

AGENDA

Meeting: Police and Crime Committee

Date: Wednesday 23 June 2021

Time: 10.00 am

**Place: Chamber, City Hall, The Queen's Walk,
London, SE1 2AA**

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Members of the Committee

Shaun Bailey AM (Chairman)

Len Duvall AM

Susan Hall AM (Deputy Chairman)

Sem Moema AM

Marina Ahmad AM

Caroline Pidgeon MBE AM

Unmesh Desai AM

Nicholas Rogers AM

Tony Devenish AM

Caroline Russell AM

A meeting of the Committee has been called by the Chair of the Committee to deal with the business listed below.

Proper Officer: Mary Harpley, Chief Officer

Tuesday 15 June 2021

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Lauren Harvey, Senior Committee Officer; Telephone: 020 7983 4383; Email: lauren.harvey@london.gov.uk. For media enquiries please contact: Aoife Nolan, External Communications Officer; Telephone: 07849 303897; Email: aoife.nolan@london.gov.uk. If you have any questions about individual items please contact the author whose details are at the end of the report.

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Certificate Number: FS 80233

Agenda

Police and Crime Committee

Wednesday 23 June 2021

1 Apologies for Absence and Chairman's Announcements

To receive any apologies for absence and any announcements from the Chairman.

2 Declarations of Interests (Pages 1 - 4)

Report of the Executive Director of Secretariat

Contact: Lauren Harvey, lauren.harvey@london.gov.uk, 020 7983 4383

The Committee is recommended to:

- (a) Note the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, as disclosable pecuniary interests;**
- (b) Note the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s); and**
- (c) Note the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at Agenda Item 2) and to note any necessary action taken by the Member(s) following such declaration(s).**

3 Minutes (Pages 5 - 62)

The Committee is recommended to confirm the minutes of the meetings of the Police and Crime Committee held on 26 May 2021 to be signed by the Chairman as a correct record.

4 Summary List of Actions (Pages 63 - 100)

Report of the Executive Director of Secretariat

Contact: Lauren Harvey, lauren.harvey@london.gov.uk, 020 7983 4383

The Committee is recommended to note the completed and ongoing actions arising from previous meetings of the Police and Crime Committee and additional correspondence sent and received.

5 Question and Answer Session with the Mayor's Office for Policing and Crime and the Metropolitan Police Service (Pages 101 - 122)

Report of the Executive Director of Secretariat

Contact: Janette Roker, janette.roker@london.gov.uk; 020 7983 6562

The Committee is recommended to:

- (a) Note the report as background to the question and answer session with the Deputy Mayor for Policing and Crime and the Metropolitan Police Service and the subsequent discussion;**
- (b) Note the monthly reports from the Mayor's Office for Policing and Crime, as attached at Appendices 1 and 2; and**
- (c) Delegate authority to the Chairman, in consultation with the Deputy Chairman and party Group Lead Members, to agree any output arising from the discussion.**

6 Police and Crime Committee Work Programme (Pages 123 - 126)

Report of the Executive Director of Secretariat

Contact: Janette Roker, janette.roker@london.gov.uk; 020 7983 6562

The Committee is recommended to:

- (a) Note its work programme; and**
- (b) Delegate authority to the Chairman, in consultation with the Deputy Chairman and party Group Lead Members, to agree a letter to the Home Affairs Select Committee in relation to their inquiry on violence against women and girls.**

7 Date of Next Meeting

The next meeting of the Committee is scheduled for Wednesday 7 July 2021 at 10am in the Chamber, City Hall.

8 Any Other Business the Chairman Considers Urgent

Subject: Declarations of Interests

Report to:	Police and Crime Committee
Report of:	Executive Director of Secretariat
Date:	23 June 2021
Public Access:	This report will be considered in public

1. Summary

- 1.1 This report sets out details of offices held by Assembly Members for noting as disclosable pecuniary interests and requires additional relevant declarations relating to disclosable pecuniary interests, and gifts and hospitality to be made.

2. Recommendation(s)

- 2.1 **That the list of offices held by Assembly Members, as set out in the table below, be noted as disclosable pecuniary interests;**
- 2.2 **That the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s) be noted; and**
- 2.3 **That the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at below) and any necessary action taken by the Member(s) following such declaration(s) be noted.**

3. Issues for Consideration

- 3.1 The Monitoring Officer advises that: Paragraph 10 of the Code of Conduct will only preclude a Member from participating in any matter to be considered or being considered at, for example, a meeting of the Assembly, where the Member has a direct Disclosable Pecuniary Interest in that particular matter. The effect of this is that the 'matter to be considered, or being considered' must be about the Member's interest. So, by way of example, if an Assembly Member is also a councillor of London Borough X, that Assembly Member will be precluded from participating in an Assembly meeting where the Assembly is to consider a matter about the Member's role / employment as a

councillor of London Borough X; the Member will not be precluded from participating in a meeting where the Assembly is to consider a matter about an activity or decision of London Borough X.

3.2 Relevant offices held by Assembly Members are listed in the table below:

Assembly Member Interests

Member	Interest
Marina Ahmad AM	
Shaun Bailey AM	
Elly Baker AM	
Siân Berry AM	Member, London Borough of Camden
Emma Best AM	Member, London Borough of Waltham Forest
Andrew Boff AM	Congress of Local and Regional Authorities (Council of Europe)
Hina Bokhari AM	Member, London Borough of Merton
Anne Clarke AM	Member, London Borough of Barnet
Léonie Cooper AM	Member, London Borough of Wandsworth
Unmesh Desai AM	
Tony Devenish AM	Member, City of Westminster
Len Duvall AM	
Peter Fortune AM	Member, London Borough of Bromley
Neil Garratt AM	Member, London Borough of Sutton
Susan Hall AM	Member, London Borough of Harrow
Krupesh Hirani AM	Member, London Borough of Brent
Joanne McCartney AM	Deputy Mayor
Sem Moema AM	Member, London Borough of Hackney
Caroline Pidgeon MBE AM	
Zack Polanski AM	
Keith Prince AM	
Nicholas Rogers AM	
Caroline Russell AM	Member, London Borough of Islington
Dr Onkar Sahota AM	
Sakina Sheikh AM	Member, London Borough of Lewisham

3.3 Paragraph 10 of the GLA's Code of Conduct, which reflects the relevant provisions of the Localism Act 2011, provides that:

- where an Assembly Member has a Disclosable Pecuniary Interest in any matter to be considered or being considered or at
 - (i) a meeting of the Assembly and any of its committees or sub-committees; or
 - (ii) any formal meeting held by the Mayor in connection with the exercise of the Authority's functions
- they must disclose that interest to the meeting (or, if it is a sensitive interest, disclose the fact that they have a sensitive interest to the meeting); and
- must not (i) participate, or participate any further, in any discussion of the matter at the meeting; or (ii) participate in any vote, or further vote, taken on the matter at the meeting

UNLESS

- they have obtained a dispensation from the GLA's Monitoring Officer (in accordance with section 2 of the Procedure for registration and declarations of interests, gifts and hospitality – Appendix 5 to the Code).

3.4 Failure to comply with the above requirements, without reasonable excuse, is a criminal offence; as is knowingly or recklessly providing information about your interests that is false or misleading.

3.5 In addition, the Monitoring Officer has advised Assembly Members to continue to apply the test that was previously applied to help determine whether a pecuniary / prejudicial interest was arising – namely, that Members rely on a reasonable estimation of whether a member of the public, with knowledge of the relevant facts, could, with justification, regard the matter as so significant that it would be likely to prejudice the Member's judgement of the public interest.

3.6 Members should then exercise their judgement as to whether or not, in view of their interests and the interests of others close to them, they should participate in any given discussions and/or decisions business of within and by the GLA. It remains the responsibility of individual Members to make further declarations about their actual or apparent interests at formal meetings noting also that a Member's failure to disclose relevant interest(s) has become a potential criminal offence.

3.7 Members are also required, where considering a matter which relates to or is likely to affect a person from whom they have received a gift or hospitality with an estimated value of at least £50 within the previous three years or from the date of election to the London Assembly, whichever is the later, to disclose the existence and nature of that interest at any meeting of the Authority which they attend at which that business is considered.

3.8 The obligation to declare any gift or hospitality at a meeting is discharged, subject to the proviso set out below, by registering gifts and hospitality received on the Authority's on-line database. The [gifts and hospitality database](#) may be viewed online.

3.9 If any gift or hospitality received by a Member is not set out on the online database at the time of the meeting, and under consideration is a matter which relates to or is likely to affect a person from whom a Member has received a gift or hospitality with an estimated value of at least £50, Members are asked to disclose these at the meeting, either at the declarations of interest agenda item or when the interest becomes apparent.

- 3.10 It is for Members to decide, in light of the particular circumstances, whether their receipt of a gift or hospitality, could, on a reasonable estimation of a member of the public with knowledge of the relevant facts, with justification, be regarded as so significant that it would be likely to prejudice the Member's judgement of the public interest. Where receipt of a gift or hospitality could be so regarded, the Member must exercise their judgement as to whether or not, they should participate in any given discussions and/or decisions business of within and by the GLA.

4. Legal Implications

- 4.1 The legal implications are as set out in the body of this report.

5. Financial Implications

- 5.1 There are no financial implications arising directly from this report.

List of appendices to this report:

None

Local Government (Access to Information) Act 1985

List of Background Papers: None

Contact Information

Contact Officer:	Lauren Harvey, Senior Committee Officer
Telephone:	020 7983 4383
E-mail:	lauren.harvey@london.gov.uk

MINUTES

Meeting: Police and Crime Committee

Date: Wednesday 26 May 2021

Time: 9.45 am

**Place: Chamber, City Hall, The Queen's Walk,
London, SE1 2AA**

Copies of the minutes may be found at:

www.london.gov.uk/about-us/london-assembly/london-assembly-committees

Present:

Shaun Bailey AM (Chairman)

Susan Hall AM (Deputy Chairman)

Marina Ahmad AM

Léonie Cooper AM

Unmesh Desai AM

Tony Devenish AM

Sem Moema AM

Caroline Pidgeon MBE AM

Nicholas Rogers AM

Caroline Russell AM

1 To Ratify the Calling of the Meeting in Accordance with Paragraph 1.7 of the Authority's Standing Orders (Item 1)

- 1.1 The Chairman confirmed that he had agreed that the meeting be called as a matter of urgency in order to consider whether the Committee wished to conduct a Confirmation Hearing for the Mayor's proposed appointee to the Office of Deputy Mayor for Policing and Crime at the earliest opportunity, in accordance with Section 100B(4)(b) of the Local Government Act 1972.

2 Apologies for Absence and Chairman's Announcements (Item 2)

- 2.1 Apologies for absence were received from Len Duvall AM, for whom Léonie Cooper AM attended as a substitute.

3 Declarations of Interests (Item 3)

3.1 The Committee received the report of the Executive Director of Secretariat.

3.2 **Resolved:**

That the list of offices held by Assembly Members, as set out in the table at Agenda Item 3, be noted as disclosable pecuniary interests.

4 Membership of the Committee (Item 4)

4.1 **Resolved:**

That the membership and chairing arrangements for the Police and Crime Committee as agreed at the Annual Meeting of the London Assembly on 14 May 2021, be noted:

Shaun Bailey AM (Chairman)

Susan Hall AM (Deputy Chairman)

Marina Ahmad AM

Unmesh Desai AM

Tony Devenish AM

Len Duvall AM

Sem Moema AM

Caroline Pidgeon MBE AM

Nicholas Rogers AM

Caroline Russell AM

5 Terms of Reference (Item 5)

5.1 **Resolved:**

That the following terms of reference for the Committee, as agreed at the Annual Meeting of the London Assembly on 14 May 2021, be noted:

- 1. To review and make a report or recommendation on the draft police and crime plan, or draft variation, given to the Assembly by the Mayor's Office for Policing and Crime and on the Mayor's Office for Policing and Crime Annual Report, in accordance with the provisions of the Police Reform and Social Responsibility Act 2011.**
- 2. To keep under review the exercise of the functions of the Mayor's Office for Policing and Crime.**

- 3. To investigate, and prepare reports, as necessary, in accordance with the relevant provisions of section 33 of the Police Reform and Social Responsibility Act 2011.¹**
- 4. To submit proposals, as necessary, to the Mayor's Office for Policing and Crime.**
- 5. To hold a confirmation hearing in respect of the Mayor's proposed candidate for Deputy Mayor for Policing and Crime and to make recommendations to the Mayor and decisions as necessary on the proposed appointment.**
- 6. To fulfil functions in relation to complaints about conduct matters, in accordance with the responsibilities accorded to the Committee by section 31 and schedule 7 of the Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.**

[Note: The Committee functions must be exercised with a view to supporting the effective exercise of the functions of the Mayor's Office for Policing and Crime.]

Lead responsibility for scrutiny of:

Mayor's Office for Policing and Crime; London Crime Reduction Board; Violence Reduction Unit Partnership Reference Group.

6 Standing Delegations of Authority (Item 6)

6.1 Resolved:

That the following standing delegations to the Chairman of the Committee be noted:

- (a) At its Annual Meeting on 1 May 2013, the Assembly agreed to delegate a general authority to Chairs of all ordinary committees and sub-committees to respond on the relevant committee or sub-committee's behalf, following consultation with the lead Members of the party Groups on the committee or sub-committee, where it is consulted on issues by organisations and there is insufficient time to consider the consultation at a committee meeting.**

¹ The powers of the London Assembly include, in particular, power to investigate, and prepare reports about:

- (a) any actions and decisions of the Mayor's Office for Policing and Crime;
- (b) any actions and decisions of the Deputy Mayor for Policing and Crime;
- (c) any actions and decisions of a member of staff of the Mayor's Office for Policing and Crime;
- (d) matters relating to the functions of the Mayor's Office for Policing and Crime;
- (e) matters in relation to which the functions of the Mayor's Office for Policing and Crime are exercisable; or
- (f) any other matters which the Assembly considers to be of importance to policing and crime reduction in the metropolitan police district.

- (b) At its Meeting on 6 June 2019, the Assembly agreed to delegate authority to Chairs of ordinary committees, sub-committees and working groups to agree, in consultation with the relevant party Group Lead Members and Deputy Chairs:
- (i) The detailed terms of reference for any investigation to be undertaken by the relevant committee, sub-committee or working group within its work programme as agreed by the GLA Oversight Committee, and any related project plans and arrangements for related site visits or informal meetings; and
 - (ii) The topic and scope for any additional projects to be added to its work programme, where it is not practicable to secure prior approval from the GLA Oversight Committee and subject also to subsequent ratification by the GLA Oversight Committee.

7 Notification of the Proposed Appointment of the Deputy Mayor for Policing and Crime (Item 7)

- 7.1 The Committee received the report of the Executive Director of Secretariat.
- 7.2 The Committee discussed whether or not it wished to hold a Confirmation Hearing for the proposed appointment of Sophie Linden to the office of the Deputy Mayor for Policing and Crime.
- 7.3 **Resolved:**
- (a) That the letter from the Mayor to the Chair of the London Assembly advising the Assembly of his proposed appointment of Sophie Linden to the office of Deputy Mayor for Policing and Crime be noted;
 - (b) That it be agreed that a Confirmation Hearing for the proposed appointment of Sophie Linden to the office of Deputy Mayor for Policing and Crime would be held; and
 - (c) That Sophie Linden be requested to provide, in advance of the Confirmation Hearing, an updated CV; and any other information in relation to the proposed appointment to the position.

8 Close of Meeting

- 8.1 The meeting ended at 10.02am.

**Greater London Authority
Police and Crime Committee
Wednesday 26 May 2021**

Chairman

Date

Contact Officer: Lauren Harvey, Senior Committee Officer; Telephone: 020 7983 4383;
Email: lauren.harvey@london.gov.uk

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MINUTES

Meeting: Police and Crime Committee

Date: Wednesday 26 May 2021

Time: 11.30 am

**Place: Chamber, City Hall, The Queen's Walk,
London, SE1 2AA**

Copies of the minutes may be found at:

www.london.gov.uk/about-us/london-assembly/london-assembly-committees

Present:

Shaun Bailey AM (Chairman)

Susan Hall AM (Deputy Chairman)

Marina Ahmad AM

Léonie Cooper AM

Unmesh Desai AM

Tony Devenish AM

Sem Moema AM

Caroline Pidgeon MBE AM

Nicholas Rogers AM

Caroline Russell AM

1 To Ratify the Calling of the Meeting in Accordance with Paragraph 1.7 of the Authority's Standing Orders (Item 1)

- 1.1 The Chairman confirmed that he had agreed that this meeting be called as a matter of urgency in order to hold a Confirmation Hearing for the Mayor's proposed appointee to the office of Deputy Mayor for Policing and Crime at the earliest opportunity, in accordance with Section 100B(4)(b) of the Local Government Act 1972.

2 Apologies for Absence and Chairman's Announcements (Item 2)

- 2.1 Apologies for absence were received from Len Duvall AM for whom Léonie Cooper AM attended as a substitute.

3 Declarations of Interests (Item 3)

3.1 Resolved:

That the list of offices held by Assembly Members, as set out in the table at Agenda Item 3, be noted as disclosable pecuniary interests.

- 3.2 The Chairman invited Sophie Linden to declare any interests relevant to the business of the meeting in relation to her appointment to the office of Deputy Mayor for Policing and Crime. Sophie Linden confirmed that she did not have any relevant interests to declare.

4 Confirmation Hearing in Respect of the Appointment to the Office of Deputy Mayor for Policing and Crime (Item 4)

- 4.1 Before moving to the question and answer session with the Mayor's nominee for the office of Deputy Mayor for Policing and Crime, the Chairman asked the Committee to formally note the background information circulated within the agenda for the meeting and the information received and circulated after publication of the agenda (attached at **Appendices 1 and 2** to these minutes).
- 4.2 The Chairman then welcomed Sophie Linden to the meeting and the Committee put questions to her in relation to her proposed appointment.
- 4.3 A transcript of the discussion is attached at **Appendix 3**.
- 4.4 During the course of the discussion Sophie Linden agreed to provide the Committee with the following information:
- The number of times that she had met with the Mayor during her time as Deputy Mayor for Policing and Crime between 2016-2021;
 - Details of occasions when, as Deputy Mayor for Policing and Crime, she had met with communities in the aftermath of murders; and
 - Further information on the Mayor's Office for Policing and Crime's (MOPAC's) cybersecurity training completion rates, and whether a target for this training would be implemented.
- 4.5 At the end of the discussion, the Chairman thanked Sophie for attending the meeting.
- 4.6 The Committee discussed its recommendation to the Mayor in relation to this appointment and it was agreed not to object to the appointment of Sophie Linden to the office of Deputy Mayor for Policing and Crime.

**Greater London Authority
Police and Crime Committee
Wednesday 26 May 2021**

4.7 The Committee further agreed that the letter to the Mayor should contain additional comments in relation to the appointment, as set out below:

- The Committee would like to see an improvement in the working relationship between the Deputy Mayor for Policing and Crime and Members of the Committee. Members would like to be given the opportunity to meet with Sophie Linden on a more regular and informal basis;
- The Committee expressed its disappointment in MOPAC correspondence response times, and noted that they would expect to see further improvements made to this process as soon as possible; and
- The Committee would like to be provided with MOPAC's strategic objectives and a set of clear key performance indicators for MOPAC programmes to further enable the Committee to effectively fulfil its role of holding MOPAC to account.

4.8 **Resolved:**

- (a) That the background information, as set out on the agenda at Appendices 1-4, be noted.**
- (b) That the following information received and circulated after publication of the agenda, be noted:**
 - (i) An updated summary of the role and responsibilities of the Deputy Mayor for Policing and Crime, including a summary of key issues and priorities for the Mayor's Office for Policing and Crime; and**
 - (ii) A letter from Sophie Linden to the Chairman of the Committee, with her CV and supporting statement enclosed.**
- (c) That it be agreed to not object to the appointment of Sophie Linden to the office of Deputy Mayor for Policing and Crime, and that additional comments in relation to the appointment be included in the letter to the Mayor, as set out in paragraph 4.7 of these minutes.**

5 Close of Meeting

5.1 The meeting ended at 1.28pm.

Chairman

Date

Contact Officer: Lauren Harvey, Senior Committee Officer; Telephone: 020 7983 4383;
Email: lauren.harvey@london.gov.uk

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MAYOR OF LONDON

Shaun Bailey AM

Chairman of the Police and Crime Committee
London Assembly
City Hall
The Queen's Walk
London SE1 2AA

Our ref: MGLA260521-4128**Date:** 26 May 2021

Dear Shaun,

Confirmation Hearing – Deputy Mayor for Policing and Crime

I am writing to set out the roles and responsibilities of the Deputy Mayor for Policing and Crime (DMPC) which are set out as part of the Police Reform and Social Responsibility Act 2011.

In line with legislation, the Mayor as occupant of the Mayor's Office for Policing And Crime delegates authority to the Deputy Mayor. I expect the DMPC to lead on all areas, including the preparation of a Police and Crime Plan for London (approval of which is reserved to the Mayor), and specifically to:

- Set the Budget and strategic priorities of the Metropolitan Police Service (MPS) and ensure that they are delivered in a manner that ensures the efficiency and effectiveness of the force.
- Hold the Commissioner of Police of the Metropolis and her senior team to account for the performance of the force.
- Use the convening power of this office to hold the criminal justice agencies to account on behalf of Londoners.
- To act as the Police and Crime Commissioner for London, working in partnership with all appropriate bodies to promote the safety and wellbeing of Londoners.
- To commission services, including for victims, and those commissioned jointly with the boroughs through the London Crime Prevention Fund, in a way that ensures high standards of probity and transparency and a positive impact for individuals and communities.

Alongside these statutory roles and responsibilities, the DMPC is charged with identifying and leading on Mayoral priorities in regard to policing and crime. These will build on the Safer Communities manifesto commitments I put to Londoners and that they have elected me to deliver, including:

- Being tough on crime and on the causes of crime;
- Reducing serious violence;
- Tackling violence against women and girls;

MAYOR OF LONDON

- Improving trust and confidence in the MPS;
- Fighting for the resources that the MPS, partner agencies and community groups need; and
- Ensuring that London is resilient and ready to respond in the event of a major terrorist incident.

These priorities will be consulted on and set out fully in my next Police and Crime Plan for London – which the DMPC will play a key role in developing and delivering in this financial year.

I look forward to hearing the outcome of the Committee's confirmation hearing.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Sadiq Khan', with a small '2' written below the 'h'.

Sadiq Khan
Mayor of London

Shaun Bailey AM
Chair of Police and Crime Committee
London Assembly

26th May 2021

Dear Mr Bailey, Chair of the Police and Crime Committee,

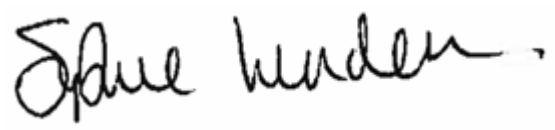
Confirmation Hearing for role of Deputy Mayor for Policing and Crime

Thank you for your letter inviting me to attend the confirmation hearing for the position of Deputy Mayor for Policing and Crime on Wednesday 26th May at 11.30am.

I can confirm that I am happy to waive my right to one week's notice for the confirmation hearing to take place.

Please find enclosed all my supporting documentation for this position.

Yours sincerely,

A handwritten signature in black ink, reading 'Sophie Linden', enclosed in a thin black rectangular border.

Sophie Linden

Supporting statement - Confirmation Hearing for role of Deputy Mayor for Policing and Crime

Introduction and ethos

Serving as London's Deputy Mayor for Policing and Crime since 2016 has been a privilege, and it is an honour to have been nominated to be re-appointed by the Mayor of London to this vital position. Having worked constructively and collaboratively with the Assembly for five years, I am seeking confirmation of my re-appointment so that we can continue to work to improve the safety of Londoners through effective policing, tackling violence, improving justice for victims and providing vital services to Londoners.

Safety is a fundamental building block to achieving social justice. I know that if people do not feel safe in their homes or on the streets, at work or in their leisure time they will struggle to thrive and in turn our communities will struggle will not be as strong as they should be. This has been a guiding principle and driving force throughout my career. As we start to build London back and recover from the pandemic, this is more important than ever.

I have lived in Hackney since I was 16. Through my time at Hackney Council, within national Government and as Deputy Mayor, I have seen first-hand the horrendous effects of crime. I have met with bereaved families who have lost their loved ones to violent crime. I have spoken with victims of domestic and sexual violence, and I have met with communities where murders have just taken place.

I am committed and passionate about tackling crime in London. We must ensure that families are safe and that individuals thrive, that the police are effective, fair, accountable and transparent in their actions and that there are excellent services for victims when they need them.

Time as Deputy Mayor for Policing and Crime

The past five years have been incredibly tough for Londoners. The impact of nearly a decade of Government austerity has led to rising violent crime across the country, London has witnessed a series of terrorist attacks and rising extremism, and the pandemic has brought with it new and difficult challenges.

As London's Deputy Mayor for Policing and Crime, I have worked to respond to the challenges of the last five years and to tackle crime and its causes. I remain grateful to our hard-working police force, they are the best police service in the world and our officers face daily dangers to keep us safe. Over the last year the MPS has had to adapt to policing in a pandemic which has placed pressure and strain on them in ways we couldn't have imagined at the beginning of the Mayoral term.

I'm proud that during the Mayor's first term he has invested record amounts in policing and delivered on his promise of restoring real neighbourhood policing with a minimum of two Dedicated Ward Officers and one PCSO allocated to every ward in the city. The direct investment from the Mayor has also delivered 1,300 extra officers than would otherwise have been affordable, the launch of the City Hall-funded MPS Violent Crime Task Force (VCTF) and the allocation of additional youth workers in accident and emergencies.

We have produced and delivered a Police and Crime Plan which looked at the key, overarching challenges to keeping Londoners safe and aimed to put the victim at the heart of everything we do.

We've also taken vital steps to strengthen trust, confidence and accountability in the police, with largest roll-out of body-worn video in the country, redoubling our efforts to increase diversity in the Met's workforce, conducting a full review of the Met's Gangs Violence Matrix and worked with London's Black communities to develop a far-reaching Action Plan to improve Transparency, Trust and Accountability. The publication of this important Action Plan is only the beginning, as we seek to implement long lasting and meaningful change.

To bear down on violent crime, we have implemented city-wide efforts to keep children and young people safe. We have built upon the knife crime strategy and set up England's first Violence Reduction Unit to tackle the long-term causes of violence. The Mayor's investment has funded the Violent Crime Taskforce and the Rescue and Response programme to respond to county lines offending and victimisation. We have also funded specialist youth workers in A&E departments to intervene at a teachable moment for young people caught up in violent crime.

In 2018 we launched our Violence Against Women and Girls Strategy, backed by a record investment to take a holistic approach to tackling VAWG which focuses on prevention, taking action against perpetrators and improving support for victims. We also invested £7 million from the Mayor's VAWG fund to services for victims and survivors of domestic abuse. During the pandemic, we also acted swiftly and decisively to provide additional funding to provide emergency accommodation for Londoners and their children to flee from violence and abuse, helping over 200 victims and families in need.

We have invested record amounts to stand up against hate, tolerance and extremism, including the most comprehensive city-wide engagement exercise in this area ever which led to the publication of the Countering Violent Extremism Programme Report. This was backed up by the joint MOPAC / Google.org Shared Endeavour Fund which provided grassroots organisations working to prevent extremism within London's communities with necessary funding. We also

commissioned Lord Harris to produce the Review into London's Preparedness to Respond to a Major Terrorist Incident.

While we are not complacent, some of the key indicators of violent crimes are down, including knife crimes with injury against under-25s, moped enabled crime and gun crime. We must continue to bear down on all forms of crime, whilst working collaboratively with the Violence Reduction Unit and rest of City Hall - but also the Assembly and other partners - to address its causes.

Educational, professional and political background:

Before I became London's Deputy Mayor for Policing and Crime, I was a councillor in Hackney from 2006, and later became Deputy Mayor of the Borough where I had lead responsibility for crime and community safety, neighbourhood and civic engagement. During my time at Hackney I led the council to achieve an 'excellent' rating on the Equality Framework for Local Government, and in 2016 it was named 'Council of the last 20 years' by the Local Government Chronicle (LGC).

One of my proudest achievements during my time at Hackney Council was in 2014, when our ground-breaking gangs unit was awarded the LGC editor's award for Public Partnership working. The unit, which brought together police, probation officers, youth services, local voluntary organisations and representatives from the Department for Work and Pensions to steer young people away from gang involvement whilst enforcing the law, coincided with large falls in recorded gun-related and knife injury crimes. Many of the young people involved also went on to further education and training.

Prior to my time at Hackney, I held roles in the private and voluntary sector, including being Policy and Campaign Manager for the End Child Poverty Campaign. I was also a member of the Local Government Association (LGA) Safer Communities Board and was a peer reviewer for the LGA on community safety. I was also a member of the HMIC advisory board on PEEL inspections.

My time in national Government was spent as a Special Advisor to David Blunkett. When he was Home Secretary, I focused on policing, crime and tackling anti-social behaviour. I developed policy on police reform and neighbourhood policing, as well as reducing the harm caused by illegal drugs. I was also an advisor in the Department for Education with a focus on early years.

The experience of these roles has given me a deep-rooted understanding of how to deliver and the need for real partnerships between the police, communities and the organisations that contribute to the safety and well-being of Londoners. This is something I have demonstrated during my time as DMPC, for example, with the

development of the Action Plan which seeks to overhaul community monitoring structures.

The future

The Mayor's vision for his second term is clear. He will lead from the front in shaping London's recovery from the pandemic and build a greener, fairer, safer and more prosperous city. You cannot hope to achieve this without the fundamental building blocks of safe streets and communities.

We will continue to invest in the police to ensure that they have the resources they need, and our young people are given opportunities to unlock their potential and steer them away from crime. We will renew our focus on the safety of women and girls, whilst working hand in hand across City Hall to address the causes of crime, tackle the behaviours of perpetrators and support the victims of crime.

We will also continue to tackle the prevalence of gun, knife and gang crime in our communities, whilst working to prevent the spread of extremism, promote integration, protect Londoners from the threat of terrorism while improving the city's preparedness with a refresh of the Lord Harris Review.

One of the key roles of the DMPC is to hold the MPS to account and employ measures to make it more accountable and transparent. I will continue to do this without fear, whilst supporting our police officers who work incredibly hard under unimaginably difficult circumstances, and backing them when they have to take difficult decisions.

I recognise the importance of the role of the Assembly in holding both myself, the Mayor and the police service to account. The engagement I have had with the Assembly during my time as DMPC has provided both me and the Mayor with vital scrutiny and challenge. We made a choice to work collaboratively and constructively together with you, and it is in that vein I intend to continue.

Sophie Linden

2016 - 2021 Deputy Mayor for Policing and Crime

- In 2016 the Mayor in his MOPAC role appointed me as Deputy Mayor for Policing and Crime (DMPC), to whom he delegated all functions that are not reserved to him. As DMPC, I lead MOPAC and am accountable to the Mayor for:
 - the delivery of the Police and Crime Plan – providing strategic direction, leading engagement with Londoners and stakeholders.
 - for ensuring oversight of the police – leading day-to-day oversight, accountability and transparency activities, prioritising key issues for oversight, scrutinising and signing major decisions relating to policing.
 - driving effective criminal justice and crime reduction services across London – ensuring MOPAC supports vital services for crime reduction and supporting victims of crime in London, in line with the Police and Crime Plan and other pressing needs, high level engagement with partner agencies and oversight over delivery.
- Provide expertise on commissioning, community engagement, professional standards and police complaints, governance, finance and audit.
- Work with cross-City Hall teams to communicate Mayoral priorities to Londoners through the development and execution of statistics and research, policy and communications.

2008 - 2016 Deputy Mayor, London Borough of Hackney, Cabinet Member, London Borough of Hackney (elected a councillor in 2006)

- Strategic responsibility for budget setting and delivery of services on crime, youth justice, domestic violence and anti-social behaviour, HR and OD, equalities, licensing, troubled families and community engagement.
- Performance management across the council, the management of partnership working, community engagement and resident participation.
- Strategic responsibility across the council for the corporate strategy, equalities and inclusion.
- Promoted to Deputy Mayor of inner London council that is regarded as outstanding in local government and has won council of the last 20 years.
- Gangs unit achieved Local Government excellence award for partnership working and rolled out across the Met police.
- Member of the HMIC advisory board for PEEL inspections.

2006 - 2008 Director of Public affairs, Bell Pottinger

- Leading and managing teams working with clients on thought leadership, reputation and public affairs.
- Responsibility for developing new business, writing proposals and leading pitches. Managed budgets and teams.

2005 - 2006 Policy and Campaign manager for the End Child Poverty Campaign

- Working with a coalition of children's charities, trade unions and the public sector.
- Senior responsibility for developing policy coalitions for a child poverty

manifesto to influence national policy.

- Developed projects bringing together different groups to influence government and raise awareness of child poverty.
- Published a book of poetry on poverty written by children from schools across the country through working with Shelter and individual schools.

2001 - 2004 Special Adviser to the Home Secretary, Rt Hon David Blunkett MP

- Strategic policy responsibility for crime, anti-social behaviour and drugs policy. Worked on police reform and police pay and conditions – working with and alongside Chief Constables and the senior management of the Metropolitan Police.
- Worked on setting up the anti-social behaviour unit within the Home Office and developing its reach out from Whitehall and into the community and local authorities.
- Stakeholder management internally within parliament and externally with key organisations.

1997-2001 Special Adviser to the Secretary of State for Education and Employment, Rt Hon David Blunkett MP

- Strategic policy development including the first national childcare policy.
- Political strategy for legislation and policy through building coalitions of support for example for new Sex and Relationships guidance for schools.
- Stakeholder management.

1992 - 1997 Researcher to David Blunkett MP

- Health and education policy development including the National Literacy Strategy and the setting up of homework clubs in Premier League Football clubs.
- The development of the Millennium Volunteering programme for young people.

Education

St Gregory's, Bath: 10 O Levels.

Our Lady's Convent, Hackney: 3 A Levels (English, History, French).

2:1 Social and Political Sciences, Emmanuel College, Cambridge.

The Work of MOPAC – 2016-2021

The Mayor is responsible for setting the strategic direction for policing in London; agreeing the annual police budget; overseeing the performance of the Metropolitan Police Service (MPS) on behalf of Londoners; appointing the Commissioner with the Home Secretary; and commissioning key crime reduction projects and services for victims of crime.

The Mayor's Office for Policing and Crime (MOPAC) supports the Mayor in delivering these responsibilities, providing specialist expertise on commissioning, community engagement, professional standards and police complaints, governance and oversight, finance, audit, statistics and research, and policy and communications. The Mayor can appoint a Deputy Mayor for Policing and Crime, to whom the Mayor can delegate many of their powers. Sophie Linden was appointed as London's Deputy Mayor for Policing and Crime in 2016 and has served in the post until the end of the Mayor's term in 2021.

The Violence Reduction Unit (VRU) builds on existing partnerships to bring together specialists to work together to reduce violence in the capital by taking a public health approach.

2016

Following the election of Mayor Sadiq Khan in May 2016 and the confirmation of Sophie Linden as DMPC, MOPAC moved quickly to begin delivery of the Mayor's pledges to Londoners. 2016 saw the commencement of plans to **increase the strength of Dedicated Ward police teams**, from a minimum of one PC and one PCSO to two PCs and one PCSO in every Ward in the city.

Recognising the increase in knife crime in London over the preceding two years and the urgent need for action, the Mayor and DMPC convened the **London Knife Crime Summit**, bringing together young Londoners, community Leaders, police and partner organisations to discuss the growing problem and develop new solutions.

Lord Harris was commissioned to produce an independent **Review into London's Preparedness to Respond to a Major Terrorist Incident**, which put forward a series of recommendations to agencies in London and nationally.

In the aftermath of the **referendum vote to leave the European Union** in June 2016, MOPAC stepped up its oversight of hate crime offences and worked with the MPS, partner agencies and specialist organisations to ensure that the resulting increase in hate crimes was addressed and that victims had access to the support they needed.

Moving forward with the Mayor's pledge to put victims at the heart of the justice service, MOPAC launched a **pan-London Restorative Justice service** and a new **online live chat support service for victims of crime**.

In response to a highly critical HMIC report that exposed significant failings in the way the MPS had protected children in London, the Mayor and DMPC led a programme of **action to strengthen oversight and drive improvement in the MPS' work on child protection**. This included the creation of a new independent group of child protection experts and academics, chaired by the DMPC to drive the change necessary, and the **scrapping of the MOPAC 7 crime targets** which were strongly criticised by the HMIC as having led to a greater focus on reducing certain neighbourhood crimes than upon child protection.

In December 2016, MOPAC **put up for sale the three water cannon purchased by the previous Mayor**. The water cannon were not approved by the Home Secretary and could not be used, resulting in thousands of pounds of storage costs for the redundant vehicles.

2017

Following the largest consultation ever conducted by a Mayor into Londoners' priorities for policing and safety, in March 2017 **the Mayor's Police and Crime Plan for London was published**. The Plan set out five key priorities – a better police service for London, a better justice service for London, keeping children and young people safe, tackling violence against women and girls and standing together against hatred, intolerance and extremism. A new performance and oversight framework supported the plan, through which **local policing priorities based on the greatest concerns of communities would be agreed for each Borough in consultation with local elected representatives and police leaders**, replacing the arbitrary reduction targets set for Boroughs by the previous administration, whether they were issues of concern to local residents or not. These local priorities sat alongside mandatory priorities for all areas on the crimes that cause the highest harm to Londoners, ensuring that the lessons of the 2016 HMIC review into child protection were learned and acted on.

Following the retirement of Sir Bernard Hogan-Howe, **Cressida Dick was appointed as Commissioner of the MPS** following a rigorous recruitment process. Cressida is the first woman ever to serve as Commissioner.

2017 saw a series of appalling tragedies in London, with terror attacks at Westminster Bridge, London Bridge, Finsbury Park and Parson's Green; and the horrific fire at Grenfell Tower. The Mayor, DMPC and MOPAC were at the heart of the response, standing in solidarity with Londoners, ensuring the police and partners had the resources they needed at a time of extraordinary demand and stepping up specialist services for victims of these dreadful incidents.

Efforts to tackle hatred, intolerance and extremism in London progressed through 2017, with the launch of the Mayor's **Countering Violent Extremism (CVE) Programme** to engage with statutory agencies, the private sector, voluntary groups and communities in the fight against radicalisation.

Concerted action against knife crime and violence continued in 2017, with the publication of the **Knife Crime Strategy**, a **Knife Crime Education Summit**, the launch of the **London**

Needs You Alive anti-knife crime campaign and new **work with YouTube to remove content which incites violence**.

June 2017 saw the **appointment of Claire Waxman as London's first independent Victims' Commissioner**, ensuring that the voice of victims is heard in everything we do and driving improvement across the justice service. Building on the growing portfolio of work to improve support for victims of crime in London, MOPAC announced the launch of the **VAWG Grassroots Fund** to support small specialist services for victims, and the launch of the **Online Hate Crime Hub** to support those victimised over the internet and social media.

The Mayor and DMPC intensively **lobbied for increased Government police funding** throughout 2017 as the Government's austerity measures continued to erode police strength and the ecosystem of vital services with a role to play in preventing crime in London. To protect the front line as much as possible in the face of austerity cuts, the Mayor took the difficult decision to **increase the police share of council tax by the maximum amount** permissible in law and launched a Public Access Strategy which reprioritised money spent on maintaining a number of decreasingly-used police front counters into front line policing.

2018

Efforts to crack down on violent crime and its causes intensified in 2018, and the Mayor, DMPC, Commissioner and Home Secretary hosted a **summit of London political** leaders to galvanise cross-city efforts to tackle the appalling damage done. Enforcement against violent criminals was boosted with the launch of the **City Hall-funded MPS Violent Crime Task Force (VCTF)**. Our interventions with young people caught up in violence were strengthened with new funding to allocate more youth workers to hospital emergency departments.

2018 saw a determined focus on violence prevention. The **Young Londoners Fund** was launched to support positive projects and activities around the city for young people – with additional funds for youth projects coming from the successful sale of the water cannon. Plans for **England's first Violence Reduction Unit** were announced to lead long-term efforts to address the complex causes of crime.

Following a spate of moped-enabled crimes in London, City Hall hosted a **Summit with Motorcycle Manufacturers** to encourage further efforts to make mopeds and motorcycles more difficult to steal. In concert with determined police enforcement action and partnership work with local authorities, moped crime was ultimately driven down across the city.

City Hall investment in the MPS continued to increase through maximising the police share of council tax and by moving additional money from business rates to the MPS. The MPS continued its transformation in the face of austerity, moving to a new **BCU Model** across the city.

In a year in which London saw another attempted terror attack at Palace of Westminster, a major new investment to purchase the Empress State Building as a base for a new **Counter Terror Hub** for London was announced.

In March 2018 the Mayor published his **VAWG Strategy for London**, following extensive consultation with Londoners and VAWG organisations and backed with £44m investment. The Strategy set out an ambitious agenda for preventing VAWG, bringing perpetrators to justice and supporting victims and survivors. The London **Women's Safety at Night Charter** was launched, and the Mayor **launched a Judicial Review against the release of serial rapist John Worboys**, a decision that was ultimately reversed. England's first child house – **the Lighthouse** – was opened in London to provide young victims of sexual abuse and exploitation with specialist medical, emotional and investigative support all in one single, child-friendly setting.

MOPAC continued to use its oversight powers to ensure that the interests of Londoners were reflected in policing practice. In December 2018, a ground-breaking **review of the MPS Gangs Violence Matrix** was published, which recommended a comprehensive overhaul of the database to restore trust in its use and ensure it is used both lawfully and proportionately. More than 1,000 young Black Londoners with little or no evidence of a link to criminal gangs have subsequently been removed from the Gang Violence Matrix as a result of the review while its detection rate has improved with the proportion of those from the Matrix in custody increasing by just over a quarter. In 2018 the London Policing Ethics Panel also launched an **investigation into the use of Live Facial Recognition** by the MPS, delivering recommendations to ensure that this new technology would be used in a proportionate, transparent and fair way.

MOPAC continued to innovate in order to deliver better services for Londoners. The new **London Crime Prevention Fund Co-Commissioning Fund** provided £10m to support projects working in multiple Boroughs, tackling issues including County Lines gangs and female reoffending. A ground-breaking **Justice Devolution agreement** between MOPAC, London Councils and the Ministry of Justice paved the way for more joint working to tackle the key issues facing the justice service in London and ultimately give more influence and accountability for Londoners.

2019

Tackling violence and its causes remained the core priority in 2019. **The Violence Reduction Unit began work** under the leadership of Lib Peck, investing £4.7m in its **school exclusion programme** and providing **further funding for youth workers for A&Es**.

The Mayor launched a **new partnership with the Premier League** to provide opportunities for more young Londoners to enjoy free football sessions and interact in a positive environment with other young people from different London communities.

As part of MOPAC's commitment to engaging young Londoners in its work, the latest London **Youth Voice Survey** was published. Nearly 8,000 young Londoners aged 11-16 took part in the Survey, which revealed that while the majority (74%) felt safe in London, more than a quarter of respondents (26%) knew someone who had carried a knife. Later in the year, MOPAC published the findings of **pioneering research into County Lines gangs**. The study revealed that 4,000 young people – some as young as 11 - were involved in lines operating in 41 counties across the UK. In its first year alone, the City Hall-funded **Rescue**

and Response Service worked with 568 vulnerable young people being exploited by County Lines gangs.

MOPAC continued to innovate as part of the fight against violence. A new pilot project using **GPS tags to monitor knife crime offenders** was launched in 20 Boroughs to improve rehabilitation, to act as a deterrent from further offending and to support the MPS and probation services in enforcing restrictions. New investment from MOPAC and the VRU supported the launch of a new **Prison Pathfinder** pilot in HMP Isis. The two-year programme will work with nearly 900 offenders and will include an increased police presence to tackle violence in prison and targeted interventions to support mental health, relationships and build employment skills.

London was again united in the face of an appalling terror attack at Fishmongers Hall in November 2019, in which five people were stabbed, two fatally. Efforts to tackle the radicalisation of vulnerable people by extremists made further progress with the publication of the **Countering Violent Extremism Programme Report**. The Report – which set out 70 recommendations to the Government, local authorities, the police and to City Hall - was shaped by the most comprehensive and in-depth city engagement on violent extremism, shaped by more than a year of listening to experts and crucially London's diverse communities.

Claire Waxman, London's independent Victims' Commissioner published two major reports – **a review into compliance with the Victims' Code of Practice** in London and a **review of the handling of rape cases** - following extensive engagement with justice agencies and victims of crime. VCOP Review published. The reviews put forward a range of recommendations to improve the experience of victims of crime and to increase successful prosecutions.

In response to research into victims' experiences of the criminal justice service in London, in 2019 MOPAC commissioned a new £15m **London Victim and Witness Service (LVWS)** - the UK's largest dedicated service centred on the needs of victims and witnesses of crime. The LVWS brings together a range of practical and emotional support services, ensuring that victims are not handed off multiple times between different organisations and helping them to access the help they need.

Responding to a capacity crisis forcing vital services for victims of domestic abuse and sexual violence in London to close their waiting lists, MOPAC mobilised quickly to allocate money from **the Mayor's new £15m VAWG Fund**, enabling services to reopen to new admissions and providing capacity to support more victims. In addition, a **new pilot project to reduce female reoffending** was launched. Women in the criminal justice system are highly likely to have been victims of serious crime themselves - more than half of women in prison report having experienced emotional, physical or sexual abuse as a child and more than half have experienced domestic violence. The programme works with women who have committed lower-level offences, such as theft and shoplifting, and has been designed to address the factors and vulnerabilities that can influence reoffending rates amongst women, such as mental health, relationships and financial security.

Victim services were further boosted by a **doubling of City Hall funding for the hate crime victim advocacy service** delivered by Community Alliance To Combat Hate (CATCH), enabling the organisation to support around 900 victims to 'navigate' the criminal justice system, and to help them to improve their safety.

2020

City Hall police funding continued to increase in 2020, reaching record levels as the Government finally began to reverse years of police funding cuts. Thanks to this funding, **MPS officer numbers increased**, exceeding 32,000 by the end of the year after dipping below 30,000 in the two previous years.

The Violence Reduction Unit continued with its ambitious agenda, with a review finding that, as well as the horrific human toll, violence in London cost the city £3bn each year. There is strong evidence of links between domestic violence and other forms of serious violent crime, with City Hall data showing that 13 per cent of serious youth violence victims are also victims of domestic violence, while a third of female serious youth violence victims were also victims of domestic violence and abuse. In response, the VRU invested a further £1m to expand **IRIS**, a project training doctors and healthcare professionals to boost their abilities in identifying the signs of domestic violence and offering earlier help to victims. A further £1m was invested **leadership programme for the capital's frontline youth workers** and the **expansion of a scheme for coaches working with young people in custody**.

Building on the work of the Countering Violent Extremism Programme, in early 2020 the **Shared Endeavour Fund** was launched. Backed with £400,000 investment from City Hall, match-funded by Google.org, the new fund, run in partnership with the Institute for Strategic Dialogue (ISD), invests in local communities and grassroots groups because evidence shows they are best placed to counter hate, intolerance and extremism.

In March, a new grassroots campaign - **FGM Stops Here** – was launched. The campaign was developed in close partnership with an expert advisory board of survivors, frontline professionals and activists. It highlights the stories of four London women with different experiences of FGM. By amplifying their voices, the campaign aims to challenge the attitudes around this harmful practice within affected communities in London. Since launch, it has exceeded its targets for engagement and reach, and been well received in communities.

As with all parts of society, the response to the Covid-19 pandemic dominated MOPAC's work for most of 2020. The dedication, flexibility and resilience of MOPAC staff was demonstrated throughout, as the organisation worked to meet rapidly changing circumstances while moving overnight to entirely remote working.

While the series of lockdowns arising from the pandemic saw many crime types reduce, domestic abuse increased as people were increasingly confined to their homes. Responding to the urgent need to provide safe places for victims of domestic abuse to seek refuge during the pandemic, MOPAC moved quickly to work with statutory partners and the VAWG sector to provide **emergency accommodation for domestic abuse victims and their families during the pandemic**. This accommodation – mobilised in weeks – provided refuge and wrap-around support services to more than 200 victims and families over the course of the

year. This provision is funded until the expected lifting of all lockdown measures in June 2021.

Efforts continued during the pandemic to tackle violent crime and get dangerous individuals and weapons off the streets. In May 2020 the MPS launched new **Violence Suppression Units** to tackle street violence at a local level. In the year since their launch, VSUs have taken 1,142 weapons off the streets, seized £1.5million in proceeds of crime and made 6,031 arrests for violent offences.

The murder of George Floyd by police officers in Minneapolis in May 2020 shocked the world and highlighted how much more must be done improve trust and confidence among the Black community in our public institutions. Recognising the renewed impetus for change and following a series of consultations with more than 400 individuals and groups that either work with or within Black communities, in November 2020 the Mayor published a new **Action Plan for Transparency, Accountability and Trust in Policing**.

The Action Plan recognises the progress made by the MPS since the Macpherson Inquiry more than 20 years ago. It is more transparent and more accountable than at any time in its history and is more representative of London with more than 5,000 Black, Asian and Minority Ethnic officers, up from just over 3,000 a decade ago. But equally it acknowledges that more needs to be done - Black Londoners have less confidence and less trust in the MPS than white Londoners and that there remains a persistent disproportionality in the way certain police powers affect Black Londoners.

The Plan sets out a wide range of actions, including: an overhaul of community scrutiny of police tactics including stop and search, use of force and Taser; £1.7m investment to boost community involvement in police officer training and accelerate the recruitment of Black officers in the MPS; and stricter oversight and scrutiny of the 'smell of cannabis' used as sole grounds for stop and search.

2021

MOPAC has continued to work remotely in 2021 as lockdown restrictions have continued. While the pandemic continues to be a key focus, attention is now turning to the future as London and the whole country emerges from restrictions and finds a new normal.

Efforts to suppress violence continue at pace. In some parts of London, violence is often concentrated in small areas, such as an estate, a cluster of streets, or a main road. The **new £6m MyEnds programme** launched in February and led by the VRU will give communities the backing they need to develop their own initiatives to bring about change in their neighbourhoods, and to provide positive opportunities for young people living in the area.

Young adults have a particularly high risk of reoffending and are more likely to carry out drug, robbery and possession of weapons offences, and be caught up in gang crime. In March, a new **Transitions Hub**, the first of its kind, was announced by MOPAC in partnership with the Ministry of Justice to tackle the underlying issues that increase the risk of reoffending. At the Hub mental health and substance misuse experts will work alongside National Probation Service staff, as part of an innovative new approach ensuring vulnerable

young adults, many of whom had troubled upbringings and poor education, receive the enhanced support they need to avoid a life of crime. Offenders released without a home or a job are significantly more likely to reoffend, so accommodation, training and employment services will also operate from the Hub to help cut crime and violence.

Research conducted during the pandemic found that less than half of Londoners knew how to get terrorist content removed from social media platforms (42 per cent) and 81 per cent either would not know or were unsure how to get online extremist material taken down from popular internet search engines. In March MOPAC launched the free to download **iREPORTit app**, funded by £40,000 of City Hall investment and created in partnership with the national Counter Terrorism Internet Referral Unit. It will enable Londoners and people across the country to report terrorist content online quickly, easily and anonymously to the police using their smartphone.

Work has continued to tackle the perpetrators of VAWG and improve support for victims. In March MOPAC launched a **new GPS tagging pilot for domestic abuse offenders**. Through the pilot – which will run for a year in every London Borough, domestic abuse offenders will be fitted with tags which will monitor their location, enabling probation services and the police to ensure offenders are following the conditions of their release, and take action if they breach these conditions or commit a criminal offence. This could include conditions such as not entering ‘exclusion zones’ which could cover the address of a victim or ensuring that offenders are arrested if they breach a restraining order, as well as providing GPS location data that can be used to verify a victim’s account of any re-offending behaviour.

March also saw the announcement of **£3 million in MOPAC funding for 42 small grassroots organisations to deliver support for women and girls who have been the victims of violence in the capital**. The new investment will fund helplines, enable victims to access legal support, offer access to counselling, and provide vulnerable victims with phones, travel cards and vital food and medical supplies. Such specialist and small organisations are often the first and sometimes only support for victims of violence against women and girls from Black, Asian and minority ethnic backgrounds.

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London Assembly Police and Crime Committee - Wednesday 26 May 2021**Transcript of Agenda Item 4 – Confirmation Hearing in Respect of the Appointment to the Office of Deputy Mayor for Policing and Crime**

Shaun Bailey AM (Chairman): This brings us to item 4, the confirmation hearing in respect of the appointment of the Deputy Mayor for Policing and Crime. I welcome Sophie Linden, the Mayor's nominee, to this meeting. The Committee will be putting questions to Sophie in relation to her proposed appointment. However, can I first ask Members to note the background information circulated within the agenda for this meeting?

All: Noted.

Shaun Bailey AM (Chairman): And to note the information which was received after the publication of the agenda and which has been circulated to Members separately?

All: Noted.

Shaun Bailey AM (Chairman): Thank you. We will now move on to the question-and-answer session, with the lead-off question coming from me. For those who are new to the Committee, it is a tradition on our London Assembly Committees that the Chairman will ask the first question.

Before I do that, I would like to say that it is a real honour to chair the Police and Crime Committee because, of course, for many Londoners, crime is the single most important issue that needs to be solved. The safety of people in their homes and on the streets is very important. It is the job of the Mayor and indeed the Deputy Mayor for Policing and Crime to keep our streets of London safe. I wish the administration well in this regard. It is the job of this Committee, of course, to scrutinise the actions of the Mayor and the Deputy Mayor for Policing and Crime on behalf of Londoners, which we will do. Thank you for that.

Sophie, it is good to see you. I am going to ask the lead-off question. Can you please outline what you have achieved over the last five years that makes you the ideal candidate to be reappointed to this role?

Sophie Linden: Thank you very much. Congratulations on becoming Chairman of the Police and Crime Committee. I absolutely agree with you that the number one priority of any mayoralty is keeping Londoners safe, and as safe as possible. Always over the last five years, as I said at the last Police and Crime Committee [meeting], coming to the Police and Crime Committees has been a challenge, but I absolutely understand and respect the need for scrutiny. I believe really good scrutiny does improve and develop policy and improve and develop the delivery of safety in London as well. I welcome you to your post, Shaun.

In relation to what I have done over the last five years and what the mayoralty has done over the last five years to ensure that London is safer, I would like to point to a few things. It has been five years. It has been a long time. We must remember the challenges that London has faced over the last five years, not just the challenge of reducing public spending and not just around policing, but also local authorities and the services that help and support to prevent crime, and also the challenges of rising violence and rising crime. Crime was already rising for the last four years and violence for the last two years before I took office in 2016. Of course, in 2017 we had the terrible terrorist attacks in London and real challenges around them.

With that as the context for the work that the Mayor and I have been doing, I am really extremely proud of our record. The Mayor and I have invested record amounts in the Metropolitan Police Service (MPS), over £1 billion, which has meant that there are an additional 1,300 police officers on the streets of London today that could not have otherwise been afforded. I am very proud of that record. That has made a real impact on policing in London.

In relation to the other responsibilities that I have as Deputy Mayor for Policing and Crime, one of those responsibilities is overseeing the investment of over £50 million per year in victim services and crime prevention. I am really proud of the London Victim and Witness Service, which we recommissioned and launched. Not only is it a better service with specific provision and culturally-specific providers within it to make sure that all Londoners who are victims of crime have the services that they need. It is also a service that is probably the most joined-up victim and witness service in the country. Through the work and collaboration with the Ministry of Justice, and the work we did when asking for more devolution, we had the pre-court victim service devolved down to us. Victims have a much better, more seamless service provided to them if they are taking their cases to court. I am really proud of that service.

I am also really proud of the fact that the Mayor's Office for Policing and Crime (MOPAC) led on the mayoral priority of tackling violence. We led in terms of publishing a Knife Crime Strategy and then developing from the Knife Crime Strategy to setting up the first Violence Reduction Unit (VRU) in the country. I am really proud of that VRU. It was needed. It is already having an impact and it is taking that absolute focus of a public health approach to tackling violence, working alongside the MPS, investing in prevention and early intervention. Its work so far has ensured that over 80,000 young, vulnerable Londoners have had preventative services, support and diversion. That is on top of the Mayor's Young Londoners Fund, as well.

The third thing I would like to point to in terms of my record over the last five years - and it is a statutory responsibility for me and the Mayor - is holding the MPS to account. We have done that robustly and rigorously, while also supporting the Commissioner of Police of the Metropolis [Cressida Dick DBE QPM] and her senior leadership team and, really importantly, supporting and celebrating the work of the MPS frontline officers. One of the best things about my job - and during COVID it was the thing I missed the most - is being able to get out and about with frontline police officers to support them, to understand their work and also to ensure that they know that the Mayor is beside them and that we celebrate the fact that we have the best police service in the world.

MOPAC's oversight of the MPS has led to, for example, the overhaul and the review of the MPS's Gangs Matrix. That was a really important piece of work that not only ensured that working alongside the Information Commissioner's office, the MPS is using its data in relation to the Gangs Matrix in a legal way, but also ensured that over 1,000 young people who had not shown any signs of being a member of a gang or of being at risk of becoming a member of a gang were removed from the Gangs Matrix. That was an important piece of work.

The last bit about the oversight that I would like to point to is in relation to my record. When I took up my post in 2016, we had a series of interim chief finance officers. MOPAC was not strong enough on its statutory responsibility to oversee the efficiency and effectiveness of the MPS. I have worked with the chief executives of MOPAC to build up the financial oversight of the MPS. We now have really robust, improved financial oversight of the MPS, enacted monthly through investment advisory meetings and every single day working with our Chief Finance Officer alongside the MPS to ensure that we set their priorities and the budgets behind them. We also ensure that the decisions and the multimillion-pound contracts that the MPS - because of its

size – has to engage with are well scrutinised. The independent reports from Development Assistance Research Associates show that there has been an improvement in the efficiency, the governance and the financial arrangements of the MPS.

Shaun Bailey AM (Chairman): Thank you. You made a comment about the Knife Crime Strategy – my recollection is that the Knife Crime Strategy was slow to be published. What have you learned over the last five years that will give us a speedier response going forward? Will we get another Knife Crime Strategy? Will it be the same and just extended? What will change?

Sophie Linden: As you know, the VRU has its strategy, its priorities and its work programme. That is the public health approach to delivering in relation to tackling violence.

When we published the Knife Crime Strategy – and this is incredibly important and I do not make any apology for this – we took time to consult not just professional bodies and the normal statutory stakeholders, but also communities and young people. Because of that, we had a very comprehensive Knife Crime Strategy, which we developed, and then set up the VRU.

I make no apology for the fact that we consulted, because one of the other statutory functions of MOPAC and me in my position is to ensure that the voice of the community is brought not just to City Hall, but also to the MPS. I took that very seriously at the beginning to ensure that MOPAC and City Hall were engaging with young people who are already, or at the cusp of, getting involved in violence and using knives. For example, I visited Isis Prison and talked to young men who were already in prison for committing knife offences and violence.

Unmesh Desai AM: Sophie, in your supporting statement for this confirmation hearing, you talk about, and I quote, “One of the key roles of the DMPC [Deputy Mayor for Policing and Crime] is to hold the MPS to account”. In that context, can you tell the Committee about your experiences in setting the direction for the MPS and challenging the organisation to improve where necessary?

Sophie Linden: As I said in my opening statement, I take the responsibility of overseeing the MPS and holding the Commissioner of Police of the Metropolis to account really seriously. I do that in a number of ways and I would like to continue to do that in the next three years of this mayoralty.

One of the things that we do on a regular basis is have a quarterly Oversight Board. During the course of the last mayoralty, we have implemented publishing quarterly performance reports, which not only give transparency and accountability for Londoners as to how the MPS is faring, not just in relation to their finances, but also in relation to the priorities that are set out in the Police and Crime Plan. That quarterly performance report forms the basis of a quarterly oversight meeting where the directors of MOPAC and I hold the Commissioner and her senior management team to account. The quarterly performance report is one way of holding the MPS to account.

Alongside that, we have regular issues that come back to the Oversight Board. For example, on an annual basis, we look at and scrutinise the use-of-force statistics. The use-of-force statistics are incredibly important in terms of trust and confidence in the MPS for Londoners and the community, to have a real understanding of when officers on the front line are using force. We all know from the Action Plan and the work we did on that that there was a real concern that handcuffing became too much of a norm for police officers when they stopped and searched young black Londoners. Use of force has regularly come back; community engagement has regularly come back to ensure that we have oversight of the Community Engagement Strategy of the MPS

and also challenge them. How do they know they are reaching out to those communities that they need to reach out to? This is not just about the number of engagements. It is about the quality of the engagements and also understanding which parts of the community they are not engaging with. That has been part of our discussions at the Oversight Board.

I mentioned already that, aside from the Oversight Board, we have reviewed the Gangs Matrix. That was a particular piece of work around oversight. It was a ground-breaking piece of research. It certainly had ground-breaking research in it in relation to understanding whether the Gangs Matrix was effective. We were able, through that research, to point out where things needed to improve, but we were also able to show that the Gangs Matrix was being effective. It was bringing down victimisation and it was also bringing down offending.

Those are two examples of how I hold the MPS to account, but MOPAC as an organisation also works as part of oversight. One of the things that the new chief executive has done - and you have asked me about this through the Police and Crime Committee previously - is a restructure, which is just bedding in and settling down. That has strengthened our oversight capacity. We have put in a head of operational oversight in the MPS. Going forward, that is going to improve even more.

Another example of oversight would be through our independent custody visitors. We have a statutory responsibility to provide the independent custody visitors, and we do that. We have training. We have good engagement and relationships with those independent custody visitors. For example, one of the things that they did during the pandemic was a fantastic piece of work. Some of them were able to go into custody. Some of them were not and did it virtually. They were able to highlight an issue around remote access to legal advice during the pandemic. That is part of our oversight.

From me, to the Chief Executive and directors and officers in MOPAC, we are taking part in scrutiny of the MPS on a daily basis.

Unmesh Desai AM: Thank you. A very important part of your job, it goes without saying, is working with the Home Office. How do you work with the Home Office and speak up for London's needs? We talked earlier about setting budgets. That is one area where you are obviously going to work with the Home Office; not the only area, but a very important area. Give us some examples of how you work with the Home Office and articulate the needs of London and Londoners in terms of keeping them safe.

Sophie Linden: I will give you two examples of that. One of them is around funding. I know the Committee in the previous administration was very supportive of the Mayor's and my asks of the Home Office and the Home Secretary [The Rt Hon Priti Patel MP] in relation to police officer funding. I know the previous Chairman [of the Police and Crime Committee], Steve O'Connell [former Assembly Member], wrote on the Committee's behalf in relation to funding not only of police officers, but also the National and International Capital Cities grant. That is one part. That is being done on a formal basis via letter writing and lobbying, but it is also done on a regular basis with fairly regular meetings with the Minister for Crime and Policing [Kit Malthouse MP] to go through the finances - not in heavy detail - of the MPS and to put the case in relation to how many police officers the MPS needs in order to be able to meet the needs and the crime challenges of London.

The other way in which I engage regularly with the Home Office is through those meetings with Home Office Ministers. For example, I have a very good relationship with Victoria Atkins [MP]. The Victims Commissioner and I have had regular meetings with her in her role as Minister for Safeguarding and Vulnerability, for

example, on the Domestic Abuse Bill. We have had a really constructive relationship working with officials in the Home Office and also with Ministers in the Home Office to put the case as to what we want to have in the Domestic Abuse Bill. Progress has been made. There are things in the Domestic Abuse Bill, for example, around children and witnesses of domestic violence that are now there because of the constructive relationship we have with Ministers, in particular with Victoria Atkins [MP].

Unmesh Desai AM: Chairman, I am conscious of the time. We are limited to two hours and I know there are lots and lots of questions. I will stop at this stage.

Shaun Bailey AM (Chairman): We will return to that in our sessions going along the year.

Léonie Cooper AM: It is good to see you, Sophie, before us today. You were talking a little bit earlier on about the main challenges for you during your time as the Deputy Mayor for Policing and Crime and you referred to some of the external things that City Hall has come up against since 2016. You then moved on, in answer to Assembly Member Desai, to talk about the context and the relationship with the Home Office.

One of the things that has been a challenge has been the removal of £850 million from the budget of the MPS in the last ten years. You mentioned the National and International Capital Cities grant, which is still underfunded to the tune of £170 million. One of the things that I want to see with perhaps some more success than was achieved in the previous five years is pressing the Government for a fairer funding deal for London.

Is that going to be on your agenda, and why have we so far not been able to make any inroads into something that even the Home Office itself admits it is underfunding for us?

Sophie Linden: It is on the agenda, absolutely, to ensure that the MPS in London gets its fair share, and the National and International Capital Cities grant is going to continue to be an issue. We are about £159 million underfunded and those figures, as we all know, are verified, independent figures, not from City Hall. Yes, it is absolutely going to still be on the agenda to ensure that the MPS gets the funding it needs. The Mayor has backed and supported the Commissioner in her calls that, of the 20,000 additional police officers that are coming in nationally, the MPS should get 6,000. In the last two allocations, we have fallen short of that. In the next allocation, we will still continue to press for that allocation of police officers. It is really important because London's population is rising, the challenges and the complexities of the challenges are increasing, and also of course because we are a capital city.

Over the last five years, we have lobbied very significantly for additional police officers and additional funding for the MPS. We have been successful. I am really pleased that the Government, belatedly, has accepted that police officer numbers do matter and that funding for the MPS does matter. We have seen a turnaround from the Government. I really welcome that, and I want to work with the Government to ensure that police officer numbers do come to London and also that they are effective. How can we work together to ensure that not only are we getting police officer numbers but we are working really collaboratively to ensure that London is safer?

Léonie Cooper AM: How confident are you that we are going to get up to the 6,000 officers that would be a fair share of that allocation of 20,000 that the Government promised in late 2019? Some people are now calling for 8,000 additional officers. How confident are you that the Home Office is going to support London's call, your call and the call from the Commissioner to have either 6,000 or 8,000 extra officers? We are not really anywhere near that at the moment, are we?

Shaun Bailey AM (Chairman): Can I just say at this point that I do not believe that has much to do with Sophie's appointment.

Léonie Cooper AM: This very much goes to the point of what the Deputy Mayor for Policing and Crime can achieve and I want to hear what she is going to be talking to the Home Office about, if you do not mind, Chairman.

Sophie Linden: At the moment, in terms of the two allocations of funding for police officers to the MPS, we are just below about 3,000 additional officers. In the next year, we need that to double. That is going to be quite a stretch for the Government. I do understand the predicament. It has said 20,000 officers for the whole of the country. If it then gives the MPS 3,000, they will be taken from elsewhere and everywhere in the country has suffered because of police cutbacks.

We will continue to make that case and we will continue to make it in a collaborative way because I know - and the Home Office Ministers know - that if we are going to succeed in bringing violent crime down in the country, we need to bring violent crime down in London, so we need to have the proper resources in London.

We also know - and you may well come on to questions about this and I am sure we will talk about it in other Police and Crime Committee sessions - that one of the things that London does is export crime and criminality through county lines. I have had conversations with Ministers about this. If we want to succeed in the country, we need to succeed in London. That is the same not just economically, but also for crime. If we look at county lines, London is an exporter of criminality and vulnerability. Many forces and areas outside London want and need London to really get the drugs markets under control and to really be ensuring that we are supporting those young people out of their vulnerable positions so that they are not going outside of London and we are not exporting criminality.

Marina Ahmad AM: Hello, Sophie. Given what you have explained in previous answers, with the background of the £850 million shortfall in funding over the last five years, the £159 million continuing shortfall that you have just identified, the cuts to police officer numbers with the 6,000 that have been cut in London, and also the cuts to local authority support services, could you identify what you think your biggest success has been in respect of crime, policing and community safety for London over the last five years?

Sophie Linden: One of the things that I am most proud of comes back to the county lines issues in relation to the work that MOPAC and I have led. They were difficult decisions at the time. As you know, over the last four or five years, there has been £72 million of investment from MOPAC into the London Crime Prevention Fund.

I took a difficult decision at the beginning of the mayoral term and the beginning of my tenure as Deputy Mayor for Policing and Crime to top-slice that by 30%. It was difficult and I had lots of difficult conversations with boroughs about that, but that enabled us to set up some different services that went right across London. One of the services we set up was the Rescue and Response Service, which I am really proud of. It has tried to support over 150 young people out of county lines. It has gone and rescued about 70 young people. I am really proud of that. That does make a difference in relation to crime on the streets of London. If you are working to support young people to come out of criminality, the criminality they are involved with there is really dangerous and makes them very vulnerable, then you are ensuring that we are getting safer streets in London.

The other major area that I am very proud of over the last five years, which is a real indication of the commitment the Mayor and I have, is how we have worked to tackle violence against women and girls and how we have worked to invest in services that support victims, with over £60 million of investment, record amounts for supporting victims, and also the fact that we have been successful in bidding for money from the Home Office and the Government to get more Independent Sexual Violence Advocates into London and more Independent Domestic Violence Advocates into London.

Really importantly for me, we were successful in bidding to get money which we have also invested to tackle the behaviour of domestic violence perpetrators and those men who are committing domestic violence. We have set up the Drive programme in Croydon and then it has been rolled out to two other boroughs as well. I am really proud of that.

When you look at what we have done in relation to violence against women and girls, there is a lot more to be done. One of my priorities in the next term will be to tackle violence against women and girls in the public space. We have a lot of work to do there, but we also have a good record to build on. We are investing in services to support women and we are also investing in trying to change the behaviour of men.

Marina Ahmad AM: Thank you for that comprehensive answer. Given what you have identified as considerable successes over the last five years, could I ask, to continue those successes and build on the work that you have identified, what kind of support do you need from the Government to enable that to happen?

Sophie Linden: If you take tackling violence on the streets of London, we will build on the work that we have already undertaken. That will be building on the VRU and the early intervention and prevention work there and the investment there, and also building on the work we are doing in the MPS. Mayoral funding enabled them to set up the Violent Crime Task Force. Last week, with Kit Malthouse [MP], the Policing Minister, I visited the Violence Suppression Units, which every borough has and which are about finding and arresting the most violent perpetrators, domestic violence perpetrators as well as other types of violence. We will build on that work with an absolutely laser-like focus on tackling violence from the MPS and from us across City Hall.

What we need from the Government – and I know from the discussions I have with Policing Ministers that they are also absolutely committed to the VRU and committed to the real focus on violence – is long-term sustainable funding; not just annual budgets and annual allocations, because that makes it very difficult to plan. It makes it very difficult to invest in community support groups and also, for the statutory partners, it makes life a lot more difficult. We need real long-term commitment to funding.

Also, in the way that we have done in City Hall, how can we work collaboratively across all the different departments so that we have that focus not just from the Home Office, but also from the Ministry of Justice and the whole of the criminal justice service on tackling violence. Those are discussions that I know from my discussions already with Ministers are knocking at an open door. We want to collaborate on that.

Nicholas Rogers AM: Could I jump in with a question at this point?

Shaun Bailey AM (Chairman): Yes. Just before I take that, we are at risk of making this a Police and Crime Committee about everything other than the reappointment or not of Sophie. I would just like to suggest we focus a little bit more on what Sophie's plans are, what Sophie's experience is and what Sophie has to offer the position as opposed to the global policing challenge that we have here in London.

Nicholas Rogers AM: In that spirit, Sophie, I hope you will agree that it is important, in such a high-profile role, to have a high level of self-awareness. This question addressed your biggest success. To address the flipside, what would you say is the biggest area for personal improvement in your role as Deputy Mayor?

Sophie Linden: That is a good question. That is a proper interview question. I have reflected on that in terms of the last five years and have reflected on what I will do differently. One of the things – and I hope you can see this for those who were members of the Committee before – is that I have certainly done my preparation and paperwork very differently for this confirmation hearing. I have certainly done that very differently.

One of the things in terms of what I need to improve on over the next couple of years is about really being less in City Hall and more out in the communities, and finding more time to ensure that I am engaging with Londoners. One of the risks of this job is that you can be in City Hall too much, you can be in Whitehall too often and you can be in the Home Office too often. You actually also need to be absolutely embedded and grounded in London and Londoners. That, for me, is one of the areas that I have been thinking about coming back in and continuing the role as Deputy Mayor. That is an area to develop and to build on.

Nicholas Rogers AM: What is your plan for that? How will you achieve that?

Sophie Linden: What I will do is what I did last time – and we did it in very quick succession and, looking back, it reset the relationship between the MPS and boroughs and between MOPAC and boroughs – which is to make sure that we go out and visit, and we engage with local leaders and we engage with the community. We did that last time. We visited the 32 boroughs. I went with a senior member of the MPS management board to do that.

I am not saying that I am going to do that in such quick succession, but that is certainly one of the things I want to do. I want to make sure that I go out and I visit the boroughs and, really importantly, that I continue to develop that listening to people who are most in need of our services. One of the things that is really humbling and is a great honour in my role is to be able to go and visit people, talk to rape victims, which I have done over the years, and talk to the families of murder victims. It is humbling and it is difficult, but it is absolutely necessary so that I understand what they need from the mayoralty and so that they understand that this mayoralty is one that listens, this mayoralty is one that is on their side and this mayoralty is going to take what they need and do our utmost to deliver it.

Nicholas Rogers AM: Thank you. I look forward to introducing you to our residents in South West London.

Susan Hall AM (Deputy Chairman): I have a very quick question. You have talked about your successes. What are you most unhappy about? If you could pick one or two failures, what is at the top of your list?

Sophie Linden: In terms of looking back over the last five years, the pandemic has clearly knocked the whole country for six. I am really disappointed by some of the aspects of the pandemic that are not headlines.

One of the things that I was really pleased about in the last administration – and it took a long time and I regret that it took so long – was that we set up Prison Pathfinders. Everyone knows that when somebody goes into prison, the likelihood of them reoffending and continuing on their path of violence is pretty high. That is one of the things that came out of the consultation that I had in prisons. It took a long time to set up two Prison Pathfinders. They were just getting going when the pandemic hit. We are not going to be able to see

the results of that. I regret it took so long because, if we had got that going quicker, we would have started to see the results of that. That is one of my regrets.

Susan Hall AM (Deputy Chairman): Is there anything that you have done personally, which is what we are here for? Have you made a decision that you regret making? Do not involve the pandemic because that shifted everything. Have you made a decision in the last five years that you regret making?

Sophie Linden: I have not made a decision that I regret making. I would be remiss not to talk about the Estate Strategy and police stations. I do not regret the decisions that were taken, but I regret the fact that we were taken to judicial review about it, because it took up a lot of time. We learned lessons from that. I regret, in terms of the lessons we learned, that they were not embedded already. If we had done that in a different way, we would have got past, we would have made progress much more quickly.

Susan Hall AM (Deputy Chairman): OK. I will leave it at that. Thank you.

Marina Ahmad AM: Chairman, could I just address the comment you made? It is absolutely essential that the abilities of the Deputy Mayor are examined in terms of the context of the really difficult circumstances of Government cuts. I do not take offence, but I would challenge your assertion there. We do need to know how the work has been done in terms of successes in the context of the appalling Government cuts that have taken place.

Shaun Bailey AM (Chairman): Comments like that deflect from the fact – excuse me, Sophie, for speaking about you as if you are not here – that we are here to focus on Sophie’s response to that. Many of us who have been in the London Assembly for some time have battled to have more money directed at the MPS. This is not the context of this conversation. We will have that conversation for the next year. Today is to focus on Sophie’s response to the situation in which she will find herself, funding aside. Sophie will have to respond to whatever level of funding she has and --

Marina Ahmad AM: Chairman, that is exactly what we have been putting forward.

Shaun Bailey AM (Chairman): -- that is the context I want this meeting to be held in. It was not a barbed comment at you. If I had directed it at you, I would have named you. I am just trying to give everybody, including Sophie, some parameters to operate within to make sure we focus on what Sophie brings to the role regardless of the situation that Sophie finds.

Unmesh Desai AM: Sophie, we are now going to ask you some questions about your responsibilities and work as Deputy Mayor. The formal question is this. What have you done as Deputy Mayor for Policing and Crime to make Londoners feel safer and to make London a safer place?

Now, you have already given us some examples. You have talked about the £1 billion in investment, extra officers, the Gangs Matrix and the public health approach. There will be questions, no doubt, from colleagues about violence against women and girls in particular, and serious youth violence.

Can I focus on three areas? Give us concrete examples of what you have done to make London a safer place. In the whole area of terrorism and radicalisation, Lord Toby Harris’s report had about 127 recommendations. The last time we had a report back from you, you were halfway through implementing those recommendations. Give some examples of what you have done to make Londoners feel safer against the threat of terrorism. On the important issue of antisocial behaviour, have you been working with councils and so on? That is the

day-to-day experience and the reality of life facing Londoners. Then perhaps you might want to give some examples around the Action Plan and improving confidence in the MPS and the many diverse communities. Where are we with that progress?

Shaun Bailey AM (Chairman): Sophie, before you start, there is an awful lot there and so can we try to be succinct?

Sophie Linden: I will try. As I said in my opening remarks, we must not forget that 2017 was such a terrible time for London in terms of the terrorist attacks. Because of what happened in 2017, the Mayor and I set up within MOPAC - but it is across City Hall - a team looking at countering violent extremism. We published a report and a review of how London is faring in countering violent extremism. A lot of recommendations were within that.

One of the things I am really proud that came out of that was funding for the Shared Endeavour Fund, which is up and running. We are funding about 30 organisations in London at the moment to tackle hate crime and to tackle violent extremism, working with organisations like the Anne Frank Trust around antisemitism and other organisations around online extremism and racism. I am really proud of that work. We are looking at the prevention of terrorism and preventing people becoming radicalised. That is one specific example around terrorism.

I chair the CONTEST Board, which brings together partners from around London to look at the four pillars of CONTEST: prevention, pursuing, protection and preparedness. We have worked very hard on that, bringing it together and making sure that we learn lessons from, for example, Manchester Arena. That is another way in which MOPAC and I - and I have been leading and chairing the CONTEST Board over the last few years - have been working around terrorism.

On antisocial behaviour, it is really clear in the Police and Crime Plan. Because of the consultation and because of the feedback we had, we were asked to make sure that antisocial behaviour was seen as a priority pan-London, and it is. It is one of the things that we have oversight of through MOPAC and the MPS. We have kept it as a priority. In the development of the Police and Crime Plan going forward, we will again look at what we need to be doing around antisocial behaviour.

On the third one around the Action Plan, only yesterday was the anniversary of the murder of George Floyd. We developed the Action Plan in relation to trust and confidence in the police, a really important piece of work around engaging with Londoners to try to improve the trust and confidence of the black community in particular around the MPS.

As one of the strands that have come off that - it is only a few months ago that we published it - we have already had the handcuffing review that the MPS has published and we have already started the pilot for, when a car is stopped through the Road Traffic Act, the ethnicity of the driver is to be recorded. Those are two specifics coming out of quite a large Action Plan in relation to improving trust and confidence that we have already delivered.

Tony Devenish AM: Good morning, Deputy Mayor. You are completely accountable to the Mayor, are you not, in terms of how you deliver the role? Can you tell us a little bit about your personal relationship with Mr [Sadiq] Khan, please?

Sophie Linden: I have a very good relationship with the Mayor. It is a very professional relationship, but also over the course of the years I would now count him as my friend, because he has been very supportive. I have talked about the difficulties of London. He supports me in my role. He supports me personally and professionally. One of the things that I find of real value is, because he is able to take an overview of the work that I do and I am embedded in the detail, if I go to him for advice, he is very good at giving that real important advice which is not just personal, it is professional and he has a real understanding of Londoners. You are absolutely right. It is an important relationship.

I am held to account by the [Mayor's] Chief of Staff [David Bellamy] in terms of my management. Those quarterly performance reports that I have just spoken about are not just for the MPS to be held to account. They are also for me to be held to account as well. I have quarterly performance meetings with the Chief of Staff, who is doing that on behalf of the Mayor, and I have regular meetings with the Mayor himself to make sure that I am on track and doing the things that he wishes, his priorities, and I am able to discuss any particular problems or issues with him.

Tony Devenish AM: We are well aware that you have regular meetings with Mr [David] Bellamy [Mayor's Chief of Staff] and also you have your meetings with the MPS. I am interested in the regularity of the Mayor having an interest in your agenda, or our agenda. You say you have regular meetings. How many times have you met the Mayor on a one-to-one basis in the last five years?

Sophie Linden: I would not be able to tell you that off the top of my head because I have had nearly always regular monthly one-to-one meetings. Also, you have to factor in that we have the regular bilaterals with the Commissioner of Police of the Metropolis or the Deputy Commissioner of the MPS. I also meet with him - during the course of the pandemic it was weekly, now we have moved to fortnightly - on a regular basis through those bilaterals. Clearly, we always have a meeting beforehand and then we have our regular one-to-ones. I am afraid I cannot tell you off the top of my head how many times in the last five years I have met him one-to-one, but of course we can let you have those figures. I just need to look at my diary.

Tony Devenish AM: I would love to have those figures. One of the things that the Mayor does every month when he reports to the Assembly is he puts all the meetings he has had with everybody he has met during the month. It would be quite interesting to see who you are meeting, particularly the Mayor, because there are an awful lot of rumours - maybe they are Westminster village rumours - that you do not meet the Mayor at all, that Mayor really only talks to Mr Bellamy and you talk to Mr Bellamy, but not to the Mayor.

Sophie Linden: I have not heard those rumours. You can hear it from me that I regularly meet the Mayor. I regularly talk to the Mayor. I regularly engage with the Mayor. I have no idea where those rumours are coming from because they are certainly not based in fact.

Tony Devenish AM: You mentioned two of the larger items of the last five years. One was the knife crime murder spike of 2017, and we have not spoken about the Sarah Everard event of this year.

Many people have said to me that when we had the previous Deputy Mayors [for Policing and Crime], Kit Malthouse and Stephen Greenhalgh, they were all over the community and the media when something of that magnitude happened. I remember, as I am sure everybody else in this room does, the Saturday in March [2021] when the vigil happened and the terrible events at that vigil. You were invisible. The Mayor was in the media. Many other leading politicians were in the media. I know that both Kit Malthouse and Stephen Greenhalgh, when similar things happened, they would be very visible in the community and in the media.

Do you regret that you perhaps are very low profile? Would you accept that you are fairly low profile in terms of large events like that?

Sophie Linden: No, I do not. I am not going to comment on how Stephen Greenhalgh and Kit Malthouse may have had to step in because of who was in the post of Mayor. I do not feel the need, when the Mayor is taking the lead and the Mayor is the elected representative of Londoners, to also be in the media about that. He is the elected representative of London. I am his deputy. In those cases, I am there supporting him, I am there talking to the community - it is not that I am not around. If Kit Malthouse did that, maybe it was because the previous Mayor was not stepping into that position. Sadiq [Khan] is leading as the Mayor of London and I am there to support him and that is what I do.

Tony Devenish AM: Could you give me an example from either of those two incidents - the knife crime murder spike that was worse than New York in 2017, or indeed the terrible events with Sarah Everard? I make the point that the Chairman made so well earlier. We are not fully, with respect, interested in the overall political picture. We know that. We know what the Commissioner does. We know what the VRU does. I am very interested in what you have done. Where have you made a difference in one of those two major events, please?

Sophie Linden: If we take 2017, it is absolutely in my heart what happened in not just 2017 but 2018 as well when we had an increase in murders. I was very visible and out there engaging and talking to communities. I can give you the dates when I have been out talking to the communities and the meetings in the aftermath of terrible murders. I have been to Lambeth. I have been to Haringey. I have been to Hackney. I have been all over London talking to those communities that have been affected by the murders.

Actually, we take the decision. Those are not meetings where we want the media. Those are meetings where I want to have proper conversations with the community. They are not media events. Those are times when the community needs to come together. Those are times when they need to be heard. People like me are not there to be part of a media circus. People like me are there to listen. People like me are there to learn. That is why they are not large media events.

In relation to what happened with Sarah Everard, I had meetings after the event with the community organisers. I was discussing it with the MPS. I was doing my role in order to ensure that there was oversight of the MPS and an understanding of what was happening. The Mayor was taking the lead publicly on that and that is absolutely right and proper as the elected representative.

Tony Devenish AM: I appreciate what you have said, but can you give me a bit more of a granular example, perhaps on the latter one, in terms of what you did --

Shaun Bailey AM (Chairman): Sorry, Assembly Member Devenish. I would like to move on because we are under extreme time pressure here and I know many members have some very detailed questions they might need answered.

Caroline Pidgeon MBE AM: I have a few questions for you, Sophie. First of all, in your role as leading MOPAC, MOPAC's performance and reputation reflects then on you in your role as Deputy Mayor. Members of this Assembly will often write to you about complex issues, perhaps following up on an oral question or a discussion we have had at a committee. Certainly, I have often found that MOPAC takes a very long time to respond. It can be at least a month. Many times, it can be several months.

How are you in the next three years going to improve response times to correspondence sent to your office?

Sophie Linden: Caroline, I recognise that depiction of MOPAC over the last few years. I absolutely recognise that we have not been as good as we should be in responding to correspondence.

I hope you will have seen a difference and a change in relation to correspondence over the last few months. That is certainly a priority for me. It is a priority for Diana Luchford, Chief Executive of MOPAC, to ensure that relationship with you as the Police and Crime Committee -- you can see the importance that we place on it because we are answering your letters as quickly as we can. We are answering your correspondence as quickly as we can. We do not delay in the way that we have in the past. It was the past and I do apologise for that, but we are really keen to ensure that that does not happen again. Our correspondence at the moment is at pretty high rates of returning and returning on time.

I would just put one small caveat in. One of the things that a lot of the correspondence, as with Mayor's Questions (MQs), entails is data and asking the MPS for information. I am genuinely not trying to pass the buck, but sometimes that information in the MPS is not easy to come across; sometimes it is difficult to find and difficult to collate. That is the only caveat. I cannot remember the figure for our correspondence but 80% of our MQs are dependent on information from the MPS. We have put a lot of effort into working with the MPS to speed those processes up as well. I do recognise what you say and I understand what you are saying, but we have shown in the last few months what a difference we can make when we really prioritise it and we really focus on it.

Caroline Pidgeon MBE AM: That is good to hear, but if I am writing to you as Deputy Mayor, it would not be about a matter that needed data from the MPS because I could write to the Commissioner and she normally replies within two weeks. It is normally a wider policy area that we would like your input on. I welcome that. That sounds really positive.

In terms of that and in terms of how you might improve or change your relationship with the Assembly and with Police and Crime Committee Members in particular, in some ways just stepping back and observing the lack of any contact outside of the Police and Crime Committee, are you looking at how you might engage more particularly with lead Members of this Committee so that we can have that ongoing dialogue as certainly I have with other Deputy Mayors?

Sophie Linden: I do not completely recognise a lack of contact. I have certainly set off in the beginning of the administration to have more one-to-ones and they did fall by the wayside. That is one of the things, coming back again, I reflect on. What will I do differently and what will I make sure I keep up? That will be one of them.

We have had some good off-the-record briefing meetings with you as Committee Members. For example, we had two in relation to the development of the Action Plan, which were really important. I do not completely recognise a total lack of engagement, but we certainly can improve on that.

One of the priorities in the next few months is getting a Police and Crime Plan out to consultation. One of the things that is already in the grid and already in the timetabling is how we engage. There will formal moments for your scrutiny of the Police and Crime Plan, but how do we engage with you as Assembly Members to ensure that your expertise and your understanding of London and, particularly for constituency

Assembly Members, your real understanding of the areas you are representing are fed into the Police and Crime Plan?

Caroline Pidgeon MBE AM: I welcome that and look forward to seeing a shift there in how we can improve that.

I have a couple of other areas that I want to pick up to understand your focus for the next three years. One of them is around child safeguarding and how the MPS deals with the whole issue from child abuse to child sexual exploitation. There are links to county lines and so on as well. The MPS has been seriously criticised. The Her Majesty's Inspectorate of Constabulary (HMIC) reports have not been a happy read.

I want to understand what additional focus you are going to be putting into this area over the next three years, particularly looking at things like looked-after children who go missing. There are 10,000 looked-after children in London and 21% - one in five - have a missing incident. That is huge. What are you doing to work with boroughs on that, using data, flagging things on the MPS systems, which are often out of date, and really understanding how you are going to work with the VRU and the boroughs to really transform and make sure children are safe in our city and the MPS is doing everything it can, and that we get a good outcome from future HMIC inspections?

Sophie Linden: As you know and as the Committee knows, you have been very persistent, quite rightly, and I am regularly asked questions about progress on the HMIC report.

Progress has not been as quick as I or the MPS would have wanted, and certainly not as quick as HMIC would have wanted, but there has been progress. After the HMIC report was published, I set up the Oversight Board, which was not just for the MPS but the College of Policing, HMIC and also representatives of the National Police Chiefs' Council as well because I was really keen to ensure that we garnered the best practice and advice from the best in the country. That Board has been successful in keeping an oversight and a grip on progress for the HMIC report.

It has not been fast enough and there are areas that do need to improve, but there have been some improvements. The reports have been difficult reading, but there has been some good progress in some areas around leadership. I know HMIC is positive and interested in the progress that has been made and the investment the MPS put in around Operation Aegis, which has been rolled out across London and is around a real grip for frontline officers to have an understanding of the vulnerability of young people, their real-time vulnerability. I went down to visit it in Croydon. It is really interesting about the grip and the understanding that frontline officers and their managers have so that they can task out appropriately.

Going forward, there is a question for me over how we take the Oversight Board forward and how we make sure that it is the right Oversight Board instead of just trundling on as we have. Assistant Commissioner Nick Ephgrave has set up the Public Protection Board and has a new Public Protection Strategy. That Strategy has a fantastic grip not just on child protection, but across the piece on everything to do with public protection and vulnerability of adults and children and young people.

What I have to do is wait. The HMIC came into the MPS in February [2021]. We are waiting for the results of that HMIC report. When I have had those results, I will make a decision as to whether we change the Oversight Board in any way or whether we need to carry on exactly as we are. It will depend on what they are saying. I do not know what they are going to say yet. We have not had the feedback yet. Dependent on that report, I will make some decisions as to how best to make sure that we make progress.

Caroline Pidgeon MBE AM: It sounds to me like you may flex and increase your oversight and have, not quite interventions, but real forensic focus on this issue because it has not been good enough to date.

Sophie Linden: I will make decisions about that when the report is published because there has been progress. As I keep saying, it is not good enough and it has not been fast enough.

One of the frustrations in this area - and I genuinely mean this - is that I have had conversations with HMIC when they have said, "It is not fast enough. It is not good enough", and I have said, "What is fast enough? What is good enough? Where in the country is doing this better?" We have brought people in for good practice. There are very few places in the country, not whole forces, that are doing much better than we are on this. It is a real difficult, challenging area for all police forces across the country.

Shaun Bailey AM (Chairman): Can I just cut in at this point and say we have reached a halfway point? If in any way Members could aid me by speeding up, your brevity would be really appreciated.

Caroline Pidgeon MBE AM: That is fine. My final question you touched on earlier when saying you regretted some of the decisions around the police estate. You told me in December last year [2020] that we would have the list of disposals by February 2021. In March [2021] you told me it would be ready at the end of that month. Now you have said in recent correspondence that it is going to be later this year. When can we expect to see that Police Estate Strategy? It is a really important piece of work.

Sophie Linden: To clarify, my regret was around the processes for decision making, which left us vulnerable. I do not regret the decisions. They were the right decisions and they were difficult decisions, but they were right.

Caroline Pidgeon MBE AM: Every time I ask you a question it seems to slip off further. I was just citing, at speed for the Chairman, examples. It is now later this year. When are we going to see that important piece of work?

Sophie Linden: I am expecting the final signed-off Estate Strategy, which will have been through the Commissioner, really shortly. When that has arrived and MOPAC has the final version, we will have that oversight and will take it through our clearance procedures. Clearly, we have had lots of discussions along the way and so I do not expect, once it has been signed off by the Commissioner, for it to take too long. These are complicated matters and so, sorry, Caroline, it is going to be "shortly" again.

Shaun Bailey AM (Chairman): Can I just get us to focus again on Sophie's input to the role?

Caroline Pidgeon MBE AM: It was on Sophie's input to the Strategy, but thank you.

Shaun Bailey AM (Chairman): We can all come back to all the burning questions you have through our work programme in the year.

Sem Moema AM: I just had a short question for you about the Police and Crime Plan, which says that there are two ambitions for the MPS and partners, including a safer city for everyone and extra protections.

How do you feel you have met these ambitions? How do you think you might continue to meet them going forward?

Sophie Linden: I am really proud of the Police and Crime Plan. It has lasted the course of five years. We have had to flex. There have been things that have cropped up. As always with crime, things develop, but we have had the flexibility from MOPAC to continue to tackle those things that did crop up.

I am proud of the Police and Crime Plan because, in terms of its overarching themes of tackling violence against women and girls and keeping children and young people safe, we have really delivered on that. I have already talked about the investment in tackling violence against women and girls and in keeping children and young people safe. The setting up of the VRU is a key part of that and a progression from the Police and Crime Plan in relation to that.

Going forward, as I have said already, we are going to go out for formal consultation of the Police and Crime Plan. We hope to do that relatively quickly. I am really clear that the absolute priorities for the Police and Crime Plan will be around tackling violence in all its forms. It will be around increasing trust and confidence in the MPS. It will also be around ensuring that we have the oversight from MOPAC and me of the MPS. That not only ensures that Londoners feel that the MPS is accountable and transparent to them, but also enables progress and enables improvement. That is where we will be going with the Police and Crime Plan.

In relation to the safety of Londoners, if we take violence, before the pandemic started - and we are not at all complacent and we have recently seen some absolutely dreadful murders - it is important to understand that we were making progress. We had seen a 25% reduction in serious youth violence if we take the year before the pandemic started. This is not a COVID effect. Obviously, if we put COVID in, it looks far more impressive. To be open and transparent, it was pre-COVID, February to February of the previous year, when we saw a 25% reduction in violence. I really want to make sure that we not only continue that, but that it becomes a sustained and embedded reduction. That is how we will make the streets of London safer.

Sem Moema AM: Thank you. You have already mentioned that yesterday was the anniversary of George Floyd's death in the United States. That had repercussions here in London and across the rest of the country.

You put in place the Action Plan to try to tackle some of those issues around trust. In the next term, how do you think that the MPS and MOPAC will continue to establish better trust, particularly between the black community and the police? There has been mention of the murder of Sarah Everard. Again, with women and the police, how will you be tackling that in practical terms over the next three years? What can we expect to see?

Sophie Linden: The Action Plan on trust and confidence in relation to the black community really does set out how we want to deliver that. There is the community training. The Mayor has put over £1 million into community training. That is really important because people have said to us so often - and I am sure you have heard it many times as well - that the new police officers coming in do not understand the communities that they are serving. It is really important that there is that understanding. That community training of police officers not only builds up that relationship, but ensures that when the police officers go out onto the streets of London and into their communities, that engagement is based on an understanding so that relationship is already built upon a foundation which means it will be successful. For me, that is the really important part of making sure we deliver on that.

It has already started. We have the pilot in the south of London with Mentivity. It was slightly delayed because of the pandemic and all the COVID security issues and safety issues. It is up and running now. In March [2021] it got up and running for that community training.

A major part as well is around ensuring there is accountability, scrutiny and transparency. One of the things underway in the Action Plan is setting in motion an overhaul of our community engagement structures, including the Community Monitoring Groups, to ensure that they are more robust and they are more diverse. People understand and know that they are happening and there was feedback to the community around that. That is underway. The review is underway or will be underway.

Delivery of the Action Plan will certainly help in increasing trust and confidence and we will monitor it. We are really clear. I am really clear that I will be monitoring that via the Public Attitudes Survey, which shows us that trust and confidence, and also by looking at the levels of disproportionality. What are we seeing in the use of police powers, not only the use of them but the effectiveness of them? I want to see disproportionality falling and positive outcomes increasing because those powers are incredibly important for tackling violence.

Marina Ahmad AM: Have you used your office to support those seeking help to escape domestic abuse, particularly during lockdown, and how do you anticipate this continuing as lockdown further eases?

Sophie Linden: At the beginning of the pandemic, it was really clear from evidence that was coming out from abroad and Europe that one of the things that happened during lockdown was that domestic abuse increased. I was really clear that we should learn the lessons and learn them quickly, so I made it very clear from the beginning that I was prepared to invest and put money behind this to make sure that we could provide additional refuge spaces. I put in and the Mayor put in £1.5 million during the course of the pandemic to ensure that women, if they needed to, could leave their homes and there would be spaces for them. That emergency accommodation has helped hundreds of women and their children and I am really heartened by that, but I am also really saddened that that has been the case and we have had to put that in.

That was emergency accommodation and it was dependent on really good rates because of the pandemic in hostels, hotels and properties. Going forward, it is not going to be possible to keep that. One of the things in the new Domestic Abuse Bill, which we have lobbied for and worked very hard for with [Minister for Safeguarding] Victoria Atkins [MP] and the Ministry for Housing, [Communities] and Local Government, is that there is a new duty within the Domestic Abuse Bill for City Hall and us to ensure there is sufficiency of supply for refuge spaces and ensure there is commissioning of refuge spaces. MOPAC is working very hard on ensuring that we are ready for that new duty and are working with boroughs. We are doing that now.

Léonie Cooper AM: There are a number of priority areas and we are starting to touch on quite a few of them: serious youth violence, addressed by the VRU and work in that area; support for victims, appointing a Victims Commissioner; tackling violence against women and girls; promoting the idea of the domestic abuse register, which is something we have strongly supported through this Committee and the Assembly; and trying to address disproportionality both in how the MPS impacts on Londoners and also in recruitment, where we are agreeing that more needs to be done.

If you had to give yourself marks out of ten for progress so far across a number of these areas and others, how many marks would you give yourself out of ten? What has worked well so far and what have been the main sticking points? How are you going to deliver a higher level of marks out of ten in the next three years?

Sophie Linden: It is difficult to give marks out of ten, I slightly hesitate to do that. In terms of really making a difference to Londoners, I am really proud that the Mayor and I have invested so heavily in the MPS. He has made decisions to switch business rates into the MPS, the first time ever that has happened. He also made difficult decisions to increase the precept, which was not happening in the previous mayoralty. I am really proud of that. That means that there are more police officers out there on the streets in the Violent Crime Task Force and in the Violence Suppression Units.

Really importantly for me as well, one of the things that I am really pleased with, is the delivery of Sadiq's [Khan] 2016 manifesto commitment to restoring neighbourhood policing with two Dedicated Ward Officers and a Police Community Support Officer per ward. That was a commitment and it has been delivered. I am really pleased with that and it does make a difference to Londoners. It makes a difference to communities. There is a commitment in this manifesto to increase the visibility and increase the numbers in neighbourhood policing and town centres. One of the things that is a real priority for me going forward, to ensure that that happens. It will not be across London. It will be, as we said in the manifesto, in town centres and in those areas of London that need it the most. It is building on that bedrock of neighbourhood policing and then increasing into those areas that need additional neighbourhood police officers.

I am really also very proud of the work that we have done in MOPAC on violence against women and girls and tackling the terrible harm that is being created by violence against women and girls and the perpetrators. If I may take a different example, we invested money into training around female genital mutilation (FGM) and, for a relatively small amount of money, 1,000 professionals were trained in how to spot and support and ensure that women and girls are protected from FGM. A small amount of money made a huge difference to women and girls who are vulnerable to FGM in London.

Léonie Cooper AM: That is reflecting on some things that you think went well. I was also talking about the future. If we contextualise the two areas that you have just picked on, the returning Assembly Members here were all here when the Basic Command Unit (BCU) restructure took place, which was entirely aimed at enabling staff on the front line to be retained. There were a number of changes after the pilots, it would be fair to say, and some problems and issues were identified, but the rollout continued. I speak as one of the Assembly Members for the four-borough BCUs. There was some discussion about whether it could work across four boroughs.

How would you rate the success of that behind the retention of staff on the front line? Are there any further tweaks that you think need to be done to the BCU structure?

Sophie Linden: Yes, we have not talked about that yet in terms of major pieces of work in the last administration.

Léonie Cooper AM: I thought I would throw it in. It seemed a small thing but worth mentioning.

Sophie Linden: It was a really large piece of work. In terms of oversight, those two Pathfinders were there because of the oversight that I did. Looking back, I talked with Mark Simmons [former Assistant Commissioner, MPS] and he would say this. He would acknowledge the role that MOPAC and I had in ensuring that there were two Pathfinders, they were properly evaluated, lessons were learned and then they were implemented. That was a really important piece of oversight challenge and also joint working in co-operation with the MPS for two reasons. One was around improving the service to Londoners, particularly improving the safeguarding service to Londoners.

Also, one of the things we have not really talked about a lot is remembering over the last five years that the MPS was shrinking. The MPS had to take £850 million out of its budget. For two years it was below 30,000 police officer numbers and that was the BCU restructure, but the restructure also had within it the ability to flex. Now that we are growing, in answer to your question, we are not looking at a review of the restructure or a review of the BCUs, but there is the ability for it to flex to put more officers into public protection or safeguarding, or to put more officers into neighbourhoods, or more officers into response, depending on the operational decisions of the Commissioner. That structure has proved very resilient in relation to being able to flex.

Going forward, what I will be looking at is to ensure, for example, with everything we know about what is not a good area of performance for the MPS, detections of rape and sexual violence, the BCU structure enables that to improve. How do we ensure that there is this sufficient capacity, skills and expertise at BCU level to ensure that that happens? That is one of the things that I am really focused on.

We have actually put a proposal into the Home Office to transform rape investigation and to make sure that rape investigation starts where you would want any investigation of crime to start, by investigating the offender and not the victim. What I will be looking at is how we ensure that the structure of the BCUs enables this to happen and how we ensure that the improvement in investigation is spread right across the MPS, not just in sexual violence and rape.

Léonie Cooper AM: Thank you. That gives me an idea of one of the areas going forward where I think we would all agree there is an urgent need for improvement, but you would not be looking to change the current structure. You feel that having undertaken that as part of your previous experience in the prior five years, it is now able to start to scale up tackling this issue. At the moment, frankly, perpetrators can pretty much do what they want with almost complete impunity. I am very glad to hear that there are improvements that you are looking for in that area.

Susan Hall AM (Deputy Chairman): Sophie, in 2016, you said that you would work with the police to rebuild the trust of Londoners. Confidence in the police at that point was at 69%. It is now at a miserable 56% and so, clearly, something has gone very wrong there. What do you think has gone wrong?

Sophie Linden: London has experienced massive challenges, as has the MPS, and you cannot divorce or forget what I have just talked about in relation to the capacity of the MPS. If you have police officer numbers below 30,000 and you have crime rising nationally and violence rising nationally, which means it did in London as well, it is going to affect their view of the MPS. That is what has happened. Not only are we growing the MPS because of the Mayor's money, but also because of Government investment, as I have talked about already, I will be ensuring that we deliver the Action Plan that we have put in place and that Action Plan does provide a step change and increase and improve the confidence of Londoners.

Susan Hall AM (Deputy Chairman): You accept it is a very poor figure now?

Sophie Linden: It is a worrying figure, of course it is, and I accepted it was a worrying figure before the election. That is why we put the Action Plan in place. I absolutely accept there needs to be more improvement and progress and that is what I am committed to delivering with the MPS.

Susan Hall AM (Deputy Chairman): If you could choose one thing for the reason for the confidence in the police and policing, what one thing do you think is affecting this more than anything?

Sophie Linden: Susan, I am really sorry, you cannot choose one thing. One of the things that we do - one of the great things in MOPAC that I have talked about previously as well - is the Evidence and Insight Team has incredibly good analysis. Not only do they undertake the Public Attitudes Survey so that you have those figures and I have those figures to ensure that I oversee and hold the MPS accountable to them. That is not happening in other forces. Other forces across the country do not have that, so we do not have comparable figures for across the country. But one of the things the Evidence and Insight Team does is look at the reasons. They are complex. There are a number of reasons behind that. If you start to dig below the figures you can see that one of the big drivers, some of the drivers around confidence and trust are around first contact, around information, engagement, it is also across the criminal justice system. It is also about what happens to their cases. You cannot choose just one thing, so it is looking across the piece to make sure that you are driving every element that makes a difference to the trust and confidence of Londoners.

Susan Hall AM (Deputy Chairman): The one thing that we must concentrate on though is, if things go down, if the confidence goes down, it is somebody else's fault. If confidence starts to go up, you will take the credit for it. Sometimes we have to look and say exactly where we are going wrong and why things are wrong.

I will move on to the next question. What do you anticipate will be the top three challenges for your role as Deputy Mayor for Policing and Crime over the coming term?

Sophie Linden: The absolute number one challenge is tackling violence and continuing the reduction in violence. If that is the question you are asking me, that is not only the number one challenge, it is the number one priority as well. Then again the other major challenge is, as you rightly pick up on and you are absolutely right to pick up on the figures around trust and confidence, is that delivery of the Action Plan, delivery of improving trust and confidence not only amongst young black Londoners, but also with women as well. One of the things in the Action Plan that I was really keen to ensure, and it is in the Action Plan, is this is not just about young black Londoners experiencing stop and search; this is also about black women's experience when they go to the police or if they feel they are able to go to the police to report sexual violence or domestic violence. I am really clear that is the second of the major challenges.

The third challenge that I am looking at now is the budget. It is a massive challenge to ensure that the budget is set, we still have savings to come out of the budget, you know that from the budget that we set out in December, the proposal. We still have millions of pounds. This year we have set a balanced budget, but going forward in 2022/23 we have millions of pounds to take out of the budget still. That is going to be a challenge.

Shaun Bailey AM (Chairman): Sorry, Assembly Member Hall, can I just interject? This is a personal question. You say that the budget is going to be a challenge and of course it is, we all know that. Previously the Mayor removed £38 million from the police staffing budget. What will you personally be doing? Which parts of the police budget will you protect in your conversations with the Mayor? There will need to be negotiation there. He may want to go one way, you may think something else is a priority. How can you reassure us that you will have the personal skill to represent what you think is Londoners' priority? Of course, you have talked a lot about capacity, but that £38 million was directly focused on the capacity of the police to deliver because it was from the staffing budget. If that becomes an issue now with, hopefully in your case, new negotiations around the budget, what skills have you developed over the last five years to make us know that you will make the right representation for Londoners?

Sophie Linden: Shaun, you know that £38 million was not a cut from the budget; it was an underspend in the budget. It was not a cut. You know that. We have had this to-ing and fro-ing a lot. It is a bit disappointing that --

Shaun Bailey AM (Chairman): That is not the point. This is about your personal skill in getting what you think is important for Londoners around the budget.

Sophie Linden: Yes, and you started off the question with “Cut 38”. You know it was not a cut. It was a treatment of an underspend. One of the things that I did during the course of the last five years is that, where there were underspends in staffing, we put it into reserves to be able to ensure, and we are using those reserves now, to ensure that we hold up police officer numbers as much as possible. That is one of the things that I have done over the last five years. In terms of protecting, it is not a negotiation between the Mayor and me. We are absolutely aligned on this. We want to protect frontline officers. We want to protect officer numbers. So does the Commissioner. The question is how we do that and how we get the savings out to ensure that happens. The Chief Finance Officer and I will be having – and are already having – conversations and discussions around that. It is a bit like Groundhog Day with the setting of the budget. As soon as you put it to bed, you start again. We are already thinking about that.

Susan Hall AM (Deputy Chairman): If I can go back to this please, we really want to know how you are going to ensure that crime levels do not return to the pre-pandemic levels. If I can just quote you, up until the pandemic started, from when you took over, robbery was up 85.7%, rape was up 40.5%, violence against the person was up 19.5%, knife crime was up 60% and homicide was up 34.2%. That is not a very good record, is it?

Sophie Linden: There are a few things in that, are there not? One is, as you know, and anybody that has any interest in crime and criminality knows, there are complex reasons behind crime. I am not trying to duck responsibility. I will take responsibility for what I can deliver and I have responsibility for. But we all know that those trends that you have picked out just for London were trends that have been rising across the country. We all know that violence is rising nationally, as was crime rising nationally. The complex reasons for that are around depravation, poverty, socioeconomic factors. We know that. What I can take responsibility for is how well the MPS are delivering, how well they are reacting to that. I can also take responsibility for how well we use the budgets that we have to commission and to ensure that, where we can, we are diverting people away from criminality and crime. I would say, Susan, that you have picked some figures there and I could bandy some statistics back as well.

Susan Hall AM (Deputy Chairman): It is irrelevant, though. These figures, Sophie, are really bad. Yes, I am sure you could find some good ones. That is hardly the point. We are talking about robbery, rape, violence, knife crimes. They are the important things. They are what Londoners care about.

Sem Moema AM: If I could intervene, I am struggling to understand where this is going in relation to the confirmation and --

Susan Hall AM (Deputy Chairman): Because --

Shaun Bailey AM (Chairman): One second, please, one second, please, both Members. I have allowed it because Sophie engaged in the conversation. I am prepared to stop --

Sophie Linden: I would welcome that because I can come back on any relevant points.

Shaun Bailey AM (Chairman): I am prepared to stop because I want to move on for time, not because I believe the Member is going in the wrong direction. Sophie engaged in the conversation and of course Sophie

is allowed to engage in any conversation she likes. But I will stop because I have a real time pressure here. Do you feel like you have covered off question 7?

Susan Hall AM (Deputy Chairman): I will replace 7 with another one, but it is very quick. Cybercrime, as you will be aware, is an issue that is increasingly important, with several high-profile cases in the news recently. It has come to my attention that MOPAC's cybersecurity training completion rate is abysmal. Will you undertake to look at that since it is cybercrime and since you are the Deputy Mayor for Policing and Crime? Will you care to look at that and start putting a target, which they have to reach?

Sophie Linden: I will have a look at that and get back to you, absolutely.

Susan Hall AM (Deputy Chairman): Thank you.

Caroline Russell AM: Can I first of all say how pleased I am to join this Committee and how much I am looking forward to working with everyone and with our Deputy Mayor, once confirmed. My first question has already been asked by Assembly Member Rogers earlier, which was, if the Committee confirms you as Deputy Mayor for Policing and Crime, what will you do differently this term? You said you would get out and listen more to Londoners.

I will move straight to my supplementary question on that. We have seen a move towards more of a public health approach to policing and also listening more to young people. I have two questions here. What have you learned from that approach and how will you carry on with that work?

Sophie Linden: The public health approach, that question is really interesting because one of the discussions we have been having, and one of the things we have been thinking about as well, is how will I approach the Police and Crime Plan and what are the priorities. I am really clear what the priorities are. But the framework that I now have, when I am thinking about anything to do with criminality and crime or any particular offence, whether it is violence against women and girls or robbery or whatever, is framed in that public health approach. It is what can you do to prevent it? What are the early interventions that you can do to prevent it? What can you do and what can I do to ensure that the MPS are as effective as possible, so policing and enforcement, there is always going to be a role for enforcement, and rightly so.

What can we do to detect it and what can the police do to ensure that they are fulfilling their role as best they can? Then the two other elements are what do you do with those people who are perpetrating whatever crime it is? How do you change behaviour? What do you do around enforcement? What is the right enforcement? If it is a community sentence, how do you make sure there is the right support to change behaviour? If it is custodial, because the community needs to be safe - and that is right and proper that some people do need to go to prison - what do you do for people in prison and what is the role of MOPAC in relation to that?

Then, really importantly, how do you make sure that victims are at the centre of everything? All those elements. That is the way that I now approach - I have for a long time - it is really distilled and it is a public health approach. That is absolutely how, going forward, we will be approaching everything we do in relation to the work we do at MOPAC, is looking at all those elements and what can we do? What is the role of MOPAC? MOPAC does not have responsibilities in all those areas. It has responsibility in some of those areas, but we certainly have a convening responsibility and power across the criminal justice system. That is one of the things that we will be doing and we will continue to build on in the way that we have over the last few years.

Caroline Russell AM: My next question is that the role of Deputy Mayor for Policing and Crime involves convening partners and organisations that may not fall within MOPAC's control or remit. How successful have you been in influencing these other partners to work with you to help to make London safer?

Sophie Linden: It is one of the conundrums of the role that you have limited powers, limited levers; you have statutory obligations, but they are limited. But you cannot underestimate the power of the Mayoralty in convening. That is why Mayoralty is really important and I have long been a believer in Mayors and Mayoralities. If I give you an example of how that has worked in the past and how we have used the power of the Mayoralty to convene.

In tackling violence, the Probation Service, Crown Prosecution Service (CPS) and the courts could all work with us or not work with us. I have convened them, and I convened them on a regular basis during the course of 2017 and 2018 to look at what we could do across the criminal justice system to tackle violence. MOPAC developed, with Probation, a new community order for people who were offenders against knife crime. So, from having very limited powers, the convening power meant we delivered something, and people have been on these orders and we are evaluating that at the moment.

The other example I would give around convening is in relation to the pandemic, we all know what crisis the courts are in at the moment. I have convened the victim services, the courts, and CPS, to absolutely focus on what can we do about these backlogs and what can we do about victim support? We met regularly for few weeks, it has now gone to monthly, it is not so regular because it is not needed. We had specific things that we needed to do to make sure that victims who were waiting were getting the support that they needed. That is about convening.

I intend to use that ability to convene because we have built the relationships. I have regular meetings with all bits of the criminal justice system, leaders of the criminal justice system in London. I intend to use that on a regular basis because, when it is used and it is used efficiently and effectively, it can make a real difference.

Caroline Russell AM: Just going back to the issue of influence, do you think you have had enough influence over the MPS? I am thinking about areas where perhaps you and the Mayor have differed from the Commissioner in terms of the rollout of spit-hoods, for example, or the operational use of live facial recognition technology.

Have you been able to lead on, not just introducing new tactics, but a whole approach to policing? Beyond that, how do you see that relationship developing, especially with regard to the Mayor's Action Plan and the new Police and Crime Plan?

Sophie Linden: There is always going to be a line. Where that line is, is always a matter for debate and discussion, and relationship-building around operational tenets, and my role in oversight and holding the MPS to account. In terms of influence and holding the MPS to account, MOPAC and I have been influential. We have made progress working with the MPS because we have been able to show the difference and the added value that we bring, we have made a difference.

If you take your example of live facial recognition, that is an operational matter as to when it is deployed. But one of the things that I did is that we very early on said this has to go through the right governance, it has to go through the right processes, and it has to go through the right checks and balances. It went to the Ethics Panel. They produced a framework for decision making. The decisions, the ten deployments that the MPS

have made, have been pretty robust, very transparent and accountable, all on the website, all there. That is because of the joint collaboration and working that I and MOPAC have done with the MPS.

Nicholas Rogers AM: This is perhaps touching on some of the previous questions, but it may go a bit broader. As Deputy Mayor, you have a duty to consult with local people in setting your objectives. Could you outline how you have approached this duty? You did touch on this as potentially an area for improvement in my previous question. I am looking for specific examples of where your consultation has maybe resulted in you changing your approach to something.

Sophie Linden: There are a couple of things. In terms of regular consultation and engagement with Londoners, there are a few ways of doing that that we do in MOPAC. The public attitude survey is one of them. It gives us a very good understanding of what Londoners' priorities are, what they are thinking, and we do put questions into that. There are also the community engagement mechanisms that we have had within MOPAC, the Safer Neighbourhood Boards. They are under review now and that is what I was talking about earlier. It is a priority for me as part of the Action Plan to make sure we deliver on that review and that what comes out of it is a more robust, more diverse, more representative structure that enables people to come and voice their concerns, voice their opinions, but also engage with the MPS. That is a review that is underway at the moment.

If you take the Police and Crime Panel, I also said about the Knife Crime Strategy, one of the things I am proud of, looking back, is that when I arrived in MOPAC we did not have the networks, we did not have the community contacts, we did not have the ability to really quickly go out and talk to communities. We now have that. We have that because we have regularly gone out on issues, whether that be the development of the Police and Crime Plan, the development and launch of the Violence Against Women and Girls Strategy, or the Knife Crime Strategy, we will regularly go out. We do that through community organisations, but we also do that through ensuring that we have the right governance processes and structures. The Victims Commissioner is part of that process, and we ensure that we have the voice of victims constantly being fed into our policy development and the work that we do, as well as the delivery and the commissioning that we do. So the boards and the governance structures that we have within MOPAC are an important part of that as well.

Nicholas Rogers AM: I was looking for specific local examples. To pluck a constituency completely at random, when have you gone to the residents of Southwest London or any other constituency and engaged with them specifically on specific issues? You talk about community organisations, which specific organisations, for example, have you spoken to?

Sophie Linden: I cannot give you a long list off the top of my head, but I have been to - as I said previously - every borough of London and I have held open public meetings. It is not just through voluntary sector organisations or community organisations. I have held those open meetings so that people can come and talk and engage directly with me. In terms of networks, I have been down to Richmond, I have met the Safer Neighbourhood Board in Richmond. I have met - I am afraid I cannot remember off the top of my head the name of the organisation - a really fantastic organisation that is working with young people. I regularly go out. One of the things that I was trying to say when I answered your question is that I intend to redouble my efforts to make sure that I spend much more time outside of City Hall. It is so important that people understand that the mayoralty and MOPAC is there for them. But we gain so much by going out and talking to people.

Marina Ahmad AM: Sophie, how have you worked with Government to ensure that you deliver on the Mayor's policing commitments? I know you have touched on this previously, but perhaps you could expand on that and look at where we can go moving forward?

Sophie Linden: In terms of engaging with the Government, if I take an example, one of the things that I am really pleased with is the bill in front of Parliament at the moment. There are two things, one is on the statutory duty on tackling serious violence. That is something the Mayor has called for, something that we have had discussions with Government about, so MOPAC officials have also had discussions with their counterparts as officers in the Home Office. That is an example of engagement that has made a difference.

The second example, again in relation to serious violence, is I remember clearly quite quickly into working as Deputy Mayor of Policing and Crime, realising that if a woman is killed in her home, there will be, quite rightly, a domestic violence homicide review. If a child is killed by their parents, there will be, quite rightly, a serious case review. But if a young person is killed on the streets, there is not a statutory requirement for there to be a domestic homicide review. There is now going to be a requirement for there to be a domestic homicide review because we have lobbied, we have worked setting up the VRU, they have looked at statutory reviews and shown that there is a gap in this, which means that we have made the case. We have collaborated with the Government and we are now going to be piloting homicide reviews in London. Those are two examples of collaborative working and working with the Government on the priorities of the Mayor.

Shaun Bailey AM (Chairman): You have talked a lot about things you have done, and rightly so, and what you want to do next. But what has been missing from this conversation for me is key performance indicators (KPIs). What are you measuring yourself by? For instance, you talked about the work that is being done around county lines. Everybody knows I am a youth worker, I have spoken to some of these workers involved in that. They have said that they hoped that there would be many more children involved. The reason I put that to you is, do you feel that what you feel in your experience will help you develop better, more focused, KPIs so that you can judge your own performance, you can redirect your finances as you see fit, because you have a better way of measuring if it has been impactful? This is not about saving money, but it is about maximising our return. We have had a lot of talk about the outputs but not as much about the measuring of those outcomes. What in your experience will you bring to bear to improve that situation for us all?

Sophie Linden: That is a fair question. Every contract we have has KPIs. All the commissioning, the grants, everything, we have performance indicators within it. Those are part of the day-to-day contract management of MOPAC that we look at. Is the contract delivering? Is it doing what we wanted it to do? We have that. What I do agree with you, and we need to become better at communicating, is what the outcomes are of those contracts. I can reel off how much we are spending, how many people, but we do need to get better at communicating the impact. We do have, through the Evidence and Insight Team in MOPAC, a really good programme of evaluation. We have evaluated, for example, the London Gang Exit. That is still in train, but early findings are that it is successful, it is improving, it is getting young people out of their gang lifestyle. So we have KPIs. We also have in-depth evaluation, for example like the London Gang Exit, evaluation on the Child Health that we set up. That evaluation is absolutely part of what we do.

How do I measure myself on my performance and MOPAC's performance and the MPS's performance? Go back to the performance reports and looking at the overarching how are we doing? What is the impact on crime? What is the impact on safety? What is the impact on victims? Really clear, we can see where it is going and that is monitored. Also, Londoners can monitor it because we publish those performance measurements and we also have the dashboards. A really important part of being open and transparent and enabling Londoners to be able to assess progress.

Shaun Bailey AM (Chairman): Thank you. For the cause of this Committee, your department has often been very good at the qualitative assessments, we can find quite easily the story behind what has happened

and often the rationale as to why a particular thing has been done or not. What seems to be tougher from a scrutiny point of view is finding the raw hard data, the quantitative aspect of that. I am hoping that your five years of experience will mean that we have a step change in that. We are often told what has been spent, but we are not regularly told what the outcome of that spending has been. If we spend anything above £50, quite frankly, I want to know where it went, how impactful it was, and should we do it again? Londoners will need to know that, as you have pointed out on many occasions, the budget, there is not a lot of surplus there. Therefore, that activity will be very important.

Unmesh Desai AM: This Committee has been concerned about how we measure the performance of the VRU. Quite rightly, very rightly, a lot of money has been invested in this very important initiative and the long-term thinking. But concern has been expressed about the lack of measurement 18 months on. At first we were told it is early days and so on, but 18 months on we now expect, should you be confirmed, to have much more robust monitoring of that unit's performance. In terms of outputs in particular, how many people have been diverted away from violence and so on.

Sophie Linden: I have given you some figures around the 88,000 young people who have been engaged with and have things to do because of the work of the VRU. The VRU will be part of the performance assessments, the quarterly performance reports, in the way that I have described going forward. You will be able to see that. There is really in-depth evaluation going on. There is a fantastic amount of work, really thoughtful work, as there is with the MOPAC contracts and commissioning, really thoughtful work of how we evaluate this and how we know it is making a difference.

The real trick is - and this is not just around the VRU - having the courage to invest in things that are not yet proven and having the courage to do that, but being able to monitor it sufficiently and effectively that you know when they are working, but you also know when they are not working and you can take those difficult decisions to stop the funding. That is the real trick.

Shaun Bailey AM (Chairman): Thank you for that answer. That is why we would want to have better KPIs. We are all in agreement there.

Unmesh Desai AM: In the context of violence against women and girls, I applaud the work that you have done over the last five years and a lot of resources have gone into it. But the appalling rape conviction figures that we saw reported in Monday's press: 1.6%, down from the 3% of last year, so what are your thoughts? I know it is not just the police, it is the Crown Prosecution Service, but using your convening powers, the power of your office to tackle this particular area.

Sophie Linden: Yes. Unfortunately, those figures that came out recently are not a surprise. Unfortunately, we know too well that rape convictions are just appalling, and they are appalling for a number of reasons. We know what the reasons are in MOPAC because MOPAC worked with the Victims Commissioner and published a review of rape cases. We know the victim support, the journey of the victim and how well supported the victim is, is crucial in trying to get a conviction. We know that; therefore Claire Waxman [Victims' Commissioner] and I are working together on this. Claire sits on the National Rape Review group. I am the lead for the Association of Police and Crime Commission on Victims. I work with Ministers around this as well.

As I said previously, one of the things that we are really keen to ensure is that the National Rape Review is going to make recommendations possibly by the end of the month or early June [2021]. This is not about tinkering. This is not about just tweaking little things in the system. There needs to be a fundamental rethink in how rape is investigated. MOPAC has led a proposal to the Home Office to transform the investigation of

rape. I really hope, genuinely, and we have had very good conversations with the Home Office, I really hope that is going to be funded because it will make a step change.

Unmesh Desai AM: Safer Neighbourhood Boards, community engagement, the work of MOPAC, unless I missed it, there is no reference to community engagement. I know you talk in your confirmation opening statement about community monitoring of stop and search, and so on. But the relationship with Safer Neighbourhood Boards, some of them do very good work, some feel they are not supported properly by MOPAC. We have had these discussions before. How is the future going in terms of what we need, as I said in my report Policing with Consent, structured community engagement? I know how in the old days when I talk of police community consultative groups. But right now there is nothing like that at the borough level.

Sophie Linden: That is part of the review that I talk about. There was a commitment from the Action Plan on trust and confidence in policing. We have kicked that review off. That is part of it and there will be recommendations from that. We will talk to communities; we will talk to Safer Neighbourhood Boards. That is what we are doing at the moment. I recognise that we need to change. We need to build on the good practice and make sure that they are doing the job that they set out to do.

Unmesh Desai AM: Put that on the agenda. I have run out of time, Chair. Thank you.

Shaun Bailey AM (Chairman): Thank you very much. I would like to thank Sophie for turning up and answering all our questions. We really appreciate that, Sophie. You are free to go if you would like or you could stay and listen to the rest of the proceedings. I am imagining you will probably leave.

The Committee is now required to make a decision on its recommendation to the Mayor as to whether or not the nominee should be reappointed to the office of Deputy Mayor for Policing and Crime. I will welcome comments from Members.

Susan Hall AM (Deputy Chairman): She should be appointed but with definite caveats around that to ensure that specific things are looked at.

Shaun Bailey AM (Chairman): Such as?

Susan Hall AM (Deputy Chairman): As a beginning, public confidence in the police is dropping like a stone. We need to look at and address that. Some of the figures that I was reading - and then was rudely interrupted - and some of these percentages of robbery, rape, etc, the percentages of increasing crimes is absolutely appalling and we need to have a way out of that. She needs to show us more how she is going to address that. I know it is the favourite thing to blame the Government for everything, but at the end of the day there is a big budget there and crime is spiralling. I am concerned that when we come out of lockdown, which we surely will do, hopefully next month, we all have our fingers crossed, I want to know that there is a plan in place to make sure that crime levels do not return to the pre-pandemic levels.

Tony Devenish AM: I would agree with my colleague, Assembly Member Hall. I would also think particularly I would like something on the Estate Strategy because AM Pidgeon made a very good point. We keep on having such an important issue that really concerns Londoners locally, and it keeps going back and back and back. I would like a delivery plan in terms of issues with the community such as that.

Caroline Pidgeon MBE AM: I thought it was a very good performance today. I would expect that after five years in the role. There was a lot of detail there and some reflection on improvements, particularly with some

of the questions we have heard. I would like to support her reappointment to the post, but I would like to add in, just in the letter picking up some of the things that were discussed, improvements in correspondence, improvements in the informal meetings. I agree Sophie has picked up towards the end of the term, they did start to have all Committees in more briefings. I would expect to perhaps once a year have a one-to-one just to catch up on issues, as I do with other Deputy Mayors on looking at how she improves her working relationship with cross-party leads on the Police and Crime Committee. The point that came out at the end was very strong on KPIs and how we can measure looking at that. I felt they were the points that I would like to bring out in the correspondence.

Unmesh Desai AM: I was here in 2016 when we confirmed Sophie with some caveats. That happened in 2012 as well. I thought it was a very good performance. There are some key issues of concern that were raised, like outputs. The Deputy Mayor did enough to be confirmed without any caveats. But I can see which way the wind is blowing, and we have to work as a Committee. It depends on how we word these caveats. I am not saying that we should not add our concerns, but certainly a couple of issues that have been highlighted, so looking at the procedure we could agree in principle to confirm with caveats, but are we going to get something in writing?

Shaun Bailey AM (Chairman): I will come to the procedures later.

Léonie Cooper AM: I am happy to add some caveats to the letter. She did give a good performance and she answered everything that we put to her on her track record and her capacity and capability and also looking forward, which was the important thing, the learning from the last five years. It is important though that we do not put in caveats without putting them in the context. I know questions about 38 police stations being closed in the last five years, or scheduled for closure, 76 police stations were closed in the previous eight years under the previous Mayor. The context of the budget is also really important, both around the Estate Strategy, but also because we know that many of the crime indicators that Assembly Member Hall just referred to have been rising since the decline in numbers of the MPS from 2014 onwards.

I do not mind putting caveats in, but we need to be clear when they are something that relate just specifically to something that is within the power of the Deputy Mayor, or indeed the Mayor, to impact. We need to contextualise them when they are within an overall context that is impacted by things that this Committee and many others have spoken to Government about in terms of support for the MPS. We know that the impact on the police in terms of numbers going down - and they did go down in the previous five years to an all-time low and they have now started to come back up - we know that has a big impact on so many of the areas that we have all just been talking about.

We will not see the figures improving until we definitely have stabilised with the new structure, which is why I asked that question about the BCU restructuring and I am glad to hear that it can be flexible for an increase in numbers. But we will not see much happening without that wider support. I would argue that the Government has recognised that by talking about implementing increases in police numbers nationally and it is not just a London thing. Therefore, I would want that contextualised myself.

Caroline Russell AM: I would also like to support confirmation. The points raised by Assembly Member Pidgeon about MOPAC correspondence and also the meetings with group leads, those are really useful points to include. I would agree with Assembly Member Cooper's point about the need for context if there were any points that are being made that relate to things like budget and stuff that just needs that bit of context about the overall situation.

Shaun Bailey AM (Chairman): Thank you for your comments. Let me just say this: I believe it was a very good performance and I also will support confirmation. For me, my biggest worry is around KPIs and how we measure outputs. Therefore, that is a comment I will add to the letter. But I want to be clear. Much of the conversation we have had here has been about the role, and this is about the person in the role. The idea that we will be putting in some of these things, they simply will not be in the letter, and the context of the wider world of policing will not be in this letter. This letter is about the individual and the skills that they bring to prosecute this position.

Therefore, any comments made in the letter will be about the individual. I will not be adding any comments that are advantageous to any of us politically. Of course, you will see the letter as well. I will be focusing on Sophie's performance this morning and her particular unique skill that she has tried to display this morning that she brings to this role. This is a recruitment process, not a point for us to have our political differences here. We have all year and a number of Committees to have those conversations. When you see this letter you will see that it is focused on the performance this morning and some of the things we would like to see change on a personal level to deliver more accurately what we believe are the needs of Londoners around Police and Crime Deputy Mayors. That is what you will see in that letter.

Please correct me if I am wrong. I believe we have an accord on a confirmation of Sophie Linden as Deputy Mayor for Policing and Crime with a few caveats that we will add in a letter that we write to the Mayor.

Susan Hall AM (Deputy Chairman): With sign-off later.

Shaun Bailey AM (Chairman): Yes, absolutely. I hope I made it quite clear when I said you will see the letter. You will see the letter before it goes. We have an accord there?

All: Agreed.

Shaun Bailey AM (Chairman): Thank you very much. A letter will be sent to the Mayor following this meeting to confirm the Committee's recommendation. That concludes today's meeting.

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Subject: Summary List of Actions

Report to:	Police and Crime Committee
Report of:	Executive Director of Secretariat
Date:	23 June 2021
Public Access:	This report will be considered in public

1. Summary

- 1.1 This report updates the Committee on the progress made on actions arising from previous meetings of the Police and Crime Committee.

2. Recommendation

- 2.1 **That the Committee notes the completed and ongoing actions arising from previous meetings of the Police and Crime Committee and additional correspondence sent and received.**

3. Summary List of Actions

Actions Arising from the Meeting Held on 26 May 2021

Item No.:	Item Title	Responsible Person	Action(s)	Status
4	Confirmation Hearing in Respect of the Appointment to the Office of Deputy Mayor for Policing and Crime	Deputy Mayor for Policing and Crime	<p>The Deputy Mayor agreed to provide:</p> <ul style="list-style-type: none"> • The number of times that she met with the Mayor between 2016-2021; • Details of occasions when she has met with communities in the aftermath of murders; and • Further information on the MOPAC cybersecurity training completion rates, and whether a target for this training will be implemented. 	Ongoing. The Chairman wrote to the Deputy Mayor on 11 June 2021.

Item No.:	Item Title	Responsible Person	Action(s)	Status
			The Committee also asked to be provided with MOPAC's strategic objectives and a set of clear key performance indicators for MOPAC programmes, including the VRU.	

Actions Arising from the Meeting Held on 17 March 2021

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Q&A Session with the Mayor's Office for Policing and Crime (MOPAC) and the Metropolitan Police Service (MPS)	Deputy Mayor for Policing and Crime, MOPAC	<p>The Deputy Mayor agreed to provide:</p> <ul style="list-style-type: none"> • Further information on what the Deputy Mayor and Mayor have done to support the amendment to the Domestic Abuse Bill for migrant victims; • The number of independent custody visits that had taken place during the pandemic; • Further information on how MOPAC engaged with independent custody visitors and how that was maintained during the pandemic; • A progress report on tackling domestic violence programmes and the number of emergency departments and hospitals that have signed up to the scheme; and • The criteria for the MyEnds programme. 	Completed. Attached at Appendix 1 .

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Deputy Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • Further information on the MPS' enhanced first responder training for officers and how its effectiveness is monitored; • The number of young Londoners who had been contacted through DIVERT scheme, the number of successful interventions that have diverted young Londoners from committing crime, and the number of police stations the scheme is operating in; and • Further information on counterterrorism arrests during the pandemic. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 24 February 2021

Item No.:	Item Title	Responsible Person	Action(s)	Status
6	Q&A Session with MOPAC and the MPS	Director, Violence Reduction Unit (VRU)	<p>The Director, VRU, agreed to provide:</p> <ul style="list-style-type: none"> • Details of the VRU's performance framework; • The number of pupil referral units that were open in 2020, throughout the COVID-19 pandemic; and • Examples from teachers and pupils about how programmes invested in by the VRU had transformed their perspective of and approach towards education. 	Completed. Attached at Appendix 2 .
6	Q&A Session with MOPAC and the MPS	Commissioner, MPS	<p>The Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • A demographic breakdown of COVID-19 fixed penalty notices issued by the MPS; • The proportion of people who had made complaints after being stopped and searched; and • Information on the impact that the loss of access to data following the UK leaving the European Union and the deletion of 40,000 records relating to criminals and wanted suspects from Europe from the police national computer has had on the work of the MPS. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 14 January 2021

Item No.:	Item Title	Responsible Person	Action(s)	Status
7	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Deputy Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • Further details on the timescales for delivering the work being done by the MPS, City of London and Action Fraud following recommendations made in Sir Craig Mackey's review; • Specific information on what the MPS has done to proactively support and identify children who may have been victims of online abuse during lockdown, and what support has been put in place for parents to assist with identifying issues and protecting their children; • Further details of undercover operations within political or activist groups; and • The number of black families and black-led organisations that have been targeted by undercover MPS officers. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 11 November 2020

Item No.:	Item Title	Responsible Person	Action(s)	Status
6	Q&A Session with MOPAC and the MPS	Senior Committee Officer	The Committee requested that an informal meeting be set up with Commander Melanie Dales, MPS, to discuss the MPS's work on domestic abuse and the new Predatory Offender Units.	Ongoing. This briefing will take place in the 2021/22 Assembly year.

Actions Arising from the Meeting Held on 19 October 2020

Item No.:	Item Title	Responsible Person	Action(s)	Status
6	Q&A Session with MOPAC and the MPS	Assistant Commissioner, MPS	<p>The Assistant Commissioner agreed to provide:</p> <ul style="list-style-type: none"> Information on whether the Committee's recommendations in the <i>Hate Crime</i> report would be included in the Public Protection Improvement Plan; Copies of the Safer Schools Partnership equality impact assessment and the rewritten Safer Schools Partnership Handbook; The total number of National Police Chiefs' Council officers in the MPS; Further information on the number of acting up and temporary ranks in the MPS; The number of open Independent Office for Police Conduct investigations into the MPS and how long those investigations have been open for; and Further information on the MPS emergency service network testing programme and, following the testing, an estimate of how long the work is expected to take. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 16 September 2020

Item No.:	Item Title	Responsible Person	Action(s)	Status
6	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Deputy Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • A copy of the protocol that outlines how the MPS and local authorities would deal with unlicensed music events (UMEs); • Details of the process for issuing the new larger fines in relation to UMEs, e.g. £10,000, and how it interacts with a court process, including information on the appeal process; and • Information on whether removing social media content can be appealed. 	Ongoing. A follow up request for the actions was made on 8 June 2021.
6	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Committee also wrote to the Deputy Commissioner with the following additional requests for information:</p> <ul style="list-style-type: none"> • Please provide details of how the number of officers dedicated to each violence suppression unit, and where these units are operating. • Please also provide details of whether the number of officers operating in different violence suppression units (VSUs) has fluctuated, and if the areas that they operate in have changed and will continue to change. • How long are the Violence Suppression Units intended to remain in place for? • Please provide a breakdown of the number of officers allocated to the Violence Suppression Units, Violent Crime Taskforce and Territorial Support Group. • Please provide a short summary of the specific roles and functions of the Violence Suppression Units, Violent Crime Taskforce and 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Item No.:	Item Title	Responsible Person	Action(s)	Status
			<p>Territorial Support Group, and if their roles and functions will overlap with one another.</p> <ul style="list-style-type: none"> • Please advise whether officers working in the Violence Suppression Units carry out stop and search operations? Please also advise whether officers in the Violent Crime Taskforce and Territorial Support Group conduct searches. • What are the reasons behind the rise in stop and search as a violence reduction tactic in April and May? Were the Violence Suppression Units contributing towards stop and search activity during these months? <p>The VSUs aim to help 1,000 violent offenders in the capital. Please could you answer the following:</p> <ul style="list-style-type: none"> • What details are held about each person? • Where are these details stored and who has access to them? • When officers speak to these people what are they saying? • What diversionary programmes are being offered, and which agencies are involved? • How is this different to the Gang's Matrix. Can we assume overlap? • How is one removed from the list of 1,000? • Can you provide the sex, age, and ethnic breakdown for the list? • How many offenders being monitored through the Dauntless+ system were arrested in each of the last 4 years? • How do you monitor the success of the Dauntless+ programme? 	

Item No.:	Item Title	Responsible Person	Action(s)	Status
			<ul style="list-style-type: none"> • Please provide the total number of officers trained in using the Dauntless+ system. • Why does the use of Domestic Violence Protection Orders and Notices (DVPO; DVPN) vary significantly from borough to borough? Data provided in response to a written question in January shows that whilst in Barking and Dagenham there were a combined 270 DVPOs and DVPNs issued, in neighbouring Newham there were only 38. • Please provide full details on how the extra £5.6 million from the Home Office to support Operation Orochi is to be spent. • Please provide details of how the success of Operation Orochi is to be measured. • How many under 25s are estimated to be involved in county lines in London? • How many young people were 'rescued' from county lines activity in the London area over the last 3 years? • How many arrests have been made relating to county lines activity over the last 3 years? 	

Actions Arising from the Meeting Held on 15 July 2020

Item No.:	Item Title	Responsible Person	Action(s)	Status
6	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Deputy Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • The number of assaults on police officers during the initial period of COVID-19, prior to 31 May 2020; • The number of inquiries the MPS had with the Independent Office of Police Conduct at the time of the meeting; • The terms of reference for the review on handcuffing practices; • Additional information on the work done in boroughs to tackle modern slavery, in particular, details on the modern slavery ambassadors and the new modern slavery coordinator based in the MPS; and • Additional information on the work done by the child abuse and safeguarding teams to protect children as they began to return to school. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 3 June 2020

Item No.:	Item Title	Responsible Person	Action(s)	Status
10	Q&A Session with MOPAC and the MPS	Commissioner, MPS	<p>The Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • A list of categories that the MPS use when asking people how they would define themselves; • A breakdown of the use of section 60 during the COVID-19 crisis by borough and by month, with a comparison of the previous year; • Data held by the MPS on the use of Tasers over the lockdown period, including ethnicity data; • Data held by the MPS on Domestic Violence Protection Notices and Domestic Violence Protection Orders during the COVID-19 crisis; and • The series of commentaries on what the MPS has learnt during this period of time. 	Ongoing. A follow up request for the actions was made on 8 June 2021.
10	Q&A Session with MOPAC and the MPS	Commissioner, MPS	<p>The Committee also requested that the following questions be answered in writing:</p> <ul style="list-style-type: none"> • Are current stocks of PPE in police custody suites in London sufficient to provide lawyers and other required visitors with PPE? • What scope is there to allow for video and/or teleconferencing between legal and other professionals and detainees to reduce the need for attendance at custody suites? • Do you have the resources required to carry out the frequent cleaning required to prevent the spread of COVID-19 on police premises? 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 4 March 2020

Item No.:	Item Title	Responsible Person	Action(s)	Status
6	Q&A Session with MOPAC and the MPS	Assistant Commissioner – Met Operations, MPS	<p>The Assistant Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • The percentage of reported rape allegations categorised as stranger rapes or fleeting acquaintance rapes; • The current waiting times for Level 2 in-house Digital Forensics Services and figures on the investment in outsourcing to reduce the digital forensics backlog; • Information on whether the MPS had been affected by, and was taking action in response to the report from the Forensic Science Regulator that identified that over 1,000 DNA profiles on the national database had been contaminated by police officers and staff and are having to be removed; • The breakdown in killed and seriously injured pedestrians, cyclists, motorcyclists and drivers for 2018 and 2019, and the number of hit and run casualties; and • Detail of whether the involvement of Higher Education Institutions as part of the training contract for new recruits is a direct relationship with the MPS, or through Babcock International. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 5 February 2020

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Q&A Session with MOPAC and the MPS	Commissioner, MPS	<p>The Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • The number of convicted terrorists that had been released from prison and live in London; • Whether overall knife crime figures included possession offences; and • The number of section 60s issued, including borough-wide section 60s for 2019. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 22 January 2020

Item No.:	Item Title	Responsible Person	Action(s)	Status
7	Mayor's Office for Policing and Crime Commissioning	Chief Executive, Safer London	<p>The Chief Executive, Safer London, agreed to provide:</p> <ul style="list-style-type: none"> • A copy of the MOPAC commissioning template; and • Detail of the work of the John Lyon's Charity in co-ordinating youth services. 	Ongoing. A follow up request for the actions was made on 25 May 2021.

Actions Arising from the Meeting Held on 9 January 2020

Item No.:	Item Title	Responsible Person	Action(s)	Status
7	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Deputy Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • The number of terrorism-related arrests in London in the last year and the subsequent convictions of those arrested; • Clarification on the ongoing costs of prosecutions related to the Extinction Rebellion protests; • The number of people charged and arrested as part of the Extinction Rebellion protests for the period whilst the section 14 order was in place, as well as how many cases have since been dropped, and how many people who have been RUI, and not charged, are still under investigation; • Confirmation as to whether those who were unlawfully arrested as part of the Extinction Rebellion protests, and put under investigation, have been informed that they are no longer under investigation; • The reviewed MPS Property Strategy; • The report on travel times for Safer Neighbourhood Teams to their wards; and • To write to Len Duvall AM, regarding the MPS decision not to make recommendations to the Crown Prosecution Service regarding the other individuals involved in the Superintendent Williams prosecution. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 15 October 2019

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Deputy Commissioner agreed to:</p> <ul style="list-style-type: none"> • Confirm the number of current vacancies in the MPS and provide detail of funding for recruitment (noting that last year's budget was underspent); • Examine whether the assessors employed by SSCL, the agency that was undertaking recruitment of police officers, had experienced problems with being paid and obtaining identification cards; • Confirm the numbers and coverage of police officers who had been issued with a spit hood; • Confirm the number of police officers who had been treated in the last year for an injury from being bitten or spat at; and • Confirm the maximum number of schools in which a Safer Schools Officer would work. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 4 September 2019

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Deputy Commissioner agreed to provide details and the context of a letter the MPS sent to a third-party legal firm in which the MPS rebutted that they were responsible for delays to the investigation of the VoteLeave / Leave.EU / BeLeave Campaign.</p>	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 3 July 2019

Item No.:	Item Title	Responsible Person	Action(s)	Status
7	Q&A Session with MOPAC and the MPS	Assistant Commissioner, MPS	<p>The Assistant Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • Confirmation about the number of posts that were vacant, and the number of posts where postholders were on maternity leave or long-term sick leave and which were not being covered in respect of the additional 300 posts which had been created to deal with rape and sexual violence in Basic Command Units (BCUs), broken down by BCU; • Confirmation of how many of the current digital forensic kiosks were operational; • Confirmation about the timescales for the next generation of digital forensic kiosks to be fully operational in the BCUs; and • Confirmation as to whether the next generation of kiosks to download evidence from electronic devices would be compatible with the MPS other systems (as highlighted in the report of Her Majesty's Inspector of Constabulary, Fire & Rescue Services in February 2019) regarding child protection. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 4 June 2019

Item No.:	Item Title	Responsible Person	Action(s)	Status
8	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Deputy Commissioner agreed to:</p> <ul style="list-style-type: none"> • Provide the average time for the vetting process for Independent Custody Visitors; • Provide the average time for the vetting process in general; • Look into whether it would be possible to extend the term for Independent Custody Visitors who were going through the renewal process; and • Discuss with the British Transport Police whether it would be possible to include their figures for Antisocial Behaviour on public transport on the Crime Dashboard. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 14 May 2019

Item No.:	Item Title	Responsible Person	Action(s)	Status
8	Q&A Session with MOPAC and the MPS	Commissioner, MPS	<p>The Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • The action plan for providing digital forensic equipment and training on child protection for police officers in Basic Command Units, together with the timescale for that; and • Examples of materials and guidance provided to schools to raise awareness of hate crime. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 6 March 2019

Item No.:	Item Title	Responsible Person	Action(s)	Status
6	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	The Deputy Commissioner agreed to provide figures on the MPS's use of "Right to Know" under Clare's Law. Data for 2020 has now been requested.	Ongoing. A follow up request for the actions was made on 8 June 2021.
6	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Committee also requested that the Deputy Commissioner respond to the following questions in writing:</p> <p>EU Exit</p> <ul style="list-style-type: none"> Is the MPS fully prepared for any additional operational pressures resulting from the UK's exit from the European Union? What preparations have been made in terms of abstractions, cancellation of rest days, and mutual aid? Where does EU Exit sit on the MPS's risk register? <p>PartnershipPlus Scheme</p> <ul style="list-style-type: none"> You have set out details of a new scheme, the PartnershipPlus scheme, to replace the current Met Patrol Plus scheme. Why have you chosen this new scheme and what other options were considered? One of the reasons given for the review of the scheme is the pressures on borough budgets. Has there been evidence of boroughs pulling out of the current scheme on financial grounds? How many officers will be affected by changes to the scheme? Prior to this announcement the Mayor said that officers coming to the end of Met Patrol Plus contracts would be reallocated to duties within the BCU. Is that 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Item No.:	Item Title	Responsible Person	Action(s)	Status
			<p>going to be the case for officers who do not transfer over to the new scheme?</p> <ul style="list-style-type: none"> Where Met Patrol Plus officers do not continue under the new scheme, will they be retained in the BCU in which they currently operate? How many boroughs have registered an interest in the new scheme? 	

Actions Arising from the Meeting Held on 6 February 2019

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Deputy Commissioner agreed to provide:</p> <ul style="list-style-type: none"> The percentage of complaints that had been withdrawn after seeing body-worn videos; and The number of complaints that were being upheld after the viewing of body-worn video, compared to those that were upheld before its introduction. 	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 10 January 2019

Item No.:	Item Title	Responsible Person	Action(s)	Status
6	Q&A Session with MOPAC and the MPS	Deputy Commissioner, MPS	<p>The Deputy Commissioner agreed to:</p> <ul style="list-style-type: none"> Update the Committee on the outcome of the Crown Prosecution Service examinations into three test cases related to demonstrations outside Parliament in the run up to the exit from the European Union; Brief the Committee in due course on the MPS's examination of the use of "released under investigation" and bail measures, in the context of recent legislation; Confirm whether the Equality Impact Assessment on the Gangs Matrix has been completed and if not, when it will be expected to be completed; Inform the Committee about how the mental health investigation teams were helping frontline police officers deal with demand arising from persons with mental health issues; and Confirm with the Committee the procedures for collecting data about sexual harassment within the MPS. 	Ongoing. A follow up request for the actions was made on 8 June 2021.
7	Police and Crime Committee Work Programme	Senior Committee Officer	The Committee has requested a site visit to the Metropolitan Police Marine Policing Unit.	Ongoing. Delayed due to COVID-19.

Actions Arising from the Meeting Held on 29 November 2018

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Q&A Session with MOPAC and the MPS	Commissioner, MPS	The Commissioner agreed to provide the materials that the MPS provided to schools to educate young people about their rights in relation to stop and searches both under section 1 of the Police and Criminal Evidence Act (PACE) 1984 and section 60 of the Criminal Justice and Public Order Act 1994.	Ongoing. The PACE part has been answered through a response to a Mayor's Question. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 6 June 2018

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Q&A Session with MOPAC and the MPS	Assistant Commissioner, MPS	The Assistant Commissioner agreed to provide the number of times the MPS had applied for extensions of police bail in the last year, and how many individuals this accounted for. Data for 2020 has now been requested.	Ongoing. A follow up request for the actions was made on 8 June 2021.

Actions Arising from the Meeting Held on 15 May 2018

Item No.:	Item Title	Responsible Person	Action(s)	Status
10	Q&A Session with MOPAC and the MPS	Assistant Commissioner, MPS	<p>The Assistant Commissioner agreed to provide:</p> <ul style="list-style-type: none"> • Confirmation of how many trials concerning rape and serious sexual assault had been abandoned in the last year; • Confirmation of how many rape and serious sexual assault cases where a decision still needed to be made as whether to abandon the trial or not; • Confirmation of how many harassment and how many fraud cases had been reviewed; and • Confirmation as to whether any of the harassment and fraud cases, which had been reviewed for disclosure, had been abandoned as a result and how many decisions remained to be taken. <p>Data for 2020 has now been requested.</p>	Ongoing. A follow up request for the actions was made on 8 June 2021.

Complaints about the Mayor's Office for Policing and Crime and the Deputy Mayor for Policing and Crime

Subject and Action Required	Status	Responsible Person	Deadline, if applicable
<p>Complaints about the Mayor's Office for Police and Crime and the Deputy Mayor for Policing and Crime</p> <p>The Committee agreed, inter alia, to delegate to the Monitoring Officer all of the powers and functions conferred on it by the Elected Local Policing Bodies (Complaints and Misconduct) Regulations, with the exception of the functions set out at Part 4 of the Regulations which may not be delegated; and guidance on the handling of complaints which requires the Monitoring Officer to report, on a regular basis, the summary details (such as can be reported in public), on the exercise of any and all of these functions to the Committee for monitoring purposes.</p>	<p>No disclosures to report for the period from 28 May to 11 June 2021.</p>	<p>Monitoring Officer.</p>	<p>N/A</p>
<p>Transparency Procedure</p> <p>The Committee agreed Members disclose to the Executive Director of Secretariat or their nominated representative (within 28 days of the contact) details of any significant contact with the MPS and/or MOPAC which they consider to be relevant to the work of the Committee; and such disclosures be reported to the next meeting of the Committee.</p>	<p>No disclosures to report for the period from 28 May to 11 June 2021.</p>	<p>Executive Director of Secretariat.</p>	<p>N/A</p>

4. Additional Correspondence

- 4.1 At its meeting on 26 May 2021, the Committee held a Confirmation Hearing for Sophie Linden as the proposed appointee for the office of Deputy Mayor for Policing and Crime. The Committee wrote to the Mayor confirming the Committee's recommendation on 4 June 2021, and the letter is attached at **Appendix 3**. The Mayor wrote to the Chairman to confirm Sophie Linden's appointment on 14 June 2021, which is attached at **Appendix 4**.

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

- 6.1 There are no financial implications arising from this report.

List of appendices to this report:

Appendix 1 – Correspondence from Deputy Mayor for Policing and Crime, dated 7 June 2021

Appendix 2 – Correspondence from Director, Violence Reduction Unit, dated 2 June 2021

Appendix 3 – Letter to the Mayor from the Chairman, dated 4 June 2021

Appendix 4 – Correspondence from the Mayor, dated 14 June 2021

Local Government (Access to Information) Act 1985

List of Background Papers:

None

Contact Officer:	Lauren Harvey, Senior Committee Officer
Telephone:	020 7983 4383
E-mail:	lauren.harvey@london.gov.uk

Unmesh Desai AM

City Hall

The Queen's Walk

London

SE1 2AA

lauren.harvey@london.gov.uk**Our ref:** MOPAC120421-D3666**Your ref:****Date:** 7 June 2021

Dear Unmesh

Response to letter of 12 April 2021 regarding 17 March PCC meeting

Thank you for your letter of 12 April, written in your former role as Chair of the Police and Crime Committee. This letter followed the Police and Crime Committee meeting of 17 March and included a number of actions for MOPAC. Please accept my apologies for the delay in responding to you.

Please find set out below responses to the questions outlined in your original letter:

- Further information on what the Mayor and I have done to support the amendment to the Domestic Abuse Bill for migrant victims;
- The number of independent custody visits that have taken place during the pandemic;
- Further information on how MOPAC engaged with independent custody visitors and how that has been maintained during the pandemic;
- A progress report on tackling domestic violence programmes and the number of emergency departments and hospitals that had signed up to the scheme; and
- The criteria for the MyEnds programme

Support for the amendment to the Domestic Abuse Bill for migrant victims

We have been front and centre in challenging the Government on the hostile environment for migrant residents, specifically lobbying to ensure that migrant survivors of domestic abuse are afforded the same protections and justice as any other person.

We fully support the Step Up Migrant Women campaign, have amplified their message and have supported their proposed amendments. MOPAC's VAWG team has met with key stakeholders of this campaign on a weekly basis to ensure that we are fully informed by the experts and utilise all available options to draw attention to this very important issue. We were pleased to see the significant support that was given for the amendments at the House of Lords and were disappointed that the House of Commons rejected these amendments. We will continue to fight for the rights to give equal access for support for migrant survivors.

We are pleased with the outcome of the HMICFRS report 'Safe to Report'. The report upholds the view of Liberty and Southall Black Sisters that the current system and approach to victims

with insecure immigration status is causing harm to the public interest, and that this needs to be addressed. In London, we are committed to implementing local measures to ensure that we reduce the discrimination in our justice system as far as possible.

The number of independent custody visits that have taken place during the pandemic April to March 2020/21:

This question has been answered in two parts, point 1 shows data set across the schemes with the amount of virtual visits conducted and the point 2 gives information on how MOPAC has engaged with independent custody visitors throughout the pandemic.

ICV point 1:

April to March 2020/21

Period	Total number of visits	Number of virtual visits	Total detainees seen	Total detainees in custody
April 2020 – March 2021 *	592	263	1,665	15,978

- Analysis of the visit data indicates that there has been a 50% reduction in the total number of visits conducted in the year from April 2020 to March 2021 [compared to the previous year] and approximately half of all visits are virtual.
- ICV schemes across the UK have faced significant challenges during the pandemic and this has unavoidably impacted upon our ability to deliver the weekly in-person visits to any custody suite within the MPS estate during March 2020 – March 2021.
- MOPAC responded quickly to the pandemic by introducing and managing virtual visits. The scheme is delivering a mix of physical and virtual visits with all suites receiving fortnightly visits.
- The arrangements we have put in place are in line with our statutory obligations (which are to ensure a system for custody visiting is in place) and with Home Office expectations during the pandemic. We are one of only a handful of PCCs that have managed to maintain any physical visits to custody suites throughout 2020.

ICV point 2:

Further information on how MOPAC engaged with independent custody visitors and how that has been maintained during the pandemic;

- All panels have a dedicated coordinator and centralised support from MOPAC.
- Communications with volunteers and panels is mainly via email but staff regularly call volunteers and have shadowed several virtual visits since March 2020.
- Important information is shared with ICVs via their quarterly panel meetings with urgent updates circulated including closures to Custody suites as necessary.
- MOPAC staff have facilitated several virtual meetings with ICVs and chairs to discuss the response to COVID.
- ICVs are encouraged to express and share feedback, comments and concerns via multiple channels including, their reports, emails, calls and at panel meetings.
- Met Detention Staff alert MOPAC and ICVs to closures of suites and important policy updates such as PPE requirements and Track and Trace protocols.

ICVs are committed individuals and have been dedicated to keeping up their voluntary commitments during the pandemic. All have been welcome and receptive of the details of Risk Reduction Framework; PPE, Track and Trace and Risk Assessments, online meetings and training. The majority of ICVs have attended meetings and training sessions including tech support drop-in sessions to familiarise themselves with the new procedures and technology.

Whilst many volunteers welcomed the opportunity to adapt their work to allow them to work remotely from home, all have expressed concerns at the shortcomings of virtual visits. It is not always possible to speak to detainees and they must be arranged several days in advance. MOPAC has reassured them that we do not want to move to an exclusive virtual model as we recognise the importance in ICVs being able to interview detainees and view the accommodation.

MOPAC officers are working closely with Met Detention and Occupational Health to mirror the Met's own risk reduction framework for employees with ICVs.

Progress report on tackling domestic violence programmes and the number of emergency departments and hospitals that had signed up to the scheme

From 1 April 2019, a new Integrated Victim and Witness service was commissioned, providing support for domestic abuse within wider victim services through the London Victim and Witness Service (LVWS) as a single commissioned service with specialist elements.

The service has been carefully designed and constructed based on significant consultation with victims and survivors. We further consulted with local authority representatives to ensure that the placement of the LVWS IDVAs (independent domestic violence advisors) complement locally commissioned services. Based upon the information provided to us, 18 of the 45.5 IDVAs employed by the LVWS are co-located* in 16 London hospitals, including one mental health trust. (*with exceptions due to the restrictions in place resulting from the pandemic). The LVWS did not co-locate their IDVA provision in hospitals where the locally based IDVAs were in situ.

Hospital referrals for IDVA support have been steadily increasing and the engagement levels following referrals are above 70%. Upon initial analysis of performance data, it is clear that where the hospital trust is both strategically and operationally invested in a response to domestic abuse, the levels of integration of the IDVA, and subsequently the referrals, are significantly higher than the opposing counterparts. The service reports that the IDVAs on site at hospitals are particularly beneficial for persons who have sustained serious injuries. Since the suspension of co-location arrangements due to interpretations of Government restrictions, the LVWS have noticed a marked decrease in the number of referrals for those with serious injuries from the hospitals indicating a physical presence makes a difference in a person's willingness to engage.

MOPAC has also been contributing funding towards, and commissioning hospital-based support for, young victims of violence since 2014/5. Youth Independent Domestic Violence Advocates (IDVAs) engage with victims who present with a risk of child sexual exploitation and domestic abuse/violence in a service that is integrated with clinically embedded youth workers that engage with victims of serious youth violence who present at the A&E with assault-related injuries, gunshot wounds and stabbings. The work is done in the hospital immediately after the incident, which research has shown to be a unique 'teachable moment'.

It is at this critical juncture that young people are often willing to look at making significant changes to their lives.

In 2020/21 the major trauma centre (MTC) young victims of domestic abuse/violence service supported 130 young people across four sites. Domestic abuse was the most prevalent type of violence against women and girls (VAWG) experienced, present within 70% of cases (noting that it is possible to experience more than one type of VAWG at a single time). In the same time period there were 55 referrals into the Multi-Agency Risk Assessment Conference (MARAC) and 42 children's safeguarding referrals. The most prevalent age group presenting was 18-22. 77% were female and the most prevalent ethnicities were Black and White British. The most prevalent boroughs of residence for those presenting were Wandsworth (16), Westminster (14) and Southwark (12). 41 were not known or currently engaged with statutory services prior to engagement. 100% of victims reported reducing risk of harm at point of closure and follow up.

Safelives have recently published a report that examines these issues further - ['We Only Do Bones Here' - Why London needs a whole-health approach to domestic abuse.pdf](https://safelives.org.uk/wp-content/uploads/2021/07/We-Only-Do-Bones-Here-Why-London-needs-a-whole-health-approach-to-domestic-abuse.pdf) (safelives.org.uk)

The criteria for the MyEnds programme

The VRU's MyEnds programme is taking a neighbourhood level approach to tackling and reducing violence. Our research has shown that the most effective way to prevent violence in these areas is to provide leaders from these communities with resources to enhance prevention measures.

In February 2021, the Mayor announced £6 million of investment for 8 consortiums across London to deliver local MyEnds programmes. Through our programme we are supporting local people and local communities to help bring about change and provide better opportunities for young people. Each community network will receive up to £750,000 funding to April 2023.

The successful bids who've been awarded MyEnds funding are consortiums in:

- **Brent** - Estates in Chalk Hill, Stonebridge and Church End
- **Lambeth** - Angell Town, Loughborough and Moorlands estates
- **Croydon** - London Road
- **Hackney** - Hackney Wick, Marsh Hill, Homerton
- **Haringey** - Tottenham Hale ward
- **Newham** - Canning Town North, Custom House, Plaistow South Ward – with a focus on the Barking Road
- **Southwark** - North Peckham estate, Rockingham, Brandon and Aylesbury
- **Tower Hamlets** - Four E14 neighbourhoods located within the Isle of Dogs - Island Gardens, Blackwall and Cubitt Town, Canary Wharf and Poplar

The programme has identified three strategic outcomes:

1. Stronger community networks that have a shared commitment to, understanding of, and vision for reducing violence.
2. More inclusive decision-making between local stakeholders, statutory agencies, and communities, who are connected together and are collectively leading programmes that are reducing violence.

3. Greater capacity within community-led networks. Networks are better equipped to monitor and adapt to emerging needs and, through them, people know that help is available, how to access it, and it is appropriate.

If you require any further information on the points above, please let me know.

Yours sincerely,



Sophie Linden

Deputy Mayor for Policing and Crime

CC. Shaun Bailey, Chair of the Police and Crime Committee

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MAYOR OF LONDON

Lib Peck
 Director of the Violence Reduction Unit
 City Hall
 Queen's Walk
 London SE1 2AA
Lib.Peck@london.gov.uk

Date: 2nd June 2021

Dear PCC Members,

Re: Police and Crime Committee Meeting on 24th February

During the course of the discussion on the 24th February 2021, I agreed to provide the Committee with the following:

1. Details of the VRU's performance framework

The VRU are developing an outcomes based VRU performance framework, with an initial focus on monitoring and evaluation fundamentals in line with the recommendations from the Tavistock Institute recommendations (Nov 2020):

- A master list of interventions capturing key monitoring and evaluation information has been developed, aligning intervention and programme level outcomes, indicators and measures, ensuring interventions are evaluated appropriately and providing the basis for a robust performance framework.
- A VRU Theory of Change and updated Logic Model are being finalised.
- An independent process evaluation (Ecorys) has presented initial findings to VRU SMT, with final report due July 2021. Key findings will feed into future impact monitoring.
- Work continues to ensure monitoring & evaluation processes are embedded into our commissioning process and funded interventions, with tools in place.
- These elements will form a Monitoring, Evaluation and Learning (MEL) Plan, creating an evolving document and strategic resource, standard bearer and information repository for all aspects of VRU monitoring and evaluation:
 - Performance Monitoring Framework
 - Guidance on roles & responsibilities
 - Diversity & Inclusion (D&I) in M&E
 - Learning and Development
 - Information Management & Data Strategy
- The VRU continues to contribute to the national performance measures and the Home Office evaluations, for example to the Outcomes and Evidence Framework which aims to collect information about outcomes, local evaluations of VRUs, and other evidence produced locally by VRUs.
- The three metrics which all VRU's are measured against as part of the Home Office investment include:
 - number of homicides, excluding domestic homicides
 - injury with knife for under 25s
 - hospital admissions for under 25s

MAYOR OF LONDON

2. **The number of pupil referral units that were open in 2020, throughout the COVID-19 pandemic**

Schools/PRUs were never advised to close and stayed open throughout 2020 to support vulnerable children. Therefore the number of PRU's open in 2020 would be the same number as the number PRU's we have in London, which is 57.

Table showing Number of schools for 'School characteristics - Phase and type, admissions, denomination, urban-rural, gender' for Independent school, Non-maintained special school, Pupil referral unit, State-funded nursery, State-funded primary, State-funded secondary and State-funded special school from 'Schools, pupils and their characteristics' in England and London for 2019/20		
	England	London
Independent school	2,331	537
Non-maintained special school	58	4
Pupil referral unit	349	57
State-funded nursery	389	79
State-funded primary	16,784	1,814
State-funded secondary	3,456	518
State-funded special school	993	150
Total	24,360	3,159

3. **Examples from teachers and pupils about how programmes invested in by the VRU had transformed their perspective of and approach towards education**

Tender Programme:

[Tender](#), the arts and drama charity, are delivering a whole-school approach to preventing domestic abuse and sexual violence by teaching young people about healthy relationships; providing schools/alternative provision/PRUs with resources for this and training adults on how to support healthy relationship learning in schools. This will build on the successful delivering of a MOPAC funded pilot programme which is currently running in four schools in Croydon.

Teacher/staff member comments:

"It made more of an impact than I think the students realised" – Learning Mentor, Southwark

"As a result of this project, I will now listen to students when they really want to discuss certain things instead of brushing them off" – Teacher, Haringey

"I would find it difficult to find a way to improve this project as I found that the facilitators presented very well with good responses from the group. I believe that the girls have gained confidence and that they know what healthy relationships are and are able to speak out about unhealthy relationships." Youth worker, Haringey

"Thank you so much for organising the workshop and offering it to us. The facilitators were excellent - our students really enjoyed working with them and found the experience

MAYOR OF LONDON

overwhelmingly positive. For many of these students, the issues covered were real and very much a part of their own traumas. It was very powerful for them to navigate these topics in a safe and stable environment - please pass my thanks to the facilitators for managing some challenging questions and behaviours excellently. Their approach genuinely meant that all could participate. I thought the assembly was fantastic and a real testament to the students' hard work and understanding" - Teacher, Haringey

"I found the overall delivery of the Tender sessions at Big Creative Education to be informative, interactive and nurturing. The young people involved in the sessions opened up to facilitators with ease and confidence. I believe this is testament to the approach of the facilitators we had the pleasure accommodating that week. Our young people have gained a comprehensive understanding of what it is to be in a coercive relationship and the tools and language in order for them to navigate a situation if they were to find themselves in one. They have also been able to reflect on their own actions and how they may be perceived in a particular situation. I now have a better understanding of the issues our students face and will be aiming to incorporate a number of activities that require active participation. Just wanted to say a massive thank you to yourselves and all the facilitators that came into the college last week. The sessions not only had a massive impact on our student body, but the tutors and support staff members that took part." Teacher, Hackney

'The session was great, the facilitators were very strong and able to keep the whole group engaged, even when there were some young people trying to distract the content. The young people mainly seemed to take away the understanding of early warning signs and the knowledge of the differences between enthusiastic consent and coerced consent. This project will now allow me to have more open, honest and frank conversations regarding the young people and their relationships.' Teacher, Southwark

'The session was very good; it started a lot of good conversations. The students learned about early warning signs and gained confidence in discussing them. After the session, I now know we have a common vocabulary we can use when discussing relationships.' Teacher, Southwark

'The response was brilliant, and the young people did not want to leave at the end.' Teacher, Waltham Forest

Young People's comments:

"We learnt to speak out if we ever feel unsafe, and sometimes you need to speak out even if it's a secret" – Primary school participant, Enfield

"I will be careful in relationships and look out for early warning signs. I feel empowered after this project" – Project participant, Haringey

'I have gained more information about healthy and unhealthy relationships and now have the knowledge to take action.' – Project participant, Waltham Forest

'I have learnt that there are people around to help if you are in any need.' – Project participant, Southwark

'I have learnt how to recognise abuse and to know how to stop it.' – Project participant, Southwark

'I really liked the facilitators, they were so friendly and warm, and created a very comfortable environment.' – Project participant, Waltham Forest

MAYOR OF LONDON

Please don't hesitate to contact me should you require any further information.

With best wishes,

A handwritten signature in black ink, appearing to read 'Lib Peck', with a horizontal line underneath.

Lib Peck

Director of the Violence Reduction Unit

City Hall

The Queen's Walk

More London

London SE1 2AA

Tel: 020 7983 4000

www.london.gov.uk

LONDON ASSEMBLY

**Shaun Bailey AM****Chairman of the Police and Crime Committee****Sadiq Khan**

Mayor of London

4 June 2021

Dear Sadiq,

Police and Crime Committee Confirmation Hearing: Proposed Appointment of Sophie Linden to the Office of Deputy Mayor for Policing and Crime

In accordance with Schedule 4A to the GLA Act 1999, I write to inform you of the Police and Crime Committee's recommendation with regard to your proposed appointment of Sophie Linden to the office of Deputy Mayor for Policing and Crime.

The Police and Crime Committee put questions to Sophie Linden at its meeting on 26 May 2021 in relation to her proposed appointment to that office. The Committee agreed not to object to the appointment of Sophie Linden as Deputy Mayor for Policing and Crime. Her answers during the Hearing were detailed and constructive and the Committee was impressed by her performance.

However, the Committee did have a number of additional comments in relation to her appointment, which are set out below.

Going forward, the Committee would like to see an improvement in the working relationship between the Deputy Mayor for Policing and Crime and Members of the Committee. Members would like to be given the opportunity to meet with Sophie Linden on a more regular and informal basis.

During the Hearing, the Committee expressed its disappointment in the Mayor's Office for Policing and Crime (MOPAC) correspondence response times. The Committee therefore expects to see further improvements made to this process as soon as possible.

The Committee would also like to be provided with MOPAC's strategic objectives and a set of clear KPIs for MOPAC programmes, including the Violence Reduction Unit, to further enable the Committee to effectively fulfil its role of holding MOPAC to account.

Finally, on behalf of the Police and Crime Committee, I would like to congratulate Sophie Linden on her reappointment to the role.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'S Bailey', with a stylized flourish at the end.

Shaun Bailey AM

Chairman of the Police and Crime Committee

MAYOR OF LONDON

Shaun Bailey AM

Chairman of the Police and Crime Committee
London Assembly
C/o Diane.Richards@london.gov.uk

Our ref: MGLA070621-5053**Date:** 14 June 2021

Dear Shaun,

Confirmed appointment to the post of statutory Deputy Mayor for Policing and Crime

I write further to your letter dated 4 June 2021, in which you confirmed the Police and Crime Committee had held a formal meeting on 26 May 2021 and agreed not to object to the appointment of Sophie Linden as statutory Deputy Mayor for Policing and Crime.


I therefore write to confirm that Sophie Linden is appointed to the post of statutory Deputy Mayor for Policing and Crime, under the Police Reform and Social Responsibility Act 2011 and this took effect on 27 May 2021.

I am appointing based on the existing terms and conditions, which mirror normal Mayor's Office for Policing And Crime terms and conditions of employment. The annual salary for all Deputy Mayor posts will continue to be £132,664. The job description for the role will be posted on the Greater London Authority website.

I note the additional comments you have shared in the letter, regarding what the Committee would like to see going forward.

I would like to thank the Committee for considering the appointment and the positive response to the appointment.

Yours sincerely,

**Sadiq Khan**

Mayor of London

Cc: Joanna Davidson, Interim Executive Director of Secretariat

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Subject: Question and Answer Session with the Mayor's Office for Policing and Crime and the Metropolitan Police Service

Report to:	Police and Crime Committee
Report of:	Executive Director of Secretariat
Date:	23 June 2021
Public Access:	This report will be considered in public

1. Summary

- 1.1 This report acts as a background paper to a question and answer session with the Deputy Mayor for Policing and Crime and the Metropolitan Police Service (MPS).

2. Recommendations

- 2.1 **That the Committee notes the report as background to the question and answer session with the Deputy Mayor for Policing and Crime and the Metropolitan Police Service and the subsequent discussion.**
- 2.2 **That the Committee notes the monthly reports from the Mayor's Office for Policing and Crime, as attached at Appendices 1 and 2.**
- 2.3 **That the Committee delegates authority to the Chairman, in consultation with the Deputy Chairman and party Group Lead Members, to agree any output arising from the discussion.**

3. Background

- 3.1 The Committee has agreed that it will hold monthly question and answer sessions with the Head of the Mayor's Office for Policing and Crime (MOPAC), the Deputy Mayor for Policing and Crime, and invite representation from the MPS.

- 3.2 MOPAC produces a monthly report providing an update on policing operational and financial performance, as well as the activities and decisions of MOPAC. The report is used to inform questions to MOPAC and the MPS at monthly question and answer sessions. The latest reports are attached for noting at **Appendices 1 and 2**.

4. Issues for Consideration

- 4.1 The following guests have been invited to attend the meeting:
- Sophie Linden, Deputy Mayor for Policing and Crime; and
 - Sir Stephen House QPM, Deputy Commissioner, MPS.
- 4.2 Questions will be asked on the following subject areas:
- Policing demonstrations;
 - Road traffic policing;
 - Violence against women and girls; and
 - Hate crime.

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

- 6.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – MOPAC Monthly Report: 5 March – 6 May 2021

Appendix 2 – MOPAC Monthly Report: 4 June – 11 June 2021

Local Government (Access to Information) Act 1985

List of Background Papers:

None

Contact Information

Contact Officer:	Janette Roker, Senior Policy Adviser
Telephone:	020 7983 6562
E-mail:	janette.roker@london.gov.uk

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Report to the Police and Crime Committee: 14 May 2021

1 INTRODUCTION

This report is provided to the Police and Crime Committee (PCC) to assist the Committee in exercising 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 **5 March 2021- 6 May 2021**.

Please note that this report focuses on the previous Mayoral term and the activities of the then Deputy Mayor for Policing and Crime (DMPC) Sophie Linden. The report is also a shorter report than usual due to the pre-election period starting on 22 March. Details of DMPC activities and other information taking place from 11 May onwards will be covered in the next PCC report.

2 MOPAC ACTIVITY REPORT

- The DMPC attended a number of meetings with senior members of the MPS as part of her oversight and engagement work.
- During this period, and prior to the Pre-Election Period, the DMPC attended and chaired a number of board meetings including London CONTEST board and Oversight Board.
- On 8 March the DMPC met with Councillor Jas Athwal, leader of Redbridge Council and the London Councils executive member for crime and public protection, to discuss the Mayor's Action Plan for Trust and Confidence in Policing, and to discuss prostitution.
- On 10 March the DMPC held her quarterly meeting with the Superintendents' Association where they discussed issues including employment tribunals and positive action.
- On 10 March the DMPC met with Road Peace and Action Vision Zero to discuss road safety.
- On 16 March the DMPC attended a joint MOPAC/MPS seminar on the Mayor's Action Plan for Trust and Confidence in Policing. Violence in London was also discussed.
- Along with her Police and Crime Commissioner colleagues, on 18 March the DMPC attended the APCC's regular representative's call.
- During this period, the DMPC continued to have regular meetings with the Mayor and his team, the Commissioner and Deputy Commissioner, MPS senior officers, and partners.

3 MPS PERFORMANCE

Police data are 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-statistics/crime-dashboard>. An overview of key crime types is below.

	May - Apr	2019/20	2020/21	% change
TNO	Total Notifiable Offences (TNO)	888,304	755,987	-14.9%
	TNO Victim Based	805,942	665,029	-17.5%
ASB	Anti-Social Behaviour Calls	324,896	478,300	47.2%
	Violence Against the Person	220,060	221,042	0.4%
	Violence with Injury	74,694	66,661	-10.8%
	Homicide	148	120	-18.9%
VAP	Youth Homicide	31	34	9.7%
	Serious Youth Violence	8,045	5,690	-29.3%
	Non Domestic Abuse VWI	50,979	43,506	-14.5%
	Violence without Injury	145,218	154,261	6.2%
Domestic Abuse	Domestic Abuse Notifiable	90,139	94,652	5.0%
	Domestic Abuse Incidents	146,773	155,262	5.8%
	Domestic Abuse VWI	23,715	23,075	-2.7%
	Total Sexual Offences	19,552	19,431	-0.6%
Sexual Offences	Rape	7,690	7,685	-0.1%
	Other Sexual Offences	11,862	11,746	-1.0%
Robbery	Total Robbery	37,725	23,434	-37.9%
	Business Robbery	2,048	2,111	25.9%
	Personal Robbery	34,877	21,323	-38.9%
Burglary	Total Burglary	75,335	56,201	-25.3%
	Burglary - Residential	55,351	43,488	-21.4%
	Burglary - Business and Community	19,984	12,793	-36.0%
Vehicle	Total Vehicle	126,365	101,930	-19.3%
	Aggravated Vehicle Taking	1,106	819	-25.9%
	Theft from MV	79,078	62,475	-21.0%
	Theft or Taking of MV	29,347	25,441	-13.3%
	Total Theft Offences	232,404	156,171	-32.8%
Theft	Theft from Person	49,419	26,250	-46.9%
	Bicycle Theft	18,937	24,982	31.9%
	Shoplifting	44,225	32,029	-27.6%
Criminal Damage	Arson and Criminal Damage Offences	54,408	50,281	-7.6%
Drugs	Total Drugs Offences	51,236	53,458	4.3%
Weapons	Possession of Weapons	6,977	6,007	-13.9%
	Knife Crime Offences	14,819	10,540	-28.9%
	Knife Crime With Injury	3,694	3,128	-15.3%
	Knife Crime With Injury victims under 25 (non DA)	3,694	1,209	-67.3%
	Knife Crime with Injury Personal Robbery	510	426	-16.5%
	Knife Possession	4,936	4,382	-11.2%
	Gun Crime Offences	1,975	1,589	-19.5%
	Gun Crime Lethal Discharge	260	274	5.4%
	Gun Crime Personal Robbery	417	311	-25.4%
	Racist and Religious Hate Crime	18,516	21,777	17.6%
	Faith Hate Crime	2,121	1,940	-8.5%
Hate Crime	Anti-Semitic	601	644	7.2%
	Islamophobic	1,081	866	-19.9%
	Sexual Orientation Hate Crime	2,953	2,992	1.3%
	Transgender Hate	274	302	10.2%
	Disability Hate Crime	469	534	13.9%

		Dec-19	Dec-20	p-p difference
Satisfaction	User Satisfaction Survey - Overall Satisfaction		67%	
	Telephone Digital Investigation - Overall Satisfaction Online		42%	
	Telephone Digital Investigation - Overall Satisfaction Phone		48%	
Public Attitude	The police do a good job in the local area	58%	56%	-2.0%
	The police can be relied upon to be there when needed	71%	67%	-4.0%
	The police treat everyone fairly regardless of who they are	78%	72%	-6.0%
	The police are dealing with the things that matter to this community	65%	67%	2.0%
	The police listen to the concerns of local people	68%	69%	1.0%
	Feels well informed about local police activities over the last 12 months	36%	42%	6.0%

4 FINANCE AND PERFORMANCE REPORT

- 4.1 The external financial reporting of MOPAC is on a quarterly basis. The MOPAC Quarter 3 2020/21 Performance Update Report was published 18 February 2021.
- 4.2 The finance section of this will cover the full year forecast outturn position for the Metropolitan Police Service (MPS) and MOPAC as at end of December 2020. It includes a breakdown of Revenue, Capital, and Reserves positions.

The currently available published content relates to Quarter 3 2020/21 and is below for reference.

- 4.5 At the end of quarter 3, the Metropolitan Police Service (MPS) overall forecast net expenditure outturn position is a balanced budget.
- 4.6 The forecast underspends on the capital programme which total to £12.9m are primarily within Transformation where projects such as Connect and Optimising Contact and Response programme have experienced various re-alignments in vacancies, recruitment, contractor rates, and planned activities
- 4.7 The MOPAC and MPS revenue reserves is forecast to increase from £438.1m on 1 April 2020 to £487.6m on 31 March 2021. The most significant budget transfers into reserves are the £36.6m (between MOPAC and the MPS) to contribute to future saving targets.

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 in a timely manner and to a high standard.

5.1 Mayor's Questions (MQs)

6. Mayor's questions	Total received	Responded to within the GLA agreed timeframe	In percentage terms
November 2019	110	44	40%
December 2019	70	41	58%
January 2020	54	26	48%
February 2020	128	63	49%
March 2020	77	77	100%
April 2020	No MQs		
May 2020	27	16	60%
June 2020	74	27	36%
July 2020	60	13	21%
August 2020	No MQS		

September 2020	115	69	60%
October 2020	69	36	52%
November 2020	77	51	66%
December 2020	67	23	34%
January 2021	102	21	21%
February 2021	85	43	50%
March 2021	66	66	100%

5.2 Correspondence received and responded to within 20 days

Month	Correspondence received	Number responded to within 20 working days	In percentage terms
January 2019	187	164	88%
February 2019	196	165	84%
March 2019	233	200	86%
April 2019	193	189	98%
May 2019	193	182	94%
June 2019	104	66	63%
July 2019	177	167	94%
August 2019	345	342	99%
September 2019	180	168	93%
October 2019	186	175	94%
November 2019	284	239	84%
December 2019	259	232	90%
January 2020	265	225	85%
February 2020	199	156	80%
March 2020	236	211	89%

April 2020	195	175	90%
May 2020	180	178	99%
June 2020	335	288	86%
July 2020	372	334	90%
August 2020	181	173	96%
September 2020	404	377	93%
October 2020	212	197	93%
November 2020	318	302	95%
December 2020	197	176	85%
January 2021	221	200	90%
February 2021	302	271	90%
March 2021	455	436	96%
April 2021	590	576	98%

6. MOPAC BUSINESS AND MEETINGS

In the period this report covers, the DMPC and MOPAC officers 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.

Other meetings are described in section 2. Please note that fewer meetings have taken place during this period due to the Pre-Election Period taking place during the time period this report covers.

6.2 Boards:

Date	MOPAC Meeting
15/03/2021	London CONTEST Board

6.3 Decisions

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

PCD	217	Strengthening Local Policing Implementation Costs
PCD	220	Undercover Policing Public Inquiry Resource Uplift
PCD	452	Command and Control Maintenance and Support Renewal Extension
PCD	509	Recover costs in the commercial dispute with Northrop Grumman
PCD	583	Approval to Dispose of Surplus Real Estate Assets 2020/21
PCD	674	Budget Submission 2020-21 to 2023-24
PCD	694	Estates Transformation - BCU Refurbishment - Final Business Case
PCD	703	Shaping Transformation Leadership Programme
PCD	725	MPS 2020 Taser Uplift
PCD	739	Financial Assistance
PCD	779	Digital Forensics Managed Services
PCD	790	Home Office Emergency COVID-19 Funding for small/micro charities
PCD	799	Request for Financial Assistance
PCD	803	Empress State Building (ESB) CTOC and Agreement to Licence
PCD	804	Insurance Programme Contract
PCD	832	Funding for MPS Career Development Service
PCD	868	Treasury Management Mid-Year Report 2020/21
PCD	902	Forensic Collision Investigation Unit
PCD	903	Countering Violent Extremism - Shared Endeavour Fund 2

PCD	904	Hate Crime Victim Services 2021-2024
PCD	910	The Warren
PCD	912	Request for authorisation to settle a claim for damages against the Metropolitan Police Service (MPS)
PCD	922	Power the Fight – Therapeutic Intervention for Peace
PCD	923	Pegasus Programme FBC for the Infrastructure Project
PCD	924	Treasury Management Strategy 2021/22 and Capital Strategy 2020/21-2039/40
PCD	927	Home Office Winter Resilience Fund
PCD	929	Property Service – Initiate Procurement – Marquees and Tents
PCD	930	Central Estates Programme – Cobalt Square Refurbishment
PCD	933	Crimestoppers Regional Manager
PCD	934	Community Sentence Treatment Requirements – South London Pilot Expansion and Evaluation
PCD	938	Disproportionality Challenge Fund
PCD	939	Acceptance of DWP Kickstart Scheme Grant Offer
PCD	940	HO Grant Funding London ROCU inc RART
PCD	942	Annual Review of Fees and Charges
PCD	948	GPS pilots 2021/22 contract award
PCD	949	Female Offender co commissioning
PCD	951	Request for financial assistance for the legal representation of serving police officers at an Inquest
PCD	952	Second financial assistance application for the legal representation of serving police officers at an Inquest
PCD	955	Grant Funding Regional and Force Cyber Dependant Crime Response
PCD	956	Project Alpha Social Media and County Line Intelligence Network proof of Concept 2021/22 £272k
PCD	960	Grant Funding Social Media Hub 2021/22 £1.968m

PCD	963	Box Digital Asset Management Services
PCD	966	MPS Funding Contribution to the National Ballistics Intelligence Service (NABIS)
PCD	968	DNA Sampling Kits
PCD	969	Funding Research into Hostile Vehicle Mitigation (HVM)
PCD	971	Request for financial assistance made by the Applicant for separate representation at a public inquiry
PCD	972	Request for authorisation to settle two claims for damages against the MPS

6.4 Future MOPAC meetings

Date	MOPAC Meeting
14/06/2021	London CONTEST Board
06/07/2021	London Crime Reduction Board (LCRB)
27/09/2021	London CONTEST Board
28/10/2021	London Crime Reduction Board (LCRB)
17/12/2021	London CONTEST Board

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M O P A C

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Report to the Police and Crime Committee: 11 June 2021

Sophie Linden
Deputy Mayor for Policing and Crime

1 INTRODUCTION

This report is provided to the Police and Crime Committee (PCC) to assist the Committee in exercising 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 **4 June 2021 – 11 June**.

In addition to the range of regular meetings and briefings with key stakeholders, including senior Metropolitan Police Service (MPS) officers, below are the main activities I have been involved in during this period.

2 MOPAC ACTIVITY REPORT

- Since I was confirmed as Deputy Mayor for Policing and Crime I have attended a number of meetings with senior members of the MPS as part of my oversight and engagement work.
- Following the lifting of some Covid-19 restrictions, I was pleased to take part in a number of visits during this period, including a visit to Bethnal Green Police Station to meet the local Safer Neighbourhood Team, and a visit to the Met's Violent Crime Taskforce in Haringey.
- On 4 June I met with Chris Wright and Kate Wareham from Catch 22, where we discussed their campaign for a National Child Exploitation Strategy
- On 8 June I attended the Police Leadership Symposium, hosted by the Police Federation and the N8 Policing Research Partnership, which brought together experts focused on police leadership, governance and oversight.
- On 8 June I attended a meeting to discuss the plans for tackling the potential increase in summer violence, attended by key stakeholders including the Met, local authority representatives and colleagues from across the GLA.
- On 9 June I, along with the Victims Commissioner Claire Waxman, gave oral evidence to the Home Affairs Select Committee on violence against women and girls.
- On 10 June I met with Ken Marsh, Chair of the Met Police Federation.
- During this period, I continued to have regular meetings with the Mayor and his team, the Commissioner and Deputy Commissioner, MPS senior officers, and partners.

3 MPS PERFORMANCE

Police data are 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-statistics/crime-dashboard>. An overview of key crime types is below.

	June - May	2019/20	2020/21	% change
TNO	Total Notifiable Offences (TNO)	868,230	766,760	-11.7%
	TNO Victim Based	782,695	678,109	-13.4%
ASB	Anti-Social Behaviour Calls	368,457	441,107	19.7%
	Violence Against the Person	219,029	224,559	2.5%
	Violence with Injury	73,404	67,646	-7.9%
VAP	Homicide	144	127	-11.8%
	Youth Homicide	30	33	10.0%
	Serious Youth Violence	7,651	5,866	-23.3%
	Non Domestic Abuse VWI	49,578	44,732	-9.8%
	Violence without Injury	145,401	156,786	7.8%
Domestic Abuse	Domestic Abuse Notifiable	91,051	94,932	4.3%
	Domestic Abuse Incidents	149,396	153,962	3.1%
	Domestic Abuse VWI	23,906	22,914	-4.1%
Sexual Offences	Total Sexual Offences	19,129	20,297	6.1%
	Rape	7,553	7,965	5.5%
	Other Sexual Offences	11,576	12,332	6.5%
Robbery	Total Robbery	35,710	23,903	-33.1%
	Business Robbery	2,742	2,144	-21.8%
	Personal Robbery	32,968	21,759	-34.0%
Burglary	Total Burglary	72,816	56,615	-22.2%
	Burglary - Residential	53,701	43,722	-18.6%
	Burglary - Business and Community	19,115	12,893	-32.6%
Vehicle	Total Vehicle	123,566	102,492	-17.1%
	Aggravated Vehicle Taking	1,073	793	-26.1%
	Theft from MV	77,405	63,036	-18.6%
	Theft or Taking of MV	28,428	25,736	-9.5%
	Total Theft Offences	219,506	162,215	-26.1%
Theft	Theft from Person	45,947	28,620	-37.7%
	Bicycle Theft	18,751	25,281	34.8%
	Shoplifting	42,152	33,066	-21.6%
Criminal Damage	Arson and Criminal Damage Offences	53,412	51,050	-4.4%
Drugs	Total Drugs Offences	54,190	50,394	-7.0%
	Possession of Weapons	6,966	5,869	-15.7%
	Knife Crime Offences	14,234	10,658	-25.1%
	Knife Crime With Injury	3,567	3,152	-11.6%
	Knife Crime With Injury victims under 25 (non DA)	3,567	1,218	-65.9%
Weapons	Knife Crime with Injury Personal Robbery	499	421	-15.6%
	Knife Possession	4,910	4,334	-11.7%
	Gun Crime Offences	1,955	1,561	-20.2%
	Gun Crime Lethal Discharge	264	272	3.0%
	Gun Crime Personal Robbery	411	308	-25.1%
Hate Crime	Racist and Religious Hate Crime	18,624	22,349	20.0%
	Faith Hate Crime	2,072	2,136	3.1%
	Anti-Semitic	606	800	32.0%
	Islamophobic	1,034	893	-13.6%
	Sexual Orientation Hate Crime	2,940	3,114	5.9%
	Transgender Hate	271	310	14.4%
	Disability Hate Crime	455	558	22.6%

		Mar-20	Mar-21	p.p difference
Satisfaction	User Satisfaction Survey - Overall Satisfaction		69%	
	Telephone Digital Investigation - Overall Satisfaction Online		44%	
	Telephone Digital Investigation - Overall Satisfaction Phone		53%	
Public Attitude	The police do a good job in the local area	58%	55%	-3.0%
	The police can be relied upon to be there when needed	70%	65%	-5.0%
	The police treat everyone fairly regardless of who they are	77%	70%	-7.0%
	The police are dealing with the things that matter to this community	64%	68%	4.0%
	The police listen to the concerns of local people	68%	68%	0.0%
	Feels well informed about local police activities over the last 12 months	35%	45%	10.0%

4 FINANCE AND PERFORMANCE REPORT

- 4.1 The external financial reporting of MOPAC is on a quarterly basis. The MOPAC Quarter 4 2020/21 Performance Update Report was published 24 May 2021.
- 4.2 The finance section of this will cover the full year outturn position for the Metropolitan Police Service (MPS) and MOPAC as at end of March 2021. It includes a breakdown of Revenue, Capital, and Reserves positions.

The currently available published content relates to Quarter 4 2020/21 and is below for reference.

- 4.5 At the end of quarter 4, the Metropolitan Police Service (MPS) overall net expenditure outturn position is a balanced budget.
- 4.6 The forecast underspends on the capital programme which total to £4.9m are primarily within Transformation where projects such as Connect and Optimising Contact and Response programme have experienced various re-alignments in vacancies, recruitment, contractor rates, and planned activities
- 4.7 The MOPAC and MPS revenue reserves increased from £438.1m on 1 April 2020 to £563.0m on 31 March 2021. The increase was driven in part by transfers into reserves of £49.7m (between MOPAC and the MPS) to contribute to future savings targets.

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 in a timely manner and to a high standard.

5.1 Mayor's Questions (MQs)

6. Mayor's questions	Total received	Responded to within the GLA agreed timeframe	In percentage terms
May 2020	27	16	60%
June 2020	74	27	36%
July 2020	60	13	21%
August 2020	No MQS		
September 2020	115	69	60%
October 2020	69	36	52%

November 2020	77	51	66%
December 2020	67	23	34%
January 2021	102	21	21%
February 2021	85	43	50%
March 2021	66	66	100%
April 2021	No MQs		
May 2021	90	55	61%

5.2 Correspondence received and responded to within 20 days

Month	Correspondence received	Number responded to within 20 working days	In percentage terms
May 2020	180	178	99%
June 2020	335	288	86%
July 2020	372	334	90%
August 2020	181	173	96%
September 2020	404	377	93%
October 2020	212	197	93%
November 2020	318	302	95%
December 2020	197	176	85%
January 2021	221	200	90%
February 2021	302	271	90%
March 2021	455	436	96%
April 2021	590	576	98%
May 2021	288	276	96%

6. MOPAC BUSINESS AND MEETINGS

In the period this report covers, the DMPC and MOPAC officers 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.

Other meetings are described in section 2. Please note that fewer meetings have taken place during this period due to the election.

6.2 Boards:

No board meetings took place during this period.

6.3 Decisions

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

PCD	937	Banking Services Re-tender
PCD	954	Fleet Transformation OBC
PCD	970	Ministry of Justice Funding for services supporting victims of sexual violence
PCD	975	Construction Frameworks for Professional Services and Works
PCD	977	End User Device Refresh FY 21/22
PCD	978	Award of a 12 Month contract for the subscription to the Police National Legal Database with West Yorkshire Police
PCD	984	Ingestion of Public Digital Media – Axon Citizen
PCD	987	Indecent Images of Children Project: Child Abuse Image Database
PCD	988	Digital Public Contact Programme Grant FY 2021/22
PCD	990	Home Office Funding County Lines Operation Orochi 2021/22

6.4 Future MOPAC meetings

Date	MOPAC Meeting
14/06/2021	London CONTEST Board
22/06/2021	Victims Board
06/07/2021	London Crime Reduction Board (LCRB)
26/08/2021	Reducing Reoffending Board
15/09/2021	Victims Board
27/09/2021	London CONTEST Board
28/10/2021	London Crime Reduction Board (LCRB)
24/11/2021	Reducing Reoffending Board
09/12/2021	Victims Board
17/12/2021	London CONTEST Board

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Subject: Police and Crime Committee Work Programme

Report to:	Police and Crime Committee
Report of:	Executive Director of Secretariat
Date:	23 June 2021
Public Access:	This report will be considered in public

1. Summary

- 1.1 This report sets out progress on the Police and Crime Committee's work programme.

2. Recommendations

- 2.1 **That the Committee notes its work programme.**
- 2.2 **That the Committee delegates authority to the Chairman, in consultation with the Deputy Chairman and party Group Lead Members, to agree a letter to the Home Affairs Select Committee in relation to their inquiry on violence against women and girls.**

3. Background

- 3.1 The Committee's work programme is intended to enable the Committee to effectively fulfil its roles of holding the Mayor's Office for Policing and Crime (MOPAC) to account and investigating issues of importance to policing and crime reduction in London. The Committee's work involves a range of activities, including formal meetings with MOPAC, the Metropolitan Police Service (the MPS) and other stakeholders, site visits, written consultations and round table meetings.
- 3.2 The Committee will usually meet twice a month. One of the monthly meetings is usually to hold a question and answer (Q&A) session with the Deputy Mayor for Policing and Crime. The MPS has also been invited to these meetings. The Committee will primarily use Q&A meetings to investigate topical issues and review MPS performance, including consideration of MOPAC's approach to holding the MPS to account.

- 3.3 The Committee's other monthly meeting is used to consider a particular topic or aspect of policing and crime in greater detail.

4. Issues for Consideration

- 4.1 The work programme has been designed to proactively examine issues of interest but also allows for flexibility to respond to topical issues and for the Committee to react to MOPAC's work programme. Topics will be added to the timetable for Q&A meetings as they arise. The Committee may choose to use its thematic meeting slot for roundtables, briefings and site visits as well as formal committee meetings.
- 4.2 The Committee is asked to delegate authority to the Chairman to agree a letter to the Home Affairs Select Committee in relation to their inquiry on violence against women and girls. The letter will draw upon the Committee's previous work on this subject matter.
- 4.3 The Committee's programme currently includes the meeting slots set out in the table below:

4.4 Schedule of Meetings

Meeting Date	Meeting Topic
Wednesday 23 June 2021	Q&A meeting with MOPAC and the MPS
Wednesday 7 July 2021	Thematic meeting – topic to be confirmed
Wednesday 21 July 2021	Q&A meeting with MOPAC and the MPS

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

- 6.1 There are no direct financial implications to the GLA arising from this report.

List of appendices to this report:

None

Local Government (Access to Information) Act 1985

List of Background Papers:

None

Contact Information

Contact Officer:	Janette Roker, Senior Policy Adviser
Telephone:	020 7983 6562
E-mail:	janette.roker@london.gov.uk

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