

Meeting: Scrutiny Report
Date: 31st March 2014
Report Title: Integrated Gangs Unit Haringey
Report of: The Head of Community Safety

Purpose: To report on progress in developing the Integrated Gangs Unit as part of the Offender Management delivery model and report on progress in co-locating the multi agency Unit at Wood Green Custody suite.

Summary: The Integrated Gangs Unit (IGU) was developed as an integral part of our offender management approach. Following successful bids to the Mayor's Office for Policing and Crime (MOPAC) and pooled partner agency funding, Haringey has built on models of good practice to align our resources and co locate the gangs unit within the offender management structure.

The IGU will co-ordinate all relevant agencies and disciplines to deliver interventions within an integrated scheme to provide a holistic wrap around service, co-located within Wood Green Custody Suite. The full team is due to be in place by the 24th February 2014. The unit will build on existing practice to further join up tactical approach to enforcement and intervention in relation to gangs.

Legal/Financial Implications: N/A – For Information Only

Recommendations: That Scrutiny members note the intentions, progress to date and challenges in relation to the borough's work on gang related offending.

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What does integrated Offender management mean

The IOM Partnership initiative in Haringey will be delivered through a single cutting edge co-located multi agency Offender Management Unit (OMU) consisting of Police, Probation, Council, Drug Intervention Programme, Gang Exit Team and other Pathway Partners linked to the Integrated Gangs Unit, Youth Offending Services, the Secure Estate, Domestic

Violence, Mental Health, Housing, Job Centre plus and voluntary sector providers delivering services to an identified cohort of problematic offenders.

The expected benefits of co-ordinating these strands include the following:

- Improved data, intelligence and analysis sharing
- Single systems of offender and case management with clearly identified lead agencies
- Single identified referral processes to simplify the process and increase effectiveness and efficiency by streamlined processes.
- Development of a collaborative strategy with joint ownership and clarity of purpose across the offender management programme.
- Maximum use of resources with joint commissioning and reduced duplication
- Development of local success measures and evaluation
- Smoother transition between young and adult offenders

Gangs and Offender Management

The co-location of the Integrated Offender Management and Gangs teams is considered best practice by the Home Office and MOPAC and will be the first of its kind in the MPS as it will allow the partner agencies, IOM and Gangs teams to work together within a single offender management programme, working to a single cohort, with clearly identified referral pathways and targeted support services reducing duplication and enabling innovation and truly joined up working practice in the management of offender risk and need.

Haringey is also being used as an example of best practice in MOPACS Gangs and Integrated Offender Management Guidance which will be published early in the New Year.

The Integrated Gang Unit will work with those individuals identified on the Police Gangs Matrix, prioritising the cohort for enforcement action and intervention. The Gang Exit Team within the Unit will provide high quality case management to gang members identified as representing a multi-agency concern who demonstrate one or more of the following:

- Struggling to engage in current service provision/comply with Probation or youth Offending Service (YOS) orders.
- Are at a transitional point in their support provision (i.e. YOS involvement ending, over 19 and no longer eligible for Youth Community and Participation Service support etc.)
- Due to be released from custody
- An escalation in gang related behaviour
- Scored on the Police Gangs Matrix

The three Gang Workers will work with a cohort of up to 70 gang affected individuals both in the community and in custody. Whilst it is recognised that the main age range for those involved in gangs in Haringey is 15 – 19 it is felt that the cohort should include the age range 11-25 to encompass the full range of those identified as being involved within the Strategic Assessment and enable early intervention.

The intervention options provided by the Integrated Gang Unit include those of statutory services including Police, DiP, Probation, YOS, ASBAT and Job Centre Plus alongside those provided by Victim Support and the Safer London Foundation with regard to serious youth violence and sexual exploitation.

The objectives of the Integrated Gang Unit are:

- To reduce offending, re-offending and incidents of serious violence.
- To gain improved intelligence about individuals involved in gangs and those on the periphery.
- To gain improved understanding of the impact on families.
- To increase the number of positive outcomes for children and young people affected by gang related activity.
- To support victims and witnesses.
- To increase participation in education, training and employment.
- To reduce seriousness of the offences committed by gang affected individuals.
- To improve access to settled accommodation.
- To improve the borough understanding of the gang population.

The Haringey Gang Landscape

Up to 11 gangs, several peer groups and several organised crime networks (OCN) have been identified on the borough; however they are not all active to the same degree. The 11 gangs are; Wood Green MOB, Grey Gang (Hornsey), Tottenham Man Dem, Tower Gardens Gang, Ida Road, Tiverton PIRU, Northumberland Park Killers (NPK, inclusive of the Park Lane Boys), North London Somalis (NLS), Wood Green Kurds, Meridian Gang and TPL (an amalgamation of some NLS and ex Young Albanian Gunners who are active around Turnpike Lane). The Tottenham Turks are considered an Organised Crime Network (OCN). There are a number of other groups who have links to the borough such as the Kurdish Bulldogz and Jamaican Yardies. There are currently 163 nominals on the police gang's matrix for Haringey, with ages ranging from 14 to 33.

NB: Gangs are not secure and self contained and are subject to an internal dynamic which means that the situation is relatively fluid. Much of the gang activity within the borough is driven through drug activity which is entrepreneurial and subject to flux.

Where they are based – Gang activity is predominately found in parts of the east of the borough, i.e. Wood Green, Tottenham (south Tottenham, West Green Road & Northumberland Park). There has also been historical gang activity in Hornsey. Whilst the gang names reference geographical areas as in Hornsey (Grey Gang) and Wood Green MOB (WGM), they are particularly based around estates such as the Campsbourne, Lightfoot, Commerce Road, Sky City, Ida Road and Broad water Farm, amongst others.

Links across gangs – in the borough and outside the borough The biggest tension within the borough has historically been between Wood Green and Tottenham gangs. This has led to a number of gang and serious youth violence incidents. There are also tensions between Wood Green and Hornsey. It must be noted that this is a fluid situation and can change depending on incidents, for example the recent shooting on the Broad water Farm Estate has led to increased tension between NPK and the Farm Man Dem. There are also links and tensions between gangs inside and outside the borough. There have been incidents between the Tottenham Turks and the Bombicilar; a Hackney based Turkish gang, which has resulted in some high profile murders an example being the shooting of Zafer Eren in Southgate in April 2013. A number of Haringey gang nominals, particularly ex or active Wood Green MOB members have been housed in Enfield and have continued to offend there. WGM members have been linked to drug dealing in parts of Enfield, for example Arnos Grove, Palmers Green, Southgate etc; this has led to conflict and incidents with Enfield gangs. There have also been incidents and tensions between gangs in Tottenham, particularly NPK, and rivals over the borough boundary in Edmonton such as

Dem Africans. There have also been examples of some past conflict between Tottenham gangs and those in Hackney.

The most vulnerable victims for both assault with injury and serious violence tend to be young people aged between 15 and 22.

- Gang related activity was one of the top three problems identified in our strategic assessment.
- The majority of those accused of knife and gun enabled crimes are aged between 15 and 24
- All those accused of offences linked to gangs are below the age of 24 with the majority (58%) aged between 15 and 17.
- A recent YOS report made reference to the fact that Black Caribbean young men are disproportionally over represented within the youth justice system.
- The most common issues linked to all violent offending are mental health concerns and alcohol misuse.

These issues will inform the way we develop our work and where we focus our resources.

Achievements to date:

- Establishment of an integrated Gangs unit providing a tactical approach to enforcement and prevention.
- Effective and targeted support to victims and witnesses of gang related crimes.
- Establishment of the GAG (Gang Action Group) a three weekly multi agency panel that meet to determine a set of actions around individuals coming to notice for serious violence and gang related activity aimed at reducing their offending through enforcement and prevention actions.
- Establishment of the Gang exit project focusing on young people to support them to exit gangs through helping them back to school, work and training we have so far achieved a 76% reduction in reoffending by this particular group.
- Successfully negotiated a three year project (Ms Understood) to address peer against peer abuse (an aspect particularly intrinsic to gang behaviour)
- Successfully referred 6 young people into a secure accommodation scheme.
- Developed training to enhance the work of the wider unit in working together to reduce re-offending and to raise awareness of gang issues with other professionals.

Haringey and partners are also in discussions with MAC-UK about becoming a pilot site for their Integrate project. This three year project is based on a partnership between the Mental Health Trust, Local Authority and MAC-UK and aims to change the way mental health services are delivered to gang members and young people involved in serious youth violence. The project is currently being piloted in Southwark and Camden and they have already recorded some excellent outcomes in the Camden pilot site. There is an appetite to engage in the project locally from both the Mental Health Trust and the Local Authority.

Peer Group Review and Recommendations

We have set up a new governance structure to take forward the recommendations of the Home Office Peer Review and to oversee the evolving work of the newly integrated gangs unit. The peer group review will shape our work as we develop as a multi agency resource. This will be work in progress as the new team become bedded in and start to develop the

necessary links across the partnership and community and develop new practice to achieve our targets.

Some of the Challenges we face are:

Not having a comprehensive enough gangs profile to give us a thorough understanding of the problems we face and from which to target resources effectively.

Not having effective enough information sharing protocols in place.

Not offering timely interventions to prevent young people becoming involved in gangs and criminality at an early age.

Victim Support

Supporting victims is an important part of the work. In the months July to September 2013, 39 young victims were given emotional and/or practical support. The worker also received some “self referrals from young people”. In 2014 and as the new gangs team takes up post, we will be seeking a more integrated approach to this work and to look at how we can also support parents of young people in gangs or at risk of gang related violence. Support has been funded through the EGYV programme and now through Youth Service funds to provide targeted support to young victims of crime. This includes confidential advice, expertise in the criminal justice system and links to other agencies and services. The Project Co-ordinator also delivers gang awareness training to Victim Support caseworkers.

Child sexual exploitation (CSE)

Research has shown that young people are more vulnerable to sexual exploitation where there are gang associations either through relatives, peers, intimate relationships or neighbourhood. The Gangs unit shares a resource with Hackney, to address this issue – although there is still much work to be done in terms of raising awareness with young people and agencies to be able to recognise and report this type of abuse. The MsUnderstood project will be working in Haringey from January 2014 to help us identify and set up the referral pathways for young people, and develop work in schools to raise awareness.

Young People’s Advocate on Sexual Exploitation and Violence

The advocate works across Haringey & Enfield. The advocate can work with up to 5 young women aged 14-18 to support young people and explore issues such as rights, risks, personal safety, relationships, sexual health, conflict negotiation, and positive choices. These referrals include young women on the periphery of gangs and who are in relationships with gang members. This is funded through consortia with Enfield, Hackney, Camden and Islington and is led by the Safer London Foundation.

Key priority areas for developing the work of the Gangs unit over the next 6 months

- Haringey’s approach to early intervention to prevent young people moving into gangs
- Safeguarding and developing referral pathways for young people at risk
- Mapping sexual offences in relation to gangs

- An acknowledgement of the additional risks faced by women and girls within the gangs context, and to develop awareness amongst professionals and commissioning of services and pathways to address these specific needs. Developing the links to child sexual exploitation pathways
- A performance framework to benchmark against targets
- Partnership data needed to inform our gang's profile.
- Bedding in the new team
- Working on some of our key estates to develop better links with communities and young people.

Trident:

Trident - the Metropolitan Police Gangs Unit - works across London in partnership with local authorities. As part of their three month programme in Haringey they will be adding value to the work of the Gangs Unit through providing intelligence and data. They will undertake preventative work in schools and the pupil referral unit and carry out enforcement operations against some of our gang offenders.

Governance of Offender Management Board

