



**METROPOLITAN
POLICE**

Working together for a safer London

Metropolitan Police Service

DRAFT

Serious Violence Strategy

2007 – 2009

To Reduce Serious Violence in
London

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Foreword

TO BE SIGNED BY AC TP AND AC SCD

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INTRODUCTION

The MPS Serious Violence Strategy has a simple aim, 'to reduce serious violence in London'.

The delivery of the strategy is complex, as is the nature of serious violence in London. It cannot be delivered by the MPS alone and requires full involvement from other partners within the public and private sector as well as local and central government. Together we need to continue to build upon a problem solving approach joining the disciplines and resources from across London, with shared understanding, to deliver enduring solutions for individuals and communities.

In the MPS we will deliver our contribution through genuine partnership and internally through cross-business group working to address the complexities and inter-relationships of serious violence¹. The simple aim of reducing serious violence in London is supported by a simple approach focusing upon the most violent offenders, vulnerable victims and dangerous places.

Our intelligence systems, centrally through the Metropolitan Intelligence Bureau (MIB) and locally within Boroughs Intelligence Units (BIUs) and other Operational Command Units will utilise standard systems and processes. We will build upon existing good practice to access information held by our partners and similarly share our information with them. A proactive and regular intelligence review locally and centrally, underpinned by risk assessment, will identify the most violent offenders, vulnerable victims and dangerous locations. Based upon that analysis, we will prioritise our actions and resources, with partners, to solve problems and deliver appropriate solutions.

The MPS Serious Violence Strategy sets in place a framework for addressing serious violence that enables a coordinated and effective response incorporating Reassurance, Intelligence, Prevention and Enforcement (RIPE). The importance of victims and prevention of repeat victimisation is integral to the RIPE approach. The Code of Practice for Victims came into force in April 2006 and replaced the Victims Charter. The new Code introduces distinct levels of service for vulnerable victims requiring a contact within one working day and for all other victims in five working days. The MPS has prioritized compliance with the Code.

Individual business groups are already resourced to progress significant operations to combat serious violence. There has already been considerable success. In addition corporate assets are utilised on a daily basis in support of operations. This strategy enables the MPS to consider the prioritisation of serious violence when progressing operations locally, at daily management meetings, in business groups and corporately.

Serious violence is defined in this strategy as the offences of homicide, rape or other serious sexual assault and grievous bodily harm. We will focus on three key catalysts, often linked to violent offences, which impact on victims, offenders and locations. They are drugs, alcohol and mental health. We share the public concern as to the use of weapons in serious violent attacks and therefore weapon enabled serious violence, focusing on guns and knives, is an underpinning theme in the strategy.

¹ MPS Corporate Strategic Assessment



The aim will be focused in two distinct areas:

Interpersonal Serious Violence. This is ordinarily associated with public protection/family protection. In the main, individuals are known to each other through familial contact and/or through previous/current physical, emotional or personal relationships.

Public Place Serious Violence. There is evidence that much public place violence involves parties known to each other notably peer groups, gangs and criminal networks. The public place definition also enables the MPS to monitor lone offender and stranger attacks and to conduct geographic profiling.

A Serious Violence Strategy Board chaired by Commander Violent Crime Directorate (VCD) and Commander Organised Crime and Criminal Networks (OC and CN) will drive and co-ordinate the varied strands of this strategy. The Board will meet monthly or more regularly if required.

Tackling serious violence in all its forms will require the board to operationalise the strategy, and to deliver on performance in crime reduction. The board will receive intelligence products from the MIB and local BIUs which identify the most violent offenders, vulnerable victims and dangerous places. This information will be used in conjunction with updates from operational leads to monitor MPS performance against the Serious Violence Strategy and associated action plans. It will monitor significant operations and where necessary advise strand leads. The board will be integral to ensuring that cross business group working, whether tasked by business group or through corporate tasking, is effective, timely and that best practice is shared across the MPS and with partners.

The board will work in accordance with the principles set out in the Serious Violence Strategy. Problem solving, engagement and partnership will be core agenda items. This will link through MPS borough commanders to local chief executives, local strategic partnerships, crime and disorder reduction partnerships and Local Area Agreements.

The MPS is a key member of the London Community Safety Partnership (LCSP) and of its working groups, including the London Youth Crime Prevention Board (LYCPB) the Guns, Gangs and Weapons Reduction Board and the Anti-Social Behaviour Board. These forums provide a strong base upon which to continue to build a problem-solving approach to serious violence in London with partner agencies and communities.

PERFORMANCE FRAMEWORK

Awaits Performance Framework. Work is in progress through Commander Performance Directorate to set out the MPS performance framework for the Serious Violence Strategy. This will be influenced by ongoing work in the Treasury in relation to Public Service Agreements and through the Home Office in relation to the Assessment for Policing and Community Safety (APACS).



PARTNERSHIP

The Metropolitan Police Service (MPS) is committed to working in partnership with agencies across public and private sectors. To deliver the MPS Serious Violence Strategy, to reduce serious violence in London, we must share the effort. The MPS alone cannot achieve this aim. Our investment in Safer Neighbourhood Teams in every ward across London creates a unique framework for understanding serious violence. We will use this framework as one of our cornerstones to work with communities and partners to identify local problems of serious violence and deliver local solutions effectively.

This strategy demonstrates the MPS commitment to working with partner agencies across all sectors and addressing the needs of London's communities. In delivering the MPS Serious Violence Strategy existing MPS governance structures, multi-agency structures and associated mechanisms need to be engaged fully.

The progression and delivery of this comprehensive strategy will be conducted through an existing network of engagement structures and advisors. However, the holistic approach to tackling serious violence in London set out in this strategy indicates a need to review the network of engagement and advisors. These will be reviewed in consultation with partners as part of this developing approach.

Operational delivery must evolve to meet evolving challenges and patterns of serious violence. Its progression will occur through open consultation with our partners across London and locally in accordance with our Community Engagement Strategy², supported by the Diversity and Citizen Focus Directorate. A basic operating principle of community involvement, consultation and joint working will be utilised. When significant action has been taken we will use best practice to communicate as soon as possible, face to face, through local meetings with communities and partners as well through local media.

The most challenging element for the MPS and our partners is a continued shift in resourcing and thinking towards problem solving and designing out crime. As we aim to protect our young people who increasingly appear to have a disproportionate representation as both perpetrators and victims of serious violence, we need to identify local youth engagement schemes that are effective. Effectiveness means fewer young people involved in serious violence as offenders and victims as well as young people feeling safe within their community. This requires strong management and evaluation to ensure limited resources achieve maximum benefit.

The MPS has had many successes in this area and acknowledges the importance of communities and partners in identifying problems, agreeing solutions and taking action. Across London we wish to see a local approach but also one which uses the power of our capital city and its governance structures, together with the voluntary sector, to deliver long-term solutions to reduce serious violence.

Pan London successes such as Operation Sapphire (investigating sexual offences) and Operation Trident (tackling gun crime) have raised awareness and used long-term prevention successes delivered with partners across central/local government and with the voluntary and community sectors. The approach deals robustly with offenders, supports vulnerable victims and makes local places safer.

² MPA & MPS Community Engagement Strategy 2006-2009



The aim of this strategy, to reduce serious violence in London, will have the following key outcomes:

- 1. Reduce the incidence of Homicide**
- 2. Reduce the incidence of Grevious Bodily Harm (GBH)**
- 3. Reduce weapon-enabled serious violence**
- 4. Encourage the reporting of serious sexual offences**
- 5. Improve the criminal justice outcomes for rape**
- 6. Reduce the involvement of young people under 20, as victims or offenders in serious violence**
- 7. Improve the quality of police responses to serious violence through identifying and managing risk with partners**

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We will deliver our strategic aims with eight work strands, under the governance of a Serious Violence Strategy Board

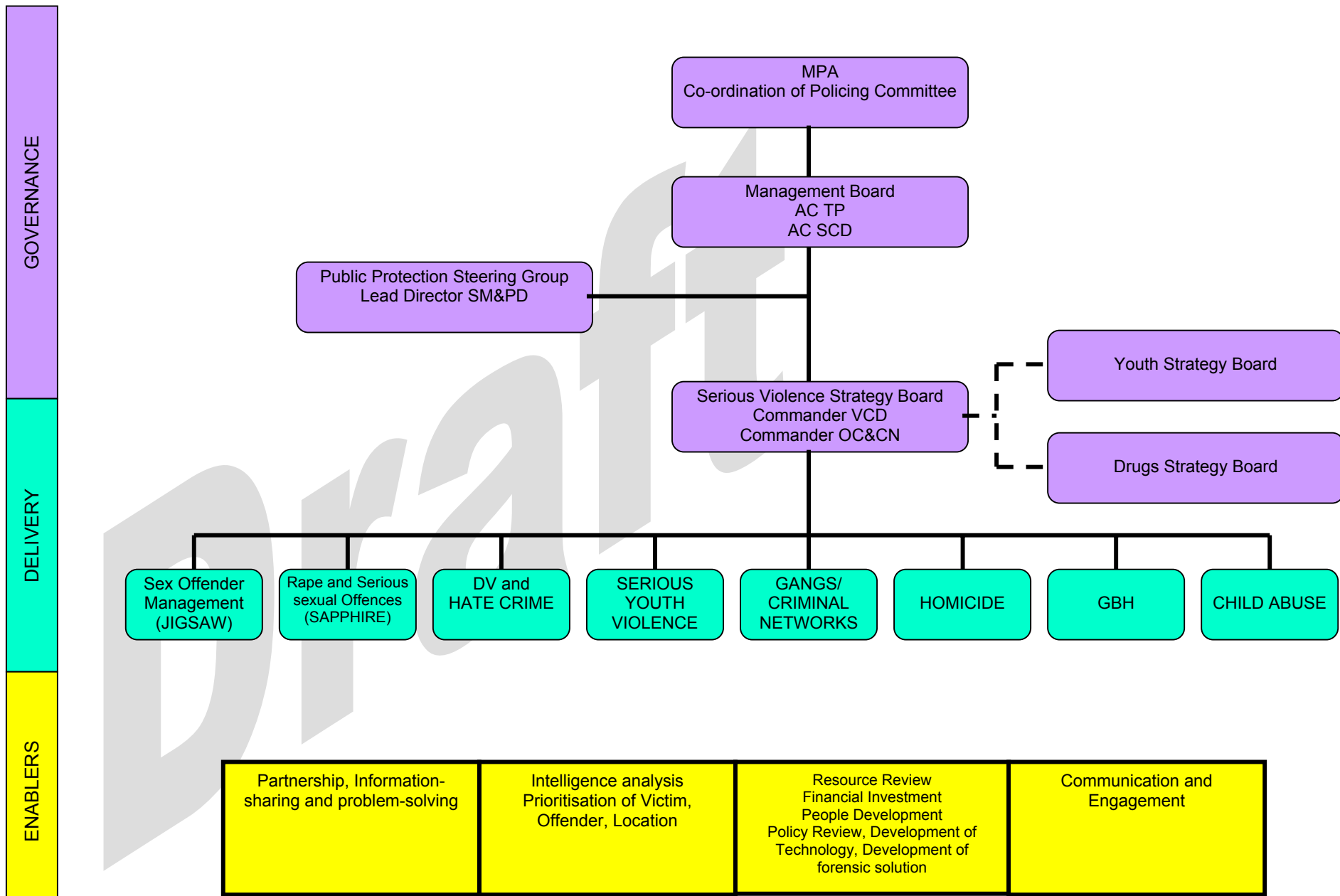
Serious Violence Strategy workstrands:

- 1. Sex Offender Management (Operation Jigsaw)**
- 2. Investigation of rape and serious sexual offences (Operation Sapphire)**
- 3. Domestic Violence (DV)/Hate Crime (Community Safety Unit)**
- 4. Serious Youth Violence**
- 5. Gangs/Criminal Networks**
- 6. Homicide**
- 7. Grievous Bodily Harm (GBH)**
- 8. Child Abuse with a focus on homicide, GBH, rape and serious sexual offences.**

These strands will be underpinned and enabled by:

- **Information sharing and intelligence analysis**
- **Prioritisation of the most serious violent offenders, vulnerable victims and dangerous places**
- **Development of an overarching partnership framework for tackling serious violence with an emphasis on problem solving**
- **Development of national and local targets for reducing violence**
- **Implementation of Every Child Matters**
- **MPS Youth Strategy**
- **MPS Drugs Strategy**
- **MPS Mental Health Project Team**
- **National Alcohol Strategy**
- **Communication and Engagement with communities and partners**

A wide range of multi-agency partnership activities will support all strategic objectives. As an ongoing process activities will be identified following consultation with agencies and community groups.



Cross-Cutting Themes

The themes of Drugs, Alcohol and Mental Health are cross-cutting themes for this strategy. They can be catalysts for perpetrators of serious violence, victims of serious violence and places of serious violence. This strategy will ensure that all eight strands of work consider the contribution of Drugs, Alcohol and Mental Health to serious violence and use existing strategies and best practice, in combination with the MPS Serious Violence Strategy, to reduce serious violence in London.

Drugs

Reducing the harm caused by drugs is one of the government's top priorities. The MPS Drugs Strategy for 2007-2010, has been developed to provide clear direction on how the police service in London intends to deliver its responsibility for tackling the problem of illicit drugs in the capital.³

The MPS Drugs Strategy 2007-10⁴ has two main aims, which in summary are to 'reduce the demand for and tackle the supply of illegal drugs'. Both of these concepts are underpinned by the requirement to reduce harm caused by those involved in the use and supply of drugs.

The illegal drugs trade impacts across many areas of MPS business. Analysis of the problem has shown evidence of its impact in the areas of organised criminal networks, gangs, youth crime, antisocial behaviour, violent crime, vice, and money laundering.

We recognise that there is a level of drug criminality that acts either as a causal or facilitating agent for other serious violence or acquisitive crime. Drugs may drive acquisitive crime such as burglary, robbery and vehicle crime as evidenced by the Drug Interventions Programme (DIP). Drugs misuse has been identified as a factor⁵ in 61% of PPOs⁶ criminality: alternatively it may facilitate crime as found in the use of drugs to control prostitutes.

Drug trafficking activities and subsequent disputes over territory are known to result in violence between gangs or criminal networks that wish to control the huge profits from this business.

Alcohol

The night-time economy has seen dramatic growth over the last 2 decades with a corresponding rise in alcohol use. Consumption has risen dramatically among the potentially vulnerable: children and young people. The current climate is one of reduced regulation and increased availability (24 hour drinking) under the Licensing Act 2003. The price of alcohol is at a low, whilst there is an unprecedented choice designed and marketed to appeal to the younger end of the market.

The latest British Crime Survey identifies that in 44% of all violent crime the victim identifies that the offender has been drinking alcohol. It is well documented that alcohol is a dis-inhibitor. Individuals who have been drinking will not only act in a way they may not otherwise, but importantly the dis-inhibiting effect of alcohol makes it much more

³ MPS Drugs Strategy 2007-10

⁴ MPS Drugs Strategy 2007-10 was launched on 19th June 2007. Full report available on Drugs Directorate intranet site.

⁵ Early findings from the Prolific and Other Offenders Evaluation, Home Office Development Report - 46, 2005.

⁶ Prolific and Priority Offender



likely that any violent incident will result in serious injury as individuals are more likely to resort to extreme violence.

Particular areas of concern are the vulnerability of women to sexual assault and rape when drinking excessively. The role of alcohol in homicide, domestic violence and hate crime is well documented. More young people are drinking, and drinking more, than ever before and due to the rise in so called binge drinking are also subject to chaotic lifestyles caused by problem drinking in the home.

Social and economic changes coupled with changes to town centre night time economies have led to a proliferation of High Volume Vertical Drinkers (HVVD's), using premises which will often accommodate up to 2,000 young people drinking heavily. These place a significant burden on the transport infrastructure as well as public services late into the night. The combination of alcohol and friction caused by these factors often spills over into violent confrontation, serious assault and Homicide. Nightclubs can become the focus of gang related confrontations, especially concerning music genres and promotions.

The only long-term solution to alcohol related crime is to change the heavy drinking culture prevalent in the UK. This can only be achieved through significant investment from government in health and education and enhanced partnership between the major stakeholders, the police, NHS, local authorities and licensing trade itself.

Mental Health

The vast majority of those who have mental health problems during their lives are non-violent and law-abiding. They often suffer harm rather than being perpetrators of harm. The inclusion of mental health in this strategy has a focus on victimology far more than perpetrator.

There are homicides linked directly to mental health causes that occur every year in London⁷, many attracting widespread press coverage. The MPS recognises that the policing responses to mental health present specific challenges where the views and experience of partners are of particular benefit.

Our vision is to work with our partners in health services to deliver a policing service that meets the needs of our communities when dealing with any mental health related issues. Through partnership working and information sharing via Multi-Agency Public Protection Arrangements (MAPPA), treatment, and prosecution when appropriate, we will ensure the individual is aware of their behaviour, diagnosed and treated appropriately to stop offending or re offending. Prevention is at the top of our agenda.⁸

Through linking with the MPS Mental Health Project and partnership working we will ensure that the impact of mental health on all strands of the Serious Violence Strategy is considered.

⁷ Source SCD 1

⁸ Strategy for policing Mental Health



Weapon-Enabled Serious Violence

The theme of weapon-enabled serious violence underpins all the offence categories in the Serious Violence Strategy.

Guns

The majority of guns seized by police are handguns of various kinds, around a fifth of which are capable of firing real ammunition. There appears to be a growing interest in more powerful weapons considered to have higher status. This is linked to a growing subculture, which glamorises firearms. Some youths take photographs of themselves with guns on their mobile phones, posting them on internet sites.

A worrying feature is that those carrying guns capable of firing real ammunition, are getting younger and in some cases this has been as low as fourteen years old.

There are various circumstances under which guns may come into the possession of young people for example: held by other family members or stored at home or lent to them by others for a specific task such as to protect their commodities such as drugs. Youths are known to transport or store guns for older contacts.

Youths carrying realistic air weapons can be very young. This contributes to an acceptance of the carrying of guns in London streets and homes amongst young people. It is therefore necessary to tackle both the 'real' and 'imitation' carriage of guns to impact on the gun culture as a whole. It is likely that the majority of reported gun crime where guns are seen and/or used as a threat involves 'imitation' weapons, but the fear of victims is very real.

The MPS with strategic partners in the 5 boroughs in South East London is developing an operation to reduce the number of imitation firearms and associated non-lethal firearms on the streets. This will be delivered in early 2008.

The MPS MIB has created a guns focus desk that will assess all aspects of the threat presented to London by firearms. This assessment will provide for the continuing development of both strategic and tactical options to make London safer.

Knives

Operation Blunt is the MPS response to knife enabled crime in London. A dedicated unit develops and co-ordinates tactical responses with Borough Command Units and strategic external partnerships to tackle knife enabled crime in London. These include ongoing work with the Homerton Hospital, Crimestoppers, and local education authorities.

Operation Blunt already utilises a National Intelligence Model-based intelligence, prevention, enforcement and partnership approach to combat knife crime and reassure communities. It provides a menu of tactics to support borough initiatives, principally on the 12 boroughs with the highest levels of knife-enabled crime. This delivers regular pan-MPS knife crime initiatives. Operation Blunt developed guidelines for tackling knife related crime that has been adopted by the Home Office for use by all forces in England and Wales.

Strand 1: Sex Offender Management (JIGSAW)

Lead: Detective Chief Superintendent Violent Crime Directorate

Each of the 32 London boroughs and the City of London Police have their own Multi-Agency Public Protection Panels (MAPPA), which are responsible for identifying, assessing and managing those offenders deemed to be sexual or violent in nature and who pose the greatest risk of harm to the community. These are established under the Criminal Justice Act 2003 which places a duty upon the police, probation and prison services to manage such individuals.

In June 2007 there were 5159 offenders managed in London under the MAPPA arrangements. This number has been increasing at a rate slightly above the national average, but in line with expectations. Police engage with partners to ensure that robust risk management plans are in place and that these plans are supported. This has been a highly innovative and successful area of joint working and information-sharing.

A range of activities take place including proactive police operations which can result in the offender being recalled to prison or civil orders such as Sex Offences Prevention Orders (SOPO) being applied for. In the last year there have been increases in the number of SOPO applications and there was a 100% increase in the number of prosecutions for breach of notification requirements.

If an individual is convicted of a relevant offence abroad UK police will apply for a Notification Order. This order compels the offender to register as a sex offender within 3 days of returning to the UK. The central Sex Offender Management Team (Jigsaw) then meet with the individual at their port of entry to ensure compliance with the order.

The management of people convicted of violent or sexual offences within the MPS has been improved by Standard Operating Procedures (SOPs) that were developed by the Central Sex Offender Management Team (Jigsaw). Staff deliver MAPPA training across the agencies as part of the programme co-ordinated by the London Strategic Management Board (SMB) training sub-group. Together these give staff in local borough Jigsaw teams clarity and reassurance in relation to their role, providing comprehensive guidance on the management of offenders who fall within the remit of MAPPA. The MPS SOP has informed the draft national guidance and the central team have engaged with the Home Office regarding the planning of legislation to deal with uncooperative offenders.

The National Policing Improvement Agency (NPIA) has commissioned work to develop a national risk assessment management tool for violent offenders. The MPS has piloted borough-based Risk Assessment Management Panels (RAMPs) to complement the work of local MAPPA. We will work with the NPIA to develop a process that enables all partners to contribute effectively to the management of the most dangerous people.



Strand 2: Rape and Serious Sexual Offences (Sapphire)

Lead: Detective Chief Superintendent Violent Crime Directorate

Sexual violence is one of the most damaging crimes in our society. These crimes represent a violation, which can have significant consequences for health and well-being. Victims deserve the highest standards of care and quality of investigation. The MPS appreciates the importance of tackling these most serious crimes and protecting the public from dangerous and violent offenders.

Project Sapphire commenced in 2001 with the dual aim of improving victim care and the investigation of rape. Through the MPS partnership with the National Health Service, London now has three Havens (Sexual Assault Referral Centres) providing the highest standards of clinical care and forensic examinations. The service offers victim the option of accessing other services without reporting to police.

In the area of investigation we have seen the establishment of specialist Sapphire Teams on all London Boroughs. A central project team supports them with responsibility for managing performance, policy and partnership. The formation of the Cold Case Team, working in partnership with the MPS Directorate of Forensic Services and forensic providers has resulted in significant successes. Together they have developed pioneering methods in evidence retrieval and have supported investigators in training sexual offences forensic practitioners. These combined efforts have resulted in the rise from a sanctioned detection rate of 22% in 2001 to 33% for the year 2006/7.

Sapphire work with the Met Intelligence Bureau (MIB) to review high-risk areas of rape investigation. Links between domestic violence, offender management and missing persons enquiries are highlighted and high-risk areas identified. The central units for each of the public protection disciplines of hate crime, rape, offender management and missing persons are co-located to improve cross-flows of intelligence and promote joint working. This process is being mirrored across London where possible.

The need to improve the criminal justice response to rape is highlighted in the MPS Rape Review 2005/2007⁹ and HMIC/HMCPSP Thematic Review of Rape Investigations – “Without Consent” 2007.

The HMIC “Without Consent” report highlighted areas of good practice in the MPS. Some MPS good practice formed the basis of HMIC recommendations to other forces. These included the central audit of “No Crimes”, establishment of formal review processes in investigations and the management of specially trained officers (SOITs in London). HMIC found there were two key areas for development which are the training of front line officers and working together with the Crown Prosecution Service (CPS) to build cases.

The need to bring all agencies together to tackle sexual violence is demonstrated in the Cross Government Action Plan on Sexual Violence and Abuse – April 2007 and will result in national performance indicators being introduced for 2008/9.

The recommendations coming from these reports and the associated action plans will focus the work of the Violent Crime Directorate Sapphire Team and Havens Service over the next 2 years, under the MPS Serious Violence Strategy.

⁹ A Review of Rape Investigation in the MPS (Nov 2005) , Prof Betsy Stanko,DCI Dave Osborn, DAC Brian Paddick; The attrition of rape allegations in London: A Review (Jan 2007), Professor Betsy Stanko



Strand 3: Domestic Violence and Hate Crime

Lead: Detective Chief Superintendent Violent Crime Directorate

The challenge of managing the critical areas of domestic violence (DV) and hate crime is crucial if the MPS and its partners are to maintain the confidence of all the diverse communities in London. It is important to recognise the damaging effects that these crimes can have on victims, families and communities. It is essential that the response continues to be co-ordinated with partners to reflect the specific issues that challenge all communities, and some minority communities more particularly.

The MPS aims to identify and take effective action to combat hate crime in all its forms. We believe that by taking robust action against perpetrators, supporting and recognising the needs of victims, and working in partnership with external support agencies, we can make the lives of those suffering hate crime safer, protect their families (as defined by them), their communities and prevent re-victimisation.

In the development of policies and practices, the MPS engages, internally and externally, with organisations and individuals representing lesbian, gay, bisexual and transgender (LGBT) people, people with disabilities, and people and organisations relating to the race, faith, age and gender strands. Successful partnership work at a strategic level is the key to continuing improvement across the four distinct strands of hate crime which involve race, faith, LGBT and disability issues.

It is essential for the MPS to identify, understand and address any issues of disproportionality. There are established monitoring and review processes in place to identify emerging issues relating to minority communities and to address them appropriately. We will continually improve our engagement with all communities to obtain and retain their confidence with police and other criminal justice agencies.

Issues relating to domestic violence within LGBT relationships have been identified and consultation has had a positive effect on the way the MPS responds to such incidents.

In consultation with external and internal organisations disability targeted hate crime has been identified as an area that needs an improved response. As a result of this, changes to the way such crimes are recorded, identified and investigated are being developed in the MPS.

Responses to adult abuse in the form of domestic violence and non family carer abuse are being developed with external organisations to ensure that some of the most vulnerable victims are protected and perpetrators are held accountable.

DV and hate crime account for a significant volume of violent crime within London. Though DV crime is reducing in volume it still accounts for 54,746 crimes a year and hate crime accounts for 9,976. These areas of crime cut across all social, economic, gender, religious and ethnic boundaries. The care of the primary, secondary and tertiary victims is fundamental. The MPS achieved the highest recorded sanctioned detection rate for DV and hate crime for the financial year 2006/07.

The MPS has worked with strategic DV partners through Project UMBRA including partnership with the Mayor of London's DV Strategy and the London Criminal Justice Board. It has developed a co-ordinated response to prevent DV incidents and reduced the DV homicide rate. We continue to hold perpetrators to account through the criminal justice system and have developed victim support with partners.



The MPS has implemented a pan-London risk assessment and safety management process, and developed information sharing protocols. At present we are working to implement the development of Multi Agency Risk Assessment Conferences (MARACs) and the more sophisticated use of intelligence systems, via MIB, to pro-actively target prolific and dangerous offenders.

The MPS are also developing strategies to manage the increasing incidence of violence in the name of so-called honour (HBV). The abuse of vulnerable adults including the elderly and children as victims of DV under the 'Every Child Matters' government initiative are other areas of work.

The Violent Crime Directorate central delivery team proactively monitors current performance undertaking daily, weekly, monthly and tri-monthly reviews to ensure compliance across both the DV and hate crime portfolio. This has helped to deliver the current upward trends of increased arrest rates and increased sanctioned detections whilst ensuring reductions in homicide (the last years reduction being the highest for 5 years), seriousness and repeat victimisation.

The MPS is currently developing the role of both LGBT and hate crime liaison officers. These officers will provide a bespoke and high level of service to victims, their families and their communities.

The Racial and Violent Crime Task Force (RVCTF) continues to focus on our most violent and harmful offenders in the arena of DV and hate crime. It has had considerable success in bringing offenders to justice over several years. In support of this strategy it will continue to focus on this area of operations and in addition support the MPS response to serious youth violence detailed in this strategy.

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Strand 4: Serious Youth Violence

Lead: Detective Chief Superintendent Violent Crime Directorate

The MPS will shortly publish its Youth Strategy. A specific strand within that strategy will focus upon serious youth violence¹⁰. 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 sharing of information, intelligence and analysis is most relevant here. Problem solving and partnership working, particularly in relation to youth engagement and diversion, is most important.

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 and local partners operate jointly on the streets of London with young people and enhancing their awareness of diversionary schemes. We will work jointly to deliver personal safety messages. 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.

Operation Curb has been launched to deliver the Youth Violence Strand in the MPS Youth Strategy and is also incorporated in the MPS Violence Strategy. The focus will be on serious violent offenders and vulnerable victims under the age of 20. Operation Curb involves all 32 Territorial Policing borough command units in London, supported by Central Operations and the Serious Crime Directorate.

It is intended that every borough will form Youth Engagement Teams that will comprise uniform officers working alongside local authority and/or voluntary workers. Their primary purpose is to talk with young people on the streets and where they gather, including liaison with safer neighbourhood teams in order to identify serious violent young people and those at risk of becoming involved in serious youth violence. Whilst there will be an operational focus to deal robustly with offenders or precursor offences to serious violence, their primary purpose is to better understand the issues and set in place the appropriate diversion schemes to encourage young people away from violence.

The intelligence gathered from the Youth Engagement Teams 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 formation of the MPS Youth Violence Operations Group, chaired by Commander Violent Crime Directorate, to co-ordinate operational intelligence and enforcement delivery across business groups will assist in reducing serious violent crime.

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 activity.

¹⁰ MPS Youth Violence Strategy

Strand 5: Gangs/Criminal Networks

**Joint Lead: Detective Chief Superintendent Violent Crime
Directorate / Specialist Crime Directorate**

Offenders can be tackled by addressing criminal networks and gangs, rather than crime types. It accords with current government thinking and allows the MPS to work across business groups to deliver key performance across the board. The significance of this new way of working is reflected in its position as one of the seven strategic priorities for the MPS. The Criminal Networks Prioritisation Matrix, managed by the MIB, is the methodology for assessing the level of harm caused by these networks (and gangs), and ensuring resources are targeted towards those causing the greatest level of harm to neighbourhoods and communities.

The MPS is developing a model of intervention to target gangs and criminal networks; this involves a focussed multi agency approach to disrupting these groups, using enforcement, intervention and prevention. The model uses a victim, offender, location approach to identifying and targeting those areas where we can have the most effective impact.

SCD have developed a disruption process that allows the impact of police activity on reducing harm caused by criminal networks and gangs to be measured. Last year 172 criminal networks were disrupted and this number will significantly increase in 2007/8. A phased roll out of the Prioritisation Matrix and the disruption process to all business groups is underway. This is a key component to tackling those gangs and criminal networks causing the most harm, and ensuring that the MPS is able to measure the impact. One of its main benefits is the flexibility it provides – it can be used to rapidly adapt to changing threats and priorities.

The London Community Safety Partners (LCSP) Gun, Gangs and Weapons Reduction Board provide a strategic forum to engage partners¹¹ and to ensure co-ordination of respective projects. Through this forum the MPS assist the voluntary sector in developing and supporting effective programs to reduce gun, gang and weapon offences.

The criminal activity of most gangs/criminal networks is cross-border, at local and wider levels. SCD manage a criminal networks prioritisation meeting that also considers gangs. The VCD are creating a gangs and weapon focus desk to help improve data standards and compliance by boroughs in respect of gang intelligence. The gangs focus desk will also help boroughs identify cross-border activity and work with them to develop operational responses to tackle the most serious offending.

The MPS will continue to work with partners to collate and share intelligence regarding those involved in gangs and criminal networks to develop our understanding and inform our tactical response. We will identify those young people most at risk of becoming involved in serious violence associated with gangs and criminal networks and ensure appropriate interventions are delivered to prevent this.

Further research and analysis of risk factors and successful interventions in the escalation from minor anti-social behaviour to more serious violent offending will be conducted. This is critical to long term success.

¹¹ Members include Government Office for London, Greater London Authority, Home Office, Department for Education and Skills, Health, Youth Justice Board, Victim Support, MPA, Prisons and Probation

Strand 6: Homicide

Lead: Detective Chief Superintendent Specialist Crime Directorate

The current structure for homicide investigation in the MPS has been developed as a result of two distinct drivers:

- the failed investigation into the murder of Stephen Lawrence
- an HMIC inspection into homicide investigation, 2000.

These drivers led to the formation of Major Investigation Teams (MIT's) and, in 2006, the creation of a pan-London Homicide and Serious Crime Command. The Child Abuse Investigation Command (CAIC) and Operation Trident retain separate responsibility for the investigation of intra-familial child deaths and the murder of black victims by black suspects involving the use of firearms respectively. Commander Homicide is the recognised head of profession for homicide investigation in London, ensuring corporate standards, information-sharing and the dissemination of lessons learned.

The Homicide and Serious Crime Command has recently had its terms of reference widened, and responsibilities include; all murder, manslaughter and infanticide offences; attempted murder, where the evidence of intent is unambiguous; high risk missing persons where there is reason to suspect a life has been taken or is under threat; linked series of stranger rapes; other critical incidents. This command retains the strategic lead for homicide investigation through Commander Homicide, who represents the MPS at London, national, and international homicide working groups.

The area of child death has been subject to public scrutiny recently following high profile cases. The CAIC Major Investigation Team have developed a position of national excellence in responding to the complex investigative needs of child death.

The death of a child requires a multi-agency approach and CAIC MITs continue to work closely with the Local Safeguarding Children Boards and other partners where a serious case review is to be completed. Over the coming year CAIC will play a key role in the development of Child Death Review Teams, a requirement from the latest version of 'Working Together To Safeguard Children'¹².

One of the most worrying trends over recent years is the commission of Trident offences by younger suspects who do not fit the traditional Trident profile. There has been a steady decrease in the age of suspects, with 54 teenagers, one being only 14 years of age, being charged with Trident murders or shootings over the past two years. Similarly there has been an increase in younger Trident victims, with the peak age being 19, the same as that of suspects. In fact in 2006, 31% of Trident victims were under the age of 20.

One of the major issues when investigating Trident homicides is the reluctance of both victims and witnesses to provide evidence, and especially to substantiate this evidence in court for fear of reprisal from the suspects.

¹² A guide to inter-agency working to safeguard and promote the welfare of children. HM government 2006



Strand 7: Greivous Bodily Harm (GBH)

Lead: Detective Chief Superintendent Violent Crime Directorate

Greivous Bodily Harm (GBH) involves serious physical harm to individuals including wounding. It can occur within the home in circumstances of domestic violence and child abuse. The MPS, supported by partners, has had significant success in improving our response to victims and bringing offenders to justice. We have invested heavily in training our front-line officers to understand the risk associated with such violence and to intercede proactively to protect vulnerable people.

There is increasing evidence of serious violence occurring on our streets, often associated with alcohol-related violence and/or gang attacks. Boroughs are already working with local authorities and the licensing trade utilising best practice from the National Alcohol Strategy. Many such offences could easily be a homicide but for the excellent response from paramedics and the health service.

An MPS review of investigations into GBH has been commissioned. The review will identify best practice and areas for development. Within the public protection wing of the Violent Crime Directorate a serious violence team has been created. This team will have responsibility for monitoring all GBH investigations conducted by borough teams. The team will ensure compliance with a new standard operating procedure (SOP), offer advice where needed and have the capacity to review processes and individual investigations. The SOP will include specific guidance on victim support, particularly those who seek to withdraw allegations for fear of reprisals, and greater use of forensic techniques.

Work on investigating serious violence needs to be completed in consultation with the MPS Homicide Command. This will ensure that potential fatalities are investigated to standard protocols that can link to the work of major investigation teams. This work will have to be reviewed in relation to the London homicide manual.

The MPS will use the current processes for management of public protection business. This will include establishing clear links between intelligence, investigation/enforcement and prevention. Guidance to Boroughs will ensure that the most dangerous offenders are managed effectively. In addition to this the team will conduct reviews examining the quality of investigations and management systems.

The primary purpose is to reduce GBH and this will include designing out crime. Excellent examples already exist in Central London and those boroughs with a significant night time economy. Initiatives such as training door staff, improving transport and availability, but also robust monitoring of drinking on premises all play their part in reducing the likelihood of serious violence.



Strand 8: Child Abuse

Lead: Detective Chief Superintendent Child Abuse Investigation Command

The Child Abuse Investigation Command (CAIC) was founded in July 2000, working with partners to protect children from serious harm, investigate offences of child abuse and homicide and to disrupt the activities of paedophiles. The CAIC has developed a team of experienced child abuse investigators working with partner agency professionals and a greater understanding of the aggravating factors associated with violence towards children leading to sexual offences, serious assault, neglect and cruelty.

The MPS will continue to work closely with partners to make more effective and earlier interventions to protect children from harm and to secure the confidence of communities and victims to enable them to report crimes against children. This includes maximising opportunities to disrupt the activities of potentially dangerous individuals operating both within the home in the extended carer context, or via the media of internet and mobile telephones.

The MPS will ensure that information relevant to the protection of children from serious violence, and the identification and management of potentially dangerous offenders, is effectively shared across the organisation and with partners. Information will be acted upon to prevent serious harm, increase the reporting of crimes against children, hold those responsible to account and enhance our understanding of serious crimes against children.

The MPS together with partners, will continue to learn from incident reviews in order to understand how better to safeguard children and influence the development of prevention and education programmes. The MPS will encourage effective early intervention programmes with the aim of fostering effective parenting. It will continue to support preventative programmes in schools, through Safer Neighbourhood and Safer Schools Officers. The MPS will work with communities to help reinforce the responsibility of us all towards protecting society's most vulnerable victims.

Further developing our understanding of the complexity of child abuse is vital to reduce the true incidence of abuse. Deprivation and domestic violence have long been associated with child abuse and serious violence. The internet has increase the range, volume and accessibility of sexually abusive imagery of children and offenders have adapted to access victims within the technological world of social networking sites and chat rooms.

The MPS will continue to work with Local Safeguarding Children Boards to identify high-risk locations in London and implement a problem solving approach. Consideration will be given to the diverse and varied communities in London and their different needs, when encouraging access to services. Education initiatives will be tailored to communities' needs, taking factors such as language, faith and cultural beliefs into account.

MPS staff will continue to attend and contribute to initial and review child protection case conferences, ensuring early joint intervention with families where serious risks are identified and an effective assessment and intervention plan agreed to counter the threats posed to children.

Greater consideration will be given to children in a home who may be at risk as a result of their environment and the individuals/activities to which they are exposed. The MPS will continue to engage with children and survivor organisations from all of London's communities to provide ongoing support to divert children from repeat victimisation or a cycle of offending in later life.



The MPS will maintain its focus on bringing offenders to justice and preventing the most serious of crimes, whilst promoting an increase in crime reporting. Attrition rates for offences against children at court are a challenge for the MPS and victims and witnesses will receive additional support.

The MPS believes that the welfare of children and young people is paramount and will help victims to deal with the effects of the crime they have endured, throughout the investigation and once the investigation is complete.

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The Table below sets out how the Strands and Success Measures are connected and provides an overview of the aims and objectives for each strand. Separate action plans are being delivered for each Strand.

Strand	Success Measures	Aim	Objectives <i>[Performance Targets will be included within the Strand Action Plans]</i>
Sex Offender Management (Jigsaw)	Management of the level of risk posed to London's Communities by MAPPA offenders.	<p>To reduce the risk level posed by MAPPA offenders in London's Communities by;</p> <ul style="list-style-type: none"> • Delivering support, co-ordination and professionalism in the field of Multi-Agency Public Protection activity with partner agencies. • Ensuring the MPS is compliant with its statutory requirements detailed within the Sexual Offences and Criminal Justice Acts 2003. 	<p><i>Intelligence</i></p> <ul style="list-style-type: none"> • To improve information / intelligence sharing between SCD5, Jigsaw and PPU's. Year 1 • To maintain security and develop standards for the ViSOR database Year 1& 2 <p><i>Prevention</i></p> <ul style="list-style-type: none"> • To contribute to multi-agency training for police and criminal justice partners. Year 1 • To develop protocols and effectively deal with convicted offenders deported to the UK. Year1 • In partnership develop an enhanced risk assessment model. Year 1 <p><i>Enforcement</i></p> <ul style="list-style-type: none"> • To provide assistance and leadership to BOCUs in relation to serious further offending and Level 3 (very high risk) cases Year 1&2 • To monitor BOCU performance and compliance with policy Year1&2 <p><i>Reassurance</i></p> <ul style="list-style-type: none"> • Raise awareness and understanding in the community and outside agencies concerning MAPPA in London. Year 1&2 • Produce the MAPPA Annual Report in conjunction with partner agencies. Year 1&2

<p>Rape and Serious Sexual Offences (Sapphire)</p>	<p>Encourage the reporting of serious sexual offences and increasing the conviction rate for rape</p>	<p>Improving victim care and the investigation of rape by: -</p> <p>Continuing to develop and improve the service delivered to victims of serious sexual offences working with LCJB and other stakeholders.</p>	<p>This forms part of SPI 1 Satisfaction of Victims of violent crime & SPI 2 Confidence in Policing.</p> <p><i>Reassurance and Prevention</i></p> <p>Year 1</p> <ul style="list-style-type: none"> • Increase the reporting of serious sexual offences and bring more offenders to justice working with LCJB partners • Through The Havens Strategic Board promote access to services through option of self referral • Support The Haven Strategic Board in the development of services targeted at hard to reach groups • Improved engagement with organisations within the field of caring for victims of sexual offences at local level. <p>Year 2</p> <ul style="list-style-type: none"> • Develop rape awareness/engagement media campaign <p><i>Enforcement</i></p> <p>Year 1</p> <ul style="list-style-type: none"> • Introduce minimum model for Sapphire unit on every BOCU • Narrow the performance gap on boroughs in respect of Sanction Detection and OBTJ by improving the weakest performance relating to serious sexual offences • Introduce guidance and training for first response officers when dealing with initial investigation of serious sexual assaults
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			<ul style="list-style-type: none">• With the Crime Academy reviewing the Sexual Offences Investigative Techniques (SOIT) in response to the extension in the provisions under section 27 (video recorded evidence-in-chief) of the Youth Justice and Criminal Evidence Act 1999 (“the Act”) concerning complainants in sexual crimes.• Review Standard Operating Procedures (SOPs) for the Investigation of Rape and Serious Sexual Assaults in line with ACPO Guidance <p>Year 2</p> <ul style="list-style-type: none">• Introduction of SPOC desk on each BOCU for Every Child Matters (ECM) referrals and where appropriate Child Abuse through Sexual Exploitation (CATSE) <p><i>Intelligence</i></p> <p>Year 1</p> <ul style="list-style-type: none">• Develop Intelligence on sex offenders operating across BOCUs <p>Year 2</p> <ul style="list-style-type: none">• Develop a clear understanding of domestic violence, rape and dangerousness <p>Forms part of the broader OBTJ and SD Critical Performance Areas</p> <p><i>Enforcement</i></p> <p>Year 1</p> <ul style="list-style-type: none">• Reinforce minimum model for Sapphire unit on every BOCU• Introduce guidance and training for first response officers when dealing with initial investigation of serious sexual assaults
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			<ul style="list-style-type: none"> • Continue to enhance investigating officer and SOIT capability through training seminars. • Review Standard Operating Procedures (SOPs) for the Investigation of Rape and Serious Sexual Assaults in line with ACPO Guidance • Through Forensic Services Command Unit training Forensic Practitioners to the standard of Sexual Offences Liaison Officers increasing the forensic capability. • Continue to develop our partnership with the LCJB. • Working in partnership with the CPS to ensure specialist training and accreditation for Specialist Rape Lawyers • Increase the reporting of serious sexual offences and bring more offenders to justice • Narrow the performance gap on boroughs in respect of Sanction Detection and OBJT by improving the weakest performance • The continued central auditing of CRI and No Crime classifications • To ensure review processes are complied with for the investigation of Rape • Monitoring of Case Disposal through Sapphire Case Tracking
DV/Hate Crime	<p>Volume of the reporting of Domestic Violence & Hate Crime.</p> <p>Sanction Detection Rates</p>	<p>Hold Perpetrators of Domestic Violence and Hate Crime to Account</p> <p>Reduce the instances of Domestic Violence and Hate Crime against victims</p>	<p style="text-align: center;"><u>Year 1</u></p> <p><i>Reassurance</i></p> <ul style="list-style-type: none"> • All boroughs to develop Repeat Victimisation Strategy

	<p>Charging Level Rates</p> <p>Domestic Violence Arrest Rate (SPI8a)</p> <p>Reduction in repeat victimisation levels</p> <p>Reduction in serious offences levels</p> <p>Reduction in homicide Levels</p> <p>Offenders Brought To Justice for Domestic Violence and Hate Crime</p>	<p>Ensure victims of Domestic Violence and Hate Crime receive the best possible service through partnership working</p> <p>Ensure safety of victims and their children</p> <p>Ensure minority communities are appropriately protected from Hate Crime</p> <p>Ensure a consistent level of service across all communities and minimise any disproportionality issues</p> <p>Continue to build trust and confidence with all communities to report incidents to police.</p>	<ul style="list-style-type: none"> • Appoint regional LGBT liaison officer co-ordinators • Professionalise the role of all liaison officers across the equality strands • Develop manual of guidance for liaison officers • Develop media strategy to inform newly arrived communities about MPS responses and services available in relation to DV. • Publication of policy relating to MPS employees as victims of DV or serious sexual offences. <p><i>Intelligence</i></p> <ul style="list-style-type: none"> • Ensure that all boroughs have an information sharing protocol with their respective hate crime co-ordinators • Develop, in conjunction with the Diversity and Citizen Focus Directorate, a Third Party Reporting strategy (DCFD to lead) • Work in partnership to support the Met Intelligence Bureau to provide appropriate intelligence in response to critical events (e.g. Theseus and Seagram) to inform tactical deployments • Form a Vulnerable Adult Abuse working group with a view to develop police response. • Continue to work with MIB to develop intelligence products to identify repeat victims and high-risk perpetrators. Disseminate good practice to Borough BIUs. • Ensure DV is included within focus desk for violence and sex offences in Borough BIUs • Targeting of high-risk DV perpetrators by
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			<p>Boroughs assisted by proactive assets for relevant cross border cases.</p> <ul style="list-style-type: none"> • Increased training and usage of intelligence database search engines. • DV murder review guidance to be reviewed and developed with IT based storage. <p><i>Prevention</i></p> <ul style="list-style-type: none"> • All boroughs to develop Repeat Victimisation Strategy • Inform Crime and Control Strategy Meetings of critical performance issues in relation to Domestic Violence and Hate Crime <p><i>Enforcement</i></p> <ul style="list-style-type: none"> • Develop a corporate hate crime strategy for the MPS • Ensure consistent qualitative training to front line staff, secondary investigators and other relevant stakeholders, both internal and external • Review the current Domestic Violence, Hate Crime and Vulnerable Adult Abuse policies to ensure new learning and emerging findings are incorporated particularly in areas of FM, HBV, Disabled people, LGBT and older persons . • Monitor ethnicity of victim, suspects and accused persons to identify and address any disproportionality issues • Develop corporate strategy for forced marriage and honour based violence • Ensure compliance with positive action policy. <p>Scrutinise Borough performance through the following</p>
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			<p>methods:</p> <ul style="list-style-type: none"> • Compliance and improvement with SPI8a (arrest rates) • Compliance and improvement with sanction detection rates • Improvement in repeat victimisation rates • Ensure risk identification, assessment and management processes are compliant with MPS SPECSS+ model. • High risk cases to be subject of MARAC (multi agency risk assessment conference) • MPA DV Board to hold Boroughs accountable for performance and other service delivery • Ensure that existing training for DV is compliant with ACPO guidelines and continue to make provision for training • Accessibility of knowledge products to be improved through available resources i.e. intranet, internet, aide memoirs, CSU website. <p style="text-align: center;"><u>Year 2</u></p> <p><i>Reassurance</i></p> <ul style="list-style-type: none"> • Ensure all boroughs develop a cohesive community engagement strategy • Develop a Domestic Violence victims satisfaction survey process • Ensure all boroughs have independent DV advocates, preferably co-located within the CSU <p><i>Intelligence</i></p> <ul style="list-style-type: none"> • Review the IT database systems with a view to reducing double keying
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			<ul style="list-style-type: none">• Develop an effective case tracking system for Domestic Violence and Hate Crime <p><i>Prevention</i></p> <ul style="list-style-type: none">• Ensure that all boroughs have in place an intelligence focus desk to identify and address Domestic Violence and Hate Crime risks• Corporate information sharing protocols for DV in place across MPS boroughs• Develop work on 'successful outcomes' (i.e. consideration for safety where case is discontinued at court)• Develop media strategies to address disproportionality• To improve service delivery and co-ordinated community response through project UMBRA.• Further development of FJCs and SDVCs across London in partnership <p><i>Enforcement</i></p> <ul style="list-style-type: none">• Development of Performance Management Structures incorporating responsibility for achieving performance indicators, staffing levels and accountability of borough Senior Management Teams to the Commander Violent Crime Directorate
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<p>Serious Youth Violence</p>	<p>Less violent crime committed on young people</p> <p><i>Op Blunt:</i> Reduction in the volume and level of harm to London's communities associated with knife-enabled crime</p>	<p>To tackle serious youth violence and reduce the risk of young people becoming victims and/or offenders</p> <p>The MPS recognises 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.</p> <p>To reduce the level, the fear and the harm of knife-enabled offences in London's communities by:</p> <ul style="list-style-type: none"> • Developing multi-agency intelligence processes to inform prevention and enforcement interventions. • Identifying and sharing good practice, maximising the effectiveness of resources available • Enhancing community & victim engagement and reassurance 	<p><i>Intelligence</i></p> <ul style="list-style-type: none"> • Monitoring and developing systems to provide knife enable crime intelligence both at BOCU and Pan-London level – Year 1 • Identifying and develop problem-solving profiles on key offenders and locations – Year 1 • To develop intelligence on gangs who use knives and other weapons unlawfully – Year 2 • Explore level 2 activity in respect of knives – Year 1 • Work with local partners, health and education to establish protocols for access to information – Year 1 • Implement the Protocols – Year 2 • DOI to actively pursue a technology based solution to the identification of persons carrying knives – Year 1 <p><i>Enforcement</i></p> <ul style="list-style-type: none"> • To co-ordinate pan-London enforcement campaigns through the central tasking process – Year 1 • The creation of YET on each borough comprising uniform officers working with Local authority and voluntary sectors to diver young people from crime – Year 1 • To secure the commitment of London CJS (particularly the CPS and the Courts) – Year 2 • To work with other business groups to formulate best practice – Year 1 • To continue high profile proactive operations in high knife crime areas and also target key offenders – Yr 1 • Explore ways to restrict the supply of weapons from the Internet –Year 1 & Year 2 <p><i>Prevention</i></p> <ul style="list-style-type: none"> • Develop an effective Knife Crime IAG – Year 1 • Continue to explore ways in which Safer Neighbourhood Teams / Safer Schools officers can impact on knife related crime particularly in respect of
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			<p>impact on knife related crime particularly in respect of youth – Year 1 & Year 2</p> <ul style="list-style-type: none"> • Audit with partners of all youth diversion/engagement schemes across 32 boroughs – Year 1 <p><i>Reassurance</i></p> <ul style="list-style-type: none"> • Effective use of the media (Radio/TV/Newspapers)– Year 1 • To continue to develop external partnerships to tackle knife enabled crime with particular reference to young people • Consider a further pan-London weapons amnesty – Year 1 • To disrupt/dismantle gangs who use knives and other weapons unlawfully – Year 2 • To use the media effectively to publish the successes and reductions in knife enabled crime – Year 1
<p>Gangs/Criminal Networks</p>	<p>Reduction in the level of harm to London’s Communities associated by Gang and Criminal Network Activity</p>	<p>To disrupt those criminal networks and gangs causing harm to London’s communities by their involvement in serious violence and to reduce the level of fear in neighbourhoods and communities</p>	<p><i>Reassurance</i></p> <ul style="list-style-type: none"> • Ensure we have appropriate engagement with those communities most victimised by gangs and CNs – Year 1 & 2 • Increase confidence in police tackling CN and

		<p>communities</p>	<p>gangs by reducing the attrition rate of members through violence – Year 1 & 2</p> <ul style="list-style-type: none"> • Through the Gangs, Guns and Weapons Reduction Board we will; prevent gun, gang and weapon related crime; identify and share good practice; maximise the effectiveness of resources available; enhance community and victim engagement and reassurance and develop multi-agency intelligence processes to inform interventions – Year 1 & Year 2 <p><i>Intelligence</i></p> <ul style="list-style-type: none"> • Develop an intelligence requirement around the motivation of gangs/CNs, their initiation criteria, badges of honour, etc - Year 1 • Roll-out of the CN Prioritisation Matrix process across all business groups – Year 2 • To agree and communicate definitions for criminal networks and gangs, both internally and to partners (to be measured by use of the relevant flags) – Year 1 • Develop processes to share information and intelligence with partners to ensure we are targeting the most harmful groups Year 1 & 2 • Consider technology solutions to the identification of persons carrying guns – Year 1 & 2 • Develop forensic solutions in gun enabled crime – Year 1 & 2 <p><i>Prevention</i></p> <ul style="list-style-type: none"> • Further development of a risk assessment model for individuals alignment of the MAPPA and PPO process to those gang and CN members involved in serious violence – Year 1 & 2
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			<ul style="list-style-type: none"> • Develop an understanding of risk and protective factors for gang membership for all communities affected – Year 2 • Use risk and protective factors to inform regional and local programs. Evaluation of these programs and sharing of those that are successful – Year 1 • Further development and communication of education packages for young people about crime, violence and gang membership, including clear and unequivocal crime prevention advice to parents - Year 1 & 2 • Development of Mediation And Transformation Service in the Five Borough Project and wider Year 1 <p><i>Enforcement</i></p> <ul style="list-style-type: none"> • To disrupt criminal networks and gangs (increase in the number of disruptions, especially of those of involved in serious violence) – Year 1 • Ensure co-ordination of activity across business groups, and with partners, when targeting these groups – Year 2 • Develop a process/unit for identifying and targeting cross-border gangs/CN issues, including cross-border funding opportunities – Year 2 • Target the supply the ‘real’ firearms and the use of imitation firearms (reduction in gun-enabled crime, firearm seizures) – Year 1 & 2
Homicide	To achieve a detection rate of 85% homicide	To improve the efficiency and effectiveness of investigations conducted by SCD	<p><i>Reassurance</i></p> <ul style="list-style-type: none"> • Develop the witness relocation program in



	<p>investigation</p> <p>To achieve a conviction rate of 85% in Homicide investigations, to include convictions for manslaughter</p>	<p>conducted by SCD.</p> <p>To contribute to other corporate initiatives that focus on the reduction of homicides.</p>	<p>partnership with Boroughs and IAGs Year 1 & 2</p> <ul style="list-style-type: none"> • Contribute to relevant gold groups in respect of high-risk issues, murders and serious firearms offences – Year 1 • Develop and implement a media strategy to focus on community reassurance and engagement and promote our successes – Year 1 <p><i>Intelligence</i></p> <ul style="list-style-type: none"> • To undertake operational debriefs in 15% of all homicide investigations – Year 1 • To increase the number of criminal networks and gangs identified - Year 1 & 2 • To provide research, analysis and tactical choices on identified thematic groups – Year 1 & 2 • Support Safer Neighbourhood Teams to gather intelligence on men of violence and gun crime offenders, by providing intelligence requirements – Year 1 • To work with MIB to develop join up of intelligence from GBH and Above – Year 1 • Support anti-bureaucracy work on RIPA through ACPO Crime Business Group – Year 1 & 2 • To develop a technology solution with DOI to ensure intelligence on gangs held within HOLMES accounts is transferable to and useable on other corporate systems – Year 2 <p><i>Prevention</i></p> <ul style="list-style-type: none"> • To support a minimum of three projects/partnership initiatives to reduce homicide in identified thematic groups – Year 1 & 2
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			<ul style="list-style-type: none"> • Where a cash seizure takes place pursuant of an investigation, SCD1 FIU will respond within 48 hours. Target 100%. – Year 1 • The FIU will respond within 24 hours to cases where advice or assistance is requested by SIO/IO/MIT. Target 100%. – Year 1 • The MPS will play a key role in developing the Child Death Review Teams for London – Year 1 & 2 • The MPS will continue to develop partnership working with key agencies such as the Local Safeguarding Children Board – Year 1 & 2 <p><i>Enforcement</i></p> <ul style="list-style-type: none"> • To increase the number of criminal networks and gangs disrupted – Year 1 & 2 • Through the use of SARs target those who are supporting gun-enabled crime and seize the assets of those identified as being involved in shootings – Year 1 & 2 • Tackle emerging threats in order to prevent more serious violence in the future – Year 1 & 2 • Identify and bring to justice those involved in homicide – Year 1 & 2
GBH	Reducing the level of serious violence offences and increasing the detection rate for these offences	Reduce the incidence of GBH and other serious violence by:- <ul style="list-style-type: none"> • Continuing to develop our knowledge of the key drivers for the problem 	<p><i>Enforcement</i> Year 1</p> <ul style="list-style-type: none"> • Introduce Standard Operating Procedures and Service Delivery oversight for all GBH Investigations • Develop clear links between VCD and MIB to progress intelligence on GBH into prevention



		<ul style="list-style-type: none"> Continuing to develop our understanding of gang-related crime 	<p>and enforcement</p> <ul style="list-style-type: none"> Develop SOPs and data standards for all CRIMINT and CRIS regarding serious violence, guns and gangs <p>Year 2</p> <ul style="list-style-type: none"> Narrow the performance gap on boroughs in respect of Sanction Detection and OBTJ by improving the weakest performance relating to GBH and Other Serious Violence Improve Sanction Detection Rate for GBH <p>Year 1</p> <ul style="list-style-type: none"> In Partnership target criminal gangs involved in violence and behaviour that causes the greatest harm (e.g. 5 boroughs gang project in SE London, SCD7 Serious and Organised Crime OCU, Trident & Trafalgar) In partnership tackle group offending and its drivers <p>Year 1</p> <ul style="list-style-type: none"> Reduce serious VAP- especially in the most challenged wards <p><i>Reassurance Prevention Enforcement</i></p> <p>Year 1</p> <ul style="list-style-type: none"> In partnership continue to support the Service Delivery Public Protection units of Jigsaw, Compass, CSU, Sapphire In partnership continue to support the Service Delivery of Child Abuse Investigation Teams <p>Year 1-2</p> <ul style="list-style-type: none"> Brigading of public protection units on boroughs and the creation of BOCU BIU focus desks for
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			<p>public protection</p> <p><i>Intelligence</i> Year 1</p> <ul style="list-style-type: none"> • Develop information-sharing protocols with health and education – Year 1 • Implement protocols – Year 2 • Continued development of coordinated public protection Intelligence • Ensure clear links between TP and SCD & MIB Intelligence assets to progress intelligence on public protection into prevention and enforcement
Child Abuse	<p>Increase reporting of child abuse and therefore intelligence</p> <p>Utilise intelligence to prevent abuse</p>	<p>Increase community confidence to report child abuse:</p> <ul style="list-style-type: none"> • Support non government organisations (NGOs) in awareness campaigns • Community engagement through NGOs • Support Projects including Azure, Violet and Supplementary Schools • Improve data quality and standards • Maintain training <p>Apply existing information:</p> <ul style="list-style-type: none"> • Work with partner agencies and NGOs • Implement case review recommendations 	<p><i>Intelligence</i></p> <ul style="list-style-type: none"> • Develop multi agency intelligence with the London Safeguarding Children's Board – Year 1 • Ensure accurate reporting and compliance with the National Crime Recording Standards – Year 1 <p><i>Prevention</i></p> <ul style="list-style-type: none"> • Continued involvement in Multi-Agency Critical Incident Exercise (MACIE) Training Year 1 • Ensure the Intelligence Picture is representative of known demographics – Year 2 <p><i>Enforcement</i></p> <ul style="list-style-type: none"> • Analyse and enforce recommendations from serious case reviews and domestic violence murder reviews – Year 1 • Increase SD rate for GBH – Year 2 • 37% sanction detection rate for intrafamilial rape – Year 1 • 85% sanction detection rate for intrafamilial child homicide – Year 1 • Increase SD rate for Child Rape – Year 2



	<p>Effective outcomes for children</p>	<ul style="list-style-type: none">• Identify vulnerable children and support the introduction of protective services• Develop multi agency intelligence of children• Progress projects• Disseminate best practise <p>Reduce the incidence of abuse:</p> <ul style="list-style-type: none">• Bring offenders to justice• Work with partnership agencies in the best interest of the child• Utilise civil actions• Continue policing the Internet• Appropriate information sharing	<ul style="list-style-type: none">• Proactive disruption of 130 individuals with a sexual interest in children – Year 1• Contribution to the MPS network disruption target Year 1• DOI to develop technical solutions to combat organised paedophilia in consultation with CEOPS – Year 1 & 2. <p><i>Reassurance</i></p> <ul style="list-style-type: none">• To work with Safer neighbourhood teams and safer schools officers to deliver key awareness programmes in schools and with young people – Year 1 & 2
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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. Amongst the partners will be:

MPA

DFES

DCMS

DCLG

Home Office

London Councils

Ministry of Justice

GLA

CDRPs

PCTs

YJB

YOTs

MYAG

NHS

NPIA

Skills Council

Voluntary Sector

HMCS

HMIC

Prison Service

Probation Service

GOL

Guns, Gangs and Weapons Reduction Board

Women's Aid

Barnardo's

Save the Children

Strategic Health Authorities

SOCA

London Councils

London Community Safety Partnership (LCSP)

London Youth Crime Prevention Board (LYCPB)

Youth Justice Board (YJB)

London Criminal Justice Board (LCJB)

Victim Support Services (VSS)

Child Exploitation Online Protection (CEOP) Centre

Internet Watch Foundation (IWF)

Africans Unite Against Child Abuse (AFRUCA)

London Safeguarding Children Board

Local Safeguarding Children's Boards (LSCB)



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

Association of Directors of Children's Services

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

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Glossary of Terms

ACPO	Association of Chief Police Officers
CAIC	Child Abuse Investigation Command
ECM	Every Child Matters – Children Act 2004
LCSP	London Community Safety Partnership
LYCPB	London Youth Crime Prevention Board
NIM	National Intelligence Model
OCU	Operational Command Unit – Policing Area
YOT	Youth Offending Team

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