



City of Westminster

Children, Sports and Customer Services Policy and Scrutiny Committee

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Title Westminster's Integrated Gangs Unit

Report of: Matthew Watson, Service Manager, Integrated Gangs Unit

Portfolio: Family Services

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1. Purpose

1.1. To provide an outline of remit and work of Westminster's Integrated Gangs Unit. To highlight the current picture and highlight achievements and areas of new work.

2. Key matters for the Committee's consideration

2.1. This report is primarily for information, but Members may like to consider the following:

- The changes to the gangs picture in Westminster
- The structure and interventions of the IGU
- The achievements and reductions in serious violence

2.2. In 2012 the Metropolitan Police Service (MPS) identified 259 violent gangs in London boroughs, responsible for 22% of the serious violence, 17% of the robberies, 50% of the shootings and 14% of rapes in London. At the end of December 2014 there were thought to be 183 gangs across London, with 58 gangs being particularly active. They now account for 40% of all shootings, 17% of serious violence and stabbings and 7% of robberies. Despite these reductions, by 2023 a 15% increase is projected in London for young people

at risk from gangs (either as victims or offenders), this being around an additional 123,168 young people aged 10 to 18 years old¹.

3. Background to the Integrated Gangs Unit (IGU)

3.1. In Westminster, the IGU and the 'Your Choice' Programme was initiated following a significant rise in gang related youth violence between 2010 and 2011. We recognised the need to improve our understanding of gang related and serious youth violence due to:

- Reports of serious youth violence (SYV) up 40% in 2011 as compared with previous year (primarily robberies)
- Disproportionate increase in reported offences of SYV in the North of the borough - a 56% increase compared to a 24% increase in Central and a 29% increase in the South.
- Increase in victims of serious youth violence of 36%, from 252 youth victims in 2010 to 342 in 2011.
- Borough wide there was a total of 75 youth GBHs and 1 murder in 2011; a 25% increase on 2010.

3.2. Changing this trend was challenging. Gangs are complex and operate at levels between negative peer groups and organised crime networks. They cut across age ranges, localities and geographical boundaries and the most influential people are often those always coming to the attention of the courts.

3.3. The impacts of gangs are felt beyond their immediate groups. Gang activities can be both public for example street fights or 'You Tube' taunts; and hidden including drug dealing and witness intimidation. Westminster recognised that no single agency is able to fully understand the range of gang activity and individuals on their own and the best approach to prevent and reduce the number of young people actively involved is a multi-agency / multi-layered one; combining enforcement, diversion intervention and prevention. Therefore in January 2012 we established an Integrated Gangs Unit (IGU) which initially consisted of police, Family Services and Community Protection with 2 Flexible Gangs workers.

3.4. In 2013 we bid for and received four years of MOPAC funding which allows us to commission and employ many of the multi-agency roles within the team. This funding ceases in March 2017.

4. Strategy and approach

4.1. In 2015 the IGU now consists of a wide range of agencies developed to respond to the nature of the problem in Westminster: including Gangs workers from a variety of backgrounds, a Child & Adolescent Mental Health (CAHMs) specialist, an ex-offender from St Giles Trust, a senior Probation officer, an employment specialist, Police officers and council enforcement officers – see the organisational chart **Appendix 1**. The team is led by a service manager from Family Services and a deputy service manager from Community

¹ Fairchild, R. (2014). GLA Intelligence Unit.

Protection. This enables tight regular meetings and communication with all the teams of these two key council services and wider partners, ensuring that safeguarding children and families and community safety are consistently and collaboratively implemented.

- 4.2. Westminster's strategy emphasises prevention and diversion intervention as a long-term solution to serious youth violence. Enforcement has a key role to play but it is recognised that this role is limited, as effective enforcement methods are short-term solutions to the issue, such as reducing the risk to and from a particular individual, acting as a limited deterrent or mitigating the immediate effects of serious youth violence on local communities.
- 4.3. Westminster Council and the partners in the IGU tackle gangs and youth violence at all levels and among all age groups from 10 – 24+ by reducing gang affiliations, incidents of violence among the client group and increasing public confidence. The four interacting areas are shown below.

Prevention

Growing against Gangs & Violence early Preventative education in schools across years 6-11

Regular street outreach by Flexible gangs workers in hot spot areas

Support and engagement with parents around young siblings

Community reassurance and engagement events

Targeted group work for those at higher risk with youth projects, schools, PRUs, hostels

Identification

Daily briefing of all police intelligence relating to gang nominals on borough

GMAP - 6 weekly case management meeting to manage the high risk nominals

Improved information sharing including Red Thread at St Mary's A&E, Probation & CRC

Mapping meetings with YOT, youth projects & Localities

Diversion Intervention

One – one case work interventions for those most involved in gangs and serious violence (including girls affected by gangs)

Specialist employment and training support through dedicated JCP worker

Specialist mental health services through dedicated CAMHs worker

Mediation and conflict resolution

Positive and diversionary activities

Enforcement Intervention

Injunctions and Criminal Behaviour Orders where evidence of asb can be proved

IGU information used to support effective licence conditions when on statutory orders to YOT or Probation

Swift recalls to prison upon licence breach through embedded SPO

Intrusive monitoring and dispersal by police

Demotion of tenancies and possible eviction

4.4. Integrated Gangs Unit (IGU) encompasses these strands working together to protect the community and to give young people involved in gangs a clear message. They have a choice: Move away from gangs and violence and we will offer all the support we can across the partnership. Continue with violence they can expect the full consequences of enforcement.

5. Current position

5.1. Gangs in Westminster

5.2. Westminster has 5 recognised and established gangs of which 229 individuals are currently monitored on the Metropolitan Gang Matrix². Membership in each of these gangs varies but all are commonly known for drugs, violent assaults and with some of the larger gangs known to have access to firearms. Primarily South gangs tend to be younger, unaligned and more risk taking whilst the North groups are much older, more rooted and long-standing. (see **Appendix 2: Westminster's Gang Profile**)

5.3. Since 2011, Westminster has had 4 knife related deaths:

- 2015 18 year old was fatally stabbed nearby Salisbury Street and died in hospital, a 16 year old was sentenced to 8 years of manslaughter.
- 2014 19 year old was killed in a single stab wound to the body in a flat nearby Lilestone Street, NW8 19 year old male was jailed for life.
- 2013 16 year old was fatally wounded nearby Lupus Street, SW1V following a knife-group attack by at least four men, some carrying swords and knives.
- 2011 18 year old fatally stabbed outside a retail store in Oxford Street, W1D following a confrontation between two groups of young people.

5.4. Violence has moved across the borough since 2011 from being primarily in the North West (Mozart) to the South between 2013 and 2014 (Churchill) and then to the North East (Lisson Grove) in 2015 where the majority of current issues remain. The LGM and Mozart have both recently had internal disputes with younger members seeking to usurp the older generation who might have spent time in custody and lost some of their control. This has led to infighting among the groups, which is believed to be the reason for the recent stabbings this summer.

² Met Op Matrix is used to identify the most harmful gang members in the MPS. It scores individuals who are in a gang, who are identified as gang members by police and partners. Intelligence on an individual's previous violent history in the last 3 years is also used. Individuals are then scored and RAG'd on their level of harm.

5.5. The nature of gang and group offending has changed in Westminster. It has shifted from post codes, 'you tube' postings, kidnapping and robberies to being far more 'business' orientated, with the primary focus on the drugs market. This means that those involved have become less visible, more underground and sophisticated, allowing them to adapt their tactics to evade detection. Young people still associate with a particular area often but there is more fluidity with associations across 'gangs' that we have not previously seen. Westminster's gang nominals are also regularly arrested along 'county lines' in places such as Bristol, Portsmouth, Oxford and Birmingham.

5.6. Frontline work & IGU Caseloads

5.7. In the team there are currently 3 Flexible Gangs workers (FGWs), 1 ex offender Gangs Exit worker, 1 Senior Practitioner for Gangs and 1 Sexual Violence Advocate that works with girls at risk of or experiencing child sexual exploitation with gang links. The job of these frontline practitioners is to engage those identified as most 'at risk' of violence through a mixture of one-one case work, street based work and working with groups – as recommended by Pitts, 2011(see **Appendix 3:** Evidence base). Clients are identified by referral from statutory and voluntary agencies or identified through intelligence as being active or highly at risk of gang violence.

5.8. We ask young people with gang links to engage with us on a voluntary basis but very much informed by the potential for more intrusive enforcement options should the young person choose not to engage. This has been called 'constrained voluntarism'³. The ability to engage with young people is based on the workers building relationships, through trust and confidence in their knowledge of gangs and of the specific current gang situation as well as individual factors.

5.9. Working effectively with young people requires creativity, conviction and courage. These are young people who have often not engaged with services and gang involvement is a symptom of this. To be able to work with these high risk and often extremely dangerous young people who often resent and mistrust statutory agencies requires an ability to create beneficial relationships with each young person.

5.10 The IGU has developed a menu and range of interventions in the last few years, from practical safety planning/risk de-escalation to education regarding the law on joint enterprise to deterrent trips to speak with current offenders in prison - and a bespoke plan is created for each young person depending on their assessed needs. A full list of current interventions is listed in **Appendix 4**. The IGU recently developed a process for evaluating these based on linking interventions to outcomes and then to overall key aims of 'improved life choices and social integration' and 'reduced association with gangs and incidents of serious youth violence'. (see **Appendix 5: FGW Processes and Interventions**).

³ Crimmens D. Factor F. Jeffs T. Pitts J. Pugh C. Spence J. & Turner P. (2004) Reaching Socially Excluded Young People, Leicester, National Youth Agency

Total young people referred to IGU & received IGU interventions Flexible Gangs Workers (FGW)

Referrals into Service by outcome	No.	% of Clients
Received FGW Intervention	190	61%
Refused engagement	53	17%
Change of circumstance (e.g. long-term custody, out of borough)	40	13%
Does not meet threshold	26	8%
Total YP	309	

All referred into Service		
Age @ Referral	No.	% of Clients
<15	71	23%
16-17	105	34%
18-20	95	31%
21>	38	12%
Total YP	309	

Those that received IGU Intervention		
Length of Interventions	No.	% of Clients
< 1year	143	75%
1yr to 2yrs	43	23%
2yrs >	4	2%
Total YP receiving FGW Intervention	171	

Sessions run by Flexible Gang Workers and Young Person's Advocate (GAG) in the past 12 months September 2014-15

Number of Delivered Sessions	195
Number of People	2741
Number of Hours	657

Sessions Aimed for Young People

	Sessions	People	Hours
Group Activities / Outings	6	52	48
Hostels and Secure Estates	16	90	40
Outreach / Street Work	96	1440	288
Prevent (extremism)	2	16	6
Mainstream Schools (Year 9 to 10)	30	690	120
Pupil Referral Units	8	48	72
Youth Projects	9	63	27
YP on Resettlement Orders	6	24	15
Total	173	2423	616

Sessions Aimed for Adults

	Sessions	People	Hours
Parents Sessions (e.g. Parents with YP at risk of offending, Parents on Orders)	4	28	16
Boards and Panels	4	80	4
Practitioners / Professionals	14	210	21
Total	22	318	41

- 5.10. Since 2012 the **Sexual Violence Advocate** that works with girls at risk of or experiencing sexual violence in the context of gangs has worked with 27 girls on a 1:1 basis and consulted on a further 28 cases. There was a break in service for 7 months within this period.
- 5.11. The **Employment Coach** within the IGU works intensively with clients helping them into suitable employment or become 'job ready' with in job support for a further 6 months. Over the last 18 months 16 young people have been successful in getting full time employment, 2 in part time employment, 2 in education placements and 2 in apprenticeships.
- 5.12. The **Child & Adolescent Mental Health nurse** that works within the team has worked with 26 boys on a 1:1 basis and 5 girls on a 1:1 basis. She has also consulted on a further 9 cases for boys and 6 cases for girls and her findings on Westminster reflect the wider research into this area around the cross over between the gangs cohort and those experiencing serious mental health concerns such as PTSD, conduct disorders and anxiety disorders.

5.13. Enforcement

- 5.14. More co-ordinated and better targeted enforcement between enforcement agencies was also a key aim of the IGU when it commenced. By co-locating active police officers, a Senior Probation officer (SPO), Anti Social Behaviour (ASB) Caseworker and Gangs Analyst we can respond quicker to reports of criminality and collate evidence to restrict or disrupt offending patterns and reduce risk to the community and often to the perpetrators themselves. This enforcement work falls into several areas.
- 5.15. **Intelligence-led Probation licence conditions for those involved in gangs & violence:** Since the Senior Probation Officer (SPO) has been in the IGU, without exception, police and housing have been consulted on licence conditions for gang linked offenders. When sufficient evidence exists this leads to an exclusion zone from gang affected and/or rival areas, non-contact requirements for gang associates or rivals, curfews to disrupt patterns of offending and in some cases refusal to allow an offender back to their family address where they may lead to increase in risk of violence to other family members or where they have caused a history of anti-social behaviour to neighbours. Police and housing input regarding suitability of 'move on' addresses ensures a joined up approach. Where they have a history of being involved in multiple incidents of serious violence, they are excluded from the borough. On average, since the start of the IGU there has been no less than 10 licence conditions per month, typically more.
- 5.16. **Recall for those breaching licence conditions:** Through the daily brief exchange of information relating to those involved in serious group violence, the Senior Probation Officer has arranged swift recalls to prison where a breach of licence has occurred. We do not have to wait for an offence to occur in order to effect a recall to prison but can use wider police intelligence to action a breach and protect the public. We are able to do this

because of the stringent and bespoke conditions developed described in 5.16.

5.17. **Civil & criminal enforcement tools: Injunctions, Housing tenancy action and Criminal Behaviour Orders (previously Anti-Social Behaviour Orders):** Through the inclusion of an ASB caseworker in the IGU we are able to fully utilise all the civil and housing tools available to local authorities and housing. Examples of the kind of restrictions achieved:

- Achieving 6 post conviction ASBOs on young men involved in serious group violence picked up for class A & B drug dealing as part of a covert police operation. After release from custody the ASBO makes it an arrestable offence for them to associate with others and enter certain areas in the South of the borough.
- Two Criminal Behaviour orders under the new ASB legislation achieved so far in 2015 on problematic South nominals. A template has been developed with the CPS prosecutor to enable us to provide high quality evidence of asb.
- Housing injunctions sought on 5 North East nominals throughout 2014 with exclusion zones and non-associations.
- Three Child Abduction Warning notices given to gang nominals involved in the exploitation of younger children.
- Providing evidence to DWP to stop carer's allowance for a gang nominal that was physically abusing his grandfather. An injunction was also granted at court to exclude him from the premise.

6. Governance & key meetings

6.1. The IGU reports to the monthly Youth Crime Prevention Panel which in turn reports to the Safer Westminster Partnership Board. Youth Crime is also a strand of the Tri-borough Reducing Reoffending Board, chaired by Commander Newcombe. Work on the most high risk gang nominals are case managed and overseen by the operational 'GMAP' meeting which is a 6 weekly meeting chaired by police. Key to the integration is the co-location of staff and the flexibility of the workers to respond to needs and issues as they arise. This is supported by the Police daily information briefing. The IGU share any council intelligence on gangs or information that has come through on the integratedgangsunit@westminster.gov.uk email address. We also hold a weekly 'Round up' meeting where wider partners are invited such as YOT, MOPAC, Trident and CRC (Community Rehabilitation Company).

Achievements

6.2. Reductions in reported violent offences

- 6.3. Since the creation of the IGU in 2011 figures show a strong reduction in serious youth violence across the borough - the highest in 2012-2013 when Westminster achieved twice the London average reduction.
- 6.4. Over a 5 year period, Westminster's long term figures show a 48% reduction in serious youth violence, since the peak of May 2011 – by comparison the London average has only reduced by 21% **Table 1**. Due to these reductions Westminster has moved from being ranked 5th highest SYV affected borough to 23rd in London. However, over a 12 months period from July 2013 there was a slight surge in recorded SYV, this being 45% compared to previous 12 months. This is likely to be due to a change in classification rules in April 2013 where some ABH offences were now classed as GBH. Similar increases can be noted across other London boroughs.

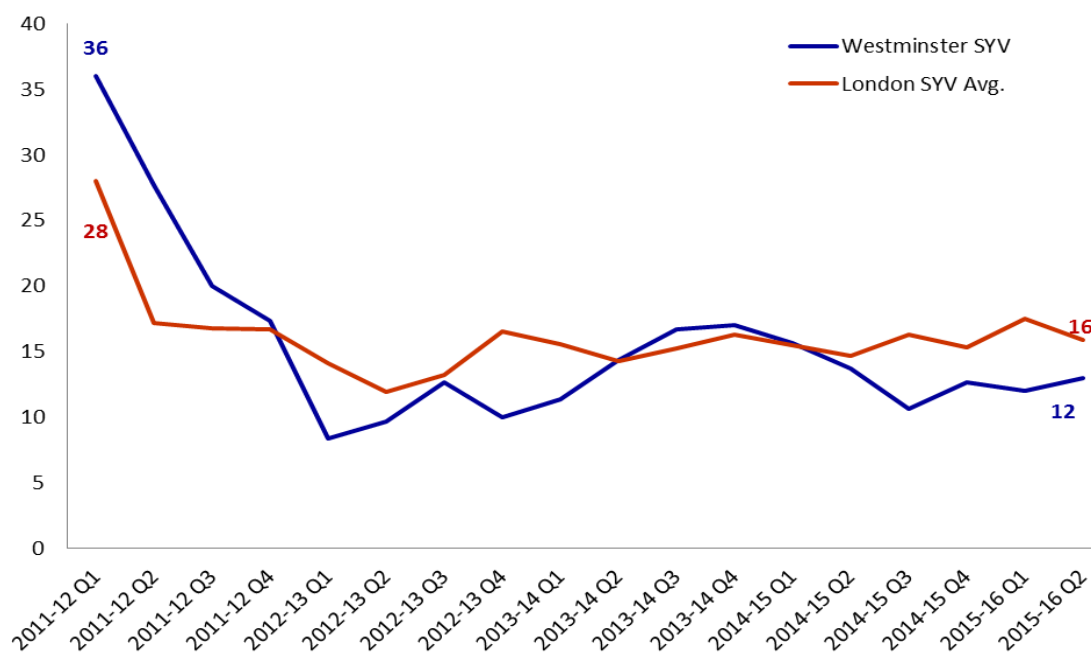


Table 1: Count of youth victims of SYV over a 5 year period

- 6.5. Gun Crime and Knife crime also continue to reduce, 7%, and 40%, when compared to the recorded figures in March 2012. More recently, despite ongoing reductions across the other offences, gun crime has risen by 24% in the past year; however gun discharge has reduced by 31% for the same period, this pointing towards better detection and recovery of firearms.
- 6.6. MPS gang flagged offences have reduced less gradually than SYV. Between 2012 and end of 2014-15 financial year, Westminster's gang flagged offences went down by 8%, whilst the London average went down by 18%. Despite a general reduction, these offences have been steadily increasing in the past 12 months, with the volume of incidents going up by

50% **Table 2.** Unlike SYV, where the offence is counted by number of youth victims of serious violence, gang flagged offences looks at any event where it is believed that there is a link between the incident and the activities of a gang or gangs.

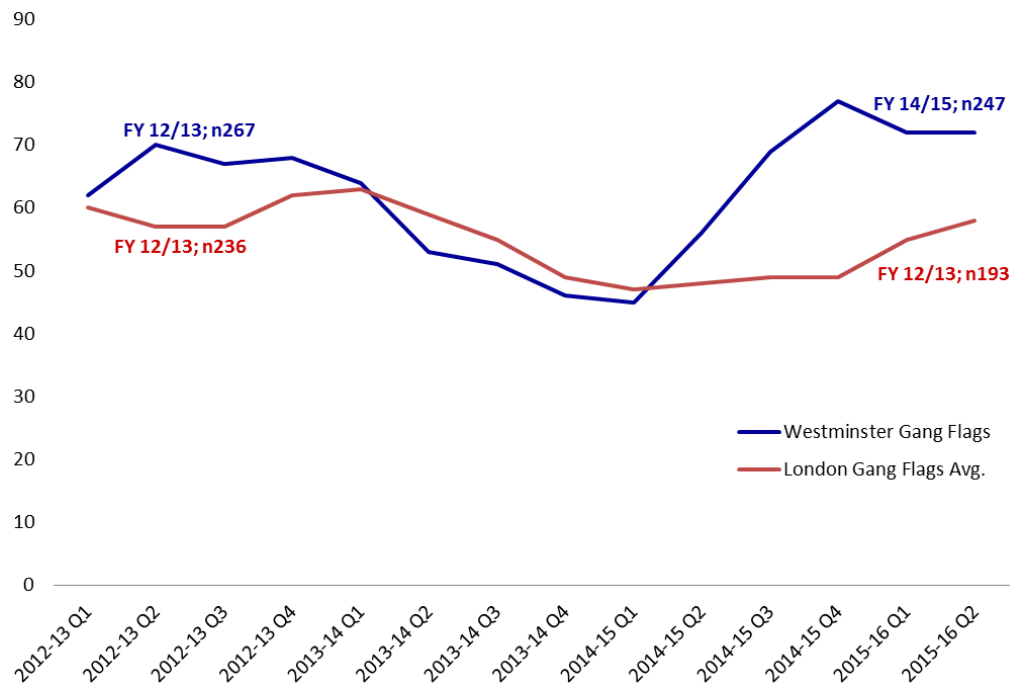


Table 2: Total number of gang related incidents

6.7. Despite the recent increase levels of violence remain lower than they were in 2010 but concerns remain. In a London wide survey in 2013, “tackling gangs” was cited by 49% of Londoners as one of their top three priorities to improve safety in their neighbourhood. “Preventing youth violence” was cited by 37% (1). However in this quarter’s 2015-16 GLA Public Attitude Survey (PAS), which surveys 12,800 Londoners each year, 18% of respondents cited gangs as a problem in Westminster, compared to 23% in 2012.⁴

6.8. We believe the IGU has had a significant impact because of the numbers engaged (309), street and group sessions run (around 200 a year), and a recent evaluation showing that those who engage with the service have 50% reduced violent offending compared to those who do not accept a service.

6.9. IGU interventions proved to lead to a reduction in violent offences

6.10. Analysts carried out a thorough evaluation this year to look at the impact of IGU interventions on 161 young people who had received them. It found that:

⁴ <http://www.london.gov.uk/priorities/policing-crime/data-information/gangs-dashboard>

- 1 in 4 of the cohort have been arrested for a violent offence before receiving an intervention from the IGU
- **Violent crimes reduced by 50% in the cohort after they had engaged with and received interventions from the IGU**
- Girls that had received interventions from the Sexual Violence Advocate reduced their risk score

6.11. Improvements in public perception

6.12. Earlier this year the IGU conducted a public survey to assess residents who resided in the wards most impacted by gang crime; Church Street, Churchill, Queen's Park, Tachbrook and Warwick. Key findings of the survey showed that 38% of the respondents do not feel intimidated in reporting gang related incidents; 37% also cited that reporting incidents to the police made a difference. When residents were asked whether their area had improved in a staggered 3 year period, 23% of residents felt things had improved, whilst 43% felt it had remained the same. Church Street, Churchill and Queen's Park have the most residents who feel their fear of crime has negatively or greatly impacted their lives.

6.13. Awards and external recognition

- 6.14. Staff within the IGU have been fortunate to be recognised for the following awards for the work that they do:
- In 2013-4 the police officers within the IGU were recognised as 'Met police team of the year' for the results they had achieved.
 - In 2013 the IGU was second place in the London Safeguarding Children Awards 2013.
 - In 2015 Dorcas Gwata received the Nursing Standard Mental Health Nurse Award for her work as part of Westminster Integrated Gangs Unit.

7. Financial implications

7.1. Funding for the IGU in its current form is a mix of MOPAC, Home Office and core WCC funding. 75% of the IGU is grant funded and comes with particular requirements and expectations depending on the initial funding bids. MOPAC funding comes to an end in March 2017.

Post / Item	c. Annual Costs	Source	Notes
Council Posts			
Head of Service – IGU	£ 60,000	Core - Children's Services	
Gang Worker - IGU	£40,000	Core – Children's Services	
Team Manager – Youth Violence	£ 50,000	Core - Community Safety	
Business Support Officer	£ 30,000	50% Core – Children's Services 50% MOPAC	
Intelligence & Data Analyst	£ 39,000	MOPAC	
ASB Caseworker	£ 35,000	MOPAC	
Senior Gang Worker	£ 55,000	MOPAC	
Gang Worker x 2	£ 80,000	MOPAC	
Sexual Violence Advocate/Girls and Gangs	£ 38,000	Home Office	Funding to March 2016
FACES Employment worker	£ 40,000	MOPAC	
Contracts / SLAs			
Probation Officer	£ 28,000	MOPAC	SPO
Gang Exit	£ 52,000	MOPAC	St Giles Trust worker
CAMHS Worker	£ 54,000	50% CCG 50% MOPAC	Mental health nurse and supervision; funding to October 2016
St Mary's A&E Youth Violence Intervention	£ 20,000	MOPAC	Red Thread provision at St Mary's MTC
Growing Against Violence	£ 25,000	MOPAC	Preventative education programme
£646,000.00			

8. Next steps for the IGU

8.1. Shield

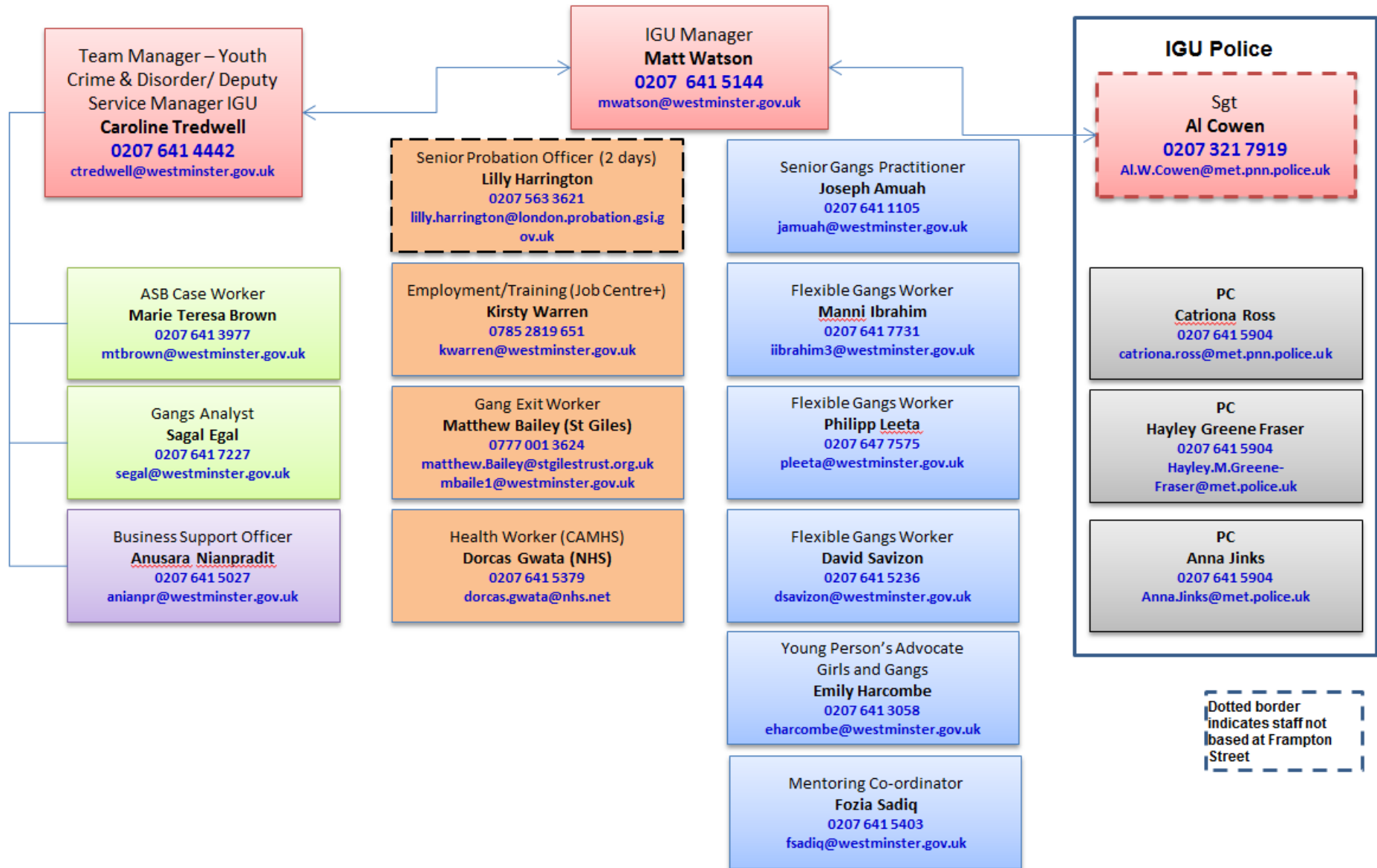
8.2. Westminster will be part of MOPAC led **Shield** over the coming months. Lambeth, Westminster and Haringey are the pilot boroughs. Shield is the name of the London pilot of the Group Violence Intervention (GVI) Model. The GVI model was developed in the USA and has been implemented in a number of US cities. In these US cities it has had significant impact including reductions in homicide and non-fatal shootings by 35-60%. It is a multi-agency community led programme of focused deterrence and collective enforcement, which aims to reduce group related violence. There are three key elements to the GVI model:

- Consequences for violence – Focused enforcement on those groups involved in the continuation of violent offences;
- Community voice – mobilising local communities and key members to reinforce key moral messages that violence will not be tolerated; and,

- Help for those who ask – allowing individuals the opportunity to exit from the criminal lifestyle and provide a route out.
- 8.3. For Westminster Shield is an opportunity to improve engagement with the communities and young people affected by having them at the centre of the model. Together with the changed enforcement tactics it offers a way of better challenging the group itself, while still working with people on an individual basis, with the aim of shifting the culture of the groups away from violence.

**If you have any queries about this report please contact Matthew Watson
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APPENDIX 1: IGU Team Structure Chart



APPENDIX 2: Westminster's Gang Profile

MOZART / SMG

Territory; primarily Queen's Park W10
Matrix Nominals 63 ppl, ranging 17 to 25+ years old

Nature of offending Drugs, robbery, assaults, weapons, public order

Allies Warwick, Brixton Gang

Existing Tensions Ladbroke Grove (RBKC gang), South Kilburn (Brent Gang), LGM and Shepherd's Bush Gang

Warwick Boys

Territory; primarily Warwick estate, Westbourne, W2/W9

Matrix Nominals 12 ppl, ranging 18 to 25+ years old

Nature of offending Drugs, public order, assaults, weapons, robbery

Allies South Kilburn (Brent Gang)

Existing Tensions Ladbroke Grove (RBKC gang), South Kilburn (Brent Gang) and LGM

Church Town Militants (CTM)

Territory; primarily Churchill Gardens Estate, SW1

Matrix Nominals 51 ppl, ranging 15 to 25+ years old

Nature of offending Drugs, public order, assaults, robbery

Allies ETM primarily but can shift

Existing Tensions Page Street and possible tensions with some ETM members

Lisson Green Men (LGM)

Territory; primarily Lisson Green Estate NW8

Matrix Nominals 67 ppl, ranging 17 to 25+ years old

Nature of offending Drugs, robbery, assaults, weapons, public order, fraud, burglary

Allies South Kilburn (Brent Gang)

Existing Tensions Warwick Boys, Mozart / SMG

PAGE STREET

Territory; primarily Page Street SW1

Matrix Nominals 6 ppl, ranging 18 to 25+ years old

Nature of offending Drugs, assaults, robbery, public order

Allies Lambeth Gangs

Existing Tensions ETM and CTM

Ebury Town Militants (ETM)

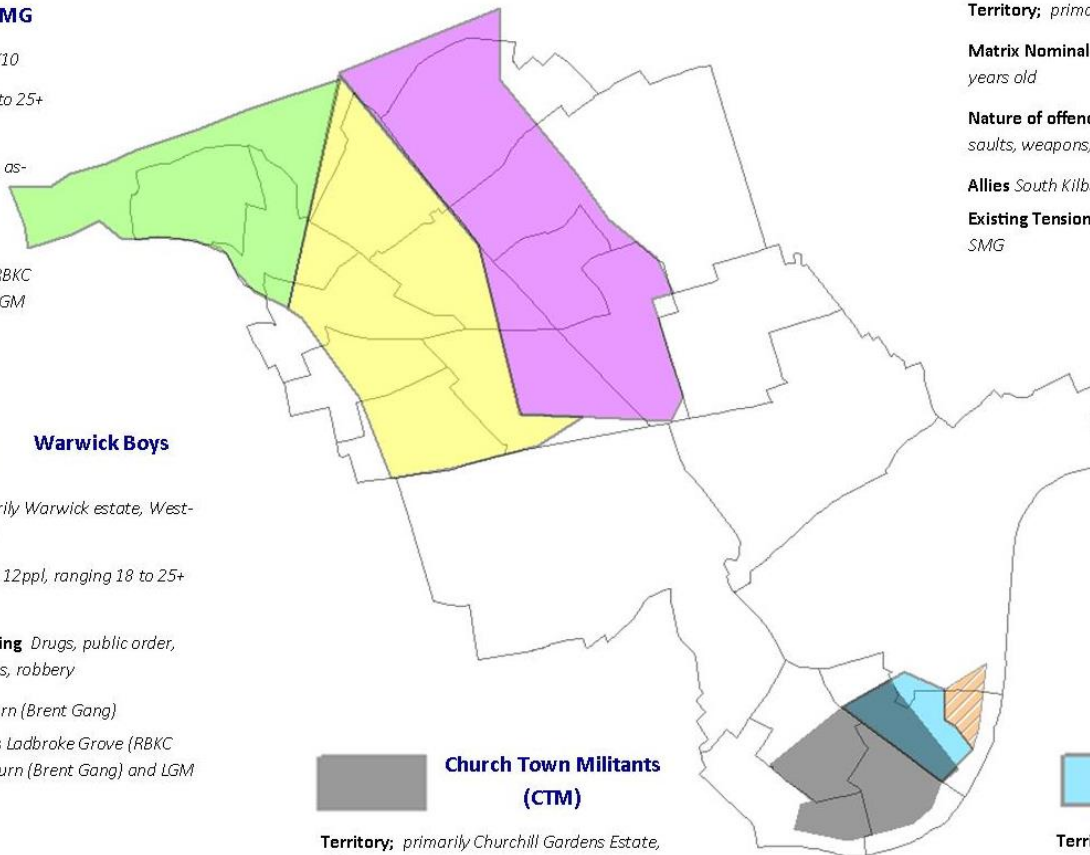
Territory; primarily Ebury Bridge Estate, SW1

Matrix Nominals 22 ppl, ranging 17 to 25+ years old

Nature of offending Drugs, public order, assaults, firearms, robbery

Allies CTM primarily but can shift

Existing Tensions Page Street and some Possible tensions with some CTM members



APPENDIX 3: Evidence Basis for the IGU

1.1. The core principles of the IGU are:

- Full integration of agencies: CO-LOCATION. Cross Age Range, cross agency, cross borough. voluntary / statutory / support / enforcement
- Trusted credible work force and able to respond rapidly & flexibly: voluntary in principle – ‘constrained voluntarism’ ‘Long term relationships short term interventions’
- Personal responsibility, choices and consequences
- End-end programme: PREVENT, IDENTIFY, DIVERT, ENFORCE
- Long term / sustainable

These are based on the evidence of what works best and influenced by two key models. Firstly, ‘The Comprehensive Gang Model’ the bedrock of most gang intervention programmes in North America and the UK today⁵ and the foundation for the National Network for Safe Communities Group Violence Intervention: An Implementation Guide (2013) advocated by MOPAC and also known as the Boston Ceasefire Model. The Comprehensive Gang Model key aspects as:

- Community mobilization: incorporating views of key community members
- Social Intervention:
- Provision of social opportunities.
- Suppression / enforcement strategies agreed across the partners
- Organizational change and development of local agencies and groups.

As in the IGU each group / agency needs to be recognised as important as the other as they can provide information that the others may not be able to obtain. The combination of the co-located agencies exceeds the sum total of their individual parts.

1.2. The second key methodology comes from the work of Professor John Pitts, the foremost authority on street Gangs in the UK. In his evaluation of three gangs desistance initiatives.⁶ Pitts sketched out the key features of an optimal programme:

- A Presence and a Base in a Gang-affected Neighbourhood.
- Target gang-involved children and young people

⁵ Spergel I. & Grossman S. (1998) The Little Village Project: A Community Approach to the Gang Problem, *Social Work* 42:456–70

⁶ Pitts J. (2011) An Evaluation of Three London Gang Desistance Programmes, Ambleside, The Brathay Trust

- Outreach / street work
- Groupwork Programme
- A Casework Function linked to criminal justice system
- Mentors, 'Buddies' and/or or a Drop-in function
- Education, Training and Employment Specialists.
- Specialist Housing Professional
- A Mediation Team.
- A Through-care Function.
- A dedicated Girls and Young Women's Intervention

- 1.3. Other influences have been: The Centre for Social Justice report Dying to belong 2009 (2), which notes the importance of local authorities taking the lead on gang prevention and the need for agencies to be creative and flexible in their approaches to working with young people affected by gangs: Also the approaches taken with gangs in Glasgow and in Hackney and the findings and recommendations from the Ending Gang and Youth Violence: Home Office Annual Reports.
- 1.4. The Westminster IGU follows the same methodological approaches tailored to the environment of Westminster. We continue to seek to incorporate innovation and evidence based practice working with MOPAC on Project Oracle and Shield and the work undertaken in Glasgow on gang violence. Westminster's Integrated Gangs Unit is seen as best practice in London.

APPENDIX 4: Full List of Sessions / Activities with Clients

Gang/Offending Sessions	Wider Sessions
➤ ASB / Crime Awareness	➤ Anger / Behavioural Management
➤ Court Support	➤ Case Handover / Transitional Work
➤ Crisis Management (following an incident)	➤ CSE & Sexual Violence
➤ Custodial Tariff's	➤ ETE: Education Support
➤ Drugs Awareness (other than pwits/personal)	➤ ETE: Training, Employment Support
➤ Drugs: PWITS, Drugs & Dealing	➤ Family: Other Family Support
➤ Drugs: Substance Misuse	➤ Family: Parental Mediation
➤ Drugs: Trafficking / Cross Border	➤ Family: Parenthood Support
➤ Gangs & Sexual Violence	➤ Family: Sibling Mediation
➤ Gang's Awareness	➤ Finance: Debt Support
➤ Joint Enterprise & the Law	➤ Finance: Concerns of unexplained Cash / Source Income
➤ Mediation / Violence & Conflict resolution	➤ Grooming, Power & Control
➤ Prison Visit (custodial visits)	➤ Health Support: Developmental
➤ Prison Visit (tour)	➤ Health Support: Mental Health
➤ Safety Planning & Risk Management	➤ Health Support: Physical Health
➤ Sex, Respect & Partner relationships	➤ Health Support: Sexual Health
➤ 'Snitch' Culture	➤ Housing / Placement Support
➤ Street Work (de-escalation)	➤ Life Journey / Future Planning
➤ Street Work (relationship building)	➤ Order / Licence Support
➤ Victim Awareness	➤ Peer Support: Associations and Healthier Relationships
➤ Weapons workshop	➤ Peer Support: Aggressive or Bullying Behaviour towards others
	➤ Rape & Sexual Assault
	➤ Self-Esteem / Resilience Support
	➤ Self-Harm / Suicidal Interventions
	➤ Social Media: Cyber Bullying & Sexting
	➤ Social Media: Role of Pornography & Healthy Sexual Relationships
	➤ Trauma, Self-soothing & Grounding

APPENDIX 5: FGW Processes and Interventions

PROCESSES & INTERVENTIONS

