBHF should commission a Specialist Support Worker post to offer support to individuals and families trying to go through the process of resettlement as a result of gang violence.	Promote meaningful alternatives / Safeguarding women and girls.	<ul style="list-style-type: none"> <li>Seek out funding opportunities to commission this service. There is provision within the YOT for this so the focus should be on obtaining adult provision.</li> </ul>					
Recommendation	Home Office Priority	Actions	Financial Year				
<b>Girls and Gangs</b>							
Ensure that the partnership and other linked organisations are aware of the services available to them and the referral processes so they can refer appropriately and as early as possible	Safeguard gang-associated women and girls / Promote meaningful alternatives	<ul style="list-style-type: none"> <li>Invite third sector representative to deliver a presentation to the partnership.</li> </ul>					
Carry out a consultation exercise with young women and girls to develop a stronger picture of the issues affecting this vulnerable group and our knowledge of the best way to support them.	Safeguard gang-associated women and girls	<ul style="list-style-type: none"> <li>Work with third sector organisation(s) to hold a consultation.</li> <li>Present findings to partnership and use to inform ways of working moving forward</li> </ul>					
Referral assessment processes need to be developed to better identify young women at risk and to direct them to the appropriate support	Safeguard gang-associated women and girls	<ul style="list-style-type: none"> <li>Engage with the LSCB to understand and facilitate this. This should be raised at the Safeguarding Partnership meeting to highlight gaps.</li> </ul>					
Scope out how we can further integrate perpetrator/persons of concern intervention at a much earlier stage to disrupt patterns of sexually harmful behaviour and gangs		<ul style="list-style-type: none"> <li>Bespoke interventions are available through YOT. Seek funding for formalised interventions to be delivered through the YOT.</li> </ul>					

Recommendation	Home Office Priority	Actions	Financial Year				
			16/17	17/18	18/19	19/20	20/21
<b>Engagements</b>							
Develop the relationships with Wormwood Scrubs and Feltham Young Offenders Institution, as well as other prisons and young offenders institutions in the area. Better information sharing with the prison service is needed	Tackle county lines / protect vulnerable locations	<ul style="list-style-type: none"> <li>• Invite representatives from WWS Prison to gangs partnership</li> <li>• Meet with representative from young Offenders to discuss role.</li> </ul>					
Ensure anonymised A&E data is captured and used effectively.	Reduce violence and knife crime	<ul style="list-style-type: none"> <li>• Meet with RedThread to review data sets provided and how these can be used.</li> </ul>					
Develop a new terms of reference for the Gangs Partnership. This should include an audit of attendees to ensure all organisations and groups are represented as appropriate. The partnership should maintain relationships with, and between, third sector organisations and ensure information is shared appropriately and effectively.	Tackle county lines / protect vulnerable locations / promote early intervention / Reduce violence and knife crime.	<ul style="list-style-type: none"> <li>• Refresh Terms of reference.</li> </ul>					
Following the TOR, consider whether there is a need to have a Strategic Gangs and Serious Youth Violence meeting in addition to the operational discussions that take place.	Early intervention / promote meaningful alternatives	<ul style="list-style-type: none"> <li>• Add this as an agenda item at the existing meeting for discussion.</li> </ul>					
Develop the relationship with surrounding boroughs that are not included in the Quad-borough Intelligence Group.	Tackle county lines / reduce violence and knife crime.	<ul style="list-style-type: none"> <li>• Maintain attendance at QBIG and the West London SYV forum.</li> <li>• Propose inviting Ealing, Wandsworth and Hounslow and revisiting the terms of reference for the QBIG.</li> </ul>					









