

Overview and Scrutiny Committee Agenda

Monday, 11 February 2013
7.30 pm,
Council Chamber Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Salena Mulhere 0208 314 3380

Part 1

Item		Pages
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Overview and Scrutiny Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Monday, 11 February 2013.

Barry Quirk, Chief Executive
Thursday, 31 January 2013

Councillor Alan Hall (Chair)

Councillor Kevin Bonavia (Vice-Chair)

Councillor Vicky Foxcroft

Councillor Jenni Clutten

Councillor Liam Curran

Councillor Jackie Addison

Councillor Obajimi Adefiranye

Councillor Anne Affiku

Councillor Christine Allison

Councillor Abdeslam Amrani

Councillor Pauline Beck

Councillor Paul Bell

Councillor John Bowen

Councillor David Britton

Councillor Duwayne Brooks

Councillor Suzannah Clarke

Councillor Vincent Davis

Councillor Amanda De Ryk

Councillor Alexander Feakes

Councillor Peggy Fitzsimmons

Councillor Julia Fletcher

Councillor Joseph Folorunso

Councillor Patsy Foreman

Councillor Helen Gibson

Councillor Sven Griesenbeck

Councillor Carl Handley

Councillor Michael Harris

Councillor Ami Ibitson

Councillor Stella Jeffrey

Councillor Darren Johnson

Councillor Madeliene Long

Councillor Chris Maines

Councillor Jim Mallory

Councillor Pauline Morrison

Councillor John Muldoon

Councillor Marion Nisbet

Councillor Sam Owolabi-Oluyole

Councillor Stephen Padmore

Councillor Jacq Paschoud

Councillor John Paschoud

Councillor Philip Peake

Councillor Eva Stamirowski

Councillor Alan Till

Councillor Dan Whittle

MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE

Monday, 6 February 2012 at 7.30 pm

PRESENT: Councillors Alan Hall (Chair), Vicky Foxcroft (Vice-Chair), Jackie Addison, Christine Allison, Paul Bell, Duwayne Brooks, Vincent Davis, Julia Fletcher, Carl Handley, Michael Harris, Ami Ibitson, Jim Mallory, Pauline Morrison, Marion Nisbet, Sam Owolabi-Oluyole, Jacq Paschoud, Philip Peake, Eva Stamirowski and Stella Jeffrey

APOLOGIES: Councillors Obajimi Adefiranye, Anne Affiku, Kevin Bonavia, John Bowen, Suzannah Clarke, Janet Daby, Amanda De Ryk, Alexander Feakes, Sven Griesenbeck, Chris Maines, John Muldoon, Alan Till and Darren Johnson

ALSO PRESENT: Aileen Buckton (Executive Director for Community Services), Mayor Sir Steve Bullock (Mayor), Gary Connors (Strategic Community Safety Services Manager), Andrew Hagger (Scrutiny Manager), Barrie Neal (Head of Corporate Governance and Policy), Kevin Sheehan (Executive Director for Customer Services) and Suzanne Wallace (Deputy Borough Commander and Superintendent Partnership) (Lewisham, MPS)

1. Minutes of the meeting held on 12 October 2010

Resolved:

The Committee agreed the minutes of the meeting held on 12 October 2010

2. Minutes of the meeting held on 29 November 2010

Resolved:

The Committee agreed the minutes of the meeting held on 29 November 2010

3. Minutes of the meeting held on 6 April 2011

Resolved:

The Committee agreed the minutes of the meeting held on 6 April 2011

4. Minutes of the meeting held on 26 June 2011

Resolved:

The Committee agreed the minutes of the meeting held on 26 June 2011

5. Declarations of Interest

None were declared

6. Operational Experience of the August 2011 Public Disorder

- 6.1 Sir Steve Bullock, Mayor of Lewisham addressed the Committee providing both a personal and organisational perspective on the events around the events and the weeks afterward. The Mayor highlighted the following points:
- He was in communication with officers and the borough commander immediately.
 - He was receiving updates directly and via media such as email/text/Facebook and TV throughout the events.
 - It was a challenging time for all involved.
 - The response from volunteers wanting to help with the clear-up was fantastic and it was very positive to have such a great response.
 - Lewisham staff responded extremely well.
 - Lewisham Council did practical things to help the situation and the police, such as providing transport for them.
- 6.2 The Mayor then responded to questions from the Committee:
- It was a one-off event and is unlikely to occur again.
 - There was extraordinary feedback from the public and a positive reaction to police in Lewisham and way they behaved.
 - Funds were made available very quickly to help businesses recover as there were concerns over the impact this could have, especially given the levels of insurance that businesses had. Lewisham Council waived the rent for Lewisham market traders, which got a very positive response.
 - The riots were political in motivation in Tottenham, however in Lewisham it was opportunistic.
 - The need for a balance in the response to events such as these.
 - There will be an effort to ensure to events like these do not occur in the future.
- 6.3 Superintendent Suzanne Wallace then addressed the Committee. She has the partnership portfolio and is deputy to the Borough Commander in Lewisham and highlighted the following points:
- She met with other officers at Scotland Yard to discuss Tottenham situation on Sunday.
 - Police engaged key community people in the borough to gain intelligence on what was happening on the ground.
 - Resources were at maximum capacity, with officers in Lewisham pulled all over the place to support other actions.
 - There was a willingness and can-do attitude from staff. Police came back from holidays to help. There were volunteers offering to help, though it was difficult to accommodate them due to the 'full-on' nature of that period.
 - There was a wariness among officers of getting too directly involved in disorder situations, however there was great bravery as well in situations such as the Catford Retail park where they got directly involved.
 - The MPS communication systems struggled to cope.
 - The response of CPS and the courts has been good and they operated almost 24 hours a day to deal with prosecutions.
 - There was a higher than normal rate of guilty pleas partly due to the speed with which courts acted.
 - The post-investigation is ongoing, with the MPS reviewing the investigation teams.

6.4 Superintendent Wallace and officers then responded to questions from the Committee:

- Importance of getting the correct information out there, although there is a tension, between speed and accuracy as well as independence, though the communications team could be less risk averse.
- Police are now mandated to have a Twitter account (though Lewisham had previously had one).
- Lewisham Council was conscious of getting consistent messages with the police, so it all linked up. There has to be authority, though we need to be quicker.
- The police could have got more community intelligence. There was a sense by the early afternoon that the tension was rising. But the public order officers were elsewhere in London dealing with issues. This meant the situation was left to more inexperienced officers to deal with and who handled it well.
- The resources available may not have been enough to deal with what was an extraordinary situation.
- From Lewisham Council's perspective the police did a good job.
- It was difficult for the Council to put a statement about the rumoured EDL march in Eltham as it was mostly rumour and it was hard to check it all out.
- Police are developing community networks and have widened the net and taken on critical friends (some from Safer Neighbourhoods Panels).
- The aspiration is to get better community link but the Police are not there yet. It can be very difficult to get the representation and are willing to reach out and explore how to do this. However it is challenging for any organisation to get the views of the community.
- There can never be a single way of communicating, so while increasing electronic communication is useful it is not always appropriate.
- It is not considered protocol to inform businesses whether they should close or not. Also vulnerable people need services and there is a need to ensure that information is correct.
- There needs to be a balance between not wanting to close services, but not risking staff. The general approach is that it is business as usual for as long as possible and only shut if you have to.
- The emergency planning protocol worked well, with Council staff inserted into the police gold/silver/bronze level of command.

6.5 The Committee then discussed a number of issues arising from the evidence given:

- That if the Mark Duggan incident in Tottenham hadn't happened then the riots would not have occurred.
- That visits by Safer Neighbourhood Teams to local people and businesses had provided reassurance.
- That the role the fire service played during the events should be praised.
- The importance in making sure that other services, such as caring services are kept going during events such as these.
- The importance in finding out what people want in terms of feeling safe.

Resolved:

The Committee agreed that:

- The response by organisations within Lewisham to what was a challenging and difficult series of events was excellent. Services went beyond the call of duty in the way they conducted themselves.
- The Riots Communities and Victims Panel Interim Report was produced very quickly after the events.
- Increasing use of communications and technology to gain and share information is encouraging and the Committee would like more information on how the Police are involving critical friends.
- The contingency and planning process should be examined by the appropriate Select Committee.
- The final report of the Riots Communities and Victims Panel should be considered by the Safer Stronger Communities Select Committee.
- The work carried out on building cohesion within communities should continue to be examined.

7. Items to be referred to Mayor and Cabinet

The meeting ended at 8.50 pm

Chair:

Date:

MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 28 March 2012 at 8.30 pm

PRESENT: Councillors Alan Hall (Chair), Vicky Foxcroft (Vice-Chair), Liam Curran, Jackie Addison, Obajimi Adefiranye, Anne Affiku, Christine Allison, Abdeslam Amrani, Pauline Beck, Paul Bell, Kevin Bonavia, John Bowen, David Britton, Duwayne Brooks, Suzannah Clarke, Amanda De Ryk, Alexander Feakes, Peggy Fitzsimmons, Julia Fletcher, Patsy Foreman, Helen Gibson, Sven Griesenbeck, Ami Ibitson, Chris Maines, Jim Mallory, Pauline Morrison, John Muldoon, Marion Nisbet, Sam Owolabi-Oluyole, Jacq Paschoud, John Paschoud, Philip Peake, Alan Till, Stella Jeffrey, Darren Johnson and Madeliene Long.

Apologies for absence were received from Councillor Vincent Davis, Councillor Joseph Folorunso, Councillor Michael Harris, Councillor Pete Pattison and Councillor Eva Stamirowski

1. OSC Election of Chair

RESOLVED that Councillor Alan Hall be elected as Chair and Councillor Kevin Bonavia be elected as Vice-Chair for the Municipal Year 2012/13.

2. OSC Select Committees

2. Appointments to Sub-Committees and Panels

RESOLVED that the Chair and Vice Chair of the Overview and Scrutiny Committee serve as ex officio members of all Select Committees and the following appointments also be made:

Business Panel & O&S (Education) Business Panel (10)

Councillor Alan Hall (Chair)
Councillor Kevin Bonavia (Vice-Chair)
Councillor Liam Curran
Councillor Carl Handley
Councillor Pauline Morrison
Councillor John Muldoon
Councillor John Paschoud
Councillor Christine Allison
Councillor Alex Feakes
Councillor Julia Fletcher

Public Accounts (10)
Councillor Jim Mallory (Vice Chair)
Councillor Skip Amrani

Councillor Michael Harris
Councillor Carl Handley
Councillor Vicky Foxcroft
Councillor Helen Gibson
Councillor Madeliene Long
Councillor Christine Allison
Councillor Sven Griesenbeck
Councillor Alex Feakes (Chair)

Healthier Communities(10)
Councillor John Muldoon (Chair)
Councillor Stella Jeffrey (Vice Chair)
Councillor Peggy Fitzsimmons
Councillor Anne Affiku
Councillor Helen Gibson
Councillor Ami Ibitson
Councillor Alan Till
Councillor Jacq Paschoud
Councillor Pauline Beck
Councillor Chris Maines

Children & Young People (10)
Councillor John Paschoud (Chair)
Councillor Dan Whittle
Councillor Jacq Paschoud
Councillor Madeliene Long
Councillor Marion Nisbet
Councillor Alan Till
Councillor Stella Jeffrey
Councillor Chris Maines (Vice-Chair)
Councillor Philip Peake
Councillor David Britton

Safer & Stronger Communities(10)
Councillor Pauline Morrison (Chair)
Councillor Paul Bell
Councillor Jackie Addison
Councillor Jim Mallory
Councillor Dan Whittle
Councillor Stephen Padmore
Councillor Joseph Folorunso (Vice Chair)
Councillor Anne Affiku
Councillor Duwayne Brooks
Councillor Pete Pattison

Sustainable Development(10)
Councillor Liam Curran (Chair)
Councillor Jimi Adefiranye
Councillor Skip Amrani
Councillor Suzannah Clarke (Vice Chair)
Councillor Eva Stamirowski

Councillor Sam Owolabi-Oluyole
Councillor Marion Nisbet
Councillor Julia Fletcher
Councillor John Bowen
Councillor Jenni Clutten

Housing(10)
Councillor Carl Handley (Chair)
Councillor Vincent Davis (Vice Chair)
Councillor Paul Bell
Councillor Ami Ibitson
Councillor Sam Owolabi-Oluyole
Councillor Liam Curran
Councillor Vicky Foxcroft
Councillor Amanda De Ryk
Councillor Patsy Foreman
Councillor Darren Johnson

3. **OSC Chairs ViceChairs**

RESOLVED that the Chairs and Vice Chairs of scrutiny select committees be allocated on a proportional basis based on party strength on the Council and that separate allocations of the six Chair and Vice-Chair positions be made on the following basis:

<u>Lab.</u>	<u>Lib. Dem.</u>	<u>Cons.</u>	<u>Green</u>
5	1	-	-

MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 28 November 2012 at 8.30 pm

PRESENT: Councillors Alan Hall (Chair), Jenni Clutten, Liam Curran, Jackie Addison, Obajimi Adefiranye, Anne Affiku, Christine Allison, Abdeslam Amrani, John Bowen, David Britton, Duwayne Brooks, Vincent Davis, Amanda De Ryk, Alexander Feakes, Peggy Fitzsimmons, Julia Fletcher, Patsy Foreman, Vicky Foxcroft, Helen Gibson, Sven Griesenbeck, Carl Handley, Michael Harris, Ami Ibitson, Stella Jeffrey, Darren Johnson, Madeliene Long, Chris Maines, Jim Mallory, Pauline Morrison, John Muldoon, Marion Nisbet, Sam Owolabi-Oluyole, Stephen Padmore, Jacq Paschoud, John Paschoud, Philip Peake, Eva Stamirowski, Alan Till and Dan Whittle

Apologies for absence were received from Councillor Pauline Beck, Councillor Paul Bell, Councillor Joseph Folorunso and Councillor Mark Ingleby.

4. OSC Chairs Vice Chairs

RESOLVED that the report be received.

5. OSC Select Committee Appointments

RESOLVED that

(a) the following councillors be removed from membership of the Committees shown:

Overview and Scrutiny Business Panel	Cllr Allison
Overview and Scrutiny Education Business Panel	Cllr Allison
Children & Young People SC	Cllr Maines Cllr Britton (Con)
Public Accounts SC	Cllr Allison
Sustainable Development SC	Cllr Clutten

(b) the following councillors be appointed to the Committees shown:

Overview and Scrutiny Business Panel	Cllr Foxcroft
Overview and Scrutiny Education	Cllr Foxcroft

Business Panel	
Children & Young People SC	Cllr Britton (Lab) Cllr Clutton
Public Accounts SC	Cllr Ingleby
Sustainable Development SC	Cllr Ingleby
Safer & Stronger SC	Cllr Peake

Agenda Item 2

Committee	Overview and Scrutiny Committee	Item No.	2
Title	Declarations of Interest		
Wards			
Contributors	Chief Executive		
Class	Part 1	Date	11 February 2013

Declaration of interests

Members are asked to declare any personal interest they have in any item on the agenda.

1 Personal interests

There are three types of personal interest referred to in the Council's Member Code of Conduct :-

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests

2 Disclosable pecuniary interests are defined by regulation as:-

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.

- (g) Beneficial interest in securities of a body where:-
- (a) that body to the member's knowledge has a place of business or land in the borough; and
 - (b) either
 - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

(3) Other registerable interests

The Lewisham Member Code of Conduct requires members also to register the following interests:-

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25

(4) Non registerable interests

Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

(5) Declaration and Impact of interest on member's participation

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter

and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**

- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.
- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

(6) Sensitive information

There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

(7) Exempt categories

There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-

- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)

- (b) School meals, school transport and travelling expenses; if you are a parent or guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor;
- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception)

Overview and Scrutiny Committee			
Title	Emergency Services Review: Scoping Paper	Item No	3
Contributors	Overview and Scrutiny Manager		
Class	Part 1	Date	11 February 2013

1. Purpose of paper

- 1.1 The Chair would like to explore how Overview and Scrutiny in Lewisham could undertake a review of Lewisham's Emergency Services.
- 1.2 This paper sets out the rationale for a review, provides some initial background information on the current situation within Lewisham and sets out a proposed terms of reference for the review.
- 1.3 The in-depth review process is outlined at Appendix A.

2. Recommendations

The Committee is asked to:

- note the content of the report
- consider the information provided by officers and partners present at the meeting
- consider and agree the proposed terms of reference for the review, outlined in section 5, and the potential allocation of responsibilities to the select committees, outlined in section 6.

3. Meeting the criteria for a review

A review into Lewisham's Emergency Services meets the criteria for carrying out a scrutiny review, because it is:

- an issue that affects a large number of people living, working and studying in Lewisham
- strategic and significant

4. Background

- 4.1 Significant changes are impacting on local public services affected by policy changes and financial constraints. This includes the three local emergency services: Metropolitan Police, London Fire Brigade and the London Ambulance Service; and also the provision of accident and emergency services across South-East London.
- 4.2 Safer Stronger Communities Select Committee recently heard from Superintendent Suzanne Wallace that, in relation to the Metropolitan Police:
 - There is a major financial challenge facing the service. The government has made it a requirement to cut £500m from the service budget by 2016.
 - The 'one MET model' is the overarching vision for the service. The model will focus resources on neighbourhood policing with the aim of keeping services

on the front line by cutting management and building costs. This means that there will be an increased emphasis on the sharing of services between boroughs.

- There are plans to recruit additional Police Community Support Officers.
- 4.3 The London Mayor's Office for Policing and Crime (MOPAC) has since confirmed that 65 police stations, with front-counter access for the public, will be closed across London, with two of those being in Lewisham (Sydenham and Brockley) and a further two stations identified for reduced opening hours (Catford and Deptford). There was a public consultation meeting, regarding the full range of MOPAC proposals for policing in London, held at the Civic Suite on Monday the 28th January at 6pm. At the consultation meeting, Simon Byrne, Assistant Commissioner of the Metropolitan police, advised that, in Lewisham, the proposals would mean an extra 54 police officers by 2015, than those in place in October 2011, and an increase of 109 more officers in Safer Neighbourhood teams over the same period.
- 4.4 On the 11th January 2013 the Commissioner of the London Fire Brigade published proposals for the Draft Fifth London Safety Plan¹. The plan detailed proposals to make savings worth £28.8m over the next two years. The plans included closing 12 fire stations, seven fire stations that currently have two fire engines moving to one fire engine, and four stations gaining a fire engine. Two of the stations proposed for closure are in Lewisham: New Cross and Downham. The Commissioner stated that if implemented, the Brigade would maintain its existing average target response time of getting its first fire engine to an emergency within six minutes and the second fire engine, if needed, within eight minutes.
- 4.5 The Commissioner of the London Fire Brigade stated: "In the last four years, we have cut £52m without reducing frontline services. Additional savings cannot be found without making significant changes to how we keep London safe. In the last decade, demand for the Brigade's service has changed dramatically and it's time to reflect that in how our fire stations, engines and staff are organised".
- 4.6 At a meeting of the London Fire and Emergency Planning Authority (LFEPA) on the 21st January, where the draft plan and consultation plan was considered, an amendment was made by Labour members, which was supported by Liberal Democrat and Green members of the Authority. The amendment means the Authority did not agree to the commencement of consultation on the part of the plan that deals with the closure of fire stations, or loss of appliances or firefighters.
- 4.7 However, on the 30th January, The Mayor of London, Boris Johnson, overruled the decision of LFEPA and directed the Commissioner to begin consultation on the full proposals, including the closure of 12 fire stations.
- 4.8 The London Ambulance Service (LAS) is a NHS Trust which provides service across London. It currently employs 4500-5000 people based at 70 ambulance stations and support offices across London. The emergency services they provide are purchased by the 32 local Primary Care Trusts (PCT), with NHS North West London acting as the lead PCT Commissioner. From April 2013, their services will be purchased by the local Clinical Commissioning Groups (CCG). The performance of the Trust is monitored by NHS London.
- 4.9 The Accident and Emergency service provided by the London Ambulance Service is divided into three operational areas, West, East and South. Lewisham is covered by

¹ London Fire Brigade Draft fifth London Safety Plan
<http://www.london.gov.uk/LFEPA/mgAi.aspx?ID=1016#mgDocuments>

the South operational area. Currently there are 28 ambulance stations in the South area, three of which are in Lewisham.

- 4.10 In 2011, The London Assembly carried out a strategic review of the future of the London Ambulance Service². It highlighted that demand is already higher for the LAS than other regional ambulance services, and the number of incidents attended by the LAS has increased 12 per cent in four years. The review also concluded that the organisation is being forced to make large budget reductions after a sustained period of growth. These will see the LAS lose almost a fifth of its current workforce in the next five years, including 560 frontline staff.
- 4.11 The London Assembly suggested that efficiencies could also be created for the LAS and the GLA Group by more joint working: “the LAS and London Fire Brigade each have dozens of stations across the city; a small number of these are shared, but progress in delivering more shared stations has been very slow”. They also found that “the Metropolitan Police Service requests support from the LAS 100,000 times a year, but only rarely is this to respond to a life-threatening incident. By working more closely together, the police and the LAS could direct people to more appropriate sources of support”.
- 4.12 On the 25th of January, The London Ambulance Service issued a statement, jointly with the lead commissioner of the service for London PCTs, NHS North West London, advising:
- “The London Ambulance Service is facing increasing levels of demand, with ambulance crews responding to 14 per cent more patients with life-threatening illnesses and injuries this year. Although a rise in demand was planned for, the increase is 3.2 per cent more than expected.”
 - “Despite this, the service is providing good levels of care to these patients, and is currently exceeding the national target of reaching 75 per cent of patients in life-threatening conditions in eight minutes.”
 - “We have been working together to establish what capacity the Service needs to meet future increases in demand and maintain patient care. It is clear that the Service must work differently and more efficiently to make best use of the funding it receives; however, it has also been identified that more investment is needed to increase staffing levels.”
 - “We are currently considering what changes and investment are required for the next financial year to ensure more staff are available to respond to patients who need an emergency ambulance.”
- 4.13 The Accident and Emergency Department of Lewisham hospital is currently under threat of closure as the Trust Special Administrator, appointed by the Secretary of State for Health to address the financial crisis in neighbouring South London Healthcare NHS Trust, has recommended the closure of the A&E at Lewisham as part of his plans to address the financial crisis at SLHT. The Secretary of State’s decision is imminent.

5. Terms of Reference/Key lines of Inquiry

- 5.1 A review of Lewisham’s Emergency services could therefore focus on:
- Clarifying the key policy initiatives and financial constraints impacting locally

² The future of the London Ambulance Service, a strategic review. December 2011, Health and Public Service Committee, London Assembly <http://www.london.gov.uk/moderngov/documents/s7465/LAS%20-%20a%20strategic%20review.pdf>

- Identifying the local implications for services
 - Considering the potential impact of any service changes
- 5.2 Local Authorities have an important statutory role in monitoring the performance of the local Crime and Disorder Reduction Partnership, known in Lewisham as the Safer Lewisham Partnership. In Lewisham this function is carried out by the Safer Stronger Communities Select Committee (SSCSC).
- 5.3 Local Authority Overview and Scrutiny functions also have an important statutory role in relation to the provision of service by and performance of health bodies providing services for local people. In Lewisham this statutory role is performed by the Healthier Communities Select Committee. These functions include:
- all powers given to the Council's Overview and Scrutiny Committee by the Health and Social Care Act 2001
 - to require the attendance of representatives of health bodies at meetings of the select committee to address it, answer questions and listen to the comments of local people on matters of local concern

6. Select Committee Scrutiny

- 6.1 The Committee is asked to consider how it would like this review to be scheduled and undertaken. The review could be carried out by all the select committees, as relevant, within their 2013/14 work programmes, and fed back to full OSC for an overall final report to be agreed and signed off.
- 6.2 If the review was to be carried out by all relevant select committees, given the statutory responsibilities outlined at 5.2 and 5.3, suggested responsibilities are set out below:

Safer Stronger - Police and Fire Services

- To clarify the policy initiatives and financial circumstances impacting on the Metropolitan Police Service and the London Fire Brigade
- Identify the related impact on services and performance locally
- Consider the potential impact of any service changes

Healthier Communities Select Committee – Ambulance Service and A&E

- To clarify the policy initiatives and financial circumstances impacting on the London Ambulance Service and A&E provision in Lewisham
- Identify the related impact on services and performance locally
- Consider the potential impact of any service changes

Sustainable Development Select Committee – All services: Estate and Asset implications

- Consider the potential impact of any service changes as they impact on estate and assets

Housing Select Committee – Landlord and Tenant specific implications

- Identify the related impact on services and performance locally, particularly in relation to tenants and housing providers (Lift call outs, fire safety checking responsibilities etc)
- Consider the potential impact of any service changes specifically in relation to tenants and housing providers

Public Accounts Select Committee – Financial Implications

- Consider the potential financial impact, of any service changes, and how they may impact financially on the Council and its partners

6.3 It would be suggested that each Committee have at least one meeting/in depth item dedicated to the review, with relevant Council officers, local service providers and service user groups invited to attend. Each Committee would then consider and agree any recommendations, which could be fed back to the Overview and Scrutiny Committee for final consideration.

7. Further implications

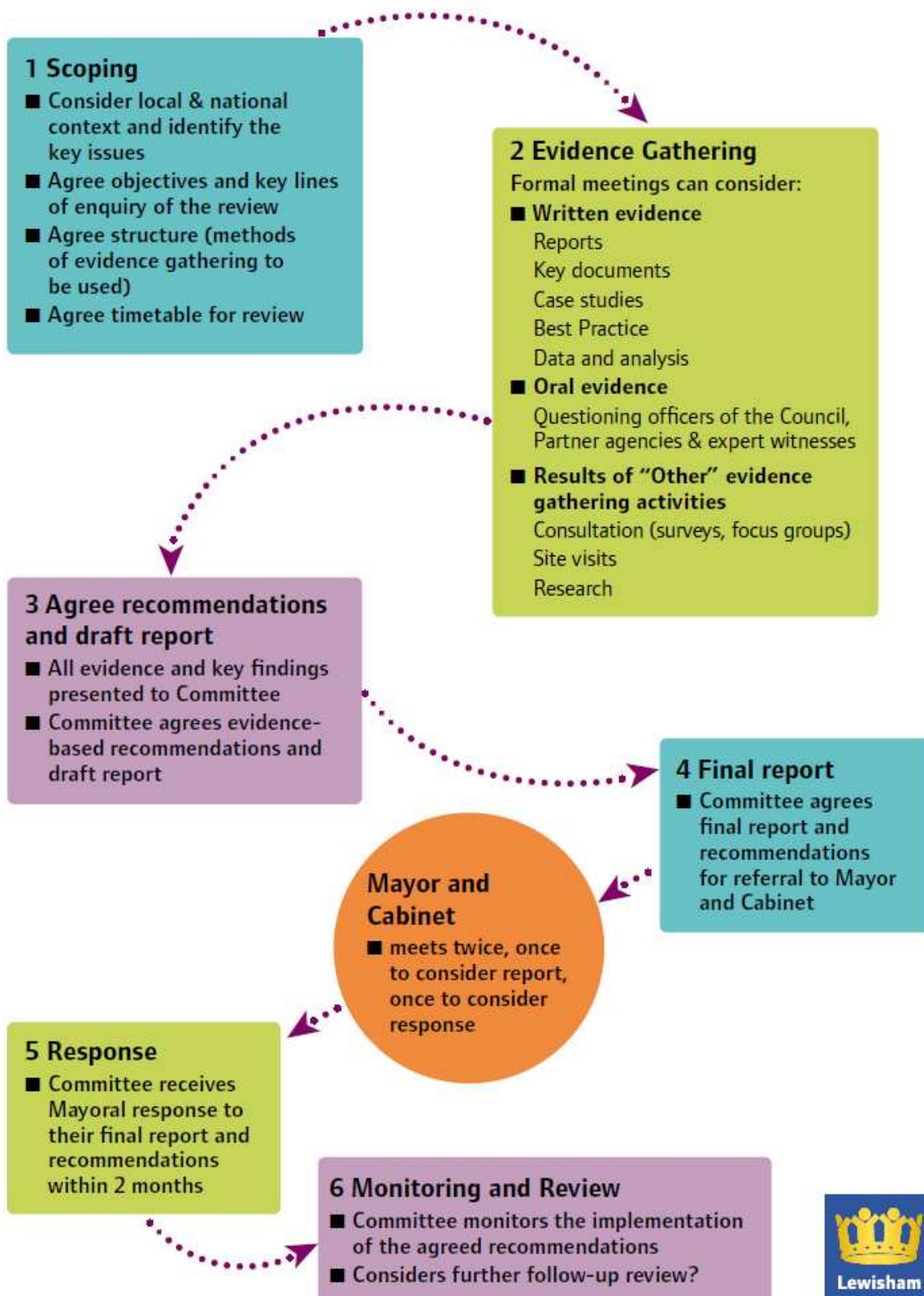
At this stage there are no specific financial, legal, environmental or equalities implications to consider. However, each will be addressed as part of the review.

Appendices

Appendix A In Depth review process

Appendix B DRAFT Police and Crime Plan 2013-2017 consultation summary

How to carry out an in-depth review



DRAFT POLICE & CRIME PLAN – FOR CONSULTATION



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MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

DRAFT POLICE & CRIME PLAN CONTENTS



INTRODUCTION

WHAT IS THE POLICE & CRIME PLAN FOR LONDON?

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

WHAT IS THE PURPOSE OF THIS DOCUMENT?

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

MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

PART ONE:

MAYOR'S MISSION & PRIORITIES

THE MAYOR'S MISSION

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

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

Read more about the Mission & Priorities of MOPAC here:

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

MAYORAL PRIORITIES

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

1. Hold the Metropolitan Police to account and deliver the Mayor's manifesto commitments and expectations (The Mayor's 2012 manifesto – Fighting Crime in London – is available [here](#))
2. Challenge the Metropolitan Police and other criminal justice agencies to deliver value for money for the taxpayer and meet the challenge of service delivery with fewer resources
3. Ensure that all of London's public service agencies work together and with communities to prevent crime, seek swift and sure justice for victims, and reduce re-offending.

LONDON CRIME REDUCTION BOARD

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

CRIME PRIORITIES

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

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

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PART TWO:

OBJECTIVES & GOALS – WHAT WE WANT TO ACHIEVE

OBJECTIVES & GOALS

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

POLICING

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

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

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

Make 20% savings in the MPS budget by 2016

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

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

OBJECTIVES & GOALS

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

CRIMINAL JUSTICE

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

**Reduce court
delays by 20%**

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

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

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OFFICE FOR POLICING AND CRIME

PART THREE:
POLICING LONDON

POLICING OVERVIEW - BOBBIES BEFORE BUILDINGS

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

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

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

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

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

POLICING OVERVIEW - BOBBIES BEFORE BUILDINGS

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

In addition, the Mayor must:

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

Ensure that the MPS maintains public order in London.

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

A NEW LOCAL POLICING MODEL

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

The new Local Policing Model will:

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

All Boroughs will gain police officer posts

Guarantees every borough will be led by a dedicated borough commander

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

A NEW LOCAL POLICING MODEL

ENHANCING SAFER NEIGHBOURHOODS

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

The new Local Policing Model is comprised of:

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

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

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

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

MORE POLICE OFFICERS AT BOROUGH LEVEL

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

MORE POLICE OFFICERS AT BOROUGH LEVEL

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

A SMALLER ESTATE & NEW FORMS OF PUBLIC ACCESS

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

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

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

A SMALLER ESTATE & NEW FORMS OF PUBLIC ACCESS

Draft plans include:

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

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

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

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

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

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

M O P A C

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

PART FOUR:

**STRATEGIES & MEASURES –
HOW THIS WILL BE DELIVERED**

STRATEGIES

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

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

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

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

POLICE PERFORMANCE & RESOURCES

THREE 'C's – CRIME, CONFIDENCE & COSTS

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

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

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

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

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

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

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

CRIME PREVENTION

THREE 'P's – PEOPLE, PLACES & PROBLEMS

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

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

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

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

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

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

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

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

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

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

Highlights include:

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

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

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

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

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

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MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

PART FIVE:

**YOUR POLICE, YOUR SAY –
CONSULTING ON THE DRAFT PLAN**

ABOUT THIS CONSULTATION

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

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

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

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

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

CONSULTATION QUESTIONS

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

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

HOW TO FEEDBACK YOUR VIEWS

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

Local Events

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

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

Written Responses

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

Or, you can write to us:

c/o Siobhan Coldwell

Head of Strategy

Mayor's Office for Policing And Crime (MOPAC)

10 Dean Farrar Street

London, SW1H 0NY

policeandcrimeplan@mopac.london.gov.uk

Please respond no later than 6 March 2013 27

ABOUT THE MAYOR'S OFFICE FOR POLICING & CRIME

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

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

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

The role of MOPAC is broader than policing as its legal remit covers "crime reduction". This is an important and complex task that extends to the whole criminal justice system. For the first time, the Mayor has a broad mandate to oversee and shape London's criminal justice landscape, which includes exercising MOPAC's new commissioning responsibilities to full effect. In all their work, the Mayor and MOPAC must ensure that the voices of the public and victims are represented.

Read more about the Mission & Priorities of MOPAC here:

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