

MOPAC

MAYOR OF LONDON

OFFICE FOR POLICING AND CRIME

Monthly Report to the Police and Crime Committee

Thursday 25 October 2012

10.00am

The Chamber, City Hall

Stephen Greenhalgh

Deputy Mayor for Policing and Crime

1. INTRODUCTION

This report is provided to the Police and Crime Committee (PCC) for its October 2012 Question and Answer meeting to assist the committee to exercise its function; i.e. to support the Mayor's Office for Policing and Crime (MOPAC) and to hold it to account.

This report covers the period between 8th September and 7th October.

2. MOPAC ACTIVITY REPORT

At the last meeting, the PCC received the full MOPAC Mission statement which sets out MOPAC's priorities and key success factors. For reference, the mission and key success factors are set out below.

- A metropolis considered the safest global city on the planet.
- A Metropolitan Police Service (MPS) that becomes the UK's most effective, most efficient, most respected, even most loved police force.
- A capital city where all public services work together and with communities to prevent crime, seek justice for victims and reduce re-offending.

The Key Success Factors for MOPAC are to:

1. Hold the Metropolitan Police to account and deliver the Mayor's manifesto commitments and expectations.
2. Challenge the Metropolitan Police and other criminal justice agencies to deliver value for money for the taxpayer and meet the challenge of service delivery with fewer resources in the years ahead.
3. Ensure that all of London's public service agencies work together and with communities to prevent crime, seek swift and sure justice for victims, and reduce re-offending.

Building MOPAC

The above Mission and Priorities set out a bold vision for policing and crime in the capital. The document recognises the critical importance of ensuring a safe and secure London, and outlines how MOPAC will work to shape the criminal justice landscape to serve all of the capital's diverse communities.

Alongside this, I have begun the process of appointing a new leadership team to help build MOPAC into an organisation that can drive reform, cut waste and help boost public confidence in London's police and criminal justice agencies. Helen Bailey has been appointed Chief Operating Officer to ensure that MOPAC delivers these objectives. is currently Chief Executive of Local Partnerships (jointly owned by HM Treasury and the Local Government Association) working to deliver infrastructure. Between 2008-2011 she was the Director of Public Services at

HM Treasury, responsible for policy and oversight for all major public services, and from 2002-2008 she was Chief Executive of the London Borough of Islington. Helen began her career in London government and also has experience as a consultant in organisational development and change management.

Four Non-Executive Advisers have also been appointed to advise the leadership team on a range of important work areas for MOPAC: property and estates, neighbourhoods, commissioning and procurement, and organisational change. The advisers bring together a wealth of public and private sector expertise and a combination of many years of experience ensuring delivery for Londoners at the local government and London level, and via national bodies. The Non-Executive Advisers are:

- Adviser for Neighbourhoods: Steve O'Connell, Croydon councillor and London Assembly Member for Croydon & Sutton
- Adviser for Property & Estates: Jonathan Glanz, Director and Chairman of property company '45West' and cabinet member for housing and property, Westminster Council
- Adviser for Commissioning & Procurement: Jeremy Mayhew, strategy consultant and City of London councillor, formerly board member of the London Development Agency and Strategic Rail Authority
- Adviser for Organisational Change: Faith Boardman, former Chief Executive of Lambeth Council, and Civil Service Director-General at Department for Work and Pension and before that Chief Executive of the Child Support Agency; and former Independent member of the Metropolitan Police Authority. MOPAC Change Programme

Finally, the Commissioner and I have jointly appointed a Chair of the MOPAC-MPS Audit Panel, and will be commencing recruitment for additional members shortly.

MOPAC Challenge

On the 2nd October, The Mayor and I hosted the second MOPAC Challenge meeting. The Mayor opened the meeting and welcomed this novel approach to scrutinising the MPS. I outlined the MOPAC Challenge to the MPS:

- A more effective service; ensuring neighbourhood crime is reduced by 20% by 2016
- A more efficient service; cutting costs by 20% by 2016
- An improved service for victims; increasing confidence by 20% by 2016

The Commissioner accepted this challenge. MOPAC Challenge will focus on seven key neighbourhood crime types which are high volume and high impact. These are; Violence with Injury, Robbery, Burglary, Theft of a Motor Vehicle, Theft From a Motor Vehicle, Theft From the Person, and Vandalism. MOPAC Challenge meetings provide a comprehensive review of policing performance across this range of crime types and are open to the public. Thematic meetings will also explore a range of thematic policing areas, such as neighbourhood crime and policing and gang and serious youth violence.

Draft Terms of Reference were provided to the Challenge Board at the meeting. These are available at <http://www.london.gov.uk/priorities/policing-and-crime/quarterly-review-mps-performance>

MOPAC Change Programme Projects and timelines

The MOPAC 20-20-20 change programme will to help MOPAC ensure the MPS delivers the 20-20-20 vision for London – 20% reduction in neighbourhood crime; 20% reduction in costs; and 20% increase in confidence, along with other Mayoral commitments and statutory duties to ensure the effective and efficient policing of London.

It was always the intention to review the structure of MOPAC in October 2012 to ensure it continued to reflect the needs and requirements of the DMPC. Two significant events, the publication of the Mayoral Manifesto and the appointment of a new Deputy Mayor for Policing and Crime, triggered a more in-depth review of the organisational structure, systems and procedures.

There is a commitment to integrate MOPAC into the GLA family by moving MOPAC staff to City Hall as soon as is practical to help support the DMPC.

The way in which we work is changing. As our relationship with the Police and Crime Committee develops, we have recognised the need to review our systems and processes to ensure responses are timely and consistent.

Change Programme Projects and timelines

The MOPAC Change Programme is concerned with coordinating a number of projects including:

- **MOPAC People:** Restructuring (by end of February 2013) and cultural change and ways of working (from February 2013)
- **MOPAC Support:** Shared Services and relocation to City Hall (from Spring 2013)
- **MOPAC Connect:** Cementing processes around Mayor's Questions and correspondence (by December 2012).

Police and Crime Plan

My officers have started to develop the outline for the police and crime plan and I anticipate having a first draft by the end of October. Built around three core pillars – crime prevention, police performance and resources, and justice and resettlement, the plan will focus on the key issues that will make a difference to Londoners. I propose sending an early draft to the PCC for its meeting on 29th November, in order to start a dialogue about its content. Formal consultation will begin in December, and I anticipate bringing a final draft to the PCC in February 2013 for comment.

Members of the PCC will be aware that the MPS is currently developing a new Local Policing Model. Work is on-going, and consultation will start in due course. I am discussing whether

consultation on the new model should be run jointly with consultation on the police and crime plan.

Crime reduction

I'm pleased to report that year on year crime levels are down. There has been a 3% reduction in overall "total notifiable offences". Crimes of violence have all decreased with a significant decrease in homicide (29%) and a 5% drop in violence with injury. Although burglary remains a concern (0.5% increase in the last 12 months), the rate of increase is slowing, and there are signs that there may be a reduction by the end of the year.

Policing the Paralympics

Indications are that crime fell in London during the Paralympic Games but it is not possible to say by how much or go into any detail until full analysis is complete. That said, the Games have been a huge success as far as London are concerned, and the MPS have once again enhanced their reputation across the world.

London Crime Reduction Board

On 25th September, I attended this quarter's London Crime Reduction Board. It was a productive meeting where the Board discussed key priorities for Londoners and what they could do to help the police and criminal justice agencies make London safer. Discussions were focussed around addressing anti-social behaviour and problem drinking in the capital, the next steps in tackling the problem of gangs in London and how to reduce reoffending by improving resettlement support. Colleagues took away a number of important actions which the Board will review at the next meeting.

Young women in police custody

On the 26th September, I attended the Independent Academic Research Studies (IARS) annual conference launching the findings of their research into young women's experiences of police custody, their mental health needs and the police response. I sat on a panel of experts and spoke to practitioners from the public and voluntary sector about how agencies can work together to break down the barriers to ensure that young women have access to appropriate mental health services on entering police custody. The findings of this research will be shared with the MPS Custody Directorate as part of a wider review into how the police service responds to mental health needs.

Employment opportunities for ex-offenders

The Greater London Authority and MOPAC have supported the Land Securities Employment Strategy by developing and co-funding a partnership arrangement between the Mayor, London Probation Trust and Land Securities to select pilot cohorts of suitably screened and motivated ex offenders for training, and work placements. Successful completion has led to full-time employment opportunities facilitated by Land Securities and their major contractors. 24 offenders have received training in the last 12 months and 14 have sustained employment, as a result of our work with Land Securities which has been highlighted in the Mayor's Crime

Manifesto. I recognise that securing effective routes to employment for offenders is a key factor in reducing reoffending rates and bringing down crime in London, and I'm committed to continue to lead work in this area.

Visit to Feltham Young Offenders Institute

I visited the Feltham Young Offenders Institute on 14th September.

Rape Crisis Centre Funding

Transitional funding arrangements for 2013-14 have been agreed.

3. PERFORMANCE

The Committee may be interested to know that the Home Office will be opening iQuanta to the public on Monday 15th October. Comparable force data will then be published at police.uk. Most-similar group comparisons will be incorporated on to the HMIC Crime and Policing Comparator at the same time. This will enable the PCC and the public to compare crime in their area with most similar groups and consider meaningful trend data on crime locally.

The previous PCC report outlined a new way by which the Committee can access crime performance data. The data provided will be in line with robust quality standards and there will be a publicised publication schedule. This means the committee can have 'live access' to the most current trends, i.e. as close to real time as practical. This approach will enable the PCC and Londoners to hold MOPAC to account and serve the Mayor's commitment to deliver greater data transparency.

The London Datastore is available at: <http://data.london.gov.uk/>

MOPAC is committed to releasing data on MPS performance to address the Mayoral transparency agenda in giving the public (and the PCC) access to more regular up to date information. A wide range of performance data is now being released each month to the London datastore. Processes are in place to ensure that the data is updated by the last week of each month to ensure timeliness and accuracy.

The data accessible to PCC members and the public includes:

Crime

Victim based crime

Violence with injury (VWI)

Gun Crime

Knife

Gang violence indicator*

Dog Attacks

Female victims of robbery & VWI

* this is a proxy for actual gang violence - it is offences where a victim is under 25 and a firearm has been discharged or a knife has been used to injure but excluding domestic violence

Sanction detection rates

Victim based crime
Violence with injury (VWI)
Gun Crime
Knife
Dog Attacks

Police officer, PCSO and staff strength by Borough and Business Group

Borough Total
Other Business Groups
TP Non Boroughs
Specialist Crime & Operations
Specialist Operations
Other
MPS Specials (headcount)

Fear of crime to borough level (Q13 PAS) "To what extent are you worried about crime in this area?"

% that are worried or very worried - Data is for 12 months to end of quarter

Crime calls by crime category

Abduction / Kidnap
Bomb Threat
Burglary Dwelling
Burglary Other Than A Dwelling
Criminal Damage
Drugs Offence
Fraud And Forgery
Harassment Act Offences
Robbery
Sexual Offences
Theft - Other
Theft - Shoplifting
Theft From Motor Vehicle
Theft Of Motor Vehicle
Unlisted Crime
Violence Against The Person*

* this category includes VWI and offences where there is no physical injury - e.g shoving, verbal abuse etc.

Total

Anti-Social Behaviour Calls Received by Central Communications Command (CCC)

Animal Problems
Begging / Vagrancy
Environmental Damage /Littering
Fireworks
Hate incident
Littering / Drugs Paraphernalia
Malicious / Nuisance Communications
Noise

Prostitution Related Activity
Rowdy / Nuisance Neighbours
Rowdy Or Inconsiderate Behaviour
Street Drinking
Substance Misuse
Trespass
Vehicle Abandoned - Not stolen
Vehicle Nuisance / Inappropriate Use
Total

Stop and search data

Total stop and searches
Stop and search arrest rate

Hate Crime

Homophobic
Racist and religious
Faith hate crime
Disability

Additional crime data which is currently being updated on the site includes;

Total Notifiable Offences
VAP offences (Violence against a person)
Serious youth violence
Rape offences
Knife crime with injury,
Gun crime with firearm discharge
Homicide offences
Sexual offences
Burglary offences
Robbery offences
Theft and handling offences
Domestic offences

PCC Members are encouraged to use the Datastore to access any data required relating to policing and crime.

4. MOPAC FINANCIAL REPORT

At its last meeting, the PCC received expenditure monitoring information for period 4. Period 5 has only recently been finalised and has not yet been approved by MOPAC or the MPS Management Board. The intention therefore is to submit the financial information for Period 5 to the next meeting of the PCC. This should enable each subsequent meeting of the PCC to receive the latest approved financial report.

November's PCC report will include an updated position for revenue and capital budget monitoring as at August 2012. With regard to budget proposals for 2013/14 - 2015/16, the

Deputy Mayor for Policing and Crime and officers of MOPAC continue to work closely with the Metropolitan Police Service to develop these in line with the Mayor's guidance, which will be submitted to the Mayor by the 19th of November. These will include a balanced budget for 2013/14 and proposals towards bridging the gap in 2014/15 and 2015/16.

5. MOPAC BUSINESS AND MEETINGS

I will be meeting with the Commissioner on a formal basis once per month to consider MPS performance, financial management, delivery against MOPAC objectives, issues of strategy and organisational policy, and ensure that appropriate systems and controls are in place across the MPS, specifically in relation to equality and diversity and safeguarding of children and child welfare. For further detail please see the Terms of Reference for these meetings at Appendix One below.

I met with the Deputy Commissioner two weeks ago to agree how we will approach the challenges that we face. We agreed that the MOPAC 20-20-20 target – a 20% reduction across the seven identified neighbourhood crime types, a 20% increase in public confidence, and costs cut by 20% – over four years was ambitious but attainable. In time, the Police and Crime Plan will provide a complete framework for monitoring MPS performance. We agreed that ensuring the public have access to intelligible crime data is key.

We agreed to establish a joint mechanism to monitor and approve spend – the Joint Investment Board – and will be developing better management information to help us drive the efficient use of MPS funds. We discussed MOPAC Challenge, and I outlined my expectation that the next meeting would be used to articulate how the proposed local policing model would complement the MPS estate strategy and interact with a commissioning plan for support services. Finally, we agreed to adopt a new framework for the handling of shared risks.

The Joint Investment Board will meet monthly to consider all MPS investment decisions which in accordance with the MOPAC scheme of delegation which require my approval. The Terms of Reference have been proposed for agreement at the first meeting which will be held on 17 October.

Audit Panel 4 October 2012

The District Auditor presented her 2011/12 Annual Governance Report for MOPAC and Metropolitan Police Commissioner to the Panel. Both bodies received an unqualified audit opinion on their financial statements and the District Auditor concluded that MOPAC and the Commissioner had made proper arrangements to secure economy, efficiency and effectiveness in their use of resources. The Panel were also updated on: the current assessment of key MOPAC and MPS strategic risks, developments in the governance and risk management frameworks and progress made in implementing audit recommendations. It also continued to exercise oversight of gifts and hospitality, receiving reports from the Interim Chief Executive of MOPAC and the Commissioner on the published records of offers of gifts and hospitality.

Decisions

The following formal signed decision forms are available on the MOPAC website

DMPCD 2012 115 Audit Panel-extension of interim arrangements

DMPCD 2012 116 HQ Estate

DMPCD 2012 120 Statement of accounts

DMPCD 2012 128 EU funding bid

Responding to the Police and Crime Committee

I have received 25 requests from PCC Members since the 1st June. These have included queries on undercover policing, racism, and neighbourhood policing.

Regular meetings

- Meetings with the Mayor.
- Bilaterals with the Commissioner
- Meetings with MPS Management Board team members.
- Liaison meetings with Police and Crime Committee members.
- Meetings on Met Change and the Budget with the Deputy Commissioner and MPS Management Board
- Regular contact with the Home Secretary

Specific Meetings and events

Date	Meeting/event	Note
10 Sept 2012	Intro meeting with Damien Green MP	
12 September	Joint Counter Terrorism Oversight Group	Chaired the meeting
14 September	Visit to Feltham Young Offenders Institute	
18 Sept 2012	Bilateral with Commissioner (Dep Commissioner attended)	Commissioner was on leave
25 September	Formal bilateral with the Commissioner	
25 September	Commissioner's Meeting with Council Leaders	
26 Sept	Pre-Brief to Mayor - MOPAC Challenge Board	
27 September	Police and Crime Committee –Question and Answer session.	

MOPAC Report to Police and Crime Committee – 25 October 2012

Date	Meeting/event	Note
2nd October	Bilateral meeting with Commissioner & The Mayor	

Upcoming MOPAC Meetings

Date	Meeting
17 October	First meeting of the Joint Investment Board
30 October	MOPAC Challenge
31 October	London Crime Reduction Board – Delivery Management Group

Appendix One

Deputy Mayor for Policing and Crime/ Commissioner Monthly Bilateral Terms of Reference

Purpose of the meeting:

The Police Reform and Social Responsibility Act 2011 has made MOPAC responsible for the totality of policing in the capital. This means that MOPAC will be publicly accountable for the delivery and performance of the MPS. MOPAC is ultimately accountable to the public for the management of the police fund, and shares a responsibility with the Commissioner to provide effective management of the policing budget and to secure value for money on behalf of the public that they both serve.

It remains the duty of police constables to maintain the Queen's Peace without fear or favour, and that office shall not be open to improper political interference. The operational independence of the police is a fundamental principle of British policing. However, MOPAC must hold the Commissioner to account for the operational delivery of policing. As such, the Commissioner is expected to ensure that MOPAC is regularly informed of his decisions and operational activity in a timely manner.

The Act and Protocol outline that the Commissioner has the following specific responsibilities to MOPAC (this list is not exhaustive):

- To support MOPAC in the delivery of the strategy and objectives set out in the police and crime plan;
- To assist MOPAC in planning the force's budget;
- To provide MOPAC with access to information, officers and staff as it requires;
- To notify and brief MOPAC of any matter or investigation on which MOPAC may need to provide public assurance either alone or in company with the MPS;
- To be the operational voice of policing in the force area and regularly explaining to the public the operational actions of officers and staff under their command;
- To ensure that MOPAC is kept informed of all complaints against the force, its officers and staff, in such a way as to enable MOPAC to discharge its statutory obligations in relation to complaints in a regular, meaningful and timely fashion;
- To have day to day responsibility for financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by MOPAC, and ensuring that value for money is obtained;
- To enter into collaboration agreements with other Chief Constables and partners that improve the efficiency or effectiveness of policing, with the agreement of MOPAC;

MOPAC Report to Police and Crime Committee – 25 October 2012

- To agree with MOPAC how he can make sure that his officers and staff keep to all laws and regulations by using effective structures, arrangements and instruments.

Where there is a disagreement between MOPAC and the Commissioner, professional advice may be offered by HMIC.

Functions of the meeting:

- To consider MPS performance, providing assurance of the effectiveness of the force, that plans are in place to address problems identified, and that best practice is being captured and disseminated;
- To provide evidence that the financial management of the MPS is within agreed budget allocations and ensures value for money;
- To provide evidence that the MPS is delivering the strategy and objectives of MOPAC articulated in the police and crime plan;
- To act as a sounding board for proposals which may impact upon the strategy and objectives articulated in the police and crime plan and/or agreed budget allocations;
- To discuss and agree all significant new corporate policies (except those that relate to operational activity);
- To consider strategic risks and agree appropriate mitigations;
- To provide assurance that appropriate systems and controls are in place across the MPS, specifically in relation to equality and diversity and safeguarding of children and child welfare;
- To consider and agree entering into appropriate collaboration agreements;
- To consult MOPAC on senior MPS appointments;
- To consider the effectiveness and efficiency of arrangements made by the MPS to engage with, and provide information relating to crime and disorder to, communities;
- To discuss complaints against the force, its officers and staff and provide appropriate assurances;
- To discuss and agree the dissemination of information required from the MPS by MOPAC, and the principles of information sharing between MOPAC and the MPS;
- To contribute to the MOPAC and MPS planning processes; and
- To discuss topical matters and issues of importance to policing and crime reduction in London, as required.

NB: Formal DMPC approval will still be required in line with the decision-making guidance (using decision forms).

Membership:

- The Deputy Mayor for Policing and Crime
- The Commissioner of Police of the Metropolis

- The MOPAC Chief Operating Officer
- MPS and MOPAC officers as required

Frequency:

The DMPC and Commissioner will meet formally on a monthly basis.

Access:

Meetings are not open to the public.

A note of the meeting, once agreed to be a correct record by the parties, will be made available on the MOPAC website.

1. Consultation

These terms have been consulted on by the Head of Policy and Programme Delivery, Head of Pan-London Policing and Crime Strategy, and the Chief Financial Officer. They have been agreed by the Head of Business Management and Change, and the MPS Head of Strategic Relationships and Head of External Relations.

2. Media information

Adoption of the proposed option would: mitigate the risk of adverse media resulting from perceived failure of MOPAC to formally hold the Commissioner to account; ensure that the DMPC is informed of policing operations likely to impact on public confidence.

3. Background documents

None.

4. Contact Details

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