

Leaders' Committee

Crime and Policing

Item No 4

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Summary: Leaders' Committee will be addressed by:

- Sophie Linden, Deputy Mayor for Policing and Crime and
- Cressida Dick, Commissioner of the Metropolitan Police.

It is anticipated that their briefing of Leaders' Committee will include issues around serious violence, the continuing rollout of Basic Command Units (BCUs) and sustaining strong partnerships with boroughs and London Councils. This report provides a background briefing on these issues.

Recommendation: Leaders' Committee is asked to:

1. Consider the issues set out in the report, as a basis for discussion with the Deputy Mayor and Commissioner of the MPS.
2. Note the work by London partners to tackle serious violence.

Crime and Policing

Introduction

1. The Deputy Mayor for Policing and Crime, Sophie Linden, and the Commissioner of the Metropolitan Police, Cressida Dick, will address Leaders' Committee to provide an update on key policing and community safety issues in London. The Deputy Mayor provided an earlier briefing to Leaders' Committee in October 2017 and was accompanied on that occasion by the Assistant Commissioner for Territorial Policing, Martin Hewitt.

Serious Violence

2. London boroughs are engaged in a broad programme of work with local and regional partners, to develop plans and strategies in response to the increase in youth violence and knife crime.
3. The Mayor's Knife Crime strategy, which was launched in June 2017, has the following components:
 - Targeting lawbreakers
 - Offering ways out of crime
 - Keeping deadly weapons off our streets
 - Protecting and educating young people
 - Standing with communities, neighbourhoods and families against knife crime
 - Supporting victims of knife crime
4. Earlier in the year, London Councils brought together with the Association of London Directors of Children's Services (ALDCS), borough Heads of Community Safety and Chief Executives to deepen the understanding of effective practice at the borough level and to identify areas for collaboration at the local and regional level.
5. A survey of boroughs conducted by London Councils in May 2018 showed that:
 - **Firstly**, all boroughs had put a strategic approach to SYV in place.
 - **Secondly**, there is a wide range of practice in place, from tried and tested approaches, to innovative models.
 - **Thirdly**, boroughs have all developed their own local answers to questions such as :

- how to strike the right balance between prevention and “here and now” responses.
 - how to involve and work with local communities.
6. In June 2018 a [repository of practice](#) on serious violence was established on the London Councils website, to provide a resource on local and pan-London practice.
 7. Boroughs have continued to step up local interventions to tackle knife crime in response to the recent spike. Over the summer, boroughs strengthened local partnership knife crime action plans – drawing on a framework that London Councils developed with MPS and MOPAC earlier in the year - with input from professional networks.
 8. London Councils is now in the process of identifying best practice that is emerging from the refreshed Knife Crime Action Plans - working with the boroughs, MOPAC and the MPS. We will make this available to boroughs on the London Councils website. We are also seeking to identify and help overcome barriers to local initiatives, such as issues relating to consistent availability of good analytical products from the MPS, school exclusions policies and fair funding for local services.
 9. A series of interactive workshops has been established to allow practitioners to share learning and strengthen local responses. The first of these sessions took place in October, to share learning from the Glasgow approach to serious violence. Further ‘Learning Hubs’ have been scheduled on the role of Education in preventing serious violence and on trauma informed approaches.

Violence Reduction Unit

10. Plans were mooted in the summer for the establishment of a Violence Reduction Unit (VRU) in London, with a view to embedding a longer term approach to tackling violence and informed by the wider public debate about ‘a public health approach’ to tackling violence. A number of London boroughs have already deployed local responses that are informed by this approach.
11. Cllr Lib Peck made representations to the Deputy Mayor for Policing and Crime, Sophie Linden, early in September, calling for an enhanced response to youth

violence that would build on boroughs' strengths and be underlined by a long-term commitment to prevention. She went on to set out principles that should underline any new pan-London initiative to tackle violence:

- It should be co-designed and co-owned by key partners, including boroughs.
- It should work towards embedding a long term strategy.
- It should balance firm action on enforcement with targeted prevention and diversion.
- It should drive resources to the front line, rather than amassing them at the centre: hence supporting front-line policing and front-line interventions by councils to tackle the drivers of criminality and protect those who are vulnerable to exploitation.
- It should add value - not duplicate or erode commitment to existing work, including work to tackle knife crime and action on violence against women and girls.
- It should work with and support boroughs, which are best, placed to lead local engagement with communities.

12. The Mayor formally announced the intention to establish the Violence Reduction Unit (VRU) on 19 September 2018. Whilst the precise details are yet to be confirmed, the outline objective is the establishment of a multi-agency resource to address violent crime in London.

13. A Partnership Reference Group has been established by the Mayor to help design the VRU. Its first meeting was held on Monday 29 October 2018. Cllr Lib Peck has joined the Group, alongside John O'Brien and Carolyn Downs (London Councils' Lead Chief Executive Adviser on Crime and Policing). Senior practitioners from Children's Services and Housing will also join the Group.

14. City Hall has begun mobilisation of the Unit and has involved partners in the recruitment of a permanent VRU Director. Early work has recently been commissioned to inform the VRU's purpose and priorities, including:

- A review of homicides across London to identify patterns and causal factors – building on promising local initiatives, such as the one taken in Croydon.

- A strategic needs assessment, which could provide a useful starting point for debating the VRU's priorities including the inclusion of work to tackle violence against women and girls (e.g. domestic abuse, gang-associated sexual exploitation).

MPS Transformation Programme

15. A number of changes to the organisation of local policing across London are being implemented in the context of the Mayor's statutory Police and Crime Plan and the Metropolitan Police Service (MPS) transformation proposals, which are known as the 'One Met Model 2020'. The model is based on delivering local policing through a revised structure of 12 Basic Command Units (BCUs) , each comprising more than one borough.
16. The BCU model builds on the strategic priorities set out in the Police and Crime Plan and includes a series of changes to local policing based around the following core service areas:
 - a. Neighbourhoods - Including of 2 Dedicated Ward Officers (DWOs) and one PCSO per ward that will be 'ring fenced' from abstraction.
 - b. Protecting Vulnerable People - Bringing together both local and previously centrally managed services that have been dealing with child abuse, rape and domestic violence in one place. This should provide a foundation for developing a more joined up, victim-focused service.
 - c. Response Teams - teams that have been brought together to cover a larger footprint, yielding potential efficiencies and reducing 'handovers' of investigations.
 - d. Local Investigations - teams of investigators will respond directly to the more serious and complex crimes .
17. The MPS began testing the 'One Met Model 2020' in January 2017 in two pathfinder areas:
 - a. Camden and Islington
 - b. Barking and Dagenham, Havering and Redbridge.

18. A number of concerns were reported by local partners, particularly about the impact on emergency response times which peaked during the pilots.
19. The MPS made a number of changes to the model, following feedback from the pilot areas. These changes included improving the despatch arrangements which underpin delivery of emergency response times. The MPS also strengthened the management tier in each BCU with the aim of building in stronger links with boroughs.
20. The wider roll-out of the model began in June 2018 and involved three main waves. The final wave is due to have commenced by the time of the December Leaders Committee, with the last remaining BCUs due to go live early in the New Year.

Crime Reduction Funding

21. Leading members at London Councils, including Cllr Lib Peck (Lead Member for Crime and Public Protection, Cllr Nickie Aiken (Conservative Lead for Crime and Public Protection) and Cllr Liz Jaeger (Liberal Democrat Lead for Crime and Public Protection) engaged with the Deputy Mayor for Policing over the summer in relation to proposed changes to the allocation of the London Crime Prevention Fund (LCPF). MOPAC's intention was to update the data used in the allocation formula and to change the indicators to align more closely with the Police and Crime Plan priorities.
22. Following representations by leading members, the Deputy Mayor agreed in October 2018 to introduce 100% protection for those boroughs that faced projected funding reductions in 2019/20 and 2020/21 (*when compared to the indicative allocations of 2018/19*). The protection will be funded at a cost of £1,118,248, from the remaining co-commissioning budget.

Criminal Justice Devolution

23. An initial Criminal Justice Memorandum of Understanding was agreed between the Ministry of Justice, the Mayor and London Councils in March 2018. This delivered on a commitment made in the 2017 London Devolution agreement.
24. London partners are now negotiating a second MoU, which has the potential to lock-in commitment from Government to devolving additional levers, powers and

resources that will help London deliver in priority areas. There is an expectation that the second MoU will be concluded by summer 2019.

25. The focus of much of the MoU is potential devolution to a pan-London level, which is arguably the most appropriate geography for this work. The potential benefit for boroughs is likely to come in relation to specific elements, including:

- Improving the Community Rehabilitation Company's delivery by securing a '*seat at the table*' for the next round of 'co-commissioning' of probation services for offenders who have served shorter terms in prison.
- Improving services for victims.
- Improving outcomes for female offenders through diversion from the criminal justice process and implementing a whole systems approach across London with statutory, voluntary and criminal justice partners.

26. In the context of the current focus on tackling serious youth violence, The Deputy Mayor has signalled that she is keen to talk to London Councils and the Youth Justice Board in the months ahead about potential opportunities for devolution to tackle youth violence.

27. Progress on the Criminal Justice devolution negotiations has been regularly reported to the London Crime Reduction Board (LCRB) which is chaired by the Mayor. Cllr Peter John (Chair of London Councils), Cllr Lib Peck (Lead Member for Crime and Public Protection, Cllr Nickie Aiken (Conservative Lead for Crime and Public Protection) and Cllr Liz Jaeger (Liberal Democrat Lead for Crime and Public) also sit on the LCRB. In addition, Cllr Lib Peck sits on the London Justice Devolution Board which is chaired by the Deputy Mayor and steers the development of the negotiations with the MoJ.

Conclusion

28. Leaders' Committee is asked to:

1. Consider the issues set out in the report, as a basis for discussion with the Deputy Mayor and the Commissioner of the MPS.
2. Note the work by London partners to tackle serious violence.

Financial implications for London Councils

None

Legal implications for London Councils

None

Equalities implications for London Councils

There are no direct equalities implications for London Councils as a result of this paper.