

**Achievements since May 2003**

**Objective 1**

**Intelligence**

- ✓ Six monthly strategic analysis reports being produced
- ✓ Internal review of Financial Investigation carried out
- ✓ Operational requirements for Financial Investigation identified
- ✓ Analysis on mail and controlled deliveries undertaken
- ✓ Operation 'Crackdown' media campaign for January 2004 allocated £250K budget and in advanced stage of planning

**Targeting**

- ✓ Bi-monthly tasking and co-ordination meetings held by TP and SCD
- ✓ 18 drug trafficking operations initiated at Level 2 criminality
- ✓ Negotiations with HM Customs and Excise to provide joint proactive targeting of Level 2 drug traffickers underway

**Forensic Science Support**

- ✓ Presumptive drug testing pilot sites identified at Westminster, Hackney, Havering and Camden
- ✓ MPS membership of Home Office Drugs Detection Working Group

**Objective 2**

**Criminal Justice**

- ✓ MPS represented on key Home Office committees and working groups

**Financial Investigation**

- ✓ SLA for delivery of Borough asset seizure agreed and implementation expected in January 2004

**Objective 3**

**Operation Tower**

- ✓ Newham Borough identified as site for operation

**Compulsory Drug Testing**

- ✓ TP Project Manager appointed to improve liaison and implementation between Home Office and MPS

**Co-ordination**

- ✓ Protocols agreed for information sharing on media issues

**Objective 4**

**Intelligence sharing and Problem solving**

- ✓ DATs have been incorporated into CDRP data sharing protocol

**Arrest Referral**

- ✓ Arrest referral funding negotiated with Home Office
- ✓ Arrest referral PI's now produced and co-ordinated by National Treatment Agency – First performance information published June 2003
- ✓ Draft evaluation report with Home Office – awaits publication
- ✓ Young Persons referral now extended nationally as Home Office pilot to 10 Boroughs(MPS – Southwark, Camden and Newham)

MPS Drugs Strategy 2003-2006 – Action Plan

**Guide to template colours on action plan.**

- Green      Activity completed.
- Orange     Activity ongoing or delay negotiated with Drugs Directorate;
- Red        Activity missed deadline or no information/update received.
- Blue        Progress or amendment to plan since previous update

## OBJECTIVE 1

***“To carry out intelligence led operations against Class ‘A’ drug traffickers in neighbourhoods with high levels of drug-related crime and where the availability of Class ‘A’ drugs impacts significantly upon communities”. N.b. Class ‘A’ drugs referred to are cocaine (including crack), heroin and synthetic drugs including ecstasy, methadone, LSD and amphetamine***

TASKS	ACTIVITIES	LEAD	TIMESCALES	MEASURE PROGRESS
<b>1.1 Intelligence</b>				
Development of intelligence “end to end”.	Provide a gap analysis regarding the provision of drug intelligence at levels 1, 2, and 3. (Strategic Intelligence requirement Class ‘A’ Drugs)	Shona Pearce Head of SIU.	January 2003.	Report establishing / identifying gaps in intelligence. Recommendations to be made on enhancing intelligence response
	Implement the recommendations of the Strategic Intelligence Requirement class ‘A’ Drugs to enable the MPS to provide NIM compliant Strategic Assessments for presentation to the Strategic Crimes Priority Group	Commander Bray	April 2003	To negotiate with TP, SC1 (5) SC11 SIS, SC7 and SC3 and implement the recommendations of the Strategic Intelligence Requirement on class ‘A’ Drugs
	Produce Strategic Assessment on Crack Cocaine in MPS	Shona Pearce Head of SIU.	February 2003	Assessment outline analysis of market availability, cost and latest intelligence bulletin for Drugs Directorate/ Publish on intranet site
	Identify systems to maintain strategic analysis capability and include information from NCIS, HMCE, Immigration Service, and Prison Service	Shona Pearce Head of SIU.	May 2003.	Six monthly reports to be produced by SIU with update from crimestoppers, prison intelligence, SIS and level 1 BOCU Reports now being published
	Develop intelligence model for forensic contribution to maximise/enhance on forensic intelligence on drugs misuse	Mr. Gary Pugh Director of Forensic Services.	September 2003.	Implementation of Forensic Intelligence Model.
	Production of regular service intelligence bulletins, to include present drug situation in London.	Shona Pearce Head of SIU.	March 2003 onwards.	Monthly intelligence briefing documents published circulated to SCTG, SCPG and BOCU Cdrs briefing reports. Briefing documents have been replaced by NIM tactical assessments and from Sept 03 are being produced twice a month for the SCDTG. A protocol has not yet been established for production across TP TG.

TASKS	ACTIVITIES	LEAD	TIMESCALES	MEASURE PROGRESS
	Review FIU capability to support financial intelligence requirement. (Staffing, capabilities etc) (KPMG review).	DCS Perry SC6	June 2003	Production of review document. KPMG review held little relevance for MPS. Internal review now conducted.
	Establish operational requirements for BIUs and FIU's (Systems, processes, sources).	DCS Perry SC6	March 2003	Production of operational requirements for BIUs and FIUs. Operational requirements for BOCUs identified.
	Scope controlled deliveries of postal packets as opportunity to identify supply of Class 'A' drugs to Streets	Det Superintendent Kupis SC11	June 2003	Analytical research on results of controlled deliveries, six monthly review First report on mail and controlled deliveries completed – action ongoing
Use of intelligence to identify markets causing community concerns	Design and plan media initiatives to gain intelligence from communities e.g. "Rat on a rat", crackdown, class 'A' Drugs campaign.	David Chennell DPA	April 2003	Decision on marketing campaigns for 2003/4, (in consultation with Drugs Directorate.) Operation Crackdown Media Campaign to be launched in January 2004 aligned to Operation 'Payback' aimed at highlighting asset seizure of drug dealers property
	Use Crimestoppers intelligence effectively, developing quality assurance mechanisms.	Commander McDowall.	May 2003.	Six monthly reviews to be produced
	Develop PI's to ensure QA of 'Crimestoppers' dockets passed to Boroughs.	Commander McDowall.	March 2003.	Quality assurance P.I.'s, regularly reviewed and published Monthly PI's on Crimestoppers dockets are provided. Specific crime types ( ie drugs) can be separated when required
	Ensure that informants are actively sought and developed for drug information i.e. recognition of those most likely to progress to next level.	Commander McDowall	May 2003	Incorporated in training/policy re development of drug informants. Handler training contains Specific Drugs input. PI's on % of CHISs developed for drugs intelligence available
	Review the effectiveness of prisoner de-briefing to support intelligence system.	Commander McDowall	March 2003	Six monthly reviews to be produced Strategic de-briefing confirmed as valuable intelligence tool. Terms of Reference for drugs de-briefing to be to be agreed

TASKS	ACTIVITIES	LEAD	TIMESCALES	MEASURE PROGRESS
<b>1.2 Targeting.</b>				
Target Class 'A' drug dealers, particularly those using violence.	The co-ordination and tasking of SCD Assets in line with strategic Priorities for the SCD as set by AC Ghaffur SCD and NIM, to include operations against class 'A' drug trafficking,	DAC Griffiths	April 2003 onwards	Records to be kept of all operations undertaken by the tasking and coordination process (SCCTG), review produced every three months The Tasking and Co-ordinating process takes place every 2 weeks. Currently level 2 SCD Units are actively working on 18 drug trafficking operations. Records of all PATP operations undertaken and sanctioned by the Tasking group are held within CRIMINT
	Review support and systems to maintain tactical analysis capability to include information from NCIS, HMCE, Immigration Service, and HM Prison Service.	Shona Pearce Head of SIU	May 2003	Production of review and recommendations for dissemination to BOCUs/OCUs. Protocols for production of BOCU report not yet agreed following reorganisation of SCD
	Identify BOCU hotspot (s) for the supply of crack cocaine for proactivity	Shona Pearce Head of SIU	June 2003	Analysis of results, Hotspots(s) identified or either class 'A' commodity recovered. Including percentage of actioned against searches /PATP operations. SCD Tactical assessment conducted. Pi's on performance under development
	Review the capability and effectiveness of Crackdown/Drugs operations at BOCUs, to meet MPS Priorities 2003/4 to reduce trafficking, availability and use of Class 'A' drugs.	Commander Yates	April 2003	Production of review and recommendations to tackle trafficking and availability of class 'A' drugs at BOCUs
	Circulate Drugs Directorate Crack Action Plan to all OCU Cdrs (especially 16 High Crack Areas) for consideration to use the menu of tactical options by BOCU's in undertaking activity against crack	Commander Yates	April 2003 onwards	OCU Cdrs are to ensure compliance with Crimint QQ codes Record drugs in QQ BCTG presentations, PATP/operations Keep accurate records of any crack operations undertaken, noting Crimint

TASKS	ACTIVITIES	LEAD	TIMESCALES	MEASURE PROGRESS
	Boroughs to undertake intelligence led operations to target level 1 dealers, especially class 'A' Drugs in line with MPS Drugs Strategy and Policing Priorities 2003/4	Commander Yates	April 2003 onwards.	BOCUs to keep and produce monthly records in accordance with the Strategic intelligence requirement identified by SC10. Boroughs completing taskings in accordance with local priorities. PI's not yet established
	Undertake Operations against level 2 drugs dealers as identified via tasking and coordination meeting SCCTG, including self generated operations within SC7 Task Force.	Det Supt Shields SC7	April 2003 onwards	OCU performance, records kept and regularly produced
	Review Drugs Action Plan for NIM compliance	DCS Youldon NIM team	February 2003	Production of review.
	Ensure that a Coordinating and tasking process is in place to support the allocation of resources to MPS priorities, including class A drugs	DCS Youldon NIM team	April 2003	Coordinating and tasking process established
	Prepare Generic Strategic/Tactical Crack Action plan for level 1 and 2 activity for use in MPS	Commander Bray	April 2003	Distribute to all OCU Cdrs / monitor by SCD and TP SMT.
Resources	Progress application for Drug Task Force.	DAC Fuller	April 2003	Continue to seek Home Office agreement to fund Drug Task Force. (Management Board agreement to pursue). Although original Home Office bid not supported, negotiations in hand to establish team in partnership with HM Customs & Excise
Target "linked" Class 'A' drug users	Identify BOCU Drug hot spots and drug use causing community concerns.	Commander Yates	April 2003	Identification of drug hotspots. Submission of tactical assessments to SC10 in accordance with Strategic Intelligence Requirement.
	Develop PATP's to address identified concerns, and conduct operations to combat illegal drug activity at level 1, (level 2 targets forwarded to tasking and coordination meeting)	Commander Yates	April 2003 onwards	Records kept at BOCU level of Number of PAPT's developed. Monitor and produce regular reviews of performance.

TASKS	ACTIVITIES	LEAD	TIMESCALES	MEASURE PROGRESS
Engage partners to support enforcement	Partnership/Consultation at BOCU level to Involve external organisations in preparation for, execution of and post pro-active operations.	Commander Yates	April 2003 onwards	Monitor Progress by minutes of DAT meetings, Community safety partnership meetings, to be held by OCU Cdrs Progress measure felt to be measure of input rather than output/outcome. Informal monitoring measures in place
<b>1.3 Forensic science support</b>				
<b><u>Enhanced Forensic response at scenes</u></b>  Increase the forensic contribution to tackling drugs through better scene examination	Identify current intervention rate and PI's that apply to forensic examination of crime scenes involving drug offences	Mr. Gary Pugh Director of Forensic Services.	March 2003	<ul style="list-style-type: none"> <li>Intervention rate in drugs cases and forensic recoveries.</li> <li>Forensic Outputs.</li> <li>Number of cases where forensic examination resulted in judicial disposals.</li> </ul>
	Review current protocols for examination of crime scenes and identify type i.e. crack house, cannabis cultivation scenes	Mr. Gary Pugh Director of Forensic Services.	March 2003	As above
	Produce best practice guidelines for examination of scenes involving drug related offences	Mr. Gary Pugh Director of Forensic Services.	April 2003	As above
	Implement best practice and performance framework for measuring forensic contribution	Mr. Gary Pugh Director of Forensic Services.	July 2003 onwards	As above
	Research more effective methods of recovering information and forensic material	Mr. Gary Pugh Director of Forensic Services.	July 2003 onwards	As above
<b><u>More effective in house drug analysis</u></b>  Increase the extent and effectiveness of in-house drugs testing in the MPS  A) Presumptive Drugs testing for cocaine	A) Evaluate currently available dugs test kits for presumptive drug testing for cocaine with KCL and evaluate Brent initiative	Mr. Gary Pugh Director of Forensic Services.	April 2003	<ul style="list-style-type: none"> <li>Number of presumptive tests undertaken by Borough by drug type</li> <li>Savings made in laboratory submissions</li> <li>Number of case where drugs analysis made a useful contribution to the investigative / evidential process</li> </ul>

TASKS	ACTIVITIES	LEAD	TIMESCALES	MEASURE PROGRESS
	A) Prepare documentation for approach to Home Office and secure funding for appropriate test kit and clarification of policy and need for presumptive drug testing	Mr. Gary Pugh Director of Forensic Services.	August 2003	As above Pilot sites identified at Westminster, Hackney, Havering and Camden.
	A) Train crime scene examiners and key police officers to carry out testing (half day per officer)	Mr. Gary Pugh Director of Forensic Services.	October 2003	As above
	A) Monitor effectiveness of presumptive drug testing and impact on forensic budget	Mr. Gary Pugh Director of Forensic Services.	April 2003 Onwards	As above
B) Trace drug analysis	B) Identify potential applications for use of drug trace analysis	Mr. Gary Pugh Director of Forensic Services.	April 2003	As above
	B) Liase with PSDB re potential applications	Mr. Gary Pugh Director of Forensic Services.	April 2003	As above MPS member of Home Office Drugs Detective Working Group
	B) Develop and implement protocols for drug trace analysis	Mr. Gary Pugh Director of Forensic Services.	July 2003	As above
<b>Maximising the use of forensic intelligence</b> Contributing to the effectiveness of targeting drugs offenders	Review current available information sources in drugs intelligence	Mr. Gary Pugh Director of Forensic Services.	May 2003	<ul style="list-style-type: none"> <li>• Number of crimint entries</li> <li>• No of PATPs</li> <li>• Number of linked to JD's through forensic intelligence</li> </ul>
	Review forensic information that can be obtained e.g. From DNA wraps, physical characteristics of packaging, fingerprints, chemical profiling etc.	Mr. Gary Pugh Director of Forensic Services.	May 2003	As above
	Identify forensic intelligence model and include the range of intelligence opportunities, linking from seizures through to distribution and inform strategic assessment of changing patterns of use	Mr. Gary Pugh Director of Forensic Services.	October 2003	As above
	Implement forensic intelligence model in partnership with SC11 an other intelligence agencies	Mr. Gary Pugh Director of Forensic Services.	November 2003	As above

## OBJECTIVE 2

***“To ensure that identified drug traffickers and users are effectively delivered to justice and that the proceeds of drug trafficking are rigorously pursued in order to maximise the confiscation of assets”***

<b>2.1 Criminal Justice</b>				
Focus on prosecution and disposal of those causing most harm	Ensure that objectives of drug strategy are known to and supported by appropriate representation at strategic Criminal Justice forums/ Groups.	Commander Bray	April 2003 onwards	Number of meetings attended or presentations delivered. Number of meetings attended is not a qualitative or outcome measure and therefore not being pursued. The MPS is now represented at key strategic meetings by members of the Drugs Directorate.
Performance Measurement	Develop performance information to monitor progress and performance of MPS against Drugs activity.	DAC House	April 2003 onwards	Production of performance data.
<b>2.2 Financial Investigation</b>				
<b>Intensify financial investigation of identified drug traffickers to maximise confiscation of assets</b>	Review current and specify operational requirements for financial investigation.	DCS Perry SC6	March 2003	Production of review and recommendations. Review complete. SLA detailing provisions now expected January 2004
	Obtain sanction to implement recommendations.	Commander Bray / assisted by DCS Perry SC6	January 2004	Result of decision-making. If positive move implement as below.
	Implement, monitor and review.	DCS Perry SC6	January 2004	Result of implementation process and monitoring information.
	Develop performance measurement.	DCS Perry SC6	January 2004	Production of performance standards.
	Negotiate with Government authority to streamline process for application for monies from confiscated assets fund.	Commander Bray	November 2003	Seek ACPO view and way forward. Current process being mapped to identify opportunities for streamlining

### OBJECTIVE 3

***“To develop a common understanding of drug related problems and thereby enhance the MPS contribution to drug awareness, education and prevention programmes”.***

TASKS	ACTIVITIES	LEAD RESPONSIBILITY	TIMESCALES	MEASURE PROGRESS
3.1 Education				
Ensure the MPS makes appropriate contribution in schools.	Review current Drug Education Strategy 2000 for delivery to schools across London. (Laws and procedures) Primary Schools and Secondary School	Commander Bray	May 2003	Ensure Strategy is integrated with other relevant Strategies. Produce recommendations for further training / implementation on BOCUs Reviewed Drug Education strategy Co-ordinated with youth strategy From this developed a drug education policy Recommended training for all schools officers program of drugs education commenced
	Develop a drug education strategy for delivery for: <ul style="list-style-type: none"> <li>Youth (inc Further/Higher Education)</li> <li>Adults (inc Further/Higher Education)</li> </ul>	Commander Paddick (Assistance of Drugs Directorate Staff)	May 2003	1. Prepare a draft Strategy 2. Consult more in depth, with strategists, practitioners and young people. 3. Produce and publish Strategy. Prepared a draft strategy Widely consulted Need to set communication strategy
	Implement this strategy across London. Distribution to BOCUs / Drug Action Teams to implement locally	Commander Paddick	September 2003	1. Publicise education Strategy. 2. encourage our partners and assist BOCU's to implement. 3. Monitor and evaluate Strategy.
	Determine police role in the delivery of drug education/awareness in Youth justice settings	Commander Paddick (Assistance of Drugs Directorate Staff)		Identify stakeholders, consult internally and externally Included in policy

TASKS	ACTIVITIES	LEAD RESPONSIBILITY	TIMESCALES	MEASURE PROGRESS
	Develop a drug education strategy for delivery to; <ul style="list-style-type: none"> <li>• Business community</li> <li>• Licensed premises and clubs</li> </ul>	Commander Bray	September 2003	<ol style="list-style-type: none"> <li>1. Identify stakeholders and Consult internally and externally with stakeholders.</li> <li>2. Prepare a draft Strategy, including Performance Indicators.</li> <li>3. Consult in depth, practitioners and community representatives.</li> <li>5. Produce and publish Strategy.</li> </ol>

TASKS	ACTIVITIES	LEAD RESPONSIBILITY	TIMESCALES	MEASURE PROGRESS
<b>Policy agreed enabling joint response to drug-related incidents in schools.</b>	Review police notice on 'Police Response to Incidents in Schools' guidelines.	Commander Paddick	April 2003	Update if required
	Ensure that there is robust and relevant generic risk assessment policy in respect of seizure, handling, storage and disposal of drugs	Mr Shurety, Director of Human Resource Services	April 2003	Development of policy and confirmation of existing policy
3.2 Harm Reduction				
<b>Operation Tower</b>	Identify Pilot site and implement Operation Tower in MPS (coercive support of drug treatment programme)	Commander Bray	May 2003	Management and monitoring of pilot. Evaluation of pilot Pilot site at Newham identified. Report for Drugs Strategic Committee 1 October 2003
	Needle exchange in Camden and Westminster	Commander Bray	November 2003	Evaluation of pilot scheme Report compiled publication due now in November 2003
	Identify harm reduction methods to be facilitated through arrest referral. Each method to be followed by evaluation, to inform decision-making process.	Commander Bray	May 2003 onwards	Drug Directorate meetings and Strategic Drug Committee to inform formation / development of policy Arrest referral now standing item on Drugs Strategic Committee
	Monitor and Support Home Office Pilots for compulsory drug testing, (Hackney in MPS)	Commander Bray	April 2003 onwards	Publication of monitoring information. September 2003 – Project manager being identified to facilitate continued development following roll-out to 12 High Crime Boroughs
<b>Compulsory Drug Testing</b>	To support TP in the implementation of Home Office Initiative, (funding of the top 30 OCUs in UK with highest rates of acquisitive crime with links to Drug Crime) 12 of which are MPS BOCUs to reduce drug related crime.	Commander Bray	April 2003 onwards	Provide strategic advice and consultancy support to BOCU on: <ul style="list-style-type: none"> <li>• Pre arrest initiatives</li> <li>• Compulsory Drugs testing</li> <li>• Drug Testing treatment Orders</li> <li>• Enhanced Arrest referral</li> </ul>
	Evaluate outcome of compulsory drug testing	Commander Bray	April 2004	Publication and MPS review of evaluation.

TASKS	ACTIVITIES	LEAD RESPONSIBILITY	TIMESCALES	MEASURE PROGRESS
	Evaluate targeted Arrest Referral sites, Merton and Kensington & Chelsea	Commander Bray	Oct 2003	Publication of evaluation / inform decision-making. Evaluation report completed for Kensington & Chelsea only. Final draft being agreed publication date extended to October 2003
	Development of "models of good practice" library on intranet for promoting / promulgating good practice	Commander Bray	April 2003 onwards	Publishing and dissemination of good practice
<b>3.3 Co-ordination</b>				
	Attendance at ACPO quarterly Drugs Committee Meetings to contribute and agree on ACPO Policy.	Commander Bray	April 2003 onwards	Identify actions or best practice for implementation in MPS to deliver the MPS Drugs Strategy 2003/2006
	Attendance at the ACPO Tactical Drugs Group sub working party meetings (Chair of this group reports to the full ACPO Drugs Committee)	Det Superintendent Drugs Directorate	April 2003 onwards	To assist in developing and the implementation of ACPO Strategic Tactical plans/actions in the MPS
	Attend and participate with Greater London Alcohol and Drugs Alliance (GLADA)	Det Superintendent Drugs Directorate	April 2003 onwards	Minutes/actions of GLADA meetings.
	Establish mechanism for consistent media messages regarding drugs related issues	Dan Maskell DPA	April 2003 onwards	Liaison meetings with Drugs Directorate ACPO lead DPA formally update drugs strategic committee on issues. Protocol for informal briefings between DPA and Drugs Directorate in place.

## OBJECTIVE 4

***“To engage in intelligence led activity with local partners to ensure an effective problem solving approach to drug related problems affecting communities”.***

TASKS	ACTIVITIES	LEAD RESPONSIBILITY	TIMESCALES	MEASURE PROGRESS
4.1 Intelligence and problem solving				
<b>Facilitate intelligence sharing to support problem solving</b>	Development of protocols to share information with DATs	Commander Bray	September 2003	Development of protocol DATs incorporated into CDRP data sharing protocols
	To continue to support the existing or development of multi-agency drug related problem solving, e.g. operation lilac, Dalston Project, D2W project	Commander Bray	April 2003 onwards	Update Strategic Drugs Committee
<b>Participation with DATs</b>	Ensure appropriate and effective participation with DATs Joint Commissioning Panel	Commander Bray	April 2003 onwards	Appropriate allocation of treatment funding. Appropriate support for ARS. AR funding negotiated with Home Office
4.2 Diversion				
<b>Support of arrest referral schemes</b>	Ensure ARS co-ordinated across London	Commander Bray	April 2003 onwards	Increase numbers referred entering treatment AR PI's now collected and monitored direct by NTA and published to Boroughs through Drugs Directorate
	Monitor and review performance of ARS.	Commander Bray	April 2003 onwards	Production of performance information and analysis of performance data by South Bank University, every four months. First data published in June 2003

TASKS	ACTIVITIES	LEAD RESPONSIBILITY	TIMESCALES	MEASURE PROGRESS
	Dissemination of data and performance to Boroughs.	Commander Bray	April 2003 onwards	Maintenance or severance of contracts.
	Support Home Office evaluation	Commander Bray	May 2003	Publication of evaluation. Draft evaluation with Home Office – awaits revised publication date
<b>Develop diversionary responses for young people.</b>	Continue to support and monitor Young Persons Arrest Referral Scheme in Lewisham.	Commander Bray	August 2003	Completion of pilot August 2003.
	Evaluate outcome of scheme.	Commander Bray	September 2003	Publication of evaluation. Home office have now extended scheme to 10 national sites ( Southwark, Camden and Newham in MPS) as part of CJIP. National guidance is in final draft. Pilot due to report April 2006

### **Criminal Justice Intervention Programme (high crime areas)**

A £46.2 million package of measures for the 30 OCU's most affected by drug related crime in the UK was announced in January 2003.

#### **12 of the 30 UK highest BOCU's are in the Metropolitan Police.**

The OCU's are Lambeth, Camden, Southwark, Haringey, Waltham Forest, Newham, Hackney, Ealing, City of Westminster, Islington, Tower Hamlets, and Wandsworth.

#### **Funding is intended to help provide:**

- Pre-arrest initiatives to target persistent drug users before they commit crime. The main thrust of pre arrest initiatives is to target the most prolific offenders before they are arrested, or they leave prison and steer them into treatment.
- Extending Drug testing facilities in custody suites in high crime areas. i.e. charged with a trigger offence, aged over 18, being tested and referred to arrest referral worker.
- A 50 per cent increase in the availability of Drug Treatment and Testing Orders. Courts being made aware of every offender's drug testing result to inform bail and sentencing decisions within the framework of the bail act
- Enhanced arrest referral. This will include the immediate provision of interventions to engage with drug misusers.
- New aftercare and through care services for those leaving prison and treatment.

The thirty areas were chosen on the basis that they have the highest acquisitive crime levels (that is burglary, theft, shoplifting, and other drug-related offences) those crimes most associated with drug misuse. The funding is intended to increase the drive to get offenders with drug problems into treatment and away from a life of crime.

#### **Arrest Referral**

£19 million has been identified to support delivery of arrest referral across other OCUs in England and Wales; The MPS allocation from the Home Office is £1,922,400,80p (this includes 2.25% inflation). The MPS has renewed contracts in each Borough, the uplift for funding will not be met from the Home Office, the shortfall will be met from the current MPS arrest referral allocation.

#### **Extending Compulsory Drug Testing, potential cost to MPS (estimate only)**

Testing machines are approximately (£1,375 each), and each custody suite will require one, the total cost will depend on how many custody suites there are at the 12 OCU's in London. Testing kits cost £9.17 each, Approximately

20% of arrest in OCU's will be trigger offences, equating to about 50, 000 arrests per annum. Therefore estimated cost will be in region of £485,000 per annum; the Home Office will fund this.

### **Training**

Officers will need to be trained to a suitable level of competence. Training costs £600 per session (8 officers), cost about £19,000 per OCU. Training will be undertaken locally and provided by COZART, a Home Office approved company,

The Home Office is funding the recruitment and training of civilian detention officers to carry out the drug testing on the identified sites Initial selection procedures have identified potential candidates for the predicted 120 vacancies.

### **Commander Paddick now leads on the project management of the recruitment, selection and management**

### **3. High Crack Areas**

In addition to the intervention programme the Home Office announced 37 OCU's in the UK as being High Crack Areas (HCA). There is an expectation that these OCUs will address the issues arising from the national crack plan to reduce the availability of crack on the OCU. There is no additional funding for HCA unless they are not included in the criminal justice intervention programme, then they will be allocated an extra £35,000 per OCU.

### **16 of the 37 High Crack Areas are in the MPS**

HCA areas are: Brent, Camden, Croydon, Hackney, Hammersmith & Fulham, Haringey, Islington, Kensington & Chelsea, Lambeth, Lewisham, Newham, Southwark, Tower Hamlets, Waltham Forest, Wandsworth, City of Westminster.

### **Selection criteria for a HCA**

Drug Action Teams have been assisted by Home Office to assess the scale of crack use in their area. Their assessment and rationale for selecting a HCA have been set using the following indicators

- A significant number of individuals in treatment, as measured by the National Drug Treatment Monitoring System;
- The numbers of people arrested by the police and tested testing positive for cocaine or crack;
- The percentage assessed by arrest referral workers with cocaine or crack problems;
- The amount of people arrested for cocaine or crack supply offences;
- The volume of seizure of crack;
- The volume of acquisitive crime;

- The presence amongst the DAT population of risk indicators that included;
- The presence of a street sex market or markets; and
- Presence on the Government deprivation indices. .

**PAN LONDON  
CRACK COCAINE  
ACTION PLAN**

**PLANNING AND PREPARATION**

<b>Activity</b>	<b>Development</b>	<b>Consideration</b>
Force wide strategic assessment on crack markets and associated criminality.	<ul style="list-style-type: none"> <li>• Provide strategic overview of supply mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• The inclusion of crack cocaine in local strategies</li> </ul>
Plan to tackle the Crack Market	<ul style="list-style-type: none"> <li>• Commitment from key players: Senior Management – Police/ Local Authority.</li> <li>• Development of police team to include:               <ul style="list-style-type: none"> <li>• SMT lead</li> <li>• Drugs focus desk</li> <li>• Financial investigation</li> <li>• Problem solving CPDA</li> <li>• Territorial Policing liaison</li> </ul> </li> </ul>	<p>The developing plan should include:</p> <ul style="list-style-type: none"> <li>• Involvement of DAT Co-ordinator</li> <li>• Community liaison</li> <li>• Housing management consultation and liaison</li> <li>• Development of protocols</li> <li>• Requires understanding of the roles of other agencies</li> <li>• Engagement with local Drug Services to include dialogue with outreach workers</li> <li>• Dialogue with ARS manager</li> <li>• Information flow from local authority workers e.g. caretakers, community wardens vehicle removals (Must be two way)</li> <li>• MPS Traffic wardens provide added value</li> </ul>

Activity	Development	Consideration
<p>Understand the market Managing the intelligence</p>	<p>Intelligence sources</p> <ul style="list-style-type: none"> <li>• CHIS</li> <li>• Arrestee debriefs</li> <li>• Post conviction (General market patterns)</li> <li>• Local officers</li> <li>• NCIS Cocaine and developing crack cocaine desks</li> <li>• Links with HMCE; Immigration Service</li> <li>• Operation Trident</li> <li>• Monitoring CCTV</li> <li>• Local Drug Agencies</li> <li>• CDRP data</li> </ul>	<ul style="list-style-type: none"> <li>• Production of local intelligence picture and threat assessment including:</li> <li>• Identification and understanding of markets: Free; Open; and Closed</li> <li>• Who is selling</li> <li>• How are they selling</li> <li>• Who is buying</li> <li>• What sustains and supports the market</li> </ul>
<p>Obtaining community information and support</p>	<ul style="list-style-type: none"> <li>• Crimestoppers</li> <li>• Publicity campaigns</li> <li>• Visible police contact</li> <li>• Mobile Police Station</li> <li>• Communication of good news stories</li> </ul>	<ul style="list-style-type: none"> <li>• Crime Managers ensure Crimestoppers intelligence actioned and developed in a timely fashion; publicise local successes.</li> <li>• Increased flow of community intelligence</li> </ul>
<p>Engaging partners to support local action</p>	<ul style="list-style-type: none"> <li>• Social services</li> <li>• Housing management</li> <li>• Arrest referral/drug agencies</li> <li>• Cleansing department</li> <li>• Vehicle removals</li> </ul>	<ul style="list-style-type: none"> <li>• Partners prepared to support activity once planned.</li> <li>• Identify funding streams to support activity</li> </ul>

Activity	Development	Consideration
Identify other related work/strategies	<ul style="list-style-type: none"> <li>• Action against crack markets needs to be aligned to local regeneration plans</li> <li>• DAT plans</li> <li>• CDRP plans</li> <li>• Local Authority/environmental plans</li> <li>• Housing Policy /Legal teams</li> </ul>	<ul style="list-style-type: none"> <li>• Policing can aid regeneration and visa versa.</li> <li>• Neighbourhood renewal can fund additional CCTV, neighbourhood warden scheme, leading to increased intelligence, local confidence etc.</li> <li>• Further information in “Tackling Drugs and Neighbourhood renewal” Home Office Guide “2002”.</li> <li>• Focus for neighbourhoods to overcome wider social problems</li> <li>• Community satisfaction surveys</li> </ul>
Tackling stolen goods market	<ul style="list-style-type: none"> <li>• Mapping stolen goods market</li> <li>• Work with legal markets e.g. Book keeping inspection at Cash Converters</li> <li>• Target illegal market:</li> <li>• Source led; surveillance; CCTV assisting targeted stops</li> </ul>	<ul style="list-style-type: none"> <li>• The drugs market cannot be tackled in isolation.</li> <li>• Significant amount of illicit drugs trade is funded by shoplifting and burglary.</li> <li>• Theft subsequent exchange will occur locally</li> <li>• Importance of property marking.</li> </ul>

<b>Activity</b>	<b>Development</b>	<b>Consideration</b>
Systems for impact analysis	<ul style="list-style-type: none"><li>• Effective community liaison (General discussion; need for local action; provide overview of likely tactics/intervention)</li><li>• Identify specific triggers for disorder</li><li>• Identify potential locations for reaction</li><li>• Identify individuals/groups who may instigate disorder</li></ul>	<ul style="list-style-type: none"><li>• Feedback from the community.</li></ul>

## ENFORCEMENT TACTICS

Type of market	Response	Considerations
<p>Crack House:</p> <p>Where is it; who uses it; how does it work?</p>	<ul style="list-style-type: none"> <li>• Research / surveillance /source information</li> <li>• Risk assess</li> <li>• SO19 requirement?</li> <li>• Enter / rapid entry/ technical support</li> <li>• Search warrant</li> <li>• Arrest/search teams/forensic support</li> <li>• Drug/paraphernalia/asset seizure</li> <li>• Availability of arrest referral workers</li> <li>• Investigate</li> <li>• Civil controls: close with Council/ Landlord</li> <li>• Promptly boarded/"Sitexed"/closure notice</li> <li>• Maintain presence for return to normality</li> <li>• Comprehensive debriefs</li> </ul>	<ul style="list-style-type: none"> <li>• Displacement from surrounding OCU's</li> <li>• Prioritise action on basis of activity/intel/ guns/prom nom involved/damage to community etc</li> <li>• Vulnerable tenant support</li> <li>• A poster displayed on premises describing exactly what has taken place.</li> <li>• Approach to landlords: Social/private encourage co-operation</li> <li>• Use of Section 8(d) M.D.A. 1971</li> <li>• ASBO's against tenant/visitors</li> <li>• Supply statements to LA legal department to support eviction etc.</li> <li>• Local information boards promoting police activity</li> <li>• Deployment of notices should follow community consultation.</li> <li>• Sustained activity if re-opens.</li> <li>• Reference to Home Office publication: "Drug Misuse in rented housing, a good practice guide 2002".</li> </ul> <p>Reference to Royal Borough of Kensington and Chelsea "Crack House Protocol".</p>
Type of market	Response	Considerations

<p style="text-align: center;">Street sales</p> <p>Who is selling; who is buying; environmental attraction; drug(s) supplied?</p>	<ul style="list-style-type: none"> <li>• Increased police monitoring of CCTV</li> <li>• Liaison with TP Test Purchase advisor re options for deployment</li> <li>• Conduct TP operation if authorised</li> <li>• HVP policing</li> <li>• Use of CCTV for directed stops</li> <li>• Deployment of mobile/temporary police station</li> <li>• Targeted Licensing visits</li> <li>• Joint Police/Local Authority Enforcement officers target businesses sympathetic/indifferent to dealers e.g. takeaways, betting shops, off licences</li> <li>• Traffic/enforcement officers target minicabs etc</li> <li>• Deploy ANPR</li> <li>• Comprehensive debriefs</li> </ul>	<ul style="list-style-type: none"> <li>• Intelligence gathered must reach CRIMINT</li> <li>• Importance of retaining the ground</li> <li>• Discourage the trade more generally</li> <li>• Re-assure the community e.g. Lambeth cards</li> <li>• Anticipate, monitor and negate displacement (see below)</li> <li>• Environmental targeting with cross agency enforcement i.e. Street cleaners, Graffiti removers, removals.</li> <li>• Deployment of PC with vehicle removals in “confrontational areas”</li> <li>• Agreement with LA re fast time response to removals/paraphernalia/graffiti etc</li> <li>• Deployment of range of initiatives concentrated on small area has large impact.</li> </ul>
Type of market	Response	Considerations

<p style="text-align: center;">Closed</p>	<ul style="list-style-type: none"> <li>• Intelligence should identify principles and networks</li> <li>• CHIS intelligence vital</li> <li>• Lifestyle surveillance</li> <li>• Financial intelligence</li> <li>• Customer base</li> <li>• Means of delivery</li> <li>• Warehousing</li> <li>• Technical support</li> </ul>	<ul style="list-style-type: none"> <li>• Requires support of local senior management ie significant resource commitment to instigate first stage of investigation.</li> <li>• Initial development may identify Cross border criminal(s)</li> <li>• Use forensic escalator</li> <li>• Liase with Territorial Policing additional support</li> <li>• Forward to MPS Tasking and Co-ordinating Group</li> <li>• Deployment of central resources</li> <li>• Use of media to promote success; exposes criminals that community may think untouchable.</li> </ul>
<p style="text-align: center;">Controlled deliveries</p>	<p style="text-align: center;">Requires detail</p>	

Type of market	Response	Considerations
Sex workers associated with crack market	<ul style="list-style-type: none"> <li>• Target prostitutes;</li> <li>• Identify pimps</li> <li>• Obtain ASBO's</li> <li>• Target Kerb crawlers</li> <li>• Identify environmental measures to disrupt trade e.g. traffic calming</li> </ul>	<ul style="list-style-type: none"> <li>• Addicted sex workers tend to be heavy users.</li> <li>• Focus activity in the vicinity of specific market being targeted.</li> <li>• Intimate search provision</li> <li>• Pimps more dominant in crack markets</li> <li>• Development of interventions to offer alternatives; outreach service; access to primary care and harm reduction; housing; drop-in centre – builds trust/intelligence flow.</li> </ul>
Arrest/prisoner process	<ul style="list-style-type: none"> <li>• Well resourced arrest/processing team</li> <li>• Section 18 searches</li> <li>• Review of CCTV</li> <li>• Interview</li> <li>• Source Unit support</li> <li>• Bail objection/officer to attend court</li> <li>• Commitment to post charge investigation e.g. financial</li> </ul>	<ul style="list-style-type: none"> <li>• Account for drugs prior to laboratory submission; number and weight of rocks. Include on CRIS drug screen. Can be amended post analysis.</li> <li>• Develop CJU team to support crack action</li> <li>• Engage with the CPS</li> <li>• Engage with the court: ensure that sentencing practice does not conflict with enforcement activity</li> </ul>

## HARM REDUCTION MEASURES

Activity	Development	Consideration
<p>Reducing demand after enforcement action</p>	<ul style="list-style-type: none"> <li>• Gap in the market</li> <li>• Dealers slow to move in</li> <li>• Users unsure where to buy</li>   <li>• Possible price rise</li> <li>• More likely away from larger markets</li> <li>• Fear of arrest and exposure can deter users</li> </ul>	<ul style="list-style-type: none"> <li>• Drugs service availability may motivate users into treatment at vulnerable point.</li> <li>• Services should be:</li>   <li>• Proactive through outreach</li> <li>• Flexible and responsive to need – fast appointments</li> <li>• Motivational and welcoming</li> <li>• Nearby.</li>   <li>• Requires considerable budget. Police must be prepared to work with treatment services to give sufficient notice of operation to provide capacity.</li>   <li>• This approach is most effective with heroin markets. Although no substitute drug available should be considered in crack markets</li> </ul>

Activity	Development	Consideration
Arrest referral workers	<ul style="list-style-type: none"> <li>• Liaison with ARS manager to ensure that workers are available to coincide with operation</li> <li>• Custody officers briefed to ensure that service is offered assertively.</li> </ul>	<ul style="list-style-type: none"> <li>• Research/evaluation suggest that certain groups less likely to take up treatment after leaving custody. These include:</li> <li>• Sex workers</li> <li>• Those from ethnic minority backgrounds</li> <li>• Crack Users.</li> <li>• Highly skilled workers, good coverage and proactive work required to get this group into treatment.</li> </ul>
Persistent offender schemes	<ul style="list-style-type: none"> <li>• Police/Probation identify persons with drug related offending.</li> <li>• Supplemented with Police intelligence</li> <li>• Target offenders proactively to enter treatment</li> <li>• Supported with voluntary testing, housing, benefits, health etc</li> </ul>	<ul style="list-style-type: none"> <li>• Requires DAT support and commitment of senior management across the agencies to finance and resource</li> <li>• Crack treatment available but costly.</li> <li>• Police assist with supervision; eg home visits.</li> <li>• Tower project in Blackpool is model of good practice.</li> </ul>

Activity	Development	Consideration
Displacement	<ul style="list-style-type: none"> <li>• Anticipate displacement locally and create buffer zones; provide hostile environment in likely areas prior to proactive operation, gate alley ways, undertake clean up operations, ensure effective CCTV, the area is effectively lit,</li> <li>• HVP/licensing visits etc</li> </ul>	<ul style="list-style-type: none"> <li>• Displacement can be a positive e.g. market pushed further away from transport connections; users have to travel further to make purchase and are more exposed.</li> <li>• Closing crack houses in established sex markets disrupt prostitutes supply.</li> <li>• Market takes time to re-establish and sustained activity will weaken the market</li> </ul>
Designing out crack markets	<ul style="list-style-type: none"> <li>• Identify design features that protect dealers; e.g. street furniture obscuring CCTV. shops with alcoves in frontage, unprotected yards or enclosures, poor lighting</li> <li>• Commitment to broken windows policy ie graffiti removal, rubbish collection, lighting repair</li> </ul>	<ul style="list-style-type: none"> <li>• Police/local authority partnership support of town centre managers vital.</li> <li>• Identify funding streams to support work.</li> <li>• Can make the difference with small businesses without capital for projects</li> <li>• Attractive areas increase community confidence have opposite effect for dealers and users</li> <li>• Monitor and challenge ineffective Local Authority response</li> </ul>

## EDUCATION

Activity	Development	Consideration
Effective contribution to an education programme	<ul style="list-style-type: none"><li>• All young people to receive drug awareness programmes in schools and other youth settings</li><li>• Identify young people as being vulnerable to crack misuse</li></ul>	<ul style="list-style-type: none"><li>• Monitor police input to drug education</li><li>• Trained police officers delivering a drug prevention/harm reduction message</li><li>• Provide a police input to vulnerable young people in appropriate settings.</li><li>•</li></ul>

## MISCELLANEOUS ISSUES

Activity	Development	Consideration
Media	<ul style="list-style-type: none"> <li>Utilize local press</li> </ul>	<ul style="list-style-type: none"> <li>Involvement of local DPA</li> </ul>
Officer training needs	<ul style="list-style-type: none"> <li>Rapid entry</li> <li>POLSA ½ day for search teams</li> <li>Purchase of Kevlar blankets to facilitate entry; broken window etc.</li> </ul>	<ul style="list-style-type: none"> <li>Properly trained officer provide more effective entry and thorough searches during operational phase.</li> </ul>
Effective systems for financial management	<ul style="list-style-type: none"> <li>Allocate CARMS codes for specific activity e.g. arrests, prisoner processing HVP, Licensing visits.</li> </ul>	<ul style="list-style-type: none"> <li>Allows better measurement of success.</li> <li>Where using other funding schemes e.g. CAD monies provide accurate financial information when completing Home Office returns.</li> <li>Lambeth model provides example of excellent practice.</li> </ul>