

Serious Group Violence & Knife Crime Strategy 2017-2021

V 0.1

Document Control

Document details

Name	Serious Group Violence and Knife Crime Strategy
Version number	V0.1
Status	Draft
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Approved by	Tba
Scheduled review date	Tba

Version history

Version	Change	Date	Dissemination
V0.1	Initial Draft	15.9.17	Internal
V0.2			
V0.3			
V0.4			
V0.5			

Approval history

Version	Change	Date	Approving body
V0.1	Initial draft	N/A	N/A
V0.2			
V0.3			
V0.4			
V0.5			

Equality analysis record

Date	Completed by	Review date

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1. Foreword

Thank you for reading the Serious Group Violence and Knife Crime Strategy for the London Borough of Havering.

This Serious Group Violence and Knife Crime Strategy has been produced on behalf of the Havering Community Safety Partnership. It sets out the plans and actions that the partnership aspires to as a result of the 2016 Serious Group Violence problem profile, which is an analysis of the risk, prevalence and harm of serious youth and group violence over the previous two years. It also takes into account the Mayor of London's 2017-2021 Police and Crime Plan, the Mayors 2017 Knife Crime Strategy and the Home Office report on Ending Gang Violence and Exploitation 2016. This strategy is the result of the focused analysis which sets out actions and recommendations for various partnership groups in respect of intelligence, prevention, intervention and enforcement.

The Havering Community Safety Partnership welcomes the support from the London Crime Reduction Board and the Mayor's Office for Policing and Crime (MOPAC), which see tackling knives, gangs and group violence as some of its main priorities, and understands the need to develop and coordinate responses at a regional level in light of gang member migration and cross-border identified hotspot areas.

We look forward to our continued working in conjunction with the Mayor's Office for Policing and Crime to ensure this strategy is fully implemented.

Andrew Blake Herbert
Chief Executive
London Borough of Havering
Chair of the HCSP

Jason Gwillim
Borough Commander
Havering Police
Vice Chair of the HCSP

2. Executive summary

In November 2011 the cross-government Ending Gang and Youth Violence (EGYV) report was published, identifying 29 areas nationally deemed to be facing the biggest challenges in relation to youth violence. Havering was not in receipt of any EGYV funding due to its lower levels of serious youth violence. However, since the publication there has been inward migration of gang members and offenders involved in serious youth violence to Havering. In 2014 Havering borough was the third largest importer of gang members identified by the Metropolitan Police Trident Gang Crime Command matrix. Although Havering does not receive any additional funding to tackle gang and youth violence, in 2014 it was added to the list of EGYV boroughs to reflect the ongoing change.

In the past year we have merged with Redbridge and Barking & Dagenham to form a new police Tri-Borough Gangs Unit, this has enabled us to target the highest risk known gang nominals across all three boroughs. We have also continued to monitor and target the individuals locally who are classed as lower level gang nominals, involved in serious violence and group offending through the Serious Youth Violence panel.

Since April 2014, through MOPAC funding we have developed prevention and intervention initiatives. These initiatives have been used to 1) reduce the flow of young people who become involved in serious group violence and knife crime and 2) deter and divert young people at-risk or on the periphery of serious group violence.

Havering has aligned its strategic aims with those set out in the regional (MOPAC and London Crime Reduction Board) and national (Ending Gang Violence and Exploitation) strategic ambitions with a focus on:

- Tackling knife crime and gangs
- Early intervention for those on the periphery of crime
- Protecting and safeguarding our children (from exploitation & county lines)

The key actions of this strategy are included in an action plan which focuses on prevention, intervention, enforcement and intelligence, and information sharing. This strategy will be delivered over a four-year period and the Havering Community Safety Partnership will take ownership of implementation and monitoring. This will be done via the existing governance structures of the HCSP, via the Reducing Reoffending Board and Serious Group Violence Panel.

3. Introduction

Purpose and scope

In November 2011 the cross-government Ending Gang and Youth Violence (EGYV)¹ report was published, identifying 29 areas nationally deemed to be facing the biggest challenges in relation to youth violence. There were initially 18 London boroughs identified as part of the EGYV work programme who received funding ranging from £195k-344k for 2012-13 - funding largely correlated with the size of the youth population in those boroughs. Since the initial 2011 report an additional 23 areas² were added to the list of EGYV areas, of which Havering was one.

Havering does not receive any EGYV funding due to its lower levels of serious youth violence³. However, since the 2011 publication there has been an inward migration of gang members and offenders involved in serious youth violence into Havering. In 2014 Havering borough was the third largest importer of gang members identified by the Metropolitan Police Trident Gang Crime Command matrix. Since 2014 Havering has seen a population increase of almost 3%⁴ along with a significant increase in serious youth violence crimes and violent crimes (See Section 4, Table 1). The movement of identified gang members, including those from rival gangs, into Havering causes concerns and risks, including increased potential for critical incidents, the development of satellite gangs and greater accessibility to established gangs for young Havering residents.

Our aim is that for those who are identified as at risk or involved in gangs, the London borough of Havering will establish an ongoing monitoring solution. In the past year we have merged with Redbridge and Barking & Dagenham to form a new police Tri-borough Gangs Unit, this has enabled us to target the highest risk known gang nominals across all three boroughs. We have also relaunched the serious group violence (SGV) panel in August 2017 to work in conjunction with the gangs unit. This SGV panel will be responsible for the coordination of a partnership response to those nominals identified as low level gang members, involved in serious crime & group offending and those on the periphery of gangs. To further complement the prevention agenda the Met Police, Havering, Redbridge and Barking & Dagenham Councils are looking to launch the Chance Programme. This multi-agency approach is aimed at young people aged 8-17 years old and involved in lower level anti-social behaviour (ASB). The Chance programme focuses on the careful application of targeted interventions to disrupt the escalation of ASB, in attempt to prevent future more serious crime.

The current response however is largely reactive, resource intensive – particularly for police colleagues, and potentially unsustainable. Without being able to provide viable alternatives to those individuals being targeted it is difficult to disrupt gang nominals. Furthermore, there is a heightened risk that young people of Havering could be drawn into these offending groups should they continue to operate locally, for which we currently have no diversionary response in place.

¹ This group is now known as EGVE (Ending Gang Violence and Exploitation) Change took place in 2016.

² Ending Gang violence and Exploitation 2016 – EGYV list from 2012-2015

³ Serious Youth Violence (SYV) is an official measure of crime, which counts the number of victims of serious violence, weapon enabled robbery and serious personal crime affecting those aged 10-19. This crime is in most cases perpetrated by groups. The working panel in Havering uses the term 'Serious Group Violence'. Whilst these terms may be used interchangeably in this document, both refer to the same issue.

⁴ Based on Population figures mid 2013 (242,080) –mid 2016 (249,085). http://www.haveringdata.net/wp-content/uploads/2017/04/This-is-Havering_Havering-Demographic-Profile_Main-Document-v2.4.pdf

Vision

Havering is London's next big opportunity⁵, we feel our borough has so much more to offer, not just to our own residents but to the whole of London. We provide first-class business opportunities for commercial, start up and expanding businesses. Havering has thriving town centres, award winning parks, fantastic transport links and we pride ourselves on catering for all age groups within the community.

We all want a safe borough for our children, where they can grow, play, learn, travel and reach their potential without having to fear or experience crime. We believe that all young people have choices to make in life, and it is part of our role to work with parents and guardians to help young people choose a positive path in life. Serious youth violence, criminal gangs and knife crime will not be tolerated in Havering.

Young people who are at risk of involvement in serious youth violence will be offered targeted, tailored prevention and intervention from an early age, in order to discourage their involvement in offending and ensure they receive the right support from the right partners at the right stage in their life. Those involved in offending will be offered support in order to cease their involvement, however, if they continue to engage in offending then as a last resort we will have no choice but to pursue all enforcement options at our disposal.

Partners will continue to work together to tackle the rising incidences of knife crime in London. Regular weapons sweeps have become a standard feature in the borough and areas of highest risk are identified through Met Police intelligence analysis. Further support will be given to schools with high levels of knife crime and more safe haven scheme sites will be identified throughout the borough to offer a place of safety. Young people who want to move away from this violent lifestyle will be supported, however those who chose to remain carrying dangerous weapons will be pursued and again we will have no choice but to consider all enforcement options at our disposal.

Aims and objectives

Havering has aligned its aims with those set out in the London Crime Reduction Board Partnership Anti-Gangs Strategy, the Mayor of London Knife Crime Strategy, Ending Gang and Youth Violence Cross-Government Report and the Police and Crime Plan:

- To develop and drive a consistent approach across agencies to information sharing and assessment and management of risk associated with young people involved or at-risk of involvement in serious youth violence. The outcome is improved efficiency by joining up the way local areas respond to youth violence.
- To support an effective, targeted enforcement approach which delivers swift and sure justice to the most harmful offenders. Ideally this will identify and provide pathways out of violence for young people wanting to make a break with the past, but undoubtedly will include suppression and enforcement of those refusing to exit violent lifestyles.

⁵ London Borough of Havering corporate vision – Making a greater London. <https://intranet.havering.gov.uk/about-havering/making-a-greater-london/>

- To develop a consistent approach to recognising and commissioning what works in reducing the number of individuals who are involved in serious youth violence and associated criminality. The outcome being to prevent young people becoming involved in serious violence in the first place with emphasis on early intervention and prevention.

Whilst the terminology and semantics used differs within the aforementioned strategies, these aims can more easily be identified under the following areas:

- Intelligence and information sharing
- Prevention
- Intervention
- Enforcement

Specifically the strategy will focus on:

- **Tackling knife crime and gangs** – The Mayor of London makes it clear that it is currently far too easy for young people to get hold of knives, even with restrictions on their sale. One of the first steps to preventing violence is to take knives off our streets and have tougher penalties to act as a deterrent for those who break the rules. He also makes it clear that tackling gangs requires a partnership approach between local authorities, schools, youth services and the police. For some communities, gang activity and the related threat of violence is a daily occurrence. Going forward it is key to provide positive alternatives and exposing the damage that gangs do to gang members and society.
- **Early intervention for those on the periphery of crime** – This is not about creating soft justice for young people, but rather it is about delivering smart justice, reducing crime by recognising and dealing with the needs and the circumstances of particular young people that can lead to them offending. Working with employers to improve pathways into apprenticeships and jobs, and finding effective alternatives to custody will be key over the next four years.
- **Protecting and safeguarding our children** - The Mayor of London points out that too many children are born into violent and abusive households, into communities damaged by crime and antisocial behaviour (ASB), into chaotic families affected by drugs and alcohol abuse. Further to this the Home Office highlighted the exploitation of vulnerable people by hard core gang members to sell drugs through county lines as an issue that needs addressing. It is imperative that councils and partners get the basics of child protection right so that we can improve our performance on keeping London's children safe.

Key actions

The key actions of this strategy will be to develop intelligence and information sharing and deliver initiatives at three levels –prevention, intervention and enforcement, as set out in Section 4 and as part of the Action Plan at the end of this strategy.

Measures of performance

The key performance measure will be a reduction in the volume of serious youth violence victims and most serious weapon enabled violent crimes reported to police and responded to by the London Ambulance Service in Havering; and a cumulative reduction in proven offending by

those individuals being worked with through the East Area Gangs Unit and the Serious Group Violence panel in Havering.

Timescales

This strategy is to be delivered over a four-year period, with a shifting focus on each strand contained within:

- Year 1: Honing the administration and delivery of current interventions and developing the multi-agency approach. Developing the preventative strand.
- Year 2: Implementing the preventative strand and building community resilience.
- Year 3: Progress monitoring of the serious group violence strategy
- Year 4: Evaluation and review of the serious group violence strategy.

Related documents

Please refer to Appendix 2 for key documents list and how they relate to this strategy.

Consultation

Due to the cross-cutting nature of serious youth violence and its links to community safety, health, education and employment, it is recommended that the Havering Community Safety Partnership, Children's Trust and Health & Wellbeing Boards each be consulted on the proposed strategy approach and action plan.

Further to this all members of the Serious Group Violence panel should be consulted.

As this work directly impacts on young people, it is also recommended to approach the Havering Youth Council so that their views and feedback can be captured and reflected within the strategy.

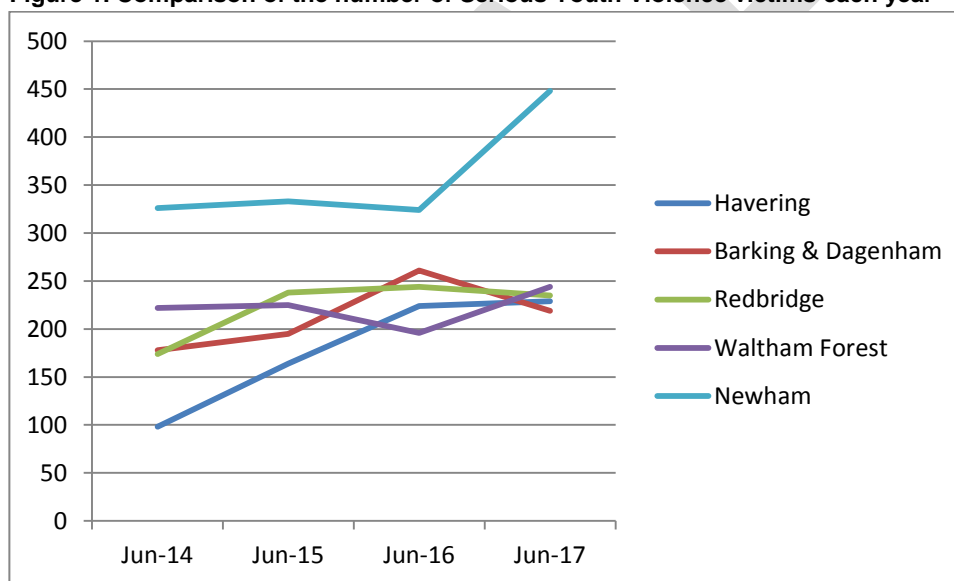
4. Service provision

Levels of serious youth violence

The number of victims of reported serious youth violence in Havering fell annually between 2010 and 2013, from 164 to 101 (-38%); however a worrying increase has been witnessed since this; from 98 offences in the rolling year ending June 2014, up to 229 in the rolling year to June 2017.

Figure 1 below compares the change in the number of serious youth violence victims in Havering, neighbouring boroughs, and in London as a whole; and demonstrates that Barking & Dagenham, Redbridge, and Waltham Forest have all seen an increase since 2014, although to a lesser degree than in Havering. Redbridge and Barking and Dagenham have actually seen a reduction over the past year based on this data. When viewed as an overall percentage rise since 2014, Havering has by far the highest increase at 134%, although our rate was considerably lower than other areas at the start of this period in 2014. Percentage increases for neighbouring boroughs sit between 9% and 37%, with the whole-London increase at 31%.

Figure 1. Comparison of the number of Serious Youth Violence victims each year⁶



The rate of *Serious Youth Violence* victims per 1,000 young people aged 10-19 in Havering was 8.0 offences in the year ending June 2017. In comparison with neighbouring areas, Barking & Dagenham has a rate of 7.8 offences per 1,000 10-19 year olds; and Redbridge 6.3; while the overall rate in London is 8.0 per 1,000. In terms of Havering's ranking within London's 32 boroughs, we stand in 16th place; with the highest being 14.8 victims per 1,000 10-19 year olds (Southwark), and the lowest being 4.1.(Richmond)⁷

A significant area of risk within the wider topic of serious youth violence is the carrying and use of knives, and the public perception that these crimes drive and enable other types of offending.

⁶ Mayor's office for Policing and Crime Gang Dashboard data

⁷ MOPAC data combined with Office for National Statistics 2016 Mid-year population estimates

Table 1. Havering Crime Figures from Mayor's Office for Policing and Crime

Snapshot of offences on a rolling 12 month basis from July 2014 - July 2017					
Crime Type	Jul-2014	Jul-2015	Jul-2016	Jul-2017	Increase or Decrease since 2014
Knife Crime	125	181	185	276	↑ 121% Increase
Knife Crime with Injury	51	70	58	85	↑ 67% Increase
Robbery	250	341	325	469	↑ 88% Increase
Gun Crime	40	53	56	67	↑ 68% increase

While Table 1 does not provide any distinction on age groups or gender, we can draw on other data to examine the relevance of these figures to youth violence. *Crime Survey of England and Wales* data indicates that across the country 5.8% of 10 - 15 year olds and 4.5% of 16 - 29 year olds knew someone who carried a knife for their own protection. Smaller proportions of 10 – 15 year olds and 16 – 29, around 0.3% and 0.7% respectively, reported that they carried a knife.⁸

If we examine the judicial outcomes of investigations involving knife crime; across England and Wales in 2016 there were 18,322 disposals given for possession of a knife or offensive weapon. Of these:

- Juveniles (aged 10-17) were the offenders in 21% of cases;
- The juvenile custody rate was 12% and caution (reprimand or final warning) rate was 30%;
- For adults the custody rate was 38% and caution rate was 9%;
- Juveniles received a community sentence in 51% of cases and adults in 17%.⁹

The impact on the criminal justice system is however only one aspect of youth violence and knife crime; and in England in 2015/16, 14% of those admitted to hospital for assault by sharp object were aged 18 or younger; and 91% of people admitted to hospital for assault by sharp object were men.¹⁰ It is likely that a significant amount of victims of knife crime avoid hospital, so as not to alert authorities as to other criminal activity they may be involved in.

The previous Havering *Serious Youth Violence Strategy* estimated the cost of serious youth violence and weapon-enabled serious violence to be £1.88m in Havering in 2013, and an average of £3.7m across each of London's 32 boroughs¹¹. The costs used to produce this estimate and the working models employed by partner organisations have changed significantly since 2013 therefore an updated estimate cannot easily be provided; however violence between youths and knife related crime remain rooted in public consciousness, with 37 people under the age of 25 fatally stabbed in London between 1st September 2016 and 31st August 2017 (no age restriction, total 77 people fatally stabbed non domestic abuse)¹². Recent data however suggests that the majority of knife crime is not gang-related, with gang-flagged crime accounting for 5% of all knife crime with injury during 2016 – down from almost 9% in the preceding year,¹³ suggesting that young people do not necessarily have to associate with gang culture in order to resort to carrying a knife or become a victim.

While data may show that knife crime is not linked to gangs, locally we are aware of the migration of gang members into Havering from other boroughs. From the definition used by the

⁸ ONS, Crime and Justice, Offences involving the use of weapons, February 2017

⁹ Ministry of Justice, Knife possession sentencing quarterly brief: January to March 2017, Table 2, June 2017

¹⁰ NHS Digital, Hospital Admitted Patient Care Activity, 2015-16

¹¹ Socio-Economic Crime Estimates, 2011 Revisions

¹² Met Police Knife Crime Dashboard

¹³ MOPAC Knife Crime Strategy 2017

Metropolitan Police, a gang see themselves as a noticeable group, and engage in a range of criminal activity and violence. They may also have claim over territory, or a conflict with other, similar gangs; therefore it is plausible that this could account for a proportion of violence locally.

A number of pressures are actively contributing to the migration of London residents, for example, social and welfare reforms have resulted in economic pressure forcing some families to move to other boroughs, including Havering which has areas of less-expensive housing.

According to the Metropolitan Police Trident Gangs Matrix as of January 31st 2014, 184 gang members were living outside their identified gang's borough. Havering borough was the third largest importer of gang members moved by other boroughs within London¹⁴. Identified gang members from no fewer than 14 different gang allegiances, including gangs who are known to be in conflict with one another, have been placed in Havering¹⁵. The key risk here is that conflicts and serious violence may occur between individuals placed in Havering who may be rivals known to one another previously within the borough(s) they were relocated from.

Research seen in Table 1 below reveals that only 11% on the Havering Trident Gangs List are under 18 years of age and 20% on the HKC list are under 18 years of age. This means that going forward we need to look at resources for the over 18's as the majority (80%-90%) of our identified higher risk nominals fall outside of the area that receives most amount of support/attention.

Table 1. Shows a snapshot of the age breakdown in nominals monitored under the EA Gangs Unit & the Serious Group Violence panel.

	Youngest	Oldest	Under 18	Over 18	Majority Age
Hab. Knife (HKC)	15	36	20%	80%	18-20 (47%)
Trident Havering	15	47	11%	89%	21-22 (27%)
Individuals of Note	14	58	47%	53%	17-18 (39%)

Further research showed that the BAME (Black and Minority Ethnic) are still disproportionately represented within these cohorts, when compared to the rest of the population.

Intelligence and information sharing

Intelligence and information profiles are compiled for persons discussed at both the East Area Gangs meeting and the Serious Group Violence meeting in Havering, incorporating information from a range of agencies (See Appendices 3 and 4). The multi-agency information sourced is held within a single profile document for each individual. It is imperative that multi-agency information is made available for consideration at both the East Area Gangs meeting and Serious Group Violence meeting so that the most suitable and appropriate responses are identified for individuals who are being risk managed.

¹⁴ Newer figure is unable to be obtained at present do to the various sources required to produce this.

¹⁵ Boroughs moving individuals identified as gang members into Havering have included Barking & Dagenham, Enfield, Hackney, Haringey, Lambeth, Newham, Redbridge and Waltham Forest. Source: Metropolitan Police, Trident Gang Crime Command Nominal Matrix

Whilst we are able to identify individuals for risk management due to involvement in, or risk from, serious youth violence as it occurs, the mechanisms for earlier identification are in the process of being established. At present those individuals currently identified have been a suspect or victim of crime, therefore, in this sense it is reactive. However, we know from the information available to us that individuals, who are subject to work of the Gangs Unit and Serious Youth Violence group, may have suffered from domestic violence and abuse or neglect, leading to poor educational attainment and behaviour within school, for example. Therefore establishing the Chance Programme will be critical for early identification and preventing escalation of anti-social behaviour at the earliest opportunity.

Furthermore, there should be a referral procedure in place to ensure that any concerns can be addressed, and interventions administered where relevant, at the earliest opportunity possible.

Since 2014 all agencies and practitioners working within Havering and working with families, children and young people (such as health, education and local authority professionals etc.) have been given the opportunity of MOPAC funded gangs training in order to be able to identify risk factors and behavioural characteristics consistent with later involvement in serious youth violence and offending. The demand for this training has been very high and attendance has always been very good, going forward targeted training should be considered in order to ensure that the people who have the most contact with young people are fully equipped. For example, foster carers, staff in children's homes and teachers within PRU's have contact with some of society's most vulnerable and susceptible children.

As a result of an pan-London increase in knife crime and in response to the Mayor of London's Knife Crime Strategy the frequency of Operation Sceptre¹⁶ has been increased in Havering from bi-monthly to monthly. Results of this piece of work are shared on a regular basis with partners through the East Area Gangs meeting and the Serious Group Violence Panel. Local intelligence is used to help dictate where to carry out weapons sweeps, test purchases and who should feature on the Habitual Knife Carriers¹⁷ list.

The Habitual Knife Carriers list will also be shared via the Serious Group Violence panel on a monthly basis to ensure partners are aware of the nominals who may be attending their service/school and plan appropriately around it.

Further work and consideration should be given to that of missing children and those at risk of child sexual exploitation. Risk management panels should regularly share their lists of top individuals in order to be aware of those causing the most amount of harm, to avoid duplication and to make sure that those who are at most risk of being exploited are kept within scope and constantly at the forefront of the partnerships agenda.

Prevention

The purpose of prevention is to reduce the flow of young people who become involved in knife crime, serious youth violence and offending groups. Prevention can be delivered to the entire adolescent population (through schools) or be targeted at schools in locations with the highest volume of individuals at-risk. Prevention should also aim to support individuals at the highest risk – those children who have older siblings or relatives involved in serious youth violence and group offending. Although it is impossible to assess the impact of prevention, it is important that

¹⁶ Metropolitan Police response to dealing with Knife Crime. This includes weapons sweeps, test purchases in stores, stop and searches and more

¹⁷ List of individuals who regularly and illegally carry knives bladed articles .

we attempt to deglamourize the culture associated with serious youth violence as early as possible to either deter future involvement, or to identify those likely to engage in future criminal activity and violence.

Forms of preventative work should include:

- School and early prevention (*specialist programmes¹⁸ and citizenship days*)
- Mentoring (*peer to peer, credible messengers*)
- Outreach / detached outreach (*including via youth centres*)
- Parenting and family support (*may include troubled families for targeted support*)
- Positive activities for young people (*including voluntary and community sector*)
- Area weapon sweeps (*specialist police operations such as Sceptre*)
- Working with retailers on the sale of dangerous items/ substances (*underage sale of knives and restricting the purchasing of corrosive substances*)

Additionally, there may be value in exploring cross-border health focussed interventions within Barking & Dagenham, Havering and Redbridge hospitals. We know from previous local research that young individuals have presented at A&E on multiple occasions for violence related injuries that did not come to the attention of community safety and police. A [youth violence prevention project](#) at Guy's & St Thomas' Hospital in London set up to refer and engage young people accessing emergency departments was positively evaluated by Kingston University for the number of young people engaged and responding. Further to this MOPAC are looking to expand on the work of Redthread and St. Giles Trust within the London Major Trauma Units to more A&E departments in key boroughs. This work specifically enables victims of knife crime to be supported at their most critical time.

Intervention

The purpose of intervention is to deter and divert young people from carrying knives or thinking of carrying knives, or on the periphery of serious youth and group violence. This may extend to close friends and associates who may be at-risk of victimisation due to association. Those who are actively involved but shown they are willing to engage and take up offers of support in order to cease offending should be offered interventions. Furthermore, ensuring that victims of serious youth and group violence are supported through the criminal justice process will increase the opportunity for services to engage with offenders¹⁹.

Forms of intervention work should include:

- Warning Letters²⁰ (parent / guardian or the young person)
- Anti-Social Behaviour legislation (*including ABA's²¹, yellow and red cards,*)
- Exit (*education, training and employment*)
- Housing and resettlement (*for example, London Gang Exit*)
- Integrated Offender Management²²
- Mediation of conflicts²³

¹⁸ For examples see [Anti-Youth Violence](#), [Lives Not Knives](#) and [Only Connect](#). Programmes should work with Havering to ensure schemes are tailored to the local situation as best as possible. There is also a specific gangs education programme developed for London known as GAGV – [Growing Against Gangs and Violence](#) which has been evaluated by Project Oracle.

¹⁹ For example, through court orders and punishments sanctioned at court, which may include requirements to engage in intervention services as alternatives to imprisonment.

²⁰ Used by the East Area Chance Programme as a first step intervention to inform Parents that their child has been misbehaving.

²¹ Acceptable Behaviour Agreements formerly known as ABC's

²² This refers to a range of agencies and services, for example, covering Drug and Alcohol Action Team, London Probation and Youth Offending Service interventions and treatment.

- Mental Health Services
- Parenting and family support
- Substance Misuse services
- Victim Support (*including supporting victim through the criminal justice process*)

Enforcement

The final strand of enforcement should be the last resort, when all attempts at intervention have proved ineffective. Suppression and enforcement should be used to deal with the most criminally active young people who pose a risk to others or themselves. Selecting an individual for enforcement, intensive monitoring and targeting by police and prosecutors should not be permanent or indefinite. We cannot force offenders to engage and desist; the decision to change is ultimately in the hands of the individual. The most successful enforcement would be that which influences the offender to stop carrying a weapon, stop offending, and take up offers of intervention.

Forms of enforcement work may consider:

- Achilles Heel approaches (*targeting serious criminals for minor offences relating to benefits, documents and insurance fraud for example*)
- Anti-Social Behaviour legislation (*Criminal Behaviour Orders, Civil Injunctions, Dispersal Zones*)
- Police operations (*intensive monitoring, targeting and ensuring compliance of court orders*)
- Tenancy enforcement (*eviction and notice of seeking possession, pressure on private landlords to comply*)
- Targeted stop & search of those known to carry weapons (*for example, those featuring on the Habitual Knife Carriers list*)

Resources and funding

Funding for serious youth violence in Havering comes from the Mayor's Office for Policing and Crime (MOPAC) through the London Crime Prevention Fund (LCPF). A new system has been introduced where boroughs receive a committed allocated amount of funding on a 2 yearly basis.

Havering was one of 14 boroughs to receive an uplift in funds in order to better manage local need and demand.

£114,000 per year for two years from 2017/2018-2018/2019 has been allocated to work around serious youth violence and gangs. This will be governed and coordinated by the Community Safety Partnership via the Serious Group Violence Panel (see Appendix 3: Governance and structure of the Havering Community Safety Partnership).

It should also be noted that additional resources may be available to the serious group violence work through multi-agency partners. For example, mainstream interventions available through policing and youth offending service resources.

²³ Whilst there are mediation services in London that work real-time (i.e. in the aftermath of a serious or critical incident), this point refers to conflict management training (see [Leap](#) for example). This may be targeted at those identified at-risk or those known to pupil referral units and youth offending service.

A further note should be taken of the financial restraints being put on the Public Sector. Depending on where the future cuts are made, this could impact upon the boroughs ability to carry out various tasks²⁴ within the Serious Group Violence Strategy post 2018/2019.

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²⁴ Regularly highlighted through the Mayors Police and Crime Plan 2017-2019

5. Authorisation and communication

The strategy will be authorised by the Havering Community Safety Partnership.

It is recommended the strategy be presented to the Havering Community Safety Partnership, Health & Wellbeing and Children's Trust boards, however overall governance will sit with the HCSP. The Community Safety and Development Team will take a coordinating lead in implementing the strategy, as recommended by the Home Office Ending Gangs and Youth Violence strategic documents.

The stakeholders of this strategy are as follows:

- Barking & Dagenham, Havering and Redbridge NHS Trust
- Crown Prosecution Service
- London Borough of Havering, including:
 - Community Safety and Development Team
 - Housing
 - Local Education Authority (LEA)
 - Multi-Agency Safeguarding Hub (MASH)
 - Public Health
 - Children and young people's services (CYPS)
 - Youth Offending Service (YOS)
- Metropolitan Police
- Ministry of Justice
- National Probation Service
- Community Rehabilitation Company (CRC)
- Transport for London (TFL)
- United Kingdom Border Agency (UKBA)
- Department for Work and Pensions
- Voluntary & Community Sector

6. Implementation and monitoring

The Serious Group Violence and Knife Crime Strategy will be implemented and monitored through the existing Havering Community Safety Partnership structure and delivery model. The East Area Gangs Panel and the Serious Group Violence Panel are both operational groups, reporting to the Reducing Reoffending Board. The serious youth violence and gangs strategic problem profile, along with the Mayor of London's Knife Crime Strategy has been used to develop specific action plans and performance monitoring frameworks.

Governance and delivery

See Appendix 3: Governance and structure of the Havering Community Safety Partnership.

See Appendix 4: Delivery structure of information and intelligence flow for the East Area Gangs Panel and Serious Group Violence Panels

Action plan

An Action Plan is included at the end of this strategy document.

Monitoring actions and performance

Quarterly reports will be provided to the Havering Community Safety Partnership .

7. Evaluation and review

The Serious Group Violence and Knife Crime strategy and associated action plan will be monitored and reported to the Havering Community Safety Partnership on a quarterly basis

A full in-depth evaluation and review will be completed in the final year of the strategy.

Due to the changes to policing, public sector services and an ever increasing inward migration into the London Borough of Havering, consideration should be given to re-conducting another peer review within the next 4 years. This could be done either by approaching the Home Office or by working with our partner Boroughs to run our own review as a form of good practice.

8. Further information

Please contact Diane Egan, Community Safety and Development Team Manager or Chris Stannett Integrated Offender Management Casework Manager and Serious Group Violence Lead.

Appendix 1: Equality Analysis



Gangs EIA v4
final.docx

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Appendix 2: Related Documents

[Mayor of London - A safer city for all Londoners - Police and Crime Plan 2017-2021](#)

[Mayor of London Knife Crime Strategy 2017](#)

Havering Serious Group Violence Strategy 2014-2017

[Home Office - Ending Gang Violence and Exploitation 2016](#)

[National Crime Agency Strategic Assessment of Serious and Organised Crime 2016](#)

[London Crime Prevention fund 2017/2018](#)

[Ending Gang violence and Exploitation 2016](#)

Havering Local Assessment November 2015

EGYV Peer Review Report London Borough of Havering November 2014

[Ending gang and youth violence: cross government report 2011](#)

[Ending gang and youth violence: review 2012 to 2013](#)

Havering Strategic Assessment of Crime, Disorder and Anti-Social Behaviour 2014

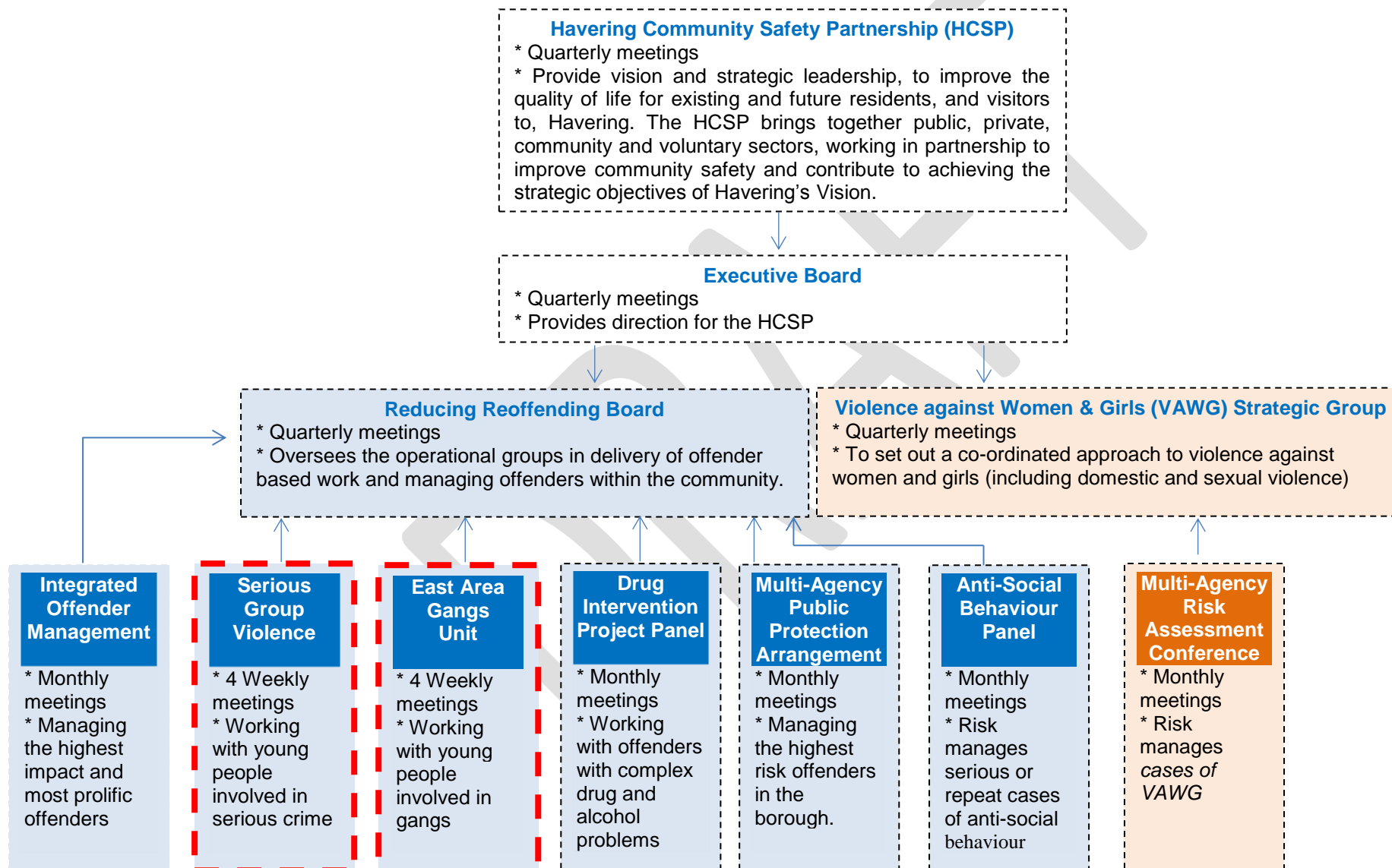
[London Crime Reduction Board Partnership Anti-Gangs Strategy](#)

[London Crime Reduction Board Partnership Anti-Gangs Strategy – Refresh 2014](#)

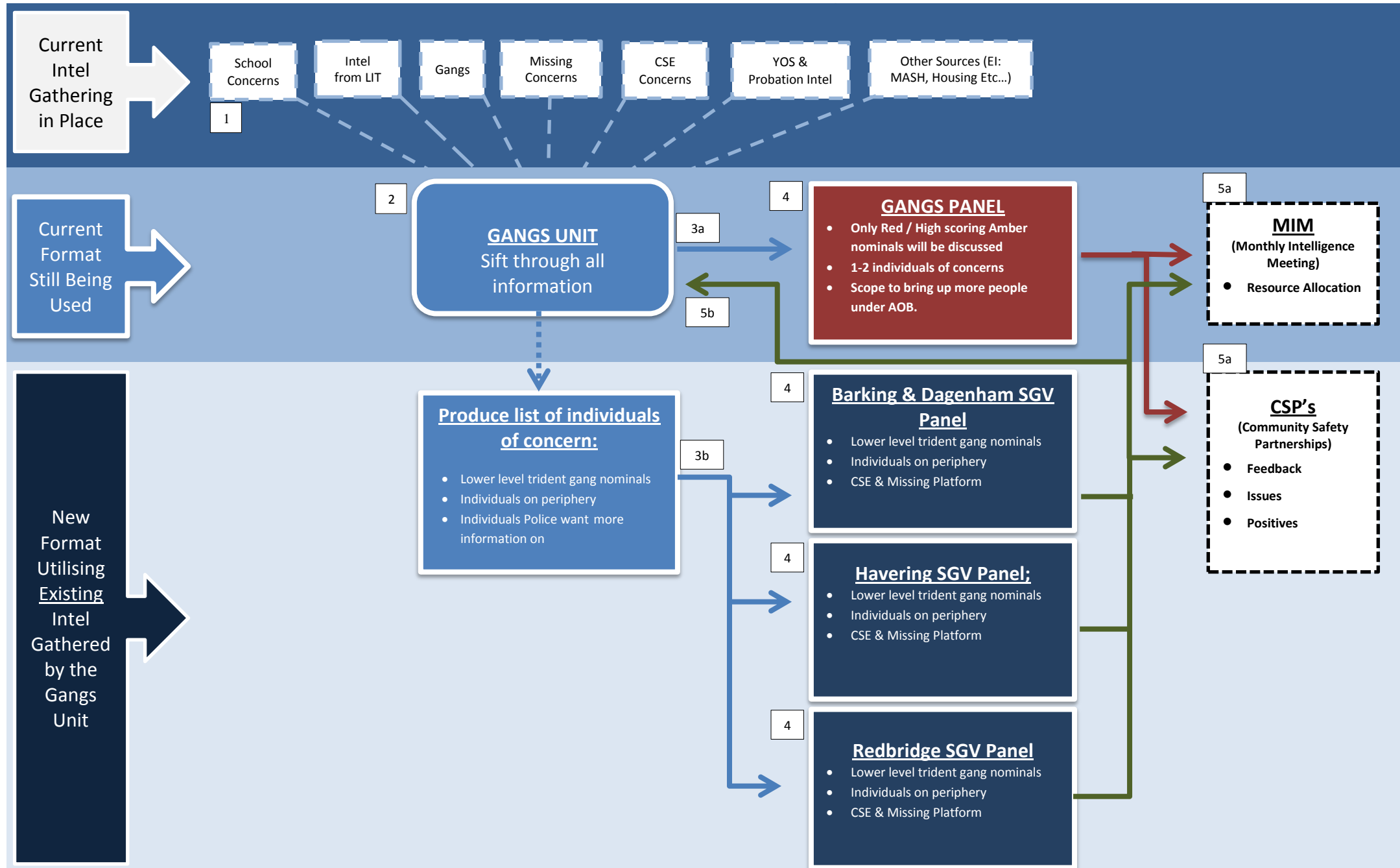
Serious Group Violence Panel Information Sharing Agreement

Serious Group Violence Panel Terms of Reference

Appendix 3: Governance and structure of the Havering Community Safety Partnership



Appendix 4: Delivery structure of information and intelligence flow for the East Area Gangs Panel and Serious Group Violence Panels



Key: Flowchart Process

1. Intelligence is gathered from all sources by the police local intelligence team (LIT) and fed into the police Gangs Unit.
2. Gangs Unit sifts through all the intelligence
- 3a. Gangs Unit looks at the highest risk scoring nominals and brings them to the Tri- Borough panel for discussion. Also 1-2 other nominals of concern may be raised at this point.
- 3b. From the Intel already gathered, the Gangs Unit produces a localised list of individuals of concern (lower risk Trident nominals, periphery nominals, individuals of concern)
4. Partners feedback any information they have.
- 5a. Any significant issues that arise may be taken to the Monthly Intel Meetings (MIM) for extra resourcing or into the Community Safety Partnerships (positive update can also be fed back here)
- 5b. Intel received from partners will be fed back into the Gangs Unit and may or may not be used in the main gang's panel.

Action plan - Serious Group Violence and Knife Crime 2017-2021

Serious Group Violence						
Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Responsible Service	Responsible Team
Improve Intelligence and information sharing	1) Develop a full serious group violence problem profile utilising all partnership data (police, health, youth offending, probation, grass roots information, schools data etc.), which is refreshed annually.	The HCSP will have a better understanding of issues related to serious group violence and gangs within Havering.	This will be delivered within the existing work programme of the Community Safety Crime Analyst.	Annual March 2018-2021	Community Safety	Analyst Team
	2) Ensure all relevant agencies are signed up to the EA Gangs Unit & SGV Information Sharing Agreement and providing required information	This will enable us to implement effective evidenced based responses and assist in identifying gaps in service provision for commissioning purposes.	£38k from MOPAC (Gangs and CSE Analyst)	Annual Review December 2017 – 2021	Community Safety	SGV Lead
	3) Use partnership data to better understand the contributing and driving factors of local gang membership (e.g. school exclusion, looked after child, A&E admissions).			Quarterly Review January 2018 -2021	Community Safety, Early Help, Metropolitan Police, LSCB Missing and CSE Group	Analyst Team
	4) Develop the understanding of the role of girls in Havering gangs and issues such as sexual exploitation.			Started June 2017 – May 2019	Community Safety, CSE and Metropolitan Police	SGV Lead and Analyst Team
	5) Develop the understanding of the role of missing children in Havering gangs and issues such as county lines			Started August 2017- March 2019	Community Safety, CSE and Metropolitan Police	SGV Lead and Analyst Team

	6) Develop an understanding of local drugs market.			Bi- Annual Review January 2018 – 2021	Community Safety, WDP and Metropolitan Police	Substance Misuse Lead and Analyst Team
	7) Develop the quality of information from the data sharing processes with A&E Queens via BHRUT and CCG.			Quarterly 2017 – 2021	Community Safety, BHRUT	Analyst Team BHRUT Senior Info Analyst
	8) Improve information sharing with regards to 'under the radar' moves of young people into Havering with gangs affiliations.			2017 – 2021	All SGV Panel Members	All SGV Panel Members
	9) Improve information sharing with Havering colleges and Pupil Referral Units (PRU)			Daily 2017- 2021	Metropolitan police, Community Safety	Safety Schools Officers Team SGV Lead
	10) Develop intelligence and information sharing across all forms of youth risk management platforms (Chance Programme, ASB Panel, SGV Panel, EA Gang Unit , MASE)			Started August 2017 – 2021	Metropolitan Police Community Safety,.	MPS LIT EA BCU Partnerships EA BCU Gangs Analyst Team and SGV Lead
	11) Develop a platform to share knife crime and Habitual Knife Carrier (HKC) information with partners on a monthly basis			Monthly 2017 -2021	Metropolitan Police, Community Safety	EA BCU Gangs Unit Analyst Team and SGV Lead
	12) Develop regular cross borough information sharing of SGV nominals with Barking & Dagenham and Redbridge			2017 – 2021	Community Safety, Metropolitan Police	Analyst Team and SGV Lead EA BCU Gangs Unit
	13) Map all known gang			Start October 2017 –	Community Safety,	Analyst Team

	associations, offences and home locations in order to better understand the relationships of nominals, extent of the gangs and identify possible trends.			2021	Metropolitan Police	EA BCU Gangs Unit
	14) Cross reference gang associations with CSE and Missing data.			Started July 2017 – 2021	Community Safety, Metropolitan Police	Analyst Team EA BCU Gangs MPS LIT
Coordination, administration and delivery of the various panels linked to the Serious Group Violence action group	1a) Ensure the administration and organisation of case work for SGV is readily accessible for practitioners prior to the meeting, and to help with contingency to cover absences.	Timely provision and analysis of cases is integral to assessment and referral processes and the effectiveness of action plans developed at the SGV/ EA Gangs/ Chance and ASB Panels.	Time allocation for all this work needs to be factored in. For Example SGV: The SGV SPOC would need 4-6 days per month to coordinate this work and SGV Analyst would also need 4-6 days per month to sift through Police Intelligence and cross referencing with other systems. EA Gangs Panel ASB Chance	Started August 2017 – 2021	Community Safety, Metropolitan Police,	SGV Lead and SGV Analyst EA BCU Gangs Unit SPOC
	1b) Ensure the administration and organisation of case work for EA Gangs Panel is readily accessible for practitioners prior to the meeting, and to help with contingency to cover absences.			Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	1c) Ensure the administration and organisation of case work for ASB Panel is readily accessible for practitioners prior to the meeting, and to help with contingency to cover absences.			April 2017 – 2021	Community Safety	ASB Officer

	1d) Ensure the administration and organisation of case work for Chance Programme is readily accessible for practitioners prior to the meeting, and to help with contingency to cover absences.			October 2017 – 2021	Metropolitan Police	EA BCU Partnerships Team
	2a) A single point of contact to coordinate the Activity of the SGV work should be based within Community Safety.			Started 2017 – 2021	Community Safety	SGV Lead – Chris Stannett
	2b) A single point of contact to coordinate the Activity of the East Area Gangs Panel work should be based within the EA Gangs Unit.			Started 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit - Emma Bowles and Ed Gooderson
	2c) A single point of contact to coordinate the Activity of the ASB Panel work should be based within Community Safety			Started 2017 – 2021	Community Safety	ASB Officer - Damien Ghela
	2d) A single point of contact to coordinate the Activity of the Chance Programme work should be based within EA Partnerships Team.			October 2017 – 2021	Metropolitan Police Darren Hepple	EA BCU Partnerships Team – Darren Hepple
	3) Ensure dedicated action plans are available and updated monthly for all gang nominal identified as medium to high risk by the panel.			April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	4) Strengthen and expand the links			Started 2017 – 2021	Metropolitan Police, Community Safety	EA BCU Gangs Unit SGV Lead and ASB

	between EA gangs Unit, SGV, and other forums where gang linked individuals may present (i.e. MASE – Multi-Agency Sexual Exploitation).				Early Help, Youth Offending Service	Officer CSE & Missing Lead, YOS Manager
Review assessment and referral procedures for the East Area Partnership and the Serious Group Violence action group	1) Provide training to multi-agency staff to ensure they are able to identify those at-risk of becoming involved in SYV/Gangs.	<p>Improve the information available so that the most suitable and appropriate risk management tools are identified for referrals; thus improving the efficiency and success of response.</p> <p>Reduce the level of risk to both individual gang nominals and the public of serious harm</p>	£6k Community Safety (Alternative Funding provisions will need to be looked into if this is continue post January 2018)	Started September 2017- January 2018	Community Safety	SGV Lead
	2) Expand SYV/ Gangs training to include Staff working in Pupil Referral Units (PRU), Foster Carers and Children's Homes			Started September 2017- January 2018	Community Safety, Early Help and Metropolitan Police	SGV Lead Early Help MPS Safer Schools Team
	3) Review method for identification of high risk nominals and victims to ensure accurate risk management. The SGV should consider ranking nominals based on all information available from the MASH, YOS, Probation, Education, Missing Persons, Public Health and so on rather than solely focussing on Trident Matrix scores.			2018-2021	Community Safety, Youth Offending Service	SGV Lead and analyst Team YOS Manager
	4) Work with MPS Trident and the EA Gangs Unit to ensure that relevant partnership intelligence is included in the scoring of nominals			Started Monthly April 2017 - 2021	Metropolitan Police	EA BCU Gangs Unit
	5a) Introduce referral procedures to facilitate early intervention cases within the EA Gangs Partnership			2017 – 2018	Metropolitan Police	EA BCU Gangs Unit

	5b) Introduce referral procedures to facilitate early intervention cases within the SGV group			2017 – 2018	Community Safety	SGV Lead and Analyst Team
	5c) Introduce referral procedures to facilitate early intervention cases for the Chance Programme			Start October 2017	Metropolitan Police	EA BCU Partnership Team
Mapping service provision and 'menu of options' to address serious group violence	1) Map all agencies and programmes which provide preventions and interventions with gang nominals / those at risk of involvement and their families within Havering.	Assist practitioners to become familiar with support options available locally so they can quickly identify suitable preventions and interventions for individuals, and refer appropriately.		Start 2017 – 2018	Community Safety, Youth Offending Service, Spark2 Life and Early Help	SGV Lead YOS Manager Spark2Life coordinator Early Help
	2) Where relevant ensure that these agencies are working with the right individuals (referrals should be made outward from the EA Gangs Partnership, SGV group or Chance Panel whenever possible)			Start 2017 – 2018	Community Safety, Youth Offending Service, Spark2 Life and Early Help	SGV Lead YOS Manager Spark2Life coordinator Early Help
	3) Develop a toolkit with information on all services, contact details and referral procedures for all members of the SGV group (to be disseminated to their staff also)			To be started following completion of points 1) + 2) Start 2018	Community Safety,	SGV Lead
Develop services to provide preventative services for those at-risk of involvement in SGV (or being victims of)	1) School prevention to be delivered via a Junior Citizens programme for all transitional pupils (year 6 to year 7).	Effective prevention should ensure a reduction in first time entrants whilst increasing the number of young people and parents accessing	£10k Junior citizens (MOPAC) £45k Mentoring (MOPAC)	Annual. Started July 2017-2021	Community Safety	Partnerships Officer
	2) Targeted prevention for schools to be			2017 – 2018	Metropolitan Police	Safer Schools Team

	delivered through Police Safer Schools Officers.	support. Young people will be more aware and understand risks associated with gangs.				
	3) Young people and their families identified as at-risk to be referred to early help and intervention team.			Started 2017 – 2021	Early Help	TBC/ MASH
	4) Develop a referral pathway for the most at risk/ gang affected individuals known to Early Help to link in with Spark2Life			Started August 2017-2019	Youth Offending Service and Spark2Life	YOS Manager Spark2Life Coordinator
	5) Work closely with Early Help to ensure those at higher-risk of involvement can receive parenting and family support.			2017 – 2021	Early Help	TBC
	6) Continue to develop the Safe Haven scheme in Romford town centre.			Started October 2017-2021	Community Safety	Partnerships Officer
	7) Improve access to MH services for identified gang nominals.			Started August 2017-2018	MAC UK	MAC UK - Officer Mark Chentite
Develop services to provide interventions, or interventions with enforcement, for those on the periphery or involved in SGV	1a) Undertake visits to all young people identified as potentially at-risk or involved in gangs and SGV to speak to them and their parent(s) about their behaviour with an offer of support to desist or face the risk of enforcement.	Effective interventions should contribute to a reduction in serious group violence and gang related offending. More importantly, key aims would be to increase the number of young people leaving gangs and sustaining in education, training and employment.	£20k from MOPAC restorative justice worker	Started August 2017 - 2021	Metropolitan Police	EA BCU Gangs Unit
	1b) Through the Chance Programme undertake visits to all young people and their parent(s) identified as causing early stages ASB with an offer of support to			October 2017 – 2021	Metropolitan Police	EA BCU Partnerships Team

	desist or face the risk of escalation of enforcement.					
	2) Use ASB legislation and tools to manage behaviour of young people on the periphery of involvement through the Chance Programme (yellow and red card scheme, ABA's)			October 2017 – 2021	Metropolitan Police	EA BCU Partnerships Team
	3) Mentoring and outreach service to gang affected young people in Havering (ensuring that families and siblings are involved where relevant to offer additional support).			Started August 2017 - 2019	Youth Offending Service, Spark2Life	YOS Manager Spark2Life Coordinator
	4) Restorative Justice service to be offered to victims of crime through the YOS Service.			2017 – 2019	Youth Offending Service	YOS Manager
	5) Work with Jobcentre Plus and other Voluntary Sector Services (VCS) to improve support with education and employment for gang affected young people engaging.			2017 – 2021	Spark2Life and DWP (Jobcentre)	Spark2life Coordinator DWP SPOC
	6) Develop the Youth2Adult transition gateway between NPS, CRC and YOS			Started April 2017 – 2021	Youth Offending Service, National Probation Service, Community Rehabilitation Company	YOS Manager NPS Y2A Transitions SPO CRC Partnerships Lead
	7a) For those individuals transitioning from young person to adult who are willing to engage, work			Started April 2017 – 2021	Youth Offending Service, National Probation Service, Community Rehabilitation Company	YOS Manager NPS Y2A Transitions SPOC CRC Partnerships Lead

	to ensure targeted support continues through the IOM scheme				Community Safety	IOM Lead
	7b) For those individuals transitioning from young person to adult who are not willing to engage, work to ensure the new Probation Officer is fully aware of the case, interventions attempted and what risk level they are perceived to be at.			Started April 2017 – 2021	Youth Offending Service, National Probation Service, Community Rehabilitation Company	YOS Manager NPS Y2A Transitions SPOC CRC Partnerships Lead
Utilise enforcement tools to control behaviour and manage spaces used by gangs in Havering	1) Continue to use the dispersal powers within Romford town centre to disrupt gang-related activity and serve Community Protection Notices to those found to be causing nuisance which include specific conditions to limit the impact of their behaviour within the area	Minimise/manage the risk and harm posed by gang nominals in Havering.	From existing resources	Started 2017 – 2021	Community Safety, Metropolitan Police	ASB Officer
	2) Ensure that all relevant intelligence is documented by police, and ensure regular liaison with the CCTV centre regarding gang activity.			Started 2017 - 2021	Metropolitan Police, CCTV	MET Police LIT EA BCU Gangs Unit CCTV Supervisors
	3) Continue to conduct regular home visits to medium and high risk nominals to assist compliance of orders and other legal requirements (curfew, non-association conditions etc.).			Started 2017 - 2021	Metropolitan Police, National Probation Service and Community Rehabilitation Company	EA BCU Gangs Unit NPS Gangs Lead CRC Gangs Lead
	4) Enforce all breaches of conditions, including ASBO breaches			Started 2017 – 2021	Metropolitan police, National Probation Service and Community	EA BCU Gangs Unit NPS Gangs Lead CRC Gangs Lead

	5) Utilise civil schemes, such as Banned from One, Banned from All			Started 2017 – 2021	Rehabilitation Company Community Safety	Partnership Officer and SGV Lead
Develop an enforcement procedure for those unwilling to engage or desist from gang offending in Havering	1) Decide with partners via the SGV/ EA Gangs action group which tools are most suitable to individuals (i.e. ASBO, Gang Injunction, Tenancy Enforcement, Immigration enforcement where relevant, Injunctions)	Assisting partners to make fair and proportionate enforcement options	From existing resources	Started April 2017 - 2021	All SGV / EA Partnership Members	
Work with women and girls at-risk or involved in gang activity in Havering	1) Develop a service for young people at risk of Sexual Exploitation	Effective interventions should lead to an increase in referrals from professionals and more young women coming forward for support around Sexual Exploitation	Dependent on success of commissioning bid to MOPAC	TBC	Early Help Community Safety and Metropolitan Police	CSE and Missing Lead EA BCU CSE Team
	2) Provide support to girls involved in gang offending, being used as part of joint enterprise (weapons, drugs carrying)			TBC	Early Help, Community Safety and Metropolitan Police	CSE and Missing Lead SGV Lead EA BCU CSE Team
Consultation with young people and practitioners	1) Re -Undertake qualitative review of serious youth violence and service provision; and nature and characteristics of serious youth violence locally (Internal peer review)	Improve local understanding to aid in the development of effective service provision; and identification of gaps in service provision which may not be obvious from quantitative data	To be developed in conjunction with the SGV Panel	2018 - 2021	Community Safety	SGV Lead
Mobilising the community	1) Work with the Deeper Lounge and the Street Pastors to develop locally sustainable diversionary activities and mentoring schemes.	Community taking responsibility for their youth and actively engaging young people to productively fill their time, creating a harmonious environment in which all can thrive		Start October 2017 – 2021	Community Safety and Deeper Lounge	SGV Lead and Partnerships Officer Deeper Lounge Coordinator
	2) Work with the Safer Neighbourhood Board to develop engagement processes for grassroots voluntary and community			2017 – 2021	Metropolitan Police and Community Safety	EA Neighbourhood Policing Team Community Development Team

	groups in relation to EGVE.					
Knife Crime						
Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Responsible Service	Responsible Team
Local and London response to knife Crime - Intervention - Prevention - Enforcement	Intervention: 1) Ensuring every school has access to a nominated Safer Schools Officer	A consistent pan-London approach to deal with knife crime, smarter enforcement and a robust prevention plan.	Existing Police resource	Started April 2017 – 2021	Metropolitan Police	Safer Schools Team
	Started April 2017 – 2021			Metropolitan Police, Community Safety	EA BCU Gangs Unit SGV Lead	
	3) Continue to extend the Havering Safe Haven Scheme, allowing people under attack to seek a place of safety.		MOPAC funded and led initiative	Started April 2017 – 2021	Community Safety	Partnerships Officer
	4) MOPAC are set to increase support for young victims of crime - including knife crime - and their families. (Funding of up to £2 million for London from MOPAC)			MOPAC Start date TBC	MOPAC	
	5) MOPAC are expanding the work of RedThread to more key A&E departments. This is where specialist youth			Start 2017 – 2021	MOPAC Public Health Community Safety, Metropolitan Police	MOPAC Public Health Consultant SGV Lead EA BCU Gangs Unit

	workers work with victims of knife crime at the crucial 'teachable moment' at London's major trauma centres,. Havering need to be aware of where all the Major Trauma Units are and which other A&E departments will be providing this service.					
	Prevention & Intervention: 6) MOPAC would like to support head teachers in areas where there are high levels of knife crime by providing metal detecting knife wands to all schools that request one		MOPAC led initiative. Awaiting more details on this/	Start 2018 - 2021	MOPAC Metropolitan Police	MOPAC Safer Schools Team
	7) Support for Met officers to use more targeted, intelligence-led stop and search. This can be done by asking partnership agencies to share information/ intelligence more regularly with Police.			Started April 2017 – 2021	Metropolitan Police, Community Safety	MPS LIT SGV Lead and Partnerships Officer
	8) To help ensure stop and search is used in the best possible way, the Mayor is supporting the Met in rolling out judgement training for officers, to improve decision-making in the toughest situations. By the end of this year all frontline officers will be equipped with Body		MOPAC and Metropolitan Police resourcing	Started 2017 – Complete December 2017	Metropolitan Police	

	Worn Video cameras, which have been found to boost the confidence of both officers and members of the public, with more transparency and better evidence of what has happened in a situation/ on site.					
	9) MOPAC are leading a £200,000 media campaign Pan-London to be launched in the autumn 2017, including toolkits for schools and community groups, and work with media giants including Google to address online videos which glorify knife crime.		MOPAC funded and led initiative	MOPAC Start date Autumn 2017	MOPAC	MOPAC
	10) Develop and build up a responsible retailer's agreement on the sale of corrosive substances to children under the age of 18.			Started September 2017	Trading Standards, Community Safety, Metropolitan Police	Trading Standards Team Partnerships Officer EA BCU Licensing Team EA BCU Gangs Unit
	Enforcement: 11) Developing a new, targeted community sentence requirement for those convicted of knife possession, which can be used on top of jail time and traditional sentencing where appropriate. This will be developed with the London Community Rehabilitation Company (CRC), National Probation Service (NPS),		MOPAC led	2017 – 2021	MOPAC, National Probation Service and Community Rehabilitation Company	MOPAC NPS A.C.O CRC Partnerships SPO

	courts and others.					
	12) Extending the MPS use of test purchases to include online sales, holding online retailers to account for illegal sale of knives to children.			2017-2021	MOPAC and Metropolitan Police	EA BCU Licensing Team EA BCU Gangs Unit
	13) MOPAC would like to pursue the 'Naming and Shaming' those retailers who continue to refuse training provisions and repeatedly are identified by the police and trading standards as selling illegally to underage customers.			Started September 2017 – 2021	Metropolitan Police, Trading Standards, Community Safety and Communications	EA BCU Licensing Team Trading Standards Team Partnerships Officer LBH Comm's Team
Police pursue response to knife crime. – Operations and activity to disrupt, enforce against and prosecute offenders: This comprises of the strands of Gather Intelligence, Investigate, Enforce and Prosecute	1) Daily checks on HKC's on Crimint/ CRIS/ NSPIS	Stopping or reducing gang attacks/ knife crime	The Police knife crime agenda in Romford sits within the EA Gangs Unit remit of work.	Started 2017-2021	Metropolitan Police	EA BCU Gangs Unit
	2) Gangs Unit to target and disrupt HKC's			Started 2017-2021	Metropolitan Police	EA BCU Gangs Unit
	3) Arrest enquiries to be carried out by Gangs Unit for HKC's and suspects for knife enabled crime who are shown on EWMS			Started 2017-2021	Metropolitan Police	EA BCU Gangs Unit
	4)EWMS (Emerald Warrant Management System) to be monitored for gun crime and knife crime month by month			Started 2017-2021	Metropolitan Police	EA BCU Gangs Unit
	5) Increased volume of forensic submissions of knives recovered			Started 2017-2021	Metropolitan Police	EA BCU Gangs Unit
	6) Briefings to be sent out reminding officers of their stop and search options			Started 2017-2021	Metropolitan Police	EA BCU Gangs Unit

	7) Knife crime impact statement to be prepared for future use			Started 2017-2021	Metropolitan Police	EA BCU Gangs Unit
	8) Use Super Recognisers ²⁵ to assist with identifying suspects for outstanding offences			TBC	Metropolitan Police	Safer Neighbourhood Team
	9) Test purchase operations to be carried out by utilising local Volunteer Police Cadets and Trading Standards			Started October 2017-2021	Metropolitan Police, Trading Standard	EA BCU Licensing Trading Standards Team
	10) Identify and target Youth IOM cohort (identify top ten robbery suspects)			TBC	Youth Offending Service, Metropolitan Police	YOS Manager MET LIT
	11) Utilise Achilles heel tactics to target offenders including Op Dragoon ²⁶ and Op Cubo ²⁷			Started 2017 – 2021	Metropolitan Police	Dragoon – EA BCU Partnerships CUBO – EA BCU Safer Neighbourhoods
	12) Close scrutiny of all arrests of HKCs to ensure no opportunities missed. An all-users email has been sent requesting a positive charging policy for all knife crime			Started 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
Police prevent response to Knife Crime – Target hardening, weapons sweeps, placed-based interventions: This comprises of the strands of Control, Disrupt, Divert and Task	1) Multi-agency approach to be utilised. This would include civil injunctions, eviction notices and licensing.	Stopping young people becoming involved in gangs and with weapons/ knives in the first place	TBC	Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	2) CBOs are to be obtained with curfew, geographic & judicial controls for HKCs. All reactive CID and ERPT			Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit

²⁵ Police officers with the ability to remember the faces of almost everyone they have ever seen are helping to crack down on crime

²⁶ Dangerous Driving

²⁷ Illegal Driving

	officers to be advised that if a gang member or HKC is arrested a CBO should always be considered					
	3) Greater focus on intervention, conflict resolution and/or mediation via local and pan London services such as London Gang Exit, Spark2Life, Box-Up Crime and St Giles Trust			Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	4) Regular home visits to known HKC's including upon release from prison			Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	5) Offer diversionary pathways by way of gang letters, gang exits, visits, etc.			Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	6) Effective use and publicity of knife arches/bins			Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	7) Weapon sweeps in known gang and HKC affected areas and other keys venues			Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	8) Hot-spot patrols to be utilised to focus on high-harm wards. Consideration to be given to greater use of dispersal powers			Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
Police protect response to knife crime – Awareness raising: This comprises of the strands of Educate, Communicate, Respond and Safeguard	1) Engagement with business community to raise awareness and encourage retailers to become responsible and target harden stores to prevent shoplifting of knives (e.g. placement	Strengthening our protection against knife crime	TBC	Started April 2017 – 2021	Metropolitan Police Trading Standards Community Safety	EA BCU Gangs Unit EA BCU Licensing Team Trading Standards Team Partnerships officer

	within the store).					
	2) Use intelligence to identify emerging potential HKCs for early intervention			Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	3) Safeguard repeat victims. Consider use of target hardening and special schemes. Liaison with housing authority may be required. Link in with Safeguarding hub to monitor high risk victims.			Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	4) Greater use of ISTV hospital data to map knife crime hot spots (venues of incidents supplied to hospitals are often different or more enhanced than that provided to police			Started 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	5) Use of social media to publicise anti-knife crime messages and good seizures			Started April 2017 – 2021	Metropolitan Police Community Safety and Communications	EA BCU Gangs Unit SGV Lead and Partnerships Officer LBH Comm's Team
	6) Ensure process is in place to identify/monitor repeat victims and repeat suspects.			2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
Police preparation response to knife Crime – Reducing the impact of crime and working with partners, strengthening community relations: This comprises of the strands of Engage, Assess, Share and Plan	1) Enhanced programme of education and focused prevention activity within school including regular weapon sweeps, staggered starting/finishing times	Mitigating the impact of knife attacks	TBC	Started April 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit and Safer Schools Team
	2) Presentations to Community IAG's and Ward Panels to reassure them in order for the wider community to be kept updated with any			2018 – 2021	Metropolitan Police	EA BCU Gangs Unit

	recent incidents. This will also gain support and buy-in from the IAG's.					
	3) Seek political engagement and additional support via local Councillors/MP's			2017 – 2021	Metropolitan Police	EA BCU Gangs Unit and Senior Management Team
	4) Major event planning and monitoring pre-event activity on social media			Started Summer 2017 – 2021	Metropolitan Police	EA BCU Gangs Unit MET Intelligence Team
	5) Greater performance scrutiny with regular meetings to identify best practice			2017 – 2021	Metropolitan Police	EA BCU Gangs Unit
	6) Local authority Serious Group Violence meetings to take place 10 – 14 days prior to the monthly Gangs EGYV multi-agency meeting. Intel sharing with partners and police feeding back information they have			Started August 2017 - 2021	Community Safety and Metropolitan Police	SGV Lead EA BCU Gangs Unit
	7) Focus on those looked after children who have been placed from other boroughs and the associated Care Homes			2017 -2021	Metropolitan Police Early Help and Youth Offending Service.	EA BCU Gangs Unit MET Intelligence Team Early help – MASH? YOS Manager