

2016 Report



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME



Foreword

London is the birthplace of the modern police service and of the Peelian principles upon which British policing has been built. The Metropolitan Police Service is London's first public service. Its effectiveness, efficiency and legitimacy matter.

Crime in the capital has fallen dramatically in the last four years. Londoners are safer now than they were in 2012. Total recorded crime is down 10%. Neighbourhood crime is down by 18.4% compared to an 11% reduction in the rest of England and Wales. The number of murders has fallen, from 144 in 2008 to 111 in 2015.

Since 2010/11 national police funding has fallen by 25% and officer numbers nationally have declined in each of the last five years. Since 2013/14 the Met have also had to make the largest savings of any single force - nearly £600 million – but have managed to keep police officer numbers at around 32,000.

The relationship between Londoners and their police service can be fragile. Public confidence in the Met collapsed to a historic low in the wake of the 2011 riots. By the middle of 2012 barely one in two people thought the Met were doing a good job in London. We can be proud that confidence in the UK's biggest police force increased to a record level in 2014. Two thirds of Londoners think the Met are doing a good job policing London - public confidence in local policing has risen from 54.8% in 2008 to 63% today. Since 2012 the Met has risen from 27th place to 18th in the league table of 43 forces and we are working hard to increase it further. Confidence in local policing is now above 60% in 27 of London's 32 Boroughs.

Police reform is working. Through MOPAC, public confidence and the Met's use of intrusive tactics such as Taser and stop and search are scrutinised regularly at public Challenge meetings. MOPAC's Intrusive Tactics Dashboard provides the latest data on the use of stop and search, Taser and other tactics. MOPAC supports communities to scrutinise local use of stop and search powers through Stop and Search Community Monitoring Groups. 300 volunteers currently take part in these Groups. MOPAC provides detailed data on public confidence in policing, city-wide and by Borough, through its Confidence Dashboard and Neighbourhood Confidence Comparator.

Through London-only recruitment, the Met is now more diverse and more connected with the capital city that it serves. In 2001, just 4% of the Met's officers were from BME communities and 16% were female. Today that stands at 12% and 25% respectively and the latest intake of recruits

has brought in nearly 27% BME and 33% female police officers. There is still a long way to go but today the Met is the most diverse police force in the country by far and has more than double the national average of BME officers (12% vs a national average of 5.6%).

We have laid the foundations to bring the Met into the digital age and bring the power of technology to bear in the fight against crime. The Met had been left behind as London had gone digital and mobile, shackled by outdated and obsolete technology that tied police officers to their desks. The planned rollout of 20,000 mobile devices to police officers will mean less time in the police station or office and more time out on the beat, helping to stamp out crime and keep Londoners safe, following pilots in Lewisham and Hammersmith & Fulham. The Mayor has also launched the largest rollout of Body Worn Video cameras in any city in the world, bringing greater transparency and accountability to policing in London than ever before. 22,000 cameras will be rolling out to officers across the city over the course of 2016.

Finally, MOPAC has taken the first step to create a performance oversight framework for London's Criminal Justice System (CJS). The Mayor's 20/20/20 Challenge to the CJS has seen significant improvement in timeliness, which is now better than the England and Wales average; in compliance with community orders which has risen from 77% to 81%; and in reoffending by youths leaving custody, which has fallen from 71% to 57%.

This report is testament to the dedication of all the officers, staff and public servants working in policing, community safety and criminal justice in our capital city. They have all helped to make London the greatest and safest global city on earth. I thank them all on behalf of the Mayor and the 8.3 million people of London.



Stephen Greenhalgh, Deputy Mayor for Policing and Crime

The Mayor's Mission

The Mayor of London, Boris Johnson MP, described his mission and priorities for policing and crime reduction in the capital over the period 2013-2017:

- **A capital city considered the greatest and the safest big city on earth.**
- **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 reoffending.**

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

- **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.**
- **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.**

About MOPAC

The Mayor's Office for Policing and Crime (MOPAC) came into existence on 16th January 2012, replacing the Metropolitan Police Authority as the organisation responsible for overseeing policing and community safety on behalf of Londoners.

MOPAC was created as part of the Police Reform and Social Responsibility Act 2011, the same legislation that created directly elected Police and Crime Commissioners across the country. Through the Mayor, Londoners have a direct democratic link with the police, putting their priorities first and holding the Metropolitan Police Service (MPS) to account.

In the four years since its creation, MOPAC has established itself, developing strong relationships with the MPS and a wide range of other organisations across the city to deliver the Mayor's vision for a safer city. Crime has fallen. Londoners are more confident in their police. Better and more consistent services are being provided to victims of crime. A successful and safe Olympic Games was hosted along with a multitude of other high profile events, contributing to London's success as the world's most visited city.

As well as meeting the challenges of today, the Mayor and Deputy Mayor have taken decisions necessary to transform the MPS to be ready for the demands of the future. With money raised by selling ageing police stations becoming increasingly redundant as a means of contact in the age of the smartphone and social media, hundreds of millions of pounds is being invested in new technology to boost the effectiveness and accountability of officers such as body worn video cameras and mobile data tablets. The back office is being reformed, making it more efficient and

more effective in its vital role supporting operational policing. Through London-only recruitment, the MPS is becoming more diverse than at any time in its history, an organisation that better reflects the people it serves.

These achievements are all the more notable given the significant funding pressures on the police and public services during this time. Since 2010/11, Government police funding in England and Wales has fallen by 25% in real terms, or £2.3bn. Officer numbers nationally have fallen and residents in many areas have seen their council tax bills increase to make up some of the funding shortfall. Yet in London, the public have been protected from these pressures. The front line is at its full strength of 32,000 officers and will be next year. The commitment to a dedicated PC and PCSO in each of London's wards will be maintained. The police share of council tax has fallen from £228.10 for a Band D household in 2012/13 to £202.11 for the year ahead.

From its beginnings as an organisation focused primarily on the oversight of the MPS, MOPAC's activities and influence have broadened significantly. Today, MOPAC works with an extensive network of partners to prevent and tackle crime and re-offending. The Mayor has used his convening powers to bring partner agencies and voluntary groups together to focus on issues of key concern, such as gang crime, violence against women and girls and hate crime, backing this with additional funding to support a range of new projects to cut crime.

MOPAC has assumed responsibility from the Ministry of Justice for commissioning services for victims of crime, bringing greater local accountability and focus to this vital work. Through initiatives such as the pan-London Domestic Violence Service, we are ensuring that victims of crime, wherever they may be, receive the general and specialist support they need.

The Deputy Mayor for Policing and Crime has redefined the scrutiny role through innovative approaches to data, academic evidence, community engagement and transparency. Through a range of innovative data dashboards, Londoners today have access to more information about the performance of their police and criminal justice system than ever before, and they have more opportunities to hold leaders to account for it. In another leap forward for the use of data in planning and oversight, MOPAC has also worked with the GLA to launch the ground-breaking London Landscape. The London Landscape brings together over a million pieces of data on over 160 themes, provided by the Met, Transport for London, and the London Data Store in an interactive resource which can browse, compare and track data at city, borough, police neighbourhood and ward level all over London. In addition, for some datasets, the Landscape shows predictions 25 years into the future. Based on annual data spanning the last ten years, it offers the most comprehensive statistical snapshot of London ever created.

Local involvement in policing and crime has also developed under MOPAC. Through the creation of Safer Neighbourhood Boards, investment in Stop and Search Community Monitoring Groups and our Independent Custody Visiting scheme, we have put Londoners at the heart of priority-setting and scrutiny of policing.

"MOPAC has built a strong capability to focus, challenge and support the MPS (and the wider criminal justice system) to deliver more whilst reducing cost; increase transparency and engagement; and find new ways to tackle crime through effective partnerships, and modern technology."

Faith Boardman, Adviser to the Deputy Mayor (and former Independent Member of the Metropolitan Police Authority)"

The Police and Crime Plan

The Mayor, through the Mayor's Office for Policing And Crime, set out London's [Police and Crime Plan](#), a bold and comprehensive strategy for policing and community safety in the capital to deliver his vision for London as the world's safest big city.

Better Policing for London

At the heart of this plan is the Mayor's 20:20:20 challenge to the Metropolitan Police Service:

Cut neighbourhood crime by 20% - The Mayor challenged the MPS to reduce seven crime types – violence with injury, robbery, burglary, theft of and from a motor vehicle, theft from the person and criminal damage. These crimes are known as the MOPAC 7 and all are victim-based offences. Crimes that are typically only discovered by the police as a result of their proactivity, such as possession of offensive weapons and drugs offences have been excluded as decreases in these crimes could indicate reduced police activity rather than less criminal activity.

Increase confidence in the police by 20% - The Mayor set an ambitious challenge to the MPS to renew the relationship between police and public in the capital by increasing public confidence, as measured by the Crime Survey for England and Wales.

Cut costs by 20% - The Mayor has set a clear intent that the MPS make best use of its budget to modernise and provide a more effective service for Londoners, whilst ensuring best possible value for taxpayers' money.

Swifter, Surer Justice

Alongside his challenge to the MPS, the Mayor set out ambitions for improvement in the wider Criminal Justice System in London:

Cut delays in court processes by 20% - Court delays prolong the trauma and inconvenience to victims and place significant extra costs on the public purse. The Mayor challenged criminal justice partners to improve their service to deliver justice more swiftly.

Improve compliance with community orders by 20% - The Mayor set a clear expectation that criminals should face the full consequences of their actions and that criminal justice agencies should ensure that offenders comply with the sentences imposed on them.

Bring down reoffending by young people leaving custody by 20% - The Mayor has led concerted efforts to tackle prolific offenders, who commit a substantial proportion of crime in the city and place a severe burden on the Criminal Justice System.

Mayoral Strategies

The Mayor identified a number of key priority areas of work for his term in office, including protecting London from terrorism, providing services to victims, ending violence against women and girls, hate crime and business crime.

This report outlines the progress made against these challenges

Better Policing for London

The Mayor set an ambition for London to be the world's safest global city.

In the Police and Crime Plan 2013-16, he set out three key strategic Challenges for the Metropolitan Police Service:

- Reduce Neighbourhood Crime by 20%
- Improve Public Confidence by 20%
- Cut Costs by 20%



Cutting Neighbourhood Crime

7 neighbourhood crime types targeted for reduction – robbery, burglary, theft of - and from – a motor vehicle, theft from the person, violence with injury and criminal damage

22.4% reduction in the likelihood of becoming a victim of neighbourhood crime

75,000 fewer victims of neighbourhood crime compared to 2012

18.4% reduction in neighbourhood crimes since 2012

2,600 additional officers moved into Neighbourhood Police Teams since 2012

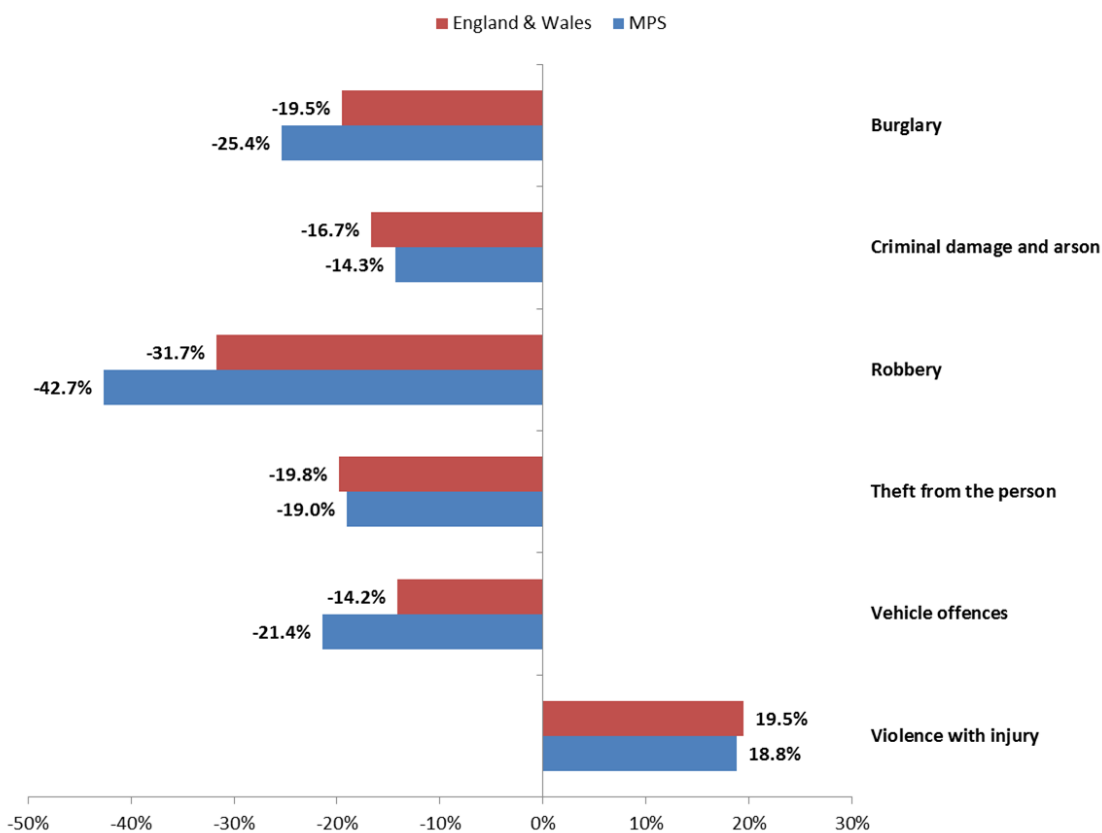
£70,000,000 funding provided by MOPAC for community safety projects over four years

In the Mayor’s first term in office, significant reductions in crime were achieved. In 2012, the Mayor pledged to keep driving crime down, leaving no neighbourhood behind. In his second term in office, all crime in London has fallen by a further 10%.

In his Police and Crime Plan, the Mayor challenged the MPS to make the streets of London even safer by reducing seven specific neighbourhood crimes by 20%:

- Violence with injury
- Robbery
- Burglary
- Theft of a motor vehicle
- Theft from a motor vehicle
- Theft from the person
- Criminal damage

These seven neighbourhood crime types are all victim-based offences and as they are reported to the police rather than discovered by the police, cannot be ‘gamed’. Crimes that are typically only discovered by the police as a result of their proactivity, such as possession of offensive weapons and drugs offences have been excluded as decreases in these crimes could indicate reduced police activity rather than less criminal activity.



Reductions in MOPAC 7 Crimes since 2012 – London compared to England & Wales

Since 2012, there has been a 22% reduction in the likelihood of becoming a victim of neighbourhood crime in London. That means 75,000 fewer Londoners experiencing the trauma and disruption of crime.

Over the Police and Crime Plan period all MOPAC 7 crimes have fallen, with the exception of Violence with Injury (VWI). [Current levels of MOPAC 7 crimes show a reduction of 18.4% in London in 2015 when compared with 2011/12¹](#). This reduction is significantly greater than the England and Wales reduction of 11%.

This increase in safety has been made possible through the hard work of the Metropolitan Police Service and partner agencies to prevent crime across the city.

MOPAC has invested in advanced data analysis tools to help identify good practice and spot emerging concerns sooner. MOPAC has opened this data to the public through a series of unique online Dashboards, which allow the public to understand and explore the latest statistics for the city.

Protecting property

Londoners' homes and property have become much safer. Since 2012, burglary has fallen by 26% to its lowest level since 1974. Robbery has plummeted 43%. Tens of thousands of Londoners have been protected from the violation and trauma of these crimes.

MOPAC and the MPS are using data and technology to improve how the police identify and respond to crime. By gathering data and evidence about what causes crime, where crime is most common and which individuals are causing the greatest harm, the MPS are now able to target their activities to where they are most needed.

Based on this data and analysis, the MPS has run a number of operations in response to emerging problems, including tackling the theft of mobile phones, reducing domestic burglary; and reducing motor vehicle crime. All of these have made an important contribution to the steady decrease in these crimes.

Technology is also being used to help Londoners protect their property and deter would-be burglars. In October 2015, the Deputy Mayor for Policing and Crime joined Assistant Commissioner Helen King to hand out the 60,000th Met Trace kit.

The Met Trace kit contains an invisible traceable liquid that allows people to mark their possessions with a unique forensic code, and warning stickers to deter burglars. The code is used by the police to trace the items should they ever be stolen, and to link suspects to crime scenes.

¹ <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/crime/crime-dashboard>

Launched by the Mayor, the three-year Met Trace programme will provide 440,000 homes in burglary hotspots across London with a free kit. It is predicted the roll-out could prevent over 7,000 households falling victim to burglars over three years.



There is no relenting in MOPAC's focus on neighbourhood crime and 2015 has also seen a redoubling of police efforts to bring down crime through Operation Omega, putting additional police resources in the eight boroughs with highest levels of neighbourhood crime and targeting wanted and prolific offenders.

Tackling Violence

Over the last two decades, violence has fallen dramatically across the country, from a peak of 3.5m incidents in 1995 to 1.3m in 2014, as measured by the Crime Survey for England and Wales². Over the last year this trend has been interrupted by an increase in violence with injury offences nationwide, attributed by the Office for National Statistics in large part to a change in the way crime is recorded. This has resulted in more offences being classified as violent crimes. This assessment is borne out by statistics from London's accident and emergency departments, which have reported reductions in the number of admissions for assault between 2013/14 and 2014/15³.

To further improve understanding of violent offending in London, in 2015, MOPAC provided £1.1m to support the development of the new Information Sharing to Tackle Violence (ISTV) programme, which provides partners with tools and data to enable them to help reduce crime; reduce the number of victims; improve public confidence; inform licensing decisions; make better use of

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<http://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/compendium/focusonviolentcrimeandsexualoffences/2015-02-12/chapter1violentcrimeandsexualoffencesoverview>

³ https://www.london.gov.uk/sites/default/files/mopac_challenge_performance_11_january_2016_-_presentation.pdf

police and hospital resources; and offer an intervention and support service for youth victims presenting to Major Trauma Centres. Since MOPAC took the lead in this work, the number of emergency departments sharing data with police and community safety partnerships has more than quadrupled, from four to 19.

In 2014, MOPAC undertook analysis that showed that nearly a quarter of all violence with injury offences took place within five Boroughs and that a large proportion of violent incidents were connected to nightlife in these areas. In February and March 2015, the Deputy Mayor for Policing and Crime (DMPC) visited boroughs in a series of Local Problem Solving sessions to look further into the data and understand the challenges of dealing with the late night economy and violence issues from a local perspective. This work contributed to Operation Equinox - a violence reduction programme led by the local Community Safety Partnership involving visible patrols in hot spot locations, such as fast food outlets and licensed venues; proactive targeting of habitual knife carriers; and finally, an identification and intensification of licensing activity at the 25 most violent venues. Outcomes of Equinox have included: 9,039 weapon sweeps; the recovery of 663 weapons; 667 test purchase operations and 11,128 full licensed premises inspections. Other operations, tackling knife crime and gang violence, are described later in this report.

To put further pressure on alcohol-related offending, in 2015 MOPAC launched the first Sobriety tagging pilot scheme in the UK, to enforce alcohol abstinence through the compulsory use of ankle tags. Over the 12 month period that the pilot was running, 113 Alcohol Abstinence Monitoring Requirements were imposed with an average length of 75 days. [There was a compliance rate of 92% over that period⁴](#). AAMRs were given for a range of crime types most commonly in relation to violence or drink driving related offences. There were over 6,500 monitored days in the pilot period, during which over 298,000 alcohol readings were taken. Following the success of the pilot, MOPAC, with support from the Ministry of Justice, will now be rolling the tags out across the city from April 2016.

The London Crime Prevention Fund

The Mayor has established the London Crime Prevention Fund (LCPF), which provides long-term funding of up to four years for local projects to tackle complex crime and anti-social behaviour problems. 183 bids have been approved across London, totalling £70 million over four years. In addition, significant financial and in-kind support and resources have been committed from a wide range of partners such as London Probation and Public Health, making the total investment much greater. Whilst many projects tackle multiple crime types, during 2015/16, violence against women and girls programmes received £3.9 million, reducing reoffending £4.8 million, gangs £3.2 million, drugs and alcohol £4.9 million, and a further £1 million for anti-social behaviour and other crime prevention initiatives. These projects have made an important contribution to local safety. As well as reducing neighbourhood crimes, between June 2014 and June 2015, recorded incidents of anti-social behaviour in London dropped by 21%, the second biggest decrease in the country.

⁴ https://www.london.gov.uk/sites/default/files/aamr_final.pdf

Building Confidence in the Police

63% of Londoners say their local police provide a good or excellent service, as measured by the Crime Survey for England and Wales

1,200 volunteers participating in Safer Neighbourhood Boards, Stop and Search Monitoring Groups and the Independent Custody Visiting scheme, giving **25,000** hours of their time last year

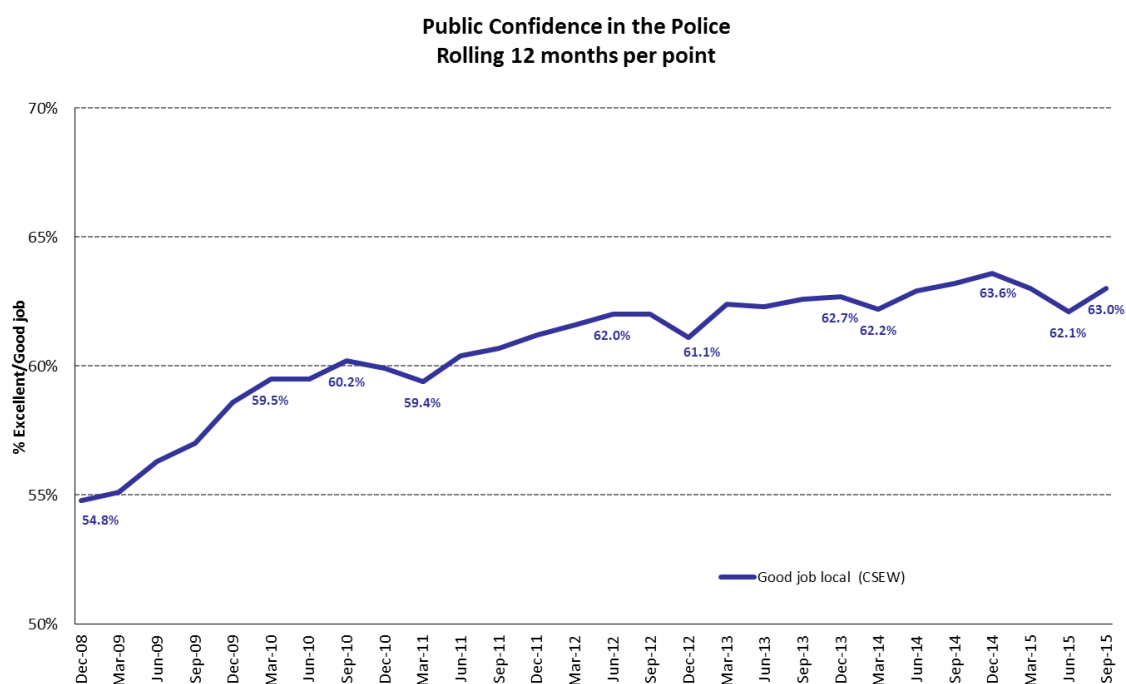
22,000 body-worn video cameras are being rolled out to MPS officers. **92%** of Londoners agree that body cameras will make police more accountable

12% of MPS officers are from BME backgrounds, up from 4% in 2001. **27%** of the latest intake of recruits are BME.

5036 Volunteer Police Cadets, a number doubled since 2013

Sir Robert Peel, founder of the Metropolitan Police set out the key principle of our system of policing by consent: “the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to secure and maintain public respect.” Confidence in policing in London, as measured by the independent Crime Survey for England and Wales, had been gradually increasing from a low level in 2008 but had been shaken by the 2011 riots. The Mayor has led determined efforts to rebuild and renew the relationship between the police and public in London, setting the MPS a target for a 20% improvement in public confidence. This was recognised as a stretching challenge for the MPS which reflected his ambition for it to be the most respected and most trusted police force in the country. This ambition, combined with consistent Challenge from MOPAC, has led to excellent work from the MPS to improve public confidence.

Confidence in the MPS, as measured by the Crime Survey for England and Wales (CSEW), climbed from 54.8% in 2008 to its highest ever level of 64% in December 2014. [Latest available figures show that current confidence stands at 63%.](#)⁵ The CSEW shows that confidence in the MPS is now the highest in its Most Similar Force group and above the average for England and Wales.



Public confidence in the police in London, as measured by the Crime Survey for England and Wales

MOPAC’s Challenge is ensuring that confidence is part of day-to-day business in the MPS. In 2015, MOPAC launched the [Neighbourhood Confidence Comparator](#)⁶ – an innovative data tool showing differences in performance on the different drivers of confidence between similar neighbourhoods. The Mayor and Deputy Mayor have held the MPS to account using this data and every Borough now has a Confidence Plan, with Commanders sharing information on what works well and what can be improved.

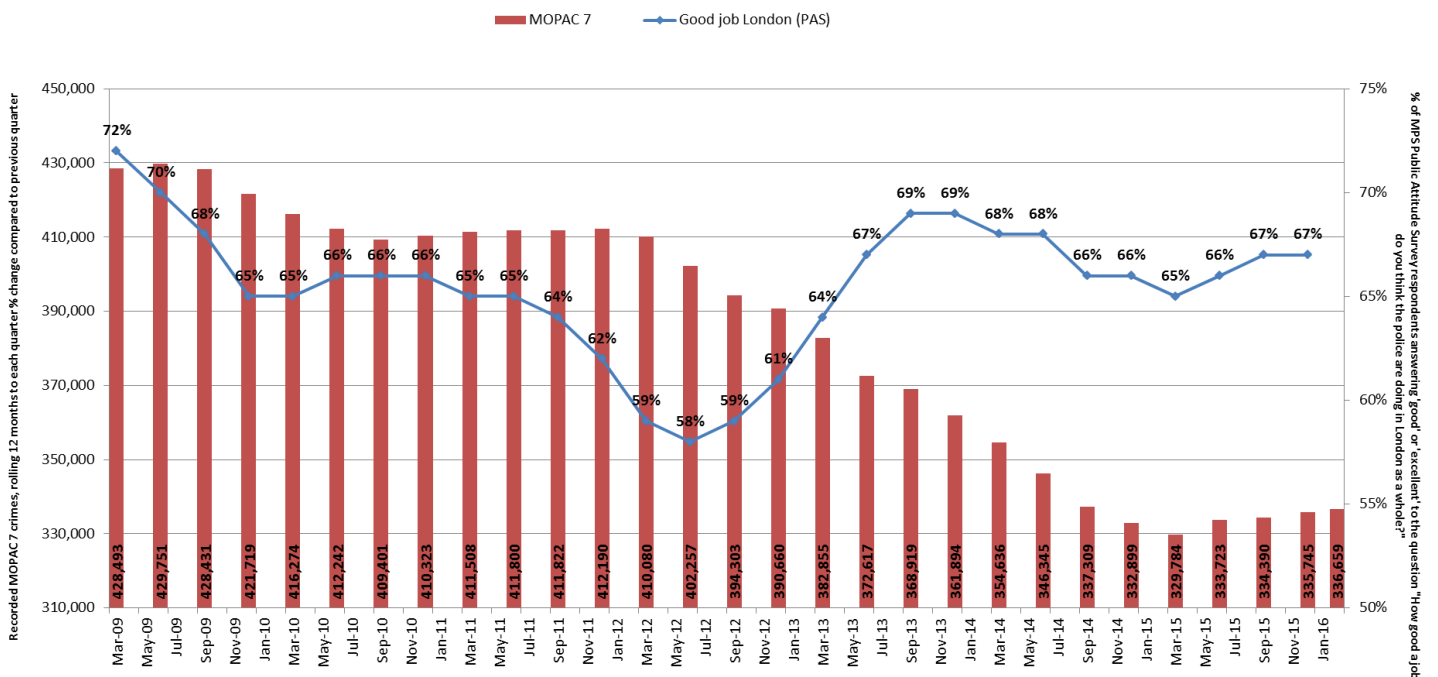
⁵ <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/confidence/confidence-dashboard>

⁶ <https://www.london.gov.uk/webmaps/neighbourhoodconfidencetool/>



This is making a real difference in neighbourhoods. Between July 2014 and June 2015, the Sowerth South West neighbourhood saw an increase in confidence of 7% and in the space of six months, Newham South saw confidence increase from 56% to 64%.

The chart below shows how confidence in the 'Metropolitan Police brand', as measured by the MOPAC/MPS Public Attitude survey, has recovered from its decline following the riots as neighbourhood crime has fallen.



Strategic oversight of the MPS

MOPAC is working to give the public greater insight and involvement in the scrutiny and priorities of the MPS than ever before. Real progress has been made and this has been recognised by Her Majesty’s Inspector of Constabulary in a recent report assessing the legitimacy of policing in London.

At regular MOPAC Challenge meetings, the Mayor, the Deputy Mayor for Policing and Crime and his Advisers hold the Commissioner and his top team to account. They are joined by invited guests to review issues across policing and the criminal justice system.

All MOPAC Challenge meetings are open to the public and proceedings are webcast live via the City Hall website www.london.gov.uk. All reports that go to the MOPAC Challenge and a transcript of proceedings are also made available on the website.

The Mayor’s responsibilities for Policing and Crime are scrutinised by Members of the London Assembly at the monthly Mayor’s Questions meeting and through the Assembly’s Police and Crime Committee, which meets at least 20 times per year.

In the last year MOPAC has responded to around 4,000 Mayor’s Questions, items of correspondence, public enquiries and Freedom of Information requests. MOPAC publishes a wealth of information, including meeting transcripts, decisions taken by the Mayor and Deputy Mayor for Policing and Crime, Freedom of Information requests, expenses and allowances incurred by the Mayor and DMPC, MOPAC’s budget and staff structure on its website.

Assurance is provided by MOPAC’s Directorate of Audit, Risk and Assurance (DARA), which provides a shared internal audit service for the MPS and MOPAC. DARA has a statutory responsibility to give an annual opinion on the effectiveness of the governance systems in place to oversee and manage the policing of London. It provides independent assurance, playing a crucial role in helping the MPS and MOPAC to demonstrate the highest standards of corporate governance, public accountability and transparency in their work. DARA is a highly respected team and has been providing the internal audit service to the Greater London Authority since 2011, to the London Fire Brigade since November 2012 and to the London Legacy Development Corporation since April 2015.

London-only recruitment

“The police are the public and the public are the police” said Sir Robert Peel. However, as London has grown into one of the world’s most diverse cities, home to people of 270 nationalities, the MPS have struggled to keep pace in reflecting the public they serve in their workforce.

“We found that the force understands and engages successfully with all the people it serves. The force has a good understanding of the diverse communities of London, and is working hard to overcome any barriers to engagement.”

HMIC Report – Police Legitimacy 2015

It is vital that the MPS develop the cultural competencies to meet the needs of modern London's many communities. The Mayor and the Commissioner have a shared ambition to build a workforce that reflects and understands London's diversity and has the skills needed to police a great global city. In a radical move to address this issue, in July 2014, the Commissioner and the Mayor announced that for the first time, the MPS would recruit exclusively from Londoners to fill the ranks of new police constables. In just one year, this new approach has encouraged many more recruits from previously under-represented communities, helping to make the MPS more resilient and far more reflective of the city it serves. Alongside London-only recruitment, to help the MPS better communicate in a city where 300 languages are spoken, a 4 week pilot recruitment campaign was launched in the summer of 2015 to bring in applicants who could speak a second language. More than 1,000 candidates went on to complete applications and are now being assessed. The top five languages amongst these new recruits will include Polish, Hindi, Bengali, Punjabi and Turkish.

"London is a 24/7 global city with a dynamic and intensity not seen in other parts of the UK. And with London's population increasing and becoming even more diverse it is essential that our workforce is able to maintain the trust and confidence of London's communities."

**Sir Bernard Hogan-Howe,
Commissioner of the
Metropolitan Police**



It will take time to achieve true representation of the population of London in an organisation of the size of the MPS, but the progress made so far has been significant. In 2001, just 4% of MPS officers were from a BME background. It is now over 12%. In 2001, just 16% of MPS officers were female. It is now over 25%. London-only recruitment is accelerating this progress, with the latest intake including 33% female and 27% BME recruits.

National Assessment

As part of its national work, Her Majesty's Inspector of Constabulary (HMIC) has assessed the MPS and all other police forces. The MPS was graded as good at preventing crime and tackling organised crime, and for its efficiency. Investigating crime, managing offenders and protecting vulnerable people were judged as areas for improvement, which are now being addressed.

HMIC has also praised the steps the MPS has taken to improve legitimacy. The MPS has a good understanding of the diverse communities of London and is working hard to improve engagement. The report also recognised the MPS' efforts to increase the diversity of its workforce to be more representative of London. HMIC believes it will produce results in the longer-term that will improve the ethical and inclusive culture of the Met.

Safer Neighbourhood Boards

Central to the Mayor's plan for improving confidence is ensuring that Londoners have a clear connection to their local police and the ability to influence what they do in their communities.

To achieve this, a Safer Neighbourhood Board (SNB) has been established in every London borough, giving the community a role in local policing and safety decisions; providing residents a platform to speak about the issues that matter to them, to hold their local police to account for their performance and to work together to find solutions to local problems. 600 members of the public of all backgrounds and ages (the youngest SNB Chair is 15) are now volunteering to play their part as members of their local Board.

“We want to see confidence in our police force growing, and these volunteers create crucial links between local communities and officers. London's sense of community spirit is something to be proud of, and I'd encourage Londoners both young and old to consider volunteering and helping to keep London one of the safest global cities in the world.”

Boris Johnson MP, Mayor of London

MOPAC is working to support Safer Neighbourhood Boards to develop further into their roles, through training and by providing more than £1m funding for Safer Neighbourhood Boards to bid for to fund projects that will help cut neighbourhood crimes and boost public confidence. Collectively to date, SNBs have allocated over £1.2m to more than 200 local crime prevention and engagement projects.

The Mayor is a passionate supporter of Neighbourhood Watch in London and Safer Neighbourhood Boards have supported 21 projects supporting the development and expansion of Neighbourhood Watch. As a result, today Neighbourhood Watch has its widest ever coverage in London and a number of wards in Barnet, Merton and Bexley have reported 100% of properties signed up as members.

Stop and search

Stop and search is an important tactic that helps the police to keep Londoners safe, but one which has generated significant controversy. Public consent for the use of this intrusive tactic can only be maintained if communities have confidence that stop and search is being used for legitimate policing purposes and that each stop is conducted with civility and respect.

The Mayor holds the Commissioner to account for MPS officers' use of stop and search and, concerned at the high numbers of stops, called for a more targeted approach to the use of the tactic. The number of stop and searches had reduced from 533,427 in the year to April 2012 to 152,613 in the year to December 2015. The arrest rate has increased from 8.3% to 19.2%.

Through its [Intrusive Tactics Dashboard](#)⁷, MOPAC has opened police data on stop and search to the public. In turn, communities have the opportunity to scrutinise the police's use of stop and search and raise any concerns at borough Community Monitoring Groups (CMGs), supported by MOPAC. These groups examine the stop and search data in their boroughs and raise their concerns directly in face to face meetings with the police.

Careful oversight of the use of stop and search is maintained by MOPAC to maintain a balance between minimising use of intrusive powers without compromising the police's ability to protect the public from crime.



⁷ <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/policing/intrusive-tactics>

Body Worn Video (BWV)

Police encounters with the public are to become more transparent and accountable than ever before, as the Mayor and Commissioner have committed to the largest rollout of Body-Worn Video cameras in any city in the world. Every frontline officer will wear a small camera, mounted on their chest, which will film their interactions with Londoners, providing an unambiguous record of each encounter.

The first phases of rolling out the 22,000 cameras begin in spring 2016. This follows the world's largest trial of the cameras, across 10 London boroughs over 12 months, [evaluated by MOPAC's Evidence and Insight Unit and the College of Policing](#)⁸. 92 per cent of the public questioned about the cameras during the pilot agreed that they improve police accountability. The cameras were found to help collect evidence. In addition, officers using the cameras reported that they helped to resolve issues sooner. They did not alter the quality of policing and offered officers greater confidence if challenged, as well as footage to support their decision-making, for example during stop and search and in domestic abuse cases.

The MPS is beginning a significant programme of public engagement to ensure that Londoners from all backgrounds and communities are aware of the purpose of body worn video and understand the benefits it brings in terms of accountability and evidence.

Maintaining standards in custody

It is essential that the public have confidence that the police treat people they have detained in custody fairly and ethically. Independent Custody Visitors (ICVs) play a vital role in maintaining that confidence. ICVs are members of the local community who volunteer to visit police stations unannounced to check on the treatment and welfare of people held in police custody. Their recommendations can require the police to make improvements for the welfare of detainees.

Overall the scheme is made up of around 300 volunteers visiting 32 custody suites. In 2015/16 our ICVs made 1400 visits, seeing over 7000 detainees. MOPAC is responsible for the delivery of the Independent Custody Visitor Scheme in London, recruiting, selecting and appointing all custody visitors. In addition to regular Panel meetings, MOPAC has held two Chairs' meetings, three Initial Training sessions and two informative seminars which were attended by ICVs from Panels across London. Over the last year MOPAC has also developed more tailored packages of training and support, and developed a new IT system to facilitate speedier visit reporting processes.

The London Policing Ethics Panel

The Mayor established the London Policing Ethics Panel (LPEP) to enhance relations between the public and the police by promoting better understanding on both sides. The Panel, Chaired by Lord Carlile of Berriew CBE QC – former Independent Reviewer of Terrorism Legislation - provides an independent source of advice on ethical issues related to policing. The panel's work is also

⁸ https://www.london.gov.uk/sites/default/files/bwv_report_nov_2015.pdf

intended to inform the public of the ethical challenges of policing London, helping Londoners to understand what they should expect and require of their police officers. Over the past 12 months, the Panel has completed two major reports, on [Police Encounters with the Public](#)⁹ and [Body Worn Video](#)¹⁰ which have made a significant contribution to the public debate on the standards expected of officers in their interactions and to the coming rollout of body cameras to officers in the city.

Opening London's policing history to the public

London is the birthplace of modern policing and the Metropolitan Police has played a central part in the life of the city for 140 years. The Mayor is working with the MPS to create London's first permanent policing museum, opening up this important part of the city's heritage to the public. In a major step forward to realising this ambition, in October 2015, MOPAC, the MPS and the Museum of London opened the [Crime Museum Uncovered](#) exhibition. There has been enormous public interest in the exhibition, which is one of the most popular in the Museum's history.

For the first time, the exhibition allows the general public to see objects from the Metropolitan Police's Crime Museum, which was established by the police as a teaching tool in the mid-1870s and was previously only accessible to police professionals and invited guests. The London Policing Ethics Panel played an important role in the planning of the exhibition to provide ethical guidance on the exhibits chosen for display and Victims' Commissioner Baroness Newlove was also consulted to ensure that victims' interests were protected.



Using evidence from real-life criminal investigations the exhibition examines the changing nature of crime and advances in detection over the last 140 years, while also telling the stories of the real people behind the crimes; victims, offenders and police officers alike.

⁹ http://www.policingethicspanel.london/uploads/4/4/0/7/44076193/police_encounters_with_the_public_-_july_2015.pdf

¹⁰ http://www.policingethicspanel.london/uploads/4/4/0/7/44076193/london_policing_ethics_panel_-_body_worn_video_january_2016.pdf

Cutting Costs

£573,000,000 savings delivered by the MPS since 2013

£202.11 – the amount paid for policing as part of their council tax by the average Band D homeowner in 2016/17, a **£25.99** reduction since 2012/13

32,000 police officers serving London – the MPS' full strength – a number we will maintain in 2016/17

£370,000,000 raised from the sale of New Scotland Yard for investment in modernising the MPS, including equipping officers with the latest technology

£950,000,000 will be released in total from the sale of under-utilised police buildings by 2016/17, to be reinvested in frontline policing.

4,600 homes, **12,000** jobs and **12** schools created through the reform of the police estate.

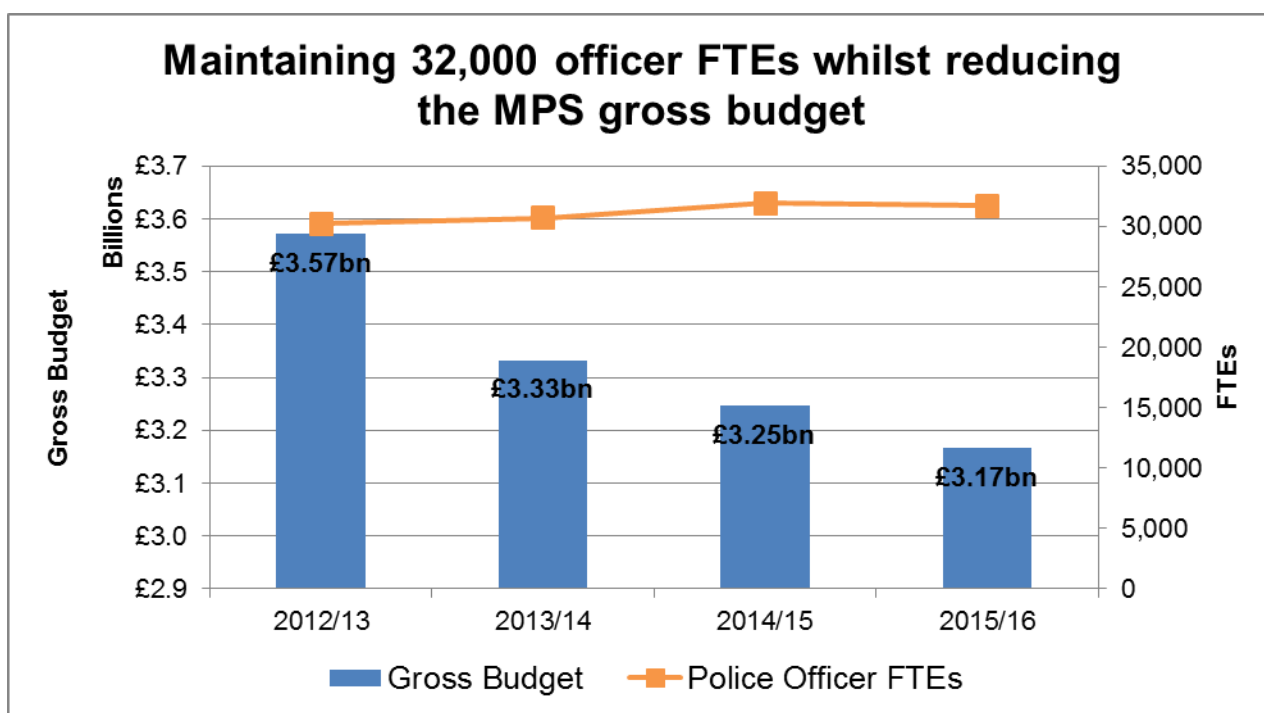
One of MOPAC’s most important roles is ensuring that the MPS is efficient and effective. In 2012/13, the MPS net budget stood at £2.6bn. The Mayor challenged the Commissioner to deliver savings of £500m – (this represents 20% of the budget) – by 2016, providing better value to Londoners and releasing funds to modernise the MPS with the latest technology.

The Deputy Mayor for Policing and Crime set out his strategy for achieving this objective:

Reduce overheads and the back office - driving down organisation support costs and removing duplication and unnecessary overheads; **Release** under-utilised assets - delivery of the estates strategy that will create a more efficient estate, fit for the operational needs of the 21st century; and **Reform** the policing model - this is being done by the introduction of the new Local Policing Model, reducing the number of senior officers and supervisors, and increasing the rank mix ratio to six constables for every sergeant.

A Strong Front Line

While police forces around the country reduced officer numbers, the Mayor committed in his Police and Crime Plan to keep police officer numbers high in London at around 32,000. Through the Mayor’s budget for the year ahead, this number will be maintained into 2016/17.



Officer numbers have remained at or around 32,000 at a time of budget reductions

In 2013, following extensive consultation led by MOPAC, the MPS established a new approach to neighbourhood policing called the Local Policing Model (LPM). The Mayor pledged to move 2,600 additional officers into neighbourhoods and refocus neighbourhood teams so that they have a broader remit to reduce crime, investigate offences, tackle offending and support victims. He also pledged that every ward would have its own dedicated PC and PCSO. The 2,600 officers are now in place and in his budget for 2016/17, the Mayor has ensured that each ward will continue to have its own PC and PCSO in the year ahead.

There has been a concerted effort by the MPS to ensure that as many of these officers as possible are working in front line policing, rather than in back office roles. Today, the majority of police officers are working on the operational front line. This includes both visible roles (such as patrolling or responding to 999 calls), as well as non-visible roles (roles that may involve direct contact with the public, but whose work is not in general visible to the public such as those working in Criminal Investigation Departments).

Police visibility is increasing thanks to these changes. Since March 2008, the percentage of police officers in visible roles has increased by 7%, from 47% to 54% (increasing from 14,811 to 16,729 police officers). The percentage of police officers in specialist roles has increased by 17%, from 14.5% to 31.2% (increasing from 4,569 to 9,647 police officers).

Bobbies before buildings

By putting bobbies before buildings, the MPS has been able to keep officer numbers high and will raise £950m by the end of 2016/17 for investment in front line policing through the sale of old and underused buildings.

The MPS was maintaining an extensive, ageing and costly estate, with many stations only partially occupied. With the growth of electronic communications and smartphones, public expectation of how and where they can contact the police has changed.

Recognising that the upkeep of these sites was now hindering rather than helping the MPS in its mission, in 2013, MOPAC began a total reform of the Metropolitan Police estate, modernising key sites, selling others and opening new contact points in more convenient locations across the city.

“MOPAC has successfully disposed of more than 200 properties which were no longer required or fit for purpose, reducing the estate from 900,000 square metres to 580,000 square metres. This has freed up sites for new schools and residential developments and has realised nearly £1bn for reinvestment in the retained estate to help make it fit for 21st century policing needs. The money has funded additional IT investments allowing officers to work more flexibly and effectively. The value of the retained estate is now greater than the value of the entire estate prior to the disposals, maintaining a sound asset base for the future. The running costs of the estate have also been significantly reduced and utilisation of retained buildings increased. Further disposals and cost reductions have been identified to continue to increase the efficiency of property utilisation across the portfolio.”

Jonathan Glanz, Adviser to the Deputy Mayor

“...the Metropolitan Police Service (MPS) is well prepared to face its future financial challenges. The force understands demand, has balanced the budget and has a good track record of achieving savings.”

HMIC – PEEL Efficiency Report 2015

Between 2013 and 2016 MOPAC has sold 66 sites generating capital receipts of £441m (to January 2016). Anticipated sales to 2016/17 (including the sale of New Scotland Yard for £370m) are expected to total £950m. Over £50m has been saved in reduced running costs and in addition, an estimated £35m per annum has been saved on interest payments that would have been incurred if this money had not been released to fund new investment and had instead been borrowed. In every Borough, a 24/7 police front counter has been maintained. In 2016, the MPS will open its new Headquarters at Curtis Green, currently undergoing a major renovation to provide a world-leading and cost-effective facility. It will also open a new Training and Operational Facility at Hendon.

The programme of sales has had wider economic benefits to our city, contributing to the continued growth of **London's Gross Value Added (GVA)**, through the building of 4,600 homes, the creation of 12,000 direct and indirect jobs, the creation of 12 schools and the release of 4 hectares of open land. [London's GVA stood at £320.7bn in 2012 and is predicted to increase to £371.9bn in 2017¹¹.](#)



'Digital Dixons'

The famous TV constable of the 1950s and 60s, PC George Dixon of Dock Green, became an iconic figure in British culture, embodying the idea of the local bobby who knew and understood his community and who had their trust and respect. Dixon would head out on the beat with the standard tools for the job of policing in the 50's - a truncheon, a pair of handcuffs and a whistle to attract attention.

Whilst the core mission of policing remains unchanged, times have moved on and officers need a new range of tools at their disposal to do their job for modern Londoners.

¹¹ <https://www.london.gov.uk/sites/default/files/londons-economic-outlook-autumn-2015.pdf>

The Deputy Mayor for Policing and Crime (DMPC) has set out his vision to create a new generation of 'Digital Dixons', officers enabled by technology to prevent and solve crime in communities and build relationships with the people they serve. The Reduce, Release, Reform approach has released hundreds of millions of pounds for the modernisation of the MPS, providing the tools to deliver a more effective, digitally-enabled police service. Through the £200m Total Technology Strategy, MOPAC and the MPS are:

- Equipping 20,000 front line officers with mobile tablets, enabling them to work effectively on the move. Estimates suggest this will deliver the equivalent of an "additional" 900 officers in time saved.
- Giving Londoners greater confidence in the police by equipping 22,000 front line officers with body worn video cameras, boosting accountability and providing better evidence. Body-worn video will also cut the cost of dealing with complaints, civil actions and front-line extractions for court.
- Building stronger links with Londoners. The MPS now has more than 350 social media accounts - with more than 750,000 followers - and is working to further extend the network of neighbourhood officers using social media to engage communities with hyper-local news and information. The MPS is also adding social media accounts for individuals or units working in roles other than neighbourhood policing in order to engage with different audiences.
- Enabling the public to report crime, track the progress of their report, help set local priorities and request contact from the MPS from their smartphones.
- Taking crime reports and evidential images or sending advice directly to victims at the scene of a crime will improve the professionalism and effectiveness of police visits.
- Replacing dozens of ageing IT systems with a simpler, modern structure to support the criminal justice process from incident through to court. This will reduce paperwork, duplication and lead to more criminals being convicted.
- Improving information and intelligence sharing with other agencies to allow the MPS to make better policing decisions, keeping London safer.
- Taking a more agile approach to contracting services, allowing the MPS to better change with the needs of policing. This will cut £60m a year from the IT budget, and bring an end to spending 80% of the IT budget on maintenance.

“It is now time to herald an era of ‘Digital Dixons’ and deliver an end-to-end criminal justice system built on cutting-edge technology. The white heat of technology continues to burn and it is time that it fuelled the fight against crime.”

**Stephen Greenhalgh,
Deputy Mayor for Policing
and Crime**

Getting best value for money

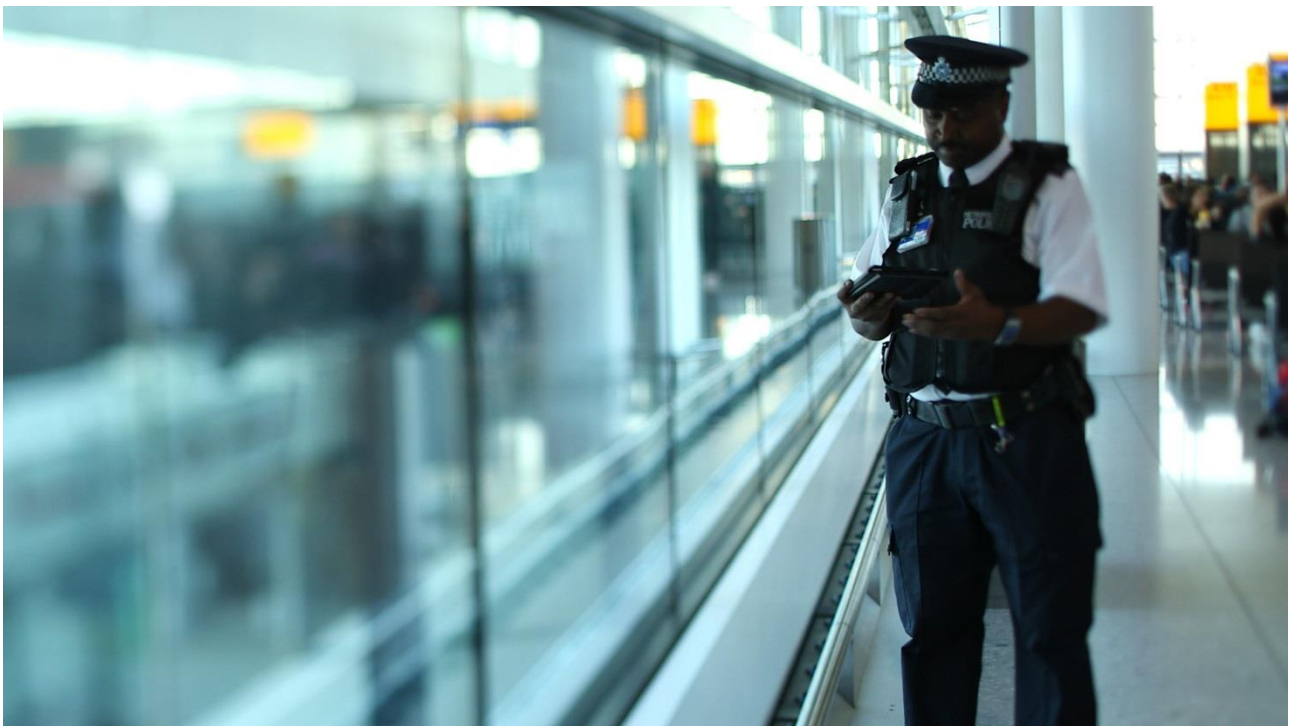
MOPAC has driven major reforms of the way the MPS buys goods and services, bringing greater commercial expertise to achieve significant savings and provide better value for money.

The MPS is taking greater advantage of market competition to get better deals for supplies and services. The number of single tender procurements – actions taken without competition - has reduced by 74%. Variations and extensions to existing contracts, as opposed to running new competitions, have decreased by 73%.

Contractual pricing is now variable so that as demand reduces, costs decline. Previously contracts had fixed costs with annual inflationary increases. Purchasing compliance - the measure of the business following the correct process - is 99% by both value and volume.

Through the MPS Commercial Strategy and smarter procurement, third party contract costs have reduced by over £60m per annum - the equivalent of 1,200 officers. This includes £10m savings per annum on facilities management, £5m on fleet, £10m through the provision of back office functions through Shared Services Connected Ltd (SSCL), £35m through streamlined ICT functions and £2m on uniforms. The MPS is leading the development of common approaches to national procurement, including the National Uniform Managed Service.

This work has set the MPS apart as an example of best practice in police procurement. For 2014/15 the MPS was responsible for 70% of police procurement savings recorded by the Home Office.



Swifter, Surer Justice

Justice delayed is justice denied and stubbornly high reoffending rates create a perpetual revolving door. In his Police and Crime Plan, the Mayor set out his Challenges to the Criminal Justice System in London:

- Reduce delays in the Criminal Justice System by 20%
- Increase compliance with community sentences by 20%
- Reduce reoffending rates for young people leaving custody by 20%



Confidence in policing is inextricably linked to confidence in the wider criminal justice system. Victims of crime, and the public, expect justice to be administered quickly and for offenders to feel the full consequences of their actions. As well as delivering a more effective, more efficient and more trusted police service for London, the Mayor has set out his expectations for improvements in the Criminal Justice System (CJS) in his Police and Crime Plan for London.

The Mayor has taken steps to improve public accountability and exert greater influence on Londoners' behalf, working closely with CJS partners, to develop a whole-system approach to provide swifter, surer justice, transform rehabilitation and reduce reoffending. The Mayor's London Reducing Reoffending Board brings together agencies with a role in the justice process with the aim of ensuring collective responsibility and decision-making.

Achieving real and lasting change in the Criminal Justice System is a huge challenge, but real progress has been made. However, the experience of the past four years has shown that current criminal justice arrangements do not provide the powers needed at regional level to drive the necessary improvements that would deliver better outcomes for Londoners. The Mayor is calling for government to devolve powers to London to address these challenges directly.

“Devolution of the criminal justice system would deliver a swifter, better service for victims, enabling us to co-commission services and put a greater focus on cutting unnecessary court delays as well as repeat offending.”

Stephen Greenhalgh, Deputy Mayor for Policing and Crime

Swifter Justice

Justice should be administered with the minimum delay, sending a clear message that offending brings with it swift consequences and allowing victims to find closure as quickly as possible.

The Mayor challenged the Criminal Justice System to improve timeliness and reduce delays by 20%, by cutting the time taken between an offence being committed and the case concluding in court. This ambition aligned closely with that of the Government, as set out in its Swift, Sure Justice White Paper of 2012. Significant strides have been made through MOPAC Challenge and by improving the quality and [transparency of data](#)¹², enabling the Mayor to hold partners to account and help the MPS, Crown Prosecution Service (CPS) and HM Courts and Tribunals Service (HMCTS) to work closer and better together.

This has resulted in improved Magistrates Court performance overall in London and specifically at East London Local Justice Area levels, with most of London's Local Justice Areas out-performing others across England & Wales; a reduction in the time taken from 'offence to completion' by 4 days since the start of the Police & Crime Plan; and reduction in the time taken to deal with motoring offences (*by 25 days*).

¹² <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/criminal-justice/criminal>

But despite these improvements, London is not on target to achieve the 20% reduction. It took 165 days from the offence being committed to the case completing in court in the rolling year to September 2015. This is an improvement from 168 days in 2011/12, and is now below the England and Wales average of 166 days - which is worsening as London's performance is improving - but it remains some way from the ambition of 134 days.

Improving Compliance with Community Orders

Following a conviction, there must be real consequences for criminal behaviour and the public expects that offenders abide by the sanctions imposed on them by the courts. In 2014/15, 81% of Community Orders in London were successfully completed, up from a figure of 77% in 2011/12. This improvement – from an already high level – is welcome, but is lower than expected to meet MOPAC's ambitious target to reach 92% in 2016/17.

Gripping the Offender

Reoffending costs London more than £2bn per year, 69% of the total criminal justice spend in the capital. MOPAC is working with partners across the criminal justice system to address the enormous harm and cost caused by prolific offenders. MOPAC is harnessing the power of data to guide better decision making to cut reoffending, launching the Adult Reoffending Dashboard and [Youth Reoffending Dashboard](#)¹³; allowing partners to monitor, track and understand progress around reoffending. These dashboards enable CJS partners to better understand trends and focus their resources to more effectively tackle reoffending.

Using data to identify and track the most prolific offenders in the city, MOPAC, together with Criminal Justice System partners, is investing £3 million to design, test and evaluate **Gripping the Offender**, a new approach that targets the individuals causing the greatest harm and the greatest demand on services. MOPAC has engaged with a number of agencies across the Criminal Justice System to deliver a targeted and consistent response to prolific offenders with a focus on 5 key strands – policing, courts, offender management, pathways out of crime and case tracking.

The Gripping the Offender pilot will impact on approximately 1,000 offenders across 8 boroughs in the North and East Local Justice Areas in London, with learning from the pilot used to inform London's future strategy for reducing reoffending. In a national first, MOPAC has used the Ministry of Justice's Commissioning Framework (introduced through the Transforming Rehabilitation agenda) to directly commission London's Community Rehabilitation Company to deliver services



¹³ <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/criminal-justice/youth>

as part of the Gripping the Offender pilot. The Community Rehabilitation Company will deliver an enhanced service targeted at priority groups including 18-25 year olds - who make up approximately 40% of prolific offenders in London - and female offenders.

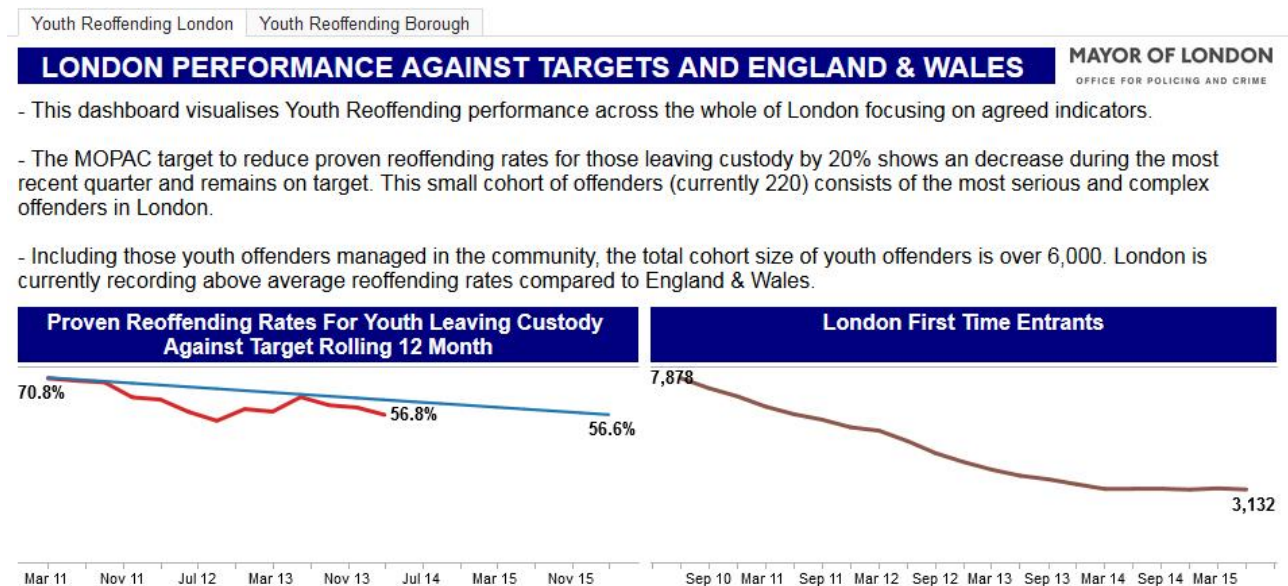
This service has been commissioned alongside a project delivered by the National Probation Service, aiming to speed up the sentencing process whilst maintaining the quality of information provided to the court.

In addition, a heightened policing response will be delivered testing greater use of technology to speed up the detection of crime; and an analytical hub to keep operations focused on the most prolific reoffenders.

Cutting Youth Reoffending

Most prolific criminals begin offending in their early teens and successful early intervention with young offenders can prevent the poor decisions of youth from becoming a life of crime.

Positive progress has been made against the Mayor’s Police and Crime Plan Challenge to reduce reoffending by young people leaving custody by 20% - from 70.8% to 56.6% - and London remains on target with the latest statistics indicating a current level of 56.8%.



Performance data from MOPAC’s Youth Reoffending Dashboard

MOPAC funds a number of major prevention and intervention projects to target young people at risk of offending or reoffending. These are detailed throughout this report.

Significant progress has been made in reducing the number of young people entering the criminal justice system - the number of first-time entrants reduced from 7,878 in the rolling year to June 2010 to 3,132 in the rolling year to June 2015, a fall of 60%.

However the current youth justice arrangements do not provide London with the freedom and flexibility needed to meet entrenched and emerging youth reoffending challenges in London. MOPAC is playing an active role in the national review of youth justice arrangements, making London’s case for greater local devolution of youth justice budgets.

Focus on Female Offenders

Female offenders are more likely than male offenders to report and/or have experienced anxiety and depression, use of Class A drugs in the four weeks prior to custody, committing offences to support someone else's drug habit, some form of abuse in childhood, be victims of domestic violence or be carers. These are factors related to offending behaviour which need to be addressed if women are to be able to turn their lives around.

The way female offenders are managed in London is changing, with the impending closure of HMP Holloway and a move to more community-based sentences. The closure of Holloway will result in a reduction of 140 custodial beds, saving £5.4 million that could be reinvested in strengthening community sentencing and projects to cut reoffending. The future options for managing female offenders in light of the closure of Holloway were scrutinised in depth at MOPAC Challenge in March 2016.



DMPC Greenhalgh leads discussions at the March 2016 MOPAC Challenge on Reoffending

To adapt to this new approach and prevent female reoffending, the London Reducing Reoffending Board has developed a strategy to improve London's approach to tackling offending by women. MOPAC, together with partners are implementing female-specific offender management arrangements, flexing current contracts and services across partners to be more responsive to the needs of female offenders and improving access to these services.

To drive this work forward, MOPAC is commissioning a single pan-London service for female offenders that delivers a seamless and consistent service offer for women by reducing and minimising transition points between different organisations and different case workers. The streamlined commissioning process will deliver better outcomes for women whilst also maximising value for money. An additional £500,000 investment from MOPAC will enable this innovation to be tested in up to 10 London boroughs, as part of the new service, to expand the availability of specialist provision to female offenders. This investment is in addition to the funding

MOPAC already provides via the London Crime Prevention Fund (LCPF) to deliver the two existing women's centres in London, which are both showing excellent results including significant reductions in reoffending, levels of prostitution, and in the number of women sentenced to prison.

Mental Health and Criminal Justice

It is estimated that more than a million Londoners live with mental health needs and in their day to day work, police officers routinely come into contact with people in mental health crisis. Significant efforts are being made to support officers by creating routes for people in crisis to receive the healthcare they need. The MPS has implemented a vulnerability assessment framework to support officers in identifying vulnerabilities in those with whom they have contact, and is working with partner agencies to develop a shared understanding of vulnerability to ensure a cohesive response.

The London Mental Health Street Triage pilot was one of nine national pilots funded by the Department of Health. Street Triage aims to enable mental health professionals to work alongside the police, providing officers with 'real-time' information and advice to ensure people who need mental health support receive it as quickly as possible. Clinical Commissioning Groups have committed to funding this work in recognition of benefits of the pilot.

The London Mental Health Partnership Board (MHPB), which brings together NHS England Mental Health Trusts, the London Ambulance Service, City of London Police, MPS and MOPAC, was formed (in part) to take forward the 28 Recommendations from the Independent Commission on Policing and Mental Health, chaired by Lord Adebawale.

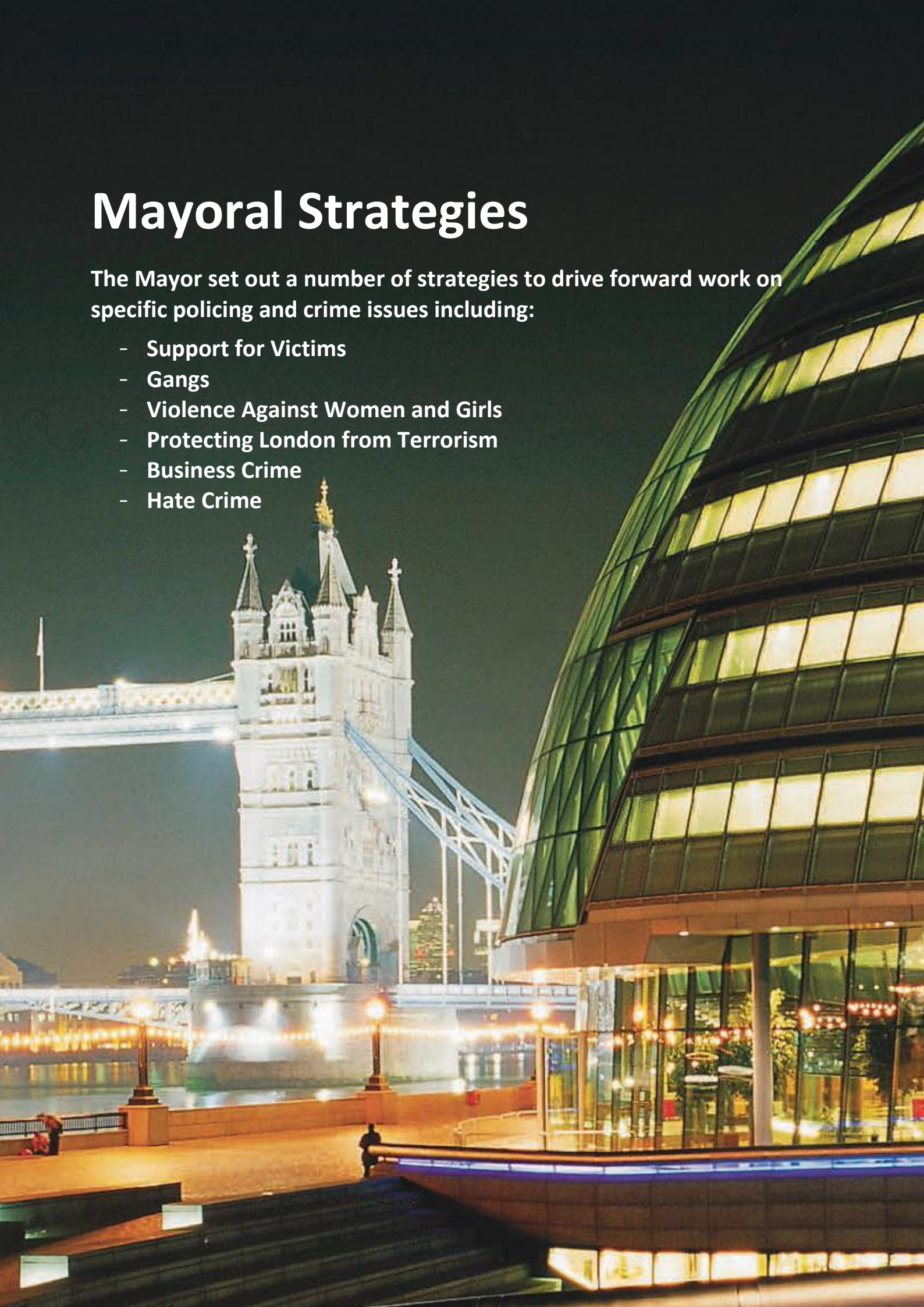
One of the issues highlighted in the report was the number of people detained under Section 136 of the Mental Health Act taken to a Metropolitan Police station as a place of safety when suitable healthcare was not available. There has been significant progress engagement with health services to support the diversion of vulnerable people away from custody, particularly through a range of Liaison and Diversion Schemes that are operating across London. The MPS Youth Strategy also specifically addresses the diversion of young people from custody. Thanks to the efforts of the Partnership, there was a 75% reduction in these incidents in 2014: 22 compared to 87 in 2013. Further progress has been made over the last year and in 2014 – 2015, the total was 18.

MOPAC continues to work closely with the MPS and NHS England London Region to deliver the best possible model of police custody healthcare provision that can fulfil both the evidentiary needs of the MPS and the health needs of detainees.

Mayoral Strategies

The Mayor set out a number of strategies to drive forward work on specific policing and crime issues including:

- Support for Victims
- Gangs
- Violence Against Women and Girls
- Protecting London from Terrorism
- Business Crime
- Hate Crime



Supporting victims of crime

The Mayor is committed to ensuring that that better, more effective support is in place to help victims of crime across London to cope and recover from their experiences. Since 2012, overall victim satisfaction with the service provided by the MPS has increased from 74% to 80%. The Mayor's Office for Policing and Crime (MOPAC) is working with statutory partners in London to develop an ambitious 'whole system' approach to supporting victims of crime to cope and recover, protecting the most vulnerable, and driving overall victim satisfaction and public confidence in the Criminal Justice System. This is an ambitious project, which will ultimately transform the service provided to victims of crime in the capital, with the potential to assist over half a million victims and witnesses every year.

Commissioning Services to Support Victims

MOPAC is responsible for commissioning Victims Services in London and continues to work with a wide range of partners including NHS England, the voluntary and community sector, the MPS and borough partners to commission services more effectively to meet the needs of victims. In 2015-16 MOPAC with its partners has invested over £13 million in services to support victims of crime. MOPAC has commissioned services on a pan-London and a borough basis, ensuring that victims receive the right support to help them cope and recover, wherever they live in the city.

MOPAC commissions the charity Victim Support to provide the core service in London and a range of other organisations to provide specialist support. Victim Support offers practical and emotional support where needed to those who have been victimised. This service deals with over 350,000 referrals annually and over 50,000 of these victims go on to receive support. This service includes enhanced support for those victims who need it, particularly victims of more serious crimes, vulnerable and intimidated victims, and repeat or persistently targeted victims, in line with the Code of Practice for Victims of Crime. Over 90% of victims helped by Victim Support say that they now feel able to cope without support.

Working with Young Victims

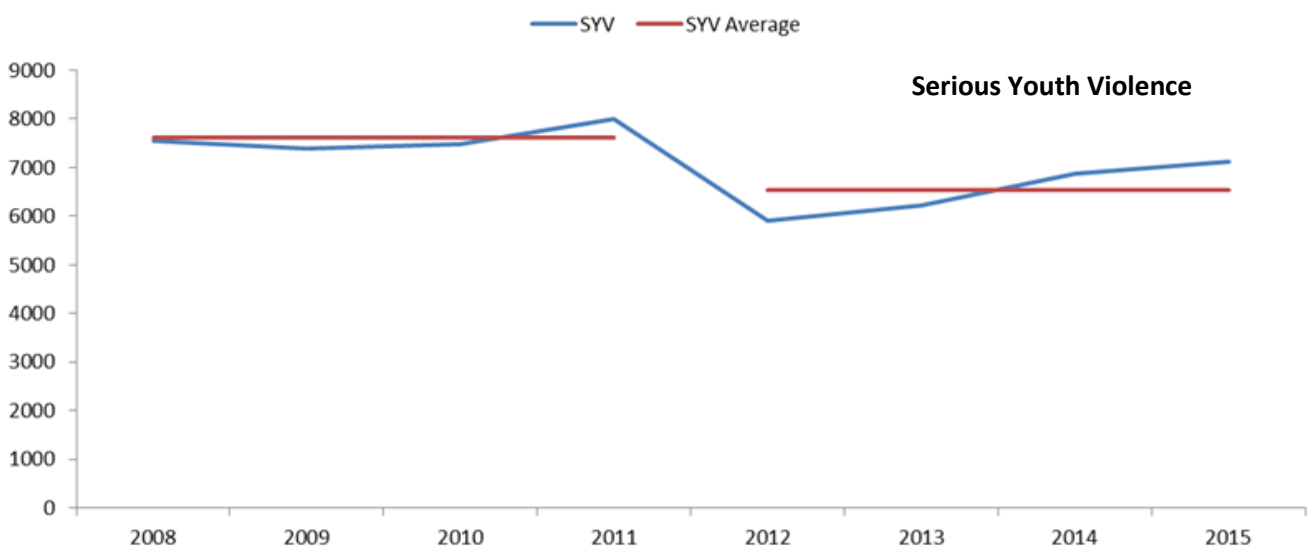
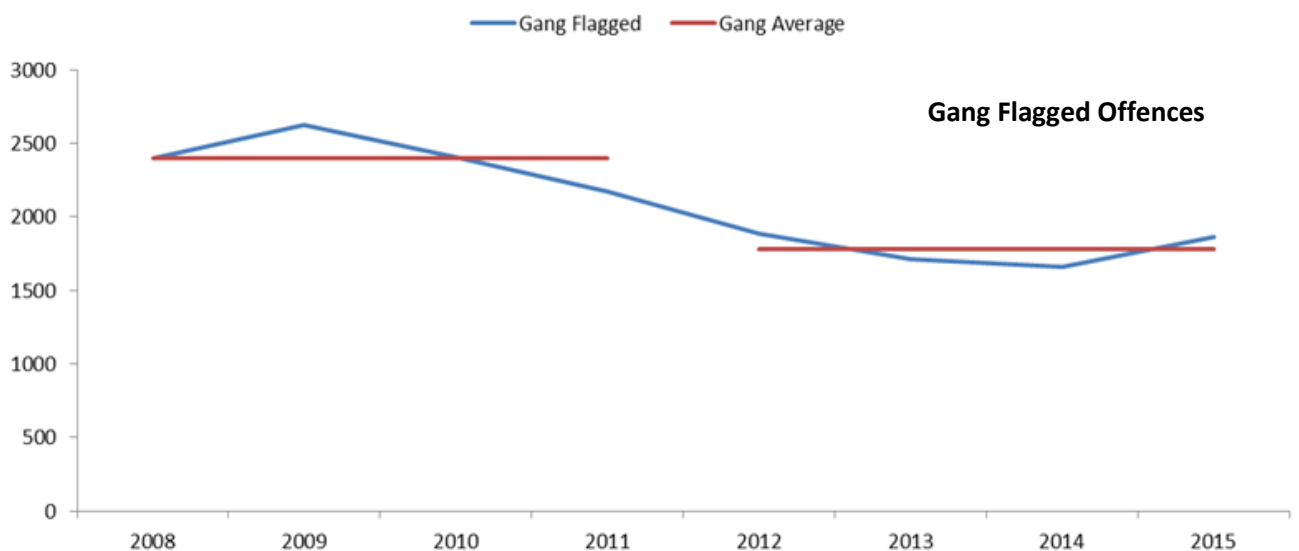
Experiencing crime at an early age can have a life changing impact. MOPAC is working with partners to ensure that young victims have the specialist support they need, when they need it, so that they can cope and move on from the trauma they have experienced. MOPAC has commissioned Safer London to provide Young People's Advocates, who provide support to young people affected by Child Sexual Exploitation across ten London boroughs. MOPAC is also looking at impact of peer-on-peer abuse and potential services to support those victims. MOPAC has also secured funding for a London Resettlement Consortia (LRC) victim pilot aimed at addressing the complex needs of young people who have offended and who also have prior experience of victimisation. Research by Middlesex University, commissioned by MOPAC to inform the pilot's development, found that up to 50% of young people managed by youth offending teams within the pilot area had mental health needs or trauma as a result of prior victimisation. However, the focus of interventions in the youth justice system had been based on their offences, rather than

the effects of the offences committed against them. Each area is piloting a different approach to supporting these vulnerable young people, which are being evaluated by MOPAC.

Gangs

Gang crime wrecks young lives and undermines communities. The Mayor has led concerted efforts to protect young people from becoming caught up in gangs and ensure that the law is robustly enforced against gang members who refuse offers of help to leave and persist in offending. There have been significant achievements in reducing gang crime since the Mayor took office. Gang flagged crime (offences identified by the MPS as gang-related) is down by 12%. Youth Violence has fallen by 22% in 2015 compared to 2008. Knife Crime with injury is down by 6%. Gun crime has seen huge reductions, with offences recorded in the year to January half of that recorded for 2007/08.

The charts below show how Gang-flagged offences and serious youth violence have decreased over the past eight years, with the average level during the last four year period lower than the in the preceding four years.



After these significant reductions from peaks in 2007 and 2008, gang crime is now beginning to increase again. The Mayor is leading intensive work to address this increase and bring gang offending back down.

In 2014 MOPAC, with the London Crime Reduction Board (LCRB), set out new [strategic ambitions](#)¹⁴ to drive further progress in preventing gangs and youth violence in London. These ambitions cover three key themes: Prevention, Intervention and Enforcement.

Prevention

The Mayor's first priority is stopping young people from being caught up in gangs and MOPAC has invested significantly in a range of projects to do so.

Working with the Barclays Premier League, MOPAC is supporting Kicks, a two year, £1m project. Kicks uses football to engage young people aged 12-18 at risk or on the periphery of being involved in gang crime with a range of constructive activities such as workshops, mentoring to help improve lifestyle choices and trust in the police. It also creates routes into education, training and employment. 4,842 young people took part between September 2014 and August 2015, almost 6 times the target of 840. 1,913 engaged in positive activities at Kicks on a Friday/Saturday night and 1,141 progressed towards employment or training.



The Mayor and DMPC Greenhalgh at the launch of Kicks

With £160,000 from the London Crime Prevention fund, MOPAC is supporting Positive Punch, a four-year multi-agency project with the London Borough of Camden, MAC-UK and Child and Adolescent Mental Health Services supporting young people involved in gangs, antisocial

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https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/Strategic%20Ambitions%20for%20London_%20Gangs%20and%20SYV%202014.pdf

behaviour or at risk of crime by providing training opportunities, sports and leisure activities, improving mental well-being, and giving them a voice in the wider community.

MOPAC is also working with education leaders; providing Schools with a clear and comprehensive online database of the 112 gang crime and violence prevention programmes available to them and hosting a Head teachers' conference in 2015 to build stronger links between educators and community safety professionals.

Intervention

For those who wish to leave gang lifestyles behind them, MOPAC is working with partners to provide intensive support to help them to move to a better future.

MOPAC, together with the London Community Rehabilitation Company (who work with offenders under probation supervision, has co-commissioned a £1.5m pan-London Gang Exit programme. The first programme of its kind, launched in February 2016 and running until October 2017, it aims to engage with up to 300 young people. By providing one to one support and specialist services, such as mental health and emotional trauma support the programme will provide young people aged 16-24 affected by gangs with the opportunity to move away from gang lifestyles by providing support to exit, develop new skills and providing the opportunity for social reintegration into the community.

MOPAC has commissioned Redthread to deliver front-line specialist support to young victims of serious violence and sexual exploitation in each of the Major Trauma Centres. Youth workers based in Trauma Centres are engaging with victims of serious youth violence who present at the A&E with assault-related injuries, gunshot wounds, stabbings, and those who report having been sexually exploited. This is a critical 'teachable moment' for many young people, a moment at which, with the right support, they can be encouraged to take the first steps away from gangs. Between April and December 2015, Redthread had worked with 575 victims of serious violence and sexual exploitation. Initially funded for 12 months, MOPAC has now secured funding for at least another 12 months.

Through the £1.4m Mental Health and Safeguarding Training (MAST) Programme, MOPAC and the MPS are offering specialist mental health training for 8,000 front-line professionals across London. To date, over 7,500 training places have been booked.

London has also tested an innovative approach to preventing gang violence proven in other major cities. The Shield Group Violence Intervention pilot was run in three London boroughs with 3 key strands: community voice - mobilising local communities and key members to give constant reinforcement of a key moral message that violence will not be tolerated; help for those who ask - allowing individuals the opportunity to exit from the criminal lifestyle and supporting them to live a better life; and consequences for violence - focused enforcement on groups involved in the continuation of violent offences.

During the Shield pilot, 17 community meetings were held, 81 individuals engaged with the offer of help, 144 arrests were made, and six knives and four firearms were taken off the streets.

Enforcement

Led by the MPS Trident Command, tough enforcement is taken against those who refuse offers of help and continue to offend. Operation Teal launched in June 2015 to provide a swift and coordinated response to developing gang related violence. To date, the MPS has made 9,093 arrests through Op Teal and seized 436 firearms, 689Kg drugs and £3,755,107 in cash and assets

Operation Sceptre, in July and September 2015, targeted habitual knife carriers, tackling importation, supply and access to weapons; and engaging with the public to increase awareness and provide opportunities to surrender weapons. The first two weeks of Operation Sceptre saw over 1,700 knives surrendered, 323 weapons seized and over 1,800 weapons sweeps take place.

In addition, following the Mayor's successful lobbying for tougher sentences for those who habitually carry knives, any adult convicted of carrying a knife for a second time now faces an automatic six month prison sentence and for 16-17 year olds, four months.

Violence Against Women and Girls

All women and girls should be able to grow up and live without fear of violence or abuse. The Mayor has driven concerted efforts to tackle violence against women and girls and ensure that all victims have access to the support they need. The Mayor launched a revised [Pan-London Strategy on Violence against Women and Girls¹⁵](#) (VAWG) in November 2013 to build upon the success of his previous strategy, The Way Forward, and make sure that London continues to take a global lead in preventing and eliminating VAWG.

Domestic Violence

The Mayor has committed £5 million over two years to launch the first pan-London Domestic Violence Service, ensuring that every victim of domestic violence in the city has access to specialist support from an Independent Domestic Violence Advocate (IDVA). The service went live on 1 July 2015 and has received 2,195 referrals within the first six months. MOPAC is testing new and innovative approaches to help victims of domestic violence as their case progresses through the criminal justice process. This work is based on supporting repeat victims, those identified as likely to withdraw from the system, disabled and BME victims.

Rape and Sexual Assault

Rape and sexual assault are recognised as significantly under-reported crimes. The Mayor is determined to encourage more victims to come forward so they can get the support they need to recover and so perpetrators can be brought to justice. Progress is being made and levels of reporting are rising in London and across the country as more victims gain the confidence to come forward.

¹⁵ https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/Pan-London%20Strategy%20on%20Violence%20against%20Women%20and%20Girls%202013_17_1.pdf

MOPAC, in partnership with NHS England is investing £6.5 million over 3 years in Havens. The Havens offer forensic examinations, medical care and support including Independent Sexual Violence Advocates (ISVAs) to all victims of recent rape and serious sexual assault. In 2015/16 the Service has had 4,612 face to face appointments with victims of rape and serious sexual assault.

The Mayor has also honoured his pledge to guarantee funding for London's four Rape Crisis Centres (£4million over 3 years) for the duration of his term. Additional funding has been secured until 2017. To date 5,799 victims have been supported through the Rape Crisis Centres. These centres provide specialist support to women who have experienced any form of sexual violence at any time in their lives, including face to face counselling, therapy, a helpline and ISVAs for those going through the Criminal Justice System.

MOPAC is committed to finding a sustainable funding model for sexual violence services in London to ensure that victims of sexual violence continue to receive the support they need to cope and recover. MOPAC has co-commissioned a sexual violence and Child Sexual Exploitation needs assessment with NHS England in January 2016 to inform future funding models and future commissioning decisions.

Harmful Practices

The Mayor has committed to improving the way that agencies identify and respond to Female Genital Mutilation (FGM), forced marriage, 'honour'-based violence and faith based abuse through a ground-breaking Harmful Practices project.

The two year pilot which, started in April 2015 is being delivered through three main areas of work: multi-agency and specialist training to help front line workers identify women and girls at of harmful practices and make appropriate referrals, an Educator Advocate service/surgery, and community engagement activity. To date practitioners have already provided advice in 71 cases, 21 training events between August and December 2015, including 18 half day multi-agency sessions and three two-day specialist sessions.

Further activity to tackle the devastating practice of FGM is being delivered in partnership with the Department for Education. A pilot project launched in five Boroughs in 2015 is bringing together midwives, social workers and therapists to provide practical and psychological support for women who have undergone FGM.

“I want every young Londoner to be born into a society that simply won't tolerate this kind of violence against women. While there is still more work to be done, we have made great strides in recent years in raising the profile of this world-wide problem.”

Boris Johnson MP, Mayor of London

Often the first time an FGM victim comes to the attention of healthcare practitioners is when they are expecting a baby, many years after they have been cut. This new approach is ensuring many

more pregnant women who have been victimised in the past are identified and offered help during maternity care to prevent their daughters and unborn children being subjected to the same harmful practice in future.

The pilot project also tackles the ideas of gender, honour and controlling women's sexuality linked to FGM. Through specialist and influential community advocates, awareness sessions are taking place with potentially affected communities, reaching out to women and girls, men and boys.

Protecting London from Terrorism

Against the backdrop of continued instability in the Middle East and the intensified risk of radicalisation, the current UK terror threat level has been elevated to Severe, which means an attack is highly likely. The Mayor and Commissioner are working closely to ensure that London is protected from the threat.

Supporting the MPS

The Metropolitan Police is central to the national fight against terror and has the full support of the Mayor in its efforts.

The challenge is significant - around 800 UK extremists are among those who have gone to Syria. About half of those are believed to have returned. There were 339 terrorism-related arrests in the UK in 2015 compared to 127 in 2010. Of these 114 have been charged and 38 convicted to date, with 71 awaiting trial. Thousands of pieces of extremist content are being identified and removed from the internet by the police and security services every month.

The police are always vigilant and adapt to potential risks as they emerge. The atrocities in Paris last year highlighted the vital role of firearms officers in protecting the city from terrorism and in the immediate aftermath of these attacks, the Commissioner increased the number of firearms officers on the streets of London.

This increase will be made permanent, with the Mayor giving his support to the Commissioner's decision to recruit 600 additional firearms officers for the capital. This increase will double the number of armed response vehicles on the streets and grow a highly trained specialist part of the MPS' capability.

“By increasing the number of armed response vehicle officers we have we can make sure that our firearms response continues to come from a group of highly specialist and highly skilled officers. It will not change the fundamental principle that police in this country are not routinely armed, which we are rightly proud of.”

Sir Bernard Hogan-Howe, Commissioner of the Metropolitan Police

Co-ordinating Efforts

Counter-terrorism efforts are coordinated through the national [CONTEST counter-terrorism strategy¹⁶](#), which has four strands:

Pursue – to stop terrorist attacks; **Prevent** – to stop people becoming terrorists or supporting terrorism; **Protect** – to strengthen our protection against terrorist attack; **Prepare** – to mitigate the impact of a terrorist attack.

To coordinate city-wide efforts to support this work, MOPAC has joined with London Councils to establish the London CONTEST Board. This Board brings together police, councils and agencies across the whole of London to assess and develop London's response to the terrorist threat in greater detail than ever before. This Board builds on the excellent work already being led by the Prevent Board and the London Resilience Forum.

One of the Board's aims is to ensure agencies in London have the right information from the Police to shape their plans and response to the threat. It is currently developing revised advice to public the sector on Protect and Prepare and issuing new safeguarding guidance to counter the risk of radicalisation.

Nationally, MOPAC is working with the Government and other PCCs through the Police Counter Terrorism Board to undertake coordinated oversight of national counter-terror efforts. The Mayor and Deputy Mayor have also brought together police leaders from England's major cities to discuss shared approaches to tackling the threat.

Terrorism is a global threat and the Mayor is engaged on counter-terror work with other major cities around the world. In September 2015, MOPAC was represented at the United Nations HQ in New York for the launch of the Strong Cities Network, the first global network of cities working together to build social cohesion and resilience to prevent violent extremism in all its forms. The Network provides a global platform to support local authorities to share lessons learned, pool resources and build a community that can mobilise local action on a global scale.

Business crime

Law and order provides the foundation for economic activity and the Mayor is working to ensure that London is the safest city in the world to do business.

In July 2014, following major consultation in the previous year, MOPAC unveiled its [Business Crime Strategy¹⁷](#), calling for the police, businesses, local authorities and others to work together to build confidence and prevent business crime. This strategic focus on Business Crime has been hailed as best practice by business and security experts alike.

¹⁶ <https://www.gov.uk/government/publications/counter-terrorism-strategy-contest>

¹⁷ https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/Business%20Crime%20Strategy%202014-16.pdf

Safer Places to do Business

MOPAC has encouraged the establishment of Business Crime Reduction Partnerships in the West End, Lambeth and most recently, Southwark. The Partnership works by linking members to local policing teams, CCTV and community wardens. It works in collaboration with Business Improvement Districts and town centre teams and offers free training to members around crime prevention.

These initiatives have helped reduce shoplifting, theft, alcohol related disorder, anti-social behaviour and begging across Town Centres. In Clapham High Street alone, the scheme has contributed to a 47 per cent overall reduction in crime since its introduction in 2014.

In keeping business premises safe, it is vital that the police works closely with private security and in December 2014 MOPAC launched the Police and Security Group (PaS) Initiative to focus on collaboration between the MPS, private security and businesses.

Since then, PaS has completed a consultation which was published in April 2015 which identified poor communication/ information sharing; trust; and police staff changes as key barriers to collaboration. It also confirmed that the number of standards; interest groups and independent initiatives in the area was too complex to encourage engagement. PaS is now working closely with the MPS and private security firms to overcome these barriers.

“We want local businesses to thrive in our capital city and that is why we are supporting the rollout of Business Crime Reduction Partnerships which help businesses and the police to share the intelligence and problem solve in a way that will drive down business crime.”

Stephen Greenhalgh, Deputy Mayor for Policing and Crime

Meeting the threat of cyber-crime

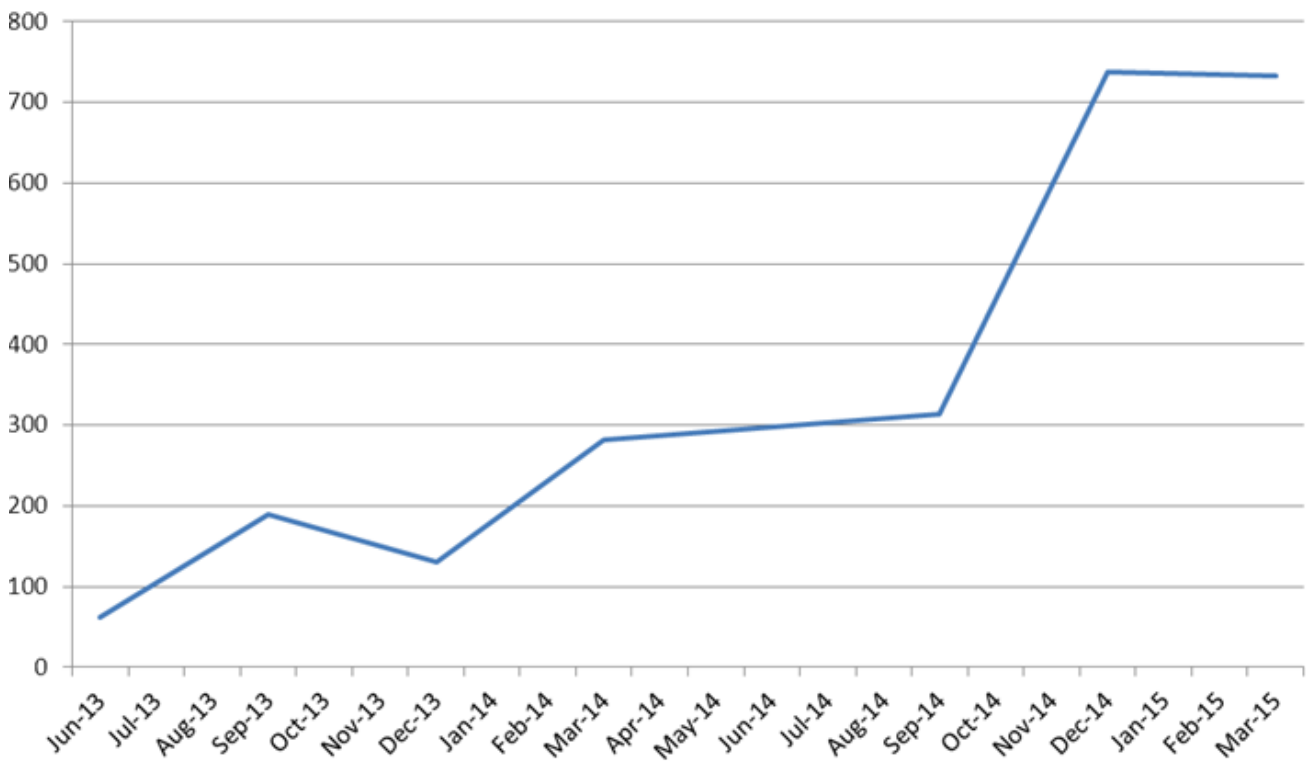
There are now more frauds reported to the Police and Action Fraud in England and Wales than there are domestic burglaries. Around [70% of frauds are now cyber-enabled¹⁸](#) and the internet provides fraudsters the opportunity to expand their activities on a huge scale.

To address the growing concern around cyber-crime, MOPAC has overseen changes in the MPS to ensure more officers are trained to deal with cyber-crime. There are currently over 300 trained officers working in Fraud And Linked Crime ONline (Falcon), a specialist unit to deal with referrals of cyber-crime from City of London Police. Since its establishment in the summer of 2014, it has driven a significant increase in judicial outcomes for fraud and online crime and plans are in place to increase the team to 500 officers.

Overleaf – judicial outcomes for fraud and online crime have increased significantly since the creation of Falcon in summer 2014.

¹⁸ <https://www.london.gov.uk/about-us/london-assembly/london-assembly-publications/tightening-net>

MPS Judicial Outcomes



In addition, working with statutory partners and the business community, MOPAC has launched the [London Digital Security Centre¹⁹](#) (LDSC). The LDSC provides a suite of core subsidised digital services to SME sized businesses through working with the private sector and in collaboration with UK Universities who are providing ethical hacking and digital forensic students to support the initiative. The services available include Security Assessments to help secure your digital infrastructure against attacks from cyber criminals and Digital Footprint Reports to help businesses understand information which could potentially be used by fraudsters.

Hate crime

London's tolerance and diversity is world famous and the Mayor is leading determined efforts to crack down on hate crime. In December 2014, the Mayor's [Hate Crime Reduction Strategy²⁰](#) was unveiled, underlining his commitment to boosting confidence in reporting hate offences, reducing repeat victimisation and improving the authorities' ability to respond effectively. MOPAC ran a 12 week public consultation on Hate Crime and worked with key partners including the Metropolitan Police Service, the Crown Prosecution Service and Ministry of Justice, as well as voluntary and community organisations across the capital in producing this strategy.

A Hate Crime Panel, involving people from across London's agencies and communities and chaired by the Deputy Mayor for Policing And Crime, has been established to push this Strategy forward, followed with the launch of an interactive Hate Crime dashboard to provide open access to our current data on these offences.

¹⁹ <https://londondsc.co.uk/>

²⁰ https://www.london.gov.uk/sites/default/files/mopac_hate_crime_reduction_strategy.pdf

It is now easier than ever to report hate crime in London, thanks to a new reporting app launched by MOPAC. Launched during Hate Crime Awareness Week 2015, the app enables victims to immediately report an incident, with the information going directly to the Police via a secure server. Users can also upload photographic and video material as part of their report, providing the option to submit a verbal statement or footage of the incident.

MOPAC has recommissioned specific pan-London support for victims of LGBT and anti-Semitic hate crime. This has helped almost 300 victims of these crimes to cope and recover from their experience.

In November 2015 MOPAC commissioned a new pilot Hate Crime Victims' Advocates scheme in two London boroughs to provide enhanced support to high risk or vulnerable victims, helping them to cope and recover from the effects of the crime, and navigating the courts system for those who wish to pursue a criminal justice outcome.

“Crimes committed simply because of who a victim is have no place in our society.

“They must never be tolerated and anyone who suffers should receive support as quickly as possible.”

Boris Johnson MP, Mayor of London

Further reading:

[The Police and Crime Plan 2013-17](#)

[The Pan-London Violence Against Women and Girls Strategy](#)

[The Hate Crime Reduction Strategy](#)

[Strategic Ambitions for London – Gangs and Serious Youth Violence](#)

[Business Crime Strategy](#)

[MOPAC Data and Research](#)



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