

**CURRENT MPS RESPONSE**

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Governance Structures

1. Gangs are part of the Criminal Network Continuum which begins with peer group, then moves to gangs and organised criminal networks. Gangs can and are, involved in all levels of offending. Evidence shows extensive collaboration between gangs and criminal networks and progression up the continuum of career criminality. A large amount of shootings and violence is chaotic in nature.
2. MPS response has normally focussed on the offence rather than offender and location. This can lead to uncoordinated responses across the organisation.
3. Guns, gangs and knives are specifically addressed in the following

strategies:

- Guns – Gun-Enabled Crime Control Strategy,
- Gangs – Criminal Network Control Strategy,
- Knives – Operation Blunt

4. The key MPS responses to guns, gang and knives criminality are:

Serious Crime Directorate (SCD8) - Trident and Trafalgar

5. Trident is responsible for investigating:

- All fatal shootings where both the victim(s) and suspect(s) are members of the black communities of London;
- All non-fatal shootings or discharges by use of a lethal barrel firearm (not including commercial armed robberies) where the victim(s) and suspect(s) are members of the black communities of London.

6. Trafalgar is responsible for investigating;

- All non-fatal shootings or discharges by use of a lethal barrel firearm (not including commercial armed robberies) where the victim(s) and suspect(s) are members of all other communities of London.

7. In addition SCD8 runs proactive operations that target the suppliers, converters and manufacturers of illegal firearms that are being sold or distributed to the communities of London, and with all threats to police officers and police staff where a lethal barreled weapon is produced and/or discharged.

8. There are currently five Boroughs that are designated as “Trident Boroughs”; these are Brent, Hackney, Haringey, Lambeth and Southwark. Trident Boroughs benefit from having a seat at a specific Independent Advisory Group (IAG) and strong, specifically targeted Trident anti-gun crime campaigns. There is no difference in the investigation of a shooting between Trident Boroughs and non-Trident Boroughs.

9. Newham was one of the original Trident Boroughs, however gun crime has reduced to the extent that that it ceased to be a formal Trident Borough. The Boroughs were selected due to their relatively high incidences of gun crime at the time Trident was formed.

Trident Prevention, Engagement and Education

10. SCD8, the Trident Boroughs and the Trident IAG held a planning day in early April and are creating a joint community engagement plan and marketing campaign, both designed to increase trust and confidence, tackle teenage involvement in gun crime, and increase intelligence and support for investigations. IAG members have an expectation that Trident’s work will also tackle the increase in knife crime amongst

young people.

11. SCD8's Prevention and Engagement Team focuses on situational crime prevention in nightclubs, bars and music venues, on making presentations to schools, pupil referral units and youth clubs that deal with the consequences of gun crime. There is a target for 2007-8 of reaching over 5,000 young people and on increasing the flow of community information and intelligence.
12. The team is also working on target hardening of schools, to prevent weapons getting into such establishments. Following two pilot schemes, an MPS 'Safe Schools' product is being developed.

#### Trident Independent Advisory Group (IAG)

13. The Trident IAG works with the MPS to improve relationships between the police and the community. The aims of the Trident IAG are as follows:
  - Provide advice to the Trident OCU on gun-enabled crime in the black community;
  - Provide critical oversight on police operation, practices and strategies;
  - Provide links between local communities and the Trident OCU/MPS;
  - Help improve the black community's participation in Crime and Disorder Partnerships specifically in the Trident hotspot Boroughs and other Boroughs as necessary.
14. Trident IAG members are totally independent of the MPS, and the IAG is chaired by Lee Jasper, Director of Equalities and Policing for the Mayor's Office. It was designated a "Specialist IAG" in the 2006 Independent Advisory Group Review.
15. There is no specific Trafalgar IAG. Community engagement relating to shootings and critical incidents affecting other communities across London, are addressed through Borough Gold Groups and specific operations.

#### Operation Rhine

16. Operation Rhine was a cooperative engagement between SCD, TP and Safer Neighbourhood Teams on the boroughs of Islington, Hackney, Haringey and Enfield focusing on a range of criminality within the Turkish, Kurdish and Cypriot communities.
17. The aims of Operation Rhine were to:
  - To reduce crime and the fear of crime;
  - To dismantle criminal groups;
  - To increase community trust and confidence in policing through

community engagement, visibility and accessibility.

18. The operation delivered significant success including dismantling an organised criminal network who were responsible for extortion from the local community. There was also increased engagement through the use of community engagement leaflets in English and Turkish, amendments to MPS recruitment and marketing information to encourage members of the Turkish, Kurdish and Cypriot communities to join the MPS.

#### Operation Laurel

19. Operation Laurel coordinated responses between SCD and TP to entrenched criminal networks that operated in the borough of Ealing. This identified three main networks.
20. Operation Laurel ensured through a Gold Group Forum, that work across the varying commands did not compromise each other and shared intelligence to ensure best evidence could be obtained in order to arrest and convict those involved.
21. Due to the success of Operation Laurel, Operation Laurel 2 has been commissioned to develop new subjects to proactively target.

#### Operation Quadrant

22. Operation Quadrant was established in 2004 to tackle serious and organised crime within the South Asian communities of London, as part of the Criminal Network Strategy.
23. The focus for the operation is related to the demography of South Asian organised crime groups, and as such includes the main hotspots of Newham, Tower Hamlets, Ealing, Brent and Redbridge with Hounslow, Hillingdon and Croydon also featuring in the general picture.
24. Quadrant currently contains five work strands:
  - Community Engagement – Community work with University of Central Lancashire (UCLAN) in four pathfinder BOCUs, Youth Education Strategy, Engagement with Safer Neighbourhoods;
  - Prevention – Youth Employment Strategy, Youth Diversion (Brathay Hall courses), Use of RAID Control to reduce robberies on South Asian businesses;
  - Intelligence – NIM products concerning South Asian Community, Intelligence development in Source Countries;
  - Enforcement – Targeting Criminal Networks within the South Asian community;
  - Communication – Quadrant Communication Strategy.
25. Operation Quadrant has delivered considerable success, and continues to develop the work strands. A report detailing Operation

Quadrant's successes over the past year is due at the end of April 2007.

#### Violent Crime Directorate – Operation Blunt

26. Operation Blunt is located within the Violent Crime Directorate (VCD) and is the MPS corporate response to Knife Enabled Crime. The aims are as follows:
  - Develop knife crime intelligence about victims, offender and locations;
  - Deliver anti-knife programmes for education and prevention;
  - Target those individuals who use or carry knives unlawfully;
  - Reassure our communities through high visibility policing and the effective use of the media.
27. Operation Blunt was initially piloted on three boroughs in July 2004, and then expanded in May 2005 to include the following Boroughs:
  - Lambeth
  - Southwark
  - Hackney
  - Newham
  - Haringey
  - Tower Hamlets
  - Brent
  - Croydon
  - Waltham Forest
  - Lewisham
  - Enfield
  - Hammersmith and Fulham
28. Operation Blunt also runs media campaigns regarding knife crime. To date this has included enforcement campaigns, The Knife Crime (It's not a game) DVD and radio/internet campaigns.

#### Violent Crime Directorate – Gun Crime Priority

29. Monthly meetings chaired by Commander Violent Crime are held to monitor, review and coordinate gun enabled crime and operational responses on the 12 priority gun crime boroughs.

#### Five Boroughs Group Offending Project

30. The Five Boroughs Group Offending Project is lead by the South East Cluster Commander. It is looking at reducing harm by gangs across the Boroughs of Croydon, Lambeth, Lewisham, Greenwich and Southwark.
31. The Project is a joint partnership between the MPS and the following bodies:
  - Metropolitan Police Authority (MPA);

- Government of London;
  - Chief Executives and leaders of local councils;
  - Community Safety Managers;
  - Voluntary and Community Sector.
32. The project is currently in an early scoping phase to determine where it can add value and compliment existing partnership work, as well as clearly defining it aims, objectives, outcomes and timescales.
33. Early emerging issues fall broadly into three categories – Intelligence/Information, Prevention and Pro-activity/Enforcement:
- Intelligence/Information has identified significant knowledge gaps regarding the nature and extent of gangs in South East London, and sharing of information cross border and between partners;
  - Prevention has identified gaps in the MPS ability to identify those at risk of becoming gang members, and deploy suitable interventions;
  - Pro-activity/Enforcement, consideration should be given to coordination of options across partners and internally within the MPS.

#### Challenging Wards Programme

34. The Challenging Wards Programme, lead by Commander VCD, is a five-phase programme of work directed at serious violent crime in eight “pathfinder” ward areas across London. These are
- Brixton – Coldharbour Ward;
  - Camden Town Centre – Camden and Primrose Hill Ward;
  - Croydon Town Centre – Fairfield Ward;
  - Romford Town Centre – Romford Ward;
  - Kingston Town Centre – Grove Ward;
  - Hackney - Haggerston Ward;
  - Haringey – Tottenham Green Ward;
  - Lewisham – New Cross Ward.
35. The five-phases of the programme are:
- Phase One – Initial Preparagraphtion – completed;
  - Phase Two – Resource Audit and Preparagraphtion – completed;
  - Phase Three – Problem Solving and Prioritisation – Mid April 2007;
  - Phase Four – Action Planning – End of April 2007;
  - Phase Five – Implementation – April 2007 to March 2008.
36. The Challenging Wards Programme coordinates approaches to tackling violence across the MPS and partners by:
- Use of the National Intelligence Model (NIM) to profile violent crime in any given action area especially the victim, offender and location typology and their relationship to each other;
  - Increase coordination between agencies within an action area;
  - MPS problem solving techniques for strategic and tactical aspects of violent crime within an action area;

- Developing a tactical and strategic control strategy;
- Reconfiguring NIM Intelligence and tasking/coordination systems at a Borough level to identify, assess, prioritise, manage and monitor victims, offenders and locations;
- Improving the capability and capacity of Borough Intelligence Units (BIUs) Tactical Tasking and Coordination Groups (TTCGs) to manage serious violence thereby using limited resources efficiently.

#### CO14 - Clubs and Vice

37. CO14 are running two schemes to promote safer clubs that tackle guns, drugs and weapons. These are:
- “Safe and Sound” – This is a booklet document that provides licensed premises with guidance around drugs and weapons in clubs and other relevant subjects such as CCTV;
  - and “Best Bar None” – The Best Bar None Award is granted to British alcohol retailing organisations with long standing commitment to social responsibility and the safety of people using their premises.
38. The Clubs & Vice Promoters Index is designed to allow officers to carry out fast-time, focused searches on promoters, artistes, promotions and venues.

#### Guns, Gangs and Weapons Reduction Board (GGW RB)

39. The GGW RB was established in December 2005 to provide a focus for planning, development and coordination of activity across the statutory, private, voluntary and community sectors to reduce the level, fear and harm caused by guns, gangs and weapons over the short, medium and long term.
40. Lee Jasper from the GLA currently chairs the Board, whilst the deputy chair is Susannah Hancock from the YJB. The Chair has recently passed from DAC Cressida Dick who oversaw the Reduction Board from its inception. The chair of the GGW RB has a place at the London Community Safety Partnership, and as such reports directly to that board.
41. Its Primary Objectives since then have been to:
- Prevent gun, gang and weapon related crime;
  - Identify and share good practice;
  - Maximise the effectiveness of resources available;
  - Enhance community and victim engagement and reassurance;
  - Develop multi agency intelligence processes to inform intervention.
42. Currently the membership of the GGW RB includes:
- The MPS – multiple departments;
  - The Metropolitan Police Authority (MPA);
  - The Home Office,

- The Department for Education and Skills;
- The Department of Communities & Local Government;
- The Department of Health;
- The Youth Justice Board (YJB);
- The Greater London Authority (GLA);
- The Government Office for London (GoL);
- Bromley Youth Service;
- London Probation (North & Public Protection);
- The Safer London Foundation;
- The GGW Community & Voluntary Forum;
- The GGW Practitioners Forum.

#### Mediation and Transformation Service (MATS)

43. Led by Commander Foy, the aims of this programme of work are to establish an independently operated mediation and transformation service with trained and credible mediators/mentors in areas where they are most needed. This provides an alternative to individuals or groups taking up arms and weapons to settle disputes. This aims to reduce the incidences of acts of violence between and within gangs and the resulting murders, attempted murders, gun crime, knife crime and acts of extreme or serious violence. This will allow individuals the opportunities to exit gangs, and bring about safe and secure environments, where people can live and go about their lives without fear of attack.
44. The MATS Programme will achieve these aims by attempting the following:
- Securing buy-in at a political level, both local and pan London;
  - Obtaining support and resources at a local level;
  - Obtaining sufficient start up and operating funds;
  - Recruit an independent champion to deliver the service;
  - Buying in the appropriate high level mediation training package;
  - Community and partnership cooperation;
  - Education at a strategic level of “what mediation is”;
  - Binding protocols with partner agencies;
  - Development associated of risk management tools.
45. Currently the MPS has the Association of Chief Police Officers (ACPO) lead for mediation / mentoring via the ACPO Criminal Use of Firearms (CUF) and has developed good working relationships with the West Midlands Mediation and Transformation Service, Manchester Multi-Agency Gang Strategy and Mediation Northern Ireland.

#### Prolific and other Priority Offenders (PPO) Scheme

46. The PPO Scheme is a national Home Office initiative launched in September 2004. It represents a multi agency scheme to target the small number of people who commit a disproportionate amount of



crime or cause fear within the community. Selected gang members would fall into this category, which replaces the Persistent Offenders Scheme.

47. The PPO Scheme's key aspects are:
  - A multi agency approach;
  - Focus around Crime and Disorder Disruption Partnerships (CDRPs) involvement to reflect local priorities;
  - Delivered by three strands – Prevent and Deter, Catch and Convict, and Rehabilitate and Resettle.
48. Borough Operational Command Units (BOCUs) have been advised, where appropriate, to look at selecting members of gangs as their PPOs.

#### Safer Schools Partnership

49. The Safer Schools Partnership, was introduced in April 2002, it is a collaborative approach between schools, police and other local agencies working towards the following aims:
  - To reduce the prevalence of crime, anti social behaviour and victimisation amongst young people and to reduce the number of incidents and crimes in schools and their wider communities,
  - To provide a safe and secure school community which enhances the learning environment,
  - To engage young people, challenge unacceptable behaviour, and help them develop a respect for themselves and their community,
  - To ensure that young people remain in education, actively learning, healthy and achieving their full potential.

#### Multi Agency Public Protection Arrangement (MAPPA)

50. The MAPPA structure in London enables all partner agencies to work together to share information regarding offenders and to plan and implement management strategies to control the risk that those offenders present to the community.
51. Each of the 32 Boroughs have individual Multi-Agency Public Protection Panels (MAPPP), which are responsibly for identifying, assessing and managing those offenders deemed to be sexual or violent in nature and who, therefore, pose the greatest risk of harm to the community.

#### MPS Gangs Manual

52. The Serious and Organised Crime Prevention and Partnership Unit, is currently developing a Gang Manual for internal consumption within the MPS. The purpose of the manual is to give BOCU Commanders a menu of options for intelligence, prevention and enforcement responses to gang criminality.

