

## Kent and Medway Gangs Action Plan

### **PREVENT - Identify and target young people at risk of joining gangs and participating in illegal activities/ actions which may cause harm, and divert them from this path.**

Action/Objective	Lead/Delivered Through	Timescales	Success Factors
Undertake multi-agency 'problem profiling' of gangs and gang nominals and associates operating in Kent and Medway, drawing on learning from the Margate Taskforce geo-mapping and peer group analysis approach, to obtain a more comprehensive and sophisticated understanding of where and how gangs are operating in the county in order to better target our resources and channel our collective energies to tackle this issue. Information to cover both vulnerable children and adults.	<ul style="list-style-type: none"> <li>• Kent Police</li> <li>• Kent County Council</li> <li>• Medway Council</li> <li>• With input from all partner agencies (in particular Health, regarding A&amp;E admissions and safe-guarding concerns)</li> <li>• District and Borough councils</li> </ul>	July 2019 (review)	<ul style="list-style-type: none"> <li>• Better identification and safeguarding of vulnerable children, young people and adults targeted by gangs and exploited by them</li> <li>• Measured reduction in fear of crime / gangs / knife crime perceptions by young people</li> </ul>
Improve the knowledge-base of our employees through reviewing the current (single as well as multi-agency) training offer and developing a comprehensive programme of multi-agency training on gangs, gang culture, groups and vulnerabilities, so that frontline staff are confident to recognise risk factors and empowered to act appropriately. Training must cover trauma-informed practice and learning; online grooming; risk assessment and referral pathways and increase awareness of the Beech House Sexual Abuse Referral Clinic (SARC). Training also needs to include how to work with young people linked with gangs and focus on strategies for engagement and supporting desistance.	<ul style="list-style-type: none"> <li>• Risks Threats and Vulnerabilities Group</li> </ul>	July 2019 (review)	<ul style="list-style-type: none"> <li>• Targeted prevention activities leading to successful diversion from gangs</li> <li>• Reduced risk of offending</li> <li>• Staff report greater awareness and knowledge</li> </ul>
Undertake awareness raising activities with the general public, elected Councillors, communities and the voluntary sector, and targeted awareness raising and intervention work with parents and young people e.g. gang 'myth busting' sessions in schools and a review of parenting support e.g. parenting programmes aimed at adolescent online safety. Learning can be gleaned from successful Government communications strategies e.g. in relation to Modern Slavery, and local approaches e.g. campaigns to raise awareness of Child Sexual Exploitation (Operation Willow).	<ul style="list-style-type: none"> <li>• Kent Police</li> <li>• Kent County Council</li> <li>• Medway Council</li> <li>• Kent and Medway Schools</li> <li>• Local Community Safety Partnerships</li> </ul>	July 2019	

Action/Objective	Lead/Delivered Through	Timescales	Success Factors
Provide individuals at risk of gang involvement and their families with focused support and wrap-around services to dissuade them from entering into gangs and criminal groups	<ul style="list-style-type: none"> <li>• All agencies with statutory safeguarding responsibilities in collaboration; also District partners e.g. via Community Safety Action Plans.</li> </ul>	Ongoing	
Encourage the sharing of information between professional bodies (since the individuals involved in gang activity are often known to a range of services) so that we are able to undertake early intervention and preventative work at the first possible opportunity. To facilitate this, develop a bespoke information sharing protocol.	<ul style="list-style-type: none"> <li>• Kent County Council</li> <li>• Medway Council</li> <li>• Kent Police</li> <li>• Acute Trusts (via the national Child Protection Information System and patterns of admissions to A&amp;E)</li> </ul>	July 2018 (review)	
Ensure our knowledge of gangs, groups and related vulnerabilities are embedded in safeguarding and protection practice	<ul style="list-style-type: none"> <li>• Kent County Council</li> <li>• Medway Council</li> </ul>	July 2018	
Explore the potential to offer evidence-based interventions such as mentoring to young people vulnerable to gang involvement.	<ul style="list-style-type: none"> <li>• All agencies with statutory safeguarding responsibilities in collaboration (lead resources have been proffered by Kent Fire and Rescue and Kent Police)</li> </ul>	July 2018	
Develop a programme of youth intervention, in collaboration with schools, to help raise the profile of gangs and gang related issues (led by Kent Police Youth Engagement Officers)	<ul style="list-style-type: none"> <li>• Kent Police</li> <li>• Kent and Medway schools</li> </ul>	December 2018	
Ensure transition planning for care leavers takes into account the risks posed to these young people by gangs, particularly in relation to accommodation and the potential use of their properties for the purposes of ‘cuckooing.’	<ul style="list-style-type: none"> <li>• Kent County Council</li> <li>• Medway Council</li> </ul>	Ongoing	
Develop a Memorandum of Understanding to assist with inter-agency cooperation in dealing with gangs.	<ul style="list-style-type: none"> <li>• Kent Safeguarding Children Board</li> <li>• Medway Safeguarding Children Board</li> </ul>	December 2018	

## PROTECT - Safeguard individuals and the wider community from gangs and gang related activity.

Action/Objective	Lead/Delivered Through	Timescales	Success Factors
Develop a robust, pan-Kent multi-agency shared data set, which all relevant agencies can access to inform planning and collaborative activities, drawing on learning from the joint Kent missing children multi-agency data reporting process.	<ul style="list-style-type: none"> <li>• Kent County Council</li> <li>• Medway Council</li> <li>• Kent Police</li> </ul>	December 2018 (review)	<ul style="list-style-type: none"> <li>• Creation of a robust multi-agency shared data set on gangs, drawing on learning from the Kent Missing Children data sets.</li> <li>• Development of a programme for the sharing of intelligence amongst the multi-agency partnership and the wider public, to reduce the risks posed by gangs</li> <li>• Improved access to comprehensive information to improve risk management</li> <li>• Positive information sharing through Local Community Safety Partnerships and Protecting Vulnerable Persons (PVP) at Divisional Level</li> <li>• Exploration of joint case management sharing via a Local Responsible Owner for Gangs issues through the local Social Organised Crime Boards.</li> </ul>
Enhance our current methods of information and intelligence sharing across the multi-agency partnership; create a more open 'feedback loop' between the front line and senior managers to ensure our processes remain effective and fit-for-purpose.	<ul style="list-style-type: none"> <li>• All agencies with statutory safeguarding responsibilities in collaboration</li> </ul>	July 2019	
Review current governance processes to ensure we are in the best position to deal with gangs issues across the county	<ul style="list-style-type: none"> <li>• Kent County Council</li> <li>• Medway Council</li> </ul>	December 2018	
Ensure that signposting to relevant services is clear and accessible and that referral pathways are promoted, both amongst professionals and the general public	<ul style="list-style-type: none"> <li>• All agencies with statutory safeguarding responsibilities in collaboration</li> </ul>	July 2018 (review)	
Develop informed care approaches to children and young people in contact with the criminal justice system	<ul style="list-style-type: none"> <li>• Kent County Council</li> <li>• Medway Council</li> <li>• Health</li> </ul>	December 2018 (review)	
Strengthen our work with the voluntary sector to broaden community and partnership involvement in order to best tackle gangs.	<ul style="list-style-type: none"> <li>• Kent County Council</li> <li>• Medway Council</li> </ul>	July 2019	
Create a Single Point of Contact or 'gangs specialist/champion' in each agency, that professionals can communicate with to develop a shared response to/ understanding of gangs and guide access into other agencies.	<ul style="list-style-type: none"> <li>• All agencies with statutory safeguarding responsibilities in collaboration</li> </ul>	July 2018	

Action/Objective	Lead/Delivered Through	Timescales	Success Factors
Ensure each partner agency has an accountable officer who will 'own' the strategy day-to-day and ensure it is considered when developing policy documents or action plans pertaining to gangs. This person could also act as the 'gangs champion'.	<ul style="list-style-type: none"> <li>• All agencies with statutory safeguarding responsibilities in collaboration</li> </ul>	July 2018	
Working across tiers of local government, using the full range of powers at our disposal to create and manage public spaces and discourage gang congregation	<ul style="list-style-type: none"> <li>• District and Borough councils</li> <li>• Kent County Council</li> <li>• Medway Council</li> <li>• Parish Councils</li> </ul>	January 2019 (review)	<ul style="list-style-type: none"> <li>• Utilisation of the full gambit of environmental enforcement and planning processes as well as Public Space Protection Orders to safeguard the local community from gangs and gang activity</li> </ul>

## PURSUE - Working together in partnership to progress enforcement action against those who perpetrate gang activity and youth violence

Action/Objective	Lead/Delivered Through	Timescales	Success Factors
Work to deter those involved in low-level criminality, actively pursuing those involved in medium and high-level criminality as appropriate.	<ul style="list-style-type: none"> <li>• Kent Police</li> <li>• Kent County Council</li> <li>• Medway Council</li> <li>• Community Safety Partnerships</li> </ul>	December 2018 (review)	<ul style="list-style-type: none"> <li>• Evidence of wider use of legislative powers, as well as full use of Anti-Social Behaviour powers to aid disruption activities (e.g. Community Protection Notices).</li> <li>• Reduction in youth violence</li> <li>• Increase in prosecution of high-level gang members</li> <li>• Reports of smoother transition between youth detention and adult prison</li> <li>• Gangs as an issue to be 'owned' by a Local Responsible Officer (Kent Police); Learning will be taken from the current Organised Crime Group management processes. A bespoke 4P plan is applied to the gang with sub owners.</li> </ul>
Make the best use of the risk management tools at our disposal, to better recognise threats and risks and to adopt the most effective approaches identified.	<ul style="list-style-type: none"> <li>• All agencies with statutory safeguarding responsibilities in collaboration</li> </ul>	May 2018	
Employ the best and widest possible use of civil powers to deter offenders e.g. anti-social behaviour legislation.	<ul style="list-style-type: none"> <li>• Kent Police</li> <li>• Kent County Council</li> <li>• Medway Council</li> <li>• Community Safety Partnerships</li> <li>• District and Borough Councils</li> </ul>	Ongoing	
Working across the Integrated Offender Management Scheme to ensure the correct individuals are referred for robust multi-agency management.	<ul style="list-style-type: none"> <li>• National Probation Service</li> <li>• Community Rehabilitation Company</li> <li>• Kent Police</li> <li>• Kent County Council</li> <li>• Medway Council</li> </ul>	Ongoing	

## PREPARE - Reduce the impact of gang criminality where it takes place.

Action/Objective	Lead/Delivered Through	Timescales	Success Factors
Work to improve channels of communication with communities from across Kent and Medway, to build trust and confidence in multi-agency services.	<ul style="list-style-type: none"> <li>• All agencies with statutory safeguarding responsibilities in collaboration, via the Community Safety Partnerships</li> </ul>	December 2018 (review)	<ul style="list-style-type: none"> <li>• Better, more collaborative community working reported by community members and staff</li> <li>• Enhanced signposting made available and accessible</li> <li>• Key community members identified and actively working with the partnership to address vulnerabilities</li> <li>• Victim support offered</li> </ul>
Identify key community members, who have the influence and experience to work within those communities most likely to be affected by gangs and those at risk e.g. via the Medway Interfaith Forum. These individuals can also be positive role models for young people, and help to dissuade them from entering gangs and criminality in early life.	<ul style="list-style-type: none"> <li>• Kent County Council</li> <li>• Medway Council</li> </ul>	December 2018 (review)	
Engage with relevant Voluntary and Community sector bodies to make sure our provision is joined-up, accessible and that we are working together to best effect.	<ul style="list-style-type: none"> <li>• Local Community Safety Partnerships</li> <li>• Kent Community Safety Partnership</li> <li>• Medway Community Safety Partnership</li> </ul>	December 2018 (review)	
Foster a greater understanding of gang issues across the partnership	<ul style="list-style-type: none"> <li>• All agencies with statutory safeguarding responsibilities in collaboration</li> </ul>	July 2018 (review)	
Establish a shared resource of evidence and 'lessons learned' to inform multi-agency working, based on what we know works (drawing on learning from the Kent Integrated Data -KID- programme and public health research and development arising).	<ul style="list-style-type: none"> <li>• Kent and Medway Clinical Commissioning Groups</li> <li>• Kent County Council</li> <li>• Medway Council</li> <li>• Kent Police</li> </ul>	December 2018 (review)	