

Joanne McCartney AM, Chair of the Police and Crime Committee

Boris Johnson
Mayor of London and Police and Crime
Commissioner

London Assembly
City Hall
The Queen's Walk
London, SE1 2AA

6 March 2013

Dear Boris

The Mayor's Police and Crime Plan – Police and Crime Committee response

Please find enclosed a copy of the Police and Crime Committee's response to your draft Police and Crime Plan.

In this investigation, we sought to check that your Plan will effectively reduce crime, address the issues that matter to Londoners and improve the service delivered by the MPS. We also explored what impact budget-saving proposals – incorporating changes to structures, staffing and estates – may have on communities.

Our report makes a number of recommendations to the MPS and MOPAC as you put in place the changes proposed in the Plan and associated MPS budget and Estates Strategy. As the Police and Crime Commissioner for London, we are asking you to respond to these recommendations.

1. In the final Plan, MOPAC must set out the evidence base used to develop the targets to demonstrate that they are appropriate – i.e. stretching but achievable. MOPAC should also demonstrate how it believes the targets can be met by including interim targets it expects the MPS to reach throughout the Plan period. MOPAC should provide the Police and Crime Committee with an annual report (by the end of March each year) on progress against this trajectory on each of the key performance targets, and an assessment of the impact of the Plan.
2. To ensure that the figures being reported by the MPS accurately reflect Londoners' experiences of crime and disorder, within the next six months MOPAC should work with independent experts to develop quality assurance mechanisms that can interrogate the information being provided by the MPS. It should report back to the Committee on this work by the end of September 2013.
3. The final Plan must explain how MOPAC believes it addresses the issues that matter to Londoners and the priorities that are reported in the MPS's public surveys. It must include reassurance that significant public concerns that have not been included in the headline targets – including sexual violence and gangs – remain a priority. The final Plan should

demonstrate that they will be adequately resourced and include the latest thinking on how performance will be assessed. The final Plan should also address the MPS's role in prevention of crime.

4. The Committee welcomes the role that local forums currently play in determining local priorities and holding the MPS to account for performance. The final Plan should include a commitment to how these local engagement mechanisms will be supported in future and details of how they will be used to understand local concerns.
5. In advance of implementing changes to neighbourhood policing, the MPS should publish details of how borough allocations were determined. This should include assessments of relevant pilots and explain how the lessons were used to develop London-wide plans for neighbourhood policing changes.
6. To manage some of the risks we highlight, the final Plan needs to:
 - a) explain how the MPS believes the new model will strengthen neighbourhood policing;
 - b) provide clarity on where additional resources will come from; and
 - c) respond to concerns about the importance of locally known officers. The Commissioner should consider increasing the number of named and/or dedicated officers allocated to local areas.

Using the British Crime Survey, the Committee will monitor visibility statistics and public awareness of safer neighbourhood teams to review the impact of these changes.

7. MOPAC and the MPS should look again at the proposal to cut PCSO numbers. The final Plan should demonstrate that this is the best option for dealing with the MPS's budgetary constraints and that there are no other less damaging areas for savings. Figures about borough allocations of PCSOs should be included in the final Plan along with details of police officer numbers.
8. Within six months of the implementation of the new neighbourhood policing model, MOPAC should report to the Committee on its impact. This report should assess the impact on:
 - Effectiveness in tackling crime
 - Tackling anti-social behaviour
 - Community engagement
 - Public confidence
9. MOPAC should ensure that the MPS honour its commitment to provide regular Operation Policing Measure analysis to the Assembly. This analysis would demonstrate the effect of changes to the police workforce – i.e. areas where civilian staff and supervisors are being lost. *The Committee will monitor these figures and hold the Mayor to account if it appears that his officer number commitment is affecting operational capacity, efficiency or safety.*
10. MOPAC needs to be able to assure itself and demonstrate to the public that supervision is adequate, not least to avoid high-profile damaging cases of officer misconduct. The final Plan should include a statement on the Mayor's oversight of MPS supervision and reassurance that the proposed models are adequate.

11. In its final Estates Strategy, MOPAC should publish the criteria used to assess which front counters have been earmarked for closure. This will help to build confidence in the process.
12. In advance of closing any front counters, MOPAC should conduct and publish a formal assessment of the impact of each closure and the adequacy of agreed alternatives. This will help to reassure communities that all implications have been identified and mitigated as appropriate.
13. MOPAC should ensure there is a period of reflection between the publication of the detailed proposals and changes beginning to be made on the ground. This would allow further local discussions - taking into account all of the changes e.g. to SNT bases - to ensure that any concerns are mitigated before changes are implemented.
14. The final Plan should address officer training and explain how MOPAC and the MPS will ensure that the training package adequately equips officers to deal with different needs of communities and individuals.
15. The final Plan should include far greater detail on the MPS's efforts to address community concerns around stop and search. This is a potentially positive opportunity for the MPS to demonstrate how it is responding to community concerns and yet none of this detail is included in the draft Plan.
The Committee will seek to bring greater transparency to the use of stop and search by investigating this topic later this year.
16. The final Plan should give details of the Commissioner's plans for recruitment of London residents, expectations of the impact of this scheme on diversity and a sense of what more will need to be done.
17. The final Plan should set out how MOPAC intends to recruit a diverse membership to Safer Neighbourhood Boards that is representative of the local community and its diversity. It must provide greater clarity on the specific remit of the Boards and rethink their role as an intelligence gathering mechanisms for the MPS.
The Committee will seek to investigate progress in its investigation into community engagement and safer neighbourhood boards later this year, with a view to responding to MOPAC's consultation on safer neighbourhood boards.
18. The final Plan should include a more comprehensive picture of the relative roles and responsibilities of partners in achieving the aims – i.e. an outline of who will do what and when to bring about improvements – developed through proper consultation with partners. Additional consideration needs to be given to the role of the voluntary sector and partners outside the criminal system, in particular. There are also serious questions regarding the justice and resettlement targets. MOPAC should therefore review the justice and resettlement section of the draft Plan.
19. The final Plan should provide much-needed clarity and details of the funding available to deliver the Mayor's priorities for community safety. MOPAC should address the concerns of local partners about the lack of information about MOPAC's strategic approach and how it will assess bids for funding.

The recommendations set out in the response will be put to the Committee at its next meeting on 28 March for formal ratification. However, following consultation with all Members of the Committee and on the understanding that this text will receive the support of the majority of Members, I am sending this response to you now in order to meet the timescales for the submission of responses in relation to the draft Plan. Secretariat officers will write to you immediately following the meeting of the Committee to confirm the details of the formal decision.

We look forward to receiving your response to the recommendations, including progress in their implementation, as well as any other comments you have on the report. **Please send your response by 25 March 2013**, and cc Claire Hamilton, Scrutiny Manager (claire.hamilton@london.gov.uk). This will allow us to see your response alongside the completed Plan.

Yours sincerely

A handwritten signature in black ink, appearing to read 'J. McCullough'. The signature is written in a cursive style with a large, sweeping flourish at the end.

Chair of the Police and Crime Committee

Enc. London Assembly Police and Crime Committee: response to the Mayor's Police and Crime Plan

cc. Stephen Greenhalgh, Deputy Mayor for Policing and Crime
Siobhan Coldwell, Head of Strategy, Mayor's Office for Policing and Crime