

Date: Tuesday, 2 February 2016  
Location: The Chamber, City Hall  
Hearing: MOPAC Challenge - Gangs

Start time: 10.00am  
Finish time: 11.30am

**Members:**

Stephen Greenhalgh (Deputy Mayor for Policing) (Chair)  
Jonathan Glanz (MOPAC Challenge Member)  
Steve O'Connell (MOPAC Challenge Member)  
Faith Boardman (MOPAC Challenge Member)  
Helen Bailey (MOPAC Chief Operating Officer)  
Graeme Gordon (MOPAC Director of Services and Commissioning) (Presenting)

**Guests:**

Commander Duncan Ball (Metropolitan Police Service)  
DCS Kevin Southworth (Metropolitan Police Service)  
Nick Hunt (Head of Tackling Crime Unit, Home Office)  
Helga Swidenbank (Director of Probation, CRC)  
Steve Bending (Head of Community Safety, LB Hackney)  
Frances Mapstone (Interim CEO, Safer London)  
Nicole McIntosh (Safer London)  
John Poyton (CEO, Red Thread)  
Alex White (Premier League Charitable Fund)

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Welcome to February's MOPAC Challenge. This is on the theme of gangs, and today is the day that we have launched the Pan-London, or the Mayor has launched the Pan-London Exit Service to gang members. I know a number of the people who are part of that consortium are here today and we will probably spend the second half of the meeting focused on that initiative; it is an important initiative for London, and I am sure it will make a difference in dealing with the issues that we face in our Capital City.

It is a very important priority for both the Mayor and the Metropolitan Police Service, so delighted that we have colleagues from the Metropolitan Police Service with us today.

The first half of the meeting we are very keen to get a grip on where we are in terms of the performance, particularly around enforcement, and the figures do tell a clear story that there is probably some improvement that we would like to see in the next few months, and clearly a changing picture when it comes to gang crime.

So without further ado, I will ask Graeme [Gordon] to take us through the first few slides.

**Graeme Gordon (MOPAC Director of Services and Commissioning):** Well than you very much Chair. There are two sections broadly to the presentation; the first section is Impact and Place, which is the impact of gang crime and where that impact is happening across London, which speaks to those issues of performance and performance management you have just raised.

We are then going to break for questions, and then following that we will move on to a section on Offenders and Interventions; that is who is involved in gang criminality and what interventions we are putting in place to deal with that.

So what this first slide shows is that there has been a reduction in the harm caused by gangs since the start of the mayoral term. So what we have is the 2012 calendar year as a baseline, we have six proxy offences for gang crime, and the percentage reduction against baseline for each of those offences.

So if you look at the overall figure of total crime against 2012, we see a reduction of 8.7% against baseline in 2013, 9.3% against baseline in 2014, which is a small additional reduction, and then in 2015 we see a reduction of 4.3% against baseline, which shows the figures going the other way since 2014.

Similarly at the bottom we have gang flagged crimes within that showing a very steep reduction in 2013, and then subsequently a trend back against that in 2014 and 2015.

So if we move on to the next slide. These are the graphic representation of those proxy indicators that I have described previously. So on this slide we have serious youth violence, gang flagged offences, gun discharges, and the lower line is the London Ambulance statistics for gun injuries, and knife crimes and the London Ambulance statistics for knife injuries.

Then on this next slide we have knife crime, knife crime with injury and gun crime, and again you can see the lines on the graph tell the same story as the table previously.

So moving on, what this slide shows is that gang flagged crime, which is indicated in red on this slide, is only a small percentage of the total serious youth violence, which are the blue bars on this chart. So in other words, serious youth violence does not equal gang crime. Although the number of victims of serious youth violence is used as a proxy for gang crime, this stacked bar chart shows that the number of offences marked as 'Gang related' is pretty low across the board.

So if we move on to gang and non-gang related to knife crime and injury. What this does show, that well only a small proportion of knife crime is gang related; a higher proportion of it results in serious injury.

So it compares the severity of injury between gang and non-gang members, and shows that nearly 50% of gang related knife crime results in a serious injury compared with only a third of non-gang knife crime, and you can see from the second bar chart there that the rest of those injuries are minor in the non-gang category.

Moving on, the risk of being a victim of gang related crime is low, as can be seen from this chart. So only nine in 100,000 of the population aged one to 24 was a victim of gang related crime in calendar year 2015.

However, gang members are vastly over represented as victims of crime overall. You can see from the statistics in the blue box there that if you are not involved in gang activity you only have a nine in 100,000 chance of being a victim of gang related crime, but if you are associated with a gang you have a 15%, which is a 15,000 in 100,000 chance of being a victim of a stabbing, a shooting or gang flagged crime; so very significant disproportionality.

Moving on to the geographical question. Gang flagged crime is concentrated in the north/south corridor, but over the past three years it has spread to outer London boroughs. So you can see from the top left hand corner to the top right hand corner and round clockwise how the pattern of gang offending has spread from inner to outer boroughs.

What this map does is overlay the percentage of people expressing concern about a gang problem with the pattern of gang flagged offences, which are the red spots on the map.

It is worth noting that the public consistently rank gangs in the top six things that the police should be dealing with, and the percent of respondents who believe that this is a problem in their local area has increased from 11% in 2013/14 to 21% in 2015/16.

The other thing which important about this is that we know that if you perceive gangs as a local problem you are likely to have a lower level of confidence in the police. So only 49% of those who consider gangs a problem reported that police are doing a good or excellent job, whereas 72% believe the police are doing an excellent or good job if they do not think gangs are a local problem.

We will pause there for panel questions.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Who wants to kick off with a question? If I may start off Commander Ball.

The impression you get from these slides is that Trident, which was launched back in 2011, had a sizeable impact on reducing gang crime. We see big drops, particularly, and I am sure it dropped versus 2011 and 2012 and then once again in 2013, and then by almost every measure we see a rise; it is more marked in 2015 than it was in 2014, and we are trending almost to be back where we were in 2012.

What I would like to understand from you and your team is what you are doing to stop that trend of the rising tide of gang violence because I think it is of great concern to see those figures?

**Commander Duncan Ball (Metropolitan Police Service):** OK, thank you Deputy Mayor. So I think the first thing to say from my perspective is that now how we deal with gang crime is a clear priority for the Metropolitan Police Service; the Commissioner has made that very clear on a number of occasions, and we do put a considerable amount of resource into tackling this problem.

We are well aware of the impact that it has on communities, and importantly, the risks to young people who live in London who are subject to violence.

So as you rightly say, since 2011 and 2012 we have seen some significant reductions in that time. I think a lot of that is to a combination of factors, so it has been the work of Trident working very closely with the local gangs and boroughs, and clearly partnership underlines all of those with the local authorities, voluntary sectors and also other partners around the table at the moment.

We have never been complacent about the issue for one moment. However, as you rightly say, since 2015 we have seen an upturn around the two main indicators we see for gang activity, which are knife injury victims under 25 and gun crime discharges.

So in June, which was the point that you mentioned there, last year, we were looking at a broadly there was a 22% increase in knife injury victims under 25, and that is a rolling year figure in June.

So on the back of that we launched Operation Teal in the Metropolitan Police Service, and what that looked to do was to bring together all the resources across the Metropolitan Police Service, which would include Trident, making sure that all the local Gangs Units were fully staffed, and making sure that we have an ability to look rather than on an individual borough by borough basis that having the ability for us to task our corporate resources, for example the Territorial Support Group, across the Metropolitan Police Service to respond fast time to incidents as they are emerging; so to deal with them and to act and deal with that suppression activity.

On top of that we have also launched two weeks of action against knife crime offenders where we look at a range of tactics, which include stop and search, looking at hotspots, how we are targeting people that we know habitually carry knives.

We have also looked more --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** If I can stop you on that point. I mean if we look at the period where we saw reductions in the proxies for gang crime and also stop and search; the stop and search arrests were far higher in 2012/13 and 2014 than they have been in 2015; they have dropped to I think below 5,000, about 4,500. The data I have is only to the middle of May; what is the arrest rate at the moment for stop and search for those carrying knives, because I mean it is essentially almost down by about 60% the numbers of people arrested, so it is the peak?

**DCS Kevin Southworth (Metropolitan Police Service):** Yes, sir --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Because the fact is you said that is a tactic, but actually the figures I have there are of a declining number of people that you are arresting carrying knives.

**Commander Duncan Ball (Metropolitan Police Service):** Sir, do you want to ask the figure then I can just pull the point on stop and search?

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Indeed, by all means sir.

**DCS Kevin Southworth (Metropolitan Police Service):** We recognise obviously Deputy Mayor, that stop and search has a mixed review if you like, so on the one hand we are keen to engage with our communities to tackle gang crime, and sometimes an overuse of stop and search can of course be very deleterious to that very same community engagement we are trying to engender.

So what we have adopted, it is a much more target and intelligence led approach to our stop and search, and what we have seen is what we describe as either arrests or positive outcomes from stop and search have actually been maintained, and indeed improved in certain parts of London, whereas the overall number has reduced radically as you know.

So whilst we are doing far less stop and search, our actual positive outcomes generally have been maintained.

Unfortunately, you seem to be looking at data there that I do not have here.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Well I can give it to you; we have discussed it before. I mean if you are going to say that one of our tactics is to -- I mean the public quite rightly want you to stop people carrying offensive weapons and knives. There is a law that has been put on the books saying if you get caught twice that will result in a custodial sentence since the middle of 2015, and I am very happy to give you the chance, but we have discussed this at these meetings before.

Quite clearly you are right; there has been a consistent reduction in the numbers of stop searches and the numbers of stop searches for those that are believed to carry offensive weapons. What is interesting is the absolute number of young people that you are stopping

carrying knives has reduced; the number of people arrested carrying knives has reduced in absolute terms dramatically.

Whereas for a period of time you were carrying out fewer stop searches, but you were still arresting the same number, if not more people.

So my point is whilst the percentages might be comforting in terms of your arrest rate going up, the absolute numbers of people you are arresting has gone down consistently for the last 18 months, pretty much during the same period that gang crime has gone up and serious youth violence and other forms of violence has also gone up. Do you not think they might correlate?

**Commander Duncan Ball (Metropolitan Police Service):** I think one of the issues for us obviously in terms of our focus on stop and search is making sure that it is effectively intelligence led and it is in the right places.

It is a one of a range of tactics that we will use with other tactics as well.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Well I understand that, but where are we at the moment? Do you know the numbers of people that you are stopping and arresting carrying knives at the moment; what is the cumulative figure, because it has gone down consistently since around July 2013? It almost ties entirely with the declining performance with regard to gang crime.

**Commander Duncan Ball (Metropolitan Police Service):** Sir, I will let Kevin [Southworth] answer that in a moment, but just in terms of just to pick up the point on declining gang performance. What I was saying with the work we have done under Operation Teal, which includes the stop and search, that 22% rolling year increase that we had in June, we have turned that down to a 5% increase.

So there have been huge amounts of work that has been done since June last year to this point of time where we have reduced that increase considerably.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Reduced the increase; what do you mean; you have reduced the numbers of stop and search?

**Commander Duncan Ball (Metropolitan Police Service):** No. So broadly in terms of knife injury victims, which was the original question --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** You are going back to the crime figures now?

**Commander Duncan Ball (Metropolitan Police Service):** Yes. So --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Can someone just answer my - I just want to get a sense of where we are on stop and searches and the number of people that you are arresting for carrying offensive weapons, whether that in absolute terms is going up or down?

**DCS Kevin Southworth (Metropolitan Police Service):** If I may? Total number --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Not percentages.

**DCS Kevin Southworth (Metropolitan Police Service):** Yes, percentages I have not got. Total number of stop and searches since Operation Teal commenced there was 8,529 stops and searches across all the boroughs that are engaged in that.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** How many?

**DCS Kevin Southworth (Metropolitan Police Service):** 8,529. However, and this just tells a story sir, we have had over 9,000 arrests under Operation Teal, and it proves the point that stop and searches are merely just one, as the boss says, of a range of tactics.

So I think it is too -- we would need to do a lot more work to be able to make that direct correlation between stop and search and the increase in knife --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** I am not asking you to make any correlations. I am asking you to let me know and have some understanding about where we are in terms of the number of people we are arresting as a result of stop and search that are carrying offensive weapons.

**DCS Kevin Southworth (Metropolitan Police Service):** I think --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Do you have that information or not?

**Commander Duncan Ball (Metropolitan Police Service):** So that information, unless it is in the pack, we do not have it. I can write to you afterwards for specific detail on that specific question.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Right, OK. Well I would like you to take a look at it because for me it is concerning that there seems to be a temporal correlation where the reduced numbers of arrests are people carrying offensive weapons and the declining performance when it comes to tackling guns.

I understand stop and search is not the only tactic that you employ to tackle gang violence, but it does seem to be, and interesting, that it covers pretty much the same period that we had the declining numbers of people arrested carrying knives as a result of stop and search.

**Commander Duncan Ball (Metropolitan Police Service):** OK, I take your point. I mean stop and search is very much at the forefront of what we do, so as I said it is one of our key tactics. We are working hard to make sure it is intelligence led in the right places --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Yes, we understand that.

**Commander Duncan Ball (Metropolitan Police Service):** -- and we do see some positive results from it.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK. I mean when we discussed this in the past there was an intention to increase the level of stop and search albeit intelligence led, what is the trend at the moment?

**Commander Duncan Ball (Metropolitan Police Service):** So in terms of the stop and searches, as we discussed we do not have the data in the pack, but in terms of what we are doing across the Metropolitan Police Service as regards to gang crime and knife crime, we have had key drives around Operation Teal and a knife crime weeks of activity to have concerted work done around identifying who are the habitual knife carriers, who are those gang members who carry knives, and to target them in a positive and lawful way to make sure that we are using stop and search and other tactics appropriately.

**DCS Kevin Southworth (Metropolitan Police Service):** It is worth noting sir as well, in terms of gang crime performance we have the greatest number of gang members who are on our matrix either in custody, which is the thing that matters to us most of course, how they get there whether via stop and search or other tactics, than ever before, and an even greater number that are subject to judicial restriction control.

So actually we have over 40% now of the people who we recognise on our gang matrix either behind bars or subject to a judicial restriction which controls their behaviour and which we can enforce. So that --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK, so how does that compare let us say to a year ago or two years ago?

**DCS Kevin Southworth (Metropolitan Police Service):** It is substantially up; it was running at about 30% at the beginning of the period that you have discussed. So it is a significant success story and we would correlate that actually the reduction in overall gang crime contribution to knife injury violence, which is the one with the slides that we have in front of us, hopefully you have the same sir.

So recognising that gang crime makes up a comparatively low proportion of the number of knife injury violence which stems to the real issue, which is that we have achieved success against the gang cohort, hence why so many are being bars or subject to judicial restrictions with or without the lower numbers of stop and search.

Actually the broader challenge for us is how we extend that success into other, the non-gang offending cohort, and the same is true of gun crime as well, and that is something that we are looking at as part of two strategies going forward over this next 12 months.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK. So if we take slide three on page three, which is effectively your six proxy markers and then gang flagged crime, there is nothing positively particularly about the gang flagged crime slide, which is that by and large it has gone up for the last two years, and I do not see anything positive.

So what would I see if I were here sitting in this chair in a year's time?



**Commander Duncan Ball (Metropolitan Police Service):** Sir, in terms of what is positive, as I explained in June we had that rolling year increase --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** No, I am asking you to talk about the figures, not what happened in June. What is going to happen to gang flagged crime, now that you have got 40% on the judicial restriction or behind bars or in custody, what is going to happen to gang flagged crime levels?

**Commander Duncan Ball (Metropolitan Police Service):** Sorry, so the point I was making Deputy Mayor was that from that 22% increase it has been reduced to a 5% increase, so we are having an impact, so that is my key point there.

There are also more people that are in custody and subject to judicial restriction. We have got a vastly enhanced process across the Metropolitan Police Service that involves all of the Gangs Units that are now at full strength, and working very closely with Trident that actively targets under me, on a three week basis we have a gang crime focused meeting to address these issues.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** I will rephrase it. Give me a sense of what for you success will look like? How are you measuring that Trident working with TP is having an impact and has the menace of gang crime under control? What will success look like?

Because at the moment all effectively I have is that there was a massive amount of success in 2013, and both 2014 and 2015 are by any measure not particularly positive because you are heading back to where we were in 2012. What will these figures look like in a year's time? What is your ambition in terms of tackling this?

**Commander Duncan Ball (Metropolitan Police Service):** So my measure of success is sustained reductions.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK. And the biggest amount of increase clearly is around serious youth violence, is that right? So that seems to be the biggest increase at the moment, it has been nearly 1,000 crimes since 2012.

**Commander Duncan Ball (Metropolitan Police Service):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK. Any questions? Keith [Prince]?

**Keith Prince (MOPAC Challenge Member):** No. Faith [Boardman] has got a question.

**Faith Boardman (MOPAC Challenge Member):** Shall I go?

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Yes.

**Faith Boardman (MOPAC Challenge Member):** As an old Operational Manager I am quite used to looking at all sorts of statistics, and they are never easy.

But I am finding it exceptionally difficult to get my head around what it is that some of these statistics that we have seen are telling us.

If I look at slide four, I see serious youth violence, in terms of victims, going up steadily since January 2013. I also see knife crime with injury going up steadily since about middle 2013. Gang flagged offences are tootling along in a reasonably flat way during most of that period.

So that raises questions in my mind about whether the practice of flagging, whether or not these are gang related, is being done consistently, and particularly when we have, as I understand the system, on occasion local forces doing it and on occasions Trident doing it.

So are we really sure that we are getting consistency in the application of the rules to help us understand what the real problem is, because undoubtedly the violence itself and the knife crime with injury has been going up at really quite a concerning rate?

**Commander Duncan Ball (Metropolitan Police Service):** OK. So I think as an important point to draw out as well in terms of the overall picture with serious youth violence and knife injury victims under 25 in that gangs represent a proportion of that.

So there are a lot of injuries that are caused outwith that gang nominal cohort that could be as a result for example, of night time economy or other wider group offending.

In terms of your specific question around gang flagging, that is something we are very much focused on. So what we would look at, we have a very broad definition in terms of what we see as a gang flagged crime, which effectively is if anybody thinks it is and then flag it as a gang flagged crime. That will then go to the local Gangs Unit to investigate; if it is a gang member who is at the higher end of offending that will then come to Trident.

But it is very much in the interests of the office of its reporting or the local borough to identify it is a gang crime, because you are then bringing the Trident resources and the additional skills and abilities that we can bring in order to investigate these sort of offences.

As I mentioned, every three weeks I have a gang crime fighters meeting, which includes all of Trident and the senior leadership representative from each of the 18 gangs boroughs, and we go through that on a three weekly basis in terms of how we are looking at the gang activity and the gang flagged offences.

So in terms of I am reassured that the 18 gangs boroughs are looking at that, and I am certainly reassured that Trident are doing that as well.

**Faith Boardman (MOPAC Challenge Member):** You are reassured, but when we look at number ten, which is about the public concern, it does not look as if that reassurance is getting through to them, and they are living with things on the ground and they are possibly seeing some things that do not even get to the police, so perhaps they are a better measure of the true problem.

And as we heard earlier, there is a feeling out there amongst the public that the problem is spreading and is less contained than it was geographically.

How far do you correlate what you are being told and seeing from the figures with the public confidence? This is really important I think from MOPAC point of view because one of our three key indicators is confidence, and generally speaking we have not been doing as well in improving that as we have on the other two main objectives set by the Deputy Mayor.

So what is going on here, and how do we tie this in, and how do you tie this in? Is your communication with the public good?

**Commander Duncan Ball (Metropolitan Police Service):** So I think it is a really interesting question actually because the question is, is the gang activity that we know about the reality of what is happening within London --

**Faith Boardman (MOPAC Challenge Member):** Indeed, that is what I am trying to home in on.

**Commander Duncan Ball (Metropolitan Police Service):** Yes, and one of the real difficulties that -- so if you are asking me is it, I would probably say, the common sense within me says we do not know the full extent of gang activity because the question is do we know about everything that is happening.

So when we do for example, a crime is reported to us we have a number of our gang victims that are unwilling to substantiate any offences at all, they are unwilling to cooperate with police, and we do know that within the gang culture clearly there is a culture where you do not necessarily tell the authorities. So they might be things that are visible to local authorities, sorry, local communities rather than either the police or the local authority.

So as you will be aware, across every borough there is working at the frontline with Safer Neighbourhood teams and with local police and the local authorities to look at that frontline engagement to raise that particular confidence.

I think it is something that we very alive to, and I should imagine, whilst clearly I cannot measure against a statistic I do not know, there is every likelihood that there are offences and criminality that we are unaware of. That is not to say that we do not keep trying to get that reported, working together with our partners, recognising for example that there might be other avenues into police for the crimes to be reported, and making sure that where we are we deal with it in a way that gets the confidence of the victim, because if you deal with a victim well and that victim gets confidence and then that is the message that then gets spread.

**Jonathan Glanz (MOPAC Challenge Member):** If I can just pick up on one point. Faith [Boardman's] point covered one of my concerns, which was around the flagging.

But if we move to slide six, it seems to me that we have extraordinarily low numbers of gang flagged crime if you compare that to the map showing the incidents of things which have occurred, you get boroughs which appear to be very high in terms of the their percentages and they do not seem to have very many numbers at all. And just at random if you pick out say Lambeth, Lambeth appears in the dark green and there seems to be I think by most measures a quite significant amount of gang activity in that area.

Unless I am reading this chart on page six incorrectly, there seems to be probably about seven or eight that that would relate to, which have been flagged as gang related amongst the serious youth violence. Are we getting the full picture?

**Commander Duncan Ball (Metropolitan Police Service):** So I think probably without wishing to repeat the answer that I just gave, if you look at serious youth violence, particularly with youths under 19, and this covers a whole host of measures that we have, I think there is a recognition that there is a lot of serious youth violence that is outwith the gangs cohort as well.

Another interesting factor to lay on top of this in terms of the percentage of gang activity is if you look at knife injury victims under 25, that percentage increases that the gang cohort are responsible for. So broadly is might be responsible for, depending which borough it is, maybe an average of 30%.

So looking at the one that we are focused on, which is the knife injury victims, which are the ones that cause the most harm and are more likely to lead to obviously fatal stabbings, what we do is we do keep a very close eye on those, and one of the things we are particularly keen to look at is making sure that all those gang crime indicators are recorded properly so that we do know about them and then we can tackle those.

But if you look at the knife injury victims under 25 then that percentage will rise quite considerably from the serious youth violence figures within the pack.

**Keith Prince (MOPAC Challenge Member):** Thank you. What I am a bit more interested in, probably because I am a local councillor, is the work that you do with the boroughs.

Now we have Trident, which is clearly London wide, and we find these nominals and we go after them. But unfortunately, they do not respect borough boundaries; they probably do not know the difference between one borough and the other.

So whilst you may be doing let us say some good work with Hackney, they might decide they want to go to Waltham Forest or Newham, and especially like my borough, Redbridge, which is a borough that people come through, and say Newham people go to Stratford.

How do you get the boroughs to work together in either a regional or sub-regional way to mirror what you are doing in relation to Trident please?

**DCS Kevin Southworth (Metropolitan Police Service):** If I may sir. We have several different layers of approach to this if I may, and one of which Commander Ball has already alluded to, which is at the strategic level we have the gang and crime fighters meeting where the gang crime activity of all boroughs is regulated, and through which Mr Ball and myself will make sure that our borough peers are working in line with our overall strategy to tackle gang crime at a local level. So that is how we ensure governance at that level of our enforcement activity and our partnership work.

Bringing it down a rung then to slightly more tactical, on a rolling basis we will have our internal tasking process whereby we will deploy our flexible resource, which is our central Gangs Unit

teams, a very successful model that we have used for some time now throughout the period of success that Mr Greenhalgh referred to earlier, and we will deploy those for three month periods at a time, sometimes longer, into certain borough areas where they will do a range of gang crime suppression tactics taking on that no borders mentality and following the criminals wherever the evidence leads us and the intelligence takes us.

But bringing it down a level again, because that is on a more medium term basis, even on a very short term basis, under the auspices of Operation Teal we have the ability to flex our resources, not just Trident but borough resources and Taskforce resources, TSG, dogs and mounted branch, to not only to respond to but to pre-empt outbursts of gang crime on an intelligence led basis wherever they might be across the city.

And that is completely a borderless approach, a one Metropolitan Police Service approach if you like to that problem, and also takes on the fact that we recognise that we cannot be everywhere but we can respond collectively with the TSG, with Taskforce, with boroughs to whatever we need to, and this is how we believe we have achieved the 17% turnaround in knife injury violence in the last 12 months.

**Keith Prince (MOPAC Challenge Member):** Yes, I get that and I get what we are doing without borders. But the point was what are we doing with partners to recognise the fact that these nominals, or whatever you want to call them, do not have (inaudible). Steve [Bending], very good you coming, but if you could just say --

**DCS Kevin Southworth (Metropolitan Police Service):** Sorry --

**Keith Prince (MOPAC Challenge Member):** -- no, but if you could just say what you do specifically with the boroughs that overcomes those borders rather than what the Metropolitan Police Service do, which --

**DCS Kevin Southworth (Metropolitan Police Service):** My apologies.

**Jonathan Glanz (MOPAC Challenge Member):** No, it is all right.

**Keith Prince (MOPAC Challenge Member):** Through our local panels we have gangs multi-agency panels, sometimes under a different aegis, but nevertheless a much similar format, and multi-agency approach to regulating all gang nominals on boroughs, and they will take a view not just on those that are on the matrix and who should or should not be on, but also to different types of young people who may be impacted on by gangs, and that is just one of the forums at which they will be looked at.

However, having said that, where gang nominals do move across boundaries, and indeed where they transfer to perhaps their residence or they will go from one place to another, that again is regulated through that process and we will make sure they are tracked whether they move across the city or not.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Before I bring in Steve [Bending], two things I do want to understand based on the answers. You talked positively

about the figures with regard to knife crime with injury at minus 12%, can you just -- because I do not see those in the figures I am looking at?

**DCS Kevin Southworth (Metropolitan Police Service):** Absolutely sir, and I think that is where we are at slightly crossed purposes.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** So speaking at crossed purposes, so I think I just need to understand what the positive message is on that.

**DCS Kevin Southworth (Metropolitan Police Service):** Absolutely. Knife injury violence under 25 non-domestic abuse is as you know sir, one of the proxy indicators that we gage as a success or otherwise of our approach, recognising within that that potentially only 30% of that is actually committed by gang members.

Taking that proxy indicator we track that literally on a daily basis, and as Mr Ball was saying before, as of June last year we recognised it was up by 22% on the previous 12 months. We track that on a rolling year basis, on a day by day basis. As at this morning it is 5% up, so that is a 17% turnaround on where it was in June last year reflecting a successful --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK. So it is not that it is not up, it is up less than it was six months ago?

**DCS Kevin Southworth (Metropolitan Police Service):** Significantly --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** So the trend line is going the right way in the sense that it is not going up as much on a rolling year basis, so it means it has come down relatively.

**DCS Kevin Southworth (Metropolitan Police Service):** Correct.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** But nonetheless, for the whole calendar year of 2015, knife crime injury for those under the age of 25 is up 2015 versus 2014, so there is some way to go on that.

**DCS Kevin Southworth (Metropolitan Police Service):** So still some way to go sir, well 5% --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK, well I think it is probably worth thinking about and defining success then I will bring Steve [Bending] in, because for me you need to have something that -- what are we going to go and keep returning to, and we were struggling to get a performance picture for Trident to be perfectly honest with you.

But I think today's discussion has been, without getting into tactics and how you are doing it, I mean clearly if you go to slide three we would want to see a sustained reduction in all of the surrogate markers to be below the 2012 baseline, so there are red figures for 2015 and 2014 and one was in 2013.

But essentially you would want to see a return about a reduction of about 1,100 offences when it comes to those six surrogate markers. You would also want to see gang flagged crime down by around the 500 or 600 offences that it has risen by over the previous two years.

So going back to at least the 2013 performance would be a start would it not as an ambition regarding crime.

I think it is also fair to say that we now have a very clear indication of public concern around gang crime, and that is something that cannot be gained in any sense, but clearly there has been big rise from 15% to 21%, and largely speaking we should keep looking at that and I would argue that that should try to return to 15% rather than being over one in five, which I think is 21% at the moment on the most recent figures Graeme.

Then the third marker as well as confidence if you like that gang crime is less of a concern, is the victimisation rate, which I think is a useful composite. It would be good to get back to the seven in 100,000 as opposed to the 9.4 in 100,000. Admittedly it is still lower than we were in 2012, but that again, the victimisation rate can be reduced.

If those three things can happen and reduce crime, reduce the victimisation rate and see a reducing amount of concern in gang crime, that for me would be a definition of success for the Metropolitan Police Service. Steve [O'Connell]. Sorry, did you want say something; sorry, do you want comment?

**Commander Duncan Ball (Metropolitan Police Service):** Yes, thank you Deputy Mayor. I mean just in terms of some of the context as well around some of the potential reasons for increases in knife crime as well.

So I just want to underline we are looking at very broadly, so if for example, you take the increased availability of certain types of knives on the internet or from independent retailers, we are looking at working together with retailers, working with the Home Office around looking at how we can then limit the supply of knives as well.

There is almost more of the societal part for me, which is what then makes a young person pick up a knife? So is it because they do not feel threatened, is it because, sorry, is it because they feel threatened, or is it because they feel as though it is some form of show amongst their gang members?

And that is where I think the whole partnership effort comes into it and the whole societal piece comes in that involves families and local community members as well.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** I get all of that, but we have as the Mayor's Office Policing and Crime, a duty to hold the Metropolitan Police Service to account.

With volume crime we have got some very clear objectives about what we want to see. When we come to gang crime, the ability to hold you and your colleagues to account. I want to make it clear as well, and we struggle to do this to be perfectly honest with you, but I think we now have three ways that we can look to see whether things are getting better or worse. One is to

use your surrogate markers admittedly and total gang flagged crime and say is it getting back to the levels we saw in 2012 or not? Also the level of public concern and gang crime as ways of saying are we winning or not? How are we doing relative to those big reductions that were sustained through 2012 and to a certain degree in 2013?

So that is all I am saying. Now clearly the tactics and the way that we deal with this will extend well beyond the Metropolitan Police Service. Now I am going to take Steve [O'Connell], and I know Steve [Bending] you wanted to comment as well so we will just --

**Steve O'Connell (MOPAC Challenge Member):** Yes, just exploring that before we move into the second part of the morning, it is returning to the point about the north/south corridor, and as Keith has picked out the point that gang crime is moving out to the outer boroughs and then moving on to talk finally about the confidence piece, and Steve [Bending] I know you would probably like to comment on that.

So we have seen about a change in locations, and we have seen from slide nine that the crime is concentrated in the north/south corridor but expanding into the outer boroughs, and you did touch upon earlier about resources. But I am particularly interested in that flexing resources because you mentioned earlier gangs will have territories that will naturally go across boroughs anyway, and I can speak from a Lambeth/Croydon experience, so we get all that. So I just wanted a few more reassurances around how you are addressing that.

And then to pick up on the confidence piece, which again we can see in ten, the disproportionate effect where residents fear and acknowledge gang activity in their borough reduces dramatically their confidence in the police; that is a given fact, and how that correlates and what you are doing on the ground around that, and I know Steve will leap in around what he is doing in Hackney on those two specific pieces and then we can possibly move on.

**Commander Duncan Ball (Metropolitan Police Service):** OK, so perhaps I will cover the first bit and then Kevin [Southworth] can cover the second question.

Sir, in terms of the gangs, I have talked about this three weekly gang crime fighters that we look at where we bring all the boroughs up to look at to what the issues are.

Within that we also include non-gangs boroughs because we are conscious that clearly if you have a certain amount of police activity that is focused in a hotspot it might divert gang nominals to move elsewhere either in terms of drugs supply for example, or whether they will go to areas that are more, where there is perhaps less policing just because the population --

**Steve O'Connell (MOPAC Challenge Member):** There will be less competition so they move across boroughs, and I have got experiences in Sutton and Merton, without going into detail, where they will move across because there is less competition. So that is something I guess you would be addressing?

**Commander Duncan Ball (Metropolitan Police Service):** So that is something that we look at that particular meeting. So we look at the interplay between different boroughs, so on a day to day basis there will be communication between local Gangs Units from respective



borough to make sure that the tactics are synchronised between those two boroughs, particularly if they are contiguous to each other.

What I then have is oversight of that with all the gang boroughs to pick up on any trends that are happening across London; that is supported by Metropolitan Police Service intelligence as well, so we would then pick up on that broader movement that you see, because I am very conscious if for example, we have a big operation on a borough, that might then disperse gang nominals elsewhere to the other places.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Is most of your focus on the gang boroughs?

**Commander Duncan Ball (Metropolitan Police Service):** So there are 18 Gangs boroughs that we look at, but we do not ignore the non-gangs boroughs --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** I understand that, but you have to prioritise --

**Commander Duncan Ball (Metropolitan Police Service):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** So can you just rattle through the 18 Gang boroughs?

**Commander Duncan Ball (Metropolitan Police Service):** I mean I could run through here from looking through the list.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Yes, just give me the list. Sorry, or I will ask a different question, is Newham on the list of gang boroughs?

**Commander Duncan Ball (Metropolitan Police Service):** Newham is, yes.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Yes, and which are the other ones?

**Commander Duncan Ball (Metropolitan Police Service):** So Barking -- yes, sorry, we have got the list there.

**DCS Kevin Southworth (Metropolitan Police Service):** Would you like me to assist sir, with that if I may?

So if I rattle off the boroughs to repeat your request, so we have Haringey, Lewisham, Tower Hamlets, Camden, Islington, do tell me if I am going too fast, Barking, Dagenham, Brent, Newham, Wandsworth, Croydon, Waltham Forest, Lambeth, Westminster, Hackney, Ealing, Enfield and Southwark.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Southwark, but not Croydon?

**Keith Prince (MOPAC Challenge Member):** He did say Croydon.

**DCS Kevin Southworth (Metropolitan Police Service):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK. Hammersmith and Fulham is not and neither is Kensington and Chelsea, no, those are not?

**DCS Kevin Southworth (Metropolitan Police Service):** No.

**Steve O'Connell (MOPAC Challenge Member):** And that strengthens the north/south axis as it were, that reflects that does it not largely?

**Commander Duncan Ball (Metropolitan Police Service):** So on top those are the ones as you rightly say are our key focus.

However, there are other boroughs that have had some additional support in terms of reviewing their gangs' activity. And what we have operated through Operation Teal since June last year is that our central resource, whether that is Trident or whether that is Taskforce, is able to dynamically respond to any incident. So if it is on the outlying reaches of the Metropolitan Police Service and it is gang activity that looks as though it will escalate, we will deploy resources fast time to that to deal with it.

So what I do not want to do for one minute is give the impression is if you are not in a major gang area we are not interested in gangs; that is far from the case, but clearly we have to focus resources --

**Steve O'Connell (MOPAC Challenge Member):** And just lastly on that for me, I mean historically there would have been a strong relationship between those so called inner boroughs, the Hackneys, that will have had some issues, a lot of issues around gangs and they have an established relationship with Trident at a particular level because they would be dealing with them a lot.

With the emergence over the last couple of years plus with the outer London boroughs, the Enfields and the Croydons, is that command level relationship strong i.e. Borough Command of senior level, with Trident and that sort of stuff, how is that relationship?

**Commander Duncan Ball (Metropolitan Police Service):** Sir, I can absolutely assure you it is very strong. So from a TP perspective, Commander Lucy D'Orsi leads for TP; she is part of those meetings with me every three weeks, so we have complete join up between Trident and Taskforce and our central resources and what the borough gang strategies are and we make sure that we do everything together.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Yes, and it sounds like your lists covers that north/south corridor we are talking about, I understand that. That is helpful. Steve [Bending], you want to come in, sorry?

**Steve Bending (Head of Community Safety, LB Hackney):** Thank you. Just a couple of points really that were raised just to add a borough perspective.

I suppose the first bit is around the gang flagged crime, Hackney acknowledged it had a problem with gangs in 2009, and developed a very strong partnership approach to it, which included integrated Gangs Unit, and with that a range of professionals who are able to readily recognise when we have a gang crime.

So going back to the slide around gang flagged crime we come out very high in that, and I suppose my narrative on that would be around the fact that we understand when we have got gang crimes, hence the numbers that are there were very accurate in understanding what our problem is in Hackney.

In terms of the public confidence side of things, I suppose on a two sided coin when you acknowledge you have a gang problem and you invest resources and a commitment to do something about it, you also raise the public awareness around the fact that you have that problem. So therefore, to some extent that then plays into that public concern, which obviously is a concern for us that the public are concerned about gang violence, but also it brings that community resilience to tackle it as well, and we have community based initiatives which are working on gang violence.

I suppose the last point I would make was around that bit around individuals travelling who are gang members travelling around London, and we do have, as many boroughs have, a coordinated partnership meeting where we assess the activity of gangs and gang members and the risk, and we do identify when individuals are involved in activity outside of our borough and we work very closely with our partners in other boroughs where there are individuals doing that.

So we will make sure that they are aware; we will usually keep the individuals that their initial activities in Hackney we will keep them in Hackney in terms of their focus, but we work with partners elsewhere.

And if we do hand someone over because they have moved and it is quite clear that they are no longer in our borough, then there will be a very comprehensive handover package with our partners in another borough.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** That is helpful Steve [Bending]. Shall we move on to the next presentation? Graeme [Gordon].

**Graeme Gordon (MOPAC Director of Services and Commissioning):** Certainly Chair. The second part of this morning is taking a closer look at who the gang offenders are and what interventions are in place to deal with them.

So if we could start with this slide, 'Who are the gang nominals?' and the Metropolitan Police Service holds what is called a matrix of gang nominals within London.

There are over 3,500 individuals listed on the matrix, and they are categorised according to the level of harm they represent; so red is the most harmful, amber in the middle and green as the least harmful.

The majority of these, 68%, are classed as live, meaning that they are not actually in custody, so 32% of the individuals are in custody.

As you can see from the statistics on this slide, there are a few more active gangs now than there were in 2011/12, but the most active have reduced from 58 to 48, and the number of gang members, gang nominals, on the matrix has reduced from round about 4,500 to round about 3,500.

What we know about gang offenders is that they are relatively young, criminally versatile and prolific.

So the offending profile of gang members shows that they commit a range of types of offence. The offences they commit are relatively serious, and they tend to be first convicted early in life, before the age of 15, and you have the statistics there.

They also progress quickly through the justice system, so 53% were first convicted within a year of first arrest.

Also what we can see in the next slide is that gang offenders are different in profile to wider serious youth violence offenders.

So if you look at the top at the offenders, we can see that the age range is different, the ethnicity profile is very different, and that gang flagged and violent offenders are almost exclusively male, whereas for serious youth violence certainly it is the majority male but there is a significant female offending population there.

With the victims, the age range of victims is wider for the gang flagged violent offenders. Again, the demographics are different with black communities disproportionately represented as victims of gang flagged violence compared to serious youth violence, and in both cases the victims are predominantly male.

So what we have on our next slide is the strategic ambitions for London; this is the London Crime Reduction Board's strategic ambitions for gangs and serious violence which was launched back in June 2014.

There are three broad approaches to reducing the harm caused by gangs; prevention, intervention and enforcement with leadership and coordination provided by the Deputy Mayor and MOPAC.

I will not go into that strategy bit in detail, but what I would like to do is touch on some examples of prevention, intervention and enforcement.

So the first example is London Kicks, and we have representatives of many of these projects we are going to talk about here so I will just give a very summary picture of it.

The London Kicks project, as the name suggests, uses football to engage with young people. It is jointly funded by MOPAC and the Premier League to engage young people aged 12 to 18 through workshops and one to one sessions.

Between September 2014 and August 2015 4,842 young people have taken part in Kicks activity against the target of 840; 1,913 young people have engaged in positive activity on a

Friday and Saturday night; 442 have achieved at least one qualification, and I think most impressively, 1,141 young people have progressed towards employment or training.

A third of all Kicks participants are referred by a statutory agency or education provider; 89% of participants are male, 11% female, with almost half aged between 11 and 15, and two thirds are from black and minority ethnic groups.

So we then look at an intervention, which is major trauma centres, and since April 2015 Red Thread has worked with 575 victims of serious youth violence and sexual exploitation, including 49 young people aged under 18 who were not known to any statutory agency.

So we at MOPAC commissioned Red Thread to expand into all four major trauma centres in London, and Red Thread and St Giles Trust are now delivering there for young victims admitted to hospital, and the idea being that they get support at what is a teachable moment in their lives.

The service has also been expanded to deliver a frontline domestic violence service for young people up to the age of 25 within those four major trauma centres in London.

Another intervention we do not have represented here today but is worth touching on is Shield, and Shield aims to reduce serious gang violence in three boroughs in London, and what we have done is piloted this approach which was based on an innovative group violence intervention model which was pioneered in the United States.

It is a 12 month pilot running in Lambeth, Westminster and Haringey. What caught our interest in this approach is in the United States they have seen 35% to 65% reductions in group related violence, and in the UK it was trialled in Glasgow and resulted in a 50% reduction in youth violence. So obviously early days for us, and these are pilots that are not completed as yet.

So moving on from intervention to enforcement with Trident. Operation Teal has resulted in there being 31 fewer knife injury victims than during the same period of the previous year, and the overall 22% rise as we were hearing previously has been dramatically reduced to a very low figure of 4.2%.

Operation Teal was launched on 22 June 2015 in response to a rise in knife and gun crime, and taken together with Metropolitan Police Service wide activity across all the Ending Gangs and Youth Violence boroughs and the SO20 Taskforce activity the Metropolitan Police Service has made 9,093 arrests under Operation Teal and seized 436 firearms, 689 kilos of drugs and £3,755,107 in cash and assets.

Operation Sceptre concentrated on reducing knife crime in all boroughs through weeks of coordinated action. The first two Operation Sceptre weeks saw over 1,700 knives surrendered, 322 weapons seized and over 1,800 weapon sweeps take place. A third week is planned in February.

Finally, we come to the London Gang Exit Service. As you touched on earlier Deputy Mayor, today the Mayor of London launched what is London's first city wide programme to help vulnerable young people to turn away from gangs and turn their lives around with specialised one to one mentoring and support.

As we have seen earlier in this challenge, we have seen how gang related crime has shifted from inner London boroughs to outer London boroughs, and the London Gang Exit programme is a £1.5 million programme jointly commissioned by MOPAC and the London Community Rehabilitation Company to provide support to gang members and those exploited by gangs.

The programme is being delivered by a consortium led by Safer London, and includes Only Connect and Red Thread. The first component of it provides core mentoring and case work support, and that second component links into specialist services like mental health.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Thank you. I am obviously conscious the first half was heavily focused around performance with regard to tackling gang crime.

This is an opportunity to look at the other strands if you like around both intervention and prevention, and it would be good to hear from some of the members that have not yet spoken, so very patient. So can we start off with prevention, and I guess Alex [White], it was a great pleasure to join the Mayor in launching the Kicks programme and some very impressive results. Do you want to take us through what you are doing and the state of play?

**Alex White (Premier League Charitable Fund):** Sure. Thank you and good morning.

The additional investment from MOPAC has enabled 11 football clubs across London to deliver a range of activity, which includes delivering curriculum time within pupil referral units and that will be sports delivering and also mentoring sessions.

There is mentoring in other settings within the community and there is open access targeted sports delivery delivered in areas and at times where there is a higher instance of reported crime and antisocial behaviour.

It is delivered across 20 boroughs, the priority boroughs as identified by MOPAC, and to date as you have heard, we have had significant success rates in terms of engagement.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Steve [O'Connell]?

**Steve O'Connell (MOPAC Challenge Member):** Thank you very much. I will swiftly declare an interest; I am a trustee of a premiership football foundation that delivers your services so I thought I would get that out there.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Crystal Palace?

**Steve O'Connell (MOPAC Challenge Member):** It is Crystal Palace, of course it is yes.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Not that you would want to declare who you support.

**Steve O'Connell (MOPAC Challenge Member):** No, no but I just have, which is -- no, it is no great surprise.

So again, I have experience of Kicks over some years and it has proven to be successful. But I think what is important is over the last 18 months or so it has been more targeted, we are talking about referrals from schools and other authorities, and many of the young people supported are indeed people from troubled backgrounds and people that are at risk.

Would you tell us a little bit about how that works, because as you say, three or four years ago it was just based on the premise that if you had lads kicking footballs around on a Friday night and a Saturday night they would be doing less bad things, and that was generally the premise? But of course now it is far more targeted, could you talk a little bit around that please?

**Alex White (Premier League Charitable Fund):** That is right. So as you said rightly, Kicks has typically been a diversional activity delivered in areas of need.

With the funding from MOPAC it has enabled the clubs to do much more targeted work, and as you say receive referrals from a number of statutory agencies across London, which would include the local authority, youth offending institutes, sometimes go into prisons to deliver.

Over half of our participants today are referred; a third of which are from statutory organisations, and the other portion of that half would be from other agencies that the clubs will be working with directly.

So there is around 46% which are accessing the service, the open access services as well.

**Steve O'Connell (MOPAC Challenge Member):** OK. Another good point to draw out is I think you have a high success rate of young people who go through the Kicks process to then come back as mentors and support the process itself, and some of them indeed go on to be quite good footballers and professional footballers, so I think that is a point to make, so perhaps you would confirm something around that.

But also perhaps draw out any difficulties and challenges you might see for programmes like Kicks and other associated programmes over the coming years.

**Alex White (Premier League Charitable Fund):** Yes, I think certainly there is a clear pathway where young people once they engage with the programme they are offered a range of opportunities and exit routes that will support them to progress in education and training.

Many of them become coaches or mentors themselves and operate: they give something back to the programme, which is fantastic in terms of their understanding of the situation that we are trying to address.

And sorry, just to respond to your second question. In terms of some of the challenges, I guess one of the biggest challenges for us is the information sharing and understanding the real nature of the risks of the young people that have perhaps been referred on to the programme, and there have been instances where sufficient information has not perhaps been disclosed, which has led to perhaps disengagement further along their journey within the programme.

But we always try to address that by working very closely with the agencies that partner with us on the programme, and of course with the Metropolitan Police Service as well.

In addition, I would say that the consistency of staffing and those engaged in the programme is very important, and whether that is the clubs' staff themselves moving on or police engagement or other agencies engagement it is very crucial for that engagement and that we have that consistency.

**Steve O'Connell (MOPAC Challenge Member):** OK. And lastly, I would like to draw out the point that it is not as I said earlier, two or three years ago young lads kicking a football around on a Friday or Saturday night. It might have started off with that impression, but as it has moved on it is much more varied and deeper, and the activities are much stronger. Do you want to just summarise a little bit around the other activities?

**Alex White (Premier League Charitable Fund):** Absolutely. So one of the key indicators is more young people taking part in positive activities on Friday and Saturday nights. That may be your typical sports activity and your football in an estate from 7.00 until 9.00 for example.

But the activity is running throughout the week, whether that is within curriculum time, supporting education needs, or mentoring for older young people, 16 to 19 years old, typically within a football stadium or going out into the community to engage them in an area they are familiar with.

Sorry, could you just repeat the latter part of your question?

**Steve O'Connell (MOPAC Challenge Member):** No, really, I think you've said that point because I wanted to draw out the fact that it is not just purely football related --

**Alex White (Premier League Charitable Fund):** It is much more than football.

**Steve O'Connell (MOPAC Challenge Member):** -- football is the hook because clearly it is a very attractive proposition and many young people they are not going to say no to it on a Friday and Saturday night. But it runs deeper the work that you do during the course of the week.

**Alex White (Premier League Charitable Fund):** That is right. The mentoring side in particular, each young person averages about 35 hours of contact on the programme.

The mentoring really starts to get beneath the surface of the issues that young people are experiencing in their communities, and putting in place plans to address them and support them to transitions more positive and pathways via education, employment or training. Employment has been a really bit focus for the clubs to support them to become more work ready and help with job searches and actually brokering some of the job opportunities, hosting job fairs within their stadiums and really taking them through a step by step process into that positive outcome.

**Steve O'Connell (MOPAC Challenge Member):** Yes, from my experiences, I am a big supporter of the Kicks project; I have seen the improvements that it has delivered for the lives for many young people.



**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Well thank you, and it sounds like a programme that is having a huge impact by any measure.

I think if you could now to focus on the London Gang Exit, and if I may get some of the remaining who have not yet spoken, it would be good to start with the commissioners and the people that are designing services first and then ask the people who are at the hard end who have to deliver the Pan-London Exit Scheme to comment.

But it would be quite helpful to understand what exists today before we bring in this Gang Exit Service, so to what extent are we improving the landscape with regard to provision? I know we are working with the Community Rehabilitation Company to do that; you are jointly commissioning that with us, but also get Steve [Bending's] perspective on what is the case for this Pan-London service? I do not need to be sold too heavily on it, but it would be nice to know how we are improving.

**Helga Swidenbank (Director of Probation, CRC):** OK. So what makes this unique and yes, why we are so enthusiastic about this is because it is a Pan-London service, so the inference there is that up until this point the services have been much more borough specific and much more local, and we have talked earlier about the problem of gangs spreading into outer London boroughs, and then not necessarily being, and from our perspective, they are not necessarily being a provision for young people and people at risk of becoming involved in gang activity within those outer boroughs.

So I think at the moment it is based in the areas where we know we have got intensive problems, and what the programme allows us to do is to look into the outer boroughs and offer support to people and statutory agencies in those areas.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** So it if reflecting as the north/south corridors stretched out into Enfield and down into Croydon, recognising that we need an exit provision that covers those more outer-lying boroughs?

**Helga Swidenbank (Director of Probation, CRC):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Okay. And from your experience Steve [Bending], what has defined success for exit for you within Hackney, because this is obviously something that you have been doing, this has been bread and butter for you, are there any messages you have on what the Pan-London service needs to focus on?

**Steve Bending (Head of Community Safety, LB Hackney):** Yes, so I suppose we were successful in the bid for London crime and prevention funding, which has enabled us to provide support services to gang members to enable them to exit that lifestyle.

That is provided by a range of local providers as well at St Giles and we are able to target both young people and those who are older gang members around, first of all an assessment around what their aspirations are, maybe for some a reality check around aspiration versus their skill set, and then based upon an agreed programme of work they are then provided with, a specialist is

provided to give them support; it could be around employment, it could be around learning new skills, it could be around housing and mental health or a range of issues.

So whilst we have that provision locally, and we are fortunate enough to have that, I am still interested obviously in the gangs exit thing, around the second element, which is around the specialist services because our commissioned services are based around the general needs that someone would need to exit a gang --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK. That is the second component of this service.

**Steve Bending (Head of Community Safety, LB Hackney):** Yes, it gives us an opportunity around additionality that we have not got, even though we have got comprehensive services.

**Helga Swidenbank (Director of Probation, CRC):** I think that is an important point. The programme is not about replacing a service, it is about adding additionality and enhancing current services, and we have made reference to the two components.

The first component being around providing mentoring, and we envisage that being applied to people in the outer boroughs, but the second component offering enhancement to the inner boroughs, so around issues like trauma, housing, education, that kind of thing. So we do see a distinction between the outer borough/inner boroughs, but the emphasis is about collaborating with existing providers as well as providing an enhanced service ourselves through safer London.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** That is very helpful. Well I know that it is essentially consortium that was successful in winning the contract to the deliver this service, and effectively we have got two of the three elements. I know Only Connect, and I visited them yesterday, are also part of the consortium, so it is Safer London Foundation together with Red Thread and Only Connect, and delighted we have got John [Poyton] here and Frances [Mapstone]. Would you like to take us through some of those and how you propose to ensure that this is additional and not replacing some of the existing services and how it is going to work?

**Frances Mapstone (Interim CEO, Safer London):** Certainly, thank you. If I kick off. I think I would really emphasise again the importance of this being Pan-London; that is really the significant difference, so there is going to be a consistency of offer to young people.

I think the other aspect that is really important to note is that it is going to be for those who are both perpetrators and victims, and indeed often are both, and that it is also going to be open to both genders, and perhaps there has been a preponderance of services more for young men and boys than there has been for the women who are both caught up in it as victim more often than perpetrators.

So I think the other think I would really like to stress is that this is built on learning of what we know works in various areas already.

Perhaps from Safer London's perspective the main current service is Safe and Secure, the Gang Exit project, which is working with local authorities and housing associations that those who are at severe risk, but who are also motivated to change, and that motivation is of course an extremely important part of what this contract is going to be about as well. People have to be ready to engage with services to better understand their behaviours and the impact on themselves and others relating to what Helga has said about the trauma aspect.

So we are going to be using cognitive behavioural therapy approaches, and we are going to be using motivational interviewing techniques as we are working with young people; that is an hour a week, six to 12 months.

But there is then a very wide array of services that we can refer individuals to depending in their particular needs; John [Poyton] from Red Thread can talk powerfully about the work in the trauma hospitals, but there is a whole range of work with other spot purchase contractors as well including the likes of Leap and Prince's Trust.

So I suppose in terms of what success will look like for us we are mindful that on Safe and Secure at the start of the engagement probably about 26% of the young people were involved in employment, training and education, by the end of the programme 62% were, so it is really changing that.

And when we were able to secure safe housing for those individuals, 85% of them retained those tenancies, which is quite a remarkable level given the degree of uncertainty and trauma again in their lives.

So I would totally stress that the additionality, the joining the dots aspect of this contract, and I think the fact that it is based on the Mayor's report on the strategic ambitions for intervention for decreasing gang crime it is evidence based, we know that it is going to work, and I think the joint commissioning by MOPAC and CLC is really going to give us that extra leverage that we need.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** That is very helpful Frances [Mapstone]. John [Poyton], would you add a little bit on your perspective about the part you will be playing?

**John Poyton (CEO, Red Thread):** Thank you. Yes, Red Thread is really excited to be part of this partnership. I think it is a really innovative approach to commissioning a service like this, and the fact that although it starts with the partnership of the delivery team and the referral team and the commissioners, actually it is about partnership Pan-London.

I think it is key that it is about additionality and not duplication, and one of the most exciting things in the mobilisation phase has been to go out and start to map all of the other services that are out there and really take that opportunity in that mobilisation to just check on what is being delivered where and what boroughs, identify as their needs, working with the Hackneys who are very aware and have some amazing deliver to support young people, and also looking at where we need to fill the gaps and support the boroughs that perhaps have not had the resource before.

So I think it is a very exciting year ahead.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Great. Any questions? Faith. [Boardman]?

**Faith Boardman (MOPAC Challenge Member):** If I may just put a couple to John [Poyton]. I should declare an interest in that I am a non-executive director at King's College, and Red Thread have been working with us for some time, and we have seen on the ground very much the difference that that can make.

I think there is a wake up call is there not when somebody gets to a trauma centre, and it is a very valuable time to try and intervene.

My question really is around how those core interventions link in with the broader safeguarding processes given the age and the profile of the people that we are often dealing with?

**John Poyton (CEO, Red Thread):** So talking about the major trauma centre intervention?

**Faith Boardman (MOPAC Challenge Member):** Specifically, yes.

**John Poyton (CEO, Red Thread):** So Red Thread is now, again with cushioning from MOPAC, has been excited to roll out all four major trauma centres this year.

The teams, the youth work teams, are embedded within the Accident and Emergency (A&E) departments and across the hospital, which it is a very new, well it is a very new approach to London; it is ten years of relationship partnership with King's College Hospital.

Alongside the doctors and nurses who are stitching up and saving lives, the key teams that the youth workers are working with are the safeguarding teams for the trust. I think what is really interesting is to identify the early intervention, it often does not feel like early intervention when we are talking about young people who are attending the A&Es as a result of a stabbing, but actually it is always earlier intervention than if they arrive or die on the scene.

So working with the safeguarding teams is really, really key. The work that we can do in the emergency departments across the four major trauma centres is often a very short term piece of work, because it is all about taking those young people when they are most motivated because of the teachable moment and the opportunity that gives the young person to become aware of their vulnerability, and taking that young person and relationally referring them back into their community, and to the services that are already commissioned on their doorstep, and often that nearly always takes a real safeguarding approach, and I think it is really exciting.

In the last couple of years, and with this commissioning over the last year from MOPAC, to look at the partnership with the Metropolitan Police Service and others, and to start taking a public health approach to looking at victims of violence, and to recognise that the safeguarding concerns and the vulnerabilities of these young people are key if we are to be able to support them. Because often they are perpetrators of violence, but if we engage with them when they are the victim then they are much more teachable, and the A&E department gives us a great

moment when they are much more reachable than they often are if we are only looking at a criminal justice approach.

**Faith Boardman (MOPAC Challenge Member):** Are you satisfied that the information that you gather at that moment gets fully transmitted as it needs to be to other services, and do you get feedback, is that useful; are things joined up really is my question?

**John Poyton (CEO, Red Thread):** There are some amazing case studies of some brilliant work that we have just published in our first year evaluation report at St Mary's.

But looking at some of our community partners and some of the statutory partners like the integrated Gangs Units in some of the boroughs, they identify, and I think it is much more objective and powerful coming from them, they are identifying that young people often, as the slide pack has shown, are starting to offend as young as 15 often, and are often being offered a lot of support. Often those young people are not motivated at that point to engage.

When they have been engaging with the Red Thread team who work with them in that teachable moment, we then refer them back often to the same integrated gangs team that they already know and are already known to, but have refused to engage with.

Actually, when we look at relationally referring them back to that team when we know they are more motivated from the teachable moment, there is an amazing uptake of that service.

So the commissioning of the programme to roll out across all the major trauma centres, what it certainly seems to be doing from our early evaluation is creating a much better use of the already commissioned services in the boroughs, because there is a much greater uptake when the young people suddenly become more motivated because they realise what point they have got themselves in.

It does not sound particularly positive, but pain is often a great catalyst to start to think perhaps a little bit differently than you did an hour before or so.

**Faith Boardman (MOPAC Challenge Member):** Thank you.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** I think that is a point well made about that teachable moment, when you are suffering a life threatening injury it gets you to think very differently about things.

I was interested just in the statistic that quite a few of the people that you are engaging with are not known to the statutory agencies at all, and you have had this relationship with King's College Hospital now for a decade, but nearly 10% of them not knowing. Any insights, any comments about that figure?

**John Poyton (CEO, Red Thread):** Well I think it again points to the fact that it is really important to be there and working with the young people when they come in, not just taking referrals for young people that are already known. In that sense yes, I think it is an interesting figure.

Some of this is early intervention because these are young people that perhaps they have run faster and they have not got caught before, but I think again it shows that we can be doing early intervention, that these are not necessarily just young people who are already in trouble.

So it is why it is a really interesting partnership piece with colleagues and partners within the Metropolitan Police Service because we are not just picking up the young people that are known gang nominals --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Just that figure, I mean clearly you are now in all four trauma centres, has that been a similar figure in your time in King's over that period of ten years or not, is that broadly speaking, because clearly there is around 10% that are not known? Or is that a new figure, or --

**John Poyton (CEO, Red Thread):** It is one of the figures that we are looking at, and we are really excited to be looking at with the evidence an insight team this year as we look at the work across all four major trauma centres.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK, so something we need to think about a bit more, but it shows you then that this is also an opportunity of getting people on to that radar screen and supported --

**John Poyton (CEO, Red Thread):** I think it is a really key pointer to the early intervention work that we can do by engaging with these young people before they become known to services, and where it can be early intervention even if they have got a significant injury because of violence this is the moment to be intervening early.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Yes, if I just bring in Jonathan [Glanz].

**Jonathan Glanz (MOPAC Challenge Member):** Yes, thank you. I mean clearly a lot of good work being done, and I just wanted to pick up on the balance really between prevention and intervention. You are talking about early intervention, but presumably if it can be achieved, prevention is even better.

Is the investment that is being made being well applied, and if not, how could it be applied better? I do not know who would like to pick on that, Frances [Mapstone]?

**Frances Mapstone (Interim CEO, Safer London):** On intervention generally?

**Jonathan Glanz (MOPAC Challenge Member):** Yes.

**Frances Mapstone (Interim CEO, Safer London):** I mean I think the work certainly that Safer London are doing in schools is a really important part of that prevention agenda, and I guess historically we have been focused on the victim, mostly the young women.

What we are now doing is we have a harmful sexual behaviour programme working with young boys and men, which seems to me to make evidently good sense, and that yes, you support the victim, but you also go in and you change the mind set of the perpetrator, or the potential

perpetrators. So I think that is a powerful piece of work which we are just starting off, and which will be a part of the London Gang Exit offer.

I think the mapping, which John [Poyton] has referred to about all the intervention services, I suspect we could be a lot smarter about how we, again use that phrase join the dots, and make those referrals in a smarter way, so I think that is another powerful tool available to us.

**Jonathan Glanz (MOPAC Challenge Member):** Yes. Helga [Swidenbank]?

**Helga Swidenbank (Director of Probation, CRC):** I think the prevention element also comes in because we will be referring, taking referrals from people who are at risk, so hopefully getting people before they become really embedded in gang activity, so that will be an element of prevention as well.

**Jonathan Glanz (MOPAC Challenge Member):** You would like to see more resource in prevention?

**Helga Swidenbank (Director of Probation, CRC):** I think what will be interesting obviously, so this is a two year pilot, and it will be interesting to see how that pans out in terms of who we are getting and the nature of referrals, and whether or not the prevention element of that is impacting and whether we are getting results.

**Jonathan Glanz (MOPAC Challenge Member):** And how would you go about measuring the outcomes of that?

**Helga Swidenbank (Director of Probation, CRC):** Yes --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Well for me that is actually really important. I would like just to get a clear picture, so yes, I get that this is a very broad inclusion; it is victims, offenders, girls, young men, it is people who are at risk, people who are entrenched. How do we measure success and outcomes?

**Helga Swidenbank (Director of Probation, CRC):** OK, so we are looking at a number of measures; we are looking at measures around motivation, frequency, seriousness of offending, issues around self-esteem, some practical measures around employment and housing. So those are the metrics we are pulling together to be able to track the impact of what we are doing.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Well those sound to be indicators that they are going along, but what is the outcome we are seeking? Clearly, I mean I would have thought it is exiting people from gangs is it not effectively, getting away from that lifestyle. Is there a way of measuring that, is there a success rate that we should expect?

**Frances Mapstone (Interim CEO, Safer London):** We have a detailed performance framework, and as you say, the two key indicators are reduced crime and reduced harm to the individual, and there are eight other indicators.

We would be really happy as we start to collect the data and match the outcomes star approach that we are going to be using, which is how the individual themselves tracks their journey; I

think that would be a useful thing to come back to you to you report on how that is going, but we have a very clear rigorous performance framework as to what we are going to measure.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK. So if you are a victim it is reduced harm, and reduced crime if you are an offender.

**Frances Mapstone (Interim CEO, Safer London):** Those are the two most significant --

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Those are the two things, and then there are markers that effectively indicate whether you are going on the wrong or right pathway or not, which OK, I get that.

**Frances Mapstone (Interim CEO, Safer London):** That is right.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Any further questions, any other points people would like to make because I think it has been a --

**Keith Prince (MOPAC Challenge Member):** Just a quick one if that is all right?

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Yes, Keith [Prince].

**Keith Prince (MOPAC Challenge Member):** Clearly, people, young people are involved in gangs because that is their form of protection really is it not, in many respects it is how they survive. What are we doing to replace that? I mean we do lots of things to give them diversions to do something else, but how are we coming around them and giving them support services and identifying their needs so that they do not have to look to gangs to supply that protection and/delivery of need?

**Frances Mapstone (Interim CEO, Safer London):** It is a really significant point is it not, and it is about the individual themselves recognising that they need to change their behaviours and their approach, and family can be incredibly important in that. So the mediation with family is an important aspect of the offer to change that allegiance. But Nicole [McIntosh], who is with me, may have a bit more information from what I call the front end.

**Nicole McIntosh (Safer London):** The front end, thank you Frances. I think one of the things which my team were all chomping at the bit ready to go in terms of the delivery and the fact that we can open this intervention to, as we have said, the different young people that actually need that. I think one of the good things about this model, when everyone throws around holistic approach and what that actually means, but we have actually within the brilliant partnerships and the consortium and our relationships across actually most of the boroughs, the 18 boroughs that you referred to earlier, we are working with different agencies to actually support a whole range of young people.

I think one of the things with the particular post on delivery is that we have actually got an actual family worker that will be working with siblings of either the victims or gang members as well as parents, because obviously there is research to suggest that if you are involved in a gang or at risk of being affected, that does impact on siblings and your circle.



So I think having that approach to tackle it from all areas is really unique as well. I think one of the things to say in terms of building on the strengths of Safe and Secure that so obviously those interventions will be assimilated into the new London Gang Exit Service is that our rate of effecting, or having impact on young people who do offend have been quite impressive.

Coming from a youth justice background, maybe not in the statutory sector, but some of our reductions have been 90% reduction in gang related offending with our cohort, which to be fair has been quite small over the four years, which again there has been about 300 cases we work with under Safe and Secure, whereas obviously in the new programme we are moving to 300 a year, so our impact will be a lot wider.

Also in terms of general offending, we have had an impact of 69% in overall rates, so general offending. So I think they are really good statistics in terms of having that impact, and that is a credit to the one to one working intervention that we can actually put in place for these young people who are coming from trauma, and as we have said, not only perpetrators but actually victims, and I think that is the big change that this service will be able to meet those needs and challenge some of those stereotypes, for local communities as well, because I think if you can protect victims and key witnesses, that increases the public's confidence in impacting and reducing crime in communities.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Thank you Nicole [McIntosh] for raising the importance of interventions around family as well, that is very helpful.

I know Nick [Hunt], you have been extremely patient, and you obviously have a national perspective. Are there any comments about what you have heard today, any thoughts?

**Alex White (Premier League Charitable Fund):** I just wanted to add that Kicks, well the Premier League currently are exploring a mini-Kicks model or a Junior Kicks, so we want to be looking at earlier interventions or preventative measures, looking at going as young eight, so bridging the gap.

Currently we are focusing on 12 to 18 year olds, but we would like to commit to younger ages as well in the hope that we can build protective factors in those young people and support them through into later teenage years.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Yes, thanks Alex [White] for adding that, it is good to know that that is broadening. But I wanted to hear from Nick [Hunt] from the Home Office; you have been very patient at the back.

**Nick Hunt (Head of Tackling Crime Unit, Home Office):** Yes, hello.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Hello, and thank you for sitting through this, but we do not want to leave without hearing from.

**Nick Hunt (Head of Tackling Crime Unit, Home Office):** Indeed, thank you.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** I am sorry you did not have a chair; you have been in the outer periphery of the room.

**Nick Hunt (Head of Tackling Crime Unit, Home Office):** It is fine; I heard everything going on, thank you very much. Thank you. Good morning Deputy Mayor, good morning Panel. Thank you for giving me the opportunity to say a few brief words about the national perspective.

Tackling gang violence and youth violence are very much a priority for the government. Last month we published a document setting out our approach around ending gang violence and exploitation, it is very much based around our twin focus on reducing violence between knife crime and providing protection to vulnerable individuals affected by gangs.

It is based around six priorities, and those are the priorities we want to work with our partners with both national and local over the next two to three years.

It very much builds on the ending gang youth violence programmes that we have had in being since April 2012, which is based around building local resilience.

If I can, just some brief reflections on the discussion this morning. First of all, very obviously share the concern about the current increase in violent crime and knife crime. This reflects our emphasis around looking at the reduction in knife crime nationally, and we are pleased to be working closely with the Metropolitan Police Service around what we can do around knife crime and sharing best practice, with other police forces across the country, and particularly(?) excited like Operation Sceptre and a week's of activity later this month.

Very pleased to be working with the Metropolitan Police Service, and indeed the National Police Chief's Council around persuading retailers to take further action around how they display and sell knives, and of course builds on the measures introduced by the government early in July last year where we introduced the mandatory minimum sentence for the second conviction for possession of a knife.

We understand the concern about the crime statistics. The Office of National Statistics produced the last national figures a week or so ago, 21 January, and their view in this area is that it is very hard to see whether it is a genuine increase yet in violent crime and clearly knife crime. There are a number of things going on including improvements of police recording of crime, there might be more proactive police operations, but there might also be a genuine increase in this crime as well, so we need to keep on top of things so we will be very much following the crime figures very closely.

We also are interested to see the movement of gang activity from the inner London boroughs to the outer London boroughs. It reflects nationally what is happening in terms of the issue of county lines, which has been identified by the National Crime Agency, the subject for a report in August 2015, which showed that gang activity moved from some of the bigger cities to outlying coastal areas, suburban areas and some of the smaller towns, and that reflects from the peer reviews that we have been doing under our programme this year in towns such as Swindon, High Wycombe and other places like that.

We are also very encouraged by the work which MOPAC were doing supporting and information sharing between A&E departments and the community safety partnerships to tackle violence,

and also the support being given to Red Thread as well in the four major trauma centres, and we are looking to see whether it might be a transfer of model to other big cities outside of London.

Also we are very encouraged by the Gang Exit Scheme. It looks a very exciting scheme, which will have real impact on young people, and we want to follow its progress very closely over the next few months and years to come.

So to conclude, just to say very briefly that I am very pleased to be here today. Tackling gang violence and exploitation is very a government priority still, and we want to work and treasure our relationship we have with MOPAC and the partners around this table.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** It would be helpful just because this has been raised in our Gangs Panel just to discuss the progress that was made under the Ending Gangs and Serious Youth Violence programme, whether we have come to some view about how we can ensure the continuity of some of the skills that have been built and the resilience. Graeme [Gordon] --

**Graeme Gordon (MOPAC Director of Services and Commissioning):** We are in the process of formulating some options around that because obviously with that particular scheme coming to an end we need to determine how we can embed what we have seen as the really positive activity there.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Well I mean my understanding, and this is probably a simplification, is there a couple of people with an awful lot of knowledge about the position and situation in London that are probably worth keeping involved in some way beyond the lifetime of the programme?

**Graeme Gordon (MOPAC Director of Services and Commissioning):** Yes, that is right, it is a small central team who obviously have built up a huge amount of knowledge in that central unit.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** OK. Any further questions or comments? I think we can probably draw this to a close.

I mean my sense is there are two sides to this really today. The first side is there is a performance challenge for the Metropolitan Police Service, which I think you accept, and clearly there has been some progress on stopping the rather stark rise in its tracks.

But that really is not enough is it, the ambition surely must be to get down to the levels of serious youth violence and gang crime that we saw back in 2012, and also to see that increase in confidence from the public and a reduction in the level of concern back down to the 15% level, and also a reduction in the chances of being a victim of gang crime. Now those are three very clear measures that I think is your challenge in the year ahead to continue and getting closer to where we were 24 months ago.

I think it is also very positive that there is a broad range of interventions recognising that the solution to this cannot just be enforcement. As Commander Ball points out there are wider societal issues, but I think a preventative programme like Kicks plays a big part. I think the

focused deterrents of Shield clearly are now taking hold, certainly in two of the three boroughs. It finishes by the end of March, is that right?

**Commander Duncan Ball (Metropolitan Police Service):** Correct, yes.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** Yes, so we will have some definitive lessons then in the 12 months of Shield.

The Red Thread work and the four major trauma centres clearly very important.

But this Gang Exit programme and having an opportunity now to have a more holistic and specialist approach to a broader number and cohort of young people across London that we will now deal with the emerging problems in outer boroughs, I think that is really exciting, the consortium led approach, and I am looking forward to seeing the impact of that over the next few months and years.

Is this is a programme I hope that will continue, so this is £1.5 million for this year, but presumably there is no reason why that will not continue?

**Frances Mapstone (Interim CEO, Safer London):** It is a two year long programme.

**Stephen Greenhalgh (Deputy Mayor for Policing) (Chair):** It is a two year programme, yes, that is good. So certainly for the next two years, and if it is successful it should continue I would have thought for longer than that. But that is great news. Thank you very much for joining us. There are clearly challenges ahead, but some very exciting progress as well. Thank you.