

Annual Report 2014/15

AND UPDATE ON THE POLICE AND CRIME PLAN

JULY 2015

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MAYOR OF LONDON

OFFICE FOR POLICING AND CRIME

About MOPAC

The Mayor's Office for Policing And Crime (MOPAC) was established in January 2012. It is led by the Mayor of London, Boris Johnson, and the Deputy Mayor for Policing and Crime (DMPC), Stephen Greenhalgh.

The Mayor's key roles include setting the direction for how London is to be policed, based on the consultation with the public and victims of crime and the commitments made in his manifesto; holding the Metropolitan Police Service (MPS) to account; and working across the criminal justice system to improve its effectiveness and efficiency.

MOPAC works by setting the MPS's priorities and budget, encouraging greater collaboration and integration of local services to join up prevention and enforcement activities, commissioning services proven to reduce crime, and using accurate data, academic analysis, and evidence (including audit and inspection) to manage performance across sectors.

The Deputy Mayor for Policing and Crime

As Deputy Mayor for Policing and Crime (DMPC) Stephen Greenhalgh leads MOPAC. The Mayor, as occupant of MOPAC, has delegated the majority of his day-to-day decision making to the DMPC.

There are, however, a number of duties which have been explicitly retained by the Mayor including: issuing the Police and Crime Plan and the appointment and removal of the most senior MPS officers.

The Annual Report

This report discharges the Mayor's duty under Section 12 of the Police Reform and Social Responsibility Act 2011. The Annual Report must cover:

- The exercise of MOPAC's functions in each financial year, and
- The progress which has been made in the financial year in meeting the objectives in the Police and Crime Plan.

The Police and Crime Plan 2013-2016 was published on 25 March 2013 and relates to the period 2013/14-2016/17. This report is focused on reviewing the second year's progress 2014/2015 (up to 31st March 2015).

What MOPAC wants to achieve – The 20:20:20 Challenges

MOPAC's Police and Crime Plan 2013–2016 sets out how the organisation will achieve six high-level ambitions for London, the policing and criminal justice "20:20:20 challenges", whilst working with agencies on strategies to tackle under-reported and entrenched crime types, including gangs and violence against women and girls. It also outlines how MOPAC will support the MPS to meet its national and international enforcement commitments.

The 20:20:20 challenges are:

REDUCED CRIME	INCREASED CONFIDENCE	REDUCED COST
20% reduction in neighbourhood crime	20% increase in confidence	20% reduction in cost
By the end of 2014/15, neighbourhood crime had reduced by 19.8% against baseline year.	Confidence hit a record high of 68% in June 2014, before slipping back slightly to 67% later in the year.	Savings delivered for 2014/2015 are £104.5m Total cost savings to date are £366.4m, with a target for 2016/17 of £500m.
On target for 20% reduction in MOPAC 7 crimes	Confidence has risen, but is not on track to meet the 75% target	On target to achieve 20% reduction in cost.

SWIFT JUSTICE	SURE JUSTICE	REDUCING REOFFENDING
To seek swifter justice for victims by reducing delays in the criminal justice system by 20%	To achieve surer justice by increasing compliance with community sentences by 20%	To reduce reoffending by young people leaving custody in London by 20%
Average time from offence to completion overall is 165 days, a reduction of 3 days from baseline.	The compliance level is improving, reaching 81% in 2014/15 from a level of 77% in 2011/12. Compliance is higher in London than in the rest of England & Wales.	Latest available data indicates youth reoffending levels stand at 58%, down from a baseline of 70.8%.
Improvements have been made, but not enough to meet the 134 day target.	Compliance rates have improved but lower than expected to meet the 92% target	On target to reduce reoffending by youth people leaving custody in London by 20%.

Key achievements

- The MPS achieved a reduction in key neighbourhood crimes of 19.8% since March 2012 and is on track to meet the target of a 20% reduction by the end of the Police and Crime Plan period. Robbery fell by 44% and burglary fell to its lowest level since 1974.
- MOPAC has driven tough action by police and partner agencies to tackle violence in the capital following an increase in reported offences.
- The number of “bobbies on the beat” increased, with the Mayor’s promise to put 2,600 more officers in neighbourhoods being met and overall Metropolitan Police officer numbers reaching his target of 32,000. Numbers of BME and female recruits hit record highs.
- Millions of pounds were released for investment in frontline policing through the streamlining of back office functions and the sale of outdated, costly and underused police premises. London as a whole has benefited from this, with the buildings sold so far boosting London’s Gross Value Added (GVA) by providing at least 4,000 new residential units, 12,000 direct and indirect jobs and 9 schools.
- MOPAC has set new standards for transparency, launching a range of ground-breaking online dashboards to allow the public open access to a wealth of crime and criminal justice information.



March 2015: Mayor Boris Johnson welcomes London’s newest Constables at a parade to mark the completion of their training and the MPS reaching his target strength of 32,000 officers.

Infographic – MOPAC's 2014/15 achievements in numbers

19.8% - reduction in neighbourhood priority crimes between March 2012 and March 2015

18% - fall in crime since the Mayor took office

155,177 – fewer offences than when the Mayor took office

67% - percentage of Londoners who think local police are doing a good or excellent job

32,000 – number of Metropolitan Police Officers as MPS reached Mayor's recruitment target

2,600 – additional police officers put into neighbourhood roles

3,658 – number of Volunteer Police Cadets

3,060 – new police officers recruited

£150 – council tax rebate for London Special Constables

£370,000,000 – raised from the sale of Scotland Yard

12,000 – jobs directly or indirectly created by the sale of former police buildings

4,000 – new residential units for London, built in former police premises

9 – new schools for London based in former police buildings

£18,000,000 – money provided to community safety projects through the London Crime Prevention Fund in 2014/15

£5m – funding from the Mayor for a new Pan-London Domestic Violence Service

7 – interactive Dashboards published to allow the public to see and explore MOPAC crime and safety data

440,000 – free property marking kits to be given to London households under the Met Trace scheme

89 – offenders sentenced to wear electronic tags to enforce compulsory sobriety

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Message from the Deputy Mayor for Policing and Crime

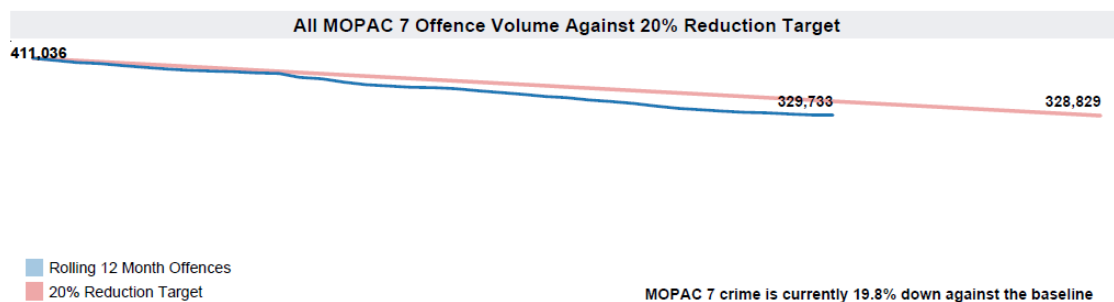
Cutting Neighbourhood Crime

The Mayor has set out his vision for London as the safest big city in the world. Through a wide range of operations and activities targeting high-volume crimes that have a significant impact on quality of life, London's neighbourhoods have become even safer places to live.

In his Police and Crime Plan, the Mayor challenged the MPS to reduce seven specific neighbourhood crimes by 20% – violence with injury, robbery, burglary, theft of and from a motor vehicle, theft from the person and criminal damage. These crimes – chosen for their high volume and high levels of victimisation – are known as the MOPAC 7.

Rising to the challenge set by the Mayor, at the end of the 2014/15 financial year, data shows that the MPS had driven these crimes down by 19.8% overall since 2012, on track to meet the target by the end of the Police and Crime Plan period.

The chart below, taken from MOPAC's interactive Crime Dashboard (which can be found at www.london.gov.uk/MOPAC), illustrates the rate at which these crimes fell, outstripping the rate of reduction required to meet the 20% goal by 2016.



*Source MOPAC Crime Dashboard

This reduction means around 80,000 fewer Londoners fell victim to these types of offences in 2014/15 than in 2011/12. That is a fine achievement for which the MPS and partner agencies deserve great credit.

Within these reductions there are particular crime types where truly remarkable progress has been made. Burglary and robbery are down 24 percent and 44 percent respectively – with burglary at its lowest level since 1974.

Only one of the seven neighbourhood crime types – Violence with Injury – has seen an increase, rising by 14 percent since 2012. This increase has been reflected across the country, with the Office for National Statistics attributing much of it to better recording practices and an increase in reporting of domestic violence.

Nonetheless, any increase in violence is taken extremely seriously and MOPAC have facilitated joint problem-solving meetings in the Boroughs most affected by violence to identify approaches for tackling this issue. In November 2014, the MPS launched Operation Equinox, a

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co-ordinated crackdown targeting activity against licensed premises, geographic areas and fast food outlets where violent offending disproportionately occurs. Outcomes of this operation to date have included: 9,039 weapon sweeps; the recovery of 663 weapons; 667 test purchase operations and 11,128 full licensed premises inspections.

MOPAC is keenly exploring the possibilities for using technology to cut neighbourhood crime. In March, the Mayor launched MetTrace, a three-year programme with the MPS and SmartWater Technology Ltd to provide 440,000 homes in burglary hotspots across the capital with a free kit containing an invisible traceable liquid, allowing owners to mark their possessions with a unique forensic code and to display warning stickers to deter burglars. This technology – which allows the police to trace stolen items and link offenders with crime scenes – is proven to work and during a recent trial in five boroughs, burglary rates fell by an average of 49%.



DMPC Greenhalgh launching MetTrace at Colindale Police Station with Assistant Commissioner Helen King, Commander Simon Letchford, Borough Commander Adrian Usher and Alan Given of Smartwater Technology Ltd

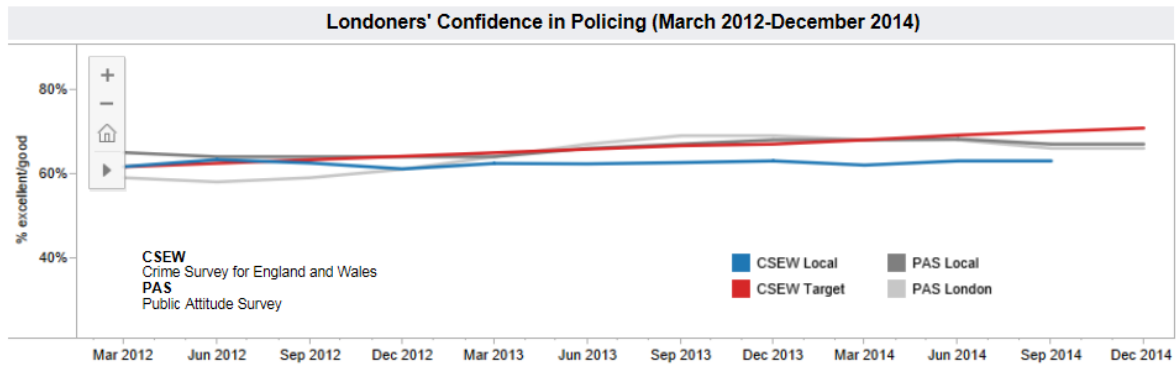
MOPAC continued to support a wide range of other crime prevention and community safety projects in 2014/15 via the London Crime Prevention Fund, which provides long-term funding of up to four years to enable organisations to tackle ingrained, complex problems. In the last year the Fund allocated over £18m in total.

Boosting confidence

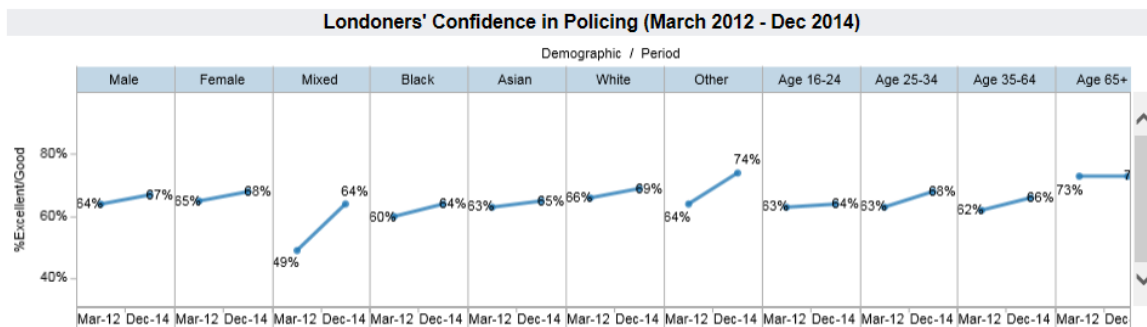
British policing is built on the Peelian principle that the police are the public and the public are the police. MOPAC is working to renew the relationship between the public and police in London by building a more representative MPS workforce, focused on community priorities and held to account publicly.

Confidence in the police is integral to the British system of policing by consent. In the Police and Crime Plan, the Mayor challenged the MPS to increase confidence by 20%, which equates to an increase from 62% to 75%. Public confidence in the police reached its highest ever recorded level of 68% in June 2014 and is currently standing at 67%.

Confidence in policing is an extremely complex, nuanced subject and MOPAC has made significant investments into research into the patterns and drivers of public confidence in policing. This year, MOPAC published its ground-breaking Public Confidence Dashboard, which allows users to see the latest data on confidence in policing across the capital and by Borough, as well as information on some of the issues that influence people’s confidence.

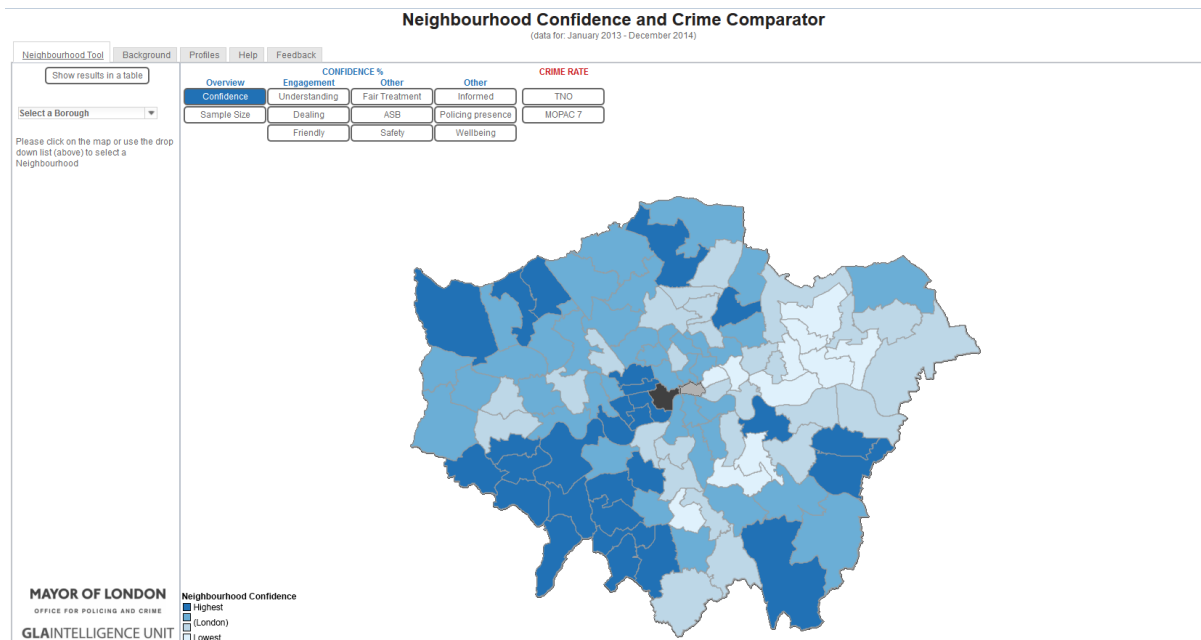


Figures reveal that since March 2012, confidence in the police has improved across all groups, most markedly amongst BME respondents.



This year, MOPAC has also launched its Neighbourhood Confidence Comparator, which divides London’s 108 policing neighbourhoods into similar groups depending upon dozens of

economic, demographic and social indicators. This allows users to make better comparisons of crime and confidence rates.



Reconnecting police and public

Research has shown that Londoners consistently rank police visibility and street policing as top priorities and the Mayor is determined that the police renew their relationships with the communities they serve, putting reinvigorated neighbourhood policing at the heart of the Police and Crime Plan. In 2014/15, the MPS reached the Mayor's target headcount of 32,000 officers and also completed the move of 2,600 extra officers into neighbourhood policing teams.

As well as ensuring that the MPS is at full strength across London, the Mayor is committed to making sure that the workforce is representative of the city it serves. In 2014, there were more BME officers serving in the MPS than at any time in its history and initiatives to boost the numbers of new BME and female recruits have generated further momentum, with their numbers hitting record highs in 2014/15. The commitment to a representative workforce has been further cemented this year with the beginning of a London-only recruitment policy for police constables in the capital.

Safer Neighbourhood Boards are now in place in every London Borough, bringing police and communities together to decide local policing and crime priorities, solve problems collaboratively and make sure that the public are involved in a wide range of other community safety decisions. MOPAC has made £1m available for Safer Neighbourhood Boards to bid for to fund projects that will help cut neighbourhood crimes and boost public confidence.

Body-worn video

In 2014, MOPAC and the MPS launched the world's largest trial of body-worn video technology, with 1,000 body cameras used across 10 boroughs as well as armed response teams, with around 6,000 videos uploaded per month.

Officers' feedback suggests the devices are most valuable where trust is key and police behaviour is under scrutiny, for example in Stop and Search, and where early evidence and victim testimony is critical such as in cases of domestic abuse. The cameras are also helping to demonstrate better the impact of crime on victims, aid professional development and training, and to increase trust in officers.

Recognising volunteers

The Mayor also recognised the contribution of the Special Constabulary, fulfilling his promise to deliver a council tax rebate of £150 (half of the mayoral precept on an average property in London) for Londoners who volunteer to serve the capital and its people as Special Constables, in recognition of their hard work and public spirit.



Deputy Mayor for Policing and Crime Stephen Greenhalgh and Chief Officer of the Metropolitan Police Special Constabulary John Conway launching the council tax rebate for Special Constables at City Hall

Inroads are also being made into the Mayor's target to double the number of police cadets in London to 5,000. Numbers are up to more than 3,500 and increasing with the creation of new junior police cadet units for those aged 10-13. The scheme is an important means to make sure

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that young people of every background can feel included in policing and empowered to make a positive difference.

MOPAC has maintained its strong support of Neighbourhood Watch in London, working with the MPS and London Neighbourhood Watch Association (LNWA) to reinvigorate the scheme in the capital. A milestone in this work was reached this year as local Neighbourhood Watch Associations were established in every Borough in the city, providing local leadership and organisation to build the strength of this invaluable scheme.

Scrutiny and Challenge

The police are granted significant powers to do their job of keeping us safe, including the power to deprive people of their liberty and, in extremis, use force to protect the public. It is vital that the police are subject to rigorous oversight and MOPAC provides robust and detailed scrutiny of the Metropolitan Police on behalf of Londoners to ensure that they do their work to the highest standards of conduct and fairness. This is done in public, with the regular MOPAC Challenge meetings taking place at City Hall and broadcast live via webcast.

In the past year, MOPAC Challenge has focused on a range of serious issues, with the Deputy Mayor for Policing and Crime leading in-depth investigations into police performance, youth reoffending, substance misuse, diversity in policing and intrusive police tactics.

MOPAC maintains the country's largest Independent Custody Visiting Scheme – more than 400 members of the public who volunteer to visit police stations unannounced at any time of day or night to check on the welfare of those in police custody and make recommendations for improvements if required. London's Independent Custody Visitors (ICVs) continue to play a vital role in maintaining public confidence in police custody arrangements.

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Hendon, March 2015 – MPS reaches Mayor's target headcount of 32,000 warranted officers

Cutting costs

The way people live their lives and engage with services is being transformed by digital technology. MOPAC is saving public money and providing the funds needed to equip the MPS to police and serve London in the digital age by reducing overheads, releasing old, underutilised assets and reforming the policing model.

Policing, like all public services, has had to face the challenge of responding to reductions in funding whilst modernising to improve services. In the Police and Crime plan, the MPS was challenged to cut gross costs by 20% and deliver savings of £500m by 2016/17 whilst achieving reductions in crime and improvements in public confidence.

The MPS have a good record of delivering savings, having already delivered £261.9M savings in 2013/14. A further £104.5M has been saved in 2014/15 and the MPS is on track to deliver its target to achieve gross savings of 20% by 2015/16. These savings are enabling the MPS to meet the challenge of austerity whilst also making vital investments in technology to support greater operational capability and public accessibility.

The savings are being delivered through the Deputy Mayor's 3 principles set out in the Police and Crime Plan.

Reduce

MOPAC has committed to reducing overheads through driving down organisational support costs, removing duplication and unnecessary overheads and delivering savings in supplies and services and other contracts, most notably IT. By 2015/16 MOPAC will have delivered savings of £220M.

Release

Holding on to out of date, underused premises not only increases costs to policing but also locks up wider benefits available to London's economy. MOPAC is disposing of underutilised assets and reducing the police estate by one third, putting bobbies before buildings, reducing revenue costs and generating capital receipts for investment in new technologies to enable truly 21st century policing in London and provide more economic investment.

Between 2013-15, MOPAC has sold 59 sites worth £294 million, delivering savings of £21.9 million. With the sale of Scotland Yard for £370m this year and with further building sales expected to take place in the year ahead, MOPAC anticipates delivering receipts totalling £900m for the period 2013/14 to 2016/17.

The programme of sales has had wider benefits outside of policing, making land available to London's economy and the wider public, boosting the city's Gross Value Added (GVA). The buildings sold so far have provided at least 4,000 new residential units, approximately 12,000 direct and indirect jobs, 9 schools and 4 hectares of open land for London, all of which increase London's GVA.

Reform

MOPAC has committed to reforming the policing model, increasing police numbers and delivering savings by reducing the number of senior officers, recruiting more constables and reducing the back office. By 2015/16 MOPAC will have delivered hundreds of millions of pounds in savings whilst maintaining its full strength of 32,000 officers.

In addition, capital released from the sales of underused buildings is contributing to the vision of an MPS equipped to meet the policing challenges of the future, with the Deputy Mayor and Commissioner attending the 'topping-out' ceremony for the MPS' new, state-of-the-art training and operational centre in Hendon in March.



Deputy Mayor for Policing and Crime Stephen Greenhalgh and Commissioner Bernard Hogan-Howe at the topping out of the new Hendon Training and Operational Facility

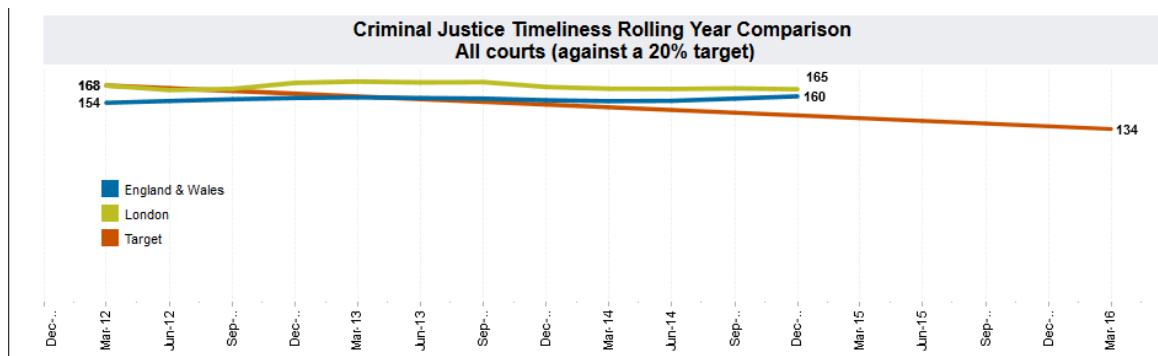
Reducing court delays

Court cases in London take longer to complete than in most other parts of the country. Identifying and reducing the delays in court cases means reducing the distress caused to victims and the wasted time and money for courts, prosecutors and police.

Cases take too long to go through the courts in London and MOPAC has challenged partners to reduce delays in the system by 20% to ensure that victims of crime receive swift justice.

Magistrates Courts have made good progress towards speeding up their service to victims. Since 2012, the average length of cases from offence to completion has fallen by ten days, from 156 to 146. Some areas have demonstrated significant improvements, with reductions in time to completion of more than 20 days.

However, this improvement has been offset by the deterioration in the speed of cases going through London's Crown Courts, the average of which has increased from 309 days to 343. As a result, on current performance the target to reduce delays in the system overall is not on track to be achieved.



MOPAC is working closely with partners in the justice system to bring to light the issues that affect timeliness and identify measures to alleviate the problems. Significant progress has been made by partners in providing relevant, robust and up-to-date timeliness data to MOPAC that assists in identifying where things are operating well and where there are delays, gaps and pinch points in the system from arrest to court disposal. This has culminated in the development of MOPAC's Criminal Justice Timeliness Dashboard, which allows greater end-to-end oversight and identification of the problems causing delays.

It is well known that a small number of offenders commit the majority of crime. These offenders are placing significant demand on the system, recent research indicating that those who had ten previous court appearances took on average twice as long to go through the criminal justice system as first time offenders. The Deputy Mayor is driving forward with 'Gripping the Offender' a project to ensure there is a whole systems response to these high harm individuals where all partners work together to grip offenders as soon as they are identified as high harm/high cost and focus their efforts on them until that risk of reoffending is reduced.

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In addition, in November 2014, using data highlighted on the Criminal Justice Timeliness Dashboard, the Deputy Mayor for Policing and Crime quizzed senior figures from the London justice system on the current situation at a MOPAC Challenge meeting on criminal justice timeliness. From this meeting has stemmed an agreement on further actions to improve timeliness, including tackling the impact of domestic abuse cases on the speed of the system; taking concerted action aimed at reducing Summary Motoring Offences to the national average; and holding formal MOPAC Challenge meetings on Criminal Justice Timeliness twice a year.

Increasing compliance with community sentences

Offenders should pay the price for their behaviour, completing their sentences and making amends to the community. This sends out a clear message to the public that justice is being done and an equally clear message of deterrence to other would-be offenders.

The public expect that those who have committed crimes are robustly held to account for their offences. The public also expect that offenders abide by the sanctions imposed on them by the courts. In 2014/15, 81% of Community Orders in London were successfully completed, up from a figure of 77% in 2011/12. This improvement – from an already high level – is welcome, but is lower than expected to meet MOPAC’s ambitious target to reach 92% by 2016/17.

MOPAC has maintained its commitment to Community Payback schemes – unpaid work carried out by offenders in high visibility jackets. Through Safer Neighbourhood Boards, now in place in every Borough, the public can shape these schemes to ensure they satisfy their demand for visible reparation for offending. In November 2014, the Deputy Mayor visited one such scheme in Waltham Forest, where offenders were put to work cleaning war memorials to bring them back to their best.

A pioneering project launched in July 2014 demonstrates the potential for technology to assist in improving compliance with sentences. Stemming from the Mayor’s manifesto commitment to enforce sobriety on drunken offenders, MOPAC launched a compulsory sobriety scheme in Croydon, Lambeth, Southwark and Sutton where a court will order an offender to a period of sobriety. The scheme uses electronic ankle tags to detect the presence of alcohol in the wearer’s system. If alcohol is detected by the tag at any time over the duration of their sentence, additional enforcement action can be taken. Initial findings from the first six months of this scheme are promising, showing that 51 offenders were fitted with the tag, with a 94% compliance rate – a figure significantly higher than other similar court orders.

The Deputy Mayor is also putting the transformative power of technology to greater use in criminal justice management processes, advocating and driving forward improvements to the web-based IDIOM system used to track prolific offenders.

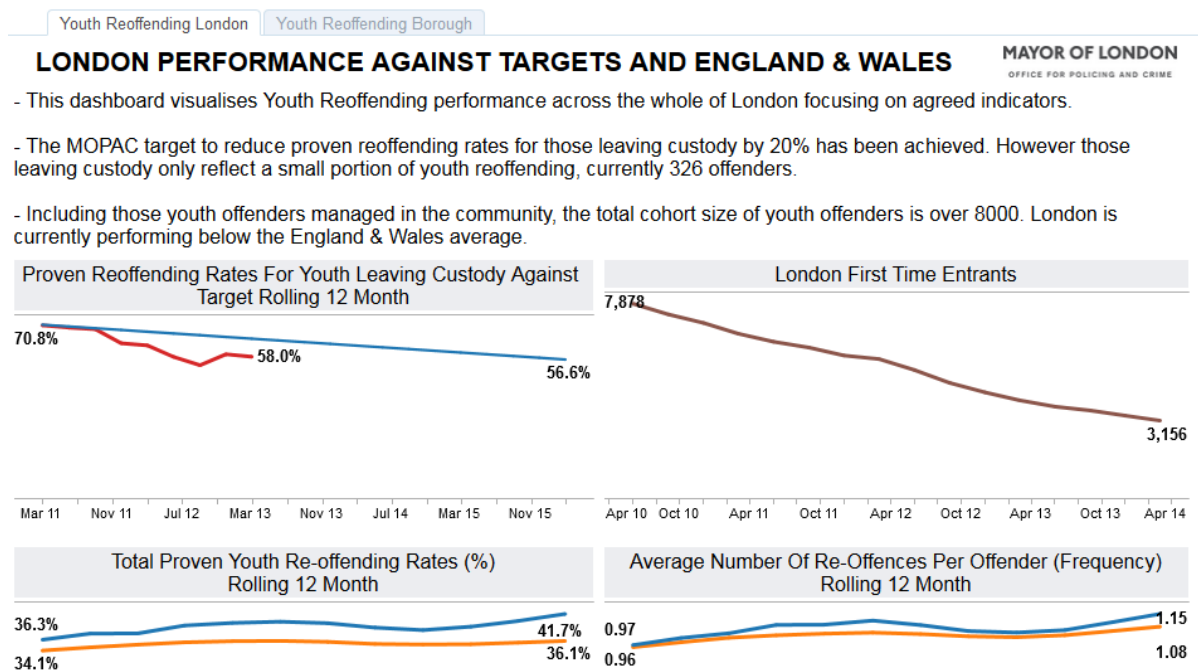
In the coming year, MOPAC will be bringing together its data on adult reoffending and compliance with community sentences and publishing it through another interactive dashboard, allowing practitioners and public alike to explore and understand current performance towards this target and identify areas for improvement.

Reducing reoffending by youths leaving custody

Of all offenders, young people are the most likely to reoffend, especially those leaving custody. By improving understanding of what causes young people to reoffend and by putting in place effective, timely interventions, MOPAC is working to break the cycle of youth reoffending in London.

There has been significant activity, driven through the London Crime Reduction Board and MOPAC, to tackle youth reoffending in London. This is delivering real progress, with the Mayor’s target of reducing reoffending by youths leaving custody by 20% being met ahead of schedule.

This progress can be tracked at the MOPAC website via the Youth Reoffending Dashboard, which presents comprehensive data on reoffending across the capital and by Borough.



The Deputy Mayor continues to press for improvements and at the MOPAC Challenge on Youth Reoffending held in September 2014, he questioned senior figures from London’s criminal justice system on the current Dashboard data with regard to youth offending; the levels of first time entrants as well as a broader review of the volume and reoffending levels of those offenders managed in the community and in custody.

In January the Deputy Mayor kept up the momentum towards further reductions as he brought senior colleagues and experts together to consider the youth offending / reoffending in London within the context of a challenging financial future.

MOPAC and the Youth Justice Board are jointly funding a Resettlement Manager for London to develop a resettlement offering for London, considering existing provision, funding flows and the gaps that exist which result in higher reoffending rates for young people leaving custody.

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Research has shown that young offenders have very often been victims of serious crime and abuse themselves in the past and MOPAC has secured £400k in Ministry of Justice funding to utilise the London Resettlement Consortia to support young offenders with prior experience of victimisation including but not limited to mental, physical and sexual abuse.



Deputy Mayor for Policing and Crime Stephen Greenhalgh showcasing MOPAC's interactive Youth Reoffending Dashboard to Redbridge Youth Workers

Mayoral Priorities

Supporting victims of crime and tackling violence against women and girls

Crime can have a devastating, life-changing effect on victims and their families. MOPAC is leading work across London to provide more effective and consistent services to support victims of crime as they come to terms with their experiences and start to rebuild their lives.

In July 2014, Baroness Newlove, the Victims' Commissioner, completed a major review into the treatment of victims and witnesses of crime in London on behalf of MOPAC - the first review of its kind. This review preceded a significant change in the care of victims of crime in London when, on 1st October 2014, MOPAC took over commissioning for all victims' services in the city. MOPAC are now working with the range of partner agencies involved in supporting victims to maintain current provision whilst developing a new and comprehensive system.

Reports of domestic and sexual violence are rising nationally as more victims gain the confidence to come forward. Progress has been made to bring more perpetrators to justice, but conviction rates for domestic violence in London remain too low, with victims who come forward often feeling isolated and unsupported during the legal process meaning that cases collapse and perpetrators go unpunished.

The Mayor is committed to addressing these problems - encouraging more victims to come forward, improving their experience through the criminal justice system and increasing conviction rates. In March, the Mayor announced £5m funding for the first London-wide support service for victims of domestic abuse. Previously, support for victims of domestic violence in the capital was patchy and inconsistent - by drawing support providers together into the Pan-London Domestic Violence Service, every victim can be given access to specialist support from Independent Domestic Violence Advocates (IDVAs) and other experts.

The Mayor has continued to fulfil his commitment to Rape Crisis Centres in London, providing just under £1.3 million per year to fund Centres in the North, South, East and West, together with £2.2m funding for London's Sexual Assault Referral Centres, which are known as the Havens. This funding is matched by the NHS England, London region. London operates the only national example of sexual assault referral centres (known as the Havens) running in multiple locations; offering services to under 18 year olds and adults. Looking ahead, MOPAC has committed to co-funding (alongside NHS England) a sexual violence needs assessment to ensure that future commissioning of services for victims of sexual offences in London achieves best results.

In June 2014, the MPS Commissioner and the Director of Public Prosecutions commissioned Dame Elish Angiolini DBE QC to carry out an in-depth review of how the MPS and the Crown Prosecution Service investigate and prosecute rape cases. This report was published in June 2015 and MOPAC is giving careful consideration to its recommendations, which will inform its future work.

When the Mayor was elected, he pledged to make London a safer city for women and girls. His vision is for a society where every woman and girl has the right to live free of violence and abuse. To deliver this pledge, MOPAC has provided £3.85 million this year to local authorities for projects tackling violence against women and girls, with an additional £200,000 to deliver a harmful practices pilot to tackle Female Genital Mutilation (FGM), faith based abuse, forced marriage and “honour” based violence.

Gangs

Since taking office, the Mayor has concentrated significant resources to deal with gang crime in London. The police cannot solve this problem alone and MOPAC is working with the MPS, agencies and voluntary groups on a wide range of projects to tackle gang crime from every angle.

In June 2014, City Hall hosted a Gangs Summit which convened world leading experts and senior practitioners to explore new findings and approaches to gang crime in London and other comparable global cities. On the same day, MOPAC, with the London Crime Reduction Board (LCRB) set out new strategic ambitions to ensure further progress in preventing youth violence in London, including a more consistent and sustainable gang exit offer. These ambitions cover three key themes:

- Prevention – stopping young people from getting involved in gangs by ensuring universal access to gang prevention programmes in schools, supporting those transitioning from primary to secondary school and linking in with the Troubled Families programme to address issues at home.
- Intervention – introducing a pan-London gang exit service to stop the cycle of reoffending and get gang members into stable jobs and housing, whilst addressing the mental health problems and trauma of both gang members and their victims.
- Enforcement – maintaining the resources of the Trident Gang Crime Command at their current level, ensuring the risk that gang members pose is judged consistently across the criminal justice system, and seizing the assets of gang offenders so they don't profit from crime.

These ambitions build on the work and successes that have been seen since the first LCRB Partnership Anti-Gangs Strategy, which for the first time brought together key criminal justice agencies and local authorities as part of the first pan-London strategy to gangs in the capital.

In 2015, MOPAC launched its Gangs Dashboard to provide free and open access to data on gang-related offending and public perceptions of it. Figures on the Dashboard show that the number of gang offences in London has fallen by around 20% since 2012, and the Mayor is keeping up the pressure on gangs with tough action, investing £200,000 in Operation Shield, a pilot project launched in Haringey, Westminster and Lambeth to target gangs with tough enforcement against lawbreaking and support for those who wish to leave the gang lifestyle behind.

To boost prosecutions, the Crown Prosecution Service is introducing dedicated gangs prosecutors to ensure that these cases have specialist support. There has also been concrete progress on other efforts to divert young people from crime with the Mayor's mentoring

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programme now at its target to pair 1,000 at-risk young Londoners with personal mentors, to help them steer clear of offending and reach their potential.

Significant investment has also been made to support the victims of gang violence in the city. In February, £600,000 was allocated to a new project with youth charity RedThread to put specialist youth workers in every major hospital trauma centre in London. The scheme also links with MOPAC's work to tackle violence against women and girls by providing specialist support to young girls and women who have been sexually exploited and abused by gangs, or coerced into participating in criminal activity.



Deputy Mayor Stephen Greenhalgh at the launch of the new initiative to put youth workers in London's Major Trauma Centres

In addition, MOPAC is now providing free mental health and safeguarding awareness training for up to 8,000 front line youth workers in the capital to support young people displaying signs of mental illness or emotional trauma, particularly those who have been involved in gang activity.

In total, through the London Crime Prevention Fund (LCPF), MOPAC is working with London's 32 boroughs, providing funding to 25 gangs projects worth £3 million per year.

Business crime

As the engine of the nation's economy and a centre of global business, London has led the way nationally on tackling business crime. In July 2014, following major consultation in the previous year, MOPAC unveiled its Business Crime Strategy - a call to arms for the police, businesses, local authorities and others to work together to build confidence and prevent business crime. This strategic focus on Business Crime has been hailed as best practice by business and security experts alike.

MOPAC has overseen changes in the MPS to ensure more officers are trained to deal with cyber-crime. There are currently over 250 trained officers working in a specialist unit to deal with referrals of cyber-crime from City of London Police. This command is called Fraud And Linked Crime ONline (Falcon) and was launched in October 2014 by the Deputy Mayor for Policing and Crime, Stephen Greenhalgh and MPS Commissioner Sir Bernard Hogan-Howe.

To ensure that the police and private security firms work closely together to make London a safe place to shop, in December 2014 MOPAC launched the Police and Security Group Initiative to roll out best practice in shopping areas of London.

Working with statutory partners and the business community, MOPAC is now developing specialist support for businesses in London to help secure themselves, particularly against the growing threat of cyber-crime through the London Digital Security Centre, which is due to launch later in 2015.

Hate crime

London thrives on diversity and its global reputation as a place where people can live their lives without fear of prejudice and hatred. In December 2014, the Mayor's Hate Crime Reduction Strategy was unveiled, underlining his commitment to boosting confidence in reporting hate offences, reducing repeat victimisation and improving the authorities' ability to respond effectively.

MOPAC ran a 12 week public consultation on Hate Crime and worked with key partners including the Metropolitan Police Service, the Crown Prosecution Service and Ministry of Justice, as well as voluntary and community organisations across the capital in producing this strategy.

A Hate Crime Panel, involving people from across London's agencies and communities and chaired by the Deputy Mayor for Policing And Crime, has been established in 2015 to push this Strategy forward, followed with the launch of an interactive Hate Crime dashboard to provide open access to our current data on these offences.

As part of a broader response to supporting victims of crime, MOPAC has invested over £2.2m to ensure an enhanced response to high priority victims, including those targeted for hate crime, and to also support direct hate crime service delivery and capacity building within the VCSE (voluntary, community and social enterprise) sector in London. In addition, a further £600,000 has been earmarked for investment in hate crime service delivery in 2015/16.

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Deputy Mayor for Policing and Crime Stephen Greenhalgh speaking at Pride London, June 2014

Meeting our national and international responsibilities

The Strategic Policing Requirement

MOPAC is committed to supporting the MPS to meet its national and international enforcement commitments, such as counter-terrorism, serious and organised crime, public order, cyber-crime, responding to civil contingencies.

Counter-terrorism

In light of continued violence and unrest in the Middle East and a number of terror attacks in Western countries, the Counter Terrorism threat level was raised to Severe in 2014.

MOPAC is working with other PCCs through the Police Counter Terrorism Board to undertake coordinated oversight of national counter-terror efforts. The Mayor and Deputy Mayor brought together police leaders from England's major cities to discuss shared approaches to tackling the threat. In September 2014, the Deputy Mayor and London Councils convened partners across London to share best practice in safeguarding those vulnerable to radicalisation.

Taking this commitment further, MOPAC is joining with London Councils to establish the London CONTEST Board, which will help further co-ordinate efforts across the city to prevent terrorism, protect the public, prepare for emergencies and pursue terrorists. This continues.

Building international co-operation to fight crime

A seamless working relationship with other major cities is essential to the fight against crime in the globalised, digital age.

In December 2014, it was announced that London had won a prestigious place in a network of resilient cities that will bolster the capital's efforts to improve cyber, and other types of resilience. Membership of the 100 Resilient Cities Network means that MOPAC will receive a share of a \$100m fund from the Rockefeller Foundation, with particular focus on building London's resilience plans to tackle cyber-crime and emerging digital threats that if realised, could disrupt the running of the city. This includes access to a package of support and resilience building-expertise from private and non-profit sectors, worth millions of pounds.

The Mayor and Deputy Mayor for Policing and Crime visited New York Police Commissioner William J Bratton in early 2015 to discuss the latest approaches to policing and safety, reaffirming our partnership to fight crime in our cities together.

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Mayor of London Boris Johnson and New York Police Commissioner William J. Bratton at the Headquarters of the New York Police Department

Appendix - About MOPAC

The MOPAC Team

MOPAC is headed by Mayor of London, Boris Johnson, who has delegated the vast majority of his duties to the Deputy Mayor for Policing and Crime, Stephen Greenhalgh. Helen Bailey is the Chief Operating Officer and leads the staff team at MOPAC.

As the strategic oversight body that sets the direction and budget for the Metropolitan Police Service, MOPAC must exemplify the standards it expects of the MPS. MOPAC values equality and diversity in its workforce and welcomes applications to current vacancies – all of which are stated online - from across the community.

At 31st March 2015, MOPAC had 112 members of staff. A staff structure is available on our website. 65 (58%) of MOPAC staff members are female, 23 (23%) are of an ethnic minority, 6 (5%) have a disability.

The Senior Leadership Team

Chief Operating Officer

Helen Bailey

Director of Strategy

Rebecca Lawrence

Director of Integrated Offender Management, Programmes and Neighbourhoods

Marie Snelling

Director of Audit, Risk and Assurance

Julie Norgrove

Director of Police Resources and Performance

Camilla Black

Advisors

The DMPC has appointed four advisors to assist him in his role.

Advisor for Neighbourhoods

Steve O'Connell AM – Croydon councillor and London Assembly Member for Croydon and Sutton.

Advisor for Property and Estates

Jonathan Glanz – Director and Chairman of property company “45 West” and Councillor in Westminster

Advisor for Crime Prevention

Keith Prince – Redbridge councillor

Advisor for Organisational Change

Faith Boardman – Former Chief Executive of Lambeth Council, Director-General at the Department for Work and Pensions, and Independent Member of the Metropolitan Police Authority (MPA)

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All expenses and registers of interests are available on the MOPAC website.

Correspondence, Mayor’s Questions, Enquiries and FOI Requests

As the oversight organisation for the country’s biggest police force, MOPAC receives a significant number of letters, emails, calls and questions about its work. The table below provides more information on MOPAC’s work to respond to correspondence, London Assembly questions, public enquiries and Freedom of Information requests in 2014/15.

	<i>Correspondence to MOPAC</i>	<i>% responded to within 20 working days</i>	<i>Assembly Members questions to the Mayor</i>	<i>% responded to on time</i>	<i>Enquiries from the public</i>	<i>FOI requests</i>	<i>Total</i>
<i>Apr-14</i>	126	79%	0	<i>n/a</i>	104	9	239
<i>May-14</i>	69	82%	0	<i>n/a</i>	135	3	207
<i>Jun-14</i>	61	85%	180	78%	206	6	453
<i>Jul-14</i>	78	81%	88	97%	117	5	288
<i>Aug-14</i>	93	84%	0	<i>n/a</i>	432	0	525
<i>Sep-14</i>	91	85%	152	84%	181	3	427
<i>Oct-14</i>	102	82%	189	86%	136	6	433
<i>Nov-14</i>	85	46%	221	77%	176	9	491
<i>Dec-14</i>	115	68%	158	80%	169	5	447
<i>Jan-15</i>	101	71%	146	83%	190	7	444
<i>Feb-15</i>	78	76%	84	85%	507	7	676
<i>Mar-15</i>	91	75%	68	75%	117	14	290
<i>Total</i>	1090		1286		2470	74	4920

MOPAC Governance Arrangements

The business conducted by MOPAC is set out in the Police Reform and Social Responsibility Act 2011.

MOPAC ensures that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively.

The Mayor of London's Police and Crime Plan (PCP) outlines how MOPAC should hold the Metropolitan Police Service (MPS) to account, and deliver his manifesto commitments and expectations.

MOPAC carries out its scrutiny functions through a range of Boards and Panels.

Oversight Board

The Oversight Board was established to enable the Deputy Mayor for Policing and Crime (DMPC) to effectively exercise the role and duties of the Police and Crime Commissioner for the Metropolis, as delegated by the Mayor of London.

It meets bi-monthly and has responsibility for commissioning the MPS strategy to support the delivery of the MOPAC PCP. All MPS strategies are jointly owned with MOPAC to facilitate more effective working relationships with partners across the Criminal Justice (CJ) sector. MOPAC have joined with the wider CJ partners to develop a far richer understanding of shared challenges and broken the impasse on sharing data.

Audit Panel

The Audit Panel is responsible for enhancing public trust and confidence in MOPAC and the MPS. It also assists MOPAC in discharging statutory responsibility to hold the MPS to account. It advises MOPAC and the MPS Commissioner according to good governance principles and provides independent assurance on the adequacy and effectiveness of MOPAC and the MPS internal control environments and risk management frameworks.

London Policing Ethics Panel

The Mayor established the independent London Policing Ethics Panel (LPEP) in September 2014. The Panel acts independently to provide external ethical advice to the Mayor and the DMPC.

It sets an annual programme of work on strategic issues which is agreed with the Mayor. The Panel does not undertake casework and is not able to examine or consider individual incidents or complaints.

Lord Alex Carlile (Chair), Baroness Elizabeth Berridge, Grace Ononiwu, Meg Reiss and Professor Leif Wenar published their first report - Ethical Challenges of Policing London - in October 2014. You can read this report and find out more about the work of the Panel at their website www.policingethicspanel.london

MOPAC Challenge

MOPAC Challenge is a mechanism through which the Mayor holds the MPS Commissioner and his top team to account publicly, with the meetings at City Hall open to the public and webcast live at www.london.gov.uk.

Each month subject matter experts are invited to explore different themes from across the spectrum of policing, crime and community safety.

The London Crime Reduction Board (LCRB)

LCRB is the place where the Mayor, the Commissioner, London's Boroughs and key criminal justice agencies come together to agree a coordinated approach to crime reduction, local policing and community safety in London. High-level intelligence on crime and public concerns about safety is also reviewed.

MOPAC also conducts its role through a number of other boards and meetings, including the Joint Investment Board (JIB), which supports the DMPC in considering how MPS investment decisions deliver the Police and Crime Plan and are founded on a sound business case; and the Joint Asset Management Panel (JAMP), which considers whether the estates strategy meets the objectives outlined in the Police and Crime Plan and the operational requirements of the Commissioner.

External scrutiny

MOPAC is itself scrutinised in a number of ways.

The Police and Crime Committee

The London Assembly's Police and Crime Committee (PCC) is the statutory body that scrutinises the work of MOPAC, meeting twenty times a year to do so. Ten of those meetings are used principally to hold question and answer sessions with the DMPC or his representative and the Commissioner and his representative.

Mayor's Questions

The Mayor's Question Time (MQT) meetings take place ten times a year. Assembly Members as part of their role in holding the Mayor and his functional bodies to account can ask the Mayor a range of questions within the remit of his role, which includes policing.

Functional Body Question Time

At least once a year, Functional Body Question Time (FBQT) or Plenary sessions on Policing issues are held with the Mayor and the Commissioner. This forms another opportunity for Assembly Members to hold both the Mayor and the Commissioner to account and scrutinise policing matters in London.

Budget and Performance Committee

The London Assembly's Budget and Performance Committee scrutinises the Mayor's budget for the financial year and the implications for services and council taxes in London. It also examines, monitors and reports on the budgets and performance of the GLA and Functional Bodies which includes MOPAC.

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MOPAC BUDGET

MOPAC has a small budget to meet its running costs and fund crime prevention initiatives in support of the Police and Crime Plan. In 2014/2015 the gross expenditure was £41.6m of which £30.4m funded crime prevention initiatives, with the balance meeting the office running costs. The costs were offset by an income of £11.2m.

As part of the 2013-16 Police and Crime Plan MOPAC set out to reduce costs by 20%, which equates to £3.2m. To date savings of £2m have been delivered with savings of £1.2m budgeted to be delivered in 2015/16.

Financial Performance 2014/15

MOPAC	Full Year	Full Year
	Budget	Outturn
Personnel Costs	£'000	£'000
Staff Pay	8,033	7,210
Overtime	0	4
Total Pay Costs	8,033	7,214
Other Running Expenses		
Other Employee Costs	235	170
Transport	22	44
Premises	1,328	1,329
Supplies & Services	2,597	2,308
London Initiatives	36,628	30,495
Total Running Expenses	40,810	34,346
Gross Controllable Expenditure	48,843	41,560
Income	(12,190)	(11,270)
Net Expenditure before Reserves	36,653	30,290
Transfer to earmarked reserves	0	6,362
Net Expenditure after Reserves	36,653	36,652