

# MOPAC

**MAYOR OF LONDON**  
OFFICE FOR POLICING AND CRIME

## **Annual Report 2016-17**

## **About the Annual Report**

This report discharges the Mayor's duty under Section 12 of the Police Reform and Social Responsibility Act 2011.

*The Annual Report must cover:*

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

The Police and Crime Plan 2017-21 was published on the 20<sup>th</sup> March 2017. Therefore this report is principally focused on describing MOPAC's functions during the course of the preparation of the Plan – from the Mayor's election through to 31<sup>st</sup> March 2017.

## Developing the Police and Crime Plan 2017-2021

In the lead up to the development and delivery of the PCP, MOPAC undertook the longest and widest ranging consultation on policing and safety that the capital has seen.

This included:-

- Pre-meets with public, partners, stakeholders and those we commission to understand views on the PCP direction before its creation.
- Survey of nearly 8,000 Londoners on policing and crime via the Talk London website. This set out to understand public views on the priorities identified as the draft Police and Crime Plan was developed. Information gained from this survey fed into the draft Police and Crime plan.
- A 13-week formal consultation which began on 1<sup>st</sup> December 2016.
- The draft plan and request for response was sent to over 1000 people including those from statutory bodies, key figures in central and local government, partner organisation, community groups, advocates, stakeholders and those we commission.
- Meetings with PCP and other Deputy Mayors about the plan.
- Public events across with capital with partners in early 2017.
- Meetings with all local leaders about the new local priorities
- Ongoing engagement with the MPS throughout the drafting to ensure that the plan could be operationalised.

[Full details of the consultation, the response and how that affected the PCP is available HERE](#)

Safety will always be Sadiq Khan's number one priority. As such, the priorities and commitments set out in the Police and Crime plan were a reflection of how he can do that in the most effective and efficient way.

The Police and Crime Plan was launched on the 20<sup>th</sup> March 2017 and is available to read in full at [www.london.gov.uk/police-plan](http://www.london.gov.uk/police-plan)

The five priorities identified, and against which MOPAC has been delivering are:-

1. A better police service for London
2. A better Criminal Justice Service for London
3. Keeping children and young people safe
4. Tackling violence against women and girls
5. Standing together against hatred, intolerance and extremism

In the PCP, the Mayor made clear that he was going to change how MOPAC monitors performance for the MPS. This framework moves beyond city-wide crime reduction targets into a more sophisticated discussion of success. Instead of setting volume crime priorities for London at City Hall, they have been set in partnership with local police leaders and the elected local Council at a local level.

In August 2016, Sir Bernard Hogan-Howe announced his intention to retire as Commissioner of the Metropolitan Police. The Mayor and MOPAC worked closely with the Home Secretary to recruit his successor and in February 2017, we were delighted to announce the appointment of Cressida Dick CBE, QPM, the first female Commissioner in the history of the Service. We will continue working closely with her as we deliver the Police and Crime Plan for London.

## **Delivering against our priorities**

### A better Police Service for London

#### *Fighting for the resources our police need*

The Mayor remains deeply concerned that the combination of Government underfunding, along with potential changes to the way police funding is allocated to forces, could undermine public safety in the capital.

He has made it clear that the Government's failure to address this funding crisis will mean that police officer numbers will now begin to fall and therefore he had no choice but to drop London's strategic target for 32,000 police officers.

This is plainly unacceptable – London is home to 1.5 million more people than it was in 2003, crime is increasing around the country and the terror threat – as described by the country's most senior counter-terror officer – is unprecedented. The Mayor continues to welcome and encourage the Assembly's support in ensuring London's voice is heard loud and clear by the Prime Minister, Chancellor and Home Secretary.

#### *Restoring real neighbourhood policing*

In order to restore real neighbourhood policing a Dedicated Ward Officer (DWO) for each of London's 629 wards will be recruited by the end of 2017, taking the number to a minimum of two PCs and one PCSO in every ward. These officers provide a consistent and visible local presence in wards and work together with councils and other partner agencies to solve the crime and antisocial problems of greatest concern to residents.

#### *Investing in a 21<sup>st</sup> Century police service*

In October 2016, body worn video began to be rolled out across the MPS. This followed the world's largest trial of body worn video, across ten London boroughs over 12 months and wide-ranging public consultation and academic evaluation. Cameras have been issued across all 32 boroughs and a number of front-line specialist roles, including overt firearms officers. Once rolled out, the cameras will be in use by more officers in a single city than anywhere else in the world to date. These confidence boosting cameras have helped reduce complaints and make our officers more accountable and we know most Londoners are supportive of them.

Investments are also being made in handheld tablets and other mobile devices to make enable officers and staff to work more effectively and efficiently on the move; and also in the latest digital forensic technology to ensure the MPS is equipped to quickly retrieve and make use of evidence held on digital devices.

#### *Supporting crime prevention projects*

£72 million was announced in funding over the next four years to help prevent crime across London, maintaining recent levels of investment despite significant pressures on the policing budget. This new tranche of the London Crime Prevention Fund will be awarded according to the greatest need across London's boroughs, with a new emphasis on ensuring every Londoner has the access to the services they need to help support them and keep them safe.

### *Improving London's preparedness for major emergencies*

In May 2016 the Mayor asked Lord Harris of Haringey to undertake a full and independent review to ensure London is as prepared as possible to respond to a major terrorist incident. Published in October 2016, this significant and wide-ranging independent report into what could be done to improve London's resources and readiness to respond to a major incident, made 127 recommendations for the GLA and functional bodies, the Government and other agencies to consider. MOPAC has been working with these agencies since publication to ensure that the recommendations are enacted and an update will be provided in next year's Annual Report.

### A better Criminal Justice Service for London

#### *Putting victims at the heart of what we do*

Crime can have a devastating and lasting impact on people's lives, which is why the Mayor was determined to put the needs of victims at the heart of the Police and Crime Plan for London. In January 2017, it was announced that recruitment was underway for London's first independent Victims' Commissioner. Outside of the remit of this report, in June 2017, Claire Waxman was appointed as the Victims' Commissioner for London. Her role will be to stand up for survivors of crime across the capital, making sure their voice is heard and that their needs are at the heart of our policing and criminal services.

#### *Greater control over London's Criminal Justice Service*

Following extensive lobbying by the Mayor, on 8<sup>th</sup> March 2017, the Chancellor of the Exchequer announced the beginning of work towards the devolution of responsibility for some elements of the Criminal Justice Service to the Mayor of London. This is a step towards our ambition of a better Criminal Justice Service for London, which has previously been under the control of central Government. A memorandum of understanding (MoU) is planned in 2018 to set out the next steps of the devolution process.

#### *Greater access to restorative justice*

In August 2016, the Mayor announced £1.3m funding for the first pan-London restorative justice service – Restore:London. Restorative justice gives those victims who want it an opportunity to communicate with those who have offended against them, and allows them to explain the impact of the crime on their life. By giving victims a voice in this way, we can improve their satisfaction as well as bring offenders face to face with the consequences of their actions.

#### *Getting to grips with London's most prolific reoffenders*

The Gripping the Offender pilot commenced in 2016. Building upon Integrated Offender Management (IOM) schemes in eight London boroughs, the pilot aimed to increase partnership working and enhance services across the criminal justice system including courts, offender management, pathways, and policing.

Targeted programmes include funding for bespoke interventions for women, a specialist police analyst function, and enhanced mental health, employment, mentoring, family, and cognitive behavioural therapy interventions. As part of this programme, in March 2017, the Mayor announced a trial of the use of GPS tracking tags. Magistrates can impose a GPS tag as part of a community or suspended sentence, enabling the offender's whereabouts to be known. The

tags gather data to monitor an offender's compliance with their court order or bail conditions, alerting probation officers if these are breached. The programme also enables the police to use this information for crime mapping, providing information on an offender's location at a specific date and time to identify whether they could have been at the scene of a crime. If the wearer fails to comply with their sentence, they could face a jail sentence.

### *Tackling female reoffending*

In January 2017, the Mayor announced an investment of £500k into a new Female Offender Service, a joint project by the Mayor's Office for Policing and Crime (MOPAC) and the London Community Rehabilitation Company (London CRC) to expand and improve current services and bring different agencies together to tackle women's reoffending across the capital.

### Keeping children and young people safe

#### *Child House*

In September 2016, the Mayor was joined by the Home Secretary to announce a pioneering project to help children who have been victims of sexual abuse or exploitation. The UK's first Child House, funded by MOPAC, NHS England (London) and the Home Office, will offer medical, investigative and emotional support in one place, removing the need for young victims to go through the trauma of repeating their statement several times to different agencies. This multi-agency approach will help gather better evidence and increase the speed of its delivery to court, as well as offering longer term support to victims of child sexual abuse in the criminal justice system.

#### *Improving Child Protection in the MPS*

In November 2016, HMIC published a highly critical report that has exposed significant failings in the way the Metropolitan Police Service (MPS) works to protect children in London. HMIC identified poor practice in the police response to allegations of crimes against young people, in identifying clear signs of child sexual exploitation, and in dealing with missing children or children at risk. In response, the Deputy Mayor for Policing and Crime established a multi-agency Oversight Group. This Group has met every six-weeks, holding senior leaders to account for delivering the change required. This includes ensuring the MPS has in place an effective understanding of the steps required to deliver better outcomes for children, together with the measures that will demonstrate that they are moving towards this.

#### *Taking action against knife crime*

Knife crime accounts for almost half of all fatal homicides in the capital and has risen 16 per cent in the last two years (2016-17). In October 2016, the Mayor hosted a summit to help inform a tough new approach to tackling knife crime. The event brought together around 150 Londoners, including young adults, victims, community leaders, experts and professionals from schools, hospitals, the police and criminal justice partners, in order to help pave the way for a more collaborative and effective strategy for keeping young Londoners safe. The Knife Crime Strategy was published outside of the timeframe for this report, in June 2017, setting out our comprehensive response to what is one of the most important safety issues facing our city.

### Tackling violence against women and girls

#### *Understanding the needs of women and girls in London*

In November 2016, MOPAC and NHS England published a study into sexual violence and child sexual exploitation in London to enable all partners to better understand the level of offending and the support services provided to survivors, providing insights to inform future spending and policy decisions. The London Sexual Violence Needs Assessment found inconsistent access to legal and mental health services, limited funding for prevention work, and a lack of a strategic, joined-up approach to meet the specific needs and demands of the capital.

#### *Addressing the findings of the Sexual Violence Needs Assessment*

To address the gaps identified in the Needs Assessment, the Mayor announced an investment of more than £4 million in services to support survivors of sexual violence and abuse, and the Mayor's Office for Policing and Crime (MOPAC) is working with NHS England to develop a new model for sexual abuse services in London, in partnership with existing providers. The Mayor has extended funding for three London Sexual Assault Referral Centres (Havens) and four London Rape Crisis Centres for an additional year until March 2018.

#### **The Mayor's Commitment to Tackling Violence against Women and girls**

In his pre-election manifesto, the Mayor committed to *"tackling violence against women and girls, including prioritising a greater police presence on public transport at key times to clamp down on sexual assault, zero tolerance of domestic and sexual violence and work closely with public sector and voluntary organisations on developing better support for victims of sexual and domestic violence"*.

Similarly, although there were 43 commitments on Tackling Violence against Women and Girls in the PCP, one was to refresh the VAWG strategy that was written under the previous administration. While the Mayor was broadly supportive of the previous strategy, he wants the strength of his commitment reflected in the refreshed document.

Next year's Annual Report will detail how, throughout Autumn 2017, the MOPAC team – led by the Deputy Mayor for Policing and Crime – has been meeting with stakeholders, partners and survivors to refresh the VAWG strategy and ensure the Mayor's commitment in this area are fully realised.

#### Standing together against hatred, intolerance and extremism

In the face of rising hate crime across the capital, the Mayor is committed to taking a zero-tolerance approach. The Mayor and Deputy Mayor for Policing and Crime have consistently used their office to encourage stronger and more integrated communities and to speak out against hatred and intolerance. They will continue to do so.

The Mayor pledged to work with the capital's police forces to tackle hate crime on London's transport network, giving his support to the #WeStandTogether campaign adopted by police forces in London and around the country to co-ordinate awareness of hate crimes and efforts to tackle them. It makes it clear that any behaviour where someone is targeted or made to feel uncomfortable on their journey because they are different will not be tolerated.

The Mayor signed a pledge to take action against anti-Semitism in London. The pledge, which has been signed by more than 150 Mayors from 30 countries in Europe, is part of the Mayors United Against Anti-Semitism initiative, originally developed by the American Jewish Committee (AJC) in July 2015 and launched in Europe later that year.

In the wake of the EU referendum result, MOPAC monitored hate crime statistics and worked closely with the MPS and other organisations to ensure that an appropriate response to an increase in reports was in place.

### **Commissioning at MOPAC**

The Police Reform and Social Responsibility Act 2011 provides MOPAC with roles and responsibilities beyond policing, including for the delivery of community safety services, reducing crime and consulting victims, alongside an ability to commission crime and disorder grants.

MOPAC's role as a Commissioner has developed significantly over the last four years. In October 2014, the Ministry of Justice (MoJ) devolved responsibility to MOPAC for commissioning the majority of victims' services in London. MOPAC currently commissions, or jointly-commissions, a range of universal and specialist or targeted victim services. This includes those providing practical and emotional support for victims of crime, as well as specialist services, providing support to victims of domestic violence, hate crime, rape and sexual exploitation.

We currently invest funding into local, sub-regional and regional commissioning models to deliver services which are focused on Mayoral priorities and outcomes as set out in the Police and Crime Plan. This includes part of the London Crime Prevention Fund (LCPF).

MOPAC's commissioning approach has aided the development of regional and local partnerships, leveraging in match funding with a focus on efficient and effective services for London.



## **MOPAC Oversight and accountability of the MPS**

In the PCP we agreed a new way of setting crime and anti-social behaviour priorities for the MPS, giving greater control and flexibility to local police and councils to ensure they are focusing on the things that matter most to their residents. The previous Mayor's 'MOPAC 7' system of crime targets meant that the police had to focus on the same crimes everywhere in the city, whether they were a problem for their communities or not. In addition, the HMIC review into Child Protection at the MPS found that the focus on hitting the MOPAC 7 targets meant that other serious crimes against the most vulnerable were not always receiving the attention they needed.

We have worked with the MPS and local authorities to agree crime and antisocial behaviour priorities for every Borough.

Under this system, each Borough has selected **two local volume crime priorities**, based on local knowledge, crime data and police intelligence, along with **antisocial behaviour**, which has been identified in our consultation for the Police and Crime Plan as an important issue in every Borough.

In addressing local priorities, neighbourhood officers will work together with local authorities and other partners to take a problem solving approach – not only pursuing and arresting criminals, but also taking enforcement action on the problems that drive crime – such as drug dealing.

The priorities for all Boroughs will also include mandatory high-harm crimes: **sexual violence, domestic abuse, child sexual exploitation, weapon-based crime** and **hate crime**. We will actively monitor the volume of offences and look for a reduction in repeat victimisation.

To ensure that these priorities remain current and relevant, they will be refreshed annually, with flexibility to change during the year if necessary.

### Setting the Borough Priorities

From January to March 2017, Sophie Linden, the Deputy Mayor for Policing and Crime, spoke and met with all 32 boroughs alongside senior Met Police colleagues. In advance of these meetings, each borough was provided a data pack with initial suggestions for priorities based upon the evidence and insight around the eight volume crimes which impact residents the most.

Priorities 2017/18

<b>Borough</b>	<b>Mandatory high-harm crimes*</b>	<b>Mandatory Volume Crime</b>	<b>Local Priorities</b>	
LB Haringey	ALL	ASB	Robbery	Non Domestic VWI
LB Croydon	ALL	ASB	Burglary	Non Domestic VWI
LB Brent	ALL	ASB	Burglary	Non Domestic VWI
LB Harrow	ALL	ASB	Burglary	Non Domestic VWI
LB Havering	ALL	ASB	Burglary	Non Domestic VWI
LB Redbridge	ALL	ASB	Burglary	Non Domestic VWI
LB Hillingdon	ALL	ASB	Burglary	Robbery
LB Hounslow	ALL	ASB	Burglary	Non Domestic VWI
LB Kensington & Chelsea	ALL	ASB	Non Domestic VWI	Theft from motor vehicles
LB Bromley	ALL	ASB	Burglary	Non Domestic VWI
LB Lewisham	ALL	ASB	Non Domestic VWI	Common Assault
LB Westminster	ALL	ASB	Non Domestic VWI	Robbery
LB Kingston	ALL	ASB	Burglary	Non Domestic VWI
LB Southwark	ALL	ASB	Burglary	Robbery
LB Waltham Forest	ALL	ASB	Robbery	Burglary
LB Islington	ALL	ASB	Theft Person (Snatch)	Theft of a motor vehicle
LB Tower Hamlets	ALL	ASB	Non Domestic VWI	All Burglary
LB Bexley	ALL	ASB	Burglary	Non Domestic VWI
LB Sutton	ALL	ASB	Burglary	Non Domestic VWI
LB Lambeth	ALL	ASB	Robbery	Burglary
LB Hackney	ALL	ASB	Burglary	Theft (robbery, snatch, person)
LB Greenwich	ALL	ASB	Non Domestic VWI	Theft (MV and person)
LB Ealing	ALL	ASB	Non Domestic VWI	Common Assault
LB Hammersmith & Fulham	ALL	ASB	Robbery	Burglary
LB Merton	ALL	ASB	Burglary	Theft of a motor vehicle
LB Camden	ALL	ASB	Theft from a person	Common Assault
LB Enfield	ALL	ASB	Burglary	Non Domestic VWI
LB Barnet	ALL	ASB	Burglary	Non Domestic VWI
LB Newham	ALL	ASB	Non Domestic VWI	Robbery
LB Barking & Dagenham	ALL	ASB	Non Domestic VWI	Burglary
LB Richmond-upon-Thames	ALL	ASB	Burglary	MV Theft
LB Wandsworth	ALL	ASB	Burglary	MV Theft

## **MOPAC Governance Arrangements**

The roles and responsibilities of MOPAC are set out in the Police Reform and Social Responsibility Act 2011.

MOPAC ensures that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and offers value for money.

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

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

### Holding the MPS and partners to account

#### i. Oversight Board

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

During 2016/17, the functions of the Oversight Board are to:

- Scrutinise MPS delivery against the Police and Crime Plan on behalf of the Mayor, and performance against agreed priorities;
- Have oversight of value for money through economy, efficiency and effectiveness;
- Undertake, at the request of the DMPC, assurance on key priorities and specific issues of concern to the public and PCP;
- Approve and review the Mid-Term Financial Strategy (MTFS) in line with Mayoral priorities; and
- Monitor progress, delivery and risks against the MPS Business Plan.

#### ii. The London Crime Reduction Board (LCRB)

At LCRB, the Mayor, DMPC, the Commissioner, representatives from across the Criminal Justice Service and London boroughs come together to agree a co-ordinated approach to crime reduction and community safety in London. High-level analysis on crime and public concerns about safety is also reviewed. This board is key to utilising the Mayor's convening powers to work with a number of partners to deliver policing and crime priorities within the Police and Crime Plan for London. The structure has been reviewed and now reflects the implementation needed for the new PCP.

### Independent Panels

#### i) Audit Panel

In line with the Home Office Financial Management Code of Practice established to support the implementation of the Police Reform and Social Responsibility Act 2011, a joint MOPAC/MPS Audit Panel, performing the functionality of an Audit Committee, was established.

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

The Audit Panel was recently re-constituted and held its first meeting on 31 March 2017. In the next reporting period, the Annual Report will describe how it receives regular reports at its quarterly meeting, including MOPAC governance and risk matters and the respective improvement plans. This ensures that there is continuous improvement with the Panel endorsing the resulting action plans.

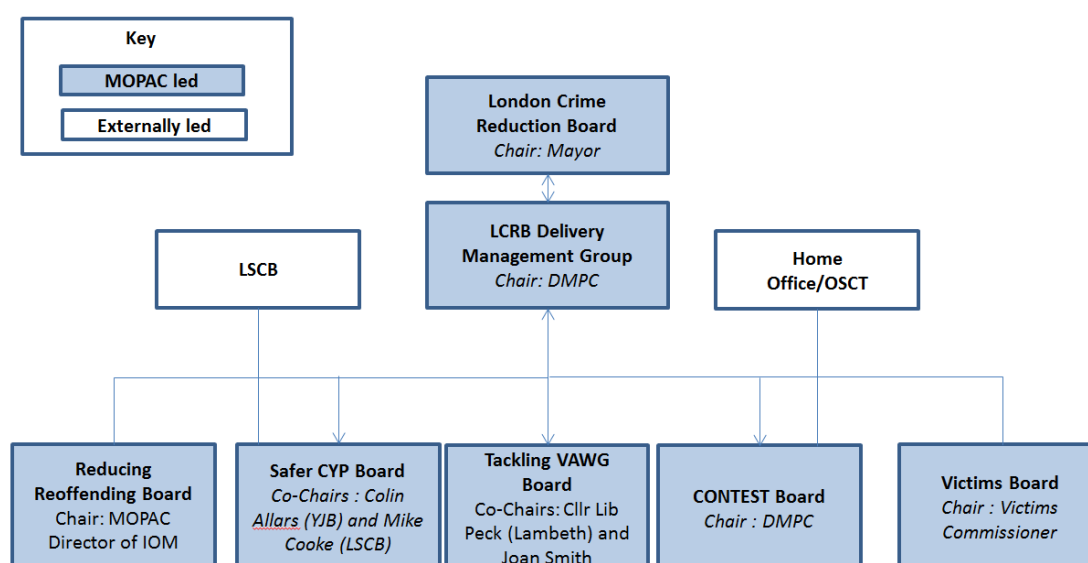
MOPAC has responsibility for conducting regular reviews of the effectiveness of the governance framework, including the system of internal audit and the system of internal control.

The Directorate of Audit, Risk and Assurance provides assurance on the effectiveness of the MOPAC governance framework and highlight areas for improvement which are reported to senior management. Internal reviews tend to include research into best practice, update of the framework and provision or update of policies and procedures. Changes are subject of a decision and will be published. The effectiveness of the framework is also reviewed in drawing up the Annual Governance Statement.

## ii) Ethics Panel

The London Policing Ethics Panel (LPEP) is an advisory panel that is independent of the mayoralty, defines its own work plan and publishes its own findings, that are then sent to the Mayor, Deputy Mayor for Policing and Crime, and Commissioner of the MPS.

Recruitment for the new membership of LPEP took place in early 2017 and this will be in place to support and research the ethical issues going forward for London.



## iii. Child Protection Policing Oversight Group

MOPAC has now established a range of new oversight mechanisms to support and oversee the MPS in their response. MOPAC and the Directorate of Audit, Risk and Assurance (DARA) have carried out extensive work with the MPS to oversee development of a wide-ranging action plan.

As a key part of this detailed plan, the DMPC has established an improvement scrutiny group, which met for the first time on the 7<sup>th</sup> December 2016. In addition, MOPAC takes a risk-based approach to Governance, introducing bespoke oversight mechanisms in response to issues representing a high level risk. In response to weaknesses identified by MPS, audit and HMIC the remit of this group is to ensure that the MPS respond appropriately and effectively to each of the recommendations set out by Her Majesty's Inspectorate of Constabulary (HMIC).

iv. Bi-laterals

The Mayor routinely meets with the Commissioner and her team, including specialist operations, to discuss policing in London and to be briefed on counter terrorism.

The DMPC and the Commissioner hold regular meetings to provide in depth scrutiny of the effectiveness and efficiency of the MPS and to consider issues of importance to policing and crime reduction in London.

v. Informal One to Ones

On an informal basis, the DMPC meets regularly with MPS Assistant Commissioners, the Deputy Assistant Commissioners and Commanders and other members of the MPS Management Board.

vi. Justice Matters

Justice Matters is a mechanism whereby the Deputy Mayor brings London partners together in a transparent manner, to problem solve issues for London and bring accountability for those solutions by partners. The meetings are webcast and held in public on a quarterly basis.

Experts in the field are invited to explore different themes from across the spectrum. Areas that have been investigated include Tackling Sexual Violence and Offender Management in London.

### Investment Decisions

i) Investment Advisory Board (IAB)

IAB is an advisory board to the DMPC, to inform decisions subsequently taken and published. It ensures that MPS investment decisions deliver the police and crime plan and are founded on a sound business case, contributing to efficiency and effectiveness of the MPS. The business case proposals supporting key investments in the MPS transformational change programme are considered at this board.

ii) Corporate Investment Board (CIB)

In addition to the MOPAC governance, as part of the wider GLA corporate governance and to ensure consistency across the GLA, MOPAC investment decisions are at the GLA Corporate Investment Board (CIB). The Deputy Mayor for Policing and Crime is a member of this board. The board is an internal forum chaired by the Mayor's Chief of Staff. Further information on and the public minutes of CIB meetings can be accessed here:  
<https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decision-making>.

### External

The Police Reform and Social Responsibility Act 2011 requires the establishment of an ordinary Committee of the Assembly to be the Police and Crime Panel. This function is and will continue

to be carried out by the Police and Crime Committee (PCC). MOPAC is scrutinised via the following avenues:

i) Police and Crime Committee

The London Assembly's Police and Crime Committee (PCC) is the statutory body that examines the work of MOPAC and meets twenty times a year. Ten of those meetings are used principally to hold question and answer sessions with the DMPC and Commissioner or their representative. The Committee can require the DMPC and / or staff from MOPAC to attend its meetings for the purpose of giving evidence and provide documents to it.

The Committee also investigates key issues relating to policing and crime in London as part of this scrutiny.

ii) Mayor's Questions

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

Questions which are not answered at the meeting receive written responses. A number of policing questions are asked of the Mayor during MQT.

iii) Functional Body Question Time

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

iv) Budget and Performance Committee

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

The Budget Monitoring Sub-Committee, is a Sub-Committee of the Budget and Performance Committee, which considers reports on its behalf. This mainly involves scrutinising the quarterly monitoring reports provided by the GLA and its functional bodies including MOPAC.

v) GLA Oversight Committee

The Greater London Authority (GLA) Oversight Committee is responsible for a range of matters and sometimes examines the work of MOPAC as it pertains to its terms of reference.

## Correspondence, Mayor's Questions, Enquiries and FOI Requests

As the oversight organisation for the country's biggest police force, MOPAC receives a significant number of letters, emails, calls and questions about its work. The table below provides more information on MOPAC's work to respond to correspondence, London Assembly questions, public enquiries and Freedom of Information requests in 2016/17.

	<i>Correspondence to MOPAC</i>	<i>% responded to within 20 working days</i>	<i>Assembly Members questions to the Mayor</i>	<i>% responded to on time</i>	<i>Enquiries from the public</i>	<i>FOI requests</i>	<b><i>Total</i></b>
<i>Apr-16</i>	46	97%	<i>Nil</i>	<i>Nil</i>	90	2	138
<i>May-16</i>	77	87%	80	100%	118	4	279
<i>Jun-16</i>	126	92%	93	92%	118	6	343
<i>Jul-16</i>	98	56%	138	77%	141	5	382
<i>Aug-16</i>	54	90%	<i>Nil</i>	<i>Nil</i>	135	7	196
<i>Sep-16</i>	84	91%	186	79%	106	8	384
<i>Oct-16</i>	87	87%	106	82%	111	7	311
<i>Nov-16</i>	147	74%	100	93%	124	7	378
<i>Dec-16</i>	75	67%	123	48%	95	5	298
<i>Jan-17</i>	85	78%	75	84%	97	2	259
<i>Feb-17</i>	82	60%	117	83%	91	10	300
<i>Mar-17</i>	124	65%	94	91%	75	6	299
<b><i>Total</i></b>	1085		1112		1301	69	<b>3567</b>

## MOPAC Finance

MOPAC has a small budget to meet its running costs and fund crime prevention initiatives in support of the Police and Crime Plan. In 2016/2017 the gross expenditure was £55.9m of which £43.47m funded crime prevention initiatives, with the balance meeting the office running costs. The costs were offset by an income of £18.8m.

### Financial Performance 2016/17

	16/17 Full Year Budget (£)	16/17 Year End Actuals (£)
Pay	8,221,532	9,159,792
Other Employee Costs	311,800	324,727
Transport	12,300	13,636
Premises	1,327,500	1,327,732
Supplies & Services	2,572,500	2,377,552
London Initiatives	1,834,100	354,110
Commissioning	31,550,007	28,259,695
Victims	10,092,360	9,426,715
<b>GROSS EXPENDITURE</b>	<b>55,922,099</b>	<b>51,243,958</b>
Grant Income	(2,191,799)	(2,277,807)
Other Income	(3,926,400)	(692,184)
Victims Grant Income	(12,678,068)	(12,382,055)
<b>GROSS INCOME</b>	<b>(18,796,267)</b>	<b>(15,352,046)</b>
NET POSITION BEFORE RESERVE MOVEMENT	37,125,832	35,891,912
Transfer to/(from) Earmarked Reserves	(116,000)	1,117,919
<b>NET BUDGET</b>	<b>37,009,832</b>	<b>37,009,832</b>



## **Appendix**

### **About MOPAC**

The Police Reform and Social Responsibility Act 2011 established a Police and Crime Commissioner for each police force area across England and Wales. In London, the elected Mayor is the equivalent of the Police and Crime Commissioner and is responsible for the totality of policing in the capital (outside of the City of London).

The Mayor delivers the responsibilities given to him via the Act through the Mayor's Office for Policing and Crime (MOPAC), which was established in January 2012.

MOPAC role is to set the Metropolitan Police Service's priorities and budget, encourage greater collaboration and integration of local services to join up prevention and enforcement activities, commission services proven to reduce crime, and using accurate data, academic analysis, and evidence (including audit and inspection) to manage performance across sectors.

#### The MOPAC Team

Since his election as Mayor of London in May 2016, Sadiq Khan has been head of MOPAC. The Mayor has delegated the majority of his day-to-day decision making to the Deputy Mayor for Policing and Crime (DMPC), Sophie Linden. There are, however, a number of duties which have been explicitly retained by the Mayor including: issuing the Police and Crime Plan and the appointment and removal of the most senior MPS officers. Rebecca Lawrence is the Chief Executive Officer and leads the staff team.

At 31<sup>st</sup> March 2016, MOPAC had 112 members of staff. A staff structure is available on our website. 64 (57%) of MOPAC staff members are female, 23 (20.5%) are of an ethnic minority, 7 (6%) have a disability.

#### Police and Crime Plan 2017-2021

The Police and Crime Plan (PCP) is the primary document which governs MOPAC's priorities and direction for the Mayoral term. The Mayor's manifesto is the primary document which formed the basis of the priorities set out in the PCP but MOPAC is duty bound to ensure a full public consultation on draft plans before finalising.

In 2016-17, MOPAC consulted on and produced the Police and Crime Plan 2017-2021, setting out the Mayor's agenda for the safety of London over the next four years.

The PCP was published on 20<sup>th</sup> March 2017 and is available in full at [www.london.gov.uk/police-plan](http://www.london.gov.uk/police-plan).

#### The Senior Leadership Team

Chief Executive Officer - Rebecca Lawrence

Director of Strategy - Paul Wylie

Acting Director of Integrated Offender Management, Programmes and Neighbourhoods-  
Samantha Cunningham

Director of Audit, Risk and Assurance- Julie Norgrove

Chief Financial Officer - Siobhan Peters