

DRAFT POLICE & CRIME PLAN – FOR CONSULTATION



DRAFT POLICE & CRIME PLAN CONTENTS



INTRODUCTION

WHAT IS THE POLICE & CRIME PLAN FOR LONDON?

- The Police & Crime Plan is the Mayor's strategy for tackling crime and making London safer. The Mayor of London is required by law to outline a plan that explains how the police, Community Safety Partnerships and other criminal justice agencies will work together to reduce crime in the capital.
- The draft Police & Crime Plan reflects the Mayor's mission and priorities and the needs of Londoners. In developing this draft plan, the Mayor and MOPAC have listened to what Londoners think are their key crime and community safety priorities.
- The Mayor's Office for Policing And Crime (MOPAC) is a strategic oversight body tasked with devising the Police & Crime Plan and ensuring that it is delivered over four years (up to 2016/17). The content of the Police & Crime Plan is informed by the best evidence around effective crime reduction and the strategy is built upon clear objectives to be achieved.

WHAT IS THE PURPOSE OF THIS DOCUMENT?

- A version of the Police & Crime Plan in draft form must be produced for consultation so that the public and other agencies can input and feedback their views.
- This document is the draft Police & Crime Plan for public consultation and the content is subject to revision following feedback. Consultation questions and how to respond are set out below.
- A final version of the Police & Crime Plan for London will be published by April 2013.

M O P A C

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

PART ONE:

MAYOR'S MISSION & PRIORITIES

THE MAYOR'S MISSION

The first duty of the Mayor is to protect Londoners. The Mayor of London, Boris Johnson, has described his mission and priorities for policing and crime reduction in the capital over the next four years (see Mayoral Decision 12-19, 31 August 2012). That statement outlines the following mission to deliver:

1. A metropolis considered the greatest and safest big city on earth.
2. A Metropolitan Police Service (MPS) that becomes the UK's most effective, most efficient, most respected, even most loved police force.
3. A capital city where all public services work together and with communities to prevent crime, seek justice for victims and reduce re-offending.

Read more about the Mission & Priorities of MOPAC here:

<http://www.london.gov.uk/sites/default/files/MOPAC%20Mission.pdf>

MAYORAL PRIORITIES

The Mayor's Mission is backed by the following priorities that guide the work of MOPAC. To:

1. Hold the Metropolitan Police to account and deliver the Mayor's manifesto commitments and expectations (The Mayor's 2012 manifesto – Fighting Crime in London – is available [here](#))
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
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, and reduce re-offending.

LONDON CRIME REDUCTION BOARD

The Mayor of London also chairs the London Crime Reduction Board, which meets quarterly to review progress across a range of priorities including Anti-Social Behaviour, Gangs, and Re-offending.

CRIME PRIORITIES

In developing this plan, the Mayor and MOPAC have listened to what Londoners in all boroughs think are their key crime and community safety priorities, the biggest concerns raised to MOPAC during 2012 were anti-social behaviour; gangs; stop and search; and the relationship between young people and the police. Other issues that are commonly raised are the accessibility and visibility of the police, burglary and drug-related crime as well as street crime and gun/knife crime.

In addition, the Mayor has placed special emphasis on a number of additional public safety challenges. These include: A Safer London for Women, Serious Youth Violence, and Business Crime.

PART TWO:

OBJECTIVES & GOALS – WHAT WE WANT TO ACHIEVE

OBJECTIVES & GOALS

The Mayor of London sets strategic objectives and performance goals for the police and other partners in Order to ensure that they achieve this mission and deliver on behalf of all Londoners.

POLICING

For policing, the Mayor has set the police a core objective – to **meet the 20-20-20 challenge by 2016**. This challenge – accepted by the Commissioner at the first MOPAC Challenge scrutinizing MPS performance – is to:

Cut 7 priority high impact, high volume neighbourhood crimes by 20%*

Boost public confidence in the Metropolitan Police Service (MPS) by 20% - to help the police improve their connection with Londoners

Make 20% savings in the MPS budget by 2016

**Priority crimes: violence with injury, robbery, burglary, theft from the person, theft from motor vehicles, theft of motor vehicles and vandalism/criminal damage*

Monthly MOPAC Challenge meetings (one of the Mayor's formal accountability mechanisms) will publically scrutinise the MPS's performance against these 20-20-20 targets.

OBJECTIVES & GOALS

The Mayor of London sets strategic objectives and performance goals for the police and other partners in order to ensure that they achieve this mission and deliver on behalf of all Londoners.

CRIMINAL JUSTICE

The police alone cannot prevent crime and the effectiveness of the wider criminal justice system is critical to public safety. As such MOPAC monitors London's criminal justice system and is seeking to establish clear measures of performance that focus on outcomes (results), not outputs (activities). Therefore the Mayor proposes to set London's criminal justice agencies with a further challenge – monitored by the London Crime Reduction Board – to seek swift and sure justice for victims by working to:

**Reduce court
delays by 20%**

**Increase
compliance
with community
sentences by 20%**

**Reduce reoffending
by young people
leaving custody in
London by 20%**

M O P A C

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

PART THREE:

POLICING LONDON

POLICING OVERVIEW - BOBBIES BEFORE BUILDINGS

The Mayor is responsible for ensuring the Metropolitan Police Service (MPS) is run efficiently and effectively, so that Londoners receive the best service possible from their police, within the available resources. In his manifesto, the Mayor promised to **strengthen the MPS and drive a renewed focus on street policing**.

In order to achieve the 20-20-20 Challenge, the Metropolitan Police has to change. By reforming the back office, releasing assets and reducing overheads, MOPAC will fulfil the Mayor's commitment to keep police numbers high. Despite a reduced budget, the Mayor's plan will:

Keep police numbers as high as possible at or around 32,000 with a record high number of bobbies (26,000)

Increase the visibility and availability of police officers on patrol by working with the MPS to roll out a new local policing model that enhances neighbourhood policing

Improve public access to the MPS by bringing the police to the public in innovative ways, such as co-locating new access points in other public service buildings and supermarkets, and potentially the Post Office

POLICING OVERVIEW - BOBBIES BEFORE BUILDINGS

The Mayor is responsible for ensuring the Metropolitan Police Service is run efficiently and effectively, so that Londoners receive the best service possible from their police, within the available resources. In his manifesto, the Mayor promised to **strengthen the Metropolitan Police Service and drive a renewed focus on street policing.**

In addition, the Mayor must:

Ensure the MPS contributes to the policing response to regional and national threats so that London plays its part in respect of the Home Secretary's "strategic policing requirement"

Ensure that the MPS maintains public order in London.

Increase London's trust and confidence in their police by supporting the Commissioner to drive out racism and corruption in the MPS where it exists

A NEW LOCAL POLICING MODEL

The Local Policing Model (implemented from April 2013) is key to improving visibility and make sure the police are out fighting crime and not behind desks completing paperwork. By releasing assets and reducing overheads, we will fulfil the Mayor's commitment to keep police numbers high.

The new Local Policing Model will:

Provide resilient, visible, flexible and accountable local policing that is focused on crime reduction and boosting public confidence

All Boroughs will gain police officer posts

Guarantees every borough will be led by a dedicated borough commander

Re-directs 2,000 police officers to neighbourhood teams. Each of these neighbourhood teams will have a broader remit to cut crime, support victims and tackle offending

A NEW LOCAL POLICING MODEL

ENHANCING SAFER NEIGHBOURHOODS

There will be over **2,600 more officers in Safer Neighbourhoods than in October 2011.**

The new Local Policing Model is comprised of:

Safer Neighbourhoods policing. Inspector-led teams will work in Local Police Areas (clusters of wards); every ward will have a named Sergeant, a dedicated named PC (who will not be abstracted) and a dedicated PCSO. Other PCs, PCSOs, MSC officers and volunteers will work across the Local Police Area according to need. Safer Schools officers will be retained for every secondary school that wants one

Proactive and reactive investigation - Small squads focused on narrow crime types will be removed, allowing better use of resources at Borough level. Community Safety Units remain

Uniformed Borough Tasking Teams - Provide flexible resources for reducing crime and preserving public order

Grip and Pace Centres - These enable senior leaders to drive activity and that ensure threats are tackled quickly and opportunities to reduce harm are taken

MORE POLICE OFFICERS AT BOROUGH LEVEL

Based on analysis of demand and relative crime levels across each borough, the MPS has reviewed the allocation of police officers per borough. This has resulted in all boroughs gaining police officers.

MORE POLICE OFFICERS AT BOROUGH LEVEL

	Safer Neighbourhoods			Total Borough officers		
	2011	2015	Change	2011	2015	Change
Barking & Dagenham	49	119	70	426	493	67
Barnet	60	135	75	523	564	41
Bexley	61	110	49	344	360	16
Brent	61	159	98	658	660	2
Bromley	65	127	62	428	482	54
Camden	52	157	105	749	751	2
Croydon	73	183	110	623	740	117
Ealing	68	161	93	664	727	63
Enfield	61	144	83	524	609	85
Greenwich	50	138	88	551	615	64
Hackney	54	154	100	682	685	3
Hammersmith & Fulham	47	139	92	553	556	3
Haringey	55	144	89	658	664	6
Harrow	61	107	46	355	385	30
Havering	53	107	54	346	394	48
Hillingdon	64	129	65	480	525	45
Hounslow	58	127	69	472	546	74
Islington	48	140	92	643	647	4
Kensington & Chelsea	54	128	74	521	523	2
Kingston	46	92	46	278	313	35
Lambeth	69	184	115	870	874	4
Lewisham	53	162	109	593	647	54
Merton	58	107	49	344	356	12
Newham	59	173	114	765	836	71
Redbridge	61	129	68	444	530	86
Richmond	53	97	44	286	301	15
Southwark	62	178	116	814	816	2
Sutton	54	102	48	295	337	42
Tower Hamlets	51	143	92	715	717	2
Waltham Forest	58	149	91	523	642	119
Wandsworth	58	137	79	564	579	15
Westminster	73	230	157	1412	1413	1
Total	1849	4491	2642	18103	19285	1182

A SMALLER ESTATE & NEW FORMS OF PUBLIC ACCESS

The MPS currently has a large and expensive estate of 497 buildings, many of which no longer meet operational requirements. The front counter provision through police stations is also inadequate and often sited in the wrong places. Visitor numbers in some stations are extremely low, using up money that could be better spent elsewhere.

A draft estate strategy (out for consultation alongside the Police and Crime Plan plan at www.london.gov.uk/priorities/mayors-office-policing-and-crime) is designed to create a more efficient estate made up of a much smaller Met headquarters and less costly buildings.

The plans propose reducing the MPS estate by a third but we also need to improve public access to the police. Ultimately the best way to boost public confidence is to get more officers out on the street where the public want to see them. The Mayor's public access commitment has guided the MPS in its operational review of its property.

A SMALLER ESTATE & NEW FORMS OF PUBLIC ACCESS

Draft plans include:

Every London borough will host at least one front counter open 24 hours a day, seven days a week

Public access should be improved by bringing the police to the public with creative solutions such as locating crime prevention desks and bureaus in places with high numbers of visitors such as supermarkets, council buildings, libraries and other local public services

For front counters, standard core opening hours will be agreed in consultation with the public and may be further enhanced by volunteer support. Options are being discussed with councils across London

The most deprived communities in London need face-to-face access, particularly where language barriers exist

The Mayor is discussing the potential for the Post Office to provide some front counter services and expects to have a pilot in place by July 2013

The MPS aims to meet more people by appointment at locations of their choice, including guaranteeing every victim of crime a personal visit if they want one. The MPS also aims to provide more services on-line and by telephone and make contact easier with Safer Neighbourhood Teams

PART FOUR:

STRATEGIES & MEASURES – HOW THIS WILL BE DELIVERED

STRATEGIES

The objectives set out in section 2 above will be pursued across three pillars, reflecting the three core elements of the Police and Crime Plan:

1. **POLICE PERFORMANCE & RESOURCES**
2. **CRIME PREVENTION**
3. **JUSTICE AND RESETTLEMENT**

The strategies to deliver the Mayor's mission and priorities are based on some common principles which underpin this draft Police & Crime Plan:

- **Smart commissioning & payment-by-results:** The Mayor's Office has significant new commissioning powers and it is incumbent on MOPAC to ensure that it delivers value for money on behalf of Londoners.
- **Local delivery and devolution:** Those working at a local level have the best understanding of local need, but MOPAC will work on strategic alignment across London, where appropriate, in order to ensure maximum impact.
- **Transparency and engagement:** The Mayor and MOPAC are committed to being open about their objectives, publishing clear guidance for commissioning and maintaining an on-going dialogue with partners across London and central government. I am also committed to conducting MOPAC's business in as transparently as possible.
- **Interventions based on outcomes and what works:** MOPAC will support evidence based commissioning and supporting initiatives that share best practice among partners e.g. Project Oracle and the proposed London Crime Prevention Council.
- **Teamwork and agency join-up:** using MOPAC to build alliances and sustainable partnerships that deliver on behalf of London.

POLICE PERFORMANCE & RESOURCES

THREE 'C's – CRIME, CONFIDENCE & COSTS

The first pillar of the draft Police & Crime Plan is MOPAC's oversight of police performance and resources, centred on crime, confidence and costs.

C**ONFIDENCE:** Drive up public confidence in the MPS from 62% to 75% ; ensure that the police build and retain the confidence of all of London's communities by policing fairly and in a manner that commands respect. Highlights include:

- Ensure victims and witnesses are treated with dignity and respect and analyse London's victim support services
- Seek to improve the confidence of young Londoners in police, especially with regard to stop-and-search
- Develop a "Safety Index" for London, which will provide reassurance about the relative safety of London

C**OSTS:** Cut costs by £500M – or 20% - and realise these savings in MPS budget from back office functions, whilst protecting frontline services. Highlights include:

- Reduce unnecessary overheads, duplication and back office waste (eg annual technology expenditure of nearly £0.3BN) and fewer staff: 2,667 fewer staff posts (includes 1,000 vacant posts) from 14,513 to 11,846 by 2015/16
- Release underutilised assets, reduce property running costs by £60 million (less buildings – 900,000sqm down to 600,000 sqm including the sale of the New Scotland Yard site)
- Reform the Met's policing model (more bobbies: 24,000 up to 26,000 with fewer supervisors/senior ACPO officers)

C**RIME:** Achieve a 20% cut in the key neighbourhood crime types (meaning third of a million fewer crimes in 2016); and support the police to drive down overall crime further; to tackle new and emerging serious crime threats; and do more to address quality of life crime/ASB and business crime. Highlights include:

- Improve police productivity and deployment through a new Local Policing Model
- Cut back bureaucracy and support technology investment to get more police officers onto the streets
- Ensure police officers are making the best use of their time through advancements in mobile and app technology

CRIME PREVENTION

THREE 'P's – PEOPLE, PLACES & PROBLEMS

The second pillar of the draft Police & Crime Plan is effective crime prevention, centred on people, places and problems

PEOPLE: Empowering the public to support the police; encouraging the police to better engage with the wider public; and improving the connection between the police and the public. Highlights include:

- Creating a Safer Neighbourhood Board in every borough by 2014 giving Londoners and victims a greater voice;
- Establishing a £1m crime prevention fund to which Boards can apply to fund local prevention projects
- Supporting Londoners to keep their communities safe through promoting the uptake of Neighbourhood Watch
- Deliver more and better ways for the public to report crime
- Boost volunteering through increasing Special Constables and doubling Volunteer Police Cadets numbers

PLACES: Using mapping analysis to identify problem locations and crime hotspots; better targeting of resources and sharing information; and helping places protect themselves against crime. Highlights include:

- Using technology to target-harden and design out crime (CCTV, ANPR and “alleygating”)
- Deploying new techniques like predicting crime mapping to pre-empt offending
- Support the roll-out of partnership schemes where businesses and residents mobilise to share information on crime
- Revise the transport safety strategy in 2013 to keep crime down at transport hubs and on trains, tubes and buses

PROBLEMS: Identifying problems and sharing best practice; effective partnerships in place to tackle prevention, enforcement and diversion around complex problems like drugs, alcohol and domestic violence. Highlights include:

- Develop new or revised preventative strategies for ASB, drugs, alcohol, violence against women & girls and gangs
- Guarantee funding for London’s 4 rape crisis centres until 2016 and fund a pan-London domestic violence service
- Build the evidence base for crime prevention through a new London Crime Prevention Council
- Concerted action to tackle hate crime, sex offences and the problem of dangerous dogs

JUSTICE & RESETTLEMENT THREE 'R's – REPARATION, REHABILITATION & REFORM

The third pillar of the draft Police & Crime Plan is MOPAC's oversight of justice and resettlement services, centred on

REPARATION: Ensuring sentences fit the crime and offenders make reparations for the damage they have caused.

Highlights include:

- Creating a Sentencing Unit in MOPAC to monitor sentences in London courts and appeal unduly lenient sentences
- Getting more from existing sentences by promoting the uptake of new community orders and tagging
- Giving Safer Neighbourhood Boards a role in deciding local Community Payback priorities
- Introducing a pilot for new types of sanctions (alcohol sobriety and drug abstinence)

REHABILITATION: Helping to drive a rehabilitation revolution in London by improving treatment and resettlement services for offenders and cutting reoffending rates. Highlights include:

- Establishing effective integrated offender management (IOM) under the auspices of a London Director for IOM jointly appointed by the Mayor and Secretary of State for Justice
- Improving resettlement support for young offenders with funding of £3.5 million for those leaving custody;
- Lobbying the Department of Health for improved mental health provision for young offenders in custody and ex-offenders in the community.

REFORM: Adopting new approaches and supporting innovation to improve the criminal justice system to speed up justice and reduce waste, to achieve the Criminal Justice Challenge goals. Highlights include:

- Expanding digital justice including virtual courts to save time and money
- Developing effective alternatives to youth custody
- Rolling out payment-by-results schemes, including trialling a Social Impact Bond to cut reoffending

PART FIVE:

YOUR POLICE, YOUR SAY – CONSULTING ON THE DRAFT PLAN

ABOUT THIS CONSULTATION

Starting on 9 January 2013, MOPAC will be consulting on this draft of the Police and Crime Plan with anyone who lives, travels or works in London. A full text version of this document is available at www.london.gov.uk/priorities/mayors-office-policing-and-crime

This draft consultation document has outlined the key elements of the Mayor's Police & Crime Plan for London. The final Police and Crime Plan will also include confirmed details of the MOPAC budget settlement and grant funding, along with additional information on the Community Safety Fund commissioning process.

The content of this draft plan is subject to revision following feedback. The formal consultation, called 'Your Police, Your Say', runs for eight weeks and the final Police and Crime Plan will be published before April 2013. With your help, we aim to produce a final plan that commands broad support to help make London safer.

This draft plan is available online at – www.london.gov.uk/priorities/mayors-office-policing-and-crime – and all relevant stakeholders are being notified so they can formally feedback their views. The draft plan will be publicised online and through other channels to ensure that people can have their say on this important subject.

MOPAC will be reaching out to Londoners during the whole consultation period and will also ensure that key stakeholders and under-represented groups across London are also made aware of the 'Your Police, Your Say' consultation and the ways in which they can feedback their views.

CONSULTATION QUESTIONS

The Mayor has identified a range of actions to make London safer aimed at cutting crime, boosting confidence and cutting costs. Responses are welcome on any element of the draft Police & Crime Plan. To guide feedback, you may wish to respond to the following questions:

1. What, if any, other objectives and goals would you add to the Mayor's objectives and goals?
2. What, if any, other things could be done to address police performance and resource issues?
3. Do you think the confidence in the Metropolitan Police needs to be improved? How do you think that could be done?
4. The Mayor has prioritised keeping police officer numbers high rather than keeping underused buildings open. Do you feel that the focus should be on maintaining police numbers or police buildings? How else could budget savings be made?
5. What, if any, other things could be done to prevent crime?
6. What, if any, other things could be done to address justice and resettlement issues?
7. What, if any, other key crime and safety issues that are important to you would you include?
8. Are there any other issues affecting you that have not been covered in the draft Police and Crime Plan?

HOW TO FEEDBACK YOUR VIEWS

Consultation on this draft plan lasts from 9 January 2013 until 6 March 2013.

Local Events

As one part of the public consultation process, MOPAC will host public meetings in every London borough throughout January and February where the Deputy Mayor for Policing and Crime, Stephen Greenhalgh will be sharing a platform with senior Metropolitan Police commanders to present the draft plan and answer questions from the public.

- The schedule for these evening events has been shared with elected representatives across London and is available at – <http://www.london.gov.uk/events/policing-and-crime-consultation-events>
- The public and other stakeholders can pre-register for events at www.london.gov.uk and these events are also being advertised in the relevant local press.

Written Responses

If you want to provide written feedback, you can complete a questionnaire by visiting www.london.gov.uk/priorities/mayors-office-policing-and-crime

Or, you can write to us:

c/o Siobhan Coldwell

Head of Strategy

Mayor's Office for Policing And Crime (MOPAC)

10 Dean Farrar Street

London, SW1H 0NY

policeandcrimeplan@mopac.london.gov.uk

Please respond no later than 6 March 2013 27

ABOUT THE MAYOR'S OFFICE FOR POLICING & CRIME

The Mayor's Office of Policing And Crime (MOPAC) was established on 16 January 2012, replacing the old Metropolitan Police Authority. MOPAC is a strategic oversight body led by the Mayor of London, Boris Johnson, and supported by **Stephen Greenhalgh**, the Deputy Mayor for Policing and Crime (DMPC).

The Mayor, as occupant of MOPAC has several key roles, most importantly, **setting the strategic direction and accountability for policing**, and as such has formal oversight of Scotland Yard, including budget-setting, performance scrutiny, and policy development. Operational decision-making on day-to-day policing matters remains the responsibility of the Metropolitan Police Commissioner.

The Mayor is responsible for ensuring the Metropolitan Police Service is run efficiently and effectively, so that Londoners receive the best service possible from their police, within the available resources. In this role, the Mayor has **extensive financial responsibilities**. He is tasked with setting a budget for policing and has considerable powers to commission services and provide grants for community safety projects in boroughs across the capital.

The role of MOPAC is broader than policing as its legal remit covers "crime reduction". This is an important and complex task that extends to the whole criminal justice system. 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. In all their work, the Mayor and MOPAC must ensure that the voices of the public and victims are represented.

Read more about the Mission & Priorities of MOPAC here:

<http://www.london.gov.uk/sites/default/files/MOPAC%20Mission.pdf>