

Overview

The management of the response to the Covid-19 crisis remains a key priority. The MPS is focusing effort on addressing the likely increase in offences as London comes out of the lockdown restrictions. There is also a continued focus on the Mayor's Action Plan.

The Youth Justice Ethnic Disproportionality Action Plan was published. Developed in collaboration with partners it outlines the steps partners will take to tackle ethnic disproportionality in the youth justice system. MOPAC also published a protocol on reducing unnecessary criminalisation of looked after children and care leavers.

MOPAC was successful in Q4 in securing additional Mayoral funding for 21/22 for critical projects supporting young victims of serious youth violence and child sexual abuse, including an uplift to LGE that supports young people involved in or exploited by gangs.

MOPAC was also successful in securing an additional £1.175m from the Ministry of Justice (MoJ) to help address the capacity constraints facing London's sexual violence victim support services. Alongside this, work has continued in Q4 to understand and

	Objectives	Time	Spend	Capability	Risk		Performance Indicators		Goals
A Better Policing Service	A	G	G	G	A		53		61
A Better Criminal Justice System	A	A	A	G	A		66		76
Tackling Violence Against Women and Girls	A	A	A	G	A		58		75
Keeping Children and Young People Safe	A	A	A	G	A		53		54
Standing Together Against Hatred, Intolerance and Extremism	G	G	A	G	A		71		9

A Better Policing Service

Objectives	Time	Spend	Capability	Risk
A	G	G	G	A

The management of the response to the Covid-19 crisis is a key priority and the MPS has continued to effectively police lockdown throughout the changing regulations. The MPS is focusing effort on addressing likely increases in offences as restrictions ease.

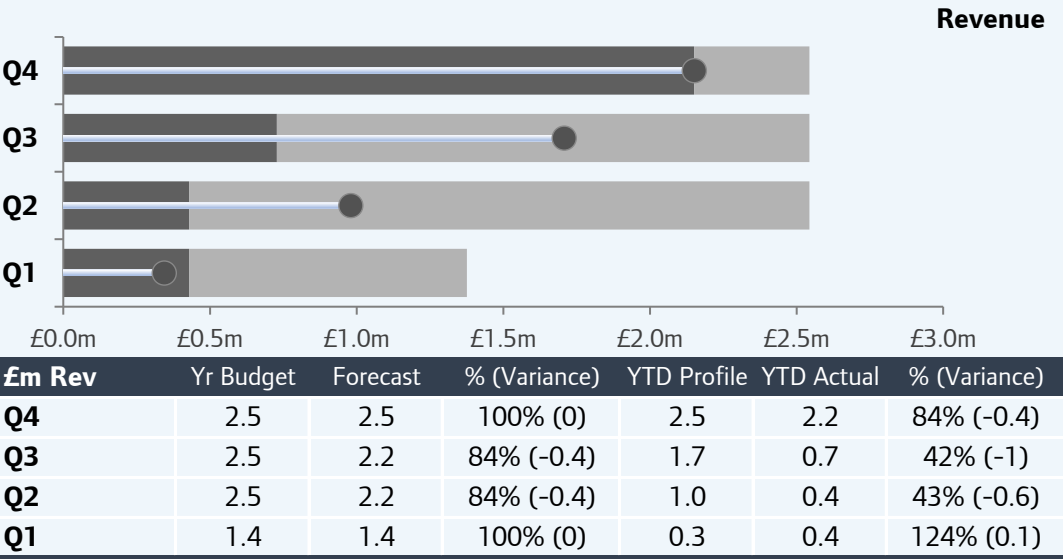
There is a continued focus on the Mayor's Action Plan. The traffic stops pilot commenced this quarter with results due in June. Effective use of Stop and Search is vital to community cohesion, new training for police recruits commenced this month.

The MPS continues to have clear aspirations on workforce representation in their new business plan. While much work has been done to deliver improvements this year this vital work continues into the next financial year.

The proportion of wards with 2 DWOs and 1 PCSO in post is below target, however all the required posts exist and the picture is improved from last quarter and the nature of such an aspiration is that the overall level will fluctuate due to natural wastage.

More detail on goals is provided in the wider performance pack and Met Business plan.

Financial review



Notes:
Since Q1 MOPAC has been successful in bidding for additional grants to support Covid-19 related activities and has prioritised efforts on delivering these works over originally budgeted activities.

As a result of this, and taking into account the way to achieve best value from original planned works impacted by Covid-19, MOPAC re-timed some commissioning works to 21/22 or later. This is reflected in the variance above.

Performance indicators

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	Target	YTD	Conf.
1 Overall victim satisfaction (USS)	70%	69%	G
2 Dealing with things that matter in this community. (PAS)	69%	68%	G
3 Reduce the time to deal with public complaints.	137 days	155 days	A
4 Proportion of wards with 2 DWOs & 1 PCSO.	95%	84%	A
5 Equality of victim satisfaction rates by race to within ±5% by Mar '21	5%	2%	G
6 Dealing with things that matter in this community. Reduce the equality gap to within ±5% by Mar '21	5%	2%	G
7 Representative workforce - proportion of BAME Officers (O) and Staff (S)*	19% (O) 27% (S)	16% (O) 26% (S)	A
8 Representative workforce - proportion of female Officers (O) and Staff (S)*	30% (O) 50% (S)	28% (O) 57% (S)	G
* Targets are to be achieved by March 2022			

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	Further delays in the court system could begin to impact on victim satisfaction across the whole criminal justice system.	12	↑	Existing backlogs have been further increased due to courts being closed as a result of Covid-19.
2	An increased focus on COVID enforcement could impact on feelings of legitimacy.	6	→	Confidence levels are broadly stable.
3	Of reduced confidence in women to report violence	6	↑	The tragic abduction and murder of Sarah Everard may have impacted confidence in the police.
Issue		Rating	Trend	Explanation for trend
1	Violence related to gangs and night time economy increases as a result of raising of COVID restrictions.	M	↑	Increasing as lockdown restrictions are progressively released. Early signs of increases in violence are being seen.
2	Decreases in measured trust in the MPS seen in specific communities.	M	→	Publication of the Mayor's Action Plan, which contains a number of measures to address underlying issues.
3	Reduced level of scrutiny of custody processes/detainee welfare due to less frequent physical Independent Custody Visits as a result of COVID.	M	→	Remote visits in place to all custody suites as a mitigation. Risk assessed physical visits have been maintained to busiest suites.

MOPAC Goals

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	Base	F'Cast	Conf.
1 Ensure every MPS ward has a minimum of 2 DWOs and 1 PCSO.	Q4		A
2 Develop an oversight framework that will enable the Deputy Mayor to hold the Commissioner to account for their work in relation to the handling of police complaints.	Q4		CG
3 Ensure the police workforce better represents the diversity of London, from BAME and specifically Black communities	Q4		G
4 A new pilot will be launched to review samples of vehicle stops conducted under Section 163 of the Road Traffic Act to identify any disproportionality relating to ethnicity.	Q4		CG
5 Overhaul its community monitoring structures to ensure that London's diverse communities are better represented.	Q4	Q2	G
6 The refreshed stop and search training for police officer recruits will begin to be rolled out.	Q4		CG
7 MOPAC will ensure regular progress reports are provided to Londoners on the Mayor's Action Plan to increase transparency, accountability and trust in policing	Q4		CG

A Better Criminal Justice System

Objectives	Time	Spend	Capability	Risk
A	A	A	G	A

The Deputy Mayor for Policing and Crime convened a series of meetings to bring together partners and victim support agencies to mitigate the impact of the court backlogs. This work has helped to ensure all victims and witnesses awaiting trial have been offered a referral into support services. MOPAC continues to work with support agencies to adapt the provision of services during the pandemic and monitor capacity.

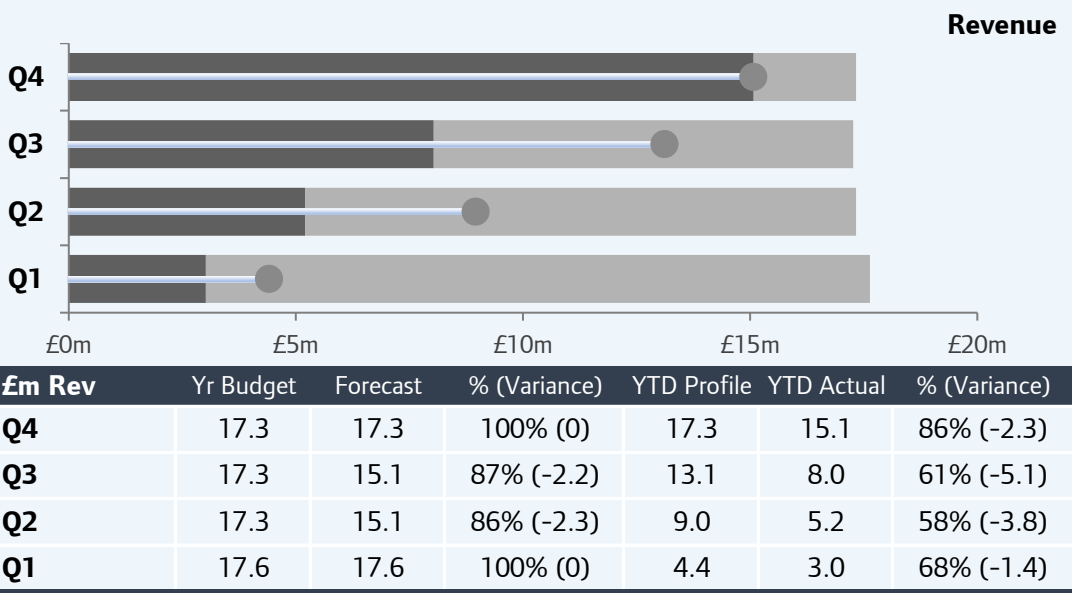
The first phase of the Strategic Needs Assessment of Victims was completed. The final report will be finalised in Q1 21/22 and will help inform the Police and Crime Plan.

MOPAC awarded grants of between £20,000 and £100,000 to 23 grassroots providers of victim support services across London in 21/22, with a total value of over £1 m.

GPS tagging was expanded to use for domestic abuse (DA) perpetrators, allowing probation to use this for high-risk offenders serving sentences for DA related offences.

The new framework for London IOM was fully launched across London with a series of multi-agency briefing events in all BCUs reaching over 400 practitioners and managers.

Financial review



Notes:
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Performance indicators



		20/21 Target	YTD	Conf.
1a	% of vulnerable victims referred to the Victim & Witness Service (LVWS) who take up support	36%	28%	A
1b	% of witnesses referred to LVWS who take up support	66%	63%	A
1c	% of victims referred who are contacted by LVWS within 72 hours of referral	90%	92%	G
1d	% of victims contacted who are allocated a caseworker within 24 hours of being triaged	90%	96%	G
2	% of women referred to the Female Offender Diversion pilot receiving ongoing 1-2-1 support	70%	84%	G
3	No. of women supported through Community Sentence Treatment Requirements pilot	50	35	A
4a	% of prisoners engaged in HMP ISIS Pathfinder Pilot (PP) completing group interventions	85%	84%	A
4b	% of prisoners engaged in HMP Wormwood Scrubs PP completing mediation intervention	85%	97%	G
5a	No. of women in contact with the CJS who have access to specialist rehabilitative provision*	2,500	1,236	A
5b	No. of women in contact with the CJS engaged in 1-2-1 support at the women's centres	975	797	A
6a	No. of cases with a GPS tagging condition in the pilot	250	275	G
6b	% of cases where GPS tag was fitted on day of release	80%	85%	G

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	Uncertainty regarding future longer-term central government funding for victim services impacts on the sustainability of those services.	12	➡	While uplifts in funding have been confirmed for 21/22, it remains unclear what impact Covid-19 might have on funding longer-term.
2	Merger of NPS and CRCs and the move to a national model for re-commissioning probation services could reduce allocation for London and quality of interventions.	6	⬇	Co-commissioning of female offender service for 21/22 agreed. For other services discussions have started on provision for London’s needs.
3	Failure to secure long term funding across the CJS impacts on ability to sustain and support growth of pan London approaches to reducing re-offending.	6	➡	Budgets across the partnership have been directly impacted by Covid-19, increasing the uncertainty about longer-term availability.
Issue		Rating	Trend	Explanation for trend
1	Significant and increasing backlog of cases in the courts system.	H	➡	Existing backlogs have increased due to courts being closed as a result of Covid-19, and ongoing reduced capacity.
2	Capacity challenges remain in probation with continued high caseloads.	M	➡	This remains stable but could change as cases in the court backlog work through.
3	Lockdown in prisons due to Covid-19 is limiting the interventions being delivered to address reoffending, and the support available for resettlement.	M	⬆	Restrictions were reintroduced at the end of Q3, impacting delivery of some MOPAC funded services.

MOPAC Goals



		Base	F'Cast	Conf.
1	Develop and roll out a compliance monitoring framework for the new Victims Code of Practice (VCoP)	Q4	Q3 21/22	A
2	Produce roadmap for development of a Victim Care Hub, a recommendation in Victims’ Commissioner's VCoP Review	Q4		CG
3	Commission a Victims' Strategic Needs Assessment, to support the development of the next Police & Crime Plan	Q4		CG
4	Develop new user survey for the LVWS to improve collection of service user feedback	Q4		CG
5	Launch an online directory of vicims' support services in London, integrated within the LVWS website	Q2	Q3	CG
6	Commission services for a transitions to adulthood hub & agree full delivery model	Q4	Q1 21/22	A
7	Launch a pilot to support young people as they transition from youth to adult criminal justice services	Q4	Q2 21/22	A
8	Undertake an interim evaluation of Female Offender Diversion Pilot	Q4		CG
9	Undertake interim evaluation for the Community Sentence Treatment Requirements pilot	Q4	Q1 21/22	A
10	Agree action plans for implementation of Blueprint for a Whole Systems Approach to women in the CJS	Q3	Q1 21/22	A
11	Agree action plan to implement recommendations from drugs policy review	Q4	Q1 21/22	A
12	Deliver GPS tagging pilot for knife crime offenders on licence and expand to new cohorts	Q4		CG
13	Implement new IOM framework with partners to improve management of violent, persistent offenders	Q4		CG
* Referrals reduced due to Covid-19. Those referred have received more intensive support, in response to increased needs resulting from Covid-19.				

Keeping Children & Young People Safe

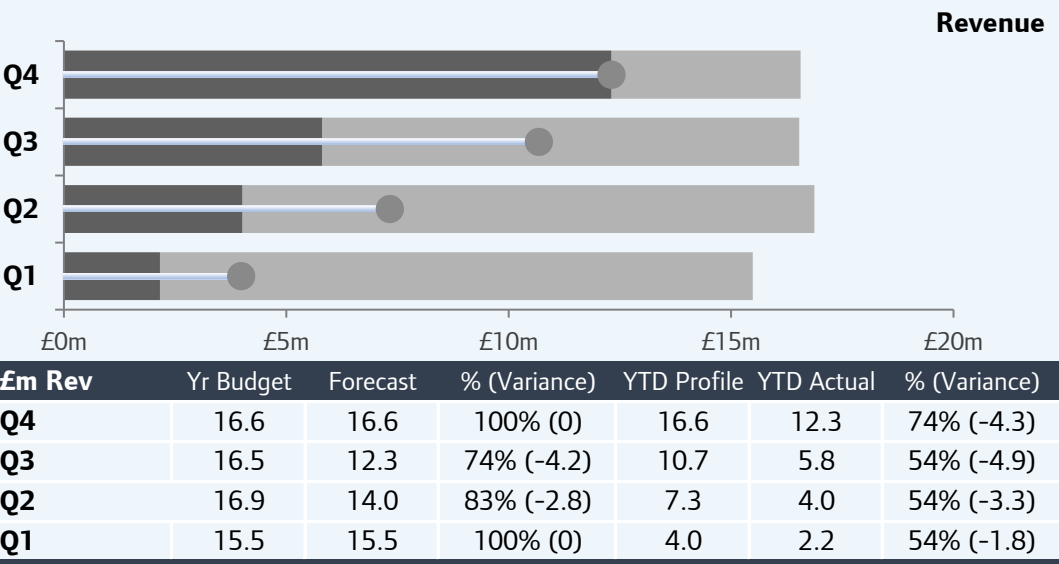
Objectives	Time	Spend	Capability	Risk
A	A	A	G	A

The Youth Justice Ethnic Disproportionality Action Plan was published. Developed in collaboration with partners it outlines the steps partners will take to tackle ethnic disproportionality in the youth justice system. MOPAC also published a protocol on reducing unnecessary criminalisation of looked after children and care leavers.

MOPAC published an update on the MPS's progress against the Gangs Violence Matrix recommendations in February. The review found that the Matrix is now more accurate and focused on those most likely to commit violence, with fewer people on it than ever before. It also found that those added to the Matrix were more proportionate of London’s population than previously and that nearly 490 individuals deemed to have little or no evidence of a link to criminal gangs have been removed from the Matrix in the last year.

Additional investment was also secured to respond to anticipated increases in child sexual abuse (CSA) disclosures and youth violence following easing of lockdown measures. £0.5M of Mayoral funding has been secured to support London’s CSA hubs and an uplift to LGE that supports young people involved in or exploited by gangs.

Financial review



Notes:
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Performance indicators

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		20/21 Target	YTD	Conf.
1a	% of young people referred to the CYP Victim & Witness Service receiving ongoing support	25%	38%	G
1b	% of young witnesses referred to the CYP Victim & Witness Service receiving pre-trial support	60%	56%	A
2a	No. of referrals to the Lighthouse, supporting young victims of sexual abuse*	-	337	
2b	No. of referrals to the Lighthouse progressing to an assessment for multi agency support*	-	297	
3a	% of YP exploited by county lines supported by Rescue & Response (R&R) following referral	70%	61%	A
3b	% of YP with reduced/ceased involvement in county lines following support provided by R&R	50%	79%	G
4a	No. of young victims of violence receiving youth work support in Major Trauma Centres	440	320	A
4b	% of young people reporting reducing risk of harm 6 months after receiving the intervention	44%	61%	G
5	No. of young victims receiving youth work support following contact in A&E**	-	270	
6	% of young people supported by LGE who have reduced/ ceased involvement in gangs	70%	85%	G
7	No. of young people affected by sexual exploitation engaged with Empower	70	81	G

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	As lockdown restrictions ease the criminal exploitation of vulnerable young people will increase as well as the levels of violent crime.	12	↑	During lockdown the rate of referrals to services remained broadly static but services are starting to see increases now restrictions are easing.
2	Unable to secure investment for appropriate secure accommodation for young people in the CJS which impacts partners' ability to reduce re-offending.	8	↓	The spending review announced further investment for Secure Children Homes, which presents opportunities for London.
3	Insufficient funding for the recommissioning of the CYP Victim and Witness Service leads to inability to meet levels of need and demand.	6	→	Uncertainty remains regarding the future funding available for this service, as a result of Covid-19.
Issue		Rating	Trend	Explanation for trend
1	Lockdown restrictions have led to increases in poor mental health amongst vulnerable young people and increased family tensions.	H	↑	Reintroduction of lockdown restrictions has resulted in further increases in levels of poor mental health.
2	Hospital-based youth work services are withdrawn from clinical environments due to NHS guidance in response to Covid-19.	M	↓	Staff teams in all hospitals have moved to a hybrid delivery model, with some staff working on site and others working remotely.
3	Sustainability of the Lighthouse pilot, supporting young victims of sexual abuse.	M	→	Funding now secured until March 2022, but sustainability after this date remains uncertain.

MOPAC Goals

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		Base	F'Cast	Conf.
1	Launch an action plan with partners to address disproportionality in youth justice	Q3	Q4	CG
2	Agree commissioning strategy for new Children & Young People's Victim and Witness Service	Q4	Q1 21/22	A
3	Agree sustainability plans for the Lighthouse beyond the pilot period	Q4	Q2 21/22	A
4	Publish Year 2 Strategic Assessment for Rescue and Response programme	Q2		CG
5	Youth work services in 5 new A&Es all receiving referrals and providing support to young victims of violence	Q2		CG
6	Publish 'One Year on' report into MPS progress against MOPAC Gangs Matrix review recommendations	Q3	Q4	CG
7	Complete Violence, Gangs & Young People research, including capture of young people and practitioners' views	Q4	Q2 21/22	A
8	Publish final evaluation of London Gang Exit programme	Q4	Q2 21/22	A
9	Publish a toolkit for practitioners working with young knife crime offenders to address causes of offending behaviour	Q3	Q4	CG
10	Publish a protocol setting out key agency responsibilities to reduce the criminalisation of looked-after children	Q3	Q4	CG
* As this is a pilot there are currently no targets.				
**Note: as this programme is a pilot in its first year of delivery, no baseline targets have yet been set.				

Tackling Violence Against Women and Girls

Objectives	Time	Spend	Capability	Risk
A	A	A	G	A

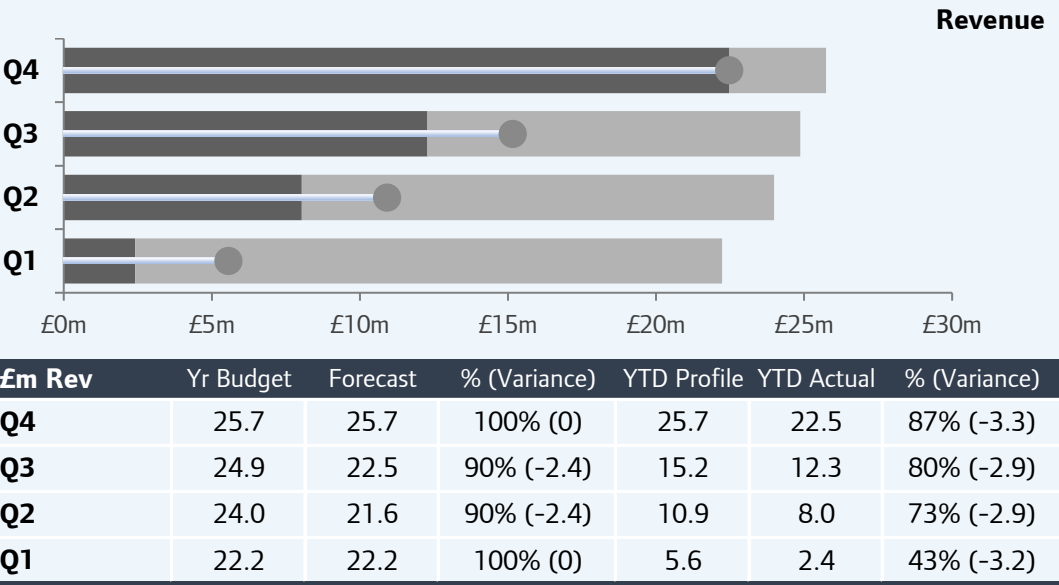
The Mayor has extended provision of emergency accommodation for victims of domestic abuse until June 2021 following the tightening of Covid restrictions. 51 units remain available, including specialist provision for women with no recourse to public funds, LGBTQI+ victims and male victims. To date all strands of the accommodation have received 724 referrals of which 317 have been accepted (into Q1 21/22).

The Mayor continued to push for amendments in the DA Bill and lobbying work continued in the hope that a much strengthened Bill would become law.

March 2021 saw the launch of the Mayor’s Grassroots Fund. 41 agencies are now in receipt of 2 year funding and for the first time, those organisations will be supported by a co-designed capacity building programme also for 2 years.

March also saw the tragic murder of Sarah Everard. MOPAC continue to work with the police on their response to VAWG and worked with victim support services to set up an emergency response due to the number of women who came forward to speak up about their own experience of sexual harassment and sexual violence.

Financial review



Notes:
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Performance indicators

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	20/21	Target	YTD	Conf.
1	% of victims receiving medical exam in forensic window at Sexual Assault Referral Centres	99%	85%	A
2	% of domestic abuse victims referred to LVWS supported by a specialist advocate	70%	66%	A
3	No. of calls to Ascent Advice hub, providing support to victims/survivors of domestic abuse	3180	2987	A
4a	No. of referrals processed by the Survivors Gateway 'Navigators'	2400	2727	G
4b	No. of victims/ survivors being supported by an Independent Sexual Violence Advocate (ISVA)*	857	1,813	G
4c	No. of counselling hours being delivered to victim/ survivors at the Rape Crisis Centres	13,200	12,500	A
5	No. of victims of VAWG with no recourse to public funds provided with wraparound support	250	283	G
6	No. of young victims of VAWG supported by a CouRAGEus specialist advocate	260	234	A
7	No. of people able to access Stalking Support Service's web-based and telephone support	2850	2650	A
8	No. of victims of Harmful Practices receiving 1-2-1 casework support	490	559	G
9a	No. of high risk domestic abuse perpetrators allocated to the Drive project	125	119	A
9b	% of open cases where perpetrator is fully engaged with the programme	60%	48%	A
10	% of housing reciprocal requests processed and signed off within 2 days	95%	100%	G

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	Continued decrease in successful prosecutions for rape and recent high profile cases impact on the confidence of victims and survivors in the criminal justice system.	12	↑	The tragic abduction and murder of Sarah Everard has led to increased public focus on VAWG and increased fear in public spaces.
2	Introduction of further lockdown restrictions leads to increase in incidences of VAWG and makes it increasingly difficult for victims to report.	12	↑	Following re-introduction of lockdown restrictions, services are reporting increasing severity of VAWG.
3	Demand for sexual violence support services continues to exceed availability, leading to increases in waiting lists for vital ISVA and counselling support.	12	↑	Pressures on demand are increasing as a result of Covid-19.
Issue		Rating	Trend	Explanation for trend
1	Increases in demand for services supporting victims of VAWG following Covid-19 have further increased the pressure on VAWG agencies.	H	↑	Feedback from the VAWG sector is highlighting the continued pressure services are facing, and increasing levels of staff burnout.
2	The lack of sustainable long term funding places organisations supporting victims of VAWG in difficult financial situations and unable to forward plan.	H	→	Uncertainty regarding longer-term funding from central government for VAWG services.
3	Lack of consistent approach to the management of domestic abuse perpetrators by the police and probation.	M	→	Questions remain over central government sustained investment in perpetrator programmes.

MOPAC Goals

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		Base	F'Cast	Conf.
1	Provide funding for accommodation and wrap-around support for those fleeing abuse in response to Covid-19	Q2		CG
2	Monitor delivery of the London Rape Review recommendations, supporting the Victims' Commissioner to ensure their implementation (ongoing)	Q4		G
3	Lobby for amendments addressing deficiencies in the DA Bill, such as the lack of support for migrant women and the management of serial perpetrators	Q3	Q4	CG
4	Work with the Victims' Commissioner's office to improve the experiences of VAWG survivors in the Family courts (ongoing)	Q4		G
5	Develop and implement a Pan London refuge commissioning framework, in partnership with GLA Housing	Q4	Q3 21/22	A
6	Produce a strategy for the future commissioning of sexual violence support services in London	Q4	Q3 21/22	A
7	Produce strategy on perpetrator programmes, including improving understanding of their impact on BAME groups	Q3	Q2 21/22	A
8	Work with partners to address gaps in the legislation for sexual offences to include sexual harassment	Q3	Q2 21/22	A
9	Produce review of Multi-Agency Risk Assessment Conferences (MARACs) in London	Q4	Q2 21/22	A
10	Launch second round in targeted FGM awareness-raising campaign	Q2		CG
11	Review co-locations of Independent Domestic Violence Advocates and effectiveness of the LWVS DA offer	Q2	Q3	CG
12	Launch the Mayor's VAWG Grassroots Fund	Q4 19/20	Q3	CG

* Note: figures relate to ISVAs at the Survivors Gateway & Rape Crisis Centres

Standing Together Against Hatred

Objectives	Time	Spend	Capability	Risk
G	G	A	G	A

Launched iReportit app as part of Mayor’s CVE themed Civic Innovation Challenge project. The 3-month pilot is due to report on the project outcomes in Q1 2021/22.

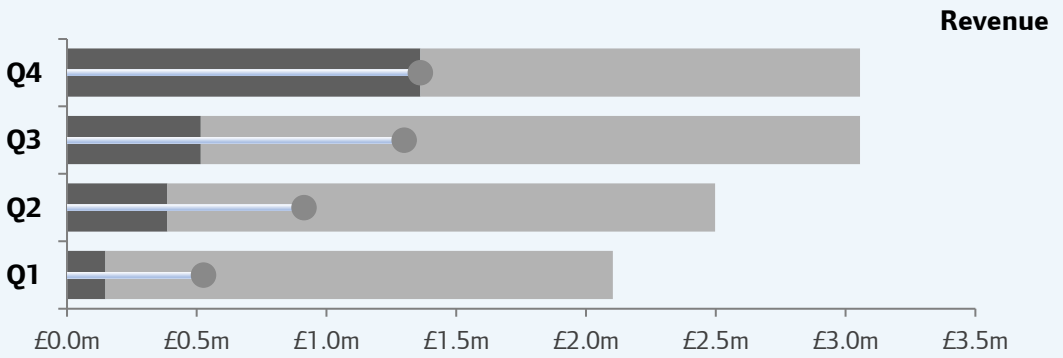
Delivered another quarterly safety and security webinar for places of worship in collaboration with the Community Security Trust (CST), offering practical safety and security advice to mitigate security risks for premises and worshippers.

Extended Shared Endeavour Fund projects delivering in educational settings until 1st June to enable the completion activities impacted by lockdown restrictions.

Relaunched the Shared Endeavour Network, a forum for sharing best practice. Over 40 members have signed up so far, who have benefitted from workshops on topics including the overlap between serious youth violence and radicalisation.

MOPAC published an Invitation to Tender for a new Pan-London Hate Crime Victim Service. The new service will go live on 1st October 2021.

Financial review



£m Rev	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4	3.1	3.1	100% (0)	3.1	1.4	44% (-1.7)
Q3	3.1	1.4	44% (-1.7)	1.3	0.5	39% (-0.8)
Q2	2.5	1.7	67% (-0.8)	0.9	0.4	42% (-0.5)
Q1	2.1	2.1	100% (0)	0.5	0.1	28% (-0.4)

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Performance indicators



		20/21 Target	YTD	Conf.
1a	No. of victims of hate crime supported by the CATCH Advocacy Service	880	2,982	G
1b	% of victims supported who report reduced risk and increased feelings of safety	65%	62%	A
1c	% of victims supported who are satisfied with the service provided	65%	68%	G
2a	% of LGBT victims supported by Galop who report increase in knowledge of their rights	75%	80%	G
2b	% of victims supported who are more confident about engaging with the criminal justice system	60%	71%	G
3a	Partner with grassroots organisations for the Together Against Hate programme	10	10	G
3b	Deliver training sessions for the Together Against Hate programme	5	5	G
4	Number of grants awarded and accepted through the Shared Endeavour Fund	32	31	G

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	Incidences of hate crime, including online, continue to increase following the end of the Brexit transition period and the reintroduction of lockdown measures.	12	→	Wider societal issues; continued perceived lack action by social media companies to remove hateful and intolerant content.
2	Covid-19 significantly impacts on capacity of VCS and civil society organisations to maintain delivery of critical services to vulnerable people and communities.	12	→	Lockdown measures introduced in response to Covid-19 have impacted on how organisations can deliver and engage with people.
3	The perpetration of a terrorist incident.	12	→	The MPS counter-terrorism lead has warned a new attack on the capital is likely as the country emerges from lockdown.
Issue		Rating	Trend	Explanation for trend
1	Incidences of hate crime remain high following lockdown and the Black Lives Matters (BLM) protests in 2020.	H	→	Extremists continue to use the pandemic and BLM movement to promote hate and intolerance.
2	Organisational capacity to deliver prevention and education programmes focussed on raising awareness of hate crime in affected communities.	M	→	Resourcing discussions are ongoing in light of COVID-19.
3	Referrals to the government's Prevent Strategy are significantly reduced.	M	→	Frontline practitioners (teachers, health workers and social workers) have been spending less time with vulnerable people.

MOPAC Goals



		Base	F'Cast	Conf.
1	Publish tender for the recommissioning of hate crime advocacy and victim support services	Q4		CG
2	Provide funding to support the distribution of resources for London National Hate Crime Awareness Week events	Q2		CG
3	Award grants from Shared Endeavour Fund to civil society organisations tackling hate crime, intolerance & extremism	Q1		CG
4	Commission evaluation programme for Shared Endeavour Fund	Q2		CG
5	Commission Countering Violent Extremism research	Q2		CG
6	Complete remote interviews & user testing for development of CVE themed Civic Innovation Challenge app	Q3		CG
7	Launch 3-month pilot of CVE themed Civic Innovation Challenge app	Q3	Q4	CG
8	Hold event to raise awareness of the Places of Worship Protective Security Scheme	Q2		CG
9	Hold Places of Worship Safety and Security webinar	Q2		CG
