

STATEMENT OF MISSION AND PRIORITIES

STATEMENT OF MISSION

Summary

A metropolis considered the safest global city on the planet.

A Metropolitan Police Service (MPS) that becomes the UK's most effective, most efficient, most respected, even most loved police force.

A capital city where all public services work together and with communities to prevent crime, seek justice for victims and reduce re-offending.

Foreword by the Deputy Mayor for Policing and Crime, Stephen Greenhalgh

Public safety is the foundation of social well-being and is the vital underpinning of London as a successful city. Everything we want to see flourish - family life, public spaces, the businesses that we depend upon and, crucially, the culture and environment that our children grow up in - requires a basis of civic order. The founder of the Metropolitan Police, Sir Robert Peel, understood that security and public safety are the preconditions for prosperity and a thriving civil society. Without the rule of law we have chaos which drains initiative, destroys ambition and leads to weakened communities of embittered poor and mobile rich. It is for this reason that maintaining order is the first duty of government, and as such, the most critical function of the Mayor of London is the oversight of policing in the capital.

Cities need to grow or otherwise they die. Growth is the engine of opportunity and the pathway that helps people out of poverty. That growth has to happen in London. Many of the businesses that make our capital great are highly mobile and we cannot afford to drive them away by failing to ensure that our city is safe. London's economy is the beating heart of prosperity in the UK. As Europe's business capital, London collects £5.4 billion of business rates each year - a tax take 15 times larger than that of the UK's second city, Birmingham. The income generated by the city's businesses ensures funding for public services across not only London but the entire country. This makes MOPAC's mission - and the performance of the Metropolitan Police - of national significance.

But the police cannot prevent crime on its own, and the effectiveness of London's wider criminal justice system is critical to public safety, which is why MOPAC's mission extends beyond policing. For the first time, the Mayor has a broad mandate to oversee and shape London's criminal justice landscape, which includes exercising MOPAC's new commissioning responsibilities to full effect. Operating within a complex city with many thousands of public, private and voluntary sector actors providing justice services, MOPAC must provide strategic leadership and an evidence-based approach to public safety, built upon collaboration, innovation and smart crime policies. MOPAC will aspire to gain more responsibility for crime reduction in the capital and seek additional powers from central government to take over formal oversight and control more of the funding of London's criminal justice agencies.

The most important Peelian principle is that 'the police are the public and the public are the police' and London is a cosmopolitan city inhabited by a truly global 'public'. The capital is projected to grow by 1.25 million residents over the next 20 years. MOPAC must ensure that the Metropolitan Police and other agencies are fit to serve this growing cosmopolitan public – while also, in the medium term, meeting the major challenge of a significant budget cut. Because of London's size and unique place as a hub for international trade, tourism and migration, the city accounts for around a quarter of all recorded crime across the UK and the city hosts a unique and highly mobile criminal element.

There is no doubt that policing the metropolis is and always has been challenging. However, I am convinced that with passion and professionalism – and with the confidence and support of Londoners – the Metropolitan Police, the oldest police force in the world, can rise to this special challenge.

About MOPAC

- The “Mayor’s Office for Policing And Crime” (MOPAC) is defined in the Police Reform and Social Responsibility Act 2011 and has replaced the Metropolitan Police Authority (MPA) entirely. The same legislation creates a Police and Crime Panel (in London, the ‘Police and Crime Committee’) – currently made up of 12 members of the London Assembly – whose role is to hold MOPAC to account for its oversight duties of the Metropolitan Police.
- The core functions of MOPAC are to secure the maintenance of an efficient and effective MPS, and to hold the Commissioner of Police to account for the exercise of his functions. These functions were previously carried out by the MPA. The 2011 Act sets out a number of functions in respect of which MOPAC must hold the Commissioner of Police to account, including: having regard to police and crime plans; value for money; equality and diversity; and the safeguarding of children and the promotion of child welfare.
- The formal oversight of Scotland Yard, including budget-setting, performance scrutiny, and policy development, is the core responsibility of MOPAC. Operational decision-making on day-to-day policing matters remains the responsibility of the Commissioner of Police – whose remit in this regard is guaranteed by a new Protocol.
- MOPAC oversee police and criminal justice system performance, the budget environment, and the implementation of policies set out in MOPAC’s Police and Crime Plan. In fulfilling its duties, MOPAC is developing clear measures of performance that focus on outcomes (results), not outputs (activities).
- The role of MOPAC is broader than policing. Unlike its predecessor body, the MPA, it has overarching responsibilities for crime reduction, and significant powers to commission services and assign budgets.
- As MOPAC’s legal remit covers “crime” and envisages a general responsibility for public safety, MOPAC has opportunities not previously available to any single London agency. MOPAC must challenge and scrutinise the capital’s entire criminal justice system to: improve crime prevention; seek swift and sure justice for victims; and reduce re-offending rates. Public safety and crime reduction are important and complex missions that extend beyond policing, and go to the wider remit of MOPAC.

Role of the Deputy Mayor for Policing and Crime

- The role of the Deputy Mayor for Policing and Crime (DMPC) in London is analogous to the elected Police and Crime Commissioner (PCC) position in police forces outside of London.

Although not directly elected, the legislation is clear that, once the Mayor as occupant of MOPAC delegates his authority to the DMPC, the DMPC has the same powers and duties as a PCC, except for a limited number of functions retained by the Mayor, including: issuing of a Police and Crime Plan; and the appointment and removal of the most senior officers.

- The DMPC is the head of MOPAC and as a result is the lead executive figure for policing policy and governance in London. Public accountability for the police and for policing policy rests with the Mayor (and the DMPC on his behalf), and this requires both robust oversight of the police, and a good working relationship with the Commissioner of Police and his senior command staff.
- The Deputy Mayor role has greater significance since the creation of MOPAC, and the DMPC must collaborate with all relevant agency heads to drive improvement. MOPAC serves the local needs of Londoners, and with one important exception - the remit of the National Crime Agency and the Strategic Policing Requirement set nationally by the Home Secretary - the Deputy Mayor does not answer to national politicians or the Home Office.
- In London, the Metropolitan Police Commissioner answers to the DMPC, with a separate reporting line to the Home Secretary on national matters. For local policing in London, the Mayor (and the DMPC on his behalf) is the governing authority, but ultimately the Metropolitan Police Commissioner must at all times retain the confidence of both the Mayor (and DMPC) and the Home Secretary.

STATEMENT OF PRIORITIES

Summary

Hold the Metropolitan Police to account and deliver the Mayor's manifesto commitments and expectations.

Challenge the Metropolitan Police and other criminal justice agencies to deliver value for money for the taxpayer and meet the challenge of service delivery with fewer resources in the years ahead.

Ensure that all of London's public service agencies work together and with communities to prevent crime, seek swift and sure justice for victims, and reduce re-offending.

How does MOPAC intend to deliver those priorities?

1. Hold the Metropolitan Police to account and deliver the Mayor's manifesto commitments and expectations.

The performance of the Metropolitan Police on crime is worse than peer averages in nearly all categories, and significantly so for victim-based crimes, such as theft and robbery. Whilst recognising that the MPS face unique challenges, we must also acknowledge that improvement is possible and indeed necessary. Levels of public confidence in the MPS are too low, it has the lowest victim satisfaction rate in England and Wales, and low rates of user satisfaction – particularly amongst black and minority ethnic (BME) users.

MOPAC's challenge to the MPS over the next four years is to:

- Drive down crime in key categories (e.g. violent crimes such as robbery, serious assaults or aggravated assaults and property crimes such as theft, residential and commercial

burglary, vandalism, theft of a motor vehicle and theft from a motor vehicle) by at least 20%.

- Drive up public confidence in the MPS, as recorded by the Crime Survey for England and Wales, from 62% to 75% of Londoners thinking the MPS are doing a good or excellent job.
- Improve the visibility and availability of police officers on patrol in London.
- Close the very significant budget gap (the MPS represents 88% of the national budget gap) whilst increasing the number of police officers in warranted and front line roles.

The Mayor's expectations are that the DMPC ensures that MOPAC focuses on:

- Increasing the visibility and availability of police officers on patrol in neighbourhoods by working with the MPS to roll out an extra three police officers and at least three special constables in every safer neighbourhood team in the capital.
- Ensuring that the MPS maintains public order in London.
- Increasing London's confidence in their police by supporting the Commissioner to drive out racism and corruption in the MPS where it exists.
- Keeping overall police numbers as high as possible.
- Improving public access to the MPS by co-locating front counters in hospitals, fire stations, council housing estate offices, libraries and supermarkets.
- Establishing Safer Neighbourhood Boards in every borough to give local residents a stronger voice.
- Improving services to victims of crime with MOPAC's new statutory duty to commission victim support services.
- Making London safer for children and young people whilst supporting the MPS in tackling gang crime and serious youth violence.
- Making London safer for women and girls and combating domestic violence.
- Introducing smarter solutions to help prevent crime and disorder driven by alcohol and drug abuse.

2. Challenge the Metropolitan Police and other criminal justice agencies to deliver value for money for the taxpayer and meet the challenge of service delivery with fewer resources in the years ahead

The Metropolitan Police has a recent history of delivering significant savings, as evidenced by the net incremental savings delivered in 2011/12 of £146 million and £70 million net incremental savings planned in 2012/13. These savings have been realised through major change programmes, including those within Human Resources (THR), Finance and Resource Management, and Property Facilities Management. The MPS has outsourced some back office functions such as payroll and IT support. However, more can and must be done.

The Mayor was successful in negotiating for an additional £90 million from the Home Office, which will ensure resilience throughout the Olympic period and keep London's police officers on the front line. Nevertheless, the budget challenges facing the MPS in the years ahead remain considerable.

The total MPS annual budget is £3.5 billion (£2.6 billion net). Following the Comprehensive Spending Review (CSR) in October 2010, the MPS are required to deliver savings of £538 million by the end of the four year period to 2015. This amounts to 15% of the total MPS budget. The MPS have subsequently delivered gross savings of £163 million in 2011/12, and have identified further gross savings of £334 million for the three year period 2012/13–2014/15. However, there remains a gap of £148 million in 2013/14, rising to £232 million in 2014/15, which still needs to be bridged.

The MPS are one of three forces singled out in the latest annual survey by Her Majesty's Inspectorate of Constabulary (HMIC) in July 2012 as having inadequate plans to bridge their budget gaps. In addition the forthcoming CSR in or around 2013 is likely to be more challenging than the current CSR with additional grant reductions for 2014/15, 2015/16, and 2016/17, creating further budget pressures.

Achieving the savings to bridge this budget gap is in the context of a police service that does not start from the strongest position. As HMIC found: 'The force does not yet have a developed plan to resolve this [budget gap]. While £232 million only represents around 6% of the MPS budget, it has to be found against a background of high crime rates and low victim satisfaction levels in the London area'.

Nevertheless, savings can be found. Currently 31% of costs are in the back office and support services across the MPS. 1,642 police officers are in back office functions. (4,700 are in the middle office). The MPS has the highest costs as a proportion of net revenue expenditure for the finance function and above average for human resources and ICT. The average cost per 100 criminal charges is almost three times the national average.

MOPAC will:

- Work closely with the MPS to **reduce** unnecessary overheads, duplication and back office waste, **release** underutilised assets and **reform** the Met's policing model (reducing the number of managers and supervisors whilst increasing the number of police officers in warranted and frontline roles) to bridge the budget gap whilst protecting the frontline.
- To assist the Mayor in delivering his commitment to reduce the GLA Council Tax precept by 10% over this Mayoral term (although the policing element of the GLA precept is frozen unlike many forces nationally that face a cut of 10%).
- Work with the GLA to establish a collaborative procurement process for the GLA Group and a single property unit for all land holdings so as to speed up the release of land and to reduce bureaucracy.
- Work closely with the GLA's Head of Paid Service to prepare for the relocation of MOPAC's staff to City Hall (excluding MOPAC's Directorate of Audit, Risk and Assurance).

3. Ensure that all of London's public service agencies work together and with communities to prevent crime, seek swift and sure justice for victims of crime, and reduce re-offending.

The police alone cannot prevent crime, and the performance of the wider criminal justice system in London is critical to public safety. MOPAC has a wider role in London's criminal justice landscape, which includes exercising its new commissioning responsibilities. Government funding is coming to MOPAC in support of its objectives, including developing a strategic response to crime prevention, and this presents significant opportunities for MOPAC to truly make a difference for Londoners.

Current funding includes:

- CAGGK (communities against guns, gangs and knives) - £1 million
- Youth prevention - £2.2 million
- Drug Intervention Programme (DIP) - £12.7 million
- Community safety fund - £5.3 million
- Late night levy (awaiting government response to the consultation but this could equate to £3 million a year).
- The Government has announced that it intends to devolve victim commissioning to local levels. This could mean up to £20 million coming via MOPAC.

MOPAC also uses non-ring fenced funding to invest in:

- MOPAC Community and Police Engagement Groups - £1 million
- MOPAC Partnerships – 1.6 million

MOPAC will:

- Play a leading role in criminal justice in London and devote itself to long-term reforms that improve policing *and* public safety.
- Break down silos between boroughs as well as London's public service agencies by convening high-level meetings to challenge and set goals jointly with key criminal justice agencies and the 32 boroughs in London, and encourage shared working across the criminal justice system – including co-location of staff and integrating systems.
- Utilise additional partnership funding (until recently held elsewhere but now granted to MOPAC) to fund innovative new ways to reduce crime: including community safety funding (investments used for crime prevention, such as CCTV); victim and witness support funding; and drug intervention programme (DIP) funding for addiction services and community drug treatment. These initiatives will be carried out by both the voluntary and community or 'social' sector and the statutory agencies.
- Seek more power and responsibility for crime reduction in London and ask for additional powers from the Home Office and Ministry of Justice to take over formal oversight of, and assume greater control of the funding for, criminal justice agencies in the capital.

MOPAC
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