

M O P A C

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

**Report to the
Police and Crime Committee**

**Thursday, 23 February 2017
10am
City Hall**

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Deputy Mayor for Policing and Crime**

1. INTRODUCTION

This report is provided to the Police and Crime Committee (PCC) for its 23 February 2017 meeting to assist the Committee to exercise its function in scrutinising and supporting the Mayor's Office for Policing And Crime (MOPAC) and to hold it to account.

This report covers the period from **14 January to 10 February 2017**.

In addition to the range of regular meetings and briefings with key stakeholders including senior MPS officers, below are the main activities I have been involved in and/or where MOPAC has been represented.

2. MOPAC ACTIVITY REPORT

2.1 Police and Crime Plan Consultation

Over the last month I have continued to consult on the draft Police and Crime Plan, including holding a 'drop in session' in City Hall, and I have had a number of meetings with stakeholders and victims, including a number of Borough leaders and Chief Executives.

- On 23 January, I met with the Night Czar, Amy Lame and the CEO of the Security Industry to discuss a range of issues aligned with the draft Police and Crime Plan.
- On January 27, I met with the MP for Croydon North, Steve Reed, Croydon Council Leader, Cllr Newman, Croydon Chief Executive Jo Negrini and Croydon Borough Commander Jeff Boothe to discuss Gang Crime in Croydon and the draft Police and Crime Plan. I also met with Philip Kolvin QC and discussed a safe Night Time Economy (NTE).
- On 1 February, I met with Carolyn Downs, Brent Council Chief Executive and the Leader of the Council, Muhammed Butt to discuss the work of their Community Safety Partnership and in particular gang tensions and serious youth violence within Brent. I also took the opportunity to talk about the development of the new Police and Crime Plan and consult on their views.

2.2 London CONTEST Board

On 18 January, I chaired the London CONTEST Board. As well as receiving a briefing on the current threat level, a discussion of the work of various agencies with regard to Prevent was held.

2.3 Haringey CAIT visit

On 20 January, I visited the Haringey Child Abuse Investigation Team (CAIT) in Wood Green. The Team is responsible for dealing with child abuse safeguarding referrals, investigations and ongoing work with families where child abuse has been evident. I attended a focus group of officers and staff to discuss the challenges they face, impact of Borough Command Units (BCU) changes and other issues relating to tackling Child Abuse.

2.4 Gun and Knife crime in Haringey

On the 20 January, I met with Catherine West, David Lammy, Claire Kober, Joanne McCartney and representatives from the Local Authority and Metropolitan Police Service to discuss Gun and Knife crime within the borough of Haringey. The purpose of the meeting was for partners to update on

activities and progress to date, key challenges. They also discussed and agreed on what more needed to be done across the partnership to address these issues.

2.5 FGM Assembly event

On 24 January, I spoke at a Tackling Female Genital Mutilation (FGM) event hosted by the London Assembly at City Hall and met survivors of FGM. This event was aimed at front line practitioners from education, social care, health and the police and provided a valuable opportunity for colleagues to consider how to tackle FGM through effective partnership working. I also spoke about the MOPAC funded Harmful Practices pilot and highlighted key evaluation findings from the MOPAC managed FGM pilot.

2.6 Female Offending Service Launch

On 25 January, I visited the Minerva Project with Dr Phillip Lee MP, Parliamentary Under-Secretary at the Ministry of Justice, and Hegla Swidenbank, Director of Probation at the London Community Rehabilitation Company to mark MOPAC's £500,000 investment in services for female offenders in London.

2.7 St Mary's Catholic High School Visit

On the 27 January, I met with young people and teachers from St Marys Catholic High School who are involved in the MOPAC funded whole school prevention pilot. The work which is being undertaken in the secondary school by Tender, is focused on violence against women and girls and serious youth violence. In partnership with the school, Tender is seeking to create a whole school approach that will be interactive and focused on engaging the whole school community.

2.8 Crime Stoppers

On 27 January, I was invited by the Chief Executive, Mark Hallas OBE, to visit the Crimestoppers Bureau. I saw the work that the Bureau does and heard about their impact on fighting crime and protecting communities.

2.9 Launch Pan London Housing Reciprocal

On 30 January, I officially announced the pan London housing reciprocal. This is a referral mechanism that helps find accommodation in the capital for those fleeing violence. The event is an example of joint working between MOPAC, the GLA and wider partners.

Around 120 people attended the event including; housing providers, practitioners, Housing Directors, third sector refuge providers and funders, borough Homelessness colleagues, VAWG Coordinators.

2.10 MPS Digital Policing Programme

On 3 February, a briefing was provided concerning the MPS Digital Policing Programme. This included a discussion of the various programmes and the progress that was being made, together with the inter dependencies that exist between the programmes.

2.11 London Child Protection Policing Improvement Group

On 7 February, I chaired the London Child Protection Policing Improvement Group meeting. The meeting provided me oversight to the work of the Met in improving their response to child protection, with an opportunity to oversee and test the MPS response to the recent HMIC Report on Child Protection.

2.12 City Forum

On 9 February, I attended a dinner hosted by City Forum and participated in a discussion about training.

3. PERFORMANCE

Police data is now fully updated on the London data store. In addition, more police and crime data and information and interactive dashboards can be found at:

<https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research> An overview of key crime types are below.

	Feb - Jan	2015-16	2016-17	% change
TNO	Total Notifiable Offences (TNO)	737,948	763,410	3.5%
	TNO Victim Based	670,559	696,309	3.8%
VAP	Violence Against the Person	223,172	234,930	5.3%
	Homicide	116	104	-10.3%
	Youth Homicide	19	23	21.1%
	VWI	73,301	74,703	1.9%
	Serious Youth Violence	6,217	7,031	13.1%
Domestic Abuse	Domestic Abuse Incidents	147,190	148,440	0.8%
	Domestic Abuse Notifiable	73,101	74,389	1.8%
	Domestic Abuse VWI	23,544	23,546	0.0%
Sexual Offences	Rape	5,466	6,314	15.5%
	Other Sexual	10,480	11,181	6.7%
Robbery	Total Robbery	21,731	23,062	6.1%
	Personal Robbery	20,004	21,416	7.1%
	Business Robbery	1,727	1,646	-4.7%
Burglary	Total Burglary	70,373	68,737	-2.3%
	Burglary in a Dwelling	44,421	43,036	-3.1%
	Burglary in Other Buildings	25,952	25,701	-1.0%
Theft and Handling	Total Theft Person	34,249	36,066	5.3%
	Theft Taking of MV	22,028	26,941	22.3%
	Theft from MV	49,951	52,223	4.5%
Weapons	Knife Crime	9,926	11,372	14.6%
	Knife Crime With Injury	3,711	4,151	11.9%
	Gun Crime	1,851	2,385	28.8%
	Gun Crime Discharged	227	308	35.7%
Hate Crime	Racist and Religious Hate Crime	14,255	16,836	18.1%
	Faith Hate Crime	1,729	2,013	16.4%
	Anti-Semitic	462	514	11.3%
	Islamophobic	1,070	1,204	12.5%
	Sexual Orientation Hate Crime	1,825	2,034	11.5%
	Transgender Hate	150	193	28.7%
	Disability Hate Crime	253	779	207.9%

		Sep-15	Sep-16	Change
Confidence and Satisfaction	"Good Job" Confidence	67%	69%	2%
	Satisfaction	80%	79%	-1%

		Dec-15	Dec-16	Change	% Change
Workforce	Police Officers	31,612.25	31,075.83	-536.42	-1.70%
	Police Staff	10,283.25	8,732.48	-1,550.77	-15.08%
	PCSOs	1,662.70	1,464.62	-198.07	-11.91%
	MSC (Specials)	3,253.00	2,763.00	-490.00	-15.06%

Financial performance report for Quarter Three 2016/17

A REPORT SUMMARY

1. This is the third full quarterly financial monitoring report for 2016/17 for the MOPAC Group. Taking account of the proposed budget changes and the latest forecasts for savings there is a revenue forecast underspend of £11.8m representing 0.5% of net expenditure. Capital spend is forecast to be £92.2m below budget, 32% of the budget
2. The report:
 - 2.1 Includes proposed revenue movements after the budget was submitted to the GLA including a proposed decreased use of earmarked reserves, and
 - 2.2 Examines the forecast against the financial background in which the budget for the year was set and highlights the risks to delivering the 2016/17 savings to ensure a balanced budget at the year end. For completeness the proposed revenue and capital budget movements are applied in determining the forecast outturn position.

B SUPPORTING INFORMATION

Financial performance for 2016/17 - revenue

1. Detailed in Appendix 1 is the Summary Revenue Monitoring Statement for Quarter Three of 2016/17 incorporating the projected outturn for the financial year. A net underspend of £11.8m is forecast for the year against the approved net budget of £2,498m (£3,339m gross budget).
2. For Quarter Three there is an increase in the underspend on police officer pay and police staff pay, which is offset by some short and medium difficulties in achieving planned savings.

Achievement of savings target

3. The MPS has a £126.9m savings target this year. Appendix 2 shows the MPS is confident that £81.4m of the £126.9m savings target for 2016/17 will be delivered in 2016/17. A further £8.8m may not be delivered this year due to timing issues but will be delivered next year. This leaves £36.7m remaining where there is a high risk of non-delivery in this and future years. The two key risk areas include savings in respect of police overtime and Digital Policing

Other key pressures and inter dependencies

Police officer and staff pay (underspend increased by £5.9m to £63.5m during Quarter Three)

4. The MPS has spent £1,692.3m to date and is currently forecasting an outturn underspend of £63.5m on police officer and staff pay, of which £49.5m is internally funded.

These underspends arise due to difficulties in meeting volume recruitment targets, delays in appointing Dedicated Detention Officers (DDOs) within Met Detention and Forensic Health Care Nurse recruitment as well as vacancies across the Boroughs for Public Access Officers. Other significant gaps are in LDSS Administrators and Communications Officers. Gaps in police staff pay are being partly managed through their other devolved budgets such as supplies and services (as Forensic Medical Officers who are used to provide cover the nurse vacancies) and police officer overtime (as police officers provide cover in Met Detention).

The forecast underspend reflects the latest workforce modelling performed at the end of December 2016, and further vacancies within Specialist Operations (SO), Territorial Policing and Specialist Crime & Operations partially offset by a small increase in police staff pay in Digital Policing and Met HQ due to the realignment of the capital programme and delayed capitalisation of police staff costs.

Agency staff

5. It should be noted that the MPS is currently relying on significant numbers of agency staff often costing more than the average cost of a permanent member of staff. The number of interim posts has increased over the last quarter (485 FTE end of September to 507 at the end of December). This trend is expected to increase to the end of the year. There is expected to be growth in Business As Usual areas such as LDSS and Vetting and in change roles such as the Portfolio Transformation Office, where there is pressure to utilise agency staff. SO will appointing 150 ex-officer agency workers over the next quarter.
6. Going forward numbers assigned to departmental transformation programmes such as in Finance, DP and Commercial are expected to reduce in 2017/18 as staff are either recruited or the changes implemented. There will be a reduction in agency staff numbers in LDSS as permanent staff are recruited but this is not likely to be until March/ April 2017.
7. The People and Training Board are currently reviewing the usage and controls around agency staff, to understand the key drivers and determine how these staff can be reduced in future. In February the Board plan to undertake a full review of the impact of the IR35 changes announced in the Government's budget 2016. These changes to the taxable benefits of agency staff, which will apply in the public sector from April 2017, may deter individuals from undertaking work in the MPS.

Police officer and police staff overtime (overspend increased by £2.2m to £20.9m during Quarter Three)

8. The MPS is forecasting an overspend of £18.6m on police officer overtime and £2.3m on police staff overtime as gaps in police officer and staff numbers are managed in devolved budgets. For instance one of the key reasons for the overspend in police officer and staff overtime relates to the under-strengths within DDO's in Met Detention Custody and within Roads Policing mainly

due to TFL funded operations such as Operation Neon (unlicensed Cab Hire) and additional activity requests from TFL. During the last quarter there were minimal increases in the forecast for police officer overtime. The forecast for police staff overtime however has increased from Quarter Two by £2m which primarily relates to reductions in police staff pay forecasts this quarter in TP and cover for vacancies.

9. In controlling police officer overtime the MPS faces particular pressures this year and the overall overtime position is being kept under careful review by the Deputy Commissioner's Overtime Gold Group and by the Assistant Commissioners' Chief Officer Groups (COGs). The most recent meeting of the Overtime Gold Group took place on 9 November 2016 with the next meeting planned for February 2017. The last meeting discussed current overtime spends and questioned what the drivers were for overtime costs in each Business Group.

Digital Policing (overspend increased by £6m to £30.3m during Quarter Three)

10. There are particular pressures for the MPS this year relating to the staged process to implement the DP Target Operating Model. There is a high risk that DP will be unable to meet their planned savings target for this year and DP are currently forecasting an overspend of £30.3m in addition to using £24m worth of reserves.
11. The Mayor has raised concerns about the deliverability of the assumed savings arising from the Met's transformation programme. He asked MOPAC and the MPS to review again the assumptions behind their savings to ensure that all of the figures are robust. This further review by MOPAC and MPS has identified higher than anticipated ICT related costs, with lower planned ICT savings and slippage in fleet and property related savings. Whilst further work is being undertaken to review costs and plans, the Mayor is not presently confident that all the original assumptions can be sustained. Accordingly, pending the conclusions of this review, the savings to be identified in the MOPAC budget have been increased by £64.6 million in cumulative terms by 2020-21 (of which £38m relate to DP) compared to the draft budget.

Capital Programme

12. Capital expenditure for the year is forecast at £194.8m against an adjusted 2016/17 programme of £287.0m, with a forecast underspend of £92.2m. Actuals to December 2016 are £118.9m.
13. The 2016/17 year end forecast for capital receipts has been reduced from £474m to £458m to reflect the timetable for Mayoral decisions. The MPS will be revising the Capital Programme for 2016/17 and future years will be revised to reflect the revised expenditure forecast and re-profiled receipts and submitted to the Oversight Board for MOPAC approval.
14. Further detail including analysis of spend against the new Portfolio Structure can be found in Appendix 3.

Appendix 1

Overall revenue position against the updated 2016/17 budget

Table 1 MOPAC Group Summary Revenue Budget Monitoring Statement for Quarter Three of 2016/17

Year to Date Budget £m	Year to Date Actuals £m	Year to Date Variance £m	Cost category	Annual Budget £m	Forecast £m	Variance £m	%
1,365.9	1,342.9	-23.0	Police Officer Pay	1,829.6	1,791.3	-38.3	-2.1%
368.1	349.4	-18.7	Police Staff Pay	490.7	465.5	-25.2	-5.1%
46.5	46.2	-0.2	PCSO Pay	61.1	60.6	-0.4	-0.7%
1,780.4	1,738.5	-41.9	Total Pay	2,381.3	2,317.4	-63.9	-2.7%
54.0	64.3	10.3	Police Officer Overtime	70.5	89.1	18.6	26.4%
15.9	17.6	1.7	Police Staff Overtime	21.2	23.5	2.3	10.8%
0.2	0.1	-0.1	PCSO Overtime	0.3	0.1	-0.2	-66.7%
70.2	82.0	11.8	Total Overtime	92.0	112.7	20.8	22.6%
1,850.6	1,820.5	-30.1	Total Pay & Overtime	2,473.3	2,430.1	-43.2	-1.7%
35.4	35.8	0.5	Employee Related Expenditure	49.0	52.6	3.6	7.3%
131.0	129.6	-1.4	Premises Costs	168.6	168.4	-0.2	-0.1%
42.4	48.4	6.0	Transport Costs	57.1	63.1	6.0	10.5%
339.5	321.2	-18.3	Supplies & Services	483.2	513.5	30.3	6.3%
548.3	535.1	-13.1	Total Running Expenses	757.8	797.5	39.8	5.3%
32.2	35.3	3.1	Capital Financing Costs	43.0	42.9	0.0	0.0%
26.9	24.8	-2.1	Discretionary Pension Costs	35.9	33.5	-2.4	-6.7%
2,458.0	2,415.7	-42.3	Total Gross Expenditure	3,309.9	3,304.1	-5.8	-0.2%
-204.0	-203.3	0.7	Other Income	-273.3	-277.2	-3.9	1.4%
-317.2	-317.0	0.2	Specific Grants	-434.0	-439.6	-5.5	1.3%
-33.4	-22.1	11.3	Transfers to/(from)Reserves	-104.2	-100.8	3.4	-3.3%
1,903.3	1,873.3	-30.0	Total Net Expenditure	2,498.4	2,486.5	-11.8	-0.5%
-1,845.4	-1,847.0	-1.6	Funding (General Grant & Precept)	-2,498.4	-2,498.4	0.0	-
57.9	26.3	-31.6	Overall MPS & MOPAC Total	0.0	-11.8	-11.8	-

Appendix 2**Update on savings delivery**

The table below shows the current position on the deliverability of the £126.9m savings proposal for 2016/17. As at 31 December 2016, the MPS is still confident that £81.4m of the £126.9m savings target will be delivered this financial year (against £84.3m forecast in Quarter 2). A further £8.8m will be delivered in 2017/18 and there is a high risk to delivering £36.7m which includes £26.9m of Digital Policing savings built into the original savings target. The MPS continues to undertake planned management actions to address all the identified risks.

	Planned Saving (£m)	Forecast Saving (£m)	Variation (£m)
Savings with structural delivery problems	-47.0	-10.3	36.7
Savings with timing delivery problems	-24.5	-15.7	8.8
Savings that are forecast to be delivered in full	-55.4	-55.4	0.0
Overall Total – MPS	-126.9	-81.4	45.5

Appendix 3**Capital Programme analysed across new portfolios**

In line with the new MPS One Met Model Portfolio Structure, the capital programme managed by individual departments, has been analysed across 13 portfolios (note not all MPS portfolios have capital budgets). Only the portfolios with capital budgets are listed here.

The table below shows the year to date position and the full year forecasts across the portfolios.

Summary position of spend by Portfolio – December 2016

MPS Portfolio structure	Budget 2016/17 £m	Actuals £m	Forecast £m	Variance £m
Strengthening our Armed Policing Capability	2.2	0.7	3.8	1.6
Creating a Business Support function of the Future	1.1	0	0.2	-0.9
Enhance Digital Policing for 2020	32.1	19.2	27.2	-4.9
Improving Public Access and first contact	3.9	1	4.6	0.7
Optimising Response	19.3	4.5	10	-9.3
Reinforcing HQ, Improving Information Management	2	0	1.2	-0.8
Smarter Working	46.3	6.2	19.8	-26.5
Transforming Investigation and Prosecution	30.5	10.5	24.4	-6.1
CT Policing Change Portfolio	12.6	4.3	14.8	2.2
DP Adjustment	0	0	-6.4	-6.4
	150.0	46.4	99.6	50.4
Delivering Maximum Commercial Efficiency - Fleet	23.2	10.1	17.7	-5.5
Transforming the MPS Estate	113.8	62.4	77.5	-36.3
Total Capital Programme	287.0	118.9	194.8	-92.2

5. CORRESPONDENCE AND MAYOR'S QUESTIONS

MOPAC manages and prioritises all Mayor's questions and correspondence received to ensure that it is meeting its obligation to respond to a high quality and in a timely manner.

5.1 Mayor's Questions (MQs)

Mayor's questions	Total received	Responded to within the GLA agreed timeframe	In percentage terms
May 2016	80	80	100%
June 2016	93	86	92%
July 2016	97	67	69%
July 2016 Plenary session	41	39	95%
August 2016	MQs are not received in the month of August.		
September 2016	186	147	79%
October 2016	106	87	82%
November 2016	100	93	93%
December 2016	123	59	48%
January 2017	75	63	84%

5.2 Correspondence received and responded to within 20 days

Months	Correspondence received	Number responded to within 20 working days	In percentage terms
May 2016	199	189	95%
June 2016	270	236	87%
July 2016	244	201	82%
August 2016	196	189	96%
September 2016	198	188	95%
October 2016	205	194	95%
November 2016	278	240	86%
December 2016	175	150	86%
January 2017	184	161	87%

6 MOPAC BUSINESS AND MEETINGS

In the last month, my office and I have had a range of meetings with key stakeholders and MPS officers in support of the Mayor.

6.1 Regular Meetings with:

- the Mayor and his Team
- the Commissioner and deputy Commissioner
- MPS Senior Officers
- Partners including local authorities, criminal justice agencies, government departments, policing bodies, service providers and community groups.

All meetings are covered in section 2 and 6.1.

6.2 Decisions

The following formal decisions have been made since the last report:

Policing and Crime Decision (PCD) Number	Formal Decisions made
PCD 114	Catering
PCD 116	Provision of Crimestoppers Trust Funding
PCD 117	Government Secure Zone ANPR and CCTV Camera Systems - Contract Award
PCD 118	Tribune Replacement
PCD 119	Extension of Contract: Media Planning & Buying Collaborative Framework
PCD 120	Atos Contact Scope Extension - Software License Management
PCD 121	Approval for Short Term Resources to Support the One Met Model
PCD 124	Integrated Communication Control System (ICCS) Server Upgrade
PCD 125	Forfeiture Stage 3
PCD 133	Financial Assistance

6.3 Future MOPAC meeting

Date	MOPAC Meeting
27 February	Justice Matters