



Safeguarding Children Affected by Gang Activity and/or Gang-Related Serious Youth Violence

Multi-agency Protocol and Practice Guidance

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Contents

| | | |
|---|--|---|
| 1 | Aim of the Protocol and Practice Guidance..... | 3 |
| 2 | Who should read this? | 3 |

PROTOCOL

| | | |
|---|---|---|
| 3 | Underlying Principles..... | 3 |
| 4 | Why are gangs a safeguarding issue? | 4 |
| 5 | Relevant legislation and guidance – our duties to work together to safeguard children ... | 5 |
| | 5.1 Definitions..... | 6 |
| 6 | Governance and Oversight of Islington’s response to gangs..... | 8 |
| | 6.1 Islington Safeguarding Children Board (ISCB)..... | 9 |
| | 6.2 Safer Islington Partnership (SIP) | 9 |
| | 6.3 Integrated Offender Management (IOM) Approach..... | 9 |

PRACTICE GUIDANCE

| | | |
|----|---|----|
| 7 | Assess, Plan, Do Review | 10 |
| | 7.1 Recognise needs | 10 |
| | 7.2 Assess needs and vulnerability..... | 12 |
| | 7.3 Gang involvement – responding to risk..... | 14 |
| | 7.4 Plan: Ensure a co-ordinated approach..... | 17 |
| | 7.5 Do: Deliver individual and group interventions that address both risk and vulnerability ... | 18 |
| | 7.5.1 Universal..... | 18 |
| | 7.5.2 Targeted | 19 |
| | 7.5.3 Specialist | 19 |
| | 7.6 Review | 20 |
| 8 | Information Sharing and parental engagement..... | 20 |
| 9 | Different Professionals’ Roles and Responsibilities..... | 21 |
| | 9.1 All Agencies..... | 21 |
| | 9.2 Open access universal services eg. early years, play & youth work & community organisations | 21 |
| | 9.3 Education Providers | 22 |
| | 9.4 Health | 23 |
| | 9.5 Police..... | 23 |
| | 9.6 Early help family support services | 25 |
| | 9.7 Targeted Youth Support (TYS) | 25 |
| | 9.8 Youth Offending Service (YOS) | 25 |
| | 9.9 Probation (NPS and CRC) | 26 |
| | 9.10 Integrated Gangs Team (IGT)..... | 26 |
| | 9.11 Children’s Social Care | 27 |
| 10 | Contact Details | 28 |
| 11 | Useful documents | 28 |

APPENDICES

| | | |
|-------------|---|------------------------------|
| Appendix A: | Governance and Oversight Structure | 30 |
| Appendix B: | Process for Universal and Targeted Services..... | 31 |
| Appendix C: | Process for Children’s Social Care..... | 32 |
| Appendix D: | Integrated Gangs Team Eligibility Criteria and Referral Process | 33 |
| Appendix E: | Gangs and Serious Youth Violence Interventions..... | Error! Bookmark not defined. |

1 Aim of the Protocol and Practice Guidance

This protocol has been developed to ensure consistency and effectiveness in the partnership's approach to safeguarding those at risk of, or who have suffered, significant harm in relation to gangs.

The protocol will aim to:

- Ensure the effective delivery of a partnership response in safeguarding children affected by gang activity whilst outlining the accountability of each agency involved
- Identify children at risk of involvement in anti-social behaviour, emergent criminality and gang activity and identify appropriate responses
- Enable professionals to empower children and families to make safe choices and improve the outcomes for all people identified as at risk

Islington's Youth Crime Strategy 2015 sets out 3 priorities: 1) Interventions, Enforcement and Reintegration; 2) Prevention and Diversion; and 3) Community Engagement. The approach to tackling gangs reflects these priorities with the welfare and safeguarding of children being of paramount importance.

This protocol clarifies the safeguarding responsibilities of agencies whether they deliver universal, targeted or specialist services, to intervene in ways that will prevent and minimise risk from gang activity and to identify and act when there is high risk of significant harm as a result of gang related violence.

The actions of frontline practitioners across the Local Authority's children's services and partner agencies have the power to transform the futures of those children and avoid the damaging effects of gangs.

2 Who should read this?

This protocol is intended for all organisations and teams working with Islington's children and families across universal, targeted and specialist services.

This document should be read by managers and frontline practitioners in all agencies working with children and their families.

Protocol

3 Underlying Principles

The following principles should underpin the partnership's work to prevent and minimise the harm caused by gangs and serious youth violence.

- Child's welfare is paramount consideration
- Minimum intrusion into family life - only intervening when there is real concern for the safety or well-being of a child to address problems as early as possible
- Support children to make positive and safe choices
- Support children to stay in the community wherever possible
- Ensure children see and learn from the consequences of their actions through the appropriate and effective use of enforcement
- Persevere, even when children and families resist support

4 Why are gangs a safeguarding issue?

Significant harm is defined as the threshold that justifies compulsory intervention into family life in the best interests of children. Physical abuse, emotional abuse and neglect are all categories of Significant Harm.

A child who is affected by gang activity or serious youth violence may have suffered, or may be likely to suffer, significant harm through physical, sexual and emotional abuse.

The YOS inspection (2015) highlighted a need for us to better recognise significant harm to children that may arise as a result of gang involvement and violent incidents such as stabbings. It also noted we need to better recognise and respond to the risk of harm to siblings and girlfriends of gang involved children and young adults.

The safeguarding risks posed by violent gang crime are a consistent and striking issue for Islington and pose a major concern for all agencies working to safeguard children.

Effective safeguarding procedures are essential to support children associated with gang members; those who have been drawn into the periphery of gangs; as well as promoting the exit from gangs of the small but significant number more heavily involved. Procedures also crucially need to protect those who are at immediate risk of harm either as gang members and/or (potential) victims of gang related behaviour.

Children resorting to violence have often themselves suffered trauma early in life. Many have been victims themselves, or witnessed domestic violence and abuse in the home at an early age. They have grown up without the emotional tools that children should develop, like empathy towards others, resilience and self-esteem to believe they can succeed in mainstream society (education, employment). We also know that children are directly put at risk as a result of their participation in crime and violence; becoming victims of crime and violence; or indirectly as a result of risks posed by or to members of their families, peer groups or neighbourhoods. **Potentially a child involved with a gang or with serious youth violence could be both a victim and a perpetrator. This requires professionals to assess and support his/her welfare and well-being needs at the same time as assessing and responding in a criminal justice capacity.**

Children at additional risk of becoming involved in gang activity are those who have learning difficulties or disabilities, mental health problems and substance misuse problems as well as those at risk due to family breakdown and trauma.

Of significant concern in Islington is the familial impact of gang activity. Children report becoming involved in gangs due to experiencing older siblings and parents being actively involved or associated with gangs. Children are being drawn into the gang lifestyle from a younger age for a number of reasons including: peer pressure, family connections, protection due to their post code and the perception that the lifestyle brings wealth and status.

Gang members may groom vulnerable young males and females, incentivising with food, money and offering a sense of belonging and 'family'.

Girls and boys (and younger girls and boys than in the past) are being drawn into the periphery of gangs by holding, transporting or storing items such as drugs (see section below on county lines), tools for moped stealing, knives and phones for older gang members. They may also be asked or forced to carry items such as drugs as they are less likely to be stopped by police.

Potential victims include siblings and girlfriends of children and young adults involved in gangs and serious youth violence. Younger children who may not be of an age to actively become involved in gang activity could be at risk if a family member is involved in gangs. These children may be at risk not only out in their community but in their homes as rival gang members may seek to take revenge on an opposing gang member.

Girls may be at risk of being exploited both violently and/or sexually due to gang associations with family members and peers. They may not recognise that they are at risk and may 'idolise' the male gang members who they perceive as having status and wealth. Others may not see any safe way out

and know that the repercussions of telling anyone about what is happening will result in rape, physical violence or being branded or cast out by their peers. Some females from black and minority ethnic communities in particular, may not disclose the abuse to their parents for fear that they will be perceived to have brought shame on their family. This protocol will clarify the alignment of Islington's multi-agency approach to tackling gangs with approaches to tackle child sexual exploitation (CSE), domestic violence (DV) and missing children.

Whilst CSE is the most prevalent form of victimisation that girls will experience, they do not always present as obvious victims and may too be involved in criminal gang related behaviour (often as a result of their relationships, coercion and control). As a result of this young women can remain hidden because their vulnerability is not recognised.

We must also consider the risks to children of young gang members and of young mothers who are associated with gang members.

The particular risks that children may face because of gang involvement will vary from area to area and over time, but they may include:

- Retaliatory violence
- Territorial disputes with other gangs
- Psychological harm due to the trauma gang members experience and witness
- Physical harm suffered whilst committing a crime
- Use of violence to assert authority in the local area
- Sexual violence and sexual exploitation
- Exploitation to commit crimes such as selling drugs, stealing phones etc

A child who is affected by gang activity or serious youth violence can be at risk of significant harm.

County Lines

Gang members are moving into drugs markets outside Islington, outside London, to the counties where they are unknown to the local police, there is less competition locally from rival gangs, and non-metropolitan police forces tend to have less experience of addressing this type of activity.

The exploitation of vulnerable children is central to county lines. For example, children are groomed and/or coerced into moving and selling drugs, and the homes of vulnerable adults can be taken over as a base from which drugs are sold.

There is evidence that young people involved in drug dealing can be targeted often by older members of their own gang who steal drugs/money to make them owe a debt which must be repaid. This can lead to further coercion and exploitation including violence.

Those targeted include Looked After Children and other children known to Children's Social Care (CSC) and the Youth Offending Service (YOS).

5 Relevant legislation and guidance – our duties to work together to safeguard children

This Protocol should be considered as a supplementary tool to be used in conjunction with National Legislation and Guidance. It does not replace existing Safeguarding Procedures.

The following Legislation and Guidance should be utilised by all agencies involved in Safeguarding.

Safeguarding and promoting the welfare of children is defined in statutory guidance as:

- protecting children from maltreatment;

- preventing impairment of children's health or development;
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
- taking action to enable all children to have the best outcomes.

Children Act 2004, section 10, states the requirement for agencies to cooperate with local authorities, to ensure a co-ordinated approach to safeguarding to promote the well-being of children in each local authority area. This cooperation should exist and be effective at all levels of the organisation, from strategic level through to operational delivery.

Local agencies, including the police and health services, have a duty under section 11 of the Children Act 2004 to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions.

The Guidance **Working Together to Safeguard Children (2015)** emphasises the necessity for interagency working to safeguard and promote the welfare of children. This includes a requirement to identify and assess the need for early help and provide effective early help support.

Section 11 of London Child Protection Practice Guidance sets the context, indicators and professional response to gangs and serious youth violence in more detail.

The **Troubled Families** agenda requires agencies to work together delivering a whole family approach to support families as early as possible to overcome multiple and complex problems.

The Joint DCSF and Home Office have also produced supplementary guidance called **Safeguarding Children and young people who may be affected by gang activity**. Anyone working with children involved or at risk from gang activity should use this tool for guidance.

The **Crime and Disorder Act 1998** granted local authorities more responsibilities with regards strategies to for reducing crime and disorder which aim to protect the public, including children, from antisocial behaviour and crime.

Partners must consider, in addressing gang activity, the possible safeguarding risks a child's involvement may pose for themselves, families, siblings and wider communities. Their direct practice should mitigate against these risks as much as is possible.

5.1 Definitions

5.1.1 Child

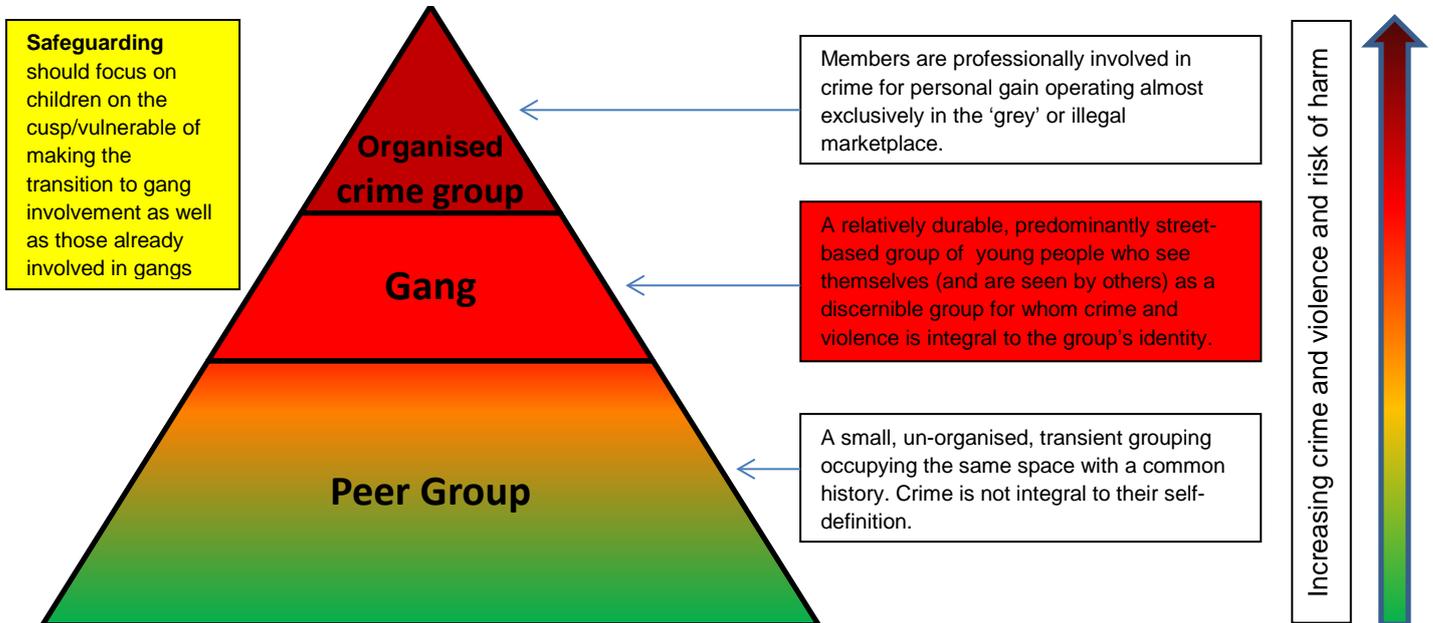
For the purpose of this protocol a child/young person under 18 years old will be defined as a 'child' in line with the definition in child protection guidance.

Other areas of the law consider the 'child' in ways that perhaps lessen the focus on vulnerability. For example, the age of consent in UK is 16 and the age of criminal responsibility in England is 10 years old. Criminal responsibility is based on when a child is considered capable of committing a crime and old enough to stand trial and be convicted of a criminal offence.

Islington recognises the challenges these different definitions pose for agencies working within different remits of the law and how challenging it therefore is to have a consistent approach to children involved in violent and gang related offending or associated with child or young adult gang members.

5.1.2 A gang

Pyramid of Gang Involvement



Islington uses the above definition of a 'gang' from Hallsworth and Young: 'Getting Real About Gangs' (2004)

5.1.3 Serious youth violence

Serious youth violence is defined as any offence of Most Serious Violence and Assault with Injury or Weapon Enabled Crime, where the **victim** is aged 1-19. The perpetrator could be any age.

5.1.4 A gang member

Someone who has self-identified themselves as being a member of a gang (as above), e.g. through verbal statements, tattoos, correspondence, graffiti etc, and this is corroborated by police, partner agencies, or community intelligence.

5.1.5 A gang associate

Someone who offends with gang members (as above); or who is associated, by police, partner agencies, or community intelligence, with gang members; or who has displayed, through conduct or behaviour, a specific desire or intent to become a member of a gang.

5.1.6 A gangs -associated girl

There is not yet an agreed definition of gang-associated women and girls. The below definition was piloted by the Home Office and partners:

“A woman or girl who is a family member of or in an intimate relationship with a gang nominal”

It is recognised that this definition does not capture all girls who may be affected by gangs; however it is a useful starting point.

5.1.7 Victim of Child sexual exploitation

Victims of gang related activity could require services that address child sexual exploitation (CSE), if their situation meets the following Government definition:

Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where the young person (or third person/s) receive ‘something’ (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing and/or another or others performing on them, sexual activities. Child Sexual Exploitation can occur through the use of technology without the child’s immediate recognition; for example being persuaded to post images on the internet/ mobile phones without immediate payment or gain.

5.1.8 Harmful sexual behaviour

Harmful sexual behaviour involves one or more children engaging in sexual discussions or acts that are inappropriate for their age or stage of development. These can range from using sexually explicit words and phrases to full penetrative sex with other children or adults. (NSPCC)

Children may be victims of child sexual exploitation and also pose a risk to others due to their harmful sexual behaviour. Victims and perpetrators are not necessary discreet groups and therefore assessment of need and appropriate interventions must address both risk and vulnerability.

5.1.9 Victims and those at risk of, domestic violence by gang members

Victims of gang related activity could require services that address domestic violence (DV), if their situation meets the following Government definition:

“Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse: psychological, physical, sexual, financial, and emotional.”

5.1.10 Children missing from home and care

The following definitions are taken from the Statutory Guidance on children who run away or go missing from home or care. (June 2013)

A ‘*young runaway*’ is a child who has run away from their home or care placement, or feels they have been forced or lured to leave.

A ‘missing child’ is a young runaway reported as missing to the police by their family or carers.

Children who run away from home/care or go missing from home/care are very vulnerable and may be a sign that they are involved in risk taking activities and/or are at risk of harm from others. This could be gang related including running county lines drug routes.

6 Governance and Oversight of Islington’s response to gangs

6.1 Islington Safeguarding Children Board (ISCB)

The ISCB is a multi-agency body responsible for ensuring that agencies work well together to safeguard and protect children from harm, and improve their welfare and wellbeing.

ISCB is responsible for:

- assessing the effectiveness of the help being provided to children and families, including early help
- ensuring that protocols, such as this one, are in place and are effective
- offering training to support professionals fulfil their safeguarding responsibilities when working with children and families

6.2 Safer Islington Partnership (SIP)

The SIP is a multi-agency board that coordinates work on crime reduction and community safety in Islington.

It is responsible for the oversight of the current crime and disorder picture in Islington and proposes and hold agencies to account for the measures put in place to tackle priority crime and disorder issues.

6.3 Integrated Offender Management (IOM) Approach

In 2015 the Council and the Safer Islington Partnership (SIP) Board agreed the Integrated Offender Management (IOM) approach to tackling individuals involved in persistent and high risk criminality, including children suspected to be involved in or high risk due to their involvement in gangs. IOM brings together a cross-agency response to crime and reoffending threats faced by Islington's communities. The most persistent and problematic offenders are identified and managed jointly by Islington's partner agencies working together.

There are a range of panels that sit within the IOM approach and to avoid duplication, children will only be discussed at one panel. Wherever a child is known to YOS the case will be discussed at the Youth Offending Service MARP (Multi-Agency Risk Panel) and information from this panel will then be shared with IOM Operational Panel or Bronze as appropriate.

Please see Appendix A for the Governance and Oversight structure.

Practice Guidance

This practice guidance is in line with Islington's general approach to safeguarding children. It covers all levels of safeguarding from prevention and early intervention right through to specialist support for children at high risk of serious harm.

To best meet the needs of the child professionals (as expressed in Islington's Early Help Pledge¹) should **Think Child, Think Parent and Think Family** at every stage of the safeguarding cycle from assessment through planning and interventions to review. This is no different when considering children at risk of gang related harm.

Agencies must ensure they

- **Recognise needs**
 - **Risk Factors:** A strong understanding of the risk factors linked to child distress and possible harmful activity including violent gang crime
 - **Tell-tale signs:** be alert to signs that may suggest gang involvement
- **Assess** needs and vulnerability thoroughly: Assessments need to take place in a timely manner, drawing on all available information and intelligence
- **Plan:** taking a co-ordinated approach
- **Do:** Deliver **interventions** that effectively consider and address **both risk and vulnerability**
- **Review the child/family multi-agency plan** drawing on all relevant information about outcomes achieved, strengths/resilience factors and risk and vulnerability factors
- **Share** appropriate and useful **information and intelligence** in a timely manner

Please see sections below which explain these expectations in more detail.

7 Assess, Plan, Do Review

7.1 Recognise needs

7.1.1 The risk factors

All practitioners who have contact with children should be familiar with the broad range of risk factors that indicate a child may be in distress and without additional support that builds resilience their needs may escalate. Risk factors may indicate child distress due to trauma or abuse, including witnessing domestic violence in the home, or involvement in harmful activities including youth offending generally, violent extremism or gangs and serious youth violence.

Whilst there is no direct cause and effect between risk factors and becoming involved in gangs and serious youth violence, we do know that if we don't support a child in distress quickly and effectively their needs are likely to escalate and early concerns may become more severe resulting in more risk to themselves and others.

An awareness of these risk factors allows all organisations within Islington's children and families partnership to stay alert to risk factors and act quickly and effectively to support the child and family in ways that make them more resilient which may prevent anti-social behaviour and other risk taking activities that could lead to gang involvement and serious youth violence.

¹ For full details of the Early Help Pledge refer to the pledge contained within [Islington-Early-Help-Strategy-2015-2025.pdf](#)

Islington's Early Help and Social Care Assessments are based upon an analysis of the 3 inter-related domains: developmental needs of the child; capacities of parents and carers to respond appropriately to those needs; and the impact of the wider family and environmental factors on parenting capacity and children (See section 7.2 for the assessment process).

The Early Intervention Foundation's 2015 report [Preventing gang and youth violence: A Review of Risk and Protective Factors](#) summarised risk and protective factors into five different domains, as set out below.

Within each domain, the review identified the following as the strongest signals of risk for gang involvement and youth violence (by age group).

| Domain | Strong risk factors for youth violence | Strong risk factors for gang involvement |
|-------------------|---|---|
| Individual | Troublesome (7-9; 10-12) High daring (10-12) Positive attitude to delinquency (10-12) Previously committed offences (7-9) Involved in antisocial behaviour (10-12) Substance use (7-9) Aggression (7-9) Running away and truancy (7-9; 10-12; 13-15; 16-25) Gang membership (13-15; 16-25) Low self-esteem (13-15) High psychopathic features (13-15) | Marijuana use (10-12) Displaced aggression traits (13-15) Anger traits (13-15) Aggression traits (13-15) |
| Family | Disrupted family (7-9; 10-12; 13-15) Poor supervision (10-12) | No strong risk factors identified |
| School | Low commitment to school (13-15) | Low academic achievement in primary school (10-12) Learning disability (10-12) |
| Peer Group | Delinquent peers (7-9; 10-12; 13-15) | No strong risk factors identified |
| Community | No strong risk factors identified | Marijuana availability (10-12) Neighbourhood youth in trouble (10-12) |

7.1.2 Tell Tale Signs of gang involvement

Below are some of the signs that would indicate that a child may be involved or at risk of becoming involved in gang activity:

- child withdrawn from family;
- sudden loss of interest in school. Decline in attendance or academic achievement;

- started to use new or unknown slang words;
- holds unexplained money or possessions or cannot explain where large sums of money have gone (financial exploitation);
- stays out unusually late without reason;
- sudden change in appearance – dressing in a particular style or ‘uniform’ similar to that of other children they hang around with, including a particular colour;
- dropped out of positive activities;
- new nickname;
- unexplained physical injuries;
- graffiti style ‘tags’ on possessions, school books, walls;
- constantly talking about another young person or adult who seems to have a lot of influence over them;
- broken off with old friends and hangs around with one group of people;
- increased use of social networking sites;
- started adopting certain codes of group behaviour e.g. ways of talking and hand signs;
- expressing aggressive or intimidating views towards other groups of children or young adults, some of whom may have been friends in the past;
- signs of sexual exploitation e.g pregnancy, abortion (perhaps forced), sexually transmitted infections and injuries
- signs of psychological effects of exploitation – eg. depression and suicide attempts
- scared when entering certain areas;
- concerned by the presence of unknown youths in their neighbourhoods

(DCSF & Home Office, Safeguarding Children & Young People who may be affected by Gang Activity, 2010)

7.1.3 Tell-tale signs of Sexual Exploitation

Children at risk of sexual exploitation (which may be linked to gang activity and/or serious youth violence) may present with:

- Running away (missing from home/care)
- Overt sexualised dress/attire
- New and unexplained possessions/receipt of regular ‘gifts’
- Internal injuries, multiple sexually transmitted infections (STIs), miscarriages and/or terminations
- Chronic drug dependency (particularly crack/heroin)
- Expressions of despair eg. self-harm – cutting, overdosing, eating disorders, sexualised risk-taking

7.2 Assess needs and vulnerability

7.2.1 Levels of need

A range and severity of a child’s needs, the balance of protective factors and risk factors, determine the level of intervention required to support the child and family.

| Level of Intervention | Level of Need | Level of Need (Gangs and Violent Crime specific) | Gang Risk Category (Risk of gang involvement) | C-SE Risk Category (Risk of child sexual exploitation) |
|--|---|--|---|--|
| <i>Levels of need & intervention as defined in Islington Safeguarding Children Board Threshold Document</i> | | | | |
| Level 1 Universal Agencies have local processes in place to respond to need | Child achieving outcomes, whose health and developmental needs can be met by universal services. | No history of criminal offences within the family The family members are not involved in gangs | <i>See section 7.3.1 for more details</i> | |
| Level 2 Targeted (Early Help) Early Help Assessment considered/required. Referral to Children's Social Care is NOT required | Vulnerable child with some additional needs that can be met through the provision of targeted 'early help', either within, alongside or outside universal services. | There is a history of criminal activity within the family There is suspicion, or some evidence, that the family are involved in gangs | Category 1 (At Risk) A vulnerable child who is at risk of being targeted to become a gang member or who has familial or relationship links to children or young adults known to the Integrated Gangs Team | |
| Level 3 Statutory and Specialist (Early Help Assessment required & possible children's social care assessment) | Vulnerable child with multiple complex needs who need statutory or specialist services. | A criminal record relating to serious or violent crime is held by member of the family which may impact on the children in the household There is known involvement in gang activity | Police Category 1 A vulnerable child or young person, where there are concerns they are being targeted or groomed and where any of the CSE warning signs have been identified. However, at this stage there is no evidence of any offences. | |
| Level 4 Statutory and Specialist (Children's Social care assessment required) | Child in acute need. Require immediate referral to Children's Social Care and or police. | A criminal record relating to serious or violent crime is held by member of family which is impacting on children in household There is known involvement in gang activity which is impacting significantly on the child and family | Police Category 2 Evidence a child or young person is being targeted for opportunistic abuse through the exchange of sex for drugs, perceived affection, sense of belonging, accommodation (overnight stays), money and goods etc. This will also include a child or young person being sexually exploited through the use of technology and without the child or young person receiving a reward. Eg. the exchange of indecent images on-line. The likelihood of coercions and control is significant. | |
| | | | Category 3 (High Risk) A child who is entrenched in gangs and violent crime. Are likely to be (but not always) identified by the Met Police to be high risk on the Met Police Gangs Matrix (red). | Police Category 3 A child or young person whose sexual exploitation is habitual, self-denied and where coercion/control is implicit. This is often carried out by multiple perpetrators. |

7.2.2 Assessing and responding to needs

For the majority of children universal services are best placed and able to respond to need, ensuring that children build resilience and achieve expected outcomes.

However, there are circumstances in which a child presents additional needs that cannot be successfully addressed by one service/organisation alone. In considering the needs and vulnerability of a child, professionals should be mindful of the gang related risk factors in section 7.1.1 and tell-tale signs of gang involvement as highlighted in section 7.1.2.

Where professionals identify a child has additional needs, they should refer to their agency's internal procedure and adhere to Islington's early help process. **Please see Appendix B: Process for Universal and Targeted Services.**

The Early Help Assessment is the tool practitioners should use to holistically assess, share information and implement appropriate support at an early stage to reduce risk factors and child distress, which could prevent children becoming involved or entrenched in gangs.

Professionals should assess the presenting behaviours/what a child is telling them in the context of whatever information they know or can gather from the child and family.

Practitioners should always obtain the consent of the child and parent(s) before sharing information, unless doing so would put the child/ren at risk of serious harm (see section 8.2 for more information re: parental engagement).

Children's Service Contact Team (CSCT) is the single point of contact for a request for Targeted or Specialist Children and Families Services (TSCFS). CSCT will determine whether level of need meets threshold (see ISCB Threshold Document) for specialist or targeted services and will allocate to a relevant team (eg. Targeted Early Help Services such as Early Years Family Support; Families First; IFIT, Islington Families Intensive Team; Targeted Youth Support; or to Specialist Service -Children's Social Care).

Please refer to Appendix C showing the process for Children's Social Care.

Where domestic abuse is identified (for children 16 and 17 years of age) the lead professional will undertake a risk assessment using the CAADA DASH Risk Indicator Checklist. This will help identify the level and type of intervention required to reduce the risk to the victim. Very high risk cases should be referred to the Multi Agency Risk Assessment Conference (MARAC).

Where child sexual exploitation is identified, the child protection procedures should be followed and CSC will make a decision about whether the case should be discussed at Multi Agency Sexual Exploitation Panel (MASE). *Please refer to Islington's procedure for Safeguarding Children abused through sexual exploitation.*

7.3 Gang involvement - responding to risk

As referred to above, the threshold document describes when a referral should be made to CSCT.

No matter what level of intervention a child is receiving (universal, targeted or specialist/statutory), when a concern is raised that a child is at risk of or participating in gang activity, professionals need to take appropriate action to protect the child, reduce the risk to all children in the family/family network (including siblings and girlfriends), prevent or divert the child from such activity and minimise the impact of any harm.

A child could be:

- Non-involved, but at risk from becoming involved and harmed from gang activity OR
- Involved with gang related activities and/or serious youth violence; at risk of harming others and being harmed him/herself

Many (but not all) children and young adults involved in gang activity will be known to the Youth Offending Service or Probation due to having been convicted of a criminal offence.

Potentially a child involved with a gang could be both a victim and a perpetrator.

This requires professionals to assess and support his/her welfare and well-being needs at the same time as assessing and responding in a criminal justice capacity.

When a professional identifies a child is at risk the following procedure should be followed, in conjunction with the:

- London Child Protection Procedures and Practice Guidance (5th Edition 2015, in particular sections 6, 11 and 27)

7.3.1 Identifying Categories of Risk

By identifying what category of risk a child is in, the team around the child is better able to identify appropriate interventions, including whether the Integrated Gangs Team should deliver interventions. Also the partnership can more effectively understand the gangs make up in the borough and the risks of harm this poses.

Once a concern regarding (potential) gang involvement is identified, the child's lead worker, whether that's in universal, targeted or specialist services, should convene a multi-agency discussion to assess the level of risk in accordance with the below risk assessment framework.

A consultation with the Safeguarding Gangs Co-ordinator or the IGT YOS Manager (based within the IGT) can be sought to assist with this risk assessment.

Indicators of risk are grouped in the following categories:

- **Category 1 (At Risk):** a vulnerable child who is at risk of being targeted to become a gang member or who has familial or relationship links to children or young adults known to the Integrated Gangs Team;
- **Category 2 (Medium Risk):** a child who is involved in offending and has known peer associations which increase likelihood of offending or associations with known gang nominals, this includes children who have been seriously harmed (eg. experienced sexual violence and /or exploitation, or been stabbed) as part of a gang activity.
- **Category 3 (High Risk):** a child who is entrenched in gangs and serious youth violence and are likely to be (but not always) identified by the Met Police to be high risk on the Met Police Gangs Matrix (red).

7.3.2 Responding to identified risk

7.3.2.1 Child is assessed as category 1 risk

Where there are indications a child is at risk of being targeted to become a gang member or who has familial or relationship links to children or young adults known to the IGT, the lead professional or professional who identifies the concern should convene a network meeting/discussion to confirm the level of risk and develop a diversion plan. This could be held as part of:

- A team around a child (TAC) or team around the family (TAF) meeting

- A core group meeting or child protection conference for children subject to child protection plans.
- A child in need (CIN) meeting
- A step-down meeting where an agency other than Children's Social Care are to be lead agency.

It is important that any diversion plan is incorporated into the child's or family's plan.

7.3.2.2 Child is assessed as category 2 or 3 risk

Where it is believed that a child may be suffering or likely to suffer significant harm due to gangs and youth violence a **strategy meeting/discussion*** should be held within 3 working days to determine whether there is a need to commence a child protection enquiry under section 47 Children Act 1989 (**see Appendix C: Flowchart 2**).

Attendance at the strategy meeting should include:

- As a minimum - children's social care, police (gangs unit), health and the referrer (if a professional) And IGT Safeguarding Gangs Co-ordinator/ CSC Team Manager/Deputy Team Manager (chair)
- Lead officers from IGT and education
- Any other relevant person working with the child
- Carer/parent (unless this would place the child at more risk)
- Young person if appropriate

The purpose of the Strategy Meeting/Discussion is to:

- Consider risks to all children in the family
- Identify perpetrators and likelihood of prosecutions
- Decide on whether a section 47 investigation should be initiated and if so plan that investigation
- If not S47 enquiry record why and decide whether a CIN assessment needs to be completed and a separate planning meeting to create a CIN Plan
- Decide whether a referral should be made to the Integrated Gangs Team (IGT) for specialist gang interventions. Interventions include those for victims and/or perpetrators (Appendix D for eligibility criteria and referral process for IGT intervention)

7.3.2.3 Immediate Protection

Where there is a risk to the life of a child or the possibility of serious immediate harm, action must be taken to secure the immediate safety of the child (see section 3.2 London Child Protection Procedures). This would normally necessitate an immediate strategy meeting / discussion between children's social care, police and other agencies. Following such emergency action, if needed a strategy meeting, chaired by the Safeguarding Gangs Co-ordinator must be convened within 3 working days as set out above.

Outcome of the Strategy Meeting/Discussion

There are three main possible pathways following a strategy meeting:

1. **Child protection enquiry (section 47)** to determine the risk of harm to the child and evaluate the need for a child protection conference
 - Local Authority children's social care is responsible for deciding how to proceed with the enquiry based on the strategy meeting/discussion and taking into account the views of the child, their parents and other relevant parties. Please see London Child Protection Procedures for more information.
2. **Further Assessment and/or Child In Need plan** to be developed if the child meets the threshold for services as a 'child in need'.

- The plan will then be reviewed by further Child In Need Review meetings chaired by the Safeguarding Gangs Co-ordinator or Deputy Team Manager which must be held at no less than 6 monthly intervals until risks have reduced. At each meeting a decision will be made as to whether or not there are new concerns which warrant a strategy meeting or whether the risk has reduced and step down to targeted or universal services is appropriate.
3. **No further action** (if no further risk is identified) or **diversion planning** if child is identified at risk (category 1) as described above. The child's needs will be managed by Children's Social Care (if the case is already held within children's social care), Targeted Services, YOS or other lead agency.

Alongside any of the above outcomes following a strategy discussion, consideration should be given to the holistic needs of all children in the family and identification, where appropriate of mental health pathways.

7.3.3 Escalation process

If there is disagreement about the level of risk and which category to assign to a child, the issue should be escalated to more senior officers: Police Gangs Lead (Chair of Bronze) and Head of Safeguarding within children's social care.

7.3.4 Recording and sharing information about risk

Category 1 risks do not require a flag. However, it is essential that the risk is noted in the child's file along with clear details of any diversionary plan.

All category 2 or 3 risks need to be flagged on the child's case file by the Social Worker (and where relevant, the YOS Case Manager).

There is read across between the systems used by Early Help Services (Families First, Islington Families Intensive Team and Targeted Youth Support) and Children's Social Care. However, Youth Offending Service use a different system and will therefore need to also flag their case file whenever risk category 2 or 3 is assigned to a child or the risk category is changed.

If the risk is category 2 or 3 the lead professional should share the information with the IGT to cross reference with information from the Met Police. This information sharing may lead to a re-evaluation of the risk category and this will need to be updated on the case record.

As with assigning a risk category to a child, a multi-agency decision is also required to change a category. Multi-agency meetings can be called more frequently (as is appropriate) but risk flags should be reviewed a minimum of 6 monthly. The Social Worker and where relevant the YOS Case Manager are responsible for amending flags on the case file.

7.4 Plan: Ensure a co-ordinated approach

Agencies supporting children and families have signed up to the Early Help Pledge, to ensure that children and families get the right support at the right time and delivered in a safe, practical and useful way.

In all cases where the child is at risk of harm from gangs and youth violence it is important to identify the right level of support for the family, child and siblings and deliver or make requests for appropriate services and interventions.

All relevant agencies must contribute to the child/family plan to identify what interventions will best meet need, reduce risk of harm and minimise the impact of any harm the child/ren have experienced. The plan must focus on what outcomes the child and family want and need, and which services are best placed to support and deliver interventions.

The Plan makes clear to everyone, including importantly the family, what role different services will be taking to help achieve the outcomes set out in the plan.

7.5 Do: Deliver individual and group interventions that address both risk and vulnerability

The evidence base for effective gang interventions is thin but nonetheless Islington works hard to deliver interventions that have strongest evidence base for what works in promoting protective factors and reducing risk factors.

[Early Intervention Foundation \(EIF\) 2015 report](#) found that what works with children and families are school or community based or family focussed programmes which address risk factors, are interactive and enable children to practice the skills they were taught and families to practice effective communication and problem-solving strategies. In the highest risk children and families, both family and trauma focused therapy was noted as effective. Key to the success of the programmes is skilled facilitators with experience of working with children and families.

Below summarises some of the many services and interventions within Preventative, Targeted and Specialist Services.

Please see Appendix E: Interventions Referral Pathways which gives more detail on some of these services and interventions.

7.5.1 Universal

The best way to tackle gangs and safeguarding risks associated with gang activity is to prevent children from becoming drawn into gang activity in the first place.

The key to prevention is supporting children to achieve positive outcomes, building confidence, a sense of self-worth and the resilience that will help act as protective factors, enabling children to overcome distress and trauma and to make positive choices, reducing their vulnerability to exploitation and gang involvement. High quality universal services (eg. health, early years, schools, play work, youth work) are important in increasing the protective factors that help children avoid being drawn into gang activity. Islington has a wealth of universal services, working with children from early childhood through to late adolescence.

Midwifery, Health visiting and Early Years services provide universal support to parents to build strong attachments, have the confidence and skills to provide positive nurturing parenting and these services are also able to identify early where parents need additional support to manage any problems they encounter.

Schools play a key role as we know that gaining a good education and qualifications is a strong protective factor. Schools use their pupil premium to target interventions and additional resources at those children who need additional support to help them achieve. Schools use their PSHE (personal, social, health and economic) education curriculum to build protective factors, increasing pupils' knowledge of and resilience to a range of safeguarding issues.

Universal settings deliver a range of preventative support in the form of anti-bullying initiatives, parenting programmes and support for new parents in building attachments and giving the child a strong and safe sense of belonging.

Safer schools police officers work within schools to support preventative and diversionary work within an educational setting (see section 9.5 for more information).

Playwork and youth work offer children and young adults a range of opportunities to improve their social and emotional capabilities, develop resilience and broaden their peer networks. Key to playwork and youth work, like other services, is the relationships built between the professional and the child. It provides learning opportunities in a safe space, outside formal learning, for individuals to share concerns and anxieties and seek support and help at an early stage. Through these relationships, professionals can ensure the effective engagement of children in exploring personal identity, self-confidence, positive relationships and making safe choices, which forms part of the preventative approach to discourage risk taking behaviour and activities, which could include gang involvement.

7.5.2 Targeted

Islington provides a range of interventions to support children (and their parents) who are on the fringes of gang activity, vulnerable to or involved in antisocial behaviour and offending that may escalate without additional support.

Targeted Youth Support Service offers a range of interventions to children who need it. These include group work and 1:1 interventions based on estates and in environments where children reside or spend time. TYS also delivers a counselling service for 12- 21 year olds to offer them therapeutic support to address a range of issues, with aim of to reducing the risk factors, building the protective factors and minimising the impact of any trauma the child has already experienced. TYS also delivers Islington Young People's Drug and Alcohol Service, providing direct support and interventions to children affected by substance misuse.

Islington also delivers a suite of parenting programmes to build confidence in parenting and support the development of skills to address their child's behaviour in a positive and nurturing way, reducing the likelihood of behavioural problems escalating.

Early Years Family Support, Families First and Islington Families Intensive Team all deliver interventions as part of a whole family approach, to support families who have additional and often complex needs. Targeted interventions sit as part of a jigsaw of interventions that support the whole family to address a range of needs including antisocial behaviour, offending (by adults or children in the family), and prevent needs escalating to a point where there is serious risk of harm to a child.

Services deliver a range of targeted interventions to younger siblings of offenders, being mindful of the importance of getting in early to offer support and diversionary activities and interventions.

7.5.3 Specialist

Specialist services provide a range of 1:1 and group interventions to support children who are at risk of or who have suffered significant harmed, including harm that has resulted from gang activity or serious youth violence.

The Youth Offending Service accesses the range of services offered by Targeted Youth Support as well as delivering a range of group and 1:1 interventions to reduce the likelihood of offending/reoffending. These include interventions tackling emotional health, personal relationships, attitudes to offending and motivation to change.

YOS delivers interventions to enable children under 16 to exit gangs. IGT delivers a range of specialist gang interventions for children 10-24 who have been identified as risk category 3 (see section 7.3) and provides access to services for victims including services for girls and young women who are known gang associates. It also leads on Islington's gang exit strategy for Islington and delivers gang exit interventions to over 16s who wish to exit gangs. Please see section 9.10 for more information about the IGT). IGT does not hold statutory responsible for cases for under 18s as the Lead professional.

Core to Children's Social Care's direct work is giving child/ren the time and space to talk about the trauma they have experienced.

7.6 Review

Reviews bring the team around the child (TAC)/family (TAF) together at timely intervals to review the Plan and are an opportunity to hold all partners, including children and parents, to account for their role in the support plan.

The TAC/TAF should review the extent to which the outcomes in the plan have been met; review and update the needs assessment; and amend the plan to ensure it continues to identify the right level and type of interventions to meet the needs of the child and family.

8 Information Sharing and parental engagement

8.1 Information sharing

Professionals in all agencies need to be confident and competent in sharing information appropriately and in a timely manner to safeguard children at risk of harm through gang activity and/or serious youth violence. It is important that agencies work together and have a good understanding of current and emerging local problems so that solutions can be found to address them.

Professionals in all agencies should share information in line with Section 4, Sharing Information, in the London Child Protection Procedures².

All agencies are empowered to share information without consent for the purpose of preventing or assisting the detection of crime in accordance with section 115 of the Crime and Disorder Act 1998, although obtaining consent in good practice.

8.2 Parental engagement

Developing trusting and respectful relationships is a key component to effective work with children and their families.

Wherever possible, professionals in all agencies should involve parents as early as possible in cases where there are concerns that a child may be affected by gang activity and serious youth violence; and the child and his/her parents should be invited to multi-agency meetings as appropriate to discuss the concerns.

Staff have a duty to look at every possible way that parental co-operation can be achieved, including the use of community organisations and/or community leaders to facilitate the work with parents/family (whilst keeping the child's interests paramount).

Parental consent is required to undertake an Early Help Assessment. In seeking consent practitioners must use their skills in engaging families to accept help.

The exception to this is where professionals have concerns that to involve parents would risk further harm to a child.

Staff should work to maintain parental involvement throughout but it should be noted that consideration should be given to the possibility that the Parent or Carer could be involved in gang activity and that this

² Please refer to [4. Sharing Information - London Safeguarding Children Board: Child Protection Procedures](#)

could heighten the risk.

Where there are concerns about potential collusion or failure to protect the child exposed to significant harm the child must be referred to CSCT (see flowchart 1) at which point Children's Social Care will make an assessment of whether child protection procedures need to be followed (see flowchart 2).

9 Different Professionals' Roles and Responsibilities

9.1 All Agencies

Safeguarding children (including from harm through gang activity and serious youth violence) is everyone's responsibility³. Professionals in all agencies should ensure practitioners take a **Think Child, Think Parent, Think Family** approach to working with children and families. Agencies should refer to their organisation's internal procedure and must follow the process in Section 7.2 if they identify a child has additional needs that require a multi-agency response or is at risk of/ may have already suffered significant harm as a result of gang activity and/or serious youth violence.

Professionals should be aware of the significance of issues such as those listed in 7.1.1, identification of which may provide an opportunity for prevention and early intervention.

Professionals in all agencies should be confident, competent and easily able to access support from:

- Their agency's Designated Safeguarding Person (DSP)
- Children's Service Contact Team (CSCT) – the single front door to Targeted and Specialist Children and Families Services
- Integrated Gangs Team (**See Appendix D for eligibility and referral process to IGT**)

Each agency should ensure that their staff are receiving the information and training required to enable them to identify risks of harm to children from gangs and serious youth violence and act in line with child protection procedures.

Organisations and teams across public and voluntary sector, spanning universal, targeted and specialist services have a responsibility to safeguard and promote the welfare of children and whilst the IGT will help provide a strategic co-ordinated response to gangs, individual agencies continue to form a crucial part of the jigsaw and to hold the baton for the children and families for which they have lead professional responsibility.

9.2 Open access universal services (eg. early years, play and youth work, voluntary and community organisations)

Early Years staff, including child minders, and staff in nurseries and children's centres support families with a range of needs, a key focus of which is parenting support. However, they also play a key role in identifying families where there are risk factors such as an adult or older sibling involved in criminal activity and older siblings involved in gangs. The prevention and early intervention work Early Years delivers to children and their parents, builds protective factors including parenting skills and confidence.

Universal play and youth provision should work closely with TYS colleagues to share information and identify children at risk of offending and work together with the child to identify needs and interests to divert from anti-social behaviour.

Play and youth providers have an important role in responding to early signs of youth crime and provide children and young adults with opportunities to discuss and explore issues that may be worrying them or affecting them or someone they know, as well as building resilience and confidence following incidents of violence in their communities.

³ [Working Together to Safeguard Children 2015.pdf](#)

Community groups and voluntary agencies can be well placed to know the profile and location of local gang activity and potential or actual serious youth violence through their community links and the work they do to support children and their families. In addition, these organisations can be best placed to reach children who are at risk of harm from their peers.

Information sharing and partnership working between universal and targeted and specialist services is vital in trying to keep children safe and communities feeling safe.

9.3 Education - Schools, Alternative Provision Providers, Pupil Referral Units and FE Colleges

For many children being in a peer group is a key part of forming their sense of identity (see section 5.1.2: Pyramid of Gang Involvement), building social skills and support networks. Being part of a group is a powerful and positive part of the school experience. The use of the term 'gang' by professionals should be used with caution as it can be misleading and glamorise and reinforce the group identity.

Attendance and achievement at school are key protective factors. Children who offend or are involved in gang activity are more likely to have been excluded from school and/or been persistent absentees than their non-offending peers. Education providers have a role to support all children to attend, learn, achieve and develop self-esteem and resilience.

A school's PSHE (personal, social, health and economic) education curriculum is integral to their duty to safeguard pupils and should include issues that may be specific to a local area or population, for example gang activity and youth violence.

Education providers can be well placed to pick up signs of anti-social behaviour, aggression/bullying and gang activity among children and identify those at risk of harm as victims (such as siblings, girls and boys at risk of sexual exploitation etc) and/or perpetrators – see section 7.1. By listening to children, parents and families, education staff may be able to judge how significant the signs are as indicators of serious activity that may pose a risk of harm to themselves and/or others.

Education providers must identify as early as possible when a child has additional needs requiring a multi-agency response, so early concerns regarding for example attendance or behaviour, can be addressed working as part of the team around the child/family to prevent problems escalating.

There is national evidence that pupil referral units are being targeted by gang members to exploit and recruit new gang members. Gang members have also been known in other parts of the country to wait outside education establishments to meet children, taking them away from school to participate in criminal activities and returning them in time to avoid them being reported missing or raising suspicion. We have to be mindful that this can and may already be happening in Islington. Education providers should be alert to anything that may raise suspicion that a child could be vulnerable to gang exploitation or involvement.

Education staff should identify pupils who are likely to be vulnerable during transition from primary to secondary and from secondary to further education. They should support pupils prior to and during periods of transition, to prevent and intervene early when there are concerns about a child's wellbeing.

Education providers have a duty to establish a behaviour policy which should be reviewed to ensure that it covers actions relevant to preventing and tackling gang impact. Behaviour policies should reflect schools' efforts in preventing knives coming into schools and the way in which they work with the Safer Schools police (See section 9.5 which covers role of safer schools police in more detail). The policy should reflect schools' responsibilities in sharing information regarding possibly gang related incidents in the school. Likewise the partnership should share appropriate information with schools regarding the behaviour of pupils in the community.

Head teachers should also review their existing emergency plans in the light of possible scenarios relevant to their community, for example if:

- There is immediate threat of gang conflict on site or immediately off site; or
- There is credible information about a pupil/adult carrying a weapon with serious intent to do immediate harm

9.4 Health

Health professionals, in particular GPs and A&E staff, may become concerned about a child's involvement in serious youth violence due to injuries or wounds, particularly those caused by sharp instruments or knives.

Through their home visiting, health visitors and other health professionals may become aware of gang involvement by the parents, older siblings or other adults linked to the household, or that the children in a household are affected by gang activity and/or serious youth violence in the neighbourhood. Health professionals may come into contact with girls who, they suspect, may have been sexually exploited or abused perhaps presenting at sexual health clinics, and GPs. The professionals should be alert to a child's likely reluctance and fear of discussing this.

If a person is admitted to hospital and the injuries sustained are suspected of being part of a gang related incident, information should be shared appropriately as soon as possible, a risk assessment conducted and risk reduction strategies put in place.

Where health practitioners have concerns that a child is at risk or has suffered significant harm they should make referrals to CSCT in accordance with the guidance in this protocol.

9.5 Police

The Metropolitan Police's approach to children is underpinned by the National Strategy for the Policing of Children and Young People produced by National Police Chief's Council (NPCC) in 2015. The Strategy highlights that children are not 'mini-adults' and this should be reflected in the way they are policed. In all encounters with the police, children should be treated as children first. All officers must have regard to their safety, welfare and well-being. The vulnerability of children should be identified and responded to effectively to protect them from harm.

When a crime has been committed then police have a duty to act. For serious and persistent offenders enforcement may be the most effective tool. However, evidence shows that highly punitive sanctions have little impact on recidivism⁴, so enforcement should be considered when appropriate in conjunction with interventions that address the child's offending behaviour to prevent them and others from becoming victims. Islington's police force works with partners to deliver the right intervention at the right time.

The Police should inform Children's Services of victims of gang related crime and serious youth violence, given the correlation between victims and future gang members.

Police must also consider, in addressing gang activity, the possible safeguarding risks their direct actions pose to children (either directly or indirectly involved in gang activity such as informants, siblings) and mitigate against these as much as is possible.

Police should make every effort with Children's Social Care to ensure that children who are arrested are found appropriate safe accommodation so that they do not remain in police cells overnight.

Police should record information on Merlin (Police database) about any children who have become known to the police for any reason. Islington Police should share information on all Merlin records with Children's Services on a daily basis.

⁴ [National Strategy for the Policing of Children and Young People 2015](#)

The **Integrated Offender Management (IOM) Police Officer and YOS Police Officers** are responsible for checking daily for any overnight offending or incidents that relate to children who are in the IOM cohort (See section 6.3 on the IOM Approach). They provide daily information briefings to the YOS case manager.

The **YOS Police** are co-located and are an integral part of the YOS. They act as a single point of contact for the YOS on policing issues while providing a visible police presence, undertaking such tasks as delivering Youth and Youth Conditional Cautions. They gather and disseminate intelligence in relation to children known to the YOS and coming to the attention of police. They provide unique skills and knowledge and are able to re-engage those hard to reach children who have disengaged with their statutory orders. The YOS Police are often the first to have intelligence about children involved or on the edge of the gang culture and work with YOS case managers or TYS to divert children away from further offending or anti-social behaviour. YOS police inform case managers where they identify safeguarding concerns.

The **Gangs Police** are based within the Integrated Gangs Team. YOS case managers work closely with the Police Officers in the gangs team. When a child has a nominated Gangs Police Officer and a YOS case worker, agencies work in partnership to ensure that both teams are fully informed of the child's current situation and decisions around issues of enforcement are made on factual and up to date information. The gangs police undertake joint visits to the child and attend relevant professional meetings to formulate plans to divert the young person away from gangs.

The Police, especially **Neighbourhood Policing Teams**, should be alert to children living in households which are affected by gang activity and/or serious youth violence. This also includes parents/older siblings who are adult gang members. The Neighbourhood Policing Teams should share information internally with Child Abuse Investigation Team (CAIT), with the Police Gangs Unit (based within the IGT), and externally with LA Children's Services, at the earliest opportunity, for an assessment to be undertaken (See section 7.2)

The **Safer Schools Officers** act as a single point of contact for schools on policing issues while providing a visible police presence. They work in partnership to ensure a correct balance between engagement and enforcement, pursuing a restorative approach where appropriate. They gather and disseminate intelligence in relation to pupil behaviour (potentially) linked to crime or antisocial behaviour. Safer Schools Officers make pupil referrals to partnership agencies as necessary, for the purpose of safeguarding the child's welfare and/or diverting them from criminal activity and antisocial behaviour.

9.5.1 Osman Warnings (Threats to Life)

In the context of gangs, a threat to life (Osman Warning⁵), may occur as a result of gang rivalry or because of an incident occurring within a young person's own gang (for eg. threatening to leave or refusing to commit an act of violence).

If the Police give an Osman Warning to a young person or an adult who is residing with a child, they should inform Children's Social Care immediately and consider whether (in line with section 7.3.2):

- There is a need for immediate action OR
- There is risk of significant harm OR
- The child should be referred for an early help assessment and access targeted early help services
- This is a need to inform all professionals who are involved with the family

9.5.2 Serious incidents

A critical incident is defined as '*any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family and/or the community*' (College of Policing).

⁵ Named after the Osman v UK case 1998 which placed a positive obligation on the authorities to take preventative measures to protect an individual whose life is at risk from the criminal acts of another individual.

A Gold Group is a multi-agency meeting convened and chaired by the police as part of the police's efforts to prevent or respond to critical incidents (eg. a murder). Gold Group aims to add value to the police response to an incident. It brings together appropriately skilled and qualified internal and external stakeholders who can advise, guide and support the management of an effective response to the identified incident or crime.

It is considered for a number of reasons but in relation to gangs it is most commonly convened when:

- A Critical Incident has already taken place and is risk assessed as high impact
- Where actions are necessary to prevent the existing victim/family/community confidence issues from escalating and to ensure a co-ordinated police, external agency and citizen/community focussed response
- Police senior management require internal and external stakeholders knowledge, skill support and advice to effectively manage the police response to an incident/offence/issue and there are no other alternative forums to provide this

Gold Group meetings provide a factual update of the situation; consider family and community concerns and community impact; identified the resources required to respond to the incident and consider the appropriate communications strategy. The Gold Group also reviews critical incidents to identify learning which may drive changes to local police or multi-agency procedures as well as organisational learning.

Gold Group meetings are attended by senior officers in the local authority eg. Community Safety Partnership Unit.

9.6 Early help family support services (eg. Families First and Islington Families Intensive Team -IFIT)

Early Help Services provide whole family early help interventions with families who need and want support to address problems that may escalate without additional support. Families First has an important role in supporting children, parents and carers to develop resilience and self-esteem, building stronger parental and family relationships and positive networks. Families First and IFIT receive self-referrals and requests for services from CSCT.

In working with the whole family, early help practitioners must be alert to safeguarding concerns that may require CSC involvement and when there are concerns that a child may be or is at risk of suffering significant harm as a result of gang activity or serious youth violence, should follow the process shown in section 7.2 and 7.3.

9.7 Targeted Youth Support (TYS)

TYS workers have a key role in delivering support that diverts children away from anti-social behaviour and crime, including gang activity and serious youth violence.

TYS must share information with police about the work they are doing on estates so police know what interventions YYS are delivering to ensure a co-ordinated response to issues in localities.

TYS has responsibility for conducting Return Home Interviews for children who have been Missing from Home or Care and need to flag risks (eg. involvement in county lines), which are then picked up by the Lead Professional if known to other services.

TYS is responsible for all Out of Court Disposals and is part of the No Further Action (NFA) protocol to divert children away from youth crime.

9.8 Youth Offending Service (YOS)

The role of Islington YOS is to prevent offending and re-offending by Islington children 10-17 years of age.

YOS staff should follow their YOS risk and vulnerability management processes.

Where children are known to both Children's Social Care and YOS, YOS must keep children's social care staff updated with information such as criminal activity or associations which suggests increased (or decreased) risk of significant harm as a result of gang activity to ensure social care can effectively assess risk and put plans in place to safeguard the child and others (eg siblings/girlfriends).

YOS professionals must liaise with establishments to ensure that the secure estate staff have knowledge of an inmate's gang affiliations, any risks they pose to others and any known risks to them from other children.

YOS case managers work closely with YOS Police Officers and Officers from the Gangs Unit to ensure a co-ordinated approach to reducing reoffending and reducing the risk of harm to the child and others (see more about YOS police and Gangs police in Police section 9.5 above)

YOS must ensure that all children who are highest risk gang nominals are discussed at MARP (Multi Agency Risk Panel). IGT's YOS link manager and the YOS link worker both attend Bronze and should share information from MARP as relevant.

In the lead up to the end of a statutory order YOS will ensure there is smooth transition planning. When a decision is made to step down to targeted or universal services following the end of a statutory order this will come as a result of a multi-agency decision acknowledging that positive changes have been made and the severity of risk has reduced. YOS will ensure that there is a comprehensive step-down plan which identifies strengths/resilience factors and any ongoing needs.

Supporting young offenders through transition from YOS to Probation

YOS and Probation, National Probation Service (NPS) and Community Rehabilitation Company (CRC), must work together in a timely way to effectively plan for the transition of a child from YOS to adult services (Probation), ensuring that plans take into account any safeguarding concerns.

The vast majority of offenders in Islington's youth offending service have experienced trauma in their childhood and the impact of this trauma is often evident well into adulthood. Adult offenders receiving a service from probation continue to be vulnerable and therefore the relationship between YOS and probation is key to ensuring that assessments, plans and interventions transition smoothly, addressing vulnerability as well as risk.

Please refer to Islington's YOS/Probation Transitions Protocol.

9.9 Probation (NPS and CRC)

Professionals in the probation service (NPS and CRC) are in a position to identify children at risk of harm from gang activity and/or serious youth violence through their work with adults who are violent and/or gang members. These adults may be parents, older siblings, people engaged in recruiting children into gang activity and/or serious youth violence, or living in households with children.

Probation service professionals should share information about children at risk of harm by following procedure in section 7.2)

Please see section 9.8 above regarding Probation's role regarding transitional arrangements for children being transferred from YOS to Probation.

9.10 Integrated Gangs Team (IGT)

The IGT is a multi-disciplinary team (gang specialists, CSC, YOS, police, mental health, probation, VAWG – 'violence against women and girls' specialists) with a focus on 10-24 year olds, aligned to Islington Council's Community Safety Partnership Unit. The co-location of these core agencies in IGT, and being based at Tolpudde Police Station with the Police Gangs Team, enables more robust information and

intelligence sharing and a better co-ordinated approach to tackling gangs with the view to reduce gang related violence and harm.

The purpose of the IGT is to:

- hold the oversight of the gangs work in Islington
- co-ordinate and disseminate gang related intelligence
- provide consultation to other services and agencies on gang related issues and to advise on individual cases
- take the strategic lead for specialist gangs interventions
- deliver specialist gang interventions and lead on gang exit for those children and gang adults considered to pose highest risk to others and most vulnerable to suffering serious harm

Lead professionals from core services (eg. YOS, Targeted Youth Support, Police, Early Help Services, Children's Social Care, Probation) can request a service from IGT who will advise, support and provide expertise to add value to the work undertaken by the lead agency, including delivering specialist gang interventions to children and young adults considered highest risk and/or most vulnerable to minimise the risks to children and families and supporting individuals to exit gangs. IGT practitioners do not hold statutory responsibility for cases as the Lead Professional.

IGT have responsibility for sharing daily intelligence from police about overnight activity with relevant partners, including crucially YOS and Children's Social Care.

The IGT, with its overview of gangs intelligence and the individuals on the gangs matrix, identify those children (and adults up to 24 years) who present as most vulnerable or pose the highest risk to others, and will refer these for discussion at Bronze (**see IOM diagram in Appendix A**).

IGT has a Gangs Safeguarding Co-ordinator and a CSE Co-ordinator seconded from CSC providing IGT with a single point of contact (SPOC) regarding safeguarding and CSE specific concerns.

IGT will ensure there is a smooth transition when ending IGT input to ensure appropriate ongoing support from targeted or universal services. The decision to end an IGT input will come as a result of a multi-agency decision acknowledging that positive changes have been made and the severity of risk has reduced. The IGT will ensure that there is a comprehensive step-down plan which identifies strengths/resilience factors and any ongoing needs.

Please see section 9.10 for more information about the role of the IGT in safeguarding children affected by gangs.

Please see Appendix D – IGT eligibility and process to request a service

9.11 Children's Social Care

Children's Social Care professionals need to be alert to the possibility that a child referred to them or a child they are already working with may, in addition to any of the child's other presenting issues, be or become vulnerable to/involved with, gangs or serious youth violence.

In undertaking assessments and holding strategy meetings (See section 7.2 and 7.3) they must consider potential or actual harm from gang related activity as a safeguarding matter and must consider the risk of harm to the whole family (including siblings) as well as the child's wider network (eg. girlfriend).

Where children are known to both Children's Social Care and YOS, children's social care must keep YOS staff informed of any new information such as Missing from Home/Care episodes or additional information to ensure YOS effectively manage the risk of reoffending and related risk of harm.

CSCT and social workers can consult with the Safeguarding Gangs Co-ordinator based in IGT if they have concerns that a child poses a risk to others due to their gang involvement or is at risk of gang related harm.

9.11.1 CSC responsibility in finding suitable accommodation

9.11.1.1 Children when arrested

When police notify Children's Social Care that a child has been arrested, CSC should make every effort to find appropriate safe accommodation so that they do not remain in police cells overnight.

9.11.1.2 Looked After Children

When children are known to be involved with or affected by gangs, professionals need to take into account gang territory and gang membership when planning placements for Looked After Children, to avoid placing a child in a situation which exposes him/her to serious youth violence.

9.11.1.3 Children exiting gangs

When children/families are moved out of the borough as part of a gang exit strategy, professionals need to take into account gang related activity in that area to ensure children are not placed in a vulnerable new location. For example, police should share County Lines information (See section 4 for more information on County Lines) so this can be taken into account when identifying a new location for the family.

10 Contact Details

Children's Service Contact Team

Tel: 020 7527 7400
Fax: 020 7527 7402
Email: csctreferrals@islington.gov.uk

Integrated Gangs Team (including the Police Gangs Unit)

Email: IGT@islington.gov.uk

11 Useful documents

11.1 Laws

- Children Act 2004 Section 10: Co-operation to improve well-being
- Children Act 2004 Section 11: Arrangement to safeguard and promote welfare

11.2 Statutory Guidance

- Working Together to Safeguard Children 2015
- Controlling or Coercive behaviour in an Intimate or Family Relationship 2015
- Injunctions to Prevent Gang-Related Violence 2015

11.3 Child Protection Procedures

- Islington Safeguarding Children Board website providing links to many useful local and regional guidance and procedures including London Child Protection Procedures

11.4 National Strategies and Approaches

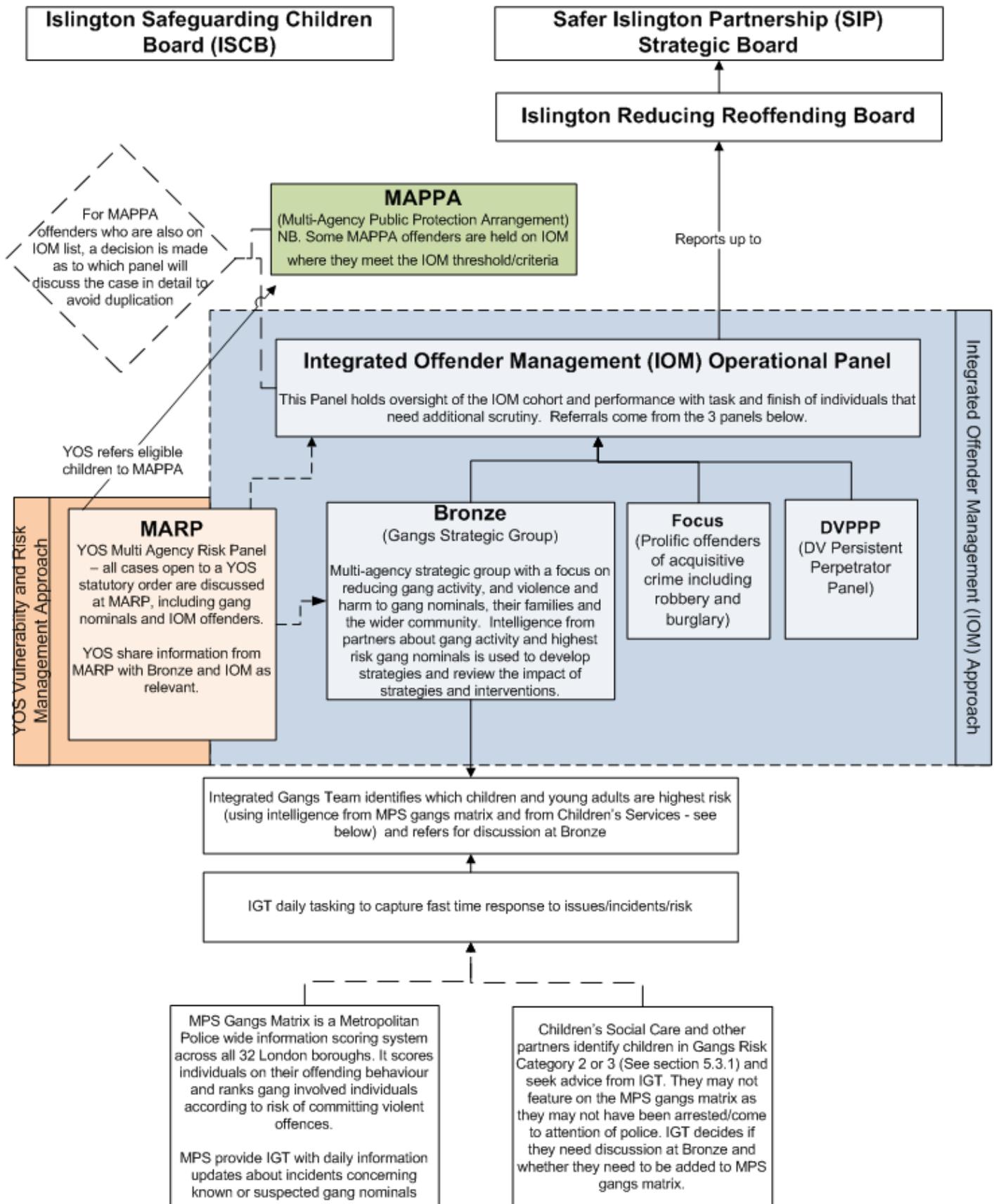
- National Police Chief's Council (NPCC) National Strategy for the Policing of Children and Young People 2015
- Home Office Jan 2016 Approach to Ending gang violence and exploitation

11.5 Advice, Guidance and Best Practice

- Home Office guidance for all agencies on Safeguarding children who may be affected by gangs
- Practical advice for schools and colleges on Preventing youth violence and gang involvement 2013
- Early Intervention Foundation's Preventing gangs and youth violence report: spotting signals or risk and supporting children and young people 2015

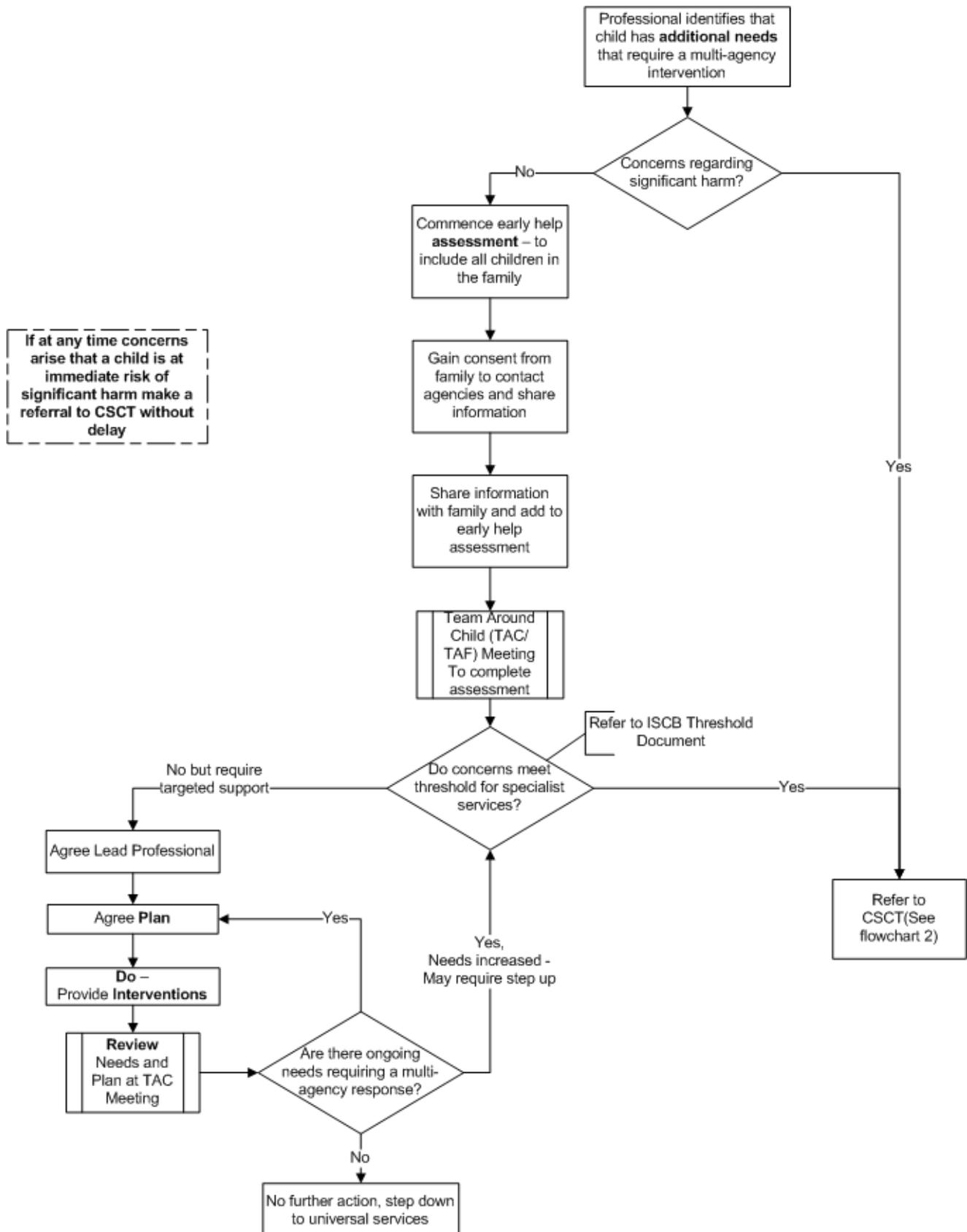
Appendix A: Governance and Oversight Structure

Governance and Oversight of Islington's response to gangs (and how this sits within overall approach to offending)

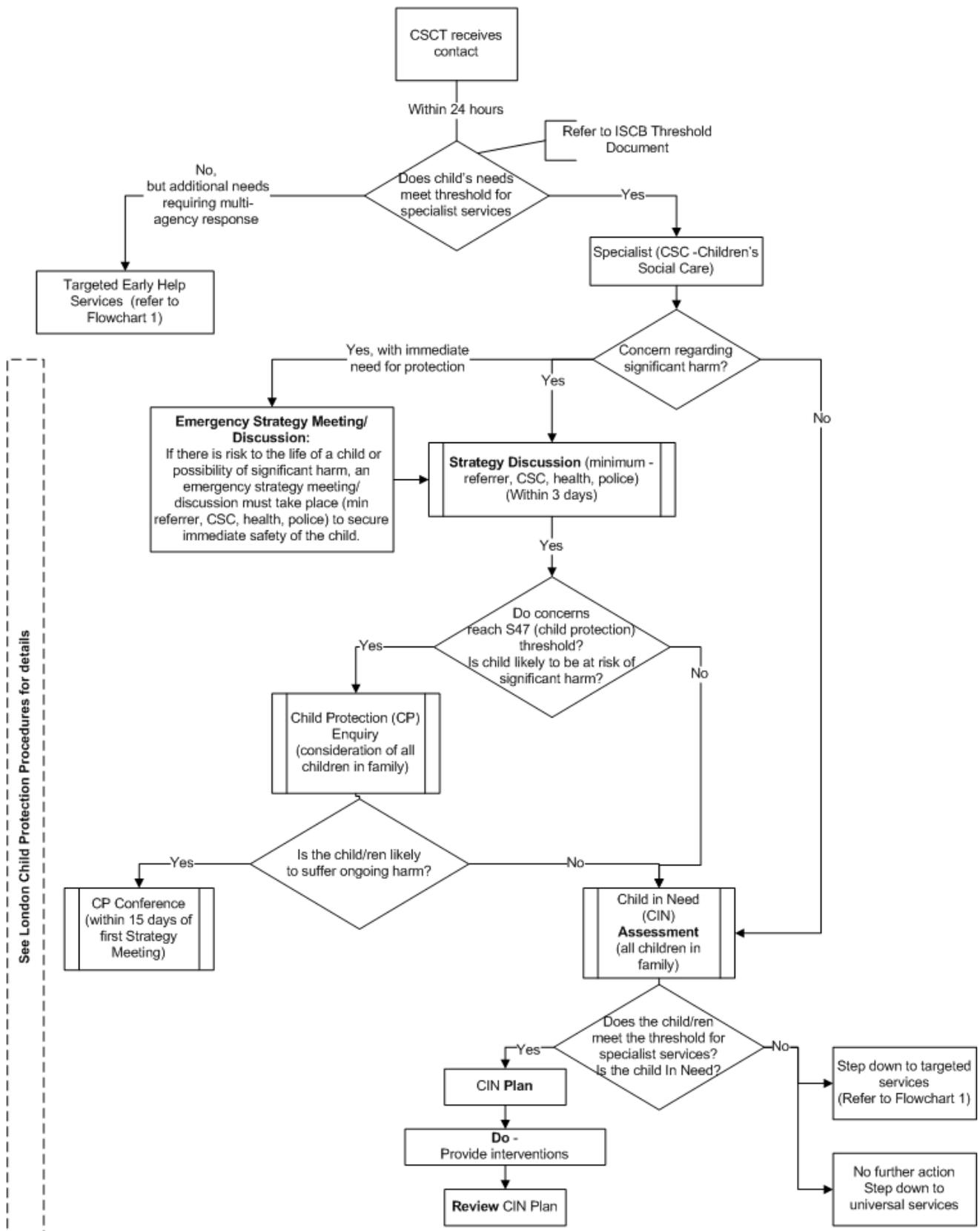


Appendix B: Process for Universal and Targeted Services

**Flowchart 1: Process for Universal and Targeted Services
Recognise, Assess, Plan, Do, Review**



**Flowchart 2: Process for Children’s Social Care
Recognise, Assess, Plan, Do, Review**



Appendix D: Integrated Gangs Team Eligibility Criteria and Referral Process

Eligibility criteria for IGT involvement is:

- Be an Islington resident (at time of referral)
- Aged 10-24 years

With at least one of the following key criteria:

- Offending history linked to group/ gang criminality with evidence of involvement in gang related serious youth violence
- Evidence that the child/young adult has been the Victim of gang related serious youth violence (targeted victimisation due to gang associations/affiliations)
- Evidence that the child/young adult is gang-affected (in a relationship with someone who is gang involved; experienced sexual violence and/or exploitation in the context of gangs)
- On the MPS Gangs Matrix or identified as Category 3 risk

Decision making process for service requests

Following multi-agency identification of gang risk (See section 7.3) the lead professional can make a referral to IGT by completing the IGT Referral form and emailing it to **IGT@islington.gov.uk**

Practitioners can ring the IGT to discuss a possible request for service prior to completing a referral form.

The weekly IGT multi-agency panel meeting will review new requests for IGT input to determine whether they meet the threshold for IGT intervention. Where declined the referral agency will be informed within 5 working days.

APPENDIX E ISLINGTON GANGS SAFEGUARDING PROTOCOL: GANGS AND GANGS RELATED SERIOUS YOUTH VIOLENCE INTERVENTIONS

All agencies working with children and families deliver interventions that address gangs and serious youth violence, minimising the risk factors and helping build protective factors that prevent, divert or support children to exit gangs.

This document covers a sample of services and interventions that children can access dependent on need.

Chance UK

Chance UK runs an award-winning mentoring programme for primary-aged children which has proven impact. It has been replicated around the UK. The programme involves:

- A trained, screened, supported and closely managed volunteer mentor delivering one year of weekly 1:1 mentoring sessions for a child. These take place outside of home and school time, in public places
- Sessions that work on child-centred goals using a solution-focused approach
- Families are given access to an inclusive support option
- There is a planned and positive ending to the year. Throughout the year staff work with other professionals to ensure the child is kept safe.

Chance UK was set up to work specifically with children who have behavioural difficulties, but has always viewed it as essential to support their parents/carers and wider families too. The difficulties that these families face are not unique to them. Like many others across the UK, they are struggling to cope with poverty, mental and physical health difficulties, drug and alcohol issues and gang-related crime. Additional challenges that have confronted them more recently include changes to the benefits system, zero-hours work contracts and cuts to a wide range of public services.

For more information please email admin@chanceuk.com or telephone 020 7281 5858

APPENDIX E ISLINGTON GANGS SAFEGUARDING PROTOCOL: GANGS AND GANGS RELATED SERIOUS YOUTH VIOLENCE INTERVENTIONS

Families First

The service is designed to provide locally-based advice, information and help to the families who need it most by tackling difficulties early and stopping them from escalating. All families need extra help at some stage as their children grow up. Families First can provide that assistance when other support – like family, friends and neighbours – is not there to families in Islington where they have a child aged 5 to 19.

Families First can reach out to families who are isolated or where additional pressures mean that their usual sources of support are not enough. This might be when, for example, a parent loses their job, a relationship breaks down, a young person's behaviour worsens, a family member gets sick or unexpected financial pressures mean that they fall into arrears with their rent or mortgage payments or take on a debt that they cannot manage. A family may have multiple needs including debt, risk of homelessness, domestic violence or problems with drugs or alcohol.

Trained family workers engage families by providing one to one support by telephone, at home or in a convenient local venue. They also co-ordinate assistance from other family services such as health, housing, school, young people's services or Jobcentre Plus and organise regular Team around Family meetings. Support will range from one-off advice and assistance to regular home visiting for a maximum of six months.

For more information please telephone 020 7527 4343 or email CSCTreferrals@islington.gov.uk

IFIT (Islington Families Intensive Service)

IFIT is the Council's intensive service for families within the Stronger Families Programme

The service is generally provided to families with at least one child aged eleven or over, who have three or more different 'family problems' as defined by the national troubled families' criteria.

The problems are most often related to the behaviour of an adolescent, and these will evidence current antisocial behaviour, offending or disengagement from education, or their behaviours will be indicative of problems in these areas in the future. These are often families who have had interventions from other services but things have not improved. However, sometimes this will not be the case and IFIT will intervene earlier without trying other services given known risk factors and likelihood for future problems.

APPENDIX E ISLINGTON GANGS SAFEGUARDING PROTOCOL: GANGS AND GANGS RELATED SERIOUS YOUTH VIOLENCE INTERVENTIONS

From 2012-2015 in the first phase of the Stronger Families Programme, IFIT provided intensive interventions lasting ten to twelve months to families in difficulty. In SF2, i.e. from 2016, IFIT will vary the length and intensity of interventions in order to meet the Council's objective of intervening earlier when adolescents show signs of involvement in antisocial behaviour and crime, and begin to offer earlier intervention to families with these emerging needs.

The IFIT Model includes:

- Support for the whole family, delivered in the family home and community, outside of office hours where required.
- Intensive, assertive outreach approach – minimum of two face-to face visits weekly
- Multi-agency joint working approach
- Weekly group supervision
- An intensive intervention
- An intervention in which practical and therapeutic interventions are delivered hand-in-hand
- An approach which assesses and plans for the whole family's needs to bring about sustained change
- Working with the professional network (children's Social Worker, YOS-TYS, Housing, Education, Adult Mental Health, Employment advisor)
- IFIT aims to increase parents/carers understanding, skills and confidence to meet their child/young person's needs. We facilitate communication between parents/carers and other helping agencies. We work jointly with other agencies to promote parenting capacity and a whole family approach.
- Parenting intervention; behaviour contracts; behaviour monitoring
- Coordination of Stronger Families plans
- Employment / training advice and support for adults in the house

For more information please email ifit.smaos@islington.gov.uk

Targeted Youth Support (TYS)

TYS works with young people aged 10 to 21 years old (12 – 21 for Youth Counselling), who require additional support to enable them to make informed choices and maintain positive pathways. YYS is made up of 4 service areas that provide interlinking support: YYS area teams providing tailored support, 1:1 and group work support, education, detached youth work, Return Home Interviews, and the completion of all Out of Court disposals; Islington Young People's Drugs and Alcohol Service (IYPDAS); Young Parent Support Coordinator and the YYS Youth Counselling Service.

APPENDIX E ISLINGTON GANGS SAFEGUARDING PROTOCOL: GANGS AND GANGS RELATED SERIOUS YOUTH VIOLENCE INTERVENTIONS

Targeted youth support is specific, tailored interventions aimed at young people and their families who need extra provision on top of universally provided services. They work with each young person from their own starting point, drawing in partners, peer and parents as appropriate, challenging and enabling them to understand the consequences of their actions. Work is delivered in 1:1 sessions, in groups or on the streets. We run single-gender and mixed groups developing social education on issues such as joint enterprise, internet safety, positive relationships, sexual exploitation, crime and gangs, first aid, consequential thinking, life choices and careers.

TYS teams also deliver work in local secondary schools covering issues such as substance misuse, positive and healthy relationships, keeping safe, gangs, weapons awareness and joint enterprise. Teams also work with partners such as Children's Social Care, IFIT and Families First to support the young person within the Children and Families Plan.

For more information please email tys@islington.gov.uk or telephone 020 7527 2600.

Dogs Trust - Taking the Lead Project

Taking the Lead' aims to provide educational activities that meet the interests of young offenders and have a positive effect. There are two main strands to this programme, based around the young person's circumstances (whether they are in prison or serving a community sentence):

1) Responsible Dog Ownership Workshops

These are available to both Young Offenders in Custody and those on Community Orders. They are carried out in custodial establishments, at Youth Offending Team offices or similar suitable environments. The sessions cover respect, responsibility, empathy, following rules, taking care of others, understanding and self-worth. Whilst the exact structure and content of the workshops is based on the outcome of an initial induction of the group, modules have been created around Canine Communication and Body Language, Dog Law, Responsible Ownership, Grooming, Health, and Dog Handling and Training. Our Education team employ a range of interactive techniques, discussions, group work, hands on activities with dogs and creative strategies (e.g. street art, rap, drama) to get the relevant messages across. Dogs are used to deliver certain aspects of the workshop and provide some youth /dog interaction, however the workshops can be delivered without dogs should they not be allowed in the establishment. We also offer a range of resources and activities that can be used before, during and after the programme. These have been developed to support the individual with communication, effective group work, problem solving and literacy and numeracy skills.

2) Responsible Dog Ownership Classes

These are offered to Young Offenders on Community Orders and are carried out at Dogs Trust Rehoming Centres. Young people work one-to-one with our

APPENDIX E ISLINGTON GANGS SAFEGUARDING PROTOCOL: GANGS AND GANGS RELATED SERIOUS YOUTH VIOLENCE INTERVENTIONS

Education team and our rehoming centre dogs to find out all about dogs' needs, dog welfare issues, grooming, health, basic dog handling, training and dog care. They also learn valuable lessons regarding responsible behaviour, commitment, confidence, accomplishment, anger management, respect, empathy and compassion.

This is also beneficial to the dogs as the scheme provides dogs with even more opportunities to interact with different people and be further socialised while waiting to be rehomed.

For more information please go to www.dogstrust.org.uk or telephone 0207 837 0006

Abianda

Abianda is a social enterprise that works with gang-affected young women and the professionals that support them.

Abianda delivers one-to-one and group work to high risk, high vulnerability gang-affected young women, aged 16 – 24. They work as part of Islington's Integrated Gangs Team (IGT).

See information on The Star Project and Abianda Young Trainers below.

For more information about Abianda's work and approach please visit their website at www.abianda.com, email hello@abianda.com or call 020 7684 0118

The Star Project

The Star Project is delivered by Abianda in partnership with the IGT.

The Star Project is a specialist 12-session one-to-one service for gang-affected young women aged 16-24. We work alongside young women to explore issues of:

- healthy relationships;
- sexual violence and exploitation and other VAWG (violence against women and girls) issues in the context of gangs;
- risk for gang-affected young women;
- anger, power and harm

APPENDIX E ISLINGTON GANGS SAFEGUARDING PROTOCOL: GANGS AND GANGS RELATED SERIOUS YOUTH VIOLENCE INTERVENTIONS

Abianda uses a model of working with young women to create safe spaces and support them to achieve the changes they want in their lives and develop skills and strategies to navigate risk.

Abianda works with young women who have safeguarding and risk issues due to their gang-association, have complex needs and a history of non-engagement.

Referrals for The Star Project should be made by completing a referral form and submitting to IOM central inbox. For an informal conversation about the project and how we could support young women you are working with please contact Abi Billingham on 07771 737463/abi@abianda.com or Jenny Duggan on jenny.duggan@islington.go.uk

New Horizons

New Horizon Youth Centre is a centre for young people aged 16-24 near Kings Cross station is open seven days a week from 10:30am to 4:00pm offering a range of free services on a daily basis:

- Breakfast (from 10:30 – 11:30am)
- Lunch (from 1:00 – 2:00pm)
- Showers (from 10:30 – 3:00pm)
- Laundry (from 10:30 – 1:30pm)
- Change of Clothes
- Baggage Storage (maximum of 1 bag per person)
- Tea & Coffee
- Postal Address

Weekly Timetable:

Employment & Education Advice, Housing Advice & Referrals, Numeracy, Literacy & ESOL training, Gym & Running Club, Nurse, Counselling, Cooking Lessons, Music Studio, Benefits Advice & Legal Support, Men's & Women's Support Groups, Communication Skills and Independent Living Skills.

For more information please email info@nyouthcentre.org.uk or telephone 0207 388 5560

APPENDIX E ISLINGTON GANGS SAFEGUARDING PROTOCOL: GANGS AND GANGS RELATED SERIOUS YOUTH VIOLENCE INTERVENTIONS

Youth Offending Service (YOS)

The principle aim of the Youth Offending Service is to prevent offending and re-offending by children and young people. The National Standards for Youth Justice Services are set by the relevant Secretary of State on advice from the Youth Justice Board for England and Wales (YJB), and are intended to provide a set of minimum requirements for those organisations providing youth justice services.

There is a Youth Offending Team (YOT) in every local authority in England and Wales. They are made up of representatives from the Police, Probation Service, Children's Social Care, Education, Health, Drugs and Alcohol Misuse services and Housing Officers.

Since Islington YOS incorporates representatives from a wide range of services, it can respond to the needs of young offenders in a comprehensive way. It identifies the needs of each young offender by assessing them with a national assessment, which identifies the specific problems that contribute to the young person's offending, positive factors to help stop offending as well as measuring the risk they pose to others, themselves and further offending. This enables the YOS to identify suitable programmes to address the needs of the young person with the intention of preventing further offending. Islington YOS provide 1-1 and group work to address the young person's offending behavior and prevent further re-offending.

The Youth Offending Service works with young people who are:

- between 10-17 years old (up to 20 when on orders given before 18)
- resident in London Borough of Islington (and looked after children placed out of borough)
- involved in offending, or
- at risk of offending

For more information please email grp.islington-yot@islington.gov.uk

APPENDIX E ISLINGTON GANGS SAFEGUARDING PROTOCOL: GANGS AND GANGS RELATED SERIOUS YOUTH VIOLENCE INTERVENTIONS

Integrated Gangs Team (IGT)

The IGT is a multi-agency team that aims to safeguard young people, families and communities from violent gang activity and support young people to exit from gangs and offending lifestyles. The team comprises of staff from the police, children's services, youth offending, probation, community safety, Job Centre Plus, and the NHS, and third sector organisations including Victim Support and Abianda. The co-location with other agencies provides a collaborative and integrated approach that is underpinned by clear governance and information sharing arrangements. Most referrals to the team are from the MPS Gang Matrix and partnership intelligence, based on violence, criminal offending and gang membership, and on young people at risk from gangs.

The IGT works with gang involved/affected young people aged 10 – 24 delivering a series of interventions to:

- provide support and targeted interventions through 1:1 and group work to gang involved young people e.g. housing, mental health and substance misuse
- safeguard young people and families affected by gangs
- provide support for victims and families and specialist interventions with gang-affected young women
- supports young people to access education and employment and positive activities
- uses enforcement including statutory and civil powers where gang members continue to offend and pose a risk to themselves and others
- provide therapeutic support to young adults around mental health.

For more information please email IGT@islington.gov.uk

Abianda Young Trainers

Abianda's Young Trainers are young women who have used Abianda's service and have been affected by gangs in some way. During 2016 they will be delivering free seminars to Islington professionals on working with gang-affected young women. For more details please contact: youngtrainers@abianda.com

APPENDIX E ISLINGTON GANGS SAFEGUARDING PROTOCOL: GANGS AND GANGS RELATED SERIOUS YOUTH VIOLENCE INTERVENTIONS

Safer London Foundation

Safer London is an independent pan-London charity that supports young people affected by violence and crime. Their projects, programmes and training are developed in partnership with young people and those involved in their lives, responding holistically to all the challenges they face. Skilled specialist staff and volunteers provide tailored intensive support, group education and on-going mentoring to enable young people to reflect on their lives, develop confidence, self-esteem and resilience and positively plan for the future.

They also provide advice and training for parents, carers and the professionals involved with young people to raise awareness of the issues they face and their vulnerability to exploitation and crime.

The current services available are:

- **Empower** – a Comprehensive programme for young people affected by sexual violence and exploitation
- **Aspire** – a Mentoring and skills development for young people affected by violence and crime
- **Safe & Secure** – an Intensive support for young people at high risk of gang related violence
- **Specialist Training & Consultancy** - Workshops, courses and advice service for professionals, parents and carers

For more information please call 0207 021 0301 or email info@saferlondon.org.uk

Camden and Islington Integrate Project

Camden and Islington Integrate is a multi-agency project which works with children and young adults up to 25 years in the Kings Cross and Islington areas, who are involved in or at risk of serious youth violence and offending and who services have found difficult to engage in a meaningful way. It targets them in the context of their peer group using an authentic youth-led approach, supporting children and young people to break away from these activities. The project works across the boroughs of Camden and Islington.

It is anticipated that all young people engaged with Integrate will fall within Category 2 or 3 gang risk category, however it is acknowledged that these vulnerable young people are not responding to statutory services in a meaningful way. As a result Integrate utilises a harm reduction and positive risk taking approach when working with these young people.

The project aims to:

1. Reduce serious youth violence and reoffending
2. Enable young people to engage in training and/or education

APPENDIX E ISLINGTON GANGS SAFEGUARDING PROTOCOL: GANGS AND GANGS RELATED SERIOUS YOUTH VIOLENCE INTERVENTIONS

3. Bridge young people into existing services (health, social care and diversionary)
4. Promote and respond to emotional wellbeing and mental health needs
5. Facilitate the increased exit of young people from gang related activity
6. Enhance resettlement work undertaken with young people within the justice system to increase positive outcomes within the community on release
7. Enhance the work of wider services that can support young people involved in or at risk of serious youth violence and offending
8. Increase public opinion of local community safety

The integrate model operates on the principle of peer referral. Young people's ownership of the project is paramount. Professionals referring into or recommending the project to young people are likely to disrupt engagement and future of the project. Although services cannot refer into the Project, they can request that staff target particular young people. At the discretion of the Project Lead, staff can direct resources at these young people.

Please contact Dr Michelle O' Sullivan at michelle.o'sullivan@candi.nhs.uk or on 07775 110841 for more information about the project.