



CRIME & DISORDER COMMITTEE AGENDA

7.30 pm

**Tuesday
5 February 2013**

**Town Hall, Main Road,
Romford**

Members 9: Quorum 3

COUNCILLORS:

Osman Dervish (Chairman)
John Wood (Vice-Chair)
Becky Bennett
Denis Breading
David Durant

Roger Evans
Georgina Galpin
Frederick Osborne
Linda Van den Hende

**For information about the meeting please contact:
James Goodwin 01708 432432
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What is Overview & Scrutiny?

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

They have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers;
2. Driving improvement in public services;
3. Holding key local partners to account; and
4. Enabling the voice and concerns of the public.

The Crime and Disorder Committee considers issues by receiving information from, and questioning, Cabinet Members, officers and external partners, particularly the Responsible Authorities, i.e. Metropolitan Police, Metropolitan Police Authority, Fire and Rescue Authorities, and Primary Care Trusts, to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations.

Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups typically consist of between 3-6 Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research and site visits. Once the topic group has finished its work it will send a report to the Committee that created it and it will often suggest recommendations to the executive.

Terms of Reference

The areas scrutinised by the Committee are in exercise of the functions conferred by the Police and Justice Act 2006, Section 19-22 and Schedules 8 & 9.

AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) – receive.

3 DISCLOSURE OF PECUNIARY INTEREST

Members are invited to disclose any pecuniary interest in any of the items on the agenda at this point of the meeting.

Members may still disclose any pecuniary interest in an item at any time prior to the consideration of the matter.

4 MINUTES OF THE PREVIOUS MEETING (Pages 1 - 4)

To approve as correct the minutes of the meeting held on 7 November 2012 and authorise the Chairman to sign them.

5 YOUTH OFFENDING SERVICE UPDATE

To receive an update from Dan Hayes, Youth Offending Service Manager, LBs Havering and Barking and Dagenham.

6 DRAFT MOPAC POLICE AND CRIME PLAN 2013-17 (Pages 5 - 40)

To receive an update on the draft MOPAC Police and Crime Plan 2013-17 and consider its proposals (attached).

7 REVISED MOPAC FUNDING ARRANGEMENTS

To receive a verbal update on the new funding arrangements for Community Safety.

8 DRAFT POLICE ESTATES STRATEGY (Pages 41 - 84)

To receive an update on the proposals within the draft Police Estates Strategy (attached)

9 TRANSFORMING REHABILITATION

To receive an update from Lucy Satchell-Day, Assistant Chief Officer, Barking and Dagenham. London Probation Trust, on the transforming rehabilitation consultation.

10 URGENT BUSINESS

To consider any other item in respect of which the Chairman is of the opinion, by reason of special circumstances which shall be specific in the minutes that the item should be considered at the meeting as a matter of urgency.

**Ian Buckmaster
Committee Administration &
Member Support Manager**

Public Document Pack Agenda Item 4

MINUTES OF A MEETING OF THE CRIME & DISORDER COMMITTEE Committee Room 2 - Town Hall 7 November 2012 (7.30 - 8.54 pm)

Present:

Councillors Osman Dervish (Chairman), John Wood (Vice-Chair), Becky Bennett, Denis Breading, David Durant, Roger Evans, Georgina Galpin, Linda Van den Hende and Frederick Thompson (In place of Frederick Osborne)

An apology for absence was received from Councillor Frederick Osborne.

13 MINUTES OF THE MEETING

Subject to the following amendments, the minutes of the meeting held on 18 October 2012 were agreed as a correct record and signed by the Chairman.

- Minute 8 – fourth paragraph amended to read ‘ Before the Olympics started he had been promised additional resources, but this had been limited. What additional resources he did receive were utilised to deal with known offenders.’
- Minute 9 – first paragraph, last sentence amended to read ‘The timescale for the commencement of the changes was from April 2013.’
- Minute 9 – second paragraph, first sentence amended to read ‘The Committee were concerned that Havering would not continue to be well policed.’
- Minute 9 – third paragraph, second to last sentence amended to read ‘ In the Counties senior officers tended to supervise less staff: this would change in London.’
- Minute 10 – penultimate paragraph amended to read ‘The committee were advised that there were no compulsory redundancies proposed, any savings in salary would be achieved by natural wastage and there was a freeze on recruitment.’

14 INTEGRATED OFFENDER MANAGEMENT

Lucy Satchell-Day, Assistant Chief Officer (ACO) for the London Probation Trust attended the meeting to deliver a presentation regarding Integrated Offender Management (IOM). Lucy had filled the position of ACO since July 2012 and was responsible for both Barking & Dagenham and Havering.

IOM was supported by the Ministry of Justice and Mayor’s Office for Policing and Crime (MoPAC) and built on the work with Prolific or Priority Offenders (PPOs). The approach aimed to extend multi-agency work to a greater number of offenders. Using this approach it was anticipated that the

incidence of re-offending would be reduced by aligning and streamlining responses by different agencies, identifying gaps and achieving efficiencies.

Under the IOM system the Investment in Community approach to working with Offenders was adopted, rather than relying on short term custody. This is on the basis that offending is a community issue, not just an issue for the Criminal Justice System. It is about a local response to local problems and as such it is a key priority in the Havering Community Safety Plan.

In Havering there were currently 52 Offenders in the IOM Cohort. These were selected using criteria agreed by the Havering Reducing Reoffending Group. The main targets were those who were at risk of re-offending. The criterion used to identify high risk offenders was regularly reviewed.

The Committee were advised that the program had delivered:

- 51 positive engagements with 10 Young Offenders;
- Provision of emergency accommodation to 8 clients, 6 of whom were now in stable accommodation, one who had been recalled to custody and the eighth had moved back in with his parents;
- Running a Fathers' project with 8 clients;
- Provided diversionary activities such as life skills training, cooking, etc.

The Committee were concerned at how those offenders with mental health issues were dealt with given recent information that between 15% and 20% of the prison population had mental health problems. Lucy accepted there was a problem but believed with the right partners on board they should be able to make the right referrals.

The Committee **agreed** that the issue of prisoners with mental health issues be referred to the Health OSC and Health and Wellbeing Board.

A number of challenges for IOM were identified. These included;

- The need to expand beyond the PPO offenders.
- The need to identify gaps and avoid duplication. In Havering the gaps included work with women, gangs and those with mental health issues.
- Getting partners around the table and facilitating access to services.

Whilst Havering did not have a gang problem the challenge was to ensure one did not develop. Other boroughs did move gang nominals into the borough. The Council needed to work with these individuals to ensure they did not import the gang culture in to the borough.

The Committee **noted** the presentation and thanked Lucy for her time.

15 **LOCAL POLICING MODEL - UPDATE**

The Borough Commander advised that there was no update on the new Policing Model. Discussions were on-going between the Metropolitan Police

and MoPAC and it was unlikely any decisions would be made until December. If there were any significant changes before the Committee's next meeting a special meeting could be arranged.

16 PROTECTION OF OLDER PEOPLE

Officers provided the Committee with an overview of the recent Havering Community Safety Partnership (HCSP) work programme to prevent older people becoming victims of crime in Havering. The statistics provided showed that with the exception of the 50 to 54 age group the percentage of victims in all age groups older than fifty was less than the percentage of population. Even with the 50 to 54 age group it was only 0.04% higher than the percentage of residents. Of these victims 31.5% were victims of burglary with a further 11.9% being victims of theft from a motor vehicle. During the year from 1 September 2011 to 31 August 2012 there had been 32 distraction burglaries of which 23 of the victims were female.

Whilst distraction burglary was not a priority in the Community Safety Plan all victims received a high level of support from both the police and victim support.

The initiatives developed by the HCSP included:

- Older people's Safety events – these had been held at Queens Theatre in Hornchurch and in Harold Hill;
- Crime prevention Road Shows – these were held regularly across the borough when purse chains, personal alarms and property marking kits were handed out;
- Drama productions – in 2009 the Community Safety Team had commissioned ARC Theatre to produce a new drama entitled 'By Appointment' dealing with the issue of distraction burglary. This had been performed at Luncheon Clubs and other places where older people meet.
- Banking Protocol – This had been developed by the Council in partnership with local banks, the Metropolitan Police and Age Concern. The focus was on prevention and early intervention. By the date of the meeting 22 banks had signed up and it was proposed to roll it out to Harold Wood and Collier Row in the winter. This had already proved itself a success and had won an award. In June the scheme had been commended in the MJ Achievement awards and in September had won the best public/private partnership in the APSE Service Awards 2012.
- Nominated neighbour – This scheme had been launched in 2004 to protect vulnerable members of the community from bogus callers. Under the scheme a vulnerable individual could direct any unexpected callers to a nominated person living close by.
- Havering Safe at Home Service – originally introduced to help residents over the age of 60 in 2008 the scheme was extended to all victims of domestic burglary. In 2011/12 there had been 2527 referrals to the scheme which included target hardening, minor

adaptations without delay and minor repairs. The scheme was funded to March 2013 and Community Safety were working with Age UK to secure funding from March 2013 onwards.

- Buy with Confidence – Trading Standards had developed the Buy with Confidence Scheme which allowed people to find a reputable trader when looking for goods or services.

The Committee **noted** the report.

17 **DOMESTIC VIOLENCE TOPIC GROUP**

The Committee were provided with a verbal update on the work of the Domestic Violence Topic Group since the last meeting. The Topic Group had received presentations from Pupil Services and the Homelessness Team in Housing. The Topic Group heard of the obstacles which faced parents when they moved to a refuge and then to a secure location. For many children this meant moving school at least twice.

The Homelessness Team advised the Topic Group of the procedures they followed when they were approached by a victim of Domestic Violence. This depended on whether the victim was a Social Housing Tenant or a private house owner/lessee.

It became clear that there was no communication between Housing and Pupil Services to ensure victims are treated in a holistic way.

The Topic group also received a brief presentation from Family Mosaic.

The Committee heard that the Topic Group would be visiting the Family Centre in Croydon and inviting representatives from the London Borough of Hackney to the next meeting to discuss the work of their Triage Centre.

The report was **noted**.

Chairman

M O P A C

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

**Police and Crime Plan
2013-2017
CONSULTATION DRAFT**

About this document

WHAT IS THE POLICE & CRIME PLAN FOR LONDON?

- The Mayor of London is required by law to outline a plan that explains how the police, community safety partners and other criminal justice agencies will work together to reduce crime.
- The Police & Crime Plan is the Mayor's strategy for tackling crime and making London safer over the next four years. The Police & Crime Plan reflects the Mayor's mission and priorities and the needs of Londoners.
- 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 2016-7).
- 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.

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 from Friday 21 December 2012 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 here:

<http://www.smart-survey.co.uk/v.asp?i=67232epffs>

Or, you can write to the Mayor:

c/o Siobhan Coldwell

Head of Strategy

Mayor's Office for Policing and Crime

10 Dean Farrar Street

London, SW1H 0NY

policeandcrimeplan@mopac.london.gov.uk

Please respond no later than 6 March 2013.

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?

Mayor's Office for Policing and Crime

Policing and Crime Plan 2013-17

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|---|--|
| INTRODUCTION <ul style="list-style-type: none">• Mayor's Office for Policing And Crime | |
| PART ONE <ul style="list-style-type: none">• The Mayor's Mission and Priorities | |
| PART TWO <ul style="list-style-type: none">• Objectives and Goals: What we want to achieve – the 20:20:20 Challenge | |
| PART THREE <ul style="list-style-type: none">• Policing in London | |
| PART FOUR <ul style="list-style-type: none">• Strategies: How this will be delivered<ul style="list-style-type: none">○ Police Performance and Resources○ Crime Prevention○ Justice and Resettlement | |
| PART FIVE <ul style="list-style-type: none">• Other Elements of the Plan | |

Introduction

What is the Mayor's Office for Policing and Crime?

The Mayor's Office for Policing and Crime (MOPAC) was established in January 2012. It is led by the Mayor of London, Boris Johnson, supported by the Deputy Mayor for Policing and Crime (DMPC), Stephen Greenhalgh.

The Mayor, has several key roles in this capacity, most importantly, **setting the strategic direction and accountability for policing**, based on consultation with the public and victims of crime, as well as the commitments made in his manifesto. In doing this he must ensure that the voices of the public, the vulnerable and victims are represented. This means that he is responsible for the 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 Commissioner of Police.

The Mayor is responsible for setting a budget for policing and has considerable powers to commission services and provide grants to address crime and disorder issues. He is responsible for ensuring the Metropolitan Police Service is run efficiently and effectively, so that Londoners are getting the best service possible from their police, given the limited resources available.

The Mayor must **work with partners to prevent and tackle anti-social behaviour, crime and re-offending as well as protecting the vulnerable**. This means ensuring the police respond effectively to public concerns and threats to public safety, promoting and enabling joined up working on community safety and criminal justice, and increasing public confidence in policing and how crime is tackled. This means working with the criminal justice system and other partners to improve crime reduction, seek swift and sure justice for victims and reduce reoffending.

There are some threats that require a regional or national response. This is particularly true for London, as a global capital city and the economic and political capital of the UK. The Mayor contributes to resourcing of the policing response to such threats and ensures that London is able to play its part in respect of the Home Secretary's "strategic policing requirement".

This draft plan sets out how the Mayor will discharge his responsibilities through MOPAC and commitments to Londoners over the next four years.

PART ONE: THE MAYOR'S MISSION & PRIORITIES

The first duty of the Mayor is to protect Londoners.

This draft plan outlines, for the first time, how the Mayor aims to deliver his crime and policing priorities on behalf of London over the next four years, through the work the police do to prevent crime and enforce the law, and also through bringing together communities and relevant agencies to ensure that complex problems are addressed through the unique contributions each partner can make.

This draft plan outlines some of the difficult choices he has had to make, such as prioritising high police numbers and selling expensive and underused buildings (“bobbies before buildings”). It also outlines his crime reduction objectives, particularly in relation to reducing neighbourhood crime, in seven priority areas – burglary, vandalism (criminal damage), theft from and theft of motor vehicles, violence with injury, robbery and theft from the person.

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 MOPAC 2012 19).

That statement outlines the following mission to deliver:

- A metropolis considered the greatest and the safest big city in the world.
- 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 re-offending.

Read more about the Mission & Priorities of MOPAC here:

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

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 (The Mayor's 2012 manifesto – Fighting Crime in London – is available [here](#))
- 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.

London Crime Reduction Board

The Mayor of London also chairs the London Crime Reduction Board (LCRB), on which London Councils and key criminal justice partners are represented. The LCRB meets quarterly to review progress across a range of priorities including anti-social behaviour, gangs, and re-offending.

Crime Priorities

In developing this draft plan, the Mayor and MOPAC have listened to what Londoners think are their key crime and community safety priorities. During 2012, the biggest concerns raised 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 gun and knife crime and street crime.

The Mayor was re-elected in 2012 on a programme to cut crime. These issues were reflected in his manifesto, and his priorities are to:

- Strengthen the Metropolitan Police Service and drive a renewed focus on street policing
- Give victims a greater voice
- Create a safer London for women
- Develop smarter solutions to alcohol and drug crime
- Help London's vulnerable young people.

In addition, the Mayor has placed special emphasis on a number of additional public safety challenges and concerns of Londoners. These include: violence against women and girls, serious youth violence and business crime.

PART TWO: OBJECTIVES AND GOALS

WHAT WE WANT TO ACHIEVE – THE 20:20:20 Challenge

In support of this, our priorities are:

1. Hold the Metropolitan Police to account for delivering the Mayor's goal of driving down the key crimes of burglary, vandalism, theft of, and theft from motor vehicles, violence with injury, robbery and theft from the person by a total of 20%.
2. 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.
3. 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 in the years ahead.

This can be summarised as a **20:20:20 Approach**. In order to achieve the mission and priorities we have to **reduce key crimes by 20%, improve public confidence in the police by 20% and cut costs by 20%**, all by 2016.

While recognising that the MPS face unique challenges, we must also acknowledge that improvements in crime reduction and public confidence are possible and necessary. Levels of public confidence in the MPS are too low. It has the lowest victim satisfaction rate in England and Wales, as low rates of user satisfaction, particularly amongst black and minority ethnic (BME) users.

MOPAC's role is to hold formal oversight of the police service on behalf of London. The Commissioner of the Metropolitan Police Service has accepted these objectives. It is the role of MOPAC to support the police service in achieving them through:

- policy development
- performance scrutiny
- budget setting and monitoring.

MOPAC will both challenge and support the service to deliver the Mayor's objectives. Day-to-day operational responsibility for policing is clearly the responsibility of the Commissioner, guaranteed by a formal protocol.

But the role of MOPAC is broader than policing. It extends to the community safety and criminal justice agencies, whose work is critical to cutting crime and protecting the public. We will propose clear performance measures that focus on results, not process or activity.

Therefore the Mayor proposes to set London's criminal justice agencies with a further challenge to seek swifter and surer justice for victims by reducing court delays by 20%, increasing compliance with community sentences by 20% and reducing re-offending by young people leaving custody by 20% by 2016. The LCRB will monitor this challenge.

PART THREE: POLICING IN LONDON

Reforming the policing model and keeping police numbers high

The Local Policing Model is key to improving visibility and making 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 Mayor has promised there will be at or around 32,000 police officers in London in 2015.

The new Local Policing Model will be implemented from April 2013. It will provide resilient, visible, flexible and accountable local policing that is focused on crime reduction and building public confidence.

Based on analysis of demand and relative crime levels across London, the MPS has reviewed the allocation of police officers per borough. This has resulted in all boroughs gaining police officers. There will be over 2,600 more officers in Safer Neighbourhoods than in October 2011.

The Local Policing Model provides:

- **Safer Neighbourhoods policing.** Over 4,600 police officers will be directed to neighbourhood teams (currently approximately 2000 officers work in safer neighbourhoods). Each of these neighbourhood teams will have a broader remit to cut crime, support victims and tackle offending. They will be supported by teams of officers who will both provide patrolling support and responsive back up. Inspector-led teams will work in Local Police Areas; every ward will have a named sergeant, and a dedicated base team with greater flexibility for borough commanders to deploy staff within the borough. Other police constables, police community support officers, special constables 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. Each borough will maintain its own borough commander.
- **Emergency response and patrol** - Inspector-led teams will provide emergency response, patrol to prevent crime and respond to disorder.
- **Proactive and reactive investigation** - Small squads at borough level focused on narrow crime types will be disbanded, allowing better use of resources. Community Safety Units, dealing with issues such as hate crime and domestic violence will remain.
- **Uniformed borough tasking teams** - These provide flexible resources for reducing crime and preserving public order.
- **Grip and pace centres** - These enable senior leaders to drive activity and ensure threats are tackled quickly and opportunities to reduce harm are taken.

Local Policing Model resources do not comprise the whole resource working at borough level by any means. For example, Territorial Support Group (TSG), Traffic, Trident, Sapphire, Specialist Operations and other units are all additional. The table below shows the overall numbers of police officer posts at borough level. Officers will be brought in to fill the additional posts

throughout 2013-15. To manage resource gaps, implementation will include a deployment plan for new officers and careful distribution of temporary abstractions to aid other boroughs or central London operations.

The officer numbers shown within the table are based on the Commissioner's operational consideration at this time and will be kept under regular review to ensure demand is met appropriately.

| | 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 |

NB: Oct 2011 has been used as a baseline throughout the Local Policing Model process as it marks the beginning of the programme to redesign local policing services

PART FOUR: STRATEGIES - HOW THIS WILL BE DELIVERED

The objectives set out in part 2 above will be pursued across three pillars, reflecting the three core elements of the Police and Crime Plan. These are police performance and resources, crime prevention and justice and resettlement.

POLICE PERFORMANCE AND RESOURCES

CUTTING NEIGHBOURHOOD CRIME BY 20%

Crime has been steadily falling in recent years. But there is scope for further improvement.

The Mayor's aim is to drive down crime by at least 20% in the key categories of burglary, vandalism/criminal damage, theft of and from motor vehicle, violence with injury, robbery and theft from the person. These seven crime types have been selected as they are:

- have sizeable impact on Londoners
- high volume
- clearly understood by the public.

They are also all victim-based offences. Crimes that are typically only discovered by the police such as possession of offensive weapons and drugs offences have been excluded because decreases in these crimes could indicate reduced police activity rather than less criminality.

The Mayor recognises public concern about other key offences which have a huge impact on victims. Performance in these areas, for example domestic violence, rape, other serious sexual offences, and hate crime will also be actively monitored. These currently attract low reporting rates. The intention is to drive up reporting while driving down the incidence of crime. Evidence that the police are addressing these serious offences effectively is likely to be an important factor in increasing public confidence in the police.

The MPS will be held to account for ensuring the data they present on all crimes is of high quality with robust internal safeguards to guarantee that crime figures are accurate. The Mayor will publish crime data through the London Datastore on a monthly basis.

A strong focus on serious and organised crime

Counter-terrorism

As a global capital and financial centre as well as the seat of national Government, London will always be at risk from terrorism. The MPS attracts considerable additional funding from Government in order to counter this threat and plays a significant leading role in delivering the UK's national counter-terrorism strategy (CONTEST). It is important that all officers in the MPS work together to reduce the threat from terrorism. Because terrorist plots can be developed from anywhere, it is important that the MPS forms a critical part of the national CT Network.

The MPS also hosts a number of national policing functions that deliver specific aspects of the CONTEST strategy. They will be held to account by MOPAC for delivering this.

Organised crime

The MPS is at the forefront, alongside the new National Crime Agency, in confronting the organised crime in this country. Among the priorities will be seizing the proceeds of crime from criminals so they understand that crime doesn't pay. Those resources will be ploughed back into the communities that have been blighted by their crimes. The MPS will disrupt more of the drug dealers and top organised crime gangs affecting Londoners.

Taking business crime seriously

Business crime stands at 70,758 offences for the current year to November 2012, which is a reduction of 4% on 2011/12. However this number must be reduced further, and businesses must be confident that crimes perpetrated against them, from fraud to theft to vandalism, are being taken seriously. The MPS and partners must protect London's businesses from the growing threat posed by cyber-crime.

- The Deputy Commissioner is the MPS lead on business crime - he will work with other key partners such as the City of London Police and the National Crime Agency to develop a strategy to address business crime and drive crime rates down.
- By September 2013, there will be a comprehensive strategy to tackle business crime and the Mayor will hold the Commissioner to account for delivery against the strategy.

MAINTAINING PUBLIC ORDER

The MPS deals with an average of 4,000 public order events per year. These include football matches, ceremonial events, New Year's Eve celebrations and the Notting Hill Carnival as well as marches, demonstrations and responding to major disorder. Public order policing is consistently under the spotlight; in August 2011 the MPS faced its largest public order challenge following the August disorder, in sharp relief to the safe and secure delivery of the Olympic and Paralympic Games in 2012.

The Mayor and the Commissioner are committed to ensuring that the riots across London in August 2011 are not repeated. Appropriate resilience and preparedness must be achieved and maintained. Following the MPS's internal review of the riots (Operation Kirkin), a number of changes have been made. The focus should not solely be on police numbers but also about the ability to quickly and effectively deploy well-trained, well-equipped officers to what can be volatile and unpredictable situations.

Working with the Commissioner, the Mayor will:

- Introduce a new local policing model so that boroughs have sufficient resilience to respond quickly to emerging problems.
- Seek assurance that there are sufficient public order-trained officers available.

- Assess whether the MPS' Service Mobilisation Plan ensures adequate resilience.
- Improve connections with local communities to ensure community tensions are identified and acted on. This will be done through Safer Neighbourhood Boards.
- Assess how the MPS is improving its ability to monitor and analyse social media and the internet.

CONFRONTING GANGS

Tackling gang-related offending and violence in London is a key priority for all of us. Young people's lives are blighted as a result of gang activity, especially the victims, but also as perpetrators. Gangs are a significant driver for a range of criminal activity, ranging from drug supply, knife crime, serious violence through to firearms offences and murder. In February 2012, the MPS refocused their Trident operation to become the Trident Gang Command, a centralised unit which manages the collation of information and intelligence relating to individuals associated with criminal gang activity who are assessed as posing a high risk of harm. The unit co-ordinates enforcement activity for borough-based Trident Gang Units. This assertive enforcement must come hand in hand with the opportunity for those involved in gangs to exit a life of violence and crime.

BOOSTING CONFIDENCE BY 20%

The public rightly hold the police service in high esteem, which is critical to maintaining the British model of policing by consent. However, only 62% of Londoners have confidence in the MPS, placing the force in the bottom quartile nationally. This is why a 20% improvement in public confidence in the police is a vital component of the 20:20:20 challenge. This will also address the gap between the reality of declining crime levels and the public perception of crime levels.

The MPS have carried out robust analysis of their Public Attitude Survey and identified four key drivers of public confidence:

- **Effectiveness in dealing with crime** – responding to emergencies; tackling and preventing crime; supporting victims and witnesses; providing a visible presence; and policing public events
- **Engagement with the community** – committed to and engaged with the community; listening, understanding and dealing with their concerns; and deliver on their promises
- **Fair treatment** – treat people fairly and respectfully; helpful, friendly and approachable
- **Alleviating local antisocial behaviour** – reducing local disorder.

MOPAC aims to drive this confidence rating up to 75% by 2016. In addition a **"Safety Index"** will be developed for London, drawing on international best practice which will provide reassurance about the city's relative safety,

Improving public access

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. That review found that the current provision does not meet the needs of the public or the police. Many MPS buildings and much of its infrastructure are out of date, do not reflect technological developments and are not in the right locations to meet demand.

The Mayor's public access commitments to Londoners are:

- Every London borough will have at least one front counter open 24 hours a day, seven days a week.
- The most deprived communities in London need face-to-face access, particularly where there are language barriers.
- Public access should be improved by bringing the police closer to the public with creative solutions such as locating crime prevention desks and bureaus in places with high numbers of visitors such as, council buildings, libraries and other local public services as well as places that are frequently visited e.g. supermarkets. 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 should expand access by using additional channels of communication such as call centres, the internet and social media.

In practice, using additional communication channels means:

- Providing at least one 24/7 front counter in every Borough, as well as others with shorter opening hours. 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.
- Meeting more people by appointment at locations of their choice, including guaranteeing every victim of crime a personal visit, particularly victims of serious crimes.
- Providing more services on-line and by telephone
- Providing a number of contact points (in shops, libraries, and other locations) in every borough where people can meet with Safer Neighbourhood Teams where it will be possible to report lost property, crime and anti-social behaviour as well as hand in property. There will be pilots in place by June 2013.
- Providing easier telephone and email contact with Safer Neighbourhood Teams.

The under-reporting of crime is a significant issue. We know that some crime types, particularly domestic and sexual violence as well as hate crime are under-reported. We will therefore take steps to encourage people to report crime and also ensure that there are robust crime recording practices that guarantee we have accurate information with which to solve problems and allocate police resources.

- There will be more and better ways for the public to report crime, in line with our strategy of having a police service which is more accessible. Recognising the increasing importance of telephone and online reporting facilities and of providing front counter services in accessible locations and by developing new technologies, the MPS has commissioned a feasibility study into the development of a smart phone crime reporting application.
- There will be more opportunities for victims to report crime through third parties such as the Havens (these are specialist centres in London, run by the NHS for people who have been raped or sexually assaulted) as well as the four rape crisis centres.

Supporting Victims and witnesses

There is no doubt that **treating victims with dignity and respect should be at the heart of service provision within the community safety and criminal justice realm.** Survey data consistently shows that victims in London are less satisfied with the service they receive. This is borne out by data from Her Majesty's Inspectorate of Constabulary (HMIC) that shows the MPS has the lowest victim satisfaction nationally. Victim satisfaction has a significant impact on confidence in the police and criminal justice system.

Londoners deserve victim focused services, and the MPS and criminal justice partners must be held to account for providing them. The MPS will develop clear plans outlining how they intend to improve the support they give victims.

In 2014/15 the Home Office will be devolving responsibility (and funding) for commissioning victim support services to police and crime commissioners. There will be **a comprehensive analysis of victim support services** across London during 2013/14 to consider how well victims' needs are met. In this way the Mayor will be able to ensure that any subsequent commissioning activity is properly focused.

Repeat victimisation can be particularly traumatic and can add to the feeling of vulnerability for those involved. The Mayor is committed to reducing the number of repeat victims, the frequency of victimisation and to offering targeted support to repeat victims.

- robust programmes will be put in place aimed at reducing repeat victimisation in key areas such as anti-social behaviour, hate crime and domestic violence.
- the MPS will be required closely to monitor incidents of repeat victimisation; identifying individuals, trends and crime patterns to develop and implement appropriate policing methods. In addition we will work with the MPS to identify best practice and develop

strategies to reduce repeat victimisation with partner agencies such as housing providers, social services and education.

Witnesses are the visible representation of the way in which the public and police work together and must be supported. Too often, witnesses fail to come forward to provide evidence to the police and too many trials fail at court because witnesses fail to attend court to give their evidence. There are many reasons for this, including a lack of confidence in the police and other agencies to support them. There will be robust plans aimed at driving improvement and regular performance information so that trends can be monitored.

Stop and Search

The police use of stop and search powers can be a key source of tension between the police and especially black and minority ethnic Londoners, and this undermines public confidence. This tactic is vital to reduce crime and protect the public but:

- the MPS must demonstrate that it is properly targeted and that when members of the public are being stopped and search they are treated with dignity and respect.
- with the stop and search community monitoring network, MOPAC and the MPS will highlight and publicise good practice to identify the bad practice and the Mayor will use MOPAC Challenge (the public meetings at which the Mayor and Deputy Mayor hold the Commissioner and his team to account for performance) and the Safer Neighbourhood Boards as key points of accountability.

Policing with integrity – high professional standards

The conduct of police officers is a critical component in building and maintaining public trust and confidence in policing. Public satisfaction following interaction with the police has been known to fall rather than rise and so it is important that the highest professional standards are maintained at all times. MOPAC will therefore look to monitor public satisfaction with the police after there has been meaningful contact or engagement.

Confidence in the MPS has been affected by what is seen to have been corrupt behaviour. There have been several reviews of the MPS in the last 12 months, none of which have found deep-rooted or systemic corruption, but all have made recommendations aimed at improving systems and processes. The Commissioner is publicly committed to dealing robustly with any corruption that comes to light. He is leading on the MPS programme of “total professionalism” for which he will held to be account.

As a result of the Police Reform and Social Responsibility Act 2011, MOPAC has a direct role in professional standards and is committed to fulfilling this obligation by:

- publishing aggregated outcomes of professional standards in each annual report
- requiring that the MPS provides assurance through regular reporting and the MOPAC Challenge process, that professional standards procedures are in place, are implemented, monitored and procedures improved as and when necessary

- MOPAC officers will also monitor data on complaints to identify potential trends or issues in service failure or professional standards, both across London and in each borough.

Deaths in Custody

The number of deaths in custody or following police contact is small. However each death is a tragedy and has a significant impact on trust and confidence in the police, particularly amongst black and minority ethnic communities. **MOPAC's oversight will ensure the MPS is adhering to good practice and learning the lessons from any incidents that occur.**

We will continue to support and develop our volunteer independent custody visitors who play an important role in reassuring London's communities by ensuring that those who find themselves detained by the police are treated appropriately. By bringing them into the fold of the new Safer Neighbourhood Boards in every London borough they can help us achieve our aim of a 20% increase in confidence in the police.

Building a police force that looks like the city it serves

In the Mayor's first term he commissioned the Race and Faith Inquiry which considered race and faith issues within the MPS. It made a number of recommendations to improve diversity within the force. These are important issues and MOPAC will continue to drive the MPS to ensure the improvements are delivered for Londoners. By building a police force that is more like London, it will contribute to greater confidence.

- Following lobbying from the Mayor, Government will introduce a national direct entry scheme from 2013 to allow more experienced people from outside policing to become police officers at a senior level. If this planned scheme does not go ahead, the Mayor will lobby for a pilot in London.
- There will be a performance management framework to monitor recruitment, retention and progression of BME police officers and staff.

CUTTING COSTS BY 20%

The police service, like all public services, is facing a difficult financial future. Now that the Olympics are over, difficult decisions need to be made. Policing funding is reducing, but this needs to be managed so that police numbers are protected, and so that we can work together to improve performance whilst bringing to bear all the efficiency strategies operating elsewhere in the public and private sectors.

The aim is to cut the MPS budget by 20% while improving standards and cutting crime

MOPAC has responsibility for ensuring the Commissioner is delivering an effective and efficient police force. The recent HMIC value for money profiles indicated that the MPS has by far the highest levels of spending per head of population over all expenditure types, with total expenditure (excluding national functions) at £366 per head of population, compared with the national average of £192. We will be working with the Commissioner to bring the MPS into line with other police forces.

The MPS budget currently stands at £3.6bn, and the Commissioner has been challenged to deliver savings of £500m – 20% – by 2016. The focus for these savings will be back office functions - **the Mayor's top priority will be to protect the front line and ensure that every penny is used to support it.** In order to minimise the impact on service delivery, the savings are weighted towards the end of the planning period.

There are mechanisms to tighten control on spending in the MPS and MOPAC has established a Joint Investment Board (JIB) to ensure MPS investment decisions are founded on a sound business case and contribute to delivering an efficient and effective police force. Joint Asset Management Panel (JAMP) has been established to ensure delivery of the estates strategy and the timely release of under-utilised assets. MOPAC has started to work closely with the MPS to put in place robust plans that will deliver these savings through reducing overheads, releasing surplus assets and reforming the policing model.

The current management and supervisory ratios are improving but remain high. For example, there are 4.4 constables to every sergeant, compared with the national average of 4.8 constables. The Commissioner will develop proposals that will increase this ratio to six constables for every sergeant, delivering savings while increasing the number of constables and frontline officers from 24,000 to 26,000. At the same time the number of senior officers will fall.

We will publish police numbers each month to ensure transparency and accountability as well as holding the Commissioner to account for the promises he makes on limiting the diversion of officers away from safer neighbourhood teams.

Releasing underused assets

The MPS currently has 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 has been developed (and is being consulted

on at the same time as this draft plan) that will create a more efficient estate with a much smaller headquarters and less costly buildings. This will allow the MPS to focus on the frontline and to ensure that where it is necessary to close one building, a better form of public access can be created. The estates strategy aims to reduce the MPS estate from 900,000 to 600,000 square metres.

Reducing overheads

The MPS has the highest support costs per head of population – £98 compared with the national average of £39. The MPS is to drive down office costs and remove duplication and unnecessary overheads. The Commissioner will be held to account in delivering the strategy.

- All MPS investment decisions will be examined, including key financial administration, procurement, and contract management decisions (JIB and JAMP).
- HMIC value for money profiles and other benchmarking data will be used to identify savings and to monitor improvements.
- MOPAC is determined that the force will make the best possible use of technology.
- There will also be a human resources strategy, as part of Met Change, that includes workforce planning and a review of current policies and terms and conditions to ensure they are up to date and appropriate. The MPS currently employs over 13,000 police staff in support roles. By changing work practices and rationalising structures, the Mayor has committed to reducing this number without replacing police staff with police officers.

CRIME PREVENTION

PEOPLE

Empowering the public to support the police

There are a multitude of engagement activities between MOPAC and Londoners as well as between the police and Londoners. These must become more comprehensive and less fragmented, through the whole of the criminal justice system committing to performance targets that promote joint working and community engagement.

- a **Safer Neighbourhood Board will be established in every borough** by 2014 giving local Londoners and victims a greater voice. These Boards, supported by MOPAC, will establish local policing and crime priorities and fulfil a range of important functions, including monitoring public complaints against the police and community confidence in their area, and ensuring all wards have a ward panel in place.
- a **£1m crime prevention fund** will be created in 2014 by reforming MOPAC's community engagement structures and recycling the savings. This fund will provide an opportunity for communities to be directly involved in identifying and solving local problems and will ensure that we target our funds on the issues that matter most to local people.
- MOPAC will review the MPS strategy for engaging with Londoners to ensure it adheres to good practice. In particular, engagement with **young Londoners is vital**. Each secondary school in London will have a **Safer Schools Officer** as part of the new local policing model, if they want it. That officer will also work with local (feeder) primary schools.

Londoners should feel safe in their homes and businesses and many people rightly want to do all they can to make their homes, businesses and neighbourhoods safer. We will do all we can to support individuals and communities play an active role in maintaining their own safety, through a range of measures:

- We will work with the **London Neighbourhood Watch Association** and local communities to develop Watch Schemes across London. Business based Watch-style schemes, such as Pub Watch and Shop Watch may be an active part of this as may reporting tools like FaceWatch
- Schemes such as "City Safe", which provides safe havens across London for young people who feel they are in danger will be reviewed and promoted.
- As economic crime is vital, MOPAC will work with the City of London Police, the MPS and business representatives to strengthen London's approach to tackling business and economic crime.

Boosting volunteering and growing the police family

We will not only engage and support communities but also look to maximise the volunteering opportunities that so many Londoners are keen to explore. The MPS volunteer programme has delivered many benefits to London – using the energies and skills of the local community to support the police service. The use of volunteers in non-policing roles is an effective way of using local community capacity and to foster support for the police. This will be greatly expanded.

- The MPS Special Constabulary has grown to over 5,000 officers and the MPS will continue to use Special Constables as one of the primary routes into the Service and will work with London boroughs to offer a 50% council tax rebate on the Mayor's precept to those who volunteer as Special Constables. The Mayor will work with all the police services in London to optimise the opportunities available to those people with specialist skills such as finance and business skills, who want to volunteer as special constables, in order to meet his pledge to reach building on the legacy of the Olympics and achieve his commitment of 10,000.
- The MPS **volunteer cadet programme** will focus on supporting vulnerable young people as part of the YOU Matters Programme and aim to double the number of volunteer police cadets.
- Through the cadet scheme, **25% of all cadets will be recruited from among young people who are vulnerable to crime and/or social exclusion.**

The Mayor will ensure that the **community safety accreditation scheme** (CSAS) will be maintained for London. CSAS is an accreditation scheme under which staff of non-police organisations are trained and given a limited range of enforcement powers. CSAS therefore provides additional reassurance for the public, bolsters local policing on sites such as universities and hospitals, and improves the working relationship between the police and partners. There are currently 13 schemes in operation across the capital.

PLACES

Tackling crime hotspots

Understanding **where** crime happens is an important element in crime reduction and it is important to understand the place based initiatives which can help to prevent and reduce crime and increase community safety.

- We will build on existing crime mapping to develop **hotspot maps** to inform and focus crime prevention work. Hotspot analysis will be focused on areas where there is significant crime and disorder that is related to alcohol, street prostitution, business crime, street violence and burglary.
- The analysis will be shared with community safety and criminal justice partners so local multi-agency responses to local problems can be developed.

Using technology to design out crime

There have been significant improvements in technology in the last 10 years and we need to harness these wherever possible to design out crime. Evidence shows that, used properly, CCTV can be a very effective tool to prevent and detect crime. With partnership-led CCTV control rooms and comprehensive CCTV cover, it is possible to have an impact on a range of issues affecting communities. **Automatic number plate recognition technology** can identify unregistered, uninsured and stolen vehicles as well as be used in more sophisticated ways such as identifying, tracking and stopping vehicles associated with gangs, violence and firearms, for example.

- The MPS and Transport for London have already been asked to establish a framework to integrate their automatic number plate recognition systems with the MPS's existing systems to develop a "ring of steel" around London. There will be formal consultation on their plans during 2013.
- The Commissioner will be asked to extend number plate recognition further to tackle other problems such as curb-crawling.
- MOPAC will work with local authorities to consider what more they can do to 'design out crime' when making planning and investment decisions such as replacing street lighting, alley-gating and agreeing new housing/commercial developments.

Crime on transport

London's transport system is a low crime environment. The Mayor has already invested in extra police officers to deliver a safer transport system and there is good partnership working between the police in London (British Transport Police, the City of London Police as well as the MPS) and the transport providers. The transport community safety strategy will be revised during 2013.

PROBLEMS

Developing prevention strategies

Crime prevention isn't something that can be delivered by any agency alone; it requires effective partnership working. There are already many effective partnerships in place across London, focusing on things that matter to local communities. However, there are some key areas – drugs, gangs, violence against women and girls, and alcohol – in which greater success could be delivered through the development of London wide strategies that identify our shared approach to prevention, enforcement and diversion. The golden thread running through this partnership working will be focused on robust performance monitoring and holding all of the agencies to account. The Mayor is in a unique position to bring together a whole range of agencies who must work together effectively if these difficult and complex problems are to be successfully tackled.

Partnership strategies will be based on stakeholder and community consultation, and will be evidence-led – drawing on robust analysis of a wide range of data, and outcome focused - with clear targets, effective monitoring and evaluation of delivery. This will help MOPAC to assess what improvement has been made in each of these key areas and support the performance management of the criminal justice system and future commissioning decisions.

Proportionately, London has a far worse problem with **alcohol** than England as a whole, with 11.7 alcohol related crimes for every 1,000 people compared to a national average of 7.6. In particular, we have the highest rate of alcohol-related violent crimes. **Drug abuse** drives crime and can cause significant harm to communities. There are also links between drug abuse and prostitution.

- We will develop an **alcohol related crime strategy for London** focussed on prevention, enforcement and diversion. These will draw on best practice from around the world such as a compulsory sobriety scheme like that used in parts of the United States and will consider the use of controlled drinking zones.
- a **strategic licensing function** will gather data from all relevant agencies including the police, London Ambulance Service and A & E departments. This will enable better identification of problem premises and hotspots and will assist local authorities, the police and other partners to close them down.
- We will develop a **drugs strategy for London**, aligned to the Government's strategy, to reduce demand, restrict supply and build recovery. This will put more responsibility on offenders to overcome dependency, learning from the HOPE programme in the USA, which require offenders to report daily and participate in random drug tests.
- The **LCRB Anti Gangs Strategy** will provide strategic leadership and improve co-ordination of current arrangements across regional agencies and will also provide additional support for local partnerships in managing risk associated with gangs and gang members. The strategy will also guide MOPAC's commissioning from 2013, supporting an evidence-based approach to commissioning and delivery of effective programmes and interventions to reduce participation in gangs and gang related violence and offending.

A safer London for women

The Mayor will publish the **second violence against women and girls strategy** in summer 2013 focussed on prevention and intervention, dealing effectively with perpetrators to stop violence and supporting victims and their children to rebuild their lives and reduce their risk of experiencing further violence. The evaluation and underpinning work should make this a beacon for other parts of the UK and other cities around the world

- partners on the London Crime Reduction Board will commission and fund a pan-London domestic violence service.
- continued funding for London's four rape crisis centres is guaranteed until at least May 2016 and additional contributions from boroughs.

- The MPS must focus on solving more rapes and other serious sex offences
- There will be a renewed focus on targeting the demand side of prostitution and supporting work to help women exit prostitution
- Harmful practices, such as female genital mutilation, which can destroy the lives of women, will be confronted and a task force will target those who commit crimes of this nature and support the victims.

Quality of life crime

Anti-social behaviour is consistently raised as one of the greatest concerns by Londoners and is reflected as a priority in local community safety strategies across London. Anti-social behaviour can be extremely distressing for victims and, a failure to deal with it appropriately can be interpreted as a sign of neglect of local communities.

The London Crime Reduction Board has identified anti-social behaviour as a priority for its 2012-13 work programme and partners at the LCRB will set strategies and principles of best practice that aim to address the challenge.

Hate crime

London is one of the most diverse cities in the world. This is cause for celebration. However, unfortunately, some communities are targeted just because of who they are. Levels of hate crime are still too high and more worryingly, the report accompanying the Government's action plan to tackle hate crime, published in March 2012, found that there is significant under-reporting. The Mayor is committed to cracking down on hate and homophobic crime.

MOPAC will work to increase confidence to report hate crime by ensuring victims get a good service through agreed minimum standards; supporting third party reporting; working with affected communities to ensure services are being effectively delivered; and ensuring the MPS publicises success stories to increase confidence in our willingness and ability to deliver for victims.

The Commissioner of the MPS will ensure that there is a designated Lesbian Gay Bisexual and Transgender (LGBT) officer in every borough to work with LGBT communities to improve confidence and ensure the proper reporting of hate crime.

Dangerous Dogs

Dangerous dogs are a menace which must be tackled. It is a complex problem but enforcement effort will be targeted on those irresponsible dog breeders and owners that form a minority of the overall dog owning population.

- the capability of the MPS's Status Dogs Unit will be doubled and MOPAC will seek tougher sentences for those using dogs as weapons in Greater London.
- The Mayor of London is committed to lobbying government to take more action to tackle dangerous dogs, including making changes to the current legislation which is becoming out of date in combating the growing problem of dangerous dogs and weapon dogs. Changes sought include:
 - extending the law to cover private land to give the same legal protection as for public areas and protect groups such as children, utility, postal, health and social workers.
 - Speeding up court processes: Changes to the law and court process relating to dangerous dogs are needed to reduce the long delays before cases get to court.
 - tougher sentences for any owner who uses their dog as a weapon
 - changes to the rules on compensation and financial liability so that the courts can award costs to the MPS to compensate for the costs associated with kennelling and subsequent destruction of dogs that are proscribed as a banned breed or those that have been deemed by the court to have been aggressive or dangerously out of control.

JUSTICE AND RESETTLEMENT

For the first time the Mayor has responsibilities that include contributing to the efficiency and effectiveness of London's criminal justice system, making it work better together in the interest of Londoners. We need to build confidence in the whole criminal justice system and will do that through a range of measures which we have grouped under "the three Rs" – improving reparation, building in reform, and ensuring effective rehabilitation to cut reoffending rates.

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 is proposing a further challenge for the MPS, London's Crown Prosecution Service, HM Courts Service and Probation Service to seek swifter and surer justice for victims and a rehabilitation revolution by working to:

- Reduce court delays by 20%
- Increase compliance with community sentences by 20%
- Reduce reoffending rates for young people leaving custody in London by 20% by 2016

Although crime has fallen in recent years, reoffending remains stubbornly high and, at any given time, there are a small number of prolific offenders who are responsible for a large proportion of offending. This happens at great cost to society, as well as to the criminal justice system, local authorities and Londoners themselves. The proportion of people who reoffend across London is 26% (latest figures are for 2010), and for young people under the age of 18 leaving custody this can be as high as 73.6%. This is staggering. Building on the success of the Daedalus pilot, all parts of the criminal justice system will be held to account through a golden thread of performance monitoring and a determination to deliver another 20% target, that of **reducing reoffending by young people leaving custody in London by 20%.**

The other key challenge is to ensure that rehabilitation services are focused on transforming offenders into law-abiding citizens, particularly where those offenders are young people. Research demonstrates that the likelihood of reoffending is reduced by working with offenders to deal with problems such as housing, substance misuse and training and employment. We will therefore work towards ensuring there is better and more universal resettlement and a better grip on persistent and prolific offenders.

Londoners must have confidence in the criminal justice system, and victims must have confidence that they will receive justice. This means swift and sure justice. We know that 18.7% of trials at Magistrates' Courts in London (where the majority of crimes are sentenced) are ineffective. In the Crown Court this figure is 15.8%. We must do more to prevent this 'waste' in terms of court resources. We must also do more to improve the speed at which justice occurs – London courts take longest to reach a conclusion (from time of offence) – 161 days on average, compared to other parts of the country which take 142 days. It is important that we resolve cases more quickly – not only for the sake of justice and victim satisfaction, but also to ensure that our court processes are efficient, and that we minimise any 'waste' in the system, and build

public confidence. We know that courts were more efficient in responding to the disturbances in August 2011 and MOPAC will work with partners to embed such good practice.

In London 77% of community orders or licences are successfully completed (against a target of 71%). But other areas nationally are performing much better – as high as 87%. So we must drive performance improvement, through the use of innovations such as tough new community sentences.

REFORM

Seeking swift and sure justice for victims

In the first MOPAC Challenge in July 2012, the Deputy Mayor for Policing and Crime was clear in his expectation that there was significant scope to improve criminal justice performance. He agreed with the Commissioner of the MPS, the Chief Crown Prosecutor for London and the head of HM Courts Service in London that, collectively, London needs to:

- Improve the proportion of crimes that are actually solved (formally known as the sanction detection rate), which currently stands at 20%
- Reduce the amount of wasted court time
- Improve the efficiency of the court system
- Improve the digitalisation of court processes in London and increase flexibility

There must be improvements in the attrition rate as cases progress through the criminal justice system, the timeliness of the process, a reduction in the number of ineffective trials as well as an improvement in the conviction rates.

Payment by Results and Social Impact Bonds

With a high recidivism rate, especially amongst young people, it is vital that there is reform in arrangements to reduce reoffending. Through the LCRB, “justice reinvestment” pilots are being co-ordinated in London which aim to reduce demand on the criminal justice system. In the first year, £950,000 has been ploughed back into communities, to spend on further initiatives to reduce reoffending.

Social Impact Bonds (SIBs) are designed to help reform public services by making funding conditional on improvements. Investors pay for the project at the start, and then receive a payment based on the results achieved by the project. Rather than focusing on inputs (e.g. number of police officers) or outputs (e.g. number of drug tests in custody), SIBs are based on achieving social ‘outcomes’ (e.g. no reoffending for a year).

The MOPAC commissioning framework will be used to support programmes delivered through ‘Payment by Results’.

Working with Government to reform the justice system

The Ministry of Justice is producing a white paper on reforming rehabilitation services in January 2013, and MOPAC is actively working to influence this. The Mayor wants to ensure there is better justice for Londoners and consequently, improved confidence in the criminal justice system, of which the police are a key part.

Establishing effective **Integrated Offender Management (IOM)** in London is without doubt one of the most important aspirations within this plan and, if we get it right, it will have a significant impact on crime reduction. Effective IOM is multi-faceted and allows local and partner agencies to come together to ensure those offenders whose crimes cause most damage and harm locally are managed in a coordinated way. In order for MOPAC to be able to deliver the strategic leadership required, the Mayor proposes to establish a **Director of Offender Management** to work with partners to improve the multi-agency approach to supporting offenders.

REPARATION

It is vital for the confidence of the whole community that where people commit crime, they are seen to make reparations. The following initiatives set out how this philosophy should drive a safer London.

Compulsory sobriety for substance-misusing offenders

In 2009/10 nearly half of all violent crime nationally (almost one million crimes) was fuelled by alcohol, and the police are fighting a constant and expensive battle against alcohol related offences and anti-social behaviour. The total estimated cost of alcohol related crime is £8bn to £13bn per year. Reducing the numbers of crimes fuelled by drugs and/or alcohol is a high priority and MOPAC will look to impose enforced sobriety on substance-misusing offenders, combined with an intensive testing regime and a swift and sure punishment for those who fail to remain abstinent.

Alcohol Abstinence

The Mayor has successfully lobbied for legislation to allow for the introduction of a new sentencing power, the Alcohol Abstinence Monitoring Requirement (AAMR), to tackle the significant problem of alcohol related violence. MOPAC has led negotiations with central and local government, Her Majesty's Courts and Tribunals Service, the Crown Prosecution Service, London Probation Trust and the boroughs of Sutton and Croydon to develop and roll out the pilot for the Alcohol Abstinence Monitoring Requirement (AAMR).

The pilot will commence in the new financial year. The pilot will test how widely magistrates use AAMR; the technical processes within the criminal justice system; the effectiveness of electronic monitoring and breath tests; compliance with and breaches of the order; offending behaviour and cost. Once we have learned the lessons, all of the criminal justice agencies will work together to roll out this approach across London.

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Drug abstinence

The prolific offending committed by a relatively small number of drug addicts must be tackled. The Drug Interventions Programme (DIP) is the criminal justice pathway into drug treatment and has made a significant contribution to the reduction of acquisitive crime. In those areas where there is still a problem with acquisitive crime stemming from opiate and crack use, funding will remain available to help boroughs maintain pathways into drug treatment. In other areas, the focus may be on alcohol-related violent crime. Again, funding will be available.

- London will pilot a version of the HOPE probation programme used in Hawaii. This approach sees drug-misusing offenders clearly warned that if they violate the rules of the scheme, they go to prison. They must subscribe to an intensive drug-testing regime to ensure they remain abstinent, whilst other treatment is provided to help them remain drug-free.
- MOPAC is developing plans for this ground-breaking pilot, which could potentially use the SIB vehicle described earlier.
- MOPAC will work in partnership with the new Local Health and Wellbeing Boards across London to ensure that boroughs continue to tackle crime resulting from substance misuse, whether illicit drugs or alcohol.

Getting more from existing sentencing options

In order to reduce crime and turn offenders away from crime and keep communities safe, the Mayor is keen to try out new types of sanctions to tackle longstanding crime problems that have not been dealt with through methods currently on the statute book.

- **Community Payback** sees offenders carrying out tough physical unpaid work in high visibility jackets so residents can clearly see that justice is being done. Currently over 1,350,000 hours of Community Payback are carried out in London every year. The Mayor will ensure that more offenders serving community sentences are visibly doing tougher and more intensive tasks that communities themselves have identified, to improve their neighbourhoods.
- MOPAC will work with London Probation Trust and Serco to strengthen the involvement of local people in Community Payback to ensure it commands their confidence by making justice more visible. The Mayor will also work with London Probation to improve completion rates of community sentences in line with the targets outlined above.
- MOPAC will use its Safer Neighbourhood Boards (SNBs) to ensure that local people and, in particular, victims are able to set the tasks that offenders from their neighbourhood should undertake as payback for their crimes. One of the new duties of SNBs will be to monitor complaints from victims of crime and to monitor crime performance and community confidence in their area. This will enable SNBs to play a significant role in Community Payback.

Ensuring sentencing decisions fit the crime

MOPAC will work to **improve sentencing outcomes** in London as per the commitments made in the Mayor's manifesto. Sentencing decisions need to be based on complete and robust information and therefore it is vital that the courts have all the relevant information. They also play a vital role in improving the confidence of Londoners in the criminal justice system. More can be done to ensure that community impact and victim impact statements are better used. The Mayor is also concerned to ensure that **courts do not hand down unduly lenient sentences**.

In order to **improve the transparency and understanding of sentencing** MOPAC officials will gather, monitor and analyse sentencing outcomes on a regular basis. This will then be used to enhance partners' and the public's understanding of (and confidence in) sentencing in London. In order for this to be a success, co-operation will be needed from the Ministry of Justice and from Her Majesty's Courts and Tribunals Service to ensure their data is accessible and timely.

- The Mayor will explore how to ensure better use of victim impact statements with the MPS. The Mayor will also hold discussions with courts and Magistrates to explore other ways to improve the information that is presented to courts to ensure that magistrates and judges passing sentence have all the information to make informed decisions.
- By putting in place appeal arrangements, the Mayor will ensure that MOPAC is ready to respond to sentences which may be unduly lenient and ensure that the most appropriate sentence is given to contribute to public safety, improved public confidence, and reduced reoffending. A protocol will be established between MOPAC and the Crown Prosecution Service to ensure that procedures are in place to work together on relevant cases.

REHABILITATION

As part of the rehabilitation revolution, partners across London must do more to ensure that, once an offender has been convicted, we coordinate our efforts to reduce the likelihood of them reoffending again. Tackling the unacceptably high reoffending rates is a priority and we welcome the Government's renewed emphasis on supporting those offenders who receive short sentences – but it is also about empowering local areas to provide effective responses and then holding them account to do this. The Mayor and MOPAC will play a central part in ensuring this happens.

To aid the rehabilitation revolution, the right structures, processes and governance arrangements need to be in place. MOPAC has bold aspirations and will lobby government for greater responsibility for London's youth justice budget. Working with councils across the capital, MOPAC will be in a position to influence and change behaviour and thus advance the rehabilitation revolution for young people – whilst reducing costs. Devolution of the current remand budget is a very small proportion of all youth justice funding and therefore is unlikely to significantly alter behaviours or drive real performance improvement. MOPAC is best placed to provide strategic oversight over the youth justice and custody budgets in a way that will

encourage youth offending teams (YOTs) to focus meaningfully on alternatives to custody. We are already working collaboratively with the boroughs and all of the relevant criminal justice agencies.

Operating within a complex city with many thousands of public, private and voluntary sector organisations providing justice services, MOPAC will strive to break down silos, provide strategic leadership, and lobby for the adoption of an evidence-based approach to public safety, built upon collaboration, innovation and smart crime policies. MOPAC will aspire to gain more responsibility for crime reduction in the capital and to control more of the funding provided for public safety in London.

In particular, the Mayor wants to focus on:

- Working with local authorities to ensure housing, benefits and education needs are met
- Work with the National Offender Management Service to jointly commission services for offenders – in particular offender health services
- Work with employers and Job Centre Plus to identify employment opportunities for ex-offenders
- Ensure commissioning is evidence based, with a focus on payment by results
- Understand and improve the money flow – reducing duplication and driving efficiencies
- Promoting opportunity for cross borough collaboration

Working with young offenders

The highest reoffending rates are for young people, and specifically those young people who are released from custody (71%). Effective resettlement support for these young people must be a key priority.

A recent inspection by Her Majesty's Inspectorate of Prisons into resettlement provision for children and young people found that the current provision of resettlement work was disappointing and that both the planning and the follow up of a young person once released from custody was found to be insufficient and unmonitored. The report found that 84% of young people leaving custody had an accommodation and/or education employment or training need identified, half were under 14 years of age since they had last been at school and 86% had been excluded from education at some point. With only 36% of people leaving prison going into education, training or employment, there is more to be done.

The Mayor has made significant progress in this area but there is much more to be done. Project Daedalus, a three year pilot project aimed at tackling high rates of youth re-offending was a unique partnership project between MOPAC, the Ministry of Justice (MOJ), Youth Justice Board (YJB) and other agencies, formed part of the Mayor's long term strategy to tackle youth crime.

This project delivered an enhanced 'resettlement' unit within Feltham Young Offenders' Institute, where young offenders who are assessed to be ready to make positive changes to their lives, can be placed for the last period (for example last 3 months) of their sentence,

undertaking a range of activities and tailored programmes to prepare them for effective release and positive reintegration into the community.

The final evaluation shows unit's re-offending rate of 53% in comparison to a national rate of 70% and savings. Also based on very conservative assumptions about the share of the impact that can be attributed to the intervention, the benefits of the programme exceeded the costs. Early indications from the economic analysis show criminal justice savings in the first year savings of £580,000 (£8,285 per participant).

The value of getting young offenders into Employment, Education and Training is key to reducing reoffending rates and incentivising a range of partners, both statutory, voluntary and private has shown its value.

The Mayor has therefore committed to providing a further £3.5m to improve resettlement support for young offenders leaving custody from 2012 – 2015. More must be done to ensure young people are given the support needed, to make the right choices and stray away from the path of crime. In doing so, we will make London safer, and provide value for money – the cost of custody is staggering.

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OTHER ELEMENTS OF THE PLAN

The Strategic Policing Requirement sets out the Home Secretary's view of the national threats that the police must address and the national policing capabilities required to counter those threats. MOPAC will work with the MPS to ensure the requirement is delivered. The final version of the police and crime plan, to be published by April 2013, will outline our response to the SPR, detailing how together we will continue to play a leading role in countering national threats and preparing to respond to civil emergencies.

Finance and Resources

The Metropolitan Police has a history of delivering significant savings, as evidenced by the net incremental savings delivered in 2011/12 of £146 million and £70 million net incremental savings planned in 2012/13. These savings have been realised through major change programmes, including those within Human Resources (HR), Finance and Resource Management, and Property Facilities Management. The MPS has outsourced some back office functions such as payroll and IT support.

However the MPS spends more per capita than any other police force in England and Wales (HMIC VfM Profiles 2012) and clears up a lower amount of crime than similar forces such as Greater Manchester and West Midlands Police. More must be done around value for money.

Linkages between the objectives set and the resources allocated

MOPAC has responsibility for ensuring the Commissioner is delivering an effective and efficient police force. MOPAC has therefore introduced a number of new processes to undertake this role including creating a joint investment board to oversee investment decisions, a joint asset management plan to oversee delivery of the estates strategy and budget challenge sessions to challenge savings proposals as they are developed and oversee delivery of the savings that need to be delivered.

MOPAC/MPS Budget 2013-16

MOPAC has submitted a draft budget to the Mayor, which is currently out for consultation. It is anticipated that the figures will remain broadly the same. If you want to see the detail of the budget, please click here:

<http://www.london.gov.uk/who-runs-london/greater-london-authority/budget-2013-14>

Performance and Accountability

A key aspect of MOPAC's business will be holding the Commissioner to account for delivering against my strategic priorities. This will happen using the following mechanisms:

SETTING EXPLICIT TARGETS: THE 20:20:20 CHALLENGE

MOPAC's challenge to the Metropolitan Police Service over the next four years is to drive down crime in key categories by at least 20%. In practice, this will mean approximately 300,000 fewer crimes in those key categories over the four year period.

We will use MOPAC Challenge to publically scrutinise progress against the 20:20:20 Challenge. These meetings, held monthly in public, are the principal mechanism through which the Mayor and the Deputy Mayor for Policing and Crime hold the Met Commissioner and his top team to account. Where relevant, other partners attend to contribute to the meetings and agree how best to work together in partnership on particular issues.

Grants and Securing Services

Police and Crime Commissioners, and MOPAC in London, have been given extensive commissioning powers as a consequence of the Police Reform and Social Responsibility Act 2011. This enables the Mayor to invest in services that will support the delivery of his objectives e.g. commissioning voluntary sector providers to provide diversionary programmes to young people. In the immediate future grants will be ring-fenced as a Community Safety Fund. However, in 2014/15, this ring fence will be lifted, allowing greater flexibility to commission services that enable MOPAC to deliver the Mayor's priorities. In order to ensure transparency in any funding decisions, the Deputy Mayor has agreed with London Councils that the following principles will guide decision making.

MOPAC Draft Commissioning Principles

Commissioning Principles

- There is an aspiration to draw together disparate national and regional funding programmes to produce **one single pot** that boroughs can access through a relatively light touch 'challenge fund' mechanism.
- MOPAC is committed to funding activity that is able to **demonstrate impact** and is therefore encouraging **outcome-based commissioning** to generate a **strong evidence base**.
- Funding decisions for each borough will be determined by both the potential **impact** (i.e. likelihood of making a difference on the ground) of their proposals and local **demand** (levels of crime).
- Boroughs are in the best position to commission and deliver **local interventions** that will achieve the right outcomes, therefore individual commissioning decisions will be

taken at as local a level as possible. The assumption is that boroughs can deliver better outcomes given sufficient freedom, flexibility and resource.

- MOPAC must deliver **value for money** and will therefore ensure any funding is used to complement (and establish the extent of) existing spend. MOPAC will look to pay for results (outcomes). It is expected that all proposals will include a payment by results element.
- Providing boroughs the time and assurance to deliver meaningful results through opportunity for **longer term funding** (up to four years). This longer term funding commitment could offer a useful foundation for tackling complex and ingrained crime and offending problems.
- Expectation of **matched funding** from boroughs to ensure greater impact.

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**Draft MOPAC/MPS Estate Strategy
2013-2016
For Consultation**

January 2013

Draft MOPAC/MPS Estate Strategy 2013-2016

| | Page No |
|---|---------|
| Index | |
| Executive Summary | 2 |
| 1. Introduction | 6 |
| 2. Estate Strategy Objectives | 6 |
| 3. Existing Estate | 8 |
| 4. Real Estate Targets for the Future of the Estate | |
| 10 | |
| 5. Public Interface Portfolios | |
| 11 | |
| 6. Operational Support Portfolios | 12 |
| 7. Residential Portfolio | 14 |
| 8. Funding | 14 |
| 9. Social, Economic and Environmental Sustainability | 15 |
| 10. Resilience and Compliance | |
| 15 | |
| 11. Town Planning Impact | 16 |
| 12. Specific plans for each portfolio group | 17 |
| Public Interface | |
| 12.1 Portfolio 1 – 24 Hour Borough Police Station Estate | |
| 12.2 Portfolio 2 – Smaller Police Stations/Safer Neighbourhood Estate | |
| 12.3 Portfolio 3 – Custody Estate | |
| Operational Support | |
| 12.4 Portfolio 4 – Operational Support Estate | |
| 12.5 Portfolio 5 – Deployment and Patrol Base Estate | |
| 12.6 Portfolio 6 – Public Order Estate | |
| 12.7 Portfolio 7 – Training Estate and Regional Learning Centres | |
| 12.8 Portfolio 8 – Headquarters Estate | |
| 12.9 Portfolio 9 – Specialist Facilities | |
| Residential | |
| 12.10 Portfolio 10 – Residential | |

Executive Summary

About the MOPAC Estate

The Mayor's Office for Policing and Crime's (MOPAC) estate supports the operations of some 54,000 officers and staff within the Metropolitan Police Service (MPS). As at September 2012 the MPS operated from 970,000 sq m of space in a total of 729 properties of which 497 properties have day-to-day operational activities, 205 properties are residential and 27 properties that MOPAC has approved for disposal following MPS Management Board designation as not operationally required.

The estate is characterised by a huge range of different types of properties from contact points and police stations, to typical offices for administrative purposes to specialist facilities such as custody centres, firing ranges, emergency call centres and forensic laboratories. Within this strategy MOPAC's facilities are grouped into three broad categories: publicly accessible buildings; operational support buildings; and residential accommodation.

Context

In 2009 the Metropolitan Police Authority (MPA) and the MPS set out their Estate Strategy 2010 – 2014. This supplemental document refreshes and builds upon this strategy and responds to a number of changes since the publication of it. In particular, this refreshed strategy reflects the changes resulting from the Police Reform and Social Responsibility Act 2011 which changed the way police forces in England and Wales are governed. This resulted in the transfer of functions in January 2012 from the MPA to MOPAC.

The economic climate has sharpened the focus on how the MPS views its estate needs and the solutions MOPAC provides. The approach of 'doing more for less' is firmly embedded within this updated strategy.

Running costs for the estate have already reduced from £225m per annum as at April 2009 to £205m pa by March 2013.

The primary driver for this strategy must be set in the context of providing an estate that meets the operational needs of the MPS and which, therefore, balances both operational and financial targets; it will then drive an implementation plan for the next three years to 2016. The focus will be to achieve the savings' target by taking a corporate real estate approach - reducing the amount of space the MPS occupies, selling buildings that are surplus to requirements or are no longer fit for current and future policing, and reinvesting the capital in smaller, more efficient, modern and public-facing facilities.

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Estate Strategy 2012 – 2016 strategic objective:

To deliver a more efficient and higher quality estate which meets the operational needs of the MPS and is significantly lower in cost to run.

In financial and space terms, to achieve MOPAC's strategic objective the MPS will need to:

- Enhance the opportunities for members of the public to meet with the police providing suitable access facilities in buildings that are already within the estate or local civic facilities, whilst also raising the profile of public facing properties through consistent standards of signage and corporate 'look and feel'.
- Reduce the running costs of the MOPAC estate to £140m each year by 2015/16 - a 30% reduction on 2012 costs.
- Reduce the amount of space occupied by 300,000 sq m by 2015/16.
- Provide up to 950 modern cells, reducing the cost of the custody estate, and providing suitable facilities to support the reduction in the time it takes for a detainee being taken into custody to be processed.
- To reduce the amount of residential accommodation owned by MOPAC to no more than 200 units whilst working with Residential Providers to provide affordable accommodation to officers and staff close to where they work.

Principles

The Commissioner has set a vision for the future of the MPS under the banner of Total Policing which has three key targets: to cut crime; cut costs; and change the culture. This will be achieved through changing the way the MPS works, better use of technology and better communication and visibility. The result of these operational changes will be a more efficient use made of less property that is better equipped for the operational needs of current and future policing.

The following principles have guided the development of this strategy:

Public buildings

The methods by which people access public services have been transformed in recent years through developments in the internet and mobile telecommunications amongst other technologies. The MPS has recognised the need to enable people to contact the police through a variety of different channels - whether in person, by phone (emergency and non-emergency), by email, through the internet and via social media. A separate review is currently being carried out into the public accessibility of the police. This Estate Strategy will deliver the outcomes of that review which relate to property.

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Key principles:

- To respond to the needs of the MPS by replacing outdated and underused properties that facilitate an old-style approach to meeting members of the public with a new 'open' approach that supports modern policing and meets the needs of London's diverse communities;
- To provide one 24 hour police station per Borough that will generally provide a co-located patrol base, command and custody facility. These buildings will form part of a core portfolio providing a higher quality of accommodation which will be more intensively utilised enabling space to be used for pan-London activities.
- To provide the facilities that support a variety of ways for people to communicate with the police making better use of new technologies;
- To continue to provide separate access for custody facilities so a victim of a crime no longer has to enter a police facility through the same door as the alleged perpetrator – and to make more efficient use of the custody estate.

Operational support buildings

The MPS has set new standards for the occupation of desks for all its properties that meet, and in many cases exceed, Government targets for efficiency. Pilot analysis has shown that currently over 40% of desks across the MOPAC estate are potentially unoccupied at any one time. These standards, for example, allocate eight workstations to ten people across headquarters and office uses, and four to ten across operational police uses where officers are out in the community for the majority of their shift. Implementing these standards will encourage a modern approach to flexible working and enable the number of buildings within the MOPAC estate to be reduced. The average cost of running 14 desks each year is equivalent to the cost of one police officer - underlining the need to reduce the costs of property to focus resources onto the front line.

Key principles:

- To apply these new desk and office space standards to make more efficient use of space – focusing resources onto the front line, not buildings. This will include the closure of New Scotland Yard and the refurbishment of Curtis Green Building to be renamed Scotland Yard;
- To establish a set of core buildings which will provide a higher quality of accommodation and which will be used much more intensively.
- Freehold properties will be preferred over leasehold in order to reduce direct revenue costs of running the estate and to enable greater flexibility in the long term.
- To provide modern training facilities in a variety of locations so police officers and staff can train closer to their place of work, freeing up space in some existing facilities;
- To release buildings that are out-of-date, in the wrong place, or otherwise no longer support the needs of current and future policing.

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Residential accommodation

It is not MOPAC's core business to provide housing for MPS officers and staff although a small amount is required for operational and welfare needs. Currently it has a total of 205 properties which provide 862 residential units (a unit is an individual house or a flat/room in a block of flats or section house). However, MOPAC recognises the need to help officers and staff to find suitable housing preferably close to where they work and will seek to improve the interface with providers of affordable housing.

Key principles:

- To release for sale all but a core number of properties in order to reduce the number of residential units from 862 to up to 200; these will be retained to support short term operational requirements;
- To work with Registered Providers to establish links to provide police officers and staff with options for affordable housing close to their place of work should they need it.

MOPAC/MPS Estate Strategy 2012 – 2016

1. Introduction

In 2009 the Metropolitan Police Authority (MPA) and the Metropolitan Police Service (MPS) set out their Estate Strategy 2010 - 2014. This supplemental document refreshes and builds on that strategy. It reflects the changes following the Police Reform and Social Responsibility Act 2011, the creation of the Mayor's Office for Policing and Crime (MOPAC) and transfer of powers from the MPA in January 2012, as well as the learning taken from the implementation of the existing strategy and the Climate Change Act 2000.

The overall aim and objectives of the strategy remain unchanged: to provide a better quality estate in the right places to support the fight on crime. A substantial amount of work has been undertaken since 2010. The highlights are:

- 198 safer neighbourhood bases have been completed; 14 major refurbishments or new buildings have been completed or are under construction; three new regional training centres and four support facilities have been delivered.
- 43,000 sq m of space has been vacated as at April 2012 with a further 122,000 sq m of space identified as surplus to operational requirements. In total, this is equivalent to the space covered by 22 Wembley sized football pitches.
- Capital sales of £69m have been achieved as at April 2012 with a realizable target of a further £40m from buildings currently being vacated (excluding the surplus land at the Peel Centre).
- Overall running costs have been reduced from £225m each year as at April 2009 to £205m by March 2013.

The economic climate has changed the focus of how the MPS views its estate needs - the approach of 'doing more for less' is now firmly embedded in this strategy. Reducing the costs of the MPS estate will make a substantial contribution to meeting that target.

2. Estate Strategy Objectives

The core MOPAC objective for real estate is:

To deliver a
more efficient and higher quality estate
which meets the MPS's operational needs, and is
run at a significantly lower cost.

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The Estate Strategy will enable MOPAC / MPS to:

- replace out-dated expensive-to-run and underused properties with a more efficient less costly portfolio through focusing investment on a core set of buildings;
- make more intensive use of the remaining properties through modern ways of working;
- enhance the operational capability of buildings to enable the MPS to meet its objective to cut crime; and
- work with other public bodies to share facilities to reduce cost both within the MPS and for those public bodies.

The focus, therefore, is to accelerate the reduction of the amount of space the MPS occupies, to sell properties that do not meet current needs and reinvest that capital in more efficient modern facilities whilst enhancing public access to the police. As part of this plan, the running cost per square metre may rise to support the better quality more intensively used space but the overall running costs of the portfolio will be significantly lower.

In order to meet the estate objectives, MOPAC has set the following targets:

- To reduce the running costs of the estate to £140m each year by April 2016 (a 30% reduction on 2012 costs). All targets are set at April 2012 values.
- To reduce the amount of space occupied by at least 300,000 sq m by 2015/16.
- To provide in the region of 950 modern cells in custody facilities reducing the cost of the custody estate and providing suitable facilities to support the reduction in the time it takes for a detainee to be taken into custody to be processed.
- To achieve these cost and space reductions whilst enhancing the opportunities for members of the public to meet with the police through providing more access facilities in buildings across both the MPS and wider public estates as part of the overall accessibility strategy to the MPS.
- To provide access to affordable housing for police officers and members of police staff through working with Registered Providers.

MOPAC and the MPS Management Board have increased their commitment to a corporate real estate approach to the provision and management of space which will support the achievement of the stated objectives.

In September 2011, the Commissioner set out the vision for the MPS - the 'One Met Model' - under the banner of Total Policing. It has three key targets: to cut crime; cut costs; and change the culture. The Commissioner has committed to help do the best possible job for Londoners – focusing on the following three core areas:

- Better ways of working
- Better use of technology
- Better use of communication and visibility

This refreshed estate strategy draws upon these themes in two ways: it will draw on best practices from both the public and private sectors for how space can be used more efficiently; and, it will support the changing practices being proposed by MPS operational teams. The

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combination of these two activities will enable a radical change to the shape, the use and the size of the MPS estate.

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Challenging targets create opportunities. Almost three quarters (73%) of the MOPAC estate by floor area is owned freehold. As a result, there is an opportunity to release capital from properties that no longer meet the operational needs of current and future policing. This can then be reinvested in new modern or refurbished buildings that are cheaper to run and better meet operational needs, with no overall increase in capital spend.

3. The Existing Estate

The MPS occupy a total of 970,000 sq m of space in a total of 719 properties of which 497 properties have day-to-day operational activities, 205 are residential and 27 properties that MOPAC has approved for disposal following MPS Management Board designation as not operationally required. Within the active estate are a further group of properties that the MPS has designated as not operationally required and these are subject to public consultation by MOPAC.

The police estate dates back to 1847 and a number of the buildings are not economically viable to be upgraded for modern use. They are inefficient and expensive both operationally and in terms of maintenance and energy use. In addition, the police service has changed dramatically in the last decade; technology has made many of the buildings obsolete and unable to support modern methods of collaborative team working. The MPS's 'One Met Model' will be delivered through new ways of working, achieving greater visibility and a better use of technology. The estate provided by MOPAC needs to continue to adapt to these changes and combining the MPS's model with a new approach to the estate will ensure greater efficiency and performance.

The MOPAC estate is characterised by a huge range of different types of properties; from police stations and typical offices for administrative purposes to specialist facilities such as custody centres, firing ranges, emergency call centres and forensic laboratories. In order to improve the efficiency and performance of the estate, whilst supporting operational policing capability, MOPAC and the MPS will focus on ten categories of operational buildings – each with a different approach ensuring efficiency of the amount of space used. These portfolio types are set out in the table in the next section.

All buildings are assigned a portfolio reflecting their principal use, not necessarily their sole use. The estate strategy focuses on ensuring that all properties can be adapted for different users and most buildings will have multiple different occupiers. By examining their principal use MOPAC can analyse whether the building is fit for that use and whether it is capable of the flexibility needed for future modern policing. An example of this is within the custody estate – many buildings with smaller costly custody units remain open only because of the custody facilities provided. The remainder of the building may no longer be usable or efficient for alternative uses and as such the existing custody suite is inefficient to run. This strategy, therefore, focuses on closing and disposing of these costly and inefficient buildings and replacing them with larger, higher quality and more efficient modern buildings.

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There are three groups of properties within the overall portfolio: those where there is a physical interface with members of the public - whether voluntary or involuntary; those that provide support administrative facilities; and the residential estate. In addition, a number of buildings have already been identified as surplus by the MPS as they are no longer required for operational policing and approved by MOPAC for disposal; these buildings have been marked as 'not required'. There are 27 properties in this category - three properties have front counters, all of which have been replaced with a new front counter nearby. Within the active estate are 65 properties with front counters that the MPS has designated as not operationally required and these are subject to public consultation by MOPAC.

The table in the next section also indicates the direct costs of running each of the portfolios - a total of £185m each year (2011/12). In addition to the direct costs are the indirect property costs which are those costs that do not relate specifically to one property, eg management costs. These equate to about £20m each year – driving a current total annual cost of property of £205m.

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4. Specific Real Estate Targets for the Future of the Estate

MOPAC has set the portfolio level targets for the reduction of running costs based on operational needs. This section identifies how this target will be achieved through analysis of each portfolio type as well as specific targets. The table below sets out the portfolio types as described in the previous section. It shows the existing running costs for each portfolio type and the expected reductions by 2016.

| Port- folio | Description | Size (sq m) | No. of properties | Direct running costs £000s (2011/12) | Target Running Cost (£000s) by 2015/16* |
|--|--|------------------------|------------------------------|---|--|
| Public Interface | | | | | |
| 1 | 24 Hour Borough Police Station Estate | 175,012 | 33 | 37,540 | 37,500 |
| 2 | Smaller Police Stations/ Safer Neighbourhood Estate | 106,611 | 233 | 15,314 | 11,000 |
| 3 | Custody Estate (excl custody buildings as part of other portfolios) | 95,974 | 32 | 12,351 | 7,500 |
| Operational Support | | | | | |
| 4 | Operational Support Estate | 167,592 | 71 | 23,212 | 15,000 |
| 5 | Deployment & Patrol Base Estate | 58,994 | 22 | 15,744 | 10,000 |
| 6 | Public Order Estate | 22,606 | 9 | 2,414 | 2,000 |
| 7 | Training Estate and Regional Learning Centres | 2,225** | 9 | 9,522 | 8,500 |
| 8 | Headquarters Estate | 164,654 | 8 | 46,692 | 40,000 |
| 9 | Specialist Facilities | 90,749 | 80 | 13,197 | 9,500 |
| Sub Total | Total operational properties at September 2012 | 884,417 | 497 | 175,986 | 141,000 |
| Residential | | | | | |
| 10 | Residential | 50,609 | 205 | 951 | 750 |
| Surplus Estate as at September 2012 | | | | | |
| Surplus | Properties approved by MPS as not required and vacated by April 2013 | 37,012 | 27 | 7,643 | 0 |

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| | | | | | |
|--------------------|--|----------------|------------|----------------|----------------|
| Grand Total | | 972,038 | 729 | 184,580 | 141,750 |
|--------------------|--|----------------|------------|----------------|----------------|

Notes to table on previous page.

Notes to table

* Targets are based on 2011/12 costs and no allowance has been made for inflation through to 2016. Targets also assume that there will be a reduction in cost of a number of third party contractual arrangements through negotiation and payment of exit penalties - this will be subject to achieving a satisfactory commercial agreement with those third parties.

** Floor area excludes Gravesend due to the complexity and type of buildings. Costs include the Gravesend property.

Up to 70 buildings within the portfolio have been identified as core – including the twenty-four hour operated police stations in each Borough. These properties will be the core set of buildings in which investment will be made to provide a higher quality of space and which will be more intensively used.

The targets set out in the table above will be achieved through the specific activities set out below.

5. Public Interface Portfolios

Many public sector organisations are now exploring opportunities to share the publicly owned/occupied estate. This not only reduces costs but creates a more engaging and vibrant use of facilities - it creates a more friendly face.

The methods by which people access public sector and business services have been transformed in recent years through developments in the internet, mobile telecommunications and other technology. The change in London's demography also has a substantial impact. The MPS has recognised the need to enable the public to contact the police through a variety of different channels - whether in person, by phone (emergency and non-emergency), by email, through the internet and via social media. The MPS describe this as 'The Public Access Promise'. This approach to multi-channel access reflects the public need and requirement to use many different methods to make contact with the police. Since 2008, there has been a 20% reduction in crime reporting at front counters and a 32% increase in internet and email reporting. The Commissioner, for example, has committed that all victims of crime will be visited by a police officer if they wish rather than having to visit a police station - this benefits victims but also has a consequential effect on the need for police estate.

In addition, the requirement to separate access points for custody facilities from the access point for the public to meet with a police officer will be maintained. The traditional police station where a victim accesses the building through the same door as the alleged perpetrator of a crime is no longer suitable. This requirement is already having an impact on the physical infrastructure of the estate.

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Many other organisations that have historically sat behind protective screens have moved away from this approach. Banks and building societies as well as the Department for Work and Pensions for example have all begun to remove their screens and share space with different users. The HMRC has successfully replaced some personal contact centres in cities and towns with facilities in local authority buildings. The MPS will move towards more 'open' front counters.

As part of this estate strategy, MOPAC will further develop our relationships with other public sector bodies as well as private and third sector organisations specifically to find routes for the public to access the police in areas where they could access many other services.

Specific targets:

- The estate that supports public facing operational buildings (portfolio 1) will be designated as core and enhanced to provide more workstations and facilities which will be more intensively used (all desks will be used on average 75% of the working day) through an expansion of the non-assigned desk approach enabling officers to be more visible to the public rather than sitting behind a desk.
- The Public Access Strategy, which is being developed by the MPS, has highlighted that a number of front counters are underused. Once the strategy has been approved, following consultation initiatives, and the list finalised, those front counters will be replaced through the provision of 'Contact Points'. The Contact Points will be in existing MPS and shared public buildings.
- The strategy to modernise custody facilities (portfolio 3) will continue; old out-dated facilities with fewer than fifteen cells will be considered for replacement with larger facilities of up to forty cells depending on operational need. This is substantially more efficient in both property and operational costs and provides a better operational standard.

6. Operational Support Portfolios

The MPS has set occupational standards for all its properties that meet and, in many cases, exceed Government targets for efficiency. The estate strategy will focus on delivering an efficient estate that meets these standards. In summary, the standards are:

- 8 workstations to 10 people across the space allocated to headquarters and office uses;
- 6 workstations to 10 people across the space allocated to investigative uses;
- 4 workstations to 10 people across the space allocated to the operational police uses (response and patrol); and
- One locker for each police officer or member of staff allocated with a uniform. The size of lockers will vary depending upon relevant training and skills for each officer and the resultant kit allocation/needs for that role. Locker allocation and management processes will be corporately implemented.

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Analysis of the use of the existing police estate has shown that over 40% of desks are unoccupied at any one time across the MPS estate. This reflects the dynamic nature of the workforce, whether moving between buildings or out in local communities. The survey shows that all buildings in the estate are potentially underused and there is, therefore, an opportunity to reduce the number of buildings by one-third. Over the next 12 months all properties will be subject to a review to establish whether use can be improved and/or whether a property is no longer required.

The MPS has piloted a non-assigned desk approach within its headquarters and operational estate and will be rolling this out across the portfolio. This means that only those people who work full time, always work within a single building and rarely attend meetings will be assigned desks. This reflects a modern approach to flexible working – enabling police staff to work from any building and police officers to be more visible to the public. This approach will substantially reduce the number of desks that are unoccupied at any one time – enabling the number of buildings to be reduced and capital to be reinvested to improve the quality of the remaining estate.

Each police workstation costs, on average, £3,500 to run each year. The space taken by four single person offices is equivalent to the space of fourteen workstations – fourteen workstations costs £50,000 each year to run. The cost of one police officer is an average of £50,000 (taking account of all costs of employment). Therefore, every four single person offices or 14 workstations saved ensures that one more police officer remains on the front line.

Specific targets:

- MOPAC has eight major ‘office’ buildings for both MPS operational and administrative needs within its Headquarters and Operational Support Estates (portfolios 4 and 8). These represent 25% of the total costs of the estate. Through the introduction of corporate standards and modern methods of working, the MPS will reduce the amount of space required by 55,000 sq m by 2015/16. An example of this approach is Jubilee House, Putney which is a current building refurbishment project. This will provide upgraded modern facilities and will double the capacity of the building from 400 to 800 workstations enabling 1,100 people to work from the building compared with less than 400 previously.
- The MPS has stated that New Scotland Yard no longer meets operational needs. MOPAC will refurbish Curtis Green Building on Embankment, which will be renamed Scotland Yard, as the principal HQ building; MOPAC will also refurbish Lambeth and upgrade Cobalt Square to provide higher quality space and to relocate some of the teams from New Scotland Yard. This will enable the release of surplus space to meet the target reductions. Buildings that are core to operational need and that are to be retained will be more intensively used. A target of 75% of all workstations being used during normal working hours will be achieved through the continued implementation of a non-assigned desk policy and a reduction in the number of single person offices.

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- The strategy for the estate that supports training and development will continue. Three ‘Regional Learning Centres’ have already been refurbished. 85,000m sq m of out-dated space at the Peel Centre (Hendon) will be replaced by a new 21,000 sq m building for both training and operational uses on the site – funded through the sale of 53 acres of land for re-development; this will also support the London Borough of Barnet’s ambitions to regenerate the Colindale area.
- In 2014, MOPAC will introduce new facilities management service contracts and specifications. The new contracts will reflect the revised approach to the estate, with estimated savings of up to a further 20% in the cost of service delivery (from the 2009/10 cost base).
- The specialist estate will be developed to provide better facilities in fewer buildings. For example, there are currently six town firing ranges constructed in the 1960s and an advanced public order and firearms training ground at Gravesend. A new advanced firing range facility is proposed for the Peel Centre enabling the release of a number of existing out-dated ranges. Core forensic facilities will be refurbished to meet changing operational delivery.
- MOPAC currently provides three ‘MetCall’ centres in its core operational estate providing emergency (999) and non-emergency (101) call response. The future provision will reflect the outcome of the current MPS review of its command and control process.
- The provision of data centres is the subject of an ongoing review. The future estate will reflect both changes in technology and operations.
- The MPS will look to take advantage of electronic records management storage to enable the release of further buildings currently retained for storage.

7. Residential Portfolio

MOPAC will retain a number of properties with up to 200 residential units (reduced from 862 units) within a core residential portfolio for short term operational and welfare requirements. Those assets surplus to requirements will be released. Blocks of flats and single houses will be marketed for sale on the open market. Section houses are buildings, or parts of buildings, which adjoin operational facilities - usually they are rooms with shared bathroom and common room facilities. Those surplus to need will be redeveloped or refurbished for alternative uses - either within the MOPAC portfolio or, if the operational component is no longer required, they will be sold with the rest of the property.

Working with Registered Providers, MOPAC will strive to make affordable housing available to police officers or members of police staff close to where they work. This enables a rapid response in emergencies and ensures that officers are a part of the communities they serve. The MPS ‘Property Zone Portal’ already provides access for police officers to be able to find housing – this will be enhanced through MOPAC’s relationships with Residential Providers to ensure that police officers and staff are given priority access.

8. Funding

Investment in the refurbishment and provision of new build facilities will be funded through the sale of the surplus estate which no longer meets the needs of a modern police service. Estimates of value of the surplus portfolio that will be released are in excess of £300m (based upon current book value).

9. Social, Economic and Environmental Sustainability

The MPS has a Corporate Social Responsibility (CSR) Strategy that outlines our commitments to social, economic and environmental sustainability. Through the modernisation of the estate and provision of higher quality buildings, MOPAC will drive towards an estate that:

- Supports diversity by enabling access to all people;
- Reduces the energy costs of buildings;
- Addresses our responsibilities towards the CRC Energy Efficiency Scheme;
- Takes account of travel patterns of the public as well as employees; and,
- Meets environmental targets set by the MPS, central government and the Greater London Authority (GLA).

An example is where we have realigned our core processes to reflect the ‘protected characteristics’ as defined in the Equality Act 2010 to proactively consider the needs of those who use the estate. Every new building project and/or major change programme has an Equality Impact Assessment which is developed in line with the development of the project in order to support key decision makers, whether internal to MOPAC/MPS or external bodies such as Local Planning Authorities.

10. Resilience and Compliance

The MOPAC / MPS estate strategy is focused upon ensuring the health, safety and well being of anyone who works in or visits any of the buildings within the estate. Standards and Design Guides will form the foundation to delivering and maintaining a consistent and legally compliant corporate approach to the estate. Compliance with statutory obligations will not be compromised and forms a fundamental part in the appraisal and analysis of the retained buildings.

The resilience of the portfolio and impact of the potential loss of operational use is of great significance to the MPS when planning the future of the estate. Each building, as if it is refurbished/redeveloped, will be assigned a resilience standard - priority, significant or standard. This reflects how critical the building is to the wider operation of the MPS and its ability to recover from a major supply disruption or component failure.

11. Town Planning Impact

MOPAC monitor all major planning applications in the Greater London area on behalf of the MPS (who is a consultee) to review any potential impacts on policing. Where appropriate the Local Authority are approached to include either accommodation or a financial contribution to meet the needs for policing arising from a planning consent as a condition of any Section 106 Agreement. MOPAC also monitor all Local Authority planning policy documents through the consultation process and make representations to protect or enhance the MOPAC existing estate for both operational reasons as well as protecting value. Major planning applications are defined to comprise: inner London Boroughs – all development schemes in excess of 10,000 sq m or 200 residential units or 250 car parking spaces; in outer London Boroughs the definitions are in excess of 5,000 sq m; 100 residential units or 100 car parking spaces.

12. Detailed Portfolio Analysis

This section outlines the specific plans for each of the portfolio categories outlined in the table above.

12.1. Portfolio 1 - 24 Hour Borough Police Stations

| Number of buildings in portfolio | Size (sq m) | No of Workstations | No of Lockers | Running Costs £000 |
|----------------------------------|-------------|--------------------|---------------|--------------------|
| 33 Properties | 175,012 | 9,488 | 14,263 | 37,540 |

MOPAC and the MPS are committed to a 24 hour police station in each of the 32 London boroughs. This commitment is both operationally desirable and delivers on the Mayor's election pledge. This portfolio comprises the core operational facility for each Borough. Generally the location of the Senior Leadership Team for the Borough, these buildings function as the nerve centre for day to day policing.

At the heart of the strategy will be thirty-three 24 hour Borough facilities (with two facilities in Westminster). Each building will provide a central base for the policing of its geographic area; generally it will include the 'Grip & Pace' centre providing 24 hour command and control as well as the local desk based operational services, local patrol base and custody facilities. In some Boroughs, due to physical constraints, the 24 hour front counter will be in a separate building to the Senior Leadership Team and in these cases, both properties will be designated as core.

The majority of these facilities are located in the larger buildings in each area which may include up to 500 work stations. Each of these buildings has been analysed for its utilisation. This analysis will drive the achievement of the space utilisation targets across the portfolio. The MPS's 'One Met Model' is built around the three core themes of better ways of working, better use of technology and better use of communications in order to enhance visibility. The impact that this has on the portfolio will be:

- Reduced need for office space as better technology will keep officers mobile;
- Use of non- assigned desks for local patrol and response teams - with hubs to charge equipment etc;
- Improved utilisation of all existing space through non-assigned desks; and
- Specialist facilities provided at area level.

The utilisation analysis of the space in these buildings, based upon the use of existing technology and processes, shows that there is an immediate opportunity to use this portfolio more effectively through the non-assigned desk approach which should release 30% of current desks for different uses. Space not required by the local operations teams will be reallocated to area or pan-London teams to assist in the reduction in the Headquarters Estate and support the focus of becoming more local.

Key Targets

The targets for this portfolio focus on a more intensive use of this space as the majority of properties will be retained.

The MPS will improve the use of desk space ensuring that desks are used at least 75% of the time and a target of 25% of space to be made available for pan-London activities. MOPAC will focus refurbishment of those buildings core to operations.

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12.2. Portfolio 2 – Smaller Police Stations/ Safer Neighbourhood Estate

| Number of buildings in portfolio | Size (sq m) | No of Workstations | No of Lockers | Running Costs £000 |
|---|--------------------|---------------------------|----------------------|---------------------------|
| 233 Properties | 106,611 | 4,499 | 9,602 | 15,314 |

This portfolio provides support facilities for police stations, local neighbourhood teams and front counters for public access.

Public Access

A review of how the public accesses police services is currently being undertaken by the MPS which focuses on what services need to be provided and what facilities are required to provide a modern, responsive and efficient police service. The Commissioner and the Mayor have committed to providing one 24 hour police station in each Borough and to not shutting any police station until there is a suitable alternative provision where the public can meet the police.

The provision of front counters across London is included in the public access review, in response to changing public preferences, demands and the availability of alternative channels of access to policing services. The analysis by the MPS has highlighted that a number of front counters are underused. Once the strategy has been approved, following consultation initiatives, and the list finalised, those front counters will be replaced through the provision of 'Contact Points'. The Contact Points will be in existing MPS and shared public buildings where there are regular visits by the public.

The estate strategy will support the results of these discussions and commitments through identifying a portfolio of alternative facilities to support the use of Contact Points. It will also support the ICT strategy in finding alternative technology and infrastructure to enable officers to use data systems in alternative locations without having to have the full security facilities that are currently required.

The annex to this document lists the stations in the MPS estate that are open to the public with a front counter currently. The draft Police and Crime Plan, supported by this strategy, proposes retaining 71 of the 136 current front counters and closing the front counters at 65 locations.

Support

The support portfolio provides small facilities throughout London providing lockers and touchdown points for police officers close to their neighbourhoods.

The MPS is currently reviewing the structure of their Local Policing Model (LPM) and the estate strategy will work to support the outcome of this review.

It is anticipated that many of these support facilities can be provided in other 'blue light' facilities (ambulance, fire service, etc) as well as other public sector buildings. An alternative strategy will be developed.

Key Target:

- **MOPAC will support the MPS review of the estate by seeking out an alternative portfolio that meets a more modern approach to accessing the MPS.**
- **Many existing public properties that provide public access will be replaced with locations that are more publicly accessible and will increase the visibility of the MPS.**
- **The profile of public facing properties will be raised through consistent standards of signage and corporate 'look and feel'.**

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12.3. Portfolio 3 – Custody

| No | Type of facility | No of cells | Running costs £000 |
|-------|---|-------------|--------------------|
| 1. | 29 Properties – principal use is custody | 281 | 10,785 |
| 2. | 3 Properties - stand alone custody centres. | 100 | 1,566 |
| Total | 32 Properties | | |
| 3. | 36 Properties - mixed use where principal function is not custody (these appear in other portfolio classifications) | 555 | 41,813 |

There are 68 properties within the current estate that have some form of custody providing 936 cells. In 32 properties, the principle use is custody and those properties are included within the portfolio.

Much of the estate that provides custody facilities is situated in older buildings providing up to fifteen cells in a single location. The facilities are very difficult to maintain as they are in operational use and a number do not meet modern custodial requirements. Day to day management in a five to fifteen cell custody facility requires a similar number of staff to a twenty-five cell arrangement. The strategy to separate access points for custody facilities from the access point for the public to meet with a police officer will be maintained. The traditional police station where a victim of crime accesses the building through the same door as the alleged perpetrator of a crime is not suitable.

The MPS has already implemented a central cell allocation process which has increased utilisation and efficiency across the estate. This increases the effective capacity of the custody portfolio.

The strategy for the custody estate has been to consolidate the smaller, older facilities into larger purpose built buildings with a much better specification and which comply with modern custodial requirements - this will continue. In addition, some facilities include virtual courts and all have access to translation centres which enable much faster access to the criminal justice system at a much lower cost.

By 2012, MOPAC had completed the construction of the following Custody Centres - these are buildings that mainly provide custody facilities:

| No | Name | No of Cells | Completed |
|----|------------------------|-------------|-----------|
| 1. | Wandsworth | 30 | 2012 |
| 2. | Leyton | 30 | 2011 |
| 3. | Windmill Road, Croydon | 40 | 2012 |

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MOPAC will complete the following pipeline for new Custody Centres in 2013:

| No | Name | No of Cells | Due for completion |
|----|--------------------------|-------------|--------------------|
| 1. | Colindale | 25 | 2013 |
| 2. | Walworth Road, Southwark | 30 | 2013 |
| 3. | Kingston | 20 | 2013 |
| 4. | Wood Green, Haringey | 40 | 2013 |
| 5. | Brixton | 40 | 2013 |

The five new Custody Centres due for completion in 2013 will provide an additional 155 cells to the custody estate. These new centres will replace 20 properties that provide an existing 155 cells that the MPS has identified as being inefficient. This will provide a saving of £5.2m each year.

The objective, therefore, is to have 38 properties that provide 24 hour 7 days per week facilities that deliver 833 cells. 11 additional facilities with a further 103 cells will be available for overflow. This totals 936 cells, MOPAC will provide up to 950 cells for operational use.

Key Target:

MOPAC will provide an additional 155 modern cells in five new buildings and will shut 20 custody facilities with the same number of cells. This will provide a saving of £5.2m each year from 2014 whilst maintaining the number of cells available at a total of 936 in 49 properties across London.

MOPAC will continue to work with the MPS to review the efficiency of the buildings and seek ways to rationalise the estate in order to provide greater efficiency for detainee handling, a more modern set of custody facilities as well as reducing running costs.

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12.4. Portfolio 4 - Operational Support Estate

| No | Type of building | Size (sq m) | No of workstations | No of lockers | Running costs £000 |
|----|---------------------------------|----------------|--------------------|---------------|--------------------|
| 1. | 55 Properties that are occupied | 165,742 | 6,051 | 6,829 | 22,302 |
| 2. | 6 Wireless stations | 1,850 | 17 | 17 | 511 |
| 3. | 10 Vehicle parking facilities | - | - | - | 399 |
| | Total | 167,592 | 6,051 | 6,846 | 23,212 |

The nature of this portfolio is split into three categories: support offices; communications facilities; and parking/vehicles.

The support offices are all buildings that provide operational support facilities to police officers - usually with a multitude of different activities from neighbourhood policing support, murder investigation teams/forensics, special operations and local training. They may provide both local and pan London support. In addition, there are a number of operational facilities for communication links as well as operational vehicle parking facilities.

The estate is characterised by a multitude of different types and sizes of buildings.

MOPAC and the MPS will rationalise this portfolio to more intensively use a smaller number of buildings within the Estate, supporting a reduction in the number of facilities that will drive the reduction in costs. Where possible these teams will be located into the core 24/7 police stations where space has become available based upon the utilisation analysis.

The following buildings, core to operational support needs, will be refurbished to maximise the use of facilities:

- Lambeth HQ - half of the building was refurbished in 2002/3 to provide high quality accommodation for one of the three MetCall Centres. The remainder of the building will be refurbished and will accommodate a number of operational teams requiring a central London location.
- The Peel Centre, Hendon, will be replaced by a new 21,000 sq m building for both training and operational uses on the site which will be funded through the sale of 53 acres of land for re-development. This will also support the London Borough of Barnet's ambitions to regenerate the Colindale area as part of the Colindale Area Action Plan.
- Cobalt Square will be upgraded in 2013 with additional power and cooling facilities. This will provide sufficient resilience to enable the building to be used more intensively 24 hours per day, 7 days per week.

Key Target:

The core operating buildings (The Peel Centre, Lambeth and Cobalt Square) will be refurbished by 2016 - overall this will reduce the running costs by £3.5m each year by improving the quality of the estate.

Paddington Green Police Station will be considered for a full redevelopment or refurbishment.

A review will be undertaken of the remaining buildings to more intensively use space and reduce the costs of the portfolio by 50% saving a further £5m each year.

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12.5. Portfolio 5 – Deployment Bases and Patrol Centres

| Number of Buildings in portfolio | Size (sq m) | No of car spaces | No of workstations | No of lockers | Running costs £000 |
|----------------------------------|-------------|------------------|--------------------|---------------|--------------------|
| 22 Properties | 58,994 | | 1,961 | 7,599 | 15,744 |

Since 2010 it has been part of the MPS strategy to consolidate pan-London teams into regional locations. The longer term strategy is for all operational teams to be located in five large deployment bases.

The MPS will complete the following deployment centres by 2015/16

| No | Name |
|----|---------------------------------|
| 1. | Alperton Deployment Base, Brent |
| 2. | Deer Park Road, Merton |

A review of this portfolio will be undertaken to consider how many of the 21 current facilities can be consolidated into the five regional centres. The review will assess the use of the facilities, the cost of consolidation and the revenue benefits.

Key Target:

A programme will be put in place to reduce the cost of the running of this portfolio by £5m through the rationalisation of buildings to five core sites.

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12.6. Portfolio 6 – Public Order: Dogs and Horses

| No | Number of buildings in portfolio | Size (sq m) | No of workstations | No of lockers | Running costs £000 |
|----|----------------------------------|-------------|--------------------|---------------|--------------------|
| 1. | 9 Properties | 22,606 | 407 | 1,079 | 2,414 |

Note: This excludes Lewisham Police Station (portfolio1) which has 28 stables and loose boxes.

Many buildings within the overall estate provide facilities that support the requirements for those involved with public order. This portfolio sets out the properties where the facilities are used predominantly for public order and in particular the management of dogs and horses as well as associated equipment.

The primary focus for the estate strategy is for the welfare of the animals and their proximity to where they are likely to be deployed.

A review of this portfolio will be undertaken to assess the suitability of each property and location with the aim, if possible, to rationalise the number of buildings.

Key Target:

Opportunities will be considered for rationalising space into modern efficient facilities - delivering running cost savings of £0.5m each year.

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12.7. Portfolio 7 – Training Estate and Regional Learning Centres

| No | Number of buildings in portfolio | Size (sq m) | No of workstations | No of lockers | Running costs £000 |
|----|----------------------------------|-------------|--------------------|---------------|--------------------|
| 1. | 9 Properties | 2,225* | 296 | 733 | 9,522 |

* Floor area excludes Gravesend. Costs include Gravesend.

Note: Marlowe House, Empress State Building and Peel Centre Hendon provide training facilities within an operational building and are accounted for in the HQ and operational support portfolios.

The MPS and MOPAC believe that training and education is essential for the development of an effective organisation. The better trained all police officers and staff are the more effective will be 'Total Policing'. In the last three years the MPS has substantially reformed its training and development programme for all its recruits, officers and staff.

A decade ago the MPS recruited and trained the majority of its staff at the Peel Centre, Colindale (often referred to within the MPS as 'Hendon'). Officers are now vocationally trained with different degrees of training for volunteer Metropolitan Special Constables (MSC), Police Community Support Officers (PCSO) and Police Officers. All staff are trained in local Regional Learning Centres. The five Regional Learning Centres are:

| No | Building |
|----|--------------------------------------|
| 1. | Sovereign Gate, Richmond |
| 2. | Marlowe House, Sidcup |
| 3. | 195 Buckingham Palace Road, Victoria |
| 4. | Empress State Building |
| 5. | Peel Centre, Hendon |

195 Buckingham Palace Road is held on a lease to 2014. At the end of the lease the facilities will be consolidated into Empress State Building providing 4 key Regional Learning Centres.

Public Order and Firearms Training

The MPS will continue to enhance its training programme for public order and train more officers at Gravesend. Many of the firing ranges have already been adapted to allow for more training capacity. Training in 'method of entry' will be consolidated onto this site.

A new 50 metre firing range will be constructed at The Peel Centre, Hendon as part of the new development which will enhance the training capability for officers carrying the new higher calibre weapons. The MPS will look to progressively close the old 25 metre town ranges which increasingly cannot provide the correct facilities for modern weapons.

Key Target:

Two properties will be vacated by 2014 - 195 Buckingham Palace Road and Dawes Hill - this will save £0.5m each year plus £1m in operational savings.

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The Gravesend PFI contract will be reviewed and the use of facilities maximised reducing the cost of other training facilities by £0.5m.

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Portfolio 8 - Headquarters Estate

The headquarters estate is characterised by large office buildings which are occupied by both administrative functions and operational police functions such as counter terrorism, forensics, and diplomatic protection.

| Name | Size (sq m) | No of workstations | No of lockers |
|---|----------------|---------------------------|---------------------------|
| NEW SCOTLAND YARD | 55,277 | 3,284 | 731 |
| DEAN FARRAR STREET GND 1ST 2ND (PART) 3RD FLOORS | 1,417 | 125 | - |
| CURTIS GREEN BUILDING | 8,691 | Awaiting Refurbishment | Awaiting Refurbishment |
| 58 BUCKINGHAM GATE | 2,450 | 32 | 5 |
| JUBILEE HOUSE PUTNEY | 16,561 | 739 | 91 |
| MARLOWE HOUSE | 32,975 | 1,211 | 262 |
| EMPRESS STATE BUILDING | 41,284 | 3,910 | 1,243 |
| EDINBURGH HOUSE | 6,000 | 762 | 180 |
| Total | 164,655 | 10,063 | 2,512 |

This estate provides key administration and office accommodation. This group of eight properties provides 17% of the total estate by square metres costing £47m each year to run - 25% of the total running costs of the whole MOPAC portfolio.

New Scotland Yard was built in 1961. The building is owned freehold and is situated in the heart of a thriving commercial district in Victoria. The MPS has reviewed the operational capability of the building and has concluded that its requirements for an HQ can be better met through the refurbishment of the Curtis Green Building to continue to provide a central HQ in Westminster. It will be renamed Scotland Yard and will provide 500 work stations with support and command facilities. New Scotland Yard will be sold on the open market for redevelopment, releasing capital to fund a substantial investment into the estate including the refurbishment of Curtis Green and Lambeth (portfolio 4 - support estate). All the teams currently located within New Scotland Yard will be accommodated elsewhere within the existing estate enabled by space being made available through a more intensive approach to using buildings. This will reduce the size of the estate by about 55,000 sq m and make a saving of about £6.5m each year.

Jubilee House, Putney is being refurbished to provide modern office accommodation and will be complete in 2013. The new space will provide 739 workstations (an increase from 400 workstations) and enable collaborative working. Over 1,100 people will work from this building compared with less than 400 before the refurbishment.

Empress State Building, Marlowe House and Edinburgh House all provide office accommodation that will be more intensively used through the provision of non-assigned desks. This has been successfully piloted and has shown a 30% increase in the number of people using the same space without compromising individual efficiency. This capacity will support the closure of New Scotland Yard.

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The MPS has set new standards for the occupation of desks for all its properties that meet, and in many cases exceed, Government targets for efficiency. Pilot analysis has shown that currently over 40% of desks within the HQ estate are unoccupied at any one time. These standards, for example, allocate eight work stations to 10 people across headquarters and office uses. Implementing these standards will encourage a modern approach to flexible working and enable the number of buildings within the HQ estate to be reduced. The cost of running 14 desks each year is equivalent to the cost of one police officer - underlining the needs to reduce the costs of property to focus resources onto the front line.

Key Target:

The MPS will reduce operational requirements for headquarters' facilities by 55,000 sq m by 2015/2016 through the closure of New Scotland Yard achieving a net saving £6.5m each year (after refurbishment of the other HQ buildings). As part of this programme MOPAC will refurbish a number of the buildings to provide a higher quality estate.

12.8. Portfolio 9 – Specialist requirements

| No | Number of properties in portfolio | Size (sq m) | No of workstations | No of lockers | Running costs £000 |
|----|-----------------------------------|-------------|--------------------|---------------|--------------------|
| 1. | 80 Properties | 90,749 | 2,073 | 2,338 | 13,197 |

There is a large estate of properties that support a number of specialist activities. Examples include:

- Forensic evidence suites supporting specific crime types.
- Buildings occupied for the purposes of policing at border points such as Heathrow.
- Buildings occupied in support of royalty and diplomatic protection functions.
- Car pound facilities to store uninsured vehicles awaiting collection or to be recycled.

A review will be undertaken of all properties in this portfolio.

Key Target:

Many of these buildings are situated in the historic part of the estate. Opportunities will be taken to rationalise space; co-locating functions where possible, delivering running cost savings of £3m per year.

12.9. Portfolio 10 – Residential

| Property Type | No of Properties | Number of 'units' |
|----------------------|-------------------------|--------------------------|
| Blocks of Flats | 21 | 348 |
| Single Flats | 15 | 17 |
| Single Houses | 164 | 166 |
| Residential Land | 1 | 0 |
| Section Houses | 4 | 331 |
| Grand Total | 205 | 862 |

The MOPAC residential portfolio consists of 205 separate properties that house 862 individual flats, houses or section house rooms (one property could be a block of flats with a number of units or it could be a single stand alone house being one unit).

MOPAC will retain up to 200 residential units (reduced from 862 units) within a core residential portfolio that will be held for short term operational and welfare requirements. Those assets surplus to requirements will be released. There are three principal types of residential building within the existing portfolio:

- Blocks of flats - these will be marketed for sale on the open market.
- Single houses or flats - these will be sold into the open market.
- Section houses - these are buildings, or parts of buildings, that adjoin operational facilities. Usually they are rooms with shared bathroom and common room facilities. Those surplus to need will be redeveloped or refurbished for alternative uses - either within the MOPAC portfolio or, if the operational component is no longer required, they will be sold with the rest of the property.

Working with Registered Providers, MOPAC will strive to make affordable housing available to police officers and members of police staff close to where they work. This assists with rapid response in emergencies and ensures that officers are a part of the communities they serve. The MPS 'Property Zone Portal' already provides access for police officers to help find housing – this will be enhanced through MOPAC's relationships with Residential Providers to ensure that police officers and staff are given priority access.

MOPAC has agreed in principal to a partnership with Soho Housing Association who are willing to prioritise the needs of serving police officers and staff in some units within new developments. Discussions are also progressing with Peabody Estates. Other pilots have been agreed at Camden and Islington. These discussions will be extended to all Residential Providers in Greater London.

Key Target:

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To retain up to 200 units within the MOPAC estate for operational and welfare needs; to sell all stand alone houses and blocks of flats into the open market; and to work with Residential Providers to make available affordable housing to MPS officers and staff.

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ANNEX:

Metropolitan Police Service (MPS) Occupied Properties –
Police Stations Open to the Public with Front Counters

Metropolitan Police Service (MPS) Occupied Properties: Stations Open to Public with Front Counters

Explanations of 'status'

| |
|----------------------|
| RETAINED |
| PROPOSED FOR CLOSURE |

Properties that are required for operational use where a front counter will remain open

Properties where the front counter is proposed for closure

* - NEW FRONT COUNTER PLANNED FOR PERCEVAL HOUSE (EALING)

** - FRONT COUNTER AT EALING POLICE STATION REPLACED BY PERCEVAL HOUSE

| Local Authority | Status | Name | Front Counter as at 01/01/13 | Front Counter Operational Need - Future State |
|--------------------|----------------------|--------------------------------|------------------------------|---|
| BARKING & DAGENHAM | RETAINED | BARKING LEARNING ANNEXE | 24 HR | 24 HR |
| BARKING & DAGENHAM | PROPOSED FOR CLOSURE | MARKS GATE POLICE OFFICE | DAY TIME | |
| BARKING & DAGENHAM | PROPOSED FOR CLOSURE | DAGENHAM POLICE STATION | 24 HOUR | |
| BARKING & DAGENHAM | PROPOSED FOR CLOSURE | BARKING POLICE STATION | 24 HOUR | |
| BARNET | RETAINED | COLINDALE POLICE STATION | 24 HOUR | 24HR |
| BARNET | PROPOSED FOR CLOSURE | WHETSTONE POLICE STATION | DAY TIME | |
| BARNET | PROPOSED FOR CLOSURE | BARNET POLICE STATION | DAY TIME | |
| BARNET | RETAINED | GOLDERS GREEN POLICE STATION | DAY TIME | DAY TIME |
| BEXLEY | RETAINED | BEXLEYHEATH POLICE STATION | 24 HOUR | 24HR |
| BEXLEY | RETAINED | MARLOWE HOUSE | VOLUNTEER | DAY TIME |
| BEXLEY | PROPOSED FOR CLOSURE | BELVEDERE POLICE STATION | VOLUNTEER | |
| BRENT | RETAINED | WEMBLEY POLICE STATION | 24 HOUR | 24HR |
| BRENT | RETAINED | KILBURN POLICE STATION | 24 HOUR | DAY TIME |
| BRENT | PROPOSED FOR CLOSURE | HARLESDEN POLICE STATION | DAY TIME | |
| BRENT | PROPOSED FOR CLOSURE | WILLESDEN GREEN POLICE STATION | DAY TIME | |
| BROMLEY | RETAINED | BROMLEY POLICE STATION | 24 HOUR | 24HR |
| BROMLEY | RETAINED | COPPERFIELD HOUSE | DAY TIME | DAY TIME |

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|----------------------|----------------------|---|-----------|----------|
| BROMLEY | PROPOSED FOR CLOSURE | BIGGIN HILL AIRPORT | DAY TIME | DAY TIME |
| BROMLEY | RETAINED | WEST WICKHAM POLICE OFFICE | VOLUNTEER | DAY TIME |
| BROMLEY | PROPOSED FOR CLOSURE | ORPINGTON POLICE STATION | VOLUNTEER | |
| CAMDEN | RETAINED | HOLBORN POLICE STATION HQ OFFICES & ARO | 24 HOUR | 24HR |
| CAMDEN | RETAINED | KENTISH TOWN POLICE STATION | 24 HOUR | DAY TIME |
| CAMDEN | PROPOSED FOR CLOSURE | WEST HAMPSTEAD POLICE STATION | DAY TIME | |
| CAMDEN | PROPOSED FOR CLOSURE | ALBANY STREET POLICE STATION | DAY TIME | |
| CAMDEN | PROPOSED FOR CLOSURE | HAMPSTEAD POLICE STATION | DAY TIME | |
| CROYDON | RETAINED | CROYDON POLICE STATION | 24 HOUR | 24HR |
| CROYDON | PROPOSED FOR CLOSURE | PURLEY, WHYTECLIFFE ROAD SOUTH 9 & 11 | VOLUNTEER | |
| CROYDON | PROPOSED FOR CLOSURE | KENLEY POLICE STATION | DAY TIME | |
| CROYDON | PROPOSED FOR CLOSURE | ADDINGTON POLICE STATION | DAY TIME | |
| CROYDON | PROPOSED FOR CLOSURE | NORBURY POLICE STATION | DAY TIME | |
| CROYDON | PROPOSED FOR CLOSURE | SOUTH NORWOOD POLICE STATION | 24 HOUR | |
| EALING | RETAINED | ACTON POLICE STATION | 24 HOUR | 24HR |
| EALING | PROPOSED FOR CLOSURE | GREENFORD POLICE STATION | DAY TIME | |
| EALING | RETAINED | PERCEVAL HOUSE* | NONE | DAY TIME |
| EALING | RETAINED | SOUTHALL POLICE STATION | 24 HOUR | DAY TIME |
| EALING | RETAINED | EALING POLICE STATION ** | 24 HOUR | |
| ENFIELD | RETAINED | EDMONTON POLICE STATION | 24 HOUR | 24HR |
| ENFIELD | RETAINED | ENFIELD POLICE STATION | 24 HOUR | DAY TIME |
| ENFIELD | PROPOSED FOR CLOSURE | SOUTHGATE POLICE STATION | DAY TIME | |
| ENFIELD | PROPOSED FOR CLOSURE | WINCHMORE HILL POLICE STATION | VOLUNTEER | |
| GREENWICH | RETAINED | PLUMSTEAD POLICE STATION | 24 HOUR | 24HR |
| GREENWICH | RETAINED | ELTHAM POLICE STATION | DAY TIME | DAY TIME |
| GREENWICH | PROPOSED FOR CLOSURE | THAMESMEAD, JOYCE DAWSON WAY 11 | DAY TIME | |
| GREENWICH | PROPOSED FOR CLOSURE | GREENWICH POLICE STATION | 24 HOUR | |
| GREENWICH | PROPOSED FOR CLOSURE | WOOLWICH POLICE STATION | DAY TIME | |
| HACKNEY | RETAINED | STOKE NEWINGTON POLICE STATION | 24 HOUR | 24HR |
| HACKNEY | RETAINED | SHOREDITCH POLICE STATION | 24 HOUR | DAY TIME |
| HACKNEY | PROPOSED FOR CLOSURE | HACKNEY POLICE STATION | 24 HOUR | |
| HAMMERSMITH & FULHAM | RETAINED | HAMMERSMITH POLICE STATION & ANNEXES | 24 HOUR | 24HR |
| HAMMERSMITH & FULHAM | RETAINED | FULHAM POLICE STATION | 24 HOUR | DAY TIME |

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| HAMMERSMITH & FULHAM | PROPOSED FOR CLOSURE | SHEPHERDS BUSH POLICE STATION | DAY TIME | DAY TIME |
| HARINGEY | RETAINED | TOTTENHAM POLICE STATION | 24 HOUR | DAY TIME |
| HARINGEY | RETAINED | FISHMONGERS ARMS 287 HIGH ROAD (GROUND FLOOR) | 24 HOUR | 24HR |
| HARINGEY | RETAINED | HORNSEY POLICE STATION | 24 HOUR | DAY TIME |
| HARINGEY | PROPOSED FOR CLOSURE | MUSWELL HILL POLICE STATION | VOLUNTEER | |
| HARROW | RETAINED | HARROW CENTRAL - KIRKLAND HOUSE GROUND FLOOR PART | 24 HOUR | 24HR |
| HARROW | PROPOSED FOR CLOSURE | CIVIC CENTRE HARROW | DAY TIME | |
| HARROW | PROPOSED FOR CLOSURE | PINNER POLICE STATION | VOLUNTEER | |
| HAVERING | RETAINED | ROMFORD POLICE STATION | 24 HOUR | 24HR |
| HAVERING | PROPOSED FOR CLOSURE | RAINHAM POLICE OFFICE | DAY TIME | |
| HAVERING | PROPOSED FOR CLOSURE | HAVINGING PASC | DAY TIME | |
| HAVERING | PROPOSED FOR CLOSURE | STRAIGHT ROAD 84-86 | DAY TIME | |
| HAVERING | PROPOSED FOR CLOSURE | HORNCHURCH POLICE STATION | DAY TIME | |
| HILLINGDON | RETAINED | HILLINGDON (UXBRIDGE) POLICE STATION | 24 HOUR | 24HR |
| HILLINGDON | RETAINED | HAYES POLICE STATION | DAYTIME | DAY TIME |
| HILLINGDON | PROPOSED FOR CLOSURE | NORTHWOOD POLICE OFFICE | VOLUNTEER | |
| HILLINGDON | RETAINED | RUISLIP POLICE STATION | DAY TIME | DAY TIME |
| HOUNSLOW | RETAINED | HOUNSLOW POLICE STATION | 24 HOUR | 24HR |
| HOUNSLOW | RETAINED | CHISWICK POLICE STATION | 24 HOUR | DAY TIME |
| HOUNSLOW | PROPOSED FOR CLOSURE | FELTHAM POLICE STATION | DAY TIME | |
| HOUNSLOW | PROPOSED FOR CLOSURE | BRENTFORD POLICE STATION | DAY TIME | |
| ISLINGTON | RETAINED | ISLINGTON POLICE STATION | 24 HOUR | 24HR |
| ISLINGTON | RETAINED | HOLLOWAY POLICE STATION | 24 HOUR | DAY TIME |
| KENSINGTON & CHELSEA | RETAINED | NOTTING HILL POLICE STATION | 24 HOUR | 24HR |
| KENSINGTON & CHELSEA | PROPOSED FOR CLOSURE | CHELSEA POLICE STATION | 24 HOUR | |
| KENSINGTON & CHELSEA | RETAINED | KENSINGTON POLICE STATION | 24 HOUR | DAY TIME |
| KINGSTON UPON THAMES | RETAINED | KINGSTON POLICE STATION | 24 HOUR | 24HR |
| KINGSTON UPON THAMES | RETAINED | C I TOWER GROUND FLOOR PART | VOLUNTEER | DAY TIME |
| KINGSTON UPON THAMES | PROPOSED FOR CLOSURE | MILLBANK HOUSE GROUND FLOOR NORTH | DAY TIME | |
| LAMBETH | RETAINED | BRIXTON POLICE STATION | 24 HOUR | 24HR |
| LAMBETH | PROPOSED FOR CLOSURE | CAVENDISH ROAD POLICE STATION | DAY TIME | |
| LAMBETH | RETAINED | KENNINGTON POLICE STATION | 24 HOUR | DAY TIME |
| LAMBETH | PROPOSED FOR CLOSURE | CLAPHAM POLICE STATION | DAY TIME | |

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|----------------------|----------------------|--|-----------|----------|
| LAMBETH | PROPOSED FOR CLOSURE | GIPSY HILL POLICE STATION | DAY TIME | DAY TIME |
| LAMBETH | RETAINED | STREATHAM POLICE STATION | 24 HOUR | DAY TIME |
| LEWISHAM | RETAINED | LEWISHAM POLICE STATION | 24 HOUR | 24HR |
| LEWISHAM | RETAINED | DEPTFORD POLICE STATION | 24 HOUR | DAY TIME |
| LEWISHAM | PROPOSED FOR CLOSURE | BROCKLEY POLICE STATION | VOLUNTEER | |
| LEWISHAM | RETAINED | CATFORD POLICE STATION | 24 HOUR | DAY TIME |
| LEWISHAM | PROPOSED FOR CLOSURE | SYDENHAM POLICE STATION | DAY TIME | |
| MERTON | RETAINED | WIMBLEDON POLICE STATION | 24 HOUR | 24HR |
| MERTON | RETAINED | MITCHAM POLICE STATION | 24 HOUR | DAY TIME |
| MERTON | PROPOSED FOR CLOSURE | MORDEN POLICE OFFICE 3 CROWN PARADE | DAY TIME | |
| MERTON | PROPOSED FOR CLOSURE | TOOTING POLICE STATION & FORMER SECTION HOUSE | DAY TIME | |
| NEWHAM | RETAINED | FOREST GATE POLICE STATION | 24 HOUR | 24HR |
| NEWHAM | RETAINED | PLAISTOW POLICE STATION | 24 HOUR | DAY TIME |
| NEWHAM | RETAINED | EAST HAM POLICE STATION & FORMER SECTION HOUSE | DAY TIME | DAY TIME |
| NEWHAM | PROPOSED FOR CLOSURE | NORTH WOOLWICH POLICE STATION | DAY TIME | |
| NEWHAM | PROPOSED FOR CLOSURE | STRATFORD POLICE STATION | DAY TIME | |
| REDBRIDGE | RETAINED | ILFORD POLICE STATION (NEW) | 24 HOUR | 24HR |
| REDBRIDGE | RETAINED | BARKINGSIDE POLICE STATION | 24 HOUR | DAY TIME |
| REDBRIDGE | PROPOSED FOR CLOSURE | WANSTEAD POLICE STATION | DAY TIME | |
| REDBRIDGE | PROPOSED FOR CLOSURE | WOODFORD POLICE STATION | DAY TIME | |
| RICHMOND UPON THAMES | RETAINED | SOVEREIGN GATE, RICHMOND | DAY TIME | DAY TIME |
| RICHMOND UPON THAMES | RETAINED | TWICKENHAM POLICE STATION | 24 HOUR | 24HR |
| RICHMOND UPON THAMES | RETAINED | TEDDINGTON POLICE STATION | VOLUNTEER | DAY TIME |
| SOUTHWARK | RETAINED | PECKHAM POLICE STATION | 24 HOUR | 24HR |
| SOUTHWARK | RETAINED | SOUTHWARK POLICE STATION | 24 HOUR | DAY TIME |
| SOUTHWARK | RETAINED | WALWORTH POLICE STATION | 24 HOUR | DAY TIME |
| SOUTHWARK | PROPOSED FOR CLOSURE | CAMBERWELL POLICE STATION | VOLUNTEER | |
| SOUTHWARK | PROPOSED FOR CLOSURE | EAST DULWICH POLICE STATION (NEW) | DAY TIME | |
| SOUTHWARK | PROPOSED FOR CLOSURE | ROTHERHITHE POLICE STATION | DAY TIME | |
| SUTTON | RETAINED | SUTTON POLICE STATION | 24 HOUR | 24HR |
| SUTTON | PROPOSED FOR CLOSURE | CROSSPOINT HOUSE PART GND & FIRST FLOORS | DAY TIME | |
| SUTTON | RETAINED | WORCESTER PARK POLICE OFFICE | VOLUNTEER | DAY TIME |
| TOWER HAMLETS | RETAINED | BETHNAL GREEN POLICE STATION | 24 HOUR | 24HR |
| TOWER HAMLETS | PROPOSED FOR CLOSURE | BOW POLICE STATION | DAY TIME | |

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| TOWER HAMLETS | RETAINED | BRICK LANE POLICE OFFICE | DAY TIME | DAY TIME |
|----------------|----------------------|--|-----------|----------|
| TOWER HAMLETS | PROPOSED FOR CLOSURE | ISLE OF DOGS POLICE STATION | DAY TIME | |
| TOWER HAMLETS | RETAINED | LIMEHOUSE POLICE STATION & FORMER SECTION HOUSE | 24 HOUR | DAY TIME |
| TOWER HAMLETS | PROPOSED FOR CLOSURE | POPLAR POLICE OFFICE | DAY TIME | |
| WALTHAM FOREST | PROPOSED FOR CLOSURE | WALTHAM HOUSE | DAY TIME | |
| WALTHAM FOREST | PROPOSED FOR CLOSURE | WALTHAMSTOW TOWN CENTRE OFFICE SNU | DAY TIME | |
| WALTHAM FOREST | RETAINED | CHINGFORD POLICE STATION | 24 HOUR | |
| WALTHAM FOREST | PROPOSED FOR CLOSURE | WALTHAMSTOW POLICE STATION | DAY TIME | |
| WALTHAM FOREST | PROPOSED FOR CLOSURE | LEYTON POLICE STATION | DAY TIME | |
| WANDSWORTH | PROPOSED FOR CLOSURE | JUBILEE HOUSE PUTNEY | TEMPORARY | |
| WANDSWORTH | RETAINED | WANDSWORTH POLICE STATION | 24 HOUR | DAY TIME |
| WANDSWORTH | PROPOSED FOR CLOSURE | BATTERSEA POLICE STATION | 24 HOUR | |
| WANDSWORTH | RETAINED | LAVENDER HILL POLICE STATION | DAY TIME | 24HR |
| WESTMINSTER | RETAINED | CHARING CROSS POLICE STATION | 24 HOUR | 24HR |
| WESTMINSTER | RETAINED | PADDINGTON GREEN POLICE STATION | 24 HOUR | DAY TIME |
| WESTMINSTER | RETAINED | WEST END CENTRAL POLICE STATION | 24 HOUR | 24HR |
| WESTMINSTER | RETAINED | BELGRAVIA POLICE STATION | 24 HOUR | DAY TIME |
| WESTMINSTER | PROPOSED FOR CLOSURE | HARROW ROAD POLICE STATION | 24 HOUR | |
| WESTMINSTER | PROPOSED FOR CLOSURE | ST JONH'S WOOD POLICE STATION & FORMER SECTION HOUSE | DAY TIME | |
| WESTMINSTER | PROPOSED FOR CLOSURE | MARYLEBONE POLICE STATION & FORMER SECTION HOUSE | 24 HOUR | |

TOTAL = 137 properties (incl. new counter at Perceval House (Ealing))

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