

Shield Pilot

Partnership Agreement and Operating Model

London Crime Reduction Board – Strategic Ambitions for London: Gangs and Serious Youth Violence

Shield Partnership Agreement and Operating Model 20150220

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Shield Partnership Agreement

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Shield Partnership Agreement

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1. Shield Partnership Agreement

The Shield Partnership Agreement outlines how the Mayor's Office for Policing And Crime (MOPAC) the Trident Gang Crime Command (Trident), local MPS Borough Command Units, Local Authority partners and regional partners will work together to implement the Shield pilot in Lambeth, Westminster and Haringey.

The signatories to this Partnership Agreement are:

- MOPAC
- Trident
- Chief Executives or their nominated representatives from the three pilot boroughs
- Borough Commander or their nominated representatives from the three pilot boroughs
- London Community Rehabilitation Company (CRC)
- London National Probation Service (NPS)
- Youth Justice Board (YJB)
- National Offender Management Service (NOMS)
- Crown Prosecution Service (CPS)

In signing the Partnership Agreement, signatories have made a commitment to:

- Test the Group Violence Intervention model in Lambeth, Westminster and Haringey;
- Proactively support the implementation and delivery of the pilot in Lambeth, Westminster and Haringey;
- Work within the agreed timeframes;
- Support the MOPAC evaluation of the pilot.

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2. Shield - rationale

Shield is the name of the London pilot of the Group Violence Intervention (GVI) Model. The GVI model was developed in the USA and has been implemented in a number of US cities. In these US cities, it has had significant impact including reductions in homicide and non-fatal shootings by 35-60%. It is a multi-agency community led programme of focused deterrence and collective enforcement, which aims to reduce group related violence. It has been subject to multiple evaluations¹ that demonstrate that the project can have a significant and unique impact. The primary aim of the GVI model is to reduce violence committed by the group. There are three key elements to the GVI model:

1. **Consequences for violence** – Focused enforcement on those groups involved in the continuation of violent offences;
2. **Community voice** – mobilising local communities and key members to reinforce key moral messages that violence will not be tolerated; and,
3. **Help for those who ask** – allowing individuals the opportunity to exit from the criminal lifestyle and provide a route out.

The Shield pilot

In partnership with Trident, MOPAC undertook considerable stakeholder engagement with local MPS Borough Command Units, Local Authority partners and regional partners in order to develop the Shield pilot. The London approach has taken the key components of the GVI approach (**consequences for violence; community voice and help for those who ask**) and built on these to ensure that the pilot will work in the London context.

The critical differences between the US GVI model and the London Shield pilot are as follows:

- In London homicide rates are significantly lower than the US cities that initially trialled the GVI approach and therefore non-fatal violence has been included in the threshold offences;
MOPAC and Trident have considered the needs of the GVI model alongside the capacity and resource requirements of the three pilot boroughs and have agreed an approach that pilot boroughs will have the capacity to deliver. [REDACTED]

¹ <http://www.hks.harvard.edu/programs/criminaljustice/research-publications/gangs,-guns,-urban-violence/operation-ceasefire-boston-gun-project>

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It is an opportune time to introduce the Shield pilot in London. This is because:

- Gangs are responsible for a significant portion of the violence in the Capital. MPS data on gangs featured on the Matrix indicates that they are responsible for 40% of all shootings in the Capital and 17% of all serious violence and stabbings.
- Despite an increase in Violence with Injury, levels of violence in London remain lower than they were in 2010. This is because effective partnership enforcement and prevention activities have resulted in significant reductions in gang violence. Nevertheless the gangs and risk of violence persists. The reduction in gang violence has created an opportunity to trial innovative new approaches in the Capital.
- Research indicates that community involvement and input plays an important part in building resistance to gangs and suppressing gang violence. Central to the GVI model is community mobilisation and identifying credible leaders to work with police and partners to deliver the 'violence must stop' message. The Shield pilot provides an opportunity to develop and support community mobilisation in Lambeth, Westminster and Haringey resulting in the development of sustainable approach to suppress gang violence in the long term.
- London gangs remain a local, regional and national challenge and the changing nature of gang criminal activity (movement to other areas; less territorial and more

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concerned with income generation) is presenting new challenges to the MPS and partners. Therefore it is clear that targeted prevention, intervention/support and enforcement to key gangs OR key locations is key to tackling the harm caused by gangs.

3. Resources

MOPAC is funding four fixed term posts to support the delivery of Shield in the pilot boroughs. The four Shield workers whilst managed centrally by MOPAC will work in boroughs and alongside local colleagues to set up and deliver the Shield pilot.

In order to ensure that a high calibre of staff are appointed, MOPAC has advertised through specialist recruitment agencies and through local networks, such as the Ending Gangs and Youth Violence Peer Review network. The Shield Programme Manager is in post and it is anticipated that the three additional posts will be filled by the end of March.

The pilot is a phased rolled out and therefore the Shield workers will focus resources in the first borough to go live whilst developing contact with the remaining two boroughs. As implementation plans in borough one are finalised and the call in has been planned, the Shield workers will begin a phased move into borough two to support borough two's implementation plans. This will then be repeated for borough three.

We recognise that providing a dedicated central resource to work locally in the delivery of the Shield pilot is a new way of working for the three boroughs. Once the four Shield officers are in post, MOPAC will ensure that the Shield team engages with the pilot boroughs to establish each boroughs needs in order to determine how the team resources will be allocated in the three boroughs for the entire duration of the pilot.

In addition to the four posts outlined below, MOPAC has also bought in technical support from Professor David Kennedy from the John Jay College of Criminal Justice (senior college of the City University of New York) for the duration of the pilot. Professor David Kennedy devised the GVI approach and is keen to support the London pilot. Professor Kennedy will provide advice and support with the development of local implementation plans and will provide suggestions on how to move forward when partners experience particular challenges or difficulties with these implementation plans.

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The four full time dedicated Shield posts are as follows (the job description for the four Shield workers can be found in Appendix 1):

1. **Programme Manager**
2. **Community Development Officer**
3. **Delivery Officer**
4. **Project and Data Support Officer**

4. Data and Intelligence

The principal aim of the Shield pilot is the '*reduction of serious violence by the identified gang cohort targeted by the Shield pilot.*' An analysis and evaluation process will be used to identify the gangs that are causing the most harm in each of the pilot boroughs at the time of the pilot period⁴. A detailed overview of the analysis and evaluation process is in the Shield Operating Model.

[REDACTED]

[REDACTED] The GVI guidance suggests that collective enforcement action should be in response to specific prohibited violent acts. In the US, the GVI approach was developed to reduce serious violence and reduce group related homicides. In London as homicide rates are significantly lower than in the US cities that trialled the GVI approach, non-fatal violent offences have been included in the list of threshold offences.

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5. Roles and Responsibilities

The implementation and delivery of Shield will be a joint effort between MOPAC, Trident, local MPS Borough Command Units, Local Authority partners and regional partners.

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MOPAC has the overall strategic lead for the Shield pilot and is responsible for:

- **Strategic development** – In consultation with Trident, local and regional partners, MOPAC will design a Shield operating model, which will be shared with the pilot boroughs to inform their local implementation plans.
- **Project management**
- **Partnership engagement** – Building on the initial stakeholder engagement to inform the development of the Shield pilot, MOPAC will continue to proactively engage with all relevant stakeholders (including regional Criminal Justice partners) to ensure that the pilot is delivered successfully.
- **Identification of resource requirements** - The successful implementation of the pilot is dependent on sufficient resourcing. Through the course of the stakeholder engagement, boroughs identified a number of concerns regarding the resourcing of Shield that needed to be addressed to ensure effective local delivery. Based on these concerns and the need for effective partnerships between regional and local services, MOPAC has funded four fixed term posts (12 months) to support the Shield pilot.
- **Pilot evaluation** – The MOPAC Evidence and Insight (E&I) team will be undertaking a process (how the pilot was delivered) and impact (the outcome of the pilot on its key objective's) evaluation.
- **Oversight, governance and facilitating the bi-monthly Shield Programme Board** – MOPAC in partnership with Trident and other strategic partners will hold bi-monthly Programme Board meetings which will provide an opportunity to consider progress and collectively problem solve issues that require central support and coordination. MOPAC will also continue to be the first point of call for all Shield partners who wish to escalate concerns or discuss risks regarding the Shield implementation.
- **Communications strategy** – MOPAC will work with Shield partners to ensure that there are joined up consistent key lines in regards to the Shield implementation and delivery.

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MOPAC will also ensure that Shield partners are provided with key data and facts in regards to the Shield pilot that can be used to support local and regional communications.

The MOPAC Shield Programme Board will coordinate, direct and oversee the implementation of Shield. Membership of the Board will include representatives from:

- MOPAC
- Trident
- YJB
- Home Office
- London CRC
- London CPS
- London NPS
- London Councils
- NOMS
- Chief Executives and /or their representatives from the pilot boroughs
- MPS Borough Commanders and / or their representatives from the pilot boroughs

Meeting bi-monthly, the MOPAC Shield Programme Board will:

- identify, monitor and mitigate any risks associated with the implementation of Shield;
- identify and consider any unresolved policy issues associated with the implementation of Shield;
- ensure that Trident resources are meeting local needs and requirements;
- review and monitor the progress of Shield;
- review and monitor the Shield evaluation;
- report into the London Crime Reduction Boards (LCRB) Gangs Panel; and,
- provide recommendations to the LCRB Gangs Panel for wider implementation of Shield across the Capital.

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MPS Trident resources will support local Borough Command Units in the delivery of Shield. In particular, Trident will:

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Local⁵ commitment – Haringey, Lambeth and Westminster

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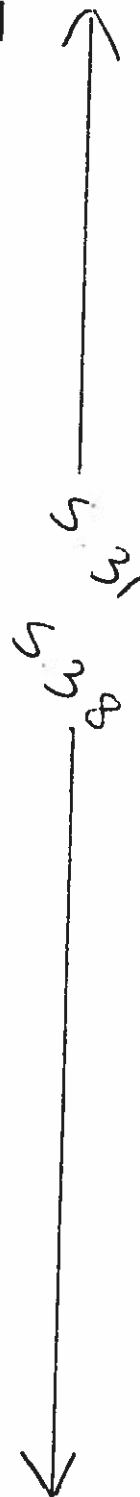
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⁵ Local Authority and relevant partners and the local Borough Command Unit

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Regional commitment - London Community Rehabilitation Company (CRC); London National Probation Service (NPS) London Secure Estate, London Crown Prosecution Service (CPS) and the Youth Justice Board (YJB)

The London CRC; NPS and YJB⁶ will ensure that local officers and staff:

[REDACTED]

The London Secure Estate (HM YOI ISIS) will:

[REDACTED]

⁶ It should be noted that the first three bullet points in this section would be the responsibility of local Youth Offending Teams and not the YJB. These three bullet points are also reflected in the local commitment section.

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The Crown Prosecution Service will:

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5. Governance and conflict resolution

The MOPAC Shield Programme Board will provide regular updates to the LCRB Gangs Panel for consideration.

Representatives from each of the pilot boroughs will be required to attend the bi-monthly MOPAC Shield Programme Board meetings.

The MOPAC Shield Programme Manager will be the single point of contact for all three pilot boroughs and will ensure that information from MOPAC and Trident is shared with boroughs and vice versa.

Local concerns and disputes that cannot be resolved locally by Shield partners should be escalated to the MOPAC Shield Programme Manager for consideration. The MOPAC Shield Programme Manager will seek advice and support from MOPAC and Trident. Should the dispute warrant further escalation the MOPAC Shield Programme Manager would escalate the dispute to the MOPAC Shield Programme Board.

6. Duration and Scope of Pilot

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7. Evaluation

The MOPAC E&I team will undertake an evaluation of Shield. This will be split into three main sections:

1. Process assessment
2. Performance monitoring
3. Impact assessment.

1) Process assessment: This will involve understanding the implementation of Shield on each borough through a surveys and interviews. Results will be fed back to the borough Programme Boards and Delivery Groups over the course of the pilot highlighting current difficulties, change and risk.

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Reporting timeframes

- Interim reports on process and implementation will be available after 6 months of data collection;

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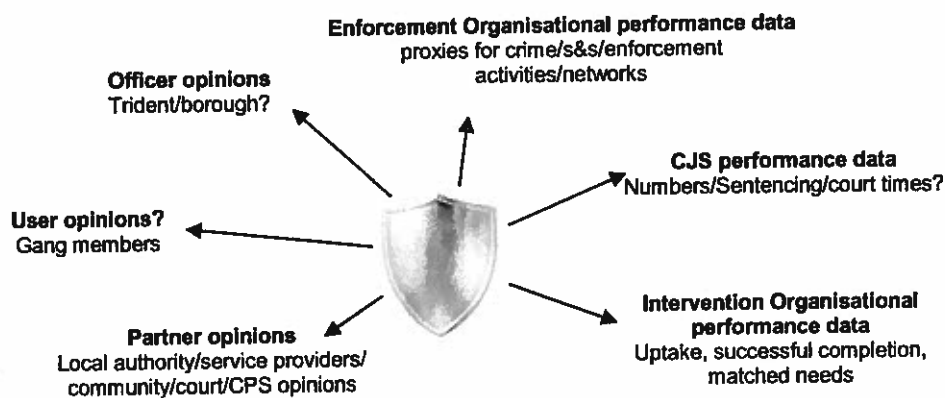
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- MOPAC will provide bi monthly performance updates to the pilot boroughs and regional partners. Updates will begin to be provided one month after the first call in in the first pilot borough.
- A full impact assessment will not be available until after 12 months of data collection and will be dependent on robust data collection during the Shield pilot.

Local and regional support of the evaluation.

Local and regional partners supporting the implementation and delivery of Shield in the three pilot boroughs will be required to support the evaluation by:

- Completing surveys, giving feedback and encouraging colleagues to do likewise;
- Providing feedback on their positive and negative experiences of all aspects of the pilot;
- Adhering to the Shield Partnership Agreement and Operating Model requirements over the entirety of the pilot; and finally,
- Maintaining high quality data of the Shield cohort.



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Shield Operating Model

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Introduction: The Shield pilot – what is the aim?

During the stakeholder engagement, it was highlighted that the overall aim of Shield needed to be clearly understood by all partners responsible for the implementation and delivery of the pilot. This would ensure that Shield partners understood the end goal and it would help in the design of an appropriate Shield operating model.

It has been agreed by MOPAC and Trident that the aim of Shield is:

“The reduction of serious violence by the identified gang cohort targeted by the Shield pilot.”

However, this needs to be expressed in a meaningful way to community representatives who may be interested in Shield or wish to support Shield. Therefore, in our external communications it will be clear *“that the purpose of the Shield pilot is to reduce the serious violence in our communities committed by a minority of individuals who are actively part of gangs in xx [insert name of borough].”*

MOPAC, Trident, local and regional partners will reinforce this key message – the reduction of serious violence – at every opportunity in all Shield communications. Alongside this message of reducing serious violence, local and regional partners will also emphasise in all communications that help will be available for those gang members who require support to exit gangs and criminality. This is a critical aspect of Shield – the opportunity to make a positive choice and seek support and help.

We know that a successful implementation of Shield could have a number of secondary benefits, including an increase in young people exiting gangs safely and an increase in the number of violent gang members in custody. Both of these outcomes will also reduce other crimes committed by the Shield gang cohort. A successful implementation could also increase community mobilisation and increase community confidence in the pilot areas. All outcomes will be considered as part of the MOPAC evaluation, however these are secondary benefits. The primary outcome will remain as stated above - the reduction of serious violence.

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Introduction: The Shield Operating Model

The operating model has been informed by:

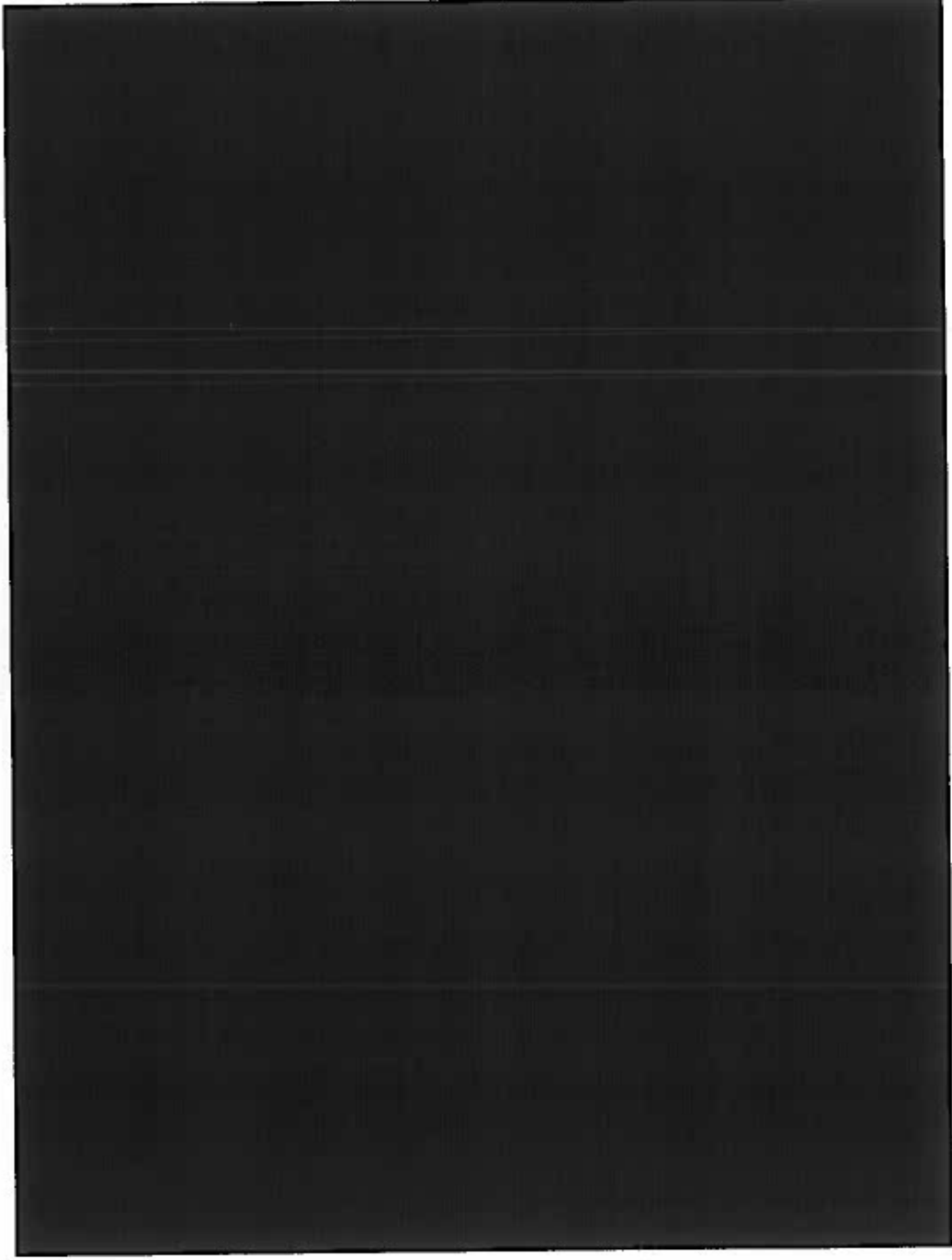
- MOPAC/Trident stakeholder engagement with the pilot boroughs;
- engagement with Trident, borough colleagues and representatives from the London CRC, London NPS and the YJB at a meeting on the 19 December 2014;
- engagement with Criminal Justice Partners at a meeting on the 9 February 2015;
- general feedback from Trident, local and regional partners involved in the implementation of Shield; and finally,
- the US National Network for Safe Communities who produced GVI guidance.

The model also reflects a number of discussions that have taken place to date between MOPAC and Trident and indicates where MOPAC and Trident have chosen to provide a consistent approach for the pilot boroughs. **These are the areas that we feel are key to the success of the pilot.** However, whilst it is important that the operating model outlined the key areas that all pilot boroughs had to include in their local Shield implementation plans, it also allows boroughs flexibility in order to meet their local requirements. For this reason, the requirements have been kept to a minimum and where no stipulation has been given, boroughs should develop their local Shield strategies to meet local needs.

The diagram below shows the phases of a Shield implementation process.

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Phase 1, Section 1: Demonstration Enforcement Action

What is a demonstration enforcement action?*

The demonstration enforcement action shows violent groups that future violence will be met with swift and certain consequences and that from this point on, police, partners and community representatives will pay special attention to an entire gang when a single member commits a violent act. The demonstration enforcement action illustrates in advance the key enforcement message that police, partners and community representatives will deliver at the call-in.

**This is an abbreviated summary from the Group Violence Intervention: An Implementation Guide by the National Network for Safer Communities*

Collective requirements

The Local Board in partnership with the Local Delivery Group should agree the focus of the demonstration enforcement action. This could be focused on:

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Phase 1, Section 2: Community Moral Voice

What is the Community Moral Voice?*

One of the key aims of the GVI approach is to promote informal social control within a community. The ability of the criminal justice system to impose punishment – social control – is generally the least important influence on an individual's decision to commit or not commit a crime. What matters more are the norms and values held and promoted by individuals, peer group, families and communities that regard crime in general and specific crimes wrong. This is a far more powerful than formal social control. Therefore, the GVI approach brings respected elements of the community into direct contact with gang members to set clear norms and expectations against violence.

**This is an abbreviated summary from the Group Violence Intervention: An Implementation Guide by the National Network for Safer Communities*

Community representatives will have a critical role to play throughout the implementation and delivery of Shield. [REDACTED]

[REDACTED]

[REDACTED]

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Collective requirements

We recognise that community engagement varies across the three pilot boroughs and that some boroughs may have effective community engagement structures in place and others may not. We have therefore suggested that in order to begin developing relationships with the sections of the community that must be engaged in Shield a community meeting is held. This suggestion is based on the US GVI guidance. However, this approach may not be considered suitable by all pilot boroughs and therefore an alternative suggestion – engaging with the target communities in their own localities – has been outlined.

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Community representatives - The GVI guide suggests that individuals who are likely to have the most impact on gang members at call-ins are:

1. parents/family members who have lost a child to violence;
2. ex-offenders who have been involved in crime and violence and who are no longer involved; and.
3. grass root leaders.

We will leave it to boroughs to determine which groups and individuals will best meet their boroughs needs, however, community leaders, must be:

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Each pilot borough must ensure that community leaders have a key point of contact in the borough in addition to the Shield Community Development Officer. The borough contact alongside the Shield Community Development Officer will ensure that the community

⁷ It is recognised that each borough call-in may result in different cohorts of gang members being targeted. Should this eventuality arise, the community representatives will need to be refreshed to ensure that they continue to be representative of the area being targeted by Shield. However, existing community representatives should be encouraged to remain engaged as they can support new community representatives and be involved in subsequent call-ins to demonstrate the impact of Shield.

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representatives are kept informed of all developments, which they may not directly be involved in.

Engaging community representatives is a key requirement of the GVI approach. Unlike other crime prevention approaches, community engagement is integral to the approach rather than an opt on. It states in the GVI guide that: "The Community Moral voice is essential. Without it, the GVI is just another law enforcement effort." For this reason, if a borough pilot is unable to identify appropriate community representatives with the support of MOPAC, it will not be possible to continue with the pilot in the borough.

Community Meeting – The community meeting should bring together a wide range of community representatives and VCS organisations from across the borough. The aims of the community meeting are to:

- Communicate the broad principles behind the Shield pilot;
- Articulate and recognise the impact that gang violence is having in their borough;
- Acknowledge that the police and partners must work with them to address the harm caused by gangs;
- Identify the common interests that the police and partners have with their communities – *a desire to keep residents safe from harm*
- Ask for their support in taking Shield forward

The community meeting will not only provide an opportunity to explain why police and partners are introducing Shield in the borough but will also allow police and partners to begin identifying individuals who may be interested in becoming Shield community leaders.

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The definition and complete breakdown of serious sexual offences is available here:



SSO_Def.pdf

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Phase 2 Section 2:

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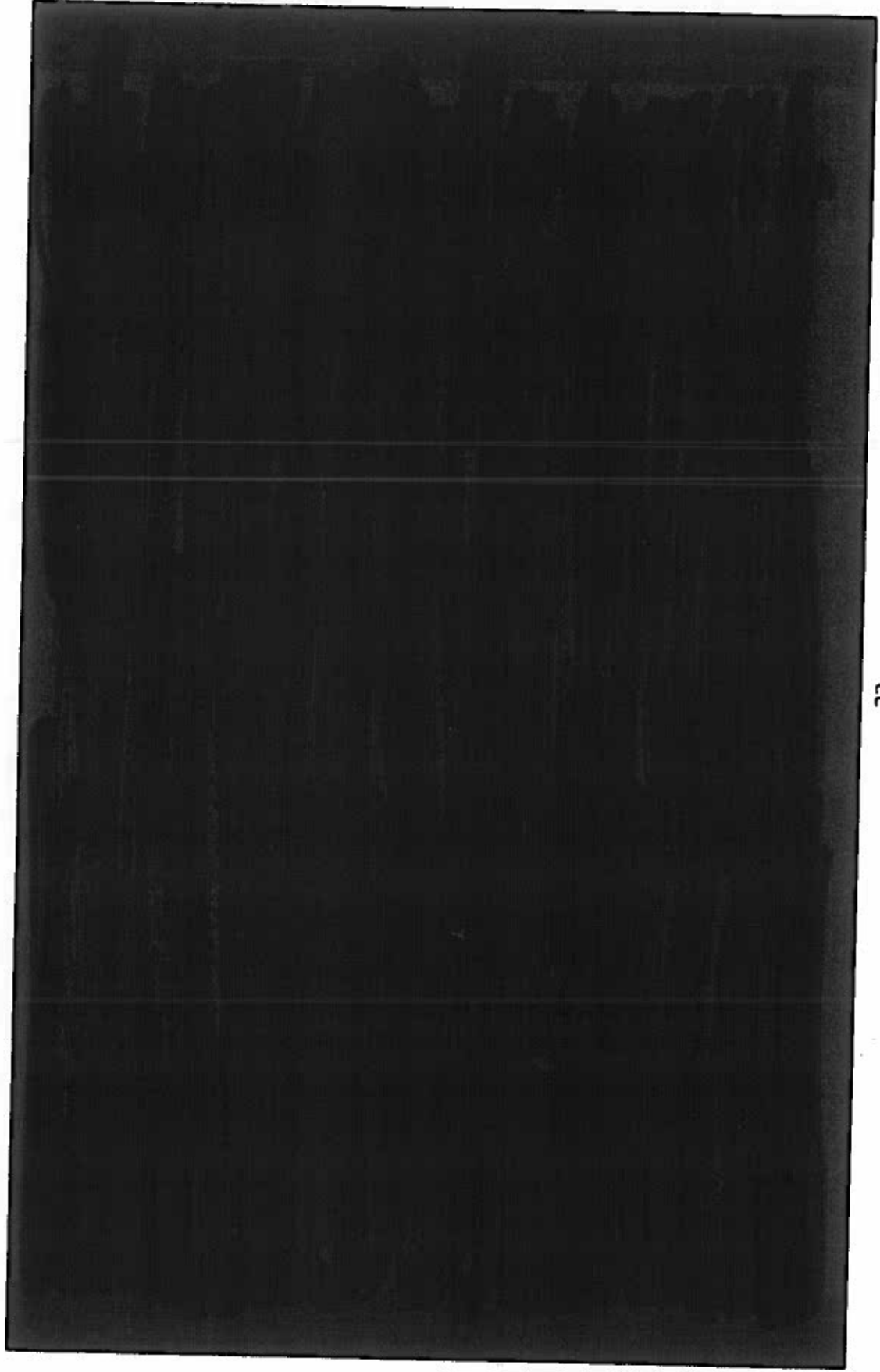
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Phase 3, Section 1: Call in

What is a call in?*

A call in is a face to face meeting of law enforcement representatives, community representatives, partners and gang members who are usually on probation or patrol. The primary purpose of the call in to deliver the key messages of the GVI strategy to gang members present and through them back to their entire groups. At the call in, three key messages are delivered:

1. The community moral message against violence
2. A credible law enforcement message about the consequences of further violence
3. A genuine offer of help for those who want it

** This is an abbreviated summary from the Group Violence Intervention: An Implementation Guide by the National Network for Safer Communities*

We will require pilot boroughs to consider the following when planning their call-ins:

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Phase 4, Section 1: Collective enforcement

What is collective enforcement?*

This element of the GVI approach is essential. It shows violent groups that future violence will be met with swift and certain action and that from now on a partnership of the police, partners and the community will pay special attention to the entire group when a member commits a violent act.

The GVI guide suggests that collective enforcement can use traditional enforcement tools and other methods that are available such as civil enforcement options. The guide also suggests that once the cohort to be targeted has been identified, an interagency enforcement plan is devised which assesses the legal vulnerabilities of group members, such as current cases; old cases; warrants; probation; no further action incidents; drugs activity, child support etc.

**This is an abbreviated summary from the Group Violence Intervention: An Implementation Guide by the National Network for Safer Communities*

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Phase 4, Section 2: Help for those who ask

Why offering help matters?*

Providing help to group members is a critical part of the GVI approach. The US experience has shown that after a call in some group members will accept the offer of help and change their lives. They may be tired of the violence, tired of going to prison and tired of being afraid for themselves and their loved ones.

Providing an offer of help also mobilises community representatives who can provide an influence at the call in and throughout the GVI approach. Community representatives are more likely to be willing to deliver the needed moral messages against violence if they know that a genuine offer of help and support is being provided.

**This is an abbreviated summary from the Group Violence Intervention: An Implementation Guide by the National Network for Safer Communities*

Collective requirements

- In the run up to the call-in partners must agree what type of support can be provided to ensure that a realistic offer is made to the individuals seeking help.
- In order to identify the offer for those who require help, the Shield Delivery Group supported by the Shield Delivery Officer and the Shield Project and Data Support Officer will map what is available in each pilot borough so that a comprehensive picture of the reoffending pathways in each pilot borough is available.

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Governance: Local Shield Programme Board and a Local Shield Delivery Group

Programme Board and Delivery Group*

Each pilot borough must make a commitment that they will implement the approach as a primary operational response to gang violence. Senior leaders in each pilot area should commit to the basic operational elements of the strategy; to a governing structure to ensure accountability; and to the partnership response.

It is recommended by the National Network for Safer Communities that areas implementing the GVI approach should have:

1. An executive committee comprised of local leaders with high level management expertise and responsibility; and
2. Core working group who meet regularly and coordinate the actions of their respective operational teams.

Both groups should involve community leaders.

**This is an abbreviated summary from the Group Violence Intervention: An Implementation Guide by the National Network for Safer Communities*

Collective requirements

Pilot boroughs may consider setting up a Local Shield Programme Board and a Local Shield Delivery Group. However, we recognise that some pilot boroughs may wish to use their existing Community Safety Partnership structure to provide the Governance and may simply set up a Delivery Group.

Should a pilot borough wish to set up a Board and a Delivery Group, these structures should involve partners who are traditionally involved in borough community safety partnerships. However, for the purposes of the Shield pilot, local representatives from the following partner organisations *should also* be involved in the Boards and where relevant the Delivery Groups:

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- Health
- Education
- London CRC
- London NPS
- Youth Offending Service
- Child safeguarding
- Trident
- MOPAC Shield staff
- Local MPS Partnerships lead
- MPS Intel and local MPS gang intelligence leads
- Community representatives

One of the key responsibilities of the dedicated MOPAC Shield Programme Manager will be to work with boroughs in setting up the Boards and Groups. It will be the responsibility of the Shield Programme Manager in partnership with the pilot boroughs to ensure that:

- The Board and the Delivery Group memberships take into consideration the Operating Model and the Partnership Agreement;
- The Board members have the autonomy to make decisions on behalf of their agency or department;
- The Delivery Group members have the autonomy to make operational decisions on behalf of their agency or department;
- There is a consistency in terms of core membership on all three Boards and Delivery Groups

(However, MOPAC recognises that boroughs may wish to include specific partners and agencies, depending on the needs of their borough.)

The Board will be responsible for devising the overarching borough strategy for Shield. The borough strategy must adhere to the Partnership Agreement and be aligned to the Operating Model. This borough strategy should also outline how the borough will be communicating progress on Shield to communities.

It is recognised that boroughs are best placed to determine how this internal governance structure should be managed and therefore MOPAC and Trident have only provided suggestions on how often the Board and the Working Groups should meet and their key areas of focus. These proposals are outlined on pages xx.

There is however, a few minimum requirements that pilot boroughs should consider. These are as follows:

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- Should a Shield gang member commit a threshold offence that results in collective enforcement action, Boards and Delivery Groups must be prepared to meet at short notice in order to manage and oversee the proactive collective enforcement response.
- Boards must provide a consultative link with MOPAC and the MPS Trident Gangs Crime Command.
- Boards must include the Shield Programme Manager as a key member.
- A representative from the Board must attend the central Shield Programme Board managed by MOPAC. This Board will be meeting bi-monthly as of the 10 December 2014.
- Borough intelligence leads must be in regular contact with Met Intel. Single points of contact from the three pilot boroughs will be identified and collated alongside contact details for MPS and MOPAC colleagues. If required, the Shield Programme Manager will convene regular meetings bringing together all Intelligence colleagues working or supporting the Shield pilot. However, it is anticipated that local intelligence staff will be a critical part of the local delivery group and will be in regular contact with Met Intel.

Suggested governance arrangements for Local Shield Boards are as follows:

- Meet every four weeks
- Monitor and help mitigate against strategic risks to the pilot.
- Identify and resolve barriers to delivering a co-ordinated approach to the implementation and delivery of the pilot.
- Assist in the sharing of information between organisations and stakeholders regarding the development of the pilot.
- Ensure that the Local Delivery Group and its activities are focused on the agreed local Shield implementation plan. In discharging these, the Board will receive regular updates from the Delivery Group on key outcomes/progress and decisions/support required.

Suggested governance arrangements for Local Shield Delivery Group are as follows:

- Meet fortnightly
- Deliver the pilot within agreed timescales and to agreed quality.
- Manage the change needed locally to deliver the pilot, responsive to the needs of users.

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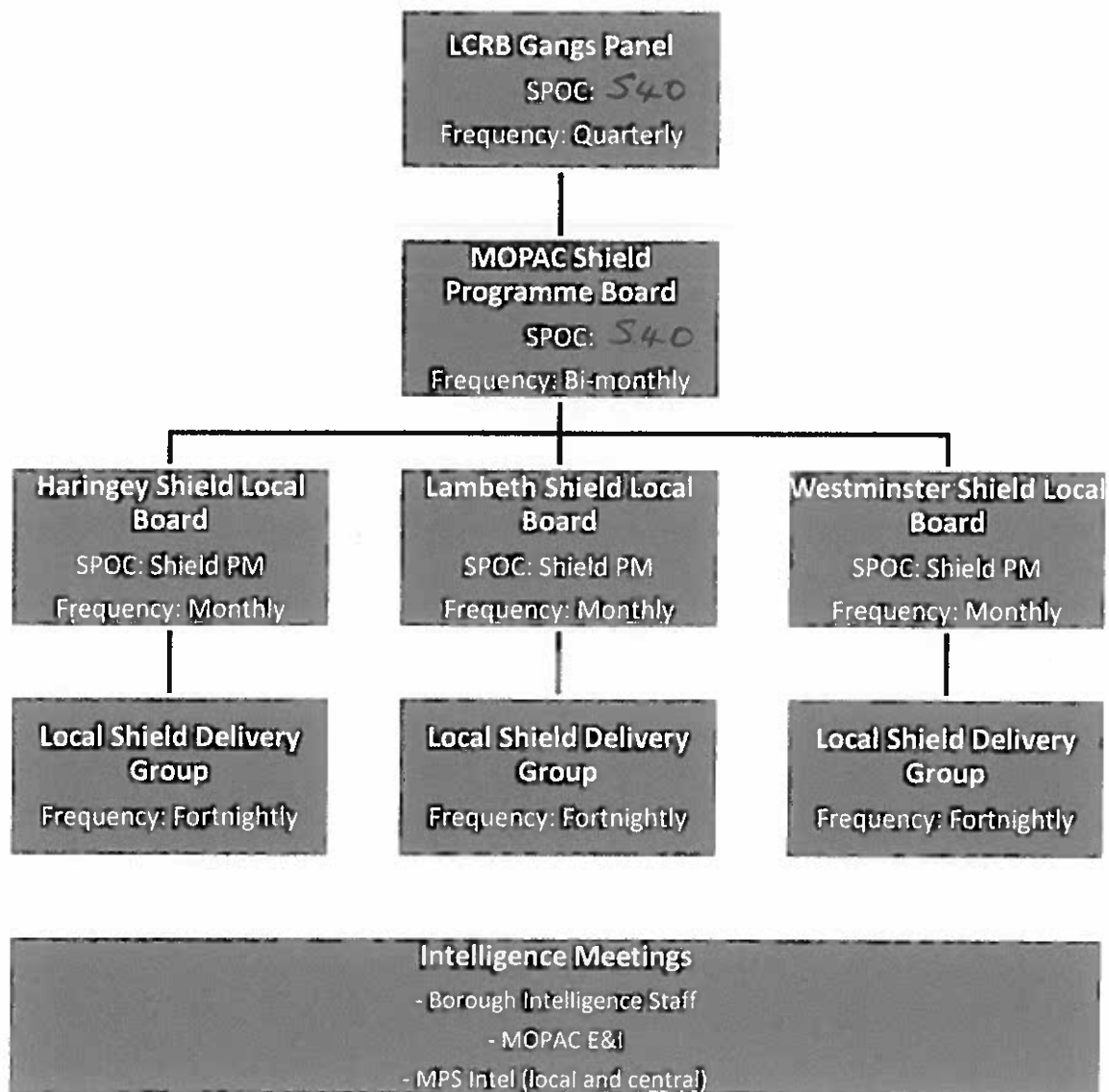
- **Monitor performance data and report progress to the Programme Board on a monthly basis (and more frequently if required).**
- **Escalate any issues that cannot be resolved locally to the Programme Board to seek resolution.**
- **Ensure the key risks associated with local implementation are properly identified, managed and escalated as required.**
- **Work with MOPAC E&I to ensure that the pilot is monitored and evaluated properly and the required data is captured.**

The diagram below provides an overview of the suggested governance structure for the Shield pilot.

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Appendix 1: Shield Job Descriptions

| | | | |
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| Role | Shield Programme Manager | Team | North Team |
| Reports To | MOPAC Senior Programme Manager Gangs (North) Team | Directorate | Hosted by IOM Programme and Neighbourhoods |
| Responsible For | Programmes & Neighbourhoods Directorate | Budget | - |
| Post Reference | MOPAC 133 | Grade | MOPAC Grade 5 |
| Purpose of the Role | | | |
| To lead on the implementation of the Shield pilot in the three pilot boroughs and coordinate the activities of the other three Shield workers | | | |
| Main Duties and Key Accountabilities of the jobholder | | | |
| <ul style="list-style-type: none"> Develop and maintain effective working relationships across the three pilot boroughs with relevant partner agencies, including the Metropolitan Police Service, Local Authorities and third sector partners. Be the single point of contact for pilot boroughs in regards to the implementation of the Shield pilot. Provide practical support and advice to the pilot boroughs, which complies with the MOPAC/Trident Memorandum of Understanding and the MOPAC/Trident Shield Operating Model. Support the boroughs in setting up the Local Programme Boards and Local Delivery Groups, in particular ensuring that clear governance structures are in place in each pilot borough, that relevant partners are involved and that local Shield strategies are devised Support the pilot boroughs with the development of their individual Shield strategies again ensuring compliance with the MOPAC/Trident Memorandum of Understanding and the MOPAC/Trident Shield Operating Model Coordinate and project manage the work and activities of the Shield Community Development officer; the Shield Delivery Officer and the Shield Project and Data Support Officer to ensure that the intended aims of the Shield pilot are being met Provide regular progress reports to MOPAC on the progress of the Shield implementation in | | | |

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the three pilot boroughs

- Ensure that pilot boroughs adhere to MOPAC deadlines and timeframes
- Initiate extra activities and other management interventions wherever gaps in the Shield pilot are identified or issues are raised by boroughs
- Identify when and where pilot boroughs may require additional support from MOPAC and Trident and contribute to interventions to improve compliance with the Shield model.
- Demonstrate the ability to manage the implementation of a complex programmes whilst managing political and Local Authority pressures and concerns

Person specification

- Experience of programme management and in particular delivering complex programmes
- A good knowledge of techniques for planning, monitoring and managing programmes
- Experience of policy development and implementation.
- Strong knowledge of policing, crime and community safety partnerships
- Effective leadership, interpersonal and communication skills;
- Exceptional ability to build relationships quickly, influence and negotiate with stakeholders and partners
- The ability to find ways of solving or pre-empting problems
- A good understanding of political and Local Authority pressures and concerns which may have a bearing on implementation

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|--|--|--------------------|--|
| Role | Shield Delivery Officer | Team | North Team |
| Reports To | MOPAC Senior Programme Manager Gangs (North) Team | Directorate | Hosted by IOM Programme and Neighbourhoods |
| Responsible For | Programmes & Neighbourhoods Directorate | Budget | |
| Post Reference | MOPAC 131 | Grade | MOPAC Grade 6 |
| Purpose of the Role | | | |
| The Shield Delivery Officer work with and provide Shield leadership to the local integrated gangs units; providing additional capacity to each of the three pilot boroughs so that they are able to deliver the enhanced collective enforcement action which is central to the Shield pilot. | | | |
| Main Duties and Key Accountabilities of the Jobholder | | | |
| <ol style="list-style-type: none"> 1. Ensure local areas are fully briefed and ready for the start of the pilot. This will include taking a proactive role and working closely with the Shield Programme Manager in the development and drafting of guidance, producing briefing materials, presenting to and meeting with local stakeholders, problem solving, monitoring risks and producing update/exception reporting for the Shield Programme Manager; 2. Take a lead and drive activity at a local level to ensure key elements of Shield are being delivered, with a particular focus on improved case management of Shield nominals and ensuring a join up among the key practitioners involved in delivery of Shield at a local level. This will include but not be limited to: <ul style="list-style-type: none"> • Setting up the Local Programme Boards and Local Delivery Groups; • Providing project management advice and guidance across the three Shield Boroughs; • Working with and advising the Shield Project and Data Support Officer to ensure that any new or existing data management and information systems are being utilised by pilot boroughs; • Working with and coordinating the activity of the pilot boroughs in the delivery of their individual Shield strategies including the establishment of effective case management processes; • Leading the project development and management at a local level, capturing, monitoring and mitigating risks to delivery at a local level and escalating risks to the Shield Programme Manager when required; • Taking a leading role at the Local Shield Delivery Groups, representing MOPAC and proving leadership and guidance to stakeholders at a local level; • Providing regular progress reports to the Shield Programme Manager, and other | | | |

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| | <p>MOPAC staff;</p> <ul style="list-style-type: none"> • Ensuring and devising effective mechanisms for quality and timely information flow between partners and partners and MOPAC; • Working with Local Authorities to embed Shield within their current practices, including Integrated Offender Management; • Leading the development of local information sharing protocols and agreements (where required) and monitoring those that are already in place to facilitate effective offender management and community safety partnership work in the delivery of Operation Shield; • Proactively engaging in the interim and final evaluation processes which will be commissioned by MOPAC. <p>3 Working with the Shield Programme Manager in the development and maintenance of effective working relationships across the three pilot boroughs with relevant partner agencies, including the Metropolitan Police Service, Local Authorities and third sector partners.</p> |
| | <p>Person specification</p> |
| | <ul style="list-style-type: none"> • Experience of programme management and in particular supporting the timely delivery of complex programmes; • Excellent knowledge of techniques for planning, monitoring and managing projects; • Strong knowledge and experience of working in the field of policing, crime and community safety partnerships; • Strong communication skills – including the ability to write concise and clear reports and to effectively present on behalf of MOPAC; • A self-starter with drive to build stakeholder relationships, thus ensuring the Shield model is fit for purpose and has the input and buy-in of key partners in the three pilot boroughs; • Awareness of the Gangs and Policing sector and extensive experience of working with partners and delivery agencies; • Knowledge of safeguarding issues and experience of working with sensitive and restricted data/information. |

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| | | | |
|---|---|--------------------|--|
| Role | Shield Community Development Officer | Team | North Team |
| Reports To | MOPAC Senior Programme Manager Gangs (North) Team | Directorate | Hosted by IOM Programme and Neighbourhoods |
| Responsible For | Programmes & Neighbourhoods Directorate | Budget | - |
| Post Reference | MOPAC 132 | Grade | MOPAC Grade 6 |
| Purpose of the Role | | | |
| To act as the professional lead on community engagement and community development for the Shield pilot and engage with local community representatives in the three pilot boroughs in order to build community support for Shield and facilitate community engagement with the call-in process. | | | |
| Main Duties and Key Accountabilities of the jobholder | | | |
| <ul style="list-style-type: none"> • Provide advice and support to partner agencies on both the establishment and implementation of the 'Community Moral Voice' and 'call in' processes within the three pilot Shield boroughs. This will involve working with the Shield Delivery Officer in the development and drafting of guidance, producing briefing materials, presenting to and meeting with local stakeholders, community groups and voluntary sector organisations. • Set up and where required lead meetings within the Shield borough communities in order to effectively engage and consult with members of the public. • Develop and implement effective strategies to recruit the right members of the community (community support partners) to support Shield; with the right skills to champion and deliver on the principles of Shield. • Train and work with community support partners to increase their understanding of the principles of Operation Shield, the aims and objectives of the pilot and the role and responsibilities of the community support partners. • Implement a screening process for potential community support partners according to accepted screening standards and practices. • Provide capacity building to community support partners in order to enable the delivery of Operation Shield. • Train and advise partners and the MOPAC Shield team in working effectively and | | | |

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cooperatively with community support partners.

- Develop required procedures and assist with conflict resolution between statutory partners and community support partners.
- Develop and maintain effective working relationships across the three pilot boroughs with relevant partner agencies, including the Metropolitan Police Service, Local Authorities and third sector partners.
- Be the single point of contact for pilot boroughs in regards to the relationship between the Shield project team and the local community/voluntary sector.
- Provide regular briefings to the Shield Programme Manager.
- Support the evaluation process as and when required.

Person Specification

- Awareness of the policing sector and extensive experience of working with community safety partnerships and delivery agencies.
- Awareness and understanding of the gangs and serious youth violence policy
- Excellent leadership, interpersonal and communication skills;
- Exceptional ability to build relationships quickly, influence and negotiate with stakeholders, partners and community groups;
- Extensive experience in engaging with the voluntary sector at a range of levels;
- Extensive experience in Volunteer management;
- A good understanding of political and Local Authority pressures and concerns which may have a bearing on implementation;
- Candidate will ideally be located or have experience of working with the Voluntary sector/communities within one or all of the Shield pilot boroughs;
- Strong communication skills – including the ability to write concise and clear reports and to effectively present on behalf of MOPAC;
- Knowledge of safeguarding issues and experience of working with sensitive and restricted data/information.

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| | | | |
|---|--|--------------------|--------------------------|
| Role | Shield Project and Data Support Officer | Team | Hosted by IOM North Team |
| Reports To | MOPAC Senior Programme Manager Gangs (North) Team | Directorate | Hosted by IOM |
| Responsible For | Programmes & Neighbourhoods Directorate | Budget | |
| Post Reference | MOPAC 130 | Grade | MOPAC Grade 7 |
| Purpose of the Role | | | |
| To work with the boroughs and lead on the consistent data collection and analysis; and to work in partnership with the evaluation team to ensure that the evaluation is supported throughout delivery of the pilot. | | | |
| Main Duties and Key Accountabilities of the jobholder | | | |
| <ul style="list-style-type: none"> • Provide administrative and project management support to the Shield team in the delivery of Operation Shield. • Working with the boroughs in the maintenance and updating of a live case management system of gang members within the Operation Shield cohort. • Working with the Shield Community Development Officer in building effective working relationships with the Shield community support partners. • Be the single point of contact for pilot boroughs, and to take a lead with regards to data collation and evaluation data requirements. • Support the Shield Programme Manager and the Shield Delivery Officer in setting up the Local Programme Boards, Local Delivery Groups and Community Group meetings and support the Shield pilot boroughs in the project management and administration of these as necessary. • Provide support for the project management activities of the Shield Programme Manager, Shield Community Development officer and Shield Delivery Officer as required. | | | |
| Person specification | | | |
| <ul style="list-style-type: none"> • Project and diary management experience; • Ability to quickly assimilate information; • Excellent time, systems management and organisation skills; • A high level of IT and data analysis skills including sound knowledge of Word, Excel and | | | |

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working with databases;

- **Strong interpersonal and communication skills;**
- **Ability to prioritise tasks and managing time effectively;**
- **High levels of administration skills including the supporting of large community group meetings, planning and required administrative duties such as minute taking;**
- **The ability to work independently with a range of partners including the voluntary sector;**
- **Knowledge of and experience of working with sensitive and restricted data/information;**
- **Experience of working within a team.**

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Appendix 2 – HMCTS contacts

| London Magistrate Courts (Crime) - Contact details for Operation Shield | | | |
|--|------------------------------|---|--|
| Emails must include 'URGENT: Operation Shield' in the subject field | | | |
| Cluster | Group | Courts | Email address for Op Shield comms |
| Central & South | Central | Westminster Hammersmith City of London | [REDACTED] |
| | South | Camberwell Green Croydon | [REDACTED] |
| | South East | Bromley Bexley Greenwich | [REDACTED] |
| | South West | Lavender Hill Wimbledon | [REDACTED] |
| North & West | East | Thames Stratford Waltham Forest | [REDACTED] |
| | North | Highbury Corner Tottenham | [REDACTED] |
| | North East | Barkingside Romford | [REDACTED] |
| | North West & West | Willesden Hendon Uxbridge Ealing Feltham | [REDACTED] |

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