

Len Duvall AM

Chair of the GLA Oversight Committee

City Hall

The Queen's Walk

London SE1 2AA

25 February 2013

Dear Len

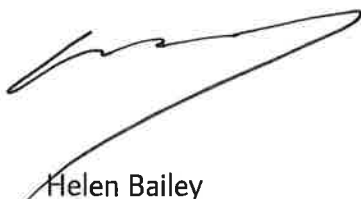
Re: GLA Oversight Committee – 29 January 2013

Thank you for your letter of 8 February 2013, within which you asked that I provide you with further details on the restructuring of MOPAC and the lease of 10 Dean Farrar Street.

Details of MOPAC's new structure have been provided to the Police and Crime Committee, which has formal oversight of MOPAC, in a separate letter from the Deputy Mayor for Policing and Crime. I now attach this letter for the information of the Oversight Committee.

The MPA Finance and Resources Committee endorsed the intention of the Chief Executive to enter into a new lease of 10 Dean Farrar Street at its meeting of November 2009. The lease was signed by the Chief Executive thereafter.

Yours sincerely



Helen Bailey

Chief Operating Officer

Mayor's Office for Policing and Crime

Joanne McCartney
Chair of Police and Crime Committee
City Hall
The Queen's Walk
London
SE1 2AA

25 February 2013

Dear Joanne,

Restructuring MOPAC

I have instigated a restructuring of the Mayor's Office for Policing and Crime and have now agreed a structure.

The new structure will comprise four directorates each led by an experienced professional with the relevant expertise who will, together with the Chief Operating Officer, form the leadership team for the organisation.

The Directorate for Audit, Risk and Assurance will increasingly be providing a shared service across the GLA family. It is being restructured to reflect this, and will be leaner and more focused on that shared service provision than hitherto..

The Directorate of Police Resources will help ensure efficiency and effectiveness across the MPS as it works to reduce costs by 20% and increasing public confidence by 20%. It will also bring together teams working on MPS workforce reform as the Winsor reforms are implemented and will have oversight of work on Professional Standards within the MPS.

The Strategy Directorate will lead on corporate strategy, governance and the day to day business of running MOPAC. It will co-ordinate all of our work on correspondence, servicing Mayor's questions and providing analysis to support other functions and will own the arrangements for the monthly MOPAC Challenge meetings.

The Director of Integrated Offender Management, Programmes and Neighbourhoods will lead our work with communities and partners, and will work across the criminal justice system to deliver the aspirations in the Police and Crime Plan. The Directorate will fulfil our obligations to run Independent Custody Visitation schemes, joint work with partners and communities through Community Safety Partnerships, Safer Neighbourhood Boards and other arrangements. Within this directorate, will also sit the teams responsible for relationships with the boroughs.

I have asked the Chief Operating Officer to give careful consideration to how best we do more with less, how to fulfil the Mayor's manifesto commitments and our statutory obligations including our obligations to partners. This means significant changes in the mix of staff experience and capabilities. The structure is therefore designed to deliver the Police and Crime plan and help us achieve our objectives whilst significantly reducing costs by about £1.2m a year -15% in the first year rising to 20% by 2016. Additionally, our structure will deliver £150,000 savings when comparing costs of DMPC advisors with support to MPA members.

I would be content for the Chief Operating Officer to discuss the detail of this restructuring exercise with you. We are now due to begin recruitment and I will notify you of appointments as we fill posts. The process is that we are beginning internal recruitment this week from within our existing staff pool. We will be going to the market to recruit to the Director posts, and intend to commence that process as soon as possible. We will, as the internal recruitment continues, decide how and when to fill those posts for which no suitable internal recruits are available.

As our current structure is not able to cover all of our needs; we have a small number of secondments and short term appointments. Most recently, we have engaged Alison Lowton to work with us on a fixed term basis to lead the Professional Standards team and provide them with advice and guidance. Alison is a qualified lawyer. Martin Tunstall is seconded to us for a year from the Home Office to provide additional support in our Private Office. The future of these roles is, inevitably bound up with appointments to the new structure.

On another matter, and following previous correspondence, following a recruitment process from amongst the recently appointed Audit Panel members, Linda Duncan has been appointed as Chair of the joint MOPAC and MPS Audit Panel. Linda has a wealth of expertise and experience in the areas of governance, risk management and audit. Linda will be known to many former members of the MPA and brings a great deal of knowledge and understanding of operating within the policing context.

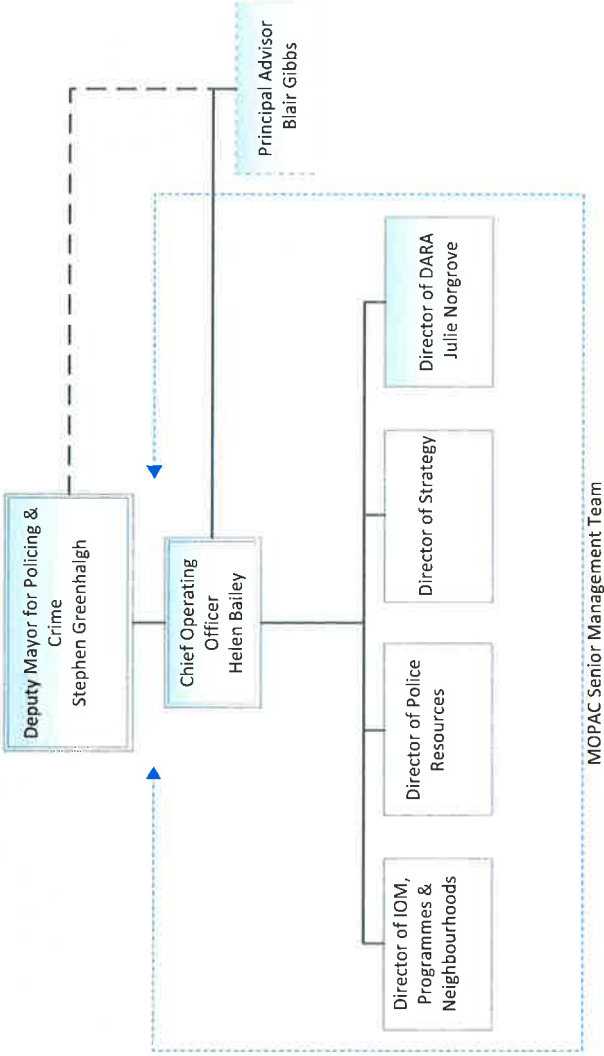
Finally, it is the case, that we are planning to move from Dean Farrar Street. DARA has already moved to Empress State Building and we continue to discuss arrangements for our move to City Hall with the GLA.

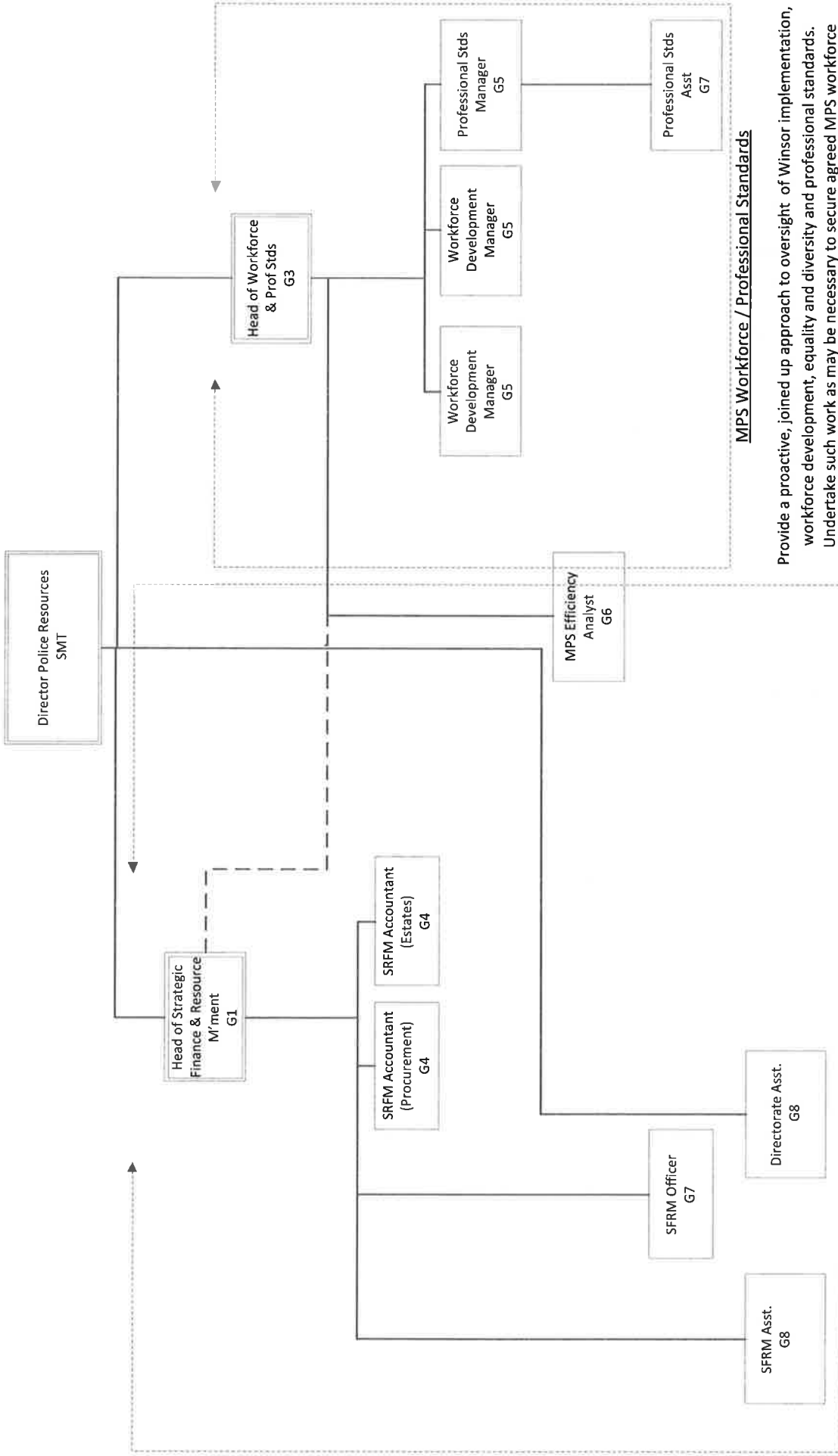
Yours sincerely,



Stephen Greenhalgh

Deputy Mayor for Policing and Crime





Strategic Finance

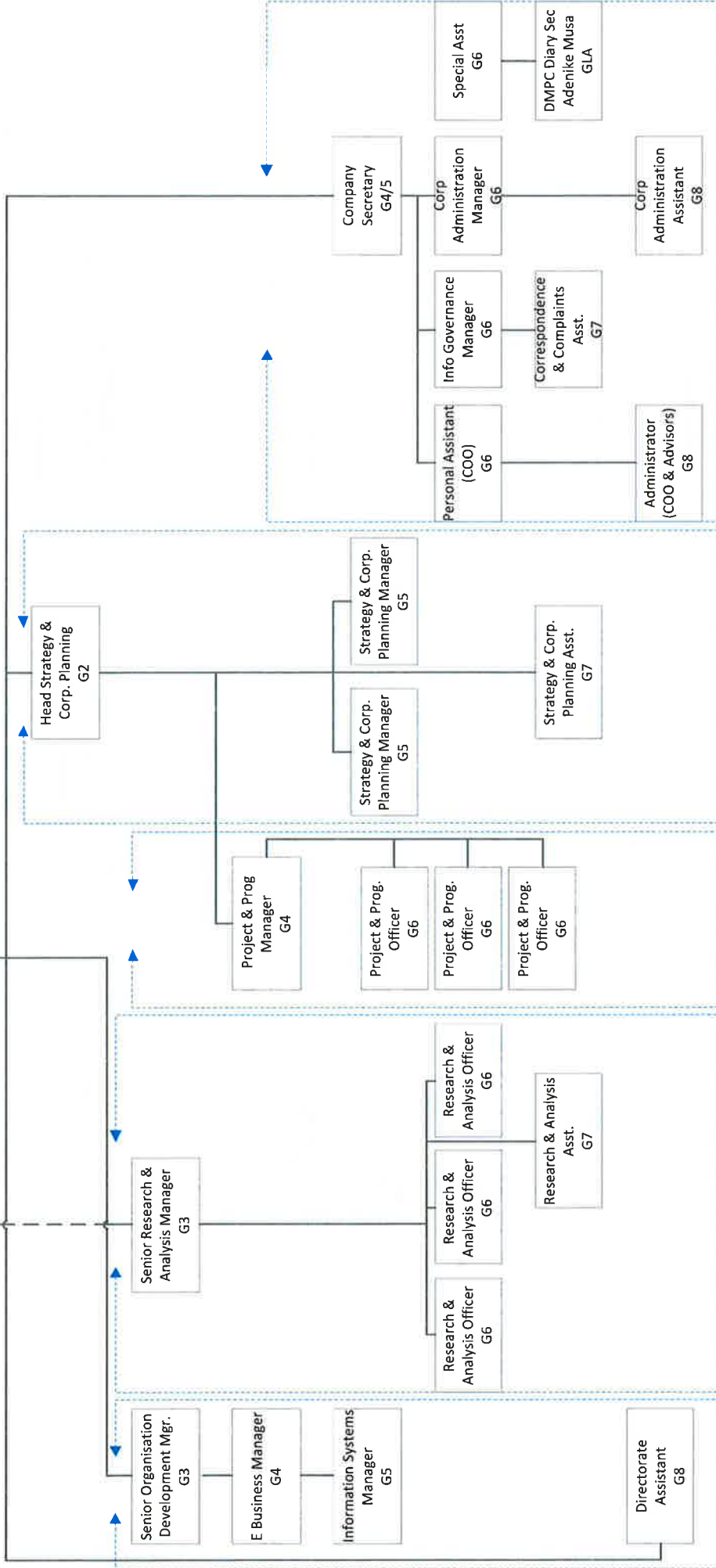
Provision of financial advice to the DMPC. Ensuring effective oversight of procurement/IT and property matters to assist the DMPC hold the Commissioner to account for the provision of an efficient and effective police force.
 Manage MOPACs budget as part of the annual budget setting process and provide financial advice to the COO and other MOPAC officers in relation to MOPACs budget and the delivery of value for money
 Work in partnership with the MPS to prepare the statement of accounts for MOPAC.
 Interpreting and analysing relevant VFM/benchmarking indicators, such as the annual HMIC Value for Money profiles to identify where efficiency & productivity gains within the MPS can be made and performance improved.
 Work with GLA, Home Office and other relevant agencies on MOPAC/MPS resourcing matters as necessary

MPS Workforce / Professional Standards

Provide a proactive, joined up approach to oversight of Winsor implementation, workforce development, equality and diversity and professional standards.
 Undertake such work as may be necessary to secure agreed MPS workforce reforms and ensure that MPS professional standards are maintained so as to secure and retain improved public confidence.
 Professional advice on Equality and Diversity to MOPAC colleagues and lead legal shared services arrangements with the Company Secretary.

Following recruitment to Director posts, consideration will be given to whether efficiency & effectiveness will be aligned together in the Police Resources Directorate

Director Strategy SMT



Business Support
Leads on Organisational development, information systems, knowledge management, internal communications and website development & maintenance

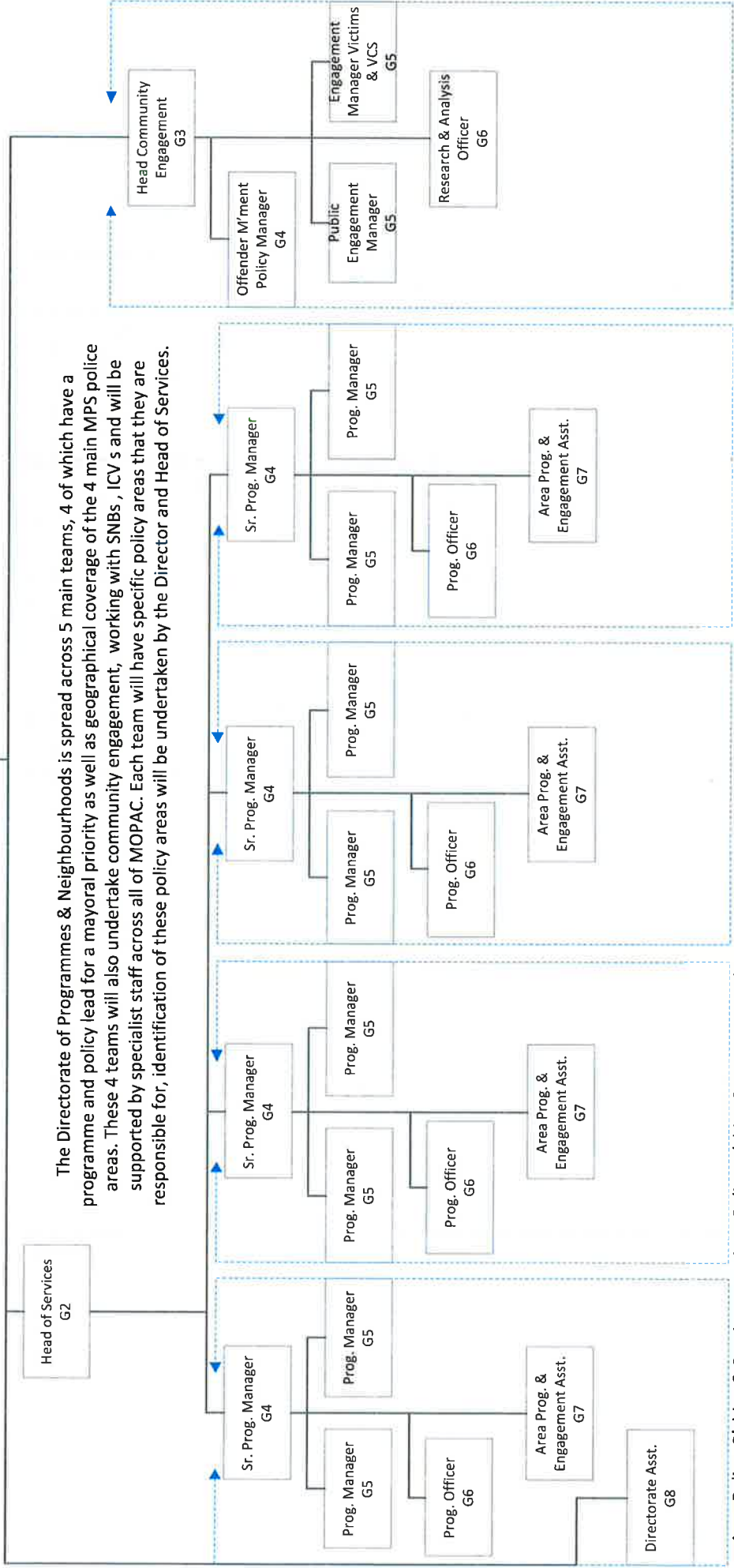
Research & Analysis
Leads all research and analysis for MOPAC supporting both MOPAC challenge and policy development. The team also leads on Data Quality Assurance re MPS crime and incident recording

Projects & Programmes (flexible Resource)
This team will provide additional support, e.g programmes, projects, and initiatives across the organisation

Strategy & Corporate Planning
Production & maintenance of the Police & Crime Plan, MOPAC's internal business planning and corporate performance monitoring. Co-ordination of MOPAC Challenge

Private Office & Company Secretariat
Company Secretary leads the private office and the corporate governance function ensuring efficient administration of MOPAC, including compliance with statutory and regulatory requirements, supporting the monitoring officer, ensuring that decisions of the COO and DMPC are implemented and risk management. The team will provide support to internal and joint meetings including - SLT, SMT, all staff meetings, risk representative meetings, Advisory Panel, MOPAC-MPS Audit Panel, DMPC-Commissioner Bilaterals, Joint Investment Board, Group Director Meetings and Budget Plan Board. The Info Governance team will co-ordinate work on Mayor's Questions, the Police & Crime Committee, complaints, correspondence and FOI requests.

Director, IOM, Programmes & Neighbourhoods SMT



The Directorate of Programmes & Neighbourhoods is spread across 5 main teams, 4 of which have a programme and policy lead for a mayoral priority as well as geographical coverage of the 4 main MPS police areas. These 4 teams will also undertake community engagement, working with SNBs, ICV's and will be supported by specialist staff across all of MOPAC. Each team will have specific policy areas that they are responsible for, identification of these policy areas will be undertaken by the Director and Head of Services.

- Area Policy, P'ships & Services North**
 North
 Enfield
 Ealing
 Hackney
 Islington
 Haringey
 Harrow
 Barnet
 Westminster
- Area Policy, P'ships & Services South**
 Bromley
 Croydon
 Lewisham
 Bexley
 Lambeth
 Merton
 Sutton
 Southwark
- Area Policy, P'ships & Services East**
 Barking and Dagenham
 Camden
 Greenwich
 Havering
 Newham
 Redbridge
 Tower Hamlets
 Waltham Forest
- Area Policy, P'ships & Services West**
 Hammersmith
 Kingston
 Wandsworth
 Kensington
 Richmond
 Hillingdon
 Hounslow
 Brent
- Engagement**
 The team will have overall lead responsibilities for community engagement. E.g. N'hood watch etc. as well as work with the VCS, Victims and witnesses and IOM. Area teams will work with MOPAC research officers to deliver local MOPAC challenge arrangements.

Directorate Of Audit, Risk & Assurance

DARA - Independent assurance function of Supporting MOPAC in the achievement of policing priorities and objectives
 Effective management of key risks to policing priorities and objectives
 Ensuring valuable resources are used efficiently and effectively
 Enhancing public confidence

