

Introduction to MOPAC for Mayoral candidates



January 2016

About MOPAC

- The **Mayor's Office for Policing and Crime (MOPAC) formally came into existence on 16th January 2012**, succeeding the Metropolitan Police Authority as the oversight and governance body for policing in London.
- MOPAC was created as part of the **Police Reform and Social Responsibility Act 2011**, the same legislation which created directly elected Police and Crime Commissioners across the country.
- This **created a direct democratic link between the police and the public**, boosting accountability and local decision-making. In London, the Mayor is the equivalent of the Police and Crime Commissioner.
- The first **Deputy Mayor for Policing and Crime**, as envisaged in the PRSR Act 2011 was **appointed on 6th June 2012** and has led MOPAC in delivering London's Police and Crime Plan
- **MOPAC sets the strategic priorities and budget for the MPS** on behalf of the Mayor.
- **MOPAC ensures the MPS is run efficiently and effectively** and holds it, and other criminal justice services, to account on behalf of Londoners
- **MOPAC has strategic, operational assurance and performance oversight of the MPS** through both public (MOPAC Challenge) and private forums (briefings on CT, undercover policing, public order) to ensure that the policing tactics are proportionate.

Deputy Mayor for Policing and Crime

- The Mayor's Office for Policing And Crime (MOPAC) is a statutory body and a corporation sole that is responsible directly to the Mayor. It has a distinct legal status and is the owner of the MPS estate.
- MOPAC is led by the Mayor of London, and supported by a Deputy Mayor for Policing and Crime (DMPC).
- In line with legislation, the Mayor as occupant of MOPAC delegates authority to the Deputy Mayor. The role of the Deputy Mayor in London is similar to that of an elected Police and Crime Commissioner (PCC) elsewhere, although not directly elected.
- There are some exceptions within the legislation where the Mayor must personally act:-
 - Issue a police and crime plan
 - Make recommendations in relation to appointment of a Commissioner of the Metropolis
 - Make representations in relation to appointment of a Deputy Commissioner of the Metropolis
 - Be consulted in relation to appointment or removal of an Assistant Commissioner, Deputy Assistant Commissioner or Commander of the MPS
 - Suspending the Commissioner, or Deputy Commissioner, or calling upon them to retire or resign
- The Deputy Mayor has been delegated executive decision making responsibilities and oversees the running of MOPAC, whose role is to have strategic oversight of the Metropolitan Police Service (MPS) and ensure that MPS is run efficiently and effectively and holds it to account on behalf of Londoners.

Statutory Powers and Responsibilities

MOPAC's statutory powers and responsibilities are set out in legislation. These responsibilities include:

- **Holding the Commissioner of Police of the Metropolis to account** for the performance of the force;
- **Setting the MPS budget** to ensure value for money;
- **Issuing a Police and Crime Plan** that outlines how MOPAC will hold the MPS to account and deliver the Mayor's commitments and priorities;
- **Working in partnership with criminal justice bodies** to create a more efficient and effective criminal justice system across London, highlighting the important 'And Crime' statements in the legislation;
- **Commissioning crime prevention and reduction services**, both pan-London and in collaboration with London boroughs through London Crime Prevention Fund; and
- **Producing an Annual report.**

Looking ahead –the Government has been actively encouraging them to expand their role and for statutory responsibilities to be extended. This includes:

- Further collaboration with CJ and crime partners
- Mayor of London having oversight of London fire service authority
- Blue light collaboration
- Better police complaint handling.

Relative Roles of Mayor/MOPAC and the MPS

City Hall

Mayor is elected by Londoners

Responsible for

- Policing in London
- Figurehead for public on policing and crime
- Sets policing budget and Police and Crime Plan for London
- Can provide opinion on appointment and has authority to dismiss the Commissioner

DMPC is a Mayoral appointment

Responsible for

- Policing policy/governance and approving strategy
- Provides more direct challenge and scrutiny to the MPS on behalf of London

MOPAC is a corporation sole

Responsible for

- Analytical research and insight support to DMPC
- Delivery of governance of oversight mechanisms
- Specialist expertise in data analysis
- Robust financial oversight
- Convenes partners to develop whole system approach to policing and crime
- Co-commissions services with boroughs

MPS

MPS Commissioner and Deputy Commissioner appointments made by the Queen on recommendation of the Home Secretary

Operational independence

The Commissioner is also a corporation sole

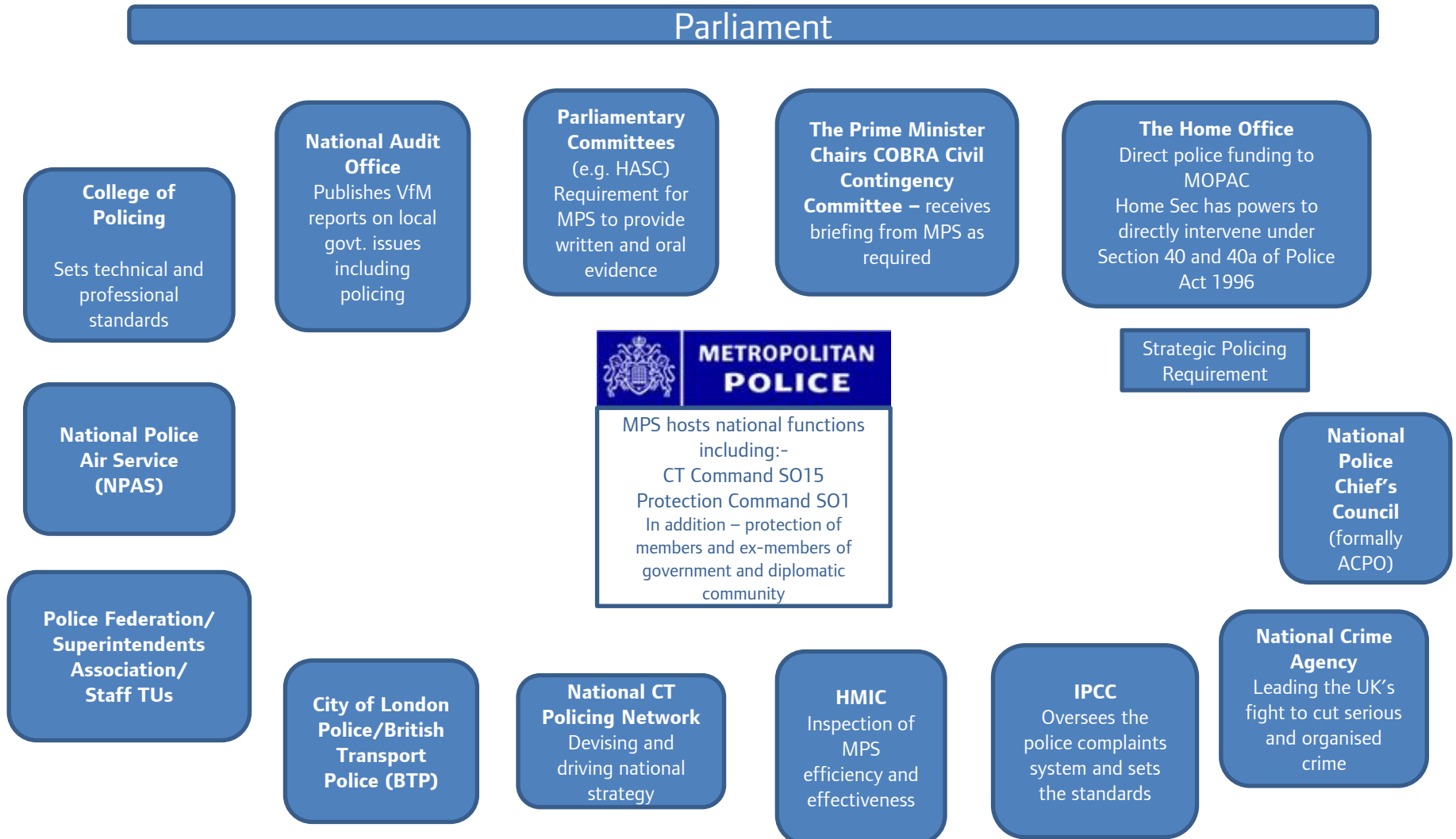
Delivers and responds to policing and crime within the budget set by the Mayor

Responsible for

- Maintaining the Queen's Peace
- Direction and control over the force's officers and staff
- Leading the force in a consistent and impartial way
- Supporting the MOPAC in the delivery of PCP
- Assisting the MOPAC in planning the force's budget
- Providing the MOPAC with access to information, officers and staff as required
- Regard to SPR
- Notifying and briefing the MOPAC on public interest investigations
- Being the operational voice of policing in London
- Collaboration with other forces as appropriate
- Remaining politically independent of MOPAC
- Managing all complaints against MPS
- Day-to-day financial management of MPS within agreed budget

National Stakeholders

The MPS delivers operational policing for London, but must also act within a national policing landscape.



MOPAC's Exercise of Oversight

MOPAC exercises oversight and scrutinises criminal justice and police performance to tackle the issues that matter most to Londoners; and identifies through our evidence and insight work, trends and emerging issues of concern

- 1. Financial Information** - MOPAC has robust financial oversight of the MPS budget to deliver a balanced budget and savings, through public and private meetings
- 2. Transparency** - MOPAC hosts specialist expertise in police and crime analysis which allows for expert scrutiny of emerging trends by the Mayor and MOPAC
- 3. Relationship with key partners** - MOPAC convenes partners across London to develop whole system approaches to deliver efficient and effective programmes of work in the police and criminal justice arena
- 4. Commission services** - MOPAC co-commissions services pan-London and with boroughs, trialling specialist programmes of work over and above the core policing role of the MPS.

1) Financial Information

In order to reduce costs, MOPAC has commenced a transformation of the MPS to enable it to reduce costs, reform the policing model and release under-used assets for reinvestment in the estate and digital infrastructure

- The mayor through MOPAC is **responsible for setting the budget of the MPS**. The combination of the police and crime plan and budget allow MOPAC to exercise its legal responsibilities for ensuring the efficiency and effectiveness of the force
- In the context of the CSR settlement 2015, **savings are still required** over the next four years – equating up to £400m of pressures
- To date, **oversight has been focused on achieving budget reductions** from the 2010 CSR settlement and subsequent 2015 settlement.
- The **choice has been to reduce back office costs in favour of the front line**.
- The Chancellor announced his intention to **protect overall police spending** in real terms over the Spending Review period.
- The Deputy Mayor approves financial decisions above an agreed delegated authority via a series of private and public meetings.

2) Transparency

- MOPAC publishes all decisions taken by the Mayor and Deputy Mayor, Freedom of Information requests, expenses and allowances incurred by the Mayor and Deputy Mayor, MOPAC's budget and staff structure on our website.
- The Stage 2 transfer and envisaged by the PRSR Act 2011), MOPAC took on the Evidence and Insight analytic team from the MPS.
- As a result, MOPAC has specialist expertise in crime analysis to use as an oversight tool. To date we have used this to provide analysis and interactive dashboards focused around key priority areas of the current police and crime plan for London and the key priorities of the existing Mayor.
- Current dashboards, available at the hyperlinks below:-

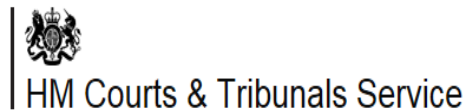
Crime dashboard	Confidence dashboard
Intrusive Tactics dashboard	Confidence Comparator tool
Business Crime dashboard	Gangs dashboard
Domestic and Sexual Violence dashboard	Hate Crime dashboard

3) Relationship with key partners

Whilst the Mayor, DMPC and PCCs have clear statutory oversight role for their police force, there are no comparable levers over exercising statutory oversight of partners in criminal justice and crime arena.

To date, the agencies responsible have looked to the Mayor to provide leadership and shared objectives. MOPAC works on the Mayor's behalf by:

- bringing organisations together to strengthen **partnerships**;
- **co-commissioning services** pan-London and with boroughs across London;
- providing a lead and a platform for **joint dashboards**;
- influencing and aligning **strategic direction and shared goals** across organisations; and
- advocating and **calling for action** on priority issues.



Who are our policing and crime partners?

Our key partners in London include:

Police

Metropolitan Police Service
(MPS)
British Transport Police (BTP)

Probation

National Offender
Management Service
(NOMS)
London Probation Trust
National Probation Service

Courts and Prosecution

Crown Prosecution Service
(CPS)
Her Majesty's Courts and
Tribunal Service (HMCTS)

Transport

Transport for London
(TfL)

Health

NHS, NHS England, NHS England
London Region
Clinical Commissioning Groups
Hospital Trusts
London Ambulance Service
Public Health England

Fire

London Fire Brigade
(LFB)

Local Authorities

32 London Boroughs
London Councils
Greater London Authority
(GLA)

Central Government

Ministry of Justice (inc. Youth
Justice Board)
Home Office
Department of Health
Department for Education

Voluntary and Community Sector (VCS)

Wide range of specialist and
non-specialist organisations
across the Capital

4) Commissioning Services

MOPAC works with boroughs and partners to determine pan-London priorities to carry out commissioning.

Leadership Role - Growing demands on MOPAC to assume leadership role in commissioning / co- commission Services on a Pan London level

Split Commissioning model

Local (*enabling local delivery*) and **regional** (*supporting local delivery*)

Challenges as funding model changes - Borough budgets are being streamlined and potential impact on ability to deliver community safety and crime reduction functions

Funding Allocation for 16/17

Circa £40million – This figure is not static and is subject to change as MOPAC continues to take advantage of funding opportunities. Commissioning activity supports the priorities of the Police and Crime Plan.

- Commitments in 16/17 include;
 - London Crime Prevention Fund to Boroughs - £17.9 million
 - Victim Services - £11.39 million
 - Safer Neighbourhood Boards - £1million
 - Violence against Women and Girls - £5,717,025
 - Gangs and Serious Youth Violence - £1.2million
 - Reducing reoffending - £1.8million

Commissioning – Potential Future Opportunities

- Proposed devolution of criminal justice responsibilities being considered by the MOJ
- Youth Justice Devolution Proposals

Example of Regional Commissioning Model - Rape Crisis Centres

- MOPAC is investing £4million over 3 years
- Range of voluntary sector providers
- Supported 2,165 women in 14/15 which represents a 20% increase on previous year
- Demonstrating Impact - 86%-90% of service users that report an increase in emotional, physical and/or mental wellbeing at the end of service engagement.

Example of Local Commissioning Model - London Crime Reduction Fund

- Up to £69 million allocated to Boroughs over four years
- Commissioning boroughs to deliver locally
- VCS organisations key providers/ delivery partners at a borough level

Organisational Integrity, Scrutiny and Transparency

- MOPAC is publically scrutinised by the London Assembly's Police and Crime Committee (PCC). This consists of approx. 20 meetings a year.
- The PCC scrutinises the work of MOPAC, reviews the police and crime plan for London and has the power to summon witnesses to attend meetings and provide documents.
- In the last year (2015) MOPAC responded to 1,071 Mayor's Questions, 979 letters of correspondence, 2,106 public enquiries and 62 freedom of information requests. (total 4,218)