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Metropolitan Police Service

Youth Strategy

2008 – 2010

It's never too early  
It's never too late

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## Foreword

The Metropolitan Police Service appreciates the impact that crime, whether as a victim or offender, has on young people and believes that successfully tackling these issues must be central to our aim of making London safer. This is particularly important, as violent youth crime has not reduced as quickly as that of overall crime in the past eight years. Our youth population continues to grow and this creates both challenges and opportunities to further reduce crime levels in London.

The Government's strategy 'Aiming High for Young People: a ten year strategy for positive activities' provides an excellent platform for the MPS citizen focused approach to addressing youth crime. Having been informed by the active engagement of young people and the Policy Review of Children and Young People the strategy identifies the key audiences the MPS can target, in partnership with local authorities and other agencies, to reduce crime and help provide a vision for young people.

The development of the Safer Neighbourhoods programme provides new opportunities to engage and work with local communities and tackle their problems of crime and other anti-social behaviour. Where a small proportion of young people engage in such activities this is likely to have a significant and enduring impact on the quality of life in our communities. Crime and anti-social behaviour are not acceptable and we will challenge them robustly wherever they occur.

We also realise that reductions in crime involving young people will only be achieved through a co-ordinated response working together with our partners. What happens to every child really does matter and age must not limit, nor get in the way of our efforts. Young people and children are vulnerable in many ways during their life and the transition to adulthood can pose challenges. Additionally, in order to ensure we support young people at every stage we will take a broad approach to the definition of 'youth' in this strategy. We believe that some individuals in their early twenties may be regarded as youths and, unless age is defined by statute, this strategy applies to the difficulties and challenges faced by a wide age range across all diversity areas. The MPS will be robust and at the forefront of delivery of both the requirements of the 2004 Children Act and the ethos of 'Every Child Matters' across all areas of business in which we operate.

This two-year strategy outlines our commitment to deliver long-term sustainable reductions in youth crime, harm to children and young people and anti-social behaviour. Our objectives are designed to prevent and deter young people from either engaging in offending behaviour or



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becoming victims of crime. We will work with our partners to target and support those engaged in criminal activity to enable them to break the cycle of offending. The strategy recognises the importance of agencies working in partnership to look after the future of young people in London. The delivery of the strategy will see a new level of co-ordination not only within the MPS, but externally with key partners, to ensure that we focus on keeping young people safe.

This will now begin with the Youth Justice workstrand delivering a partnership project to ensure a speedy and effective response to young people committing serious offences, and developing opportunities for diversion of lower level offenders away from the criminal justice system. It will also see the enhancement of Safer Schools Partnerships, and the integration of diversion and prevention programmes that have a proven record in delivering positive police engagement with young people. At the same time the MPS will continue to develop the Serious Youth Violence work strands and the delivery of the Every Child Matters programme. These will all be reflected in the action plans that support this strategy.

This strategy, which will be reviewed annually, sets out the objectives that will enable the MPS to continue to deliver a first class service to the children and young people of London.

**Deputy Assistant Commissioner Rose Fitzpatrick, Territorial Policing**



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## INTRODUCTION

Young people are vulnerable to crime and criminality. Whilst young people are often referred to as the issue, current statistics show young people are:

- Just as likely to be a victim of crime as an adult (Young person 10-19 years old)
- Twice as likely to be a victim of violent crime

If the MPS are to continue to reduce crime in London we must prevent young people from starting a criminal career and provide suitable services to those people who are victims of crime especially meeting the needs young victims of violent crime. To do this we must produce services that are as effective and accessible for young people as they are for adults and deliver effective interventions to reduce crime. Having full regard to equality impact this strategy sets out four areas of performance where we intend to make a tangible difference in young peoples lives and six programmes of work that will improve our services to make this happen. We have described these in terms of deliverables and enablers; each of which have an ACPO lead responsible for delivery, accountable through DAC Territorial Policing to Management Board, but also working within the framework of the London Youth Crime Prevention Board.

This strategy reflects a significant change in emphasis within the MPS. To deliver the improvements in performance will require both investment and a cultural shift so that all of our staff consider how they can play a part in delivery. To do this we have focussed our work on the 'Every Child Matters' delivery framework of the Children Act 2004, and aligned ourselves with the national ACPO Strategy for Children and Young People. The 2004 Act was introduced to direct all key service providers working with young people to pool resources and collaborate on safeguarding the welfare of children and young people whilst using the philosophy that 'Every Child Matters'. All public, private and voluntary sector agencies and organisations are now incorporating the five desirable outcomes below into their policies, plans and procedures.

1. **Being Healthy** : enjoying good physical and mental health and living a healthy lifestyle
2. **Staying safe**: being protected from harm and neglect
3. **Enjoying and achieving**: getting the most out of life and developing skills for adulthood
4. **Making a positive contribution**: being involved with the community and not engaging in anti-social or offending behaviour
5. **Economic wellbeing**: not being prevented by economic disadvantage from achieving their full potential in life.

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Success for this strategy will be:

- 1. Reduced youth crime**
  - 27% of young people admitted being involved in an offence in 2005/06(MORI UK Youth Survey)
- 2. Fewer young people becoming offenders**
  - 23,729 youths were accused of offences in 2006/07
- 3. Fewer young people becoming victims**
  - 58,472 youths were victims of crime in 2006/07
- 4. Fewer serious violent crimes committed against young people**
  - 6,319 young people were victims of violent crime in 2006/07
- 5. Fewer serious violent crimes committed by young people**
  - 1,789 young people were accused of violent crime in 2006/07
- 6. Reducing repeat victimisation of young people by their own peer group, Families, Carers or predatory offenders.**
  - No baseline available for 06/07 but will be available for 07/08

Notes:

- Crime figures are for children and young people aged under 18,  
With the exception of:
  - Serious violent crime, which the MPS monitors for children and young people under 20. Serious violent crime includes: Murder, Attempted Murder, Grievous Bodily Harm and Weapon Enabled Crime



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We will deliver our strategic aims under four work strands, each with its own delivery mechanism:

**1. Engagement with Children and Young People**

Lead Officer - Commander Safer Neighbourhoods

**2. Youth Justice**

Lead Officer – Commander Volume Crime and Criminal Justice

**3. Serious Youth Violence**

Lead Officer - Commander Violent Crime Directorate

**4. Vulnerable Children and Young People**

Lead Officer – Commander Child Abuse Investigation Command

***These strands will be underpinned and enabled by:***

**a. Implementation of Every Child Matters**

Lead Officer - Commander Safer Neighbourhoods

**b. Intelligence**

Lead Officer – Head of MPS Intelligence Bureau

**c. A resource and systems review within the areas of Safer School Partnerships, Safer Neighbourhoods and Youth Offending Teams**

Lead Officer - Commander Safer Neighbourhoods

**d. Further Training and Development of staff**

Lead Officer - Commander Safer Neighbourhoods

**e. A marketing and communication strategy**

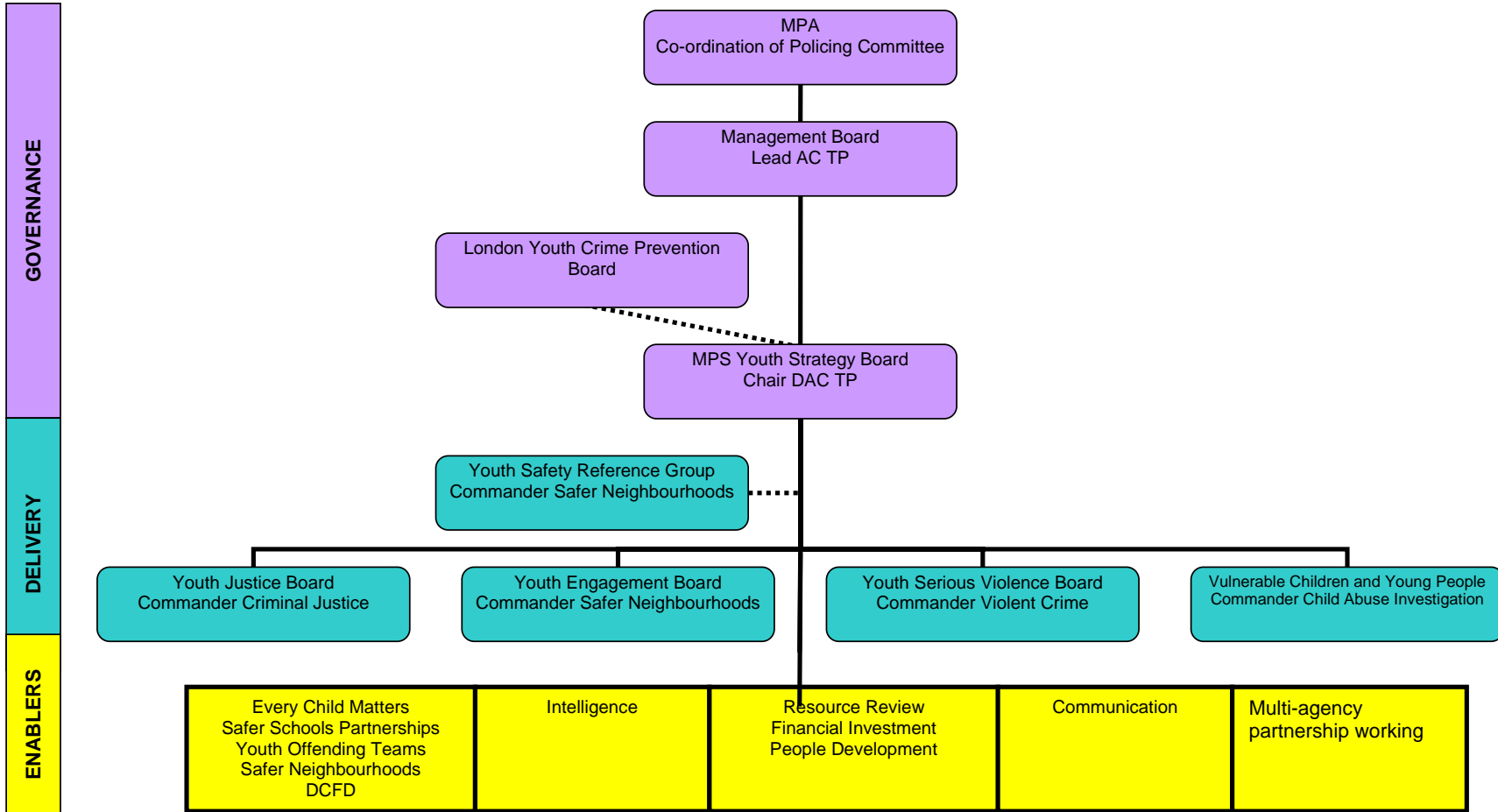
Lead Directorate of Public Affairs

**f. Multi-agency partnership working**

Lead Officer- Commander Safer Neighbourhoods

A wide range of multi-agency partnership activities will support all strategic objectives. As an ongoing process these activities will be identified following consultation with agencies and community groups involved in children's services. National directives, through the Children Act 2004, ACPO Youth Strategy and mainstreaming of Safer Schools Partnerships, have been incorporated into the programmes of work. Success criteria have been set within the action plans that support each strand and these will be monitored at Service and OCU level.

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## Engagement with Children and Young People

### Supporting Themes of Work:

In conjunction with the Youth Justice Board, Department of Health and Department for Children, Schools and Families, we will encourage joint working between the police, partners and high-risk or hard to reach groups of children and young people to provide beneficial turning points in the lives of those children and young people, with a view to preventing their involvement in crime and anti-social behaviour.

Children and young people across all diversity areas should be treated with respect and dignity irrespective of the circumstances by which they came into contact with the police. Young people are as diverse as the wider population and good communication leads to better understanding of their needs, perspectives and priorities. Children and young people fear crime and anti-social behaviour as much as adults.

The introduction of Safer Neighbourhoods Teams across London gives the Metropolitan Police Service an opportunity to improve engagement with children and young people. Every borough must have an equality impact assessed annual engagement plan within which youth engagement is a critical component, focussing in particular on those areas identified with communities at greatest risk of becoming victims or offenders.

Tackling anti-social behaviour must be seen as a priority in reducing youth crime. Safer Neighbourhoods Teams will play a significant role in this by making use of effective problem solving interventions and diversion activity, alongside vigorous enforcement and use of ABCs, ASBOs, Dispersal Orders and Parenting Orders. Anti-social behaviour reduction is a key responsibility of all Safer Neighbourhood teams, SSP officers and YOTs sharing risk factor information to identify those at greatest risk of offending.

Restorative Justice is a process whereby all the parties with a stake in a particular offence come together to resolve collectively how to deal with the aftermath of the offence and its implications for the future. YOT police personnel will normally lead Restorative Justice (RJ) interventions and all Final Warnings will include an RJ intervention. 80% of young people who receive a Final Warning do not re-offend.

Youth Inclusion Support Panels (YISPs) aim to prevent anti-social behaviour and offending by 8 – 13 year olds who are considered to be at high risk of offending. They have been designed to assist YOTs to meet their principal aim of preventing offending. Operating under the Prevent



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and Deter strand of the Prolific and Priority Offender strategy, YISP programmes aim to reduce the likelihood of young people committing offences.

The Met Youth Advisory Group (MYAG), advises the MPS on corporate policies and procedures with specific regard to youth issues. Its mission is to give young people a voice in policing the capital and help break down barriers between the police and young people. The strategy will build on this initiative to develop structured and meaningful engagement and empowerment of young people. Youth Councils and similar youth consultative groups will be engaged in the formulation of policing plans. By ensuring there is more effective engagement we will enhance the flow of information and the confidence young people have in policing.

In order to make communities safe and reduce youth crime, the MPS will work with partners to identify children and young people at risk of turning to crime and anti-social behaviour, and refer them to multi-agency panels and projects to enable the delivery of effective interventions.

Youth diversion projects and initiatives, such as Kickz, will continue to be developed and encouraged to deliver within the problem solving methodology of the MPS. This will incorporate findings of the early years WAVE Trust research. Crime and Disorder Reduction Partnerships (CDRPs), Key Individual Networks (KINs), Youth Offending Teams (YOTs) Joint Action Groups (JAGs) and third sector providers will be involved in delivery, setting parameters, allocating resources, as well as monitoring and evaluating success.

The MPS is committed to community engagement and supporting young people to make a positive contribution in their community and has an established Volunteer Police Cadet Programme. This provides excellent personal development opportunities for young people and gives the MPS a valuable method of engagement and a resource of young volunteers keen to support local crime reduction initiatives. Other projects that will be considered for further roll – out include Met-Track, SN4P, Karrot, Athena Sport and the Voyage programme (MPA).



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## Youth Justice

### Supporting Themes of Work:

The principal aim of a Youth Offending Team is to prevent offending by children and young people. This includes preventing and/or reducing re-offending. The Crime and Disorder Act requires the secondment of police officers to YOTs and there is a duty on the police to share certain information with YOTs within prescribed time limits.

The YOT incorporates representatives from a wide range of services and can respond to the needs of young offenders in a comprehensive way. The YOT identifies the needs of young offenders by conducting assessments using a nationally agreed framework. The assessment can identify specific problems that lead the young person into offending as well as measure the risk they pose to others, supporting a focus on youth violence where there is an overlap. This enables the YOT to identify suitable programmes to address the needs of the young person with the intention of preventing re-offending.

There must be robust arrangements in place to provide:

- Identification of those most at risk of becoming PPOs in the future
- Interventions which are appropriate to meet the needs of this target group
- Outcomes that will prevent continued offending amongst this group

Working with the YOT and other youth service partners, we will share intelligence and information on young offenders. Through the Prolific and Priority Offender (PPO) strategy, we will focus on the Prevent and Deter strand in line with our key strategic aim. Named police officers within each YOT have been identified as the single point of contact for the borough on Prevent and Deter. There must be a commitment and support to the role of the police officers within the YOT. The decision-making process on YOT staffing levels will take into account the distinct policing needs of each borough and ensure resilience to meet the demands of individual YOTs. All boroughs will review current staffing levels to ensure these are sufficient to meet local demands. When developing local youth strategies and tactics boroughs will make use of the expertise of YOT police officers, Safer Schools Programme police officers and Safer Neighbourhoods personnel.

Together with our partners we will focus our work on those young people most at risk; and will prioritise our response accordingly with the aim of reducing youth crime. We will take swift action against individuals identified under the Catch and Bring to Justice strand of the Prolific



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and Priority Offender Strategy. The sharing of relevant information with our local partners will be key to success in this area. The Persistent Young Offender (PYO) pledge requires agencies to ensure that young offenders in the CJ system are dealt with in a timely manner and provides time limits for various stages of the process. We will continue to work with our partners to ensure that young offenders are dealt with as expeditiously as possible.

The Codes of Practice for Victims of Crime sets out the minimum standards of service that young people as victims and witnesses of crime should expect. We will ensure that we adhere to the Code of Practice for Victims of Crime and identify youth victims as vulnerable, providing appropriate support mechanisms throughout the life of their case.

The MPS, with partners, will develop robust data-sharing arrangements to ensure the provision of special measures for young victims and witnesses where appropriate and relevant, to enhance the confidence of young people involved within the youth criminal justice system.

In order to deliver this element of the strategy we will review our internal structures and processes to ensure that activity intended to deliver the youth justice outcomes is effectively coordinated and integrated where appropriate with the drive to improve mainstream CJ performance. In doing so, we will consider whether the resources allocated to youth justice issues are proportionate to the scale of the challenge.

The London Criminal Justice Board and Office for Criminal Justice Reform Draft Youth Strategy is seeking to deliver speedier and simpler youth justice across London. There is scope for partnership working in relation to diversion through a tri-age model on arrest, through a panel assessing possible disposal options before referral to a court. There is also scope for expanding community justice in schools, improvements to youth court environments, increased support for young victims and witnesses, and consideration of virtual courts for young defendants.



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## SERIOUS YOUTH VIOLENCE

### Supporting Themes of Work

In this context serious youth violence means murder, attempted murder, GBH, and weapon-enabled violent crime committed by and against young people under 20. There are clear links to other strands of work, including that on gangs and consequently the effective sharing of information, intelligence and analysis is critical. Problem solving and partnership working, particularly in relation to youth engagement and diversion, is key to success in reducing serious youth violence.

The success of this strand depends on an approach, which does not seek to criminalise young people. It recognises the greatest contribution will be made by youth diversion and engagement schemes provided by local authorities, the communities and voluntary sector, businesses, charities and central government.

The MPS will contribute towards the development of partnership schemes where police, local partners and third sector providers operate jointly on the streets of London with young people, enhancing their awareness of diversionary schemes and delivering personal safety messages in order to give them the support and guidance they require for a safer future. Where appropriate, the MPS will challenge robustly anti-social behaviour and other behaviours which can lead to violence and will bring violent young offenders to justice.

The intelligence gathered from the police and contributions from partners such as community mediators will be used by local intelligence units to inform our understanding and where appropriate, manage risk. The MPS will develop robust data-sharing arrangements between partners that ensure confidence, confidentiality and integrity, to reduce the affect of crime and disorder involving young people and improve the effectiveness of the youth criminal justice system.

The MPS Youth Violence Operations Group, chaired by Commander Violent Crime Directorate, will co-ordinate operational intelligence and enforcement delivery across business groups in reducing serious violent crimes involving young people.



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Further research and analysis of risk factors and successful interventions in the escalation from minor anti-social behaviour to more serious offending by young people will be conducted to include gang and peer group activity.

The MPS will work with all partners to prevent young people being drawn into terrorist activity and in particular we will work with the prevention strand of the Government's counter-terrorism strategy 'Contest' alongside the Home Office and Department for Communities and Local Government.

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## Vulnerable Children and Young People

### Supporting Themes of Work:

The improvements the MPS is seeking to deliver are:

#### **Increase reporting of crimes committed against children within all communities**

The MPS will develop a more comprehensive understanding of today's children and young people, of crimes committed by them and the contributory factors which raise their vulnerability, in order to develop more effective preventative partnership work. Initially this will require activity to build community and victim confidence and increase reporting of crime.

All MPS staff will receive training on Every Child Matters and process improvements will be made to broaden our ability to identify and record concerns about children through greater use of the Merlin recording system and the sharing of information with relevant partners. This requires a new coordinated approach, with the assistance of the MIB, to share information across the MPS, including specialist units such as Child Abuse Investigation Teams, Borough Community Safety Units, Compass, Jigsaw and Sapphire Teams and responding to identified threats. This will include sharing information on children who are at risk from substance misuse, either directly, or indirectly, as a result of those they associate or live with.

The MPS will promote reporting of risk of harm to children and young people through roles such as Safer Neighbourhoods and Safer Schools officers, more effectively utilising existing MPS resources to protect the most vulnerable. Enhanced community confidence and engagement is essential in order to reduce the vulnerability of children and young people and the MPS will work with communities to help reinforce the responsibility of us all towards protecting society's children.

#### **Reducing repeat victimisation of young people by their own peer group, Families, Carers or predatory offenders**

Young victims of harm, both directly through incidents of child abuse and indirectly where children are exposed to the violent behaviour of others or to neglect, are some of the most vulnerable victims in society, often due to their relationship with their offender, being someone responsible for their custody, care or control; their peer; or a predatory offender.

These types of offending are much less likely to be reported at the time of the offence, if at all, and victims often suffer repeated offences whilst conviction rates for suspects are low,



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preventing the MPS from responding effectively to that victim and preventing further children from harm.

### **Earlier and more effective interventions with partners to help protect vulnerable children and young people**

The MPS will encourage and support effective early intervention programmes with the aim of fostering effective parenting and developing protective education programmes for all ages, reinforcing appropriate attitudes and respect for self and others. The MPS will work with youth groups as a valuable resource through which to deliver preventative programmes and reporting information.

Children and young people are often at their most vulnerable when they are isolated and we will ensure that those coming to our attention as missing children will be assessed and provided with the most appropriate support. Child victims also require additional support during and after investigations and we will ensure that their needs are considered by appropriately trained staff, consistent with the Victim's Code of Practice.

The MPS will continue to work with Local Safeguarding Children's Boards to identify trends and implement a problem solving approach bespoke to each community it seeks to assist.

Consideration must be given to the different communities in London and their different needs when encouraging access to services. We will continue to work in partnership with communities through projects including Project Violet (Tackling Ritual Abuse), Project Azure (Tackling Female Genital Mutilation), Project Umbra (Tackling Domestic Violence) Project Ocean (Tackling Abuse within Supplementary Schools) and the Community Partnership Project (Providing information and building trust across communities), to build on mutual understanding and information flows, provide communities with information on how to protect their children from abuse and how to secure assistance from Local Government Services. Work will continue to develop support young people who are exposed to domestic violence and hate crime. With partners we will work on appropriate early interventions.

We will continue to work with the Borders and immigration Agency and the UK Human Trafficking Centre and focus on those people involved in trafficking children for sexual exploitation and criminal gain.

### **Identify and disrupt people who pose a potential threat to vulnerable children and young people**





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Of particular concern are the developments in technology that have led to an increase in crimes involving or facilitated by mobile phones and the Internet. Crimes range from the recording of peer level violence including rape, to grooming and the distribution of indecent images of children where offenders have exploited victims through social networking sites and chat rooms.

### **Working with partners to provide early identification of young people at risk of substance abuse.**

In line with the recent MPS Drugs Strategy for 2007 – 2010, we will work with local Strategic Partnerships, Local Criminal Justice Boards, and YOTs to consider the influence of drug use and the involvement by young people in drugs supply as a factor in serious youth violence.



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## **Enablers for Business change**

### **Supporting Themes of Work:**

**Aim high for young people:** A ten year strategy for positive activities

The Government's strategy sets out aspirations for what services should achieve over the next 10 years in support of young people. The MPS will liaise closely with the Department for Children, Schools and Families, and with Local Authorities, to ensure that it can contribute fully towards its successful implementation.

### **Every Child Matters**

Every Child Matters and its five desirable outcomes will be the guiding principles by which the MPS operates. These will underpin our organisational approach in every area of business.

### **Safer Schools Partnerships, Safer Neighbourhoods and Youth Offending Teams**

Safer Schools Partnerships and Safer Neighbourhoods officers must engage with the DCFS, YJB and other partners to develop and support the Every Child Matters key outcomes and specific programmes. Safer Schools Partnerships will continue to be developed in every Borough taking into account the individual needs of each school. Different models of support will be developed in order that every school will know what service to expect and that support for schools will be identified in collaboration with local authority children's services and head teachers.

Evaluations conducted by KPMG and the University of York Centre for Criminal Justice found that Safer Schools Partnerships (SSPs) have the ability to impact significantly on crime and anti-social behaviour in and around schools. Research has also shown that young people who truant from school are at greater risk of becoming offenders or victims of crime. Safer Schools officers should contribute to programmes of activities that educate children and young people in what is appropriate behaviour in the home (interfamilial abuse) and outside (peer level sexual offending) and to encourage reporting by child victims of physical, emotional and sexual abuse/neglect.

Improved school attendance leads to increased academic attainment and reduced offending or victimisation. Reductions in truancy and school exclusions have been achieved through SSPs.



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Relationships between police officers, pupils, staff and parents have been significantly enhanced and schools report being safer learning environments as a result of SSPs.

The principal aim of a Youth Offending Team is to prevent offending by children and young people. This includes preventing and / or reducing re-offending. The Crime and Disorder Act requires the secondment of police officers to YOTs and there is a duty on the police to share certain information with YOTs within prescribed time limits. There must be commitment and support to the role of the police officers within the YOT. The decision-making process on YOT staffing levels will take into account the distinct policing needs of each borough and ensure resilience to meet the demands of individual YOTs. All boroughs will review current staffing levels to ensure these are sufficient to meet local demands. When developing local youth strategies and tactics it is important that boroughs make use of the expertise of YOT police officers, SSP and Safer Neighbourhoods personnel.

Police Officers and Police Staff regularly engage with young people and are often the first agency to identify and raise concerns about the welfare of a vulnerable young person. Many staff within the police service work closely with young people who are victims of crime, perpetrators of offences or through community engagement work and Safer Schools Partnerships.

### **Training**

All police officers and police staff who engage with young people will receive the minimum training statutorily required under the Children Act 2004, in line with the Children Development Workforce Council's National Occupation Standards. This will include an understanding of the Children Act, what to do if they have a concern about a child and an overview of the Common Assessment Framework (CAF). Elements of the CAF will be introduced into MPS technology systems to enable staff to record concerns about a child not achieving any of the five key outcomes.

Police officers working within schools as part of a Safer Schools Partnership will receive training to assist them with their role within the school community, helping to establish a safe learning environment to encourage the continuing development of young people. This training may also be available to police officers working within Safer Neighbourhoods.

Police Officers working within Youth Offending Teams will receive training to assist with their role and core responsibilities. This training will focus on priorities for the police officer role as



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part of a YOT contribution to the Prevent and Deter strand of the Priority and Prolific Offenders strategy.

## **Intelligence/ Information Sharing**

The MPS is committed to sharing information across borough and police force boundaries and with appropriate external agencies to ensure intelligence is identified for transient victims and predatory offenders. Youth Offending Teams (YOTs) hold detailed information on the risk young offenders pose to local communities, and police officers based in YOTs have a key role in acting as a conduit for that flow of information. This will allow the development of existing information, held within the MPS and partner agencies, into valuable intelligence that will support the introduction of protective activities by the Police and partner agencies within the wider child and youth community setting. The effective assessment and management of risk need strong information sharing systems, as does the Prolific and Priority Offender, Prevent and Deter, MAPPA, and Youth Inclusion Support Panels ( YISP). This will be a key element of the review of the YOTs.

Additionally, there is also the opportunity to reduce duplication and bureaucracy through the implementation of the Common Assessment Framework and Contact Point.

The MPS Intelligence Bureau will produce intelligence profiles of youth crime, and other intelligence products in which youth is a specified factor, for example in relation to gun enabled or knife crime

## **Multi-agency partnerships, Local Area Agreements, Children Safeguarding Boards, / the Third Sector**

Delivery of the strategy in the London boroughs will acknowledge the disparate demographic profiles, different resourcing and approaches to youth provision across London. Work will be undertaken with key partners to divert young people from crime and develop more effective early intervention programmes.

The MPS will work in partnership with the DCLG and Home Office through the prevention strand of Contest to prevent the recruitment of young people to violent extremism and terrorism.

In order to make communities safe and reduce youth crime, the MPS will work with partners to identify children and young people at risk of turning to crime and anti-social behaviour, and refer them to multi-agency panels and projects to enable the delivery of effective interventions. The



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development of accredited MPS wide programmes will be developed in consultation with Boroughs .

In the new Local Area Agreement (LAA) process a key issue for local decision makers will be how to ensure that relevant targeted services at the point of need are enhanced for those children and young people who are most at risk of offending and in order to minimise harm to victims.

LAA targets in this area are:

- ***improving access to statutory mainstream services*** such as education for the young people who come into the youth justice system when they are in prevention programmes (from as early as age 8), undertaking community sentences, or on resettlement from custody.
- ***improving local targeted services*** so that they fully engage in their role in relation to preventing offending and reducing re-offending by children and young people and,
- ***effective planning, funding and monitoring to bring together both the Children's Services and Community Safety work of local authorities*** to prevent young people entering the criminal justice system and to reduce re-offending

We know that the key factors which influence young people becoming engaged in offending are centred around certain areas of risk including personal behaviour, family factors, issues with schooling and community factors such as the availability of alcohol and illegal drugs. We also know that a wide range of protective factors including parenting, positive adult influences and the availability of mainstream services such as mental health can help prevent offending.

It is clear that in a local area it is the right mix of targeted and mainstream services which combines to prevent offending and reduce criminal and anti social behaviour by children and young people. Local YOTs are part of the Local Area Agreement (LAA) process and are also included in the work of the Local Criminal Justice Boards (LCJBs). The MPS will seek to work closely with partners to preventing offending and reducing re-offending, and will therefore need to be fully engaged in the LAA negotiation process at a regional and local level.



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## **Working with Communities and Partners**

In order to deliver this strategy it is important to acknowledge that a wide range of partners will be engaged in the developing work within each strand. As well as working closely with the Metropolitan Police Authority, particularly through its scrutiny into Young People and Policing, amongst the partners will be: Department of Children, Schools and Families

DCMS

Home Office

London Councils

GLA

CDRPs

PCTs

YJB

YOTs

MYAG

NHS

Skills Council

Voluntary Sector

HMCS

Probation Service

GOL

Women's Aid

Barnardo's

Save the Children

Strategic Health Authorities

London Councils

Youth Justice Board (YJB)

Victim Support Services (VSS)

Child Exploitation Online Protection (CEOP) Centre

Internet Watch Foundation (IWF)

Africans Unite Against Child Abuse (AFRUCA)

London Safeguarding Children Board



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Local Safeguarding Children's Boards (LSCB)

National Society for the Prevention of Cruelty to Children (NSPCC) including Child Line

Association of Directors of Children's Services

Department for Children and Families services (DCFS)

*[It should be noted that this is not an exhaustive list]*



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The Tables below set out how the Strands and Success Measures are connected and provides an overview of the aims and objectives for each strand. Full details are set out within this document and separate action plans are being delivered for each Strand.

<b>Strand</b>	<b>Success Measures</b>	<b>Aim</b>	<b>Supporting Workstreams</b> <i>[Performance Targets will be included within the specific strand action plans]</i>
<p><b>Engagement with Children and Young People</b></p> <p>Lead Officer - Commander Safer Neighbourhoods</p>	<p><b>Reduced youth crime and anti-social behaviour</b></p>	<p><i>In order to make Young People Safer, Reduce Fear of Crime, resolve issues and solve problems; the MPS will focus on the need to build, develop meaningful relationships with young people, their families, carers and schools, and improve the confidence young people have in policing.</i></p>	<ul style="list-style-type: none"> <li>• Engage with young people to provide services that are accessible and relevant to them</li> <li>• Use a problem solving approach to tackle youth crime and anti-social behaviour through Safer Neighbourhoods working with communities especially young people</li> <li>• Work with partners to extend Restorative Justice approaches, strengthen our work with Support programmes and extend Diversion capabilities</li> <li>• We will extend the role and capability of Volunteer Police Cadets</li> <li>• Work with partners in schools and Childrens services to increase the confidence young people have in police. Identify and work with and victims of crime who are likely to become perpetrators.</li> </ul>

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Strand	Success Measures	Aim	Supporting Workstreams <i>[Performance Targets will be included within the specific strand action plans]</i>
<p><b>Youth Justice</b></p> <p>Lead Officer – Commander Volume Crime and Criminal Justice</p>	<p><b>Less young people becoming offenders</b></p>	<p><i>The MPS recognises the need for swift resolution to the criminal behaviour of children and young people and the need to tailor the level of any intervention to the risk of re-offending.</i></p>	<ul style="list-style-type: none"> <li>• Take a lead in sharing risk factor information</li> <li>• Identify those at greatest risk of offending</li> <li>• Prioritise our response for children and young people at greatest risk of offending through the Prolific and Priority Offender strategy</li> <li>• We will monitor the re-offending rate for young people within the Deter element of the Prevent and Deter strand of the PPO strategy and work with our partners to reduce it</li> <li>• We will ensure that we meet the standards set by the Victims Code of Practice for young people</li> <li>• We will work with partners to identify vulnerable youth victims and witnesses within the CJ system</li> <li>• We will ensure young people in the CJ system are dealt with quickly by working with partners to deliver the requirements of the Persistent Young Offenders pledge</li> </ul>

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Strand	Success Measures	Aim	Supporting Workstreams <i>[Performance Targets will be included within the specific strand action plans]</i>
<p><b>Serious Youth Violence</b></p> <p>Lead Officer - Commander Violent Crime Directorate</p>	<p><b>Less violent crime committed against young people</b></p> <p><b>Less violence committed by young people</b></p> <p>Reduction in the volume and level of harm to London's communities associated with knife-enabled crime (<i>Op Blunt</i>)</p>	<p><i>The MPS recognizes the need to actively tackle Serious Violent Crime and address the risk to young people becoming victims of such crime or being drawn into violent crime offending.</i></p>	<ul style="list-style-type: none"> <li>• Use a National Intelligence Model approach to facilitate intelligence led partnership initiatives to tackle youth violence and peer group criminality through prevention, enforcement and reassurance</li> <li>• Develop and implement working practices with partner agencies to reduce serious harm caused by youth criminality.</li> <li>• To tackle serious youth violence and reduce the risk of young people becoming victims and/or offenders</li>   <li>• To reduce the level, the fear and the harm of knife-enabled offences in London's communities by:             <ol style="list-style-type: none"> <li>a. Developing multi-agency intelligence processes to inform prevention and enforcement interventions.</li> <li>b. Identifying and sharing good practice, maximising the effectiveness of resources available</li> <li>c. Develop and promote partner and third sector provider initiatives to successfully engage with young people on the threshold of involvement in crime.</li> </ol> </li> </ul>

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Strand	Success Measures	Aim	Supporting Workstreams <i>[Performance Targets will be included within the specific strand action plans]</i>
<p><b>Vulnerable Children and Young People</b></p> <p>Commander Child Abuse Investigation Command</p>	<p><b>Increased reporting of crimes committed against children within all communities</b></p> <p><b>Reducing repeat victimisation of young people by Families, Carers or Parents</b></p> <p><b>Secure earlier and more effective interventions with partners to help protect vulnerable children and young people</b></p> <p><b>Identify and disrupt people who pose a potential threat to vulnerable children and young people</b></p>	<p><i>The MPS is committed to helping to protect vulnerable children and young people from physical, sexual and emotional harm and to disrupting the activities of those who seek to commit crimes against children.</i></p>	<ul style="list-style-type: none"> <li>• Work with the MIB to make more effective use of information within the MPS and from partner agencies, to identify and disrupt risks of harm to children and young people and to share information appropriately, internally and externally</li> <li>• Recording a wider range of information about children on the Merlin system in respect of the ECM agenda and sharing it where appropriate for action, through partnership mechanisms i.e. the Common Assessment Framework</li> <li>• Use a National Intelligence Model approach to facilitate intelligence led partnership initiatives to protect vulnerable children and YP through prevention, enforcement and reassurance</li> <li>• Increased reporting of crime against children and young people</li> <li>• Working with partners to investigate allegations of criminal neglect, cruelty, physical and sexual abuse of children and young people.</li> <li>• Working with partners to provide effective interventions for children and young people at risk through incidents of violence and substance misuse</li> <li>• Extend the proactive disruption of</li> </ul>



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			<p>individuals with a sexual interest in children</p> <ul style="list-style-type: none"><li>• Increase our attendance and effective contribution at initial and review case conferences and local safeguarding children's board meetings to ensure relevant information is shared and the most appropriate interventions are made for children at risk</li><li>• Improve supervision of investigations to ensure greater compliance with the victims code of practice</li></ul>
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## Enablers for Business Change

Enabler	Action	Aims	Supporting Workstreamss
<p><b>Implementation of Every Child Matters</b></p> <p>Lead Officer - Commander Safer Neighbourhoods</p>	<p><b>Delivery of the Every Child Matters Programme by April 2008</b></p>	<p><i>The MPS believe that an extensive and effective implementation of the 2004 Act will enable us to better protect young people from being victims or becoming involved in crime and disorder</i></p>	<ul style="list-style-type: none"> <li>• To deliver an organisational framework for implementation of the Children Act 2004</li> <li>• With the MIB, develop a youth focused intelligence approach to drive decision making and performance</li> <li>• To ensure youth based policing initiatives are appropriately resourced</li> </ul>
<p><b>A resource and systems review within the areas of Safer School Partnerships , Safer Neighbourhoods and Youth Offending Teams</b></p> <p>Lead Officer - Commander Safer Neighbourhoods</p>	<p><b>Complete fundamental reviews of business by April 2008 and implement actions agreed with Management Board by April 2009</b></p>	<p><i>The MPS is committed to both Youth Offending Teams and Safer Schools Partnerships. However we believe that a fundamental review of working practices, resources and information flow will provide opportunities for more effective diversion of young people away from crime and disorder</i></p>	<ul style="list-style-type: none"> <li>• With our partners to fundamentally review the functioning, resourcing and interconnection of Youth Offending Teams</li> <li>• To enhance the capability and scale of Safer School Partnerships</li> <li>• To develop Safer Neighbourhoods Team capability and capacity to engage young people and work with them to solve problems</li> <li>• Ensure that our staff, partner agencies and voluntary organisations that we work with are appropriately trained, vetted and selected to work with young people</li> <li>• To role out Kickz, MissDorothy.com and Junior citizen to ensure they are available to every school within London</li> <li>• To develop an accredited list of MPS wide programmes to support young people</li> </ul>



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Enabler	Action	Aims	Supporting Workstreamss
<p><b>Further Training and Development of staff</b> Lead Officer - Commander Safer Neighbourhoods</p>	<p><b>Integrated HR Strategy to underpin Actions within this document to be implemented by April 2008</b></p>	<p><i>Many of the changes set out in the strategy will require all our staff to work differently and to consider young people in a different way. This will require significant HR support if it is to deliver</i></p>	<ul style="list-style-type: none"> <li>• Complete a Performance Needs Analysis and then working with HR Services review how we train, select, develop and supervise our staff working with Young people.</li> <li>• Train all staff in line with the PNA for Every Child Matters</li> <li>• Ensure our staff are properly vetted as to working with young people</li> <li>• Develop effective working arrangements to protect staff and young people when working together</li> </ul>
<p><b>Marketing &amp; communication strategy</b> Lead Officer – Commander Safer Neighbourhoods</p>	<p><b><u>Develop an integrated communications strategy</u></b></p>	<p><i>The MPS understand the need to be able to effectively communicate to our staff and the public our approach to young people</i></p>	<ul style="list-style-type: none"> <li>• An extensive Communications Action Plan will be developed which captures progress and requirements of every strand in order to support this strategy and the needs of Young People and Partners</li> </ul>
<p><b>Intelligence</b>  Lead Officer – Head of MPS Intelligence Bureau</p>			<ul style="list-style-type: none"> <li>• MIB to ensure appropriate intelligence products are produced to support pan-London activity</li> <li>• To support BOCUs in developing actionable intelligence products for inter-agency action</li> </ul>
<p><b>Multi- Agency partnerships and partnership working</b>  Lead Officer –</p>	<p><b>Reduction in the flow of young people into the criminal justice system ( LYCPB/YJB)</b></p>	<p><i>The MPS believe that through effective partnership working and better information sharing we can work with partners to reduce the <b>number of people</b></i></p>	<ul style="list-style-type: none"> <li>• We will work with our partners in the Yots to ensure that the appropriate young offenders within the Deter element of the Prevent and Deter strand are considered for inclusion as PPOs.</li> </ul>



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Commander Safer Neighbourhoods		<b><i>entering the criminal justice system and more effectively divert people before they commit crime. In particular the MPS hope to work more closely with the YJB to develop approaches to reduce the number of BME young people entering the Criminal Justice System</i></b>	<ul style="list-style-type: none"><li>• We will work together with the LYCPB to reduce the number of first time entrants, particularly from BME groups into the criminal justice system.</li><li>• Working with Operation Trident develop specific early diversion projects in areas prone to Violent Crime</li></ul>
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## References

Every Child Matters	Children Act 2004
It's never too early, it's never too late	ACPO Youth Strategy
Outcome framework	Every Child Matters document
Safer Schools Partnerships - An Overview	DfES report. <i>Fitzgerald</i> 2005
Safer Schools Partnerships evaluation	KPMG report sponsored by Youth Justice Board
Mainstreaming Safer Schools Partnerships	YJB/DfES/ACPO YIG document
Safer Schools Partnerships – An evaluation	University of York Centre for Criminal Justice Studies
Neighbourhood Policing Youth Toolkit	Essex Police



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## Glossary of Terms

ABC	Anti-social behaviour contract
ACPO	Association of Chief Police Officers
ASBO	Anti-social behaviour order
CAF	Common Assessment Framework
CAIC	Child Abuse Investigation Command
CEOP	Child Exploitation Online Protection
CDRP	Crime and Disorder Reduction Partnership
CRASBO	Criminal Anti-social behaviour order
CRB	Criminal Records Bureau
CTN	Come to notice
ECM	Every Child Matters – Children Act 2004
EPIC	Enforcement, Partnership, Intelligence, Community
ISSP	Intensive Support and Surveillance programme
Key service provider	Organisation with responsibility for delivering young people services
KIN	Key Individual Network - Local key opinion formers within Neighbourhoods
LCSP	London Community Safety Partnership
LYCPB	London Youth Crime Prevention Board
MYAG	Met Youth Advisory Group
NIM	National Intelligence Model
OCU	Operational Command Unit – Policing Area
PAYP	Positive Activities for Young People
SSP	Safer Schools Partnership
YSG	Youth Safety Group
YISP	Youth Inclusion and Support Programme
YOT	Youth Offending Team



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Youth Violence Group