

REQUEST FOR DMPC DECISION – DMPCD 2015 119

Title: Institute for Global City Policing and Safety

Executive Summary:

This paper requests the approval for a grant of £500k to establish the Institute for Global City Policing and Safety at the University College London.

Recommendation:

The DMPC approves the grant of £500,000 to establish the Institute for Global City Policing and Safety to the University College London as the successful applicant for the competitive process.

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature



Date

15/10/15

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

Decision required – supporting report

1. Introduction and background

- 1.1. By promoting professional excellence and evidence based practices, the Institute for Global City Policing and Safety (“the Institute”) is a key part of the Mayor’s ambition to make London the safest global city. The Institute will be an independent research organization operating as a hub of a collaborative network of universities that will deliver robust, high-quality research, promote knowledge transfer and provide postgraduate and professional training relevant to global city policing in London. The Institute would be the first open and formal research partnership between the MPS and academia and will complement many existing initiatives being led by the College of Policing.
- 1.2. The benefits of the Institute include enabling formalised and sustained engagement between police practitioners and academics, academic work that has practical benefits for policing, increased understanding of successful outcomes for London as a global city, building the evidence base around recognised best practice and using what works adopted for an evolving global city and enabled evidence-based and research-informed decision-making at operational, policy and strategic levels of policing.
- 1.3 The Institute will benefit MOPAC/MPS, the academic community and London through:
 - Enabling formalised and sustained engagement between police practitioners and academics, with work that has practical benefits for the policing service, whilst also contributing to academic evidence
 - Aiding our understanding of successful outcomes for London as a global city and for Londoners
 - Building the evidence base around recognised best practice and using what works adapted for a continuous, evolving global city
 - Establishing London as a real-life laboratory for testing policing interventions and knowledge transfer generating best practice for policing in a global city

Specific benefits to MOPAC / MPS include:

- A raised profile as recognised global leaders in evidence based policing / evidence based policy-making
- An uplift in craft based skills and resources for better policing in London and an ability to call on a diverse range of academic skills for advice and expertise
- Enabled evidence-based and research-informed decision-making at operational, policy and strategic level of policing
- Embedding an independent academic perspective within corporate policy and training
- A unique way to develop MPS and MOPAC staff in academic ways of working and using evidence based approaches, thereby contributing to the development of ‘policing’ as a profession

Benefits to academic partners would include:

- A centre for excellence for high quality collaborative learning about global city policing
- Access to the Metropolitan Police Service as a research site, and unrivalled access to crime and policing data, and the opportunity to develop extensive key policing networks
- Unique insights into and understanding of practical issues in policing, grounding funding applications in a vibrant, relevant context
- An ability to align research to practitioner needs and knowledge gaps, thereby driving real and direct impact of research to policy and best practice
- Being part of a multi-disciplinary / multi-faculty university collaboration, optimising the range of expertise across universities, framed around learning about Global Cities and Global City Policing
- A recognised relationship with the London Mayor's Office, and other such partnerships with the College of Policing (see attached Prospectus inviting universities to tender for the host institution).

2. Commissioning Process

2.1. MOPAC managed a competitive tender process to recruit the host institution. It also solicited expressions of interest from universities to be linked to the Institute (May 2015).

2.2. Sifting of applicants took place in July 2015. Interviews were held in late July 2015.

2.3. University College London (UCL) has been selected to be the host of the Institute. Through the creation of the Institute, UCL will host the Institute itself, employ under its own governance structure its Director at the Professorship level, agree with MOPAC and MPS key research priorities that are aligned with MPS objectives. The Institute will assist the MPS in developing evidence based policies and raise the profile of the MPS and MOPAC as leaders in global city policing.

3. Financial Comments

3.1. The MPS has approved a seed-funding commitment of £500,000 to be funded from the Major Change Fund.

3.2. According to UCL's proposal, they intend to contribute to the Institute by covering the salary shortfall for the Chair and half-time administrator for the first 5 years and fund the positions in full following this time, provide the necessary office accommodation and computer staff, and appoint a permanent Professor to lead the Institute.

3.3. The approach will allow the MPS to harness much greater academic support aligned to MPS priorities than currently available. This expansion in research cannot be achieved in MPS alone and will increase the breadth of intelligence and best practices applied to fighting crime, leading to better outcomes for the public. It is anticipated that for £500,000 grant, the access to a professor and the wide range of research students will have a value in the region of £250,000 yearly.

4. Legal Comments

- 4.1. This proposal has been discussed at the MPS Management Board. The MPS have confirmed the funding will come from the Major Change Fund which Robin Wilkinson is the budget holder for.

5. Equality Comments

- 5.1. There are no direct equality and diversity implications arising from this proposal.
- 5.2. The establishment of the Institute will increase international multi-agency partnership cooperation and learning; undoubtedly facilitating the development of a range of policing areas with an equality dimension whether this be community engagement or the recruitment of a diverse police force.

6. Background/supporting papers

- 6.1 The prospectus for the London Institute for Global City Policing and Safety.

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the MOPAC website within 1 working day of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would compromise the implementation of the decision being approved.

Is the publication of **this** form to be deferred? YES

If yes, for what reason: The formal public announcement of the Institute will not be made until a date agreed upon between MOPAC and the commissioner.

Until what date (if known):


Is there a **part 2** form – No

If yes, for what reason:

ORIGINATING OFFICER DECLARATION:

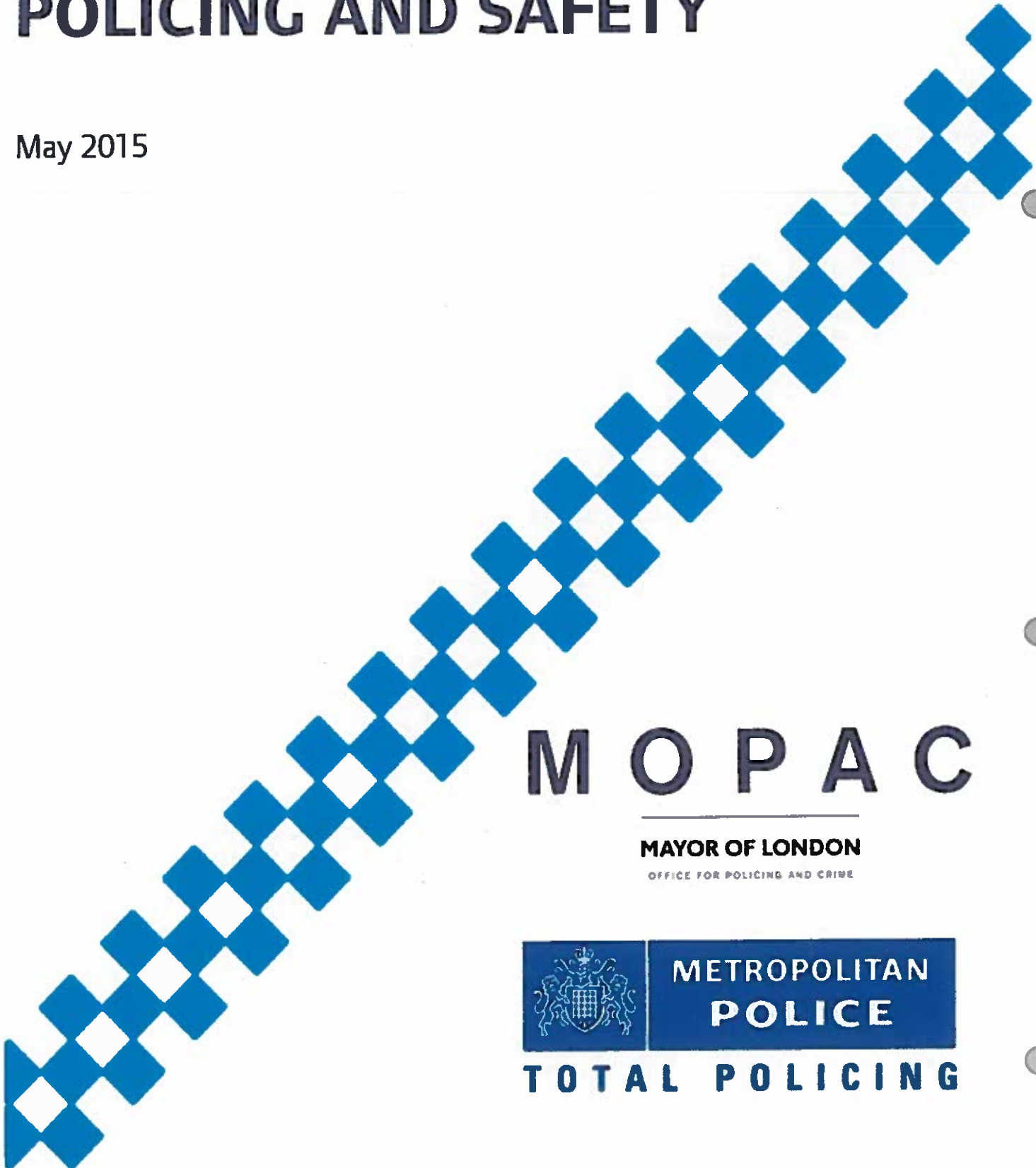
	<i>Tick to confirm statement (✓)</i>
Head of Unit: Betsy Stanko, Head of Evidence and Insight, has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
Legal Advice: Legal advice is not required.	✓
Financial Advice: The Head of Strategic Finance and Resource Management has been consulted on this proposal.	✓
Equalities Advice: The Workforce Development Officer has been consulted on the equalities and diversity issues within this report.	✓

OFFICER APPROVAL

Chief Operating Officer	
I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.	
Signature 	Date 15/10/2015.

A LONDON INSTITUTE FOR GLOBAL CITY POLICING AND SAFETY

May 2015



M O P A C

MAYOR OF LONDON

OFFICE FOR POLICING AND CRIME



TOTAL POLICING

1. Introduction

As one of the world's largest police departments, the Metropolitan Police Service (MPS) has the scale and the ambition to be at the forefront of new policing research and innovation. Policing in the United Kingdom is on a journey towards greater professionalism where the demand for evidence-based practices is encouraging new partnerships with academia and many more technology-driven pilots. This new professionalism in policing is at least partly driven by the recognition that modern policing needs a wide knowledge base and range of skills.

To create safer cities in a fast changing world this kind of investment in knowledge is indispensable. A key part of the Mayor's ambition to make London the safest global city and as such the Mayor's Office for Policing And Crime (MOPAC) and the Metropolitan Police Service (MPS) have a shared ambition to craft a new approach to professional excellence – by ***creating a research institute dedicated to advancing practical knowledge of global city policing and safety issues.***

It is envisaged that this independent research organisation (the "Institute") would be the hub of a collaborative network of universities that would deliver robust, high-quality research, a facilitated and grounded approach to knowledge transfer, as well as over time, promote postgraduate and professional training relevant to global city policing in London.

This initiative would be the first open and formal research partnership between the MPS and academia, and it would complement many existing initiatives being led by the College of Policing, and is partly inspired by a similar policing partnership in Scotland and in the north of England. It provides a unique opportunity for universities to join with policing to help invest in evidence-based research, in an unrivalled alliance between practitioners in the MPS and academics in London's world class higher education institutions.

"All great professions have faculties in Universities, which builds bodies of knowledge to help the profession develop. Sadly policing has never had that."

Sir Bernard Hogan-Howe QPM, Commissioner
January 2013

"The unique policing challenges of a great global city deserve to be a special focus for public safety research. A new dedicated institute could leverage the world-class expertise of London's top universities to create a formal partnership between academia and the Met Police, in order to conduct original research that improves policing. As London grows and policing adapts to new crime threats, there will be a greater need for such high-quality research that has direct, practical benefits to frontline officers."

Stephen Greenhalgh,
Deputy Mayor for Policing and Crime, March 2015

2. The Case for an Institute for Global City Policing and Safety

Policing in the UK and globally has been undergoing significant changes over the last few years. Whilst overall, the crime rate has fallen since the 1990s, new and different challenges have emerged, and crime itself has changed. The way crime is committed often now has a global aspect, with complex challenges around security, counter-terrorism, organised criminal networks and cyber-crime requiring more wide-reaching and innovative approaches. At the same time, people's and government's expectations of local policing and the police have expanded - from what many would consider the more traditional response policing towards more extensive partnership working, problem-solving, crime prevention, offender management and community engagement. All these evolving threats present policing with significant challenges that are made more acute by an economic environment that will see public funding for policing fall over the next decade.

There are additional characteristics and challenges that make London a unique environment. London is Europe's largest city and the sixth richest in the world. Depending on measure, London has the 3rd, 4th or 5th largest urban economy in the world, and contains many of the UK's richest neighbourhoods. At the same time, London is home to some of the most deprived areas in England and Wales.

Economic growth in the capital is matched by unprecedented population expansion, with London set to become larger and more diverse over the coming years, reaching 9 million by 2020 and 10 million by 2031. Additionally, London is one of the world's most diverse cities, and that diversity is becoming more concentrated, not less.

In comparative terms, London is a very safe global city with a homicide rate that has reduced significantly in the last twenty years. The MPS recorded 701,688 notifiable offences in the calendar year 2014. On average the MPS received 9 calls per minute (emergency and non-emergency).

Nevertheless, many safety challenges remain. Although crimes such as burglary and theft are falling in this global city, reported violence - serious youth violence, rape, domestic violence and violence with injury - are increasing. Whilst technology and social media have brought about new crime types (and changed existing ones), vulnerability drives demand for social and care services, of which policing contributes a great deal. Technological change is also forcing the police to adapt more quickly to public demands and evolving criminal behaviour.

On its own, the unprecedented growth of London - both economically and demographically - presents major policing challenges on a whole other scale. But it is this expansion alongside the reduction in police budgets that makes it more important than ever that the policing in London is effective and efficient. Together, changing crime, a growing city and smaller public safety budgets represent a major economic, social and operational squeeze that must be addressed. It can only be tackled if the MPS is able to leverage the best research to target their resources and to improve the interventions that police officers and staff make. The Institute is designed to achieve this, and as part of its work, being able to benchmark policing, safety and security issues experienced by international cities is critical to understanding today's global challenges that are wider than London and the UK.

London's unique position and challenges represent countless opportunities to contribute to an approach focused on global city policing via an institute with the following three key aims:

- Draw together diverse expertise and disciplines to carry out independent, high quality research relevant to the MPS, MOPAC and public safety in London
- Strengthen the evidence base and enhance the professional skills for police practice, policy and strategy through knowledge transfer and dissemination of findings

- **Develop national and international links for information and knowledge exchange, and position London as a leader in testing new interventions and embedding evidence based approaches**

3. The Benefits

This is a unique opportunity to support one of the world's most famous police agencies to develop an exciting new research agenda with international influence. The partner university hosting the Institute and the members of the supporting network will benefit from unrivalled access to data and research opportunities in one of the most dynamic policing environments.

MOPAC/MPS are seeking to attract support for the Institute from world class academic partners with an established record of original research in the policing field which demonstrates a focus on the special policy challenges of policing in large global cities like London.

Under these plans, the Institute will have unprecedented access to the MPS for the purpose of researching and trialling key safety innovations relevant to global cities like London.

This network approach will enable the MPS and MOPAC to benefit from a more flexible and dynamic collaboration to enhance the applied research agenda in policing. The Metropolitan Police Service (MPS) agrees to provide access on a long-term and formal basis for the Institute. The Mayor's Office for Policing And Crime (MOPAC), as the oversight body for policing in London, agrees to collaborate with the Institute and together, they open their doors to improving policing and security in London through a research informed approach.

In building close partnerships between the MPS/MOPAC and key academic institutions in London, the Institute will become a key player in the UK and the world for Evidence Based Policing. This supports and contributes to the work of the College of Policing by demonstrating the commitment to a sustainable partnership between MOPAC/MPS and London academic institutions.

The Institute will benefit MOPAC/MPS, the academic community and London through:

- Enabling formalised and sustained engagement between police practitioners and academics, with work that has practical benefits for the policing service, whilst also contributing to academic evidence
- Aiding our understanding of successful outcomes for London as a global city and for Londoners
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Specific benefits to MOPAC / MPS include:

- A raised profile as recognised global leaders in evidence based policing / evidence based policy-making
- An uplift in craft based skills and resources for better policing in London and an ability to call on a diverse range of academic skills for advice and expertise
- Enabled evidence-based and research-informed decision-making at operational, policy and strategic level of policing
- Embedding an independent academic perspective within corporate policy and training

- A unique way to develop MPS and MOPAC staff in academic ways of working and using evidence based approaches, thereby contributing to the development of 'policing' as a profession

Benefits to academic partners would include:

- A centre for excellence for high quality collaborative learning about global city policing
- Access to the Metropolitan Police Service as a research site, and unrivalled access to crime and policing data, and the opportunity to develop extensive key policing networks
- Unique insights into and understanding of practical issues in policing, grounding funding applications in a vibrant, relevant context
- An ability to align research to practitioner needs and knowledge gaps, thereby driving real and direct impact of research to policy and best practice
- Being part of a multi-disciplinary / multi-faculty university collaboration, optimising the range of expertise across universities, framed around learning about Global Cities and Global City Policing
- A recognised relationship with the London Mayor's Office, and other such partnerships with the College of Policing

4. Work of the Institute

London is able to draw on an impressive pedigree of universities and academic institutions already undertaking a range of innovative cutting edged scholarship relevant to crime and policing research and teaching. The work of the Institute would be defined by emphasising a core, few areas of expertise, fitting into three strands that would be established at the outset and attract partners in the network. Individual research projects would be decided in due course but a London Institute of Global City Policing and Safety would be able to build on secure, established foundations.

The Institute takes inspiration from other regional networks, using the Scottish Institute for Policing Research as a model. The research of the Institute will be initially focused around three themes, each with a senior police professional and an academic leader, aligned to key needs and knowledge gaps for London. Specific themes will be reviewed yearly and ratified once the Institute is in place and a Director appointed, but any decisions on priorities will be taken in consultation with the MPS Commissioner and Deputy Mayor for Policing and Crime. Themes linked clearly to the specific needs of global city policing would inform London's Police and Crime Plan and MPS strategic objectives and so have direct impact. Possible themes under consideration include public confidence, reducing harm and vulnerability, new crimes and emerging threats, and counter-terrorism and social cohesion. Each theme would be geared towards applied research and experimental approaches that had real life impact on policing practice.

Once established, the Institute will build on and further develop its link the Mayor's Office for Policing And Crime with the wider academic community. Working in partnership with police professionals, grounded knowledge transfer will be embedded into business as usual to disseminate research findings and share learning. It may include a direct link with the MPS training function.

MOPAC offers a link to its own work generating evidence and research, strengthening the impact of the Institute with London's safety and security and giving the Institute a head start. MOPAC's mature Evidence & Insight Team has the unique experience of over a decade of crime, policing and criminal justice research, firstly within the Metropolitan Police Service (since 2003) and in MOPAC (since 2014).

To enable effective policy input and knowledge transfer, in the first instance, ***MOPAC offers to place one of its full time research staff to serve as a 'knowledge transfer' expert to the Institute on yearly secondment.*** This staff person will be a key link with MOPAC. MOPAC's Academic Observatory for Policing and Crime, launched in October 2014, brought practitioners from across the criminal justice sector together with academics, hosting London's first ever Policing, Crime and Criminal Justice Research Fair, which led to research collaborations between MOPAC and MPS practitioners and academe. In collaboration with MOPAC, the Institute would be asked to take ownership of this and co-host a research fair each year, and possibly a Symposium on Policing Global Cities, to offer regular events to the local and international academic communities.

The Global Policing Database, developed by Queensland University with funding by the College of Policing in collaboration with MOPAC, could be housed at the Institute. This database is in development for completion by mid-2015, and complements the College's output for the 'What Works' Centre for Crime Reduction.

Overall, the initial work of the Institute is seen as focused on three key aspects:

1. Development and implementation of a research programme centred on priority themes, and with an emphasis on generating 'real life' learning through experiments within the MPS and the wider criminal justice system

2. **Mutual information and grounded knowledge exchange, as well as dissemination of findings and knowledge transfer, including contributing to initial and ongoing police training and professional development**
3. **Provision of postgraduate and professional practitioner fellowships in 'Policing', with an emphasis on the wider understanding of the challenges of global city policing.**

5. How an Institute for Global City Policing and Safety would operate

The Institute is an independent, university based centre, with a core work programme agreed jointly by MPS, MOPAC and core collaborative university partners, in consultation with an international advisory group. A collaborative universities partnership - with participating institutions offering a multitude of skills and wide expertise, taken from a wide range of disciplines - from Criminology, Sociology and Psychology to Geography, Economics, Management or Computer Science - would support a new way of working and influencing the practice of policing in London.

We expect one university to host the Institute itself (and employ under its own governance structure its Director at the Professorship level). It is envisaged that members of the Institute would have very close working relationships across the host university and across collaborative partner universities, drawing together a cohesive body of academics who benefit from each other's skills and expertise. At the same time, the Institute will be outward-facing, utilising existing links and further building connections across the UK and globally.

Close collaboration between police practitioner professionals and academics from participating universities will be at the core of the Institute's work. This would mean joint decision-making on research priorities and setting the direction of the Institute, as well as effective communication to ensure knowledge exchange is optimised. The MOPAC secondee linked to the Institute will be a resource for knowledge transfer to give advice and facilitate benefits to both the practitioner and academic work generated through the Institute. There is a recognition however that the work of the Institute is not bound by the current MOPAC Police and Crime Plan and full academic freedom will be guaranteed. Despite close police-academic collaboration, the Institute is envisaged to operate with complete independence and under the academic governance of the university. The MPS and MOPAC recognise and respect academic freedom to conduct research, teach, speak, and publish without interference.

Critical to success will be a level of access that is maintained. As such the Metropolitan Police will provide a single point of contact to manage the relationship with the Institute. Reflecting the institutional importance of the partnership, the MPS will provide access to Deputy Assistant Commissioners as the uniformed leads for the priority themes. The MPS intends to offer the Institute unparalleled, structured and sustainable access to the Met and the data it owns. Specific access parameters would be set out for agreement in the form of a Memorandum of Understanding between the Institute and the Met, and the wider academic network.

Finally, a key stakeholder will be the College of Policing, with the Institute envisaged to be closely aligned to the College's work and able to contribute to its knowledge base in the specialism of 'global city policing'. In focusing on London issues and those issues specific to global city policing, the Institute would be able to contribute learning to the College's more wide-ranging, national focus, particularly in the context of the 'What Works' Centre for Crime Reduction. As a key policing partner, the College of Policing will also be invited to take on a role in monitoring the work of the Institute - by becoming part of the Institute's Executive Committee.

6. Governance and Accountability

The Institute will operate independently of MOPAC/MPS but within a formal structure that ensures that its research is timely and relevant to the policing needs of the metropolis. The governance and accountability structures of the Institute will centre on the following key elements:

Director of the Institute: Accountable to the University's Governance structure, the Director will be responsible for overseeing the work of the Institute and coordinating work across the priority themes. He/she will have a small core administrative staff.

Institute Governance Board: Comprising of the collaborating partner universities' Principals [or their designee], the Commissioner of the Metropolitan Police Service and the Deputy Mayor for Policing And Crime - and meeting annually - the Institute's Governance Board [or their designated recruitment committee] will have a voice in the appointment of the Director of the Institute. The career development and support for the Director will be the responsibility of the University. The Institute Governance Board will be responsible for signing off on a yearly plan for the work of the Institute, including the collaboration between participating universities and the impact of the work on global city policing and outcomes for London (see the Scottish Institute for Policing Research as an example).

Executive Committee: Comprising of the Institute Director, the Associate Directors and key policing partners (such as MOPAC, HMIC or College of Policing), the executive committee will meet 4-6 times per year. It will take on overall responsibility for ensuring the Institute meets its aims and objectives, and takes advantage of funding opportunities that may arise during the year to enhance the work of the Institute. This will include approving, assessing and monitoring the core work under each priority theme.

Advisory Committee: Comprising of an international panel of stakeholders, the advisory committee will monitor the work of the Institute and give independent expert advice. Most of this work will be virtual.

Priority Themes: With each overseen by an academic and a uniformed lead to ensure both academic and police practitioner viewpoints and inputs are considered, three priority themes will be agreed in consultation with the director and the members of the Institute's governance board. Core research, knowledge exchange and transfer, and teaching work of the Institute will be organised around these three themes to ensure greater impact.

7. Support

To ensure this initiative is outward-facing and collaborative, the ambition is to partner with a number of universities who would form a network to support a single organisation – a new Institute of Global City Policing and Safety – and the MPS and MOPAC are seeking to establish a network of at least four universities, preferably London-based, but able to draw on national and international links. One of the participating universities will host the Institute itself, and there would be potential for national and international collaboration.

It is expected that participating universities will be able to develop a multi-disciplinary approach, bringing together a wide range of skills and expert knowledge to benefit policing. Interested applicants are invited to outline how their university would support such an institute and how it might augment any existing interdisciplinary ventures, departments or research programmes at their university, explicitly related to the global city theme.

MOPAC will put forward a seed-funding commitment of **£500,000 over a 5 year period**. We understand this is a modest sum for such bold ambition, and are seeking a University host who would be willing to raise funds collectively with the Commissioner and the Mayor's Office for Policing and Crime. We would expect the Institute to be fully self-sustaining at the end of five years. MOPAC's in kind contributions in terms of staff secondment amount to an additional £100000.

MPS and MOPAC are seeking in-kind support and commitment from interested universities to secure future funding and income (HEFCE catalyst grant for instance). It is envisaged that a key aspect of the work of the Institute will be to explore other income sources and secure further funding to ensure sustainability. This may be in the form of research (or other) grants (EU, ESRC), sponsorships or student fees.

8. Contact Us

This prospectus is designed to facilitate dialogue with prospective founding partners and to secure initial membership of the network. Once selected, the universities in the network would join the project board, convened by MOPAC, to formally establish the Institute and advance the development plans, including appointment of a Director.

For further information, please contact (institute@mopac.london.gov.uk). Key people to contact are Professor Betsy Stanko, Mayor's Office for Policing and Crime, City Hall, 2nd Floor, Queens's Walk, London SE1A 2AA 07860734557; Blair Gibbs, Mayor's Office for Policing and Crime, City Hall, 2nd Floor, Queens's Walk, London SE1A 2AA, 07768 434580

9. Proposed Timescales for the creation of the Institute for Global City Policing and Safety

The ambition is for the Institute to be launched from January 2016.

Invitations to tender for the hosting of the Institute will be advertised in mid May 2015 with a deadline for expressions of interest in June 2015. A detailed timetable can be found below:

Prospectus published	May 2015
Invitation to tender advertised	Mid May 2015
Deadline for expressions of interest	15 th June 2015
Selection of universities to tender	30 th June 2015
Interview applicant universities	Week commencing 20 th July 2015
Selection of host university	The host university will be informed by the late July 2015
Host university/MOPAC/MPS Committee selects the Institute Chair	By September 2015
Launch of Institute and MPS / MOPAC	January 2016

