

# AGENDA

**Meeting**    **Police and Crime Committee**  
**Date**        **Thursday 17 December 2015**  
**Time**        **10.00 am**  
**Place**        **Chamber, City Hall, The Queen's  
Walk, London, SE1 2AA**

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## Members of the Committee

Joanne McCartney AM (Chair)	Kemi Badenoch AM
Caroline Pidgeon ME AM (Deputy Chair)	Andrew Dismore AM
Jenny Jones AM (Deputy Chair)	Len Duvall AM
Tony Arbour AM	Roger Evans AM
Jennette Arnold OBE AM	

A meeting of the Committee has been called by the Chair of the Committee to deal with the business listed below.

Mark Roberts, Executive Director of Secretariat  
Wednesday 9 December 2015

## Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Joanna Brown or Teresa Young; Telephone: 020 7983 6559; E-mail: [joanna.brown@london.gov.uk](mailto:joanna.brown@london.gov.uk)/[teresa.young@london.gov.uk](mailto:teresa.young@london.gov.uk); Minicom: 020 7983 4458

For media enquiries please contact Mary Dolan, External Relations Officer on 020 7983 4603. Email: [mary.dolan@london.gov.uk](mailto:mary.dolan@london.gov.uk). If you have any questions about individual items please contact the author whose details are at the end of the report.

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Certificate Number: FS 80233

**Agenda  
Police and Crime Committee  
Thursday 17 December 2015**

**1 Apologies for Absence and Chair's Announcements**

To receive any apologies for absence and any announcements from the Chair.

**2 Declarations of Interests** (Pages 1 - 4)

Report of the Executive Director of Secretariat

Contact: Joanna Brown, [joanna.brown@london.gov.uk](mailto:joanna.brown@london.gov.uk) and Teresa Young, [teresa.young@london.gov.uk](mailto:teresa.young@london.gov.uk); 020 7983 6559

**The Committee is recommended to:**

- (a) Note the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, as disclosable pecuniary interests;**
- (b) Note the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s); and**
- (c) Note the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at Agenda Item 2) and to note any necessary action taken by the Member(s) following such declaration(s).**

**3 Minutes** (Pages 5 - 96)

**The Committee is recommended to confirm the minutes of the meetings of the Police and Crime Committee held on 12 November and 26 November 2015 to be signed by the Chair as correct records.**

The appendices to the minutes of the 12 November 2015 and 26 November 2015 Police and Crime Committee meetings are attached for Members and officers only but are available from the following area of the GLA's website: [www.london.gov.uk/about-us/london-assembly/police-and-crime-committee](http://www.london.gov.uk/about-us/london-assembly/police-and-crime-committee)

#### **4 Summary List of Actions** (Pages 97 - 106)

Report of the Executive Director of Secretariat  
Contact: Joanna Brown, [Joanna.brown@london.gov.uk](mailto:Joanna.brown@london.gov.uk) and Teresa Young,  
[teresa.young@london.gov.uk](mailto:teresa.young@london.gov.uk); 020 7983 6559

**The Committee is recommended to note the completed and outstanding actions arising from previous meetings of the Committee, as listed in the report.**

#### **5 Question and Answer Session with the Mayor's Office for Policing and Crime and the Metropolitan Police Service** (Pages 107 - 120)

Report of the Executive Director of Secretariat  
Contact: Matt Bailey, [matt.bailey@london.gov.uk](mailto:matt.bailey@london.gov.uk); 020 7983 4014

**The Committee is recommended to:**

- (a) Note, as background to the question and answer session with the Deputy Mayor for Policing and Crime and the Metropolitan Police Service (MPS), the monthly report from MOPAC, attached at Appendix 1 to the report.**
- (b) Note the report and answers given by the Deputy Mayor for Policing and Crime and the MPS to the questions asked by Members.**

#### **6 Police and Crime Committee Work Programme** (Pages 121 - 124)

Report of the Executive Director of Secretariat  
Contact: Becky Short, [becky.short@london.gov.uk](mailto:becky.short@london.gov.uk); 020 7983 4760

**The Committee is recommended to note the work programme, as set out in the report.**

#### **7 Date of Next Meeting**

The next meeting of the Committee is scheduled for Thursday, 14 January 2016 at 10am in the Chamber, City Hall.

#### **8 Any Other Business the Chair Considers Urgent**

# Subject: Declarations of Interests

**Report to: Police and Crime Committee**

**Report of: Executive Director of Secretariat**

**Date: 17 December 2015**

**This report will be considered in public**

## 1. Summary

- 1.1 This report sets out details of offices held by Assembly Members for noting as disclosable pecuniary interests and requires additional relevant declarations relating to disclosable pecuniary interests, and gifts and hospitality to be made.

## 2. Recommendations

- 2.1 **That the list of offices held by Assembly Members, as set out in the table below, be noted as disclosable pecuniary interests<sup>1</sup>;**
- 2.2 **That the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s) be noted; and**
- 2.3 **That the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at below) and any necessary action taken by the Member(s) following such declaration(s) be noted.**

## 3. Issues for Consideration

- 3.1 Relevant offices held by Assembly Members are listed in the table overleaf:

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<sup>1</sup> The Monitoring Officer advises that: Paragraph 10 of the Code of Conduct will only preclude a Member from participating in any matter to be considered or being considered at, for example, a meeting of the Assembly, where the Member has a direct Disclosable Pecuniary Interest in that particular matter. The effect of this is that the 'matter to be considered, or being considered' must be about the Member's interest. So, by way of example, if an Assembly Member is also a councillor of London Borough X, that Assembly Member will be precluded from participating in an Assembly meeting where the Assembly is to consider a matter about the Member's role / employment as a councillor of London Borough X; the Member will not be precluded from participating in a meeting where the Assembly is to consider a matter about an activity or decision of London Borough X.

<b>Member</b>	<b>Interest</b>
Tony Arbour AM	Member, LFEPA; Member, LB Richmond
Jennette Arnold OBE AM	Committee of the Regions
Gareth Bacon AM	Chairman of LFEPA; Chairman of the London Local Resilience Forum; Member, LB Bexley
Kemi Badenoch AM	
Mayor John Biggs AM	Mayor of Tower Hamlets (LB); Member, LLDC Board
Andrew Boff AM	Member, LFEPA; Congress of Local and Regional Authorities (Council of Europe)
James Cleverly AM MP	Member of Parliament
Tom Copley AM	Member, LFEPA
Andrew Dismore AM	Member, LFEPA
Len Duvall AM	
Roger Evans AM	Deputy Mayor; Committee of the Regions; Trust for London (Trustee)
Nicky Gavron AM	
Darren Johnson AM	Member, LFEPA
Jenny Jones AM	Member, House of Lords
Stephen Knight AM	Member, LFEPA; Member, LB Richmond
Kit Malthouse AM MP	Member of Parliament
Joanne McCartney AM	
Steve O'Connell AM	Member, LB Croydon; MOPAC Non-Executive Adviser for Neighbourhoods
Caroline Pidgeon MBE AM	
Murad Qureshi AM	Congress of Local and Regional Authorities (Council of Europe)
Dr Onkar Sahota AM	
Navin Shah AM	
Valerie Shawcross CBE AM	
Richard Tracey AM	Chairman of the London Waste and Recycling Board; Mayor's Ambassador for River Transport
Fiona Twycross AM	Member, LFEPA

[Note: LB - London Borough; LFEPA - London Fire and Emergency Planning Authority; LLDC – London Legacy Development Corporation; MOPAC – Mayor's Office for Policing and Crime]

3.2 Paragraph 10 of the GLA's Code of Conduct, which reflects the relevant provisions of the Localism Act 2011, provides that:

- where an Assembly Member has a Disclosable Pecuniary Interest in any matter to be considered or being considered or at
  - (i) a meeting of the Assembly and any of its committees or sub-committees; or
  - (ii) any formal meeting held by the Mayor in connection with the exercise of the Authority's functions
- they must disclose that interest to the meeting (or, if it is a sensitive interest, disclose the fact that they have a sensitive interest to the meeting); and
- must not (i) participate, or participate any further, in any discussion of the matter at the meeting; or (ii) participate in any vote, or further vote, taken on the matter at the meeting

UNLESS

- they have obtained a dispensation from the GLA's Monitoring Officer (in accordance with section 2 of the Procedure for registration and declarations of interests, gifts and hospitality – Appendix 5 to the Code).

- 3.3 Failure to comply with the above requirements, without reasonable excuse, is a criminal offence; as is knowingly or recklessly providing information about your interests that is false or misleading.
- 3.4 In addition, the Monitoring Officer has advised Assembly Members to continue to apply the test that was previously applied to help determine whether a pecuniary / prejudicial interest was arising - namely, that Members rely on a reasonable estimation of whether a member of the public, with knowledge of the relevant facts, could, with justification, regard the matter as so significant that it would be likely to prejudice the Member's judgement of the public interest.
- 3.5 Members should then exercise their judgement as to whether or not, in view of their interests and the interests of others close to them, they should participate in any given discussions and/or decisions business of within and by the GLA. It remains the responsibility of individual Members to make further declarations about their actual or apparent interests at formal meetings noting also that a Member's failure to disclose relevant interest(s) has become a potential criminal offence.
- 3.6 Members are also required, where considering a matter which relates to or is likely to affect a person from whom they have received a gift or hospitality with an estimated value of at least £25 within the previous three years or from the date of election to the London Assembly, whichever is the later, to disclose the existence and nature of that interest at any meeting of the Authority which they attend at which that business is considered.
- 3.7 The obligation to declare any gift or hospitality at a meeting is discharged, subject to the proviso set out below, by registering gifts and hospitality received on the Authority's on-line database. The on-line database may be viewed here:  
<http://www.london.gov.uk/mayor-assembly/gifts-and-hospitality>.
- 3.8 If any gift or hospitality received by a Member is not set out on the on-line database at the time of the meeting, and under consideration is a matter which relates to or is likely to affect a person from whom a Member has received a gift or hospitality with an estimated value of at least £25, Members are asked to disclose these at the meeting, either at the declarations of interest agenda item or when the interest becomes apparent.
- 3.9 It is for Members to decide, in light of the particular circumstances, whether their receipt of a gift or hospitality, could, on a reasonable estimation of a member of the public with knowledge of the relevant facts, with justification, be regarded as so significant that it would be likely to prejudice the Member's judgement of the public interest. Where receipt of a gift or hospitality could be so regarded, the Member must exercise their judgement as to whether or not, they should participate in any given discussions and/or decisions business of within and by the GLA.

## **4. Legal Implications**

- 4.1 The legal implications are as set out in the body of this report.

## **5. Financial Implications**

- 5.1 There are no financial implications arising directly from this report.

**Local Government (Access to Information) Act 1985**

List of Background Papers: None

Contact Officer: Joanna Brown and Teresa Young, Senior Committee Officers

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# MINUTES

**Meeting: Police and Crime Committee**  
**Date: Thursday 12 November 2015**  
**Time: 10.00 am**  
**Place: Chamber, City Hall, The Queen's Walk, London, SE1 2AA**

Copies of the minutes may be found at:

<http://www.london.gov.uk/mayor-assembly/london-assembly/police-and-crime-committee>

**Present:**

Joanne McCartney AM (Chair)  
Caroline Pidgeon MBE AM (Deputy Chair)  
Jenny Jones AM (Deputy Chair)  
Tony Arbour AM  
Jennette Arnold OBE AM  
Kemi Badenoch AM  
Len Duvall AM

## **1 Apologies for Absence and Chair's Announcements (Item 1)**

- 1.1 Apologies for absence were received from Andrew Dismore AM and Roger Evans AM.
- 1.2 During the meeting, the Chair welcomed students from the London Metropolitan University, who observed the meeting from the public gallery.

## **2 Declarations of Interests (Item 2)**

**2.1 Resolved:**

**That the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, be noted as disclosable pecuniary interests.**

### **3 Minutes (Item 3)**

#### **3.1 Resolved:**

**That the minutes of the Police and Crime Committee meeting held on 8 October 2015 be signed by the Chair as a correct record.**

### **4 Summary List of Actions (Item 4)**

4.1 The Committee received the report of the Executive Director of Secretariat.

#### **4.2 Resolved:**

**That the outstanding and completed actions arising from the previous meetings of the Committee, as listed in the report, be noted.**

### **5 Crime on Public Transport (Item 5)**

5.1 The Committee received the report of the Executive Director of Secretariat as background to putting questions about crime on public transport in London to the following invited guests:

- Commander Jeremy Burton, Criminal Justice and Roads Policing, Metropolitan Police Service (MPS);
- Chief Superintendent Paul Rickett, Roads and Policing Command, MPS;
- Chief Constable Paul Crowther OBE, British Transport Police (BTP);
- Detective Chief Superintendent Jeffrey Davies, City of London Police;
- Steve Burton, Director of Enforcement and On-street Operations, Transport for London (TfL);
- Keith Foley, Head of Night Tube, London Underground;
- Stella Morris, Head of Security and Revenue Protection Strategy, Govia Thameslink Railway; and
- Neal Lawson, Director Maintenance and Operational Services, Network Rail.

5.2 The Chair stated that this was the second of two question and answer sessions on crime on public transport.

5.3 A transcript of the discussion is attached at **Appendix 1**.

5.4 During the discussion, the Head of Security and Revenue Protection Strategy, Govia

Thameslink Railway, agreed to provide the Committee with details of the Eyewitness initiative and a trial campaign linked to passenger behaviour.

5.5 During the discussion, the Director of Enforcement and On-street Operations, TfL, agreed to provide the Committee with:

- A breakdown by borough of perception of crime on public transport;
- Details and results of a control trial carried out with Cambridge University on crime prevention at bus stops; and
- Evaluation of the Project Guardian campaign.

5.6 At the end of the discussion, the Chair thanked the invited guests for their attendance and very helpful contributions.

5.7 The Chair stated that there would be a site visit for Members of the Committee that afternoon to observe a transport policing operation and that Members would receive a tour of the London Underground and BTP Control Centre, as part of the Committee's investigation on crime on public transport.

5.8 **Resolved:**

**That the report and discussion be noted.**

## **6 Response to Breaking the Cycle: Reducing Youth Reoffending in London (Item 6)**

6.1 The Committee received the report of the Executive Director of Secretariat.

6.2 **Resolved:**

**That the response for the Mayor's Office for Policing and Crime to the Committee's report, *Breaking the cycle: reducing youth reoffending in London*, as attached at Appendix 1 to the report, be noted.**

## **7 Police and Crime Committee Work Programme (Item 7)**

7.1 The Committee received the report of the Executive Director of Secretariat.

7.2 **Resolved:**

- (a) That the work programme, as set out in the report, be noted.**
- (b) That the Committee's meeting slot on 3 December 2015 be used for an investigation into alcohol related crime.**
- (c) That authority be delegated to the Chair, in consultation with party Group Lead Members, to agree the scope for the Committee's investigation into alcohol related crime.**

## **8 Date of Next Meeting (Item 8)**

8.1 The date of the next meeting was scheduled for Thursday, 26 November 2015 at 10am in the Chamber, City Hall.

## **9 Any Other Business the Chair Considers Urgent (Item 9)**

9.1 There was no other business the Chair considered urgent.

## **10 Close of Meeting**

10.1 The meeting ended at 12.42pm.

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Chair

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Date

**Contact Officer:** Joanna Brown or Teresa Young; Telephone: 020 7983 6559;  
E-mail: joanna.brown@london.gov.uk/teresa.young@london.gov.uk;  
Minicom: 020 7983 4458

**Police and Crime Committee – 12 November 2015****Transcript of Item 5 – Crime on Public Transport**

**Joanne McCartney AM (Chair):** We now move to our main item today, crime on public transport.

Can I offer a welcome to all our guests? I wonder if you would briefly just say who you are and what position you hold. That would be very helpful.

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):**

Good morning. My name is Jeremy Burton. I am currently Commander with responsibility in the Metropolitan Police Service (MPS) for the Roads and Transport Policing Command (RTPC).

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):**

Good morning. I am Paul Rickett. I am the Operational Command Unit (OCU) Commander for the RTPC and Jeremy is my boss.

**Chief Constable Paul Crowther OBE (British Transport Police):**

Good morning. I am Paul Crowther. I am the Chief Constable for the British Transport Police (BTP).

**Detective Chief Superintendent Jeffrey Davies (City of London Police):**

Good morning. I am Jeff Davies. I am Detective Chief Superintendent, Head of Crime and Counter-terrorism, of the City of London Police.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):**

Good morning. My name is Steve Burton. I am Director of Enforcement and On-Street Operations at Transport for London (TfL).

**Keith Foley (Head of Night Tube, London Underground):**

Good morning. I am Keith Foley. I am the Head of the Night Tube programme at TfL.

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):**

Good morning. I am Stella Morris and I am the Head of Revenue Protection and Security Strategy at Govia Thameslink Railway (GTR).

**Neal Lawson (Director Maintenance and Operational Services, Network Rail):**

Good morning. I am Neil Lawson. I am the Director of Operations and Maintenance Services at Network Rail.

**Joanne McCartney AM (Chair):** Before us today we have a very wide range of guests but who are all responsible for delivering safety on our transport network. We are very fortunate to get you all here today. Again, thank you.

This is our second public evidence gathering session for our investigation into crime on the public transport network. Our last meeting took evidence from academics and also from user groups and women's groups who had concerns and praise as well for some of the work that you are undertaking.

Perhaps I could start with a general question. Given that we have so many guests, please do not feel you have to repeat what has been said before but, obviously, if you think you can add anything of value, then please indicate to me and I will call you.

I want to ask, first, my question to TfL, if I may. That is, the Mayor's Transport Strategy was to improve the safety and security of all Londoners. Targets were set in the Transport Strategy, which were met very quickly. My question is: how were those targets set and were they challenging enough?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):**

Obviously, in retrospect, we could have made them more challenging. I was around at the time and, when we first set them, the crime rate was running about 15 to 16 crimes per million passenger journeys. It had been on a downward trend and in our opinion we thought it was a very stretching target to look at taking it down quite dramatically over that period. Due to the excellent work that our policing partners have done on the network and the investment we have made in infrastructure and visible policing, we are very happy to see that downward trend increasing in rate. As you know, we are down to about seven crimes per million passenger journeys now.

What we have done over the last six months or so is to have another look at that and we have reconfigured our targets. In the TfL business plan you will find that we have recalibrated where we are and we are still aiming to take crime down further over the next five to six years. Hindsight is a very useful thing but certainly I was involved in setting the targets and I thought it was a very challenging thing to pretty much halve the crime rate over an eight to nine-year period. It is a validation and recognition of the work that particularly the people on my right have done around policing the network.

**Joanne McCartney AM (Chair):** TfL funds Safer Transport Teams (STTs) to patrol the TfL network and the MPS also has transport teams paid for by TfL but also linking into, hopefully, Safer Neighbourhoods Teams (SNTs) in boroughs and so forth as well. Were those targets challenging or do you think you have come a long way and there is further to go?

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):** I do not want to repeat what TfL has said but I would echo the fact that incredibly strong partnership and collaboration has been part of the success. There are still challenges as there always are with reducing crime and improving confidence. TfL contributes to the cost of some of our staff and the MPS meets a proportion of that and so it is very much collaborative both in terms of the financial outlay and the commitment to reducing crime and improving confidence.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** I would add to that just because, in effect, the RTPC is a jointly funded enterprise between TfL and the MPS. As part of the MPS, we have our commitment to support the wider MPS objectives in terms of the wider Mayor's Office for Policing and Crime (MOPAC) crime reduction challenge. The RTPC in its previous iteration, the Safer Transport Command, signed up to the 20/20/20 principles. The fact that the RTPC met that in many categories quite early is testament to the work you heard. We did not stop there just because we had met that target. It was not feet up, "We are doing all right, Jack". When we found out that certain crime types were starting to shift in the wider MPS context earlier this year, Operation Omega was introduced by the Commissioner. That was designed to address that shift that we started to see - the hockey stick effect - and my view was that the performance regime in the RTPC would be adjusted to reflect the wider MPS commitments.

All those crime types that we tackle on the network as part of the control strategy that we agree with TfL. We stretched our targets this year to match the MPS's stretched targets to try and address that balance. In effect, we were continuing for more success and that is what we continue to do.

**Joanne McCartney AM (Chair):** You have been very flexible with targets and you are stretching yourselves still.

Perhaps I can then ask Paul [Crowther]. It is acknowledged that a large number of crimes are not reported. I was wondering whether anybody has a view as to whether the official crime statistics do reflect the true nature of crime in London and also, crime on public transport, are there any trends that are different from general crime in London as a whole.

**Chief Constable Paul Crowther OBE (British Transport Police):** Yes. In general terms the recorded crime is just one part of the story. You have the National Crime Survey (NCS) that gives a more complete picture of crime, offending and victimisation. One of the challenges around that is there are no specific questions around transport-related crime within the NCS. It is difficult then to distil relevant data within the context of public transport.

There is another factor as well in that national crime statistics look at notifiable crime, specific types of crime that are counted by the Home Office. In my view, what contribute to a far greater degree in terms of the perceptions of public safety on public transport are the lower-level offences, the anti-social behaviour offences, the non-recordable offences. Indeed, it is those measures that give you a greater sense of how people are feeling and what their attitudes are in the transport system.

Within BTP we have for a long time recorded the non-notifiable offences in the same way that we record notifiable [offences]. We have a parallel database. From that we are able to see how we are doing on those particular signal offences that affect people's perceptions of safety. We have seen similar downward trajectories in those types of offences over the same sorts of periods. So everything is very encouraging. I would reiterate what colleagues have said. The Mayor's targets do not sit in isolation. The MPS have their targets. We have our 20/20/10 targets to reduce crime by a further 20% by 2019, to reduce disruption that is caused by crime, which is a very significant impact on people's perception of their whole journey experience, to reduce that by 20%, and to increase public confidence by 10% in the same period.

All of these run in parallel and, as colleagues said, we do not stop when we meet a target. We carry on and the drive is to always push crime and offending down.

**Joanne McCartney AM (Chair):** Yes. Steve, I think TfL has its own passenger survey on a regular basis?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** Yes.

**Joanne McCartney AM (Chair):** Does the recorded crime tally with the crimes or perhaps anti-social behaviour that passengers say they suffer?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** Again, without echoing, quite clearly some crime is under-reported on the network and it varies by crime type. We might touch on sexual offences later on, but quite clearly with sexual offences we have market research that proves there is an under-reporting there. Some of our other crime types are possibly less under-reported because we have staff on most stations. There are types where if people throw bricks at buses we are going to know about that, so you have to segment the issue.

When we talk to our passengers, what causes fear of crime - or probably worry is a better description - is quite often things are not criminality in the pure sense, so groups of youths hanging around bus stations. That is not a crime and in fact in some ways it is quite good that young people are using the transport system. Things like potentially drunken behaviour. There is a whole range of factors right through to infrastructure and good

lighting. Therefore, the fear of crime issue and under-reporting is a really complex area but, because of the work that the MPS and the BTP in particular have done around this, combined with our research, we have a much better handle on what is going on. That allows us to target specific areas where we know there is under-reporting.

**Joanne McCartney AM (Chair):** Can I ask the train operating companies (TOCs), do your own surveys discover how crime or passenger satisfaction differs from those official crime statistics?

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** Yes. The National Rail Passenger Survey measures people's confidence, both at stations and on trains. We track those results quite carefully and we are targeted as part of our franchise to improve the satisfaction rates in that.

What is quite interesting is that the Association of Train Operating Companies (ATOC) has done some work that links why those figures are now soaring at a time when our crime rates are going down. One of the pieces of information that it found is that some of that is linked to disruption because passengers feel less safe when there is disruption and there are large crowds. Therefore, in terms of the rail environment, we need to tackle the disruption that is part of the BTP's targets as well because that has an effect on people's perceptions. While our crime rates have reduced - and, again, that is because of the collaboration there is in the industry - passengers may not be noticing that as much because we have disruption and so there is a link to that.

I believe crime is under-reported and, as some of my colleagues here have said, certain categories are more so than others. What we do on GTR and certainly on Southern [Railway], which has become part of GTR, is we try to capture some of those low-level offences through a scheme called Eyewitness where we encourage our staff and our passengers to email us and alert us to any instances of congregating crowds or issues that they think are not reportable to the police but are causing them some discomfort. We track that as well in terms of deploying our own rail enforcement officers and working with BTP and we have had some success with that.

**Joanne McCartney AM (Chair):** Lovely. That is helpful and we will have some questions on that in a moment.

**Jenny Jones AM (Deputy Chair):** I would like to ask our policing agencies for starters about the increase in violence against the person. On buses, for example, it has gone up by 20%. That is quite sizeable. Is that a matter of concern for you?

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):** Absolutely, it is a matter of concern and what it has done is prompted us to look into those figures in a bit more detail to understand it better. There are a number of variables that have given rise to that. One is the confidence of passengers to report, either directly to the drivers, which then comes through to us, or to the police. There has been a shift in recording over the last year in terms of what constitutes those types of offences and congestion, frustration and various environmental factors are linked to it as well. What we are seeing is people are travelling and becoming frustrated on occasions, giving rise to what we would call low-level - without undermining the impact on people - offences, pushing and shoving, and reporting it. It is good that they have the confidence to report it and we can then deal with it so that it is giving us a truer picture.

**Jenny Jones AM (Deputy Chair):** Did you suggest that you redefined what is "a crime against the person"?

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):** Hitherto, some of the offences would have been regarded as anti-social behaviour and we are now recording them as crimes.



**Jenny Jones AM (Deputy Chair):** Those two things are always recorded separately?

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):** Currently?

**Jenny Jones AM (Deputy Chair):** Yes, anti-social behaviour and violence against the person?

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):** Yes. Anti-social behaviour has such a wide interpretation and so we have put some conditions around what we can record as a crime.

**Jenny Jones AM (Deputy Chair):** Great.

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):** Yes, there has been an increase but we are encouraged that people have the confidence to report it.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** I would think the other piece of context to that is that the more serious violence is down on the network by nearly 13% since the baseline was set, which is bucking London's trend a bit. We are pleased about that but, as the Commander says, there is definitely an issue in there around more accurate recording, which is a pan-London if not a national issue. We have got better at classifying what is a crime and what is not. We do not have the evidence to say the network is becoming more violent. The evidence suggests that what we are doing is capturing what that violence constitutes in terms of Home Office accounting rules and reporting it better. That informs our tasking, it informs our analysis and it informs our response to it and so it is all positive from our perspective.

**Chief Constable Paul Crowther OBE (British Transport Police):** As far as the Underground and the rail network are concerned, I would echo the comments made there. There are some additional elements. One of the success factors of the transport system is that it is becoming much more heavily used and you have far more people in close proximity to each other and people lose their tempers. Much of the increase is in the category of common assault, which again not to diminish any assault, but they are of the lower-level types of offence that are being recorded more accurately, as we said.

It is also a factor of the changing nature of our transport system. It is no longer a transport system that simply moves people around. Some of the major hubs - look up the road at London Bridge or Kings Cross - are a substantially different offering than they used to be. They are places of public resource. They are places of entertainment. They have licensed premises in them. Some places in the north of England have even, would you believe, installed nightclubs on railway stations and you bring a different clientele and a different type of behaviour that much more reflects the night-time economy.

**Jenny Jones AM (Deputy Chair):** Thank you. Did you want to say something about the City?

**Detective Chief Superintendent Jeffrey Davies (City of London Police):** The levels of violence - predominantly on buses - have increased but probably less so than the increase in violence in our night-time economy, which has gone up more than on buses. That is a direct correlation to the number of nightclubs and licensed premises that now feature in the City at over 800. We have seen a steady rise over this last 12 months. It is sporadic in nature. We have put a huge effort into reducing it but it is very sporadic and it is very difficult to target. They are fairly low levels of violence without injury, but we have seen an increase, more so in the clubs rather than predominantly just on the transport system.

**Jenny Jones AM (Deputy Chair):** I will come to you in a minute, if that is all right. I will deal with these police officers first. OK?

Obviously, the population of London is rising. Chances are it is going to get worse. There are diminishing police budgets, except perhaps in the City? I do not know how you are managing in the City. Do you get asked to give an evaluation of the impact in new transport schemes? Has anybody asked you about the new Crossrail or about what High Speed 2 is going to do to policing in London? Do you do that sort of thing?

**Chief Constable Paul Crowther OBE (British Transport Police):** Perhaps I could take that question. Yes, there is a high degree of interface between us and the various operators. We have officers who are embedded in some of the major projects and who are advising in crime reduction and crime prevention initiatives. I have an officer who works within the Department for Transport (DfT), within the franchising team there, and we work very closely to try to improve the level within the franchise bids, which is looking at safety and security and the whole passenger experience.

I was speaking yesterday - and colleagues are familiar - with Peter Wilkinson [Managing Director Rail Executive, Passenger Services, DfT] who runs the franchising arrangement within DfT. I have said it before, and I do not think he minds me saying it, he is almost evangelical about the passenger experience. What we find is that as new franchises are rebid, the franchisees or the bidders are coming to us and asking what more they can do to prevent crime and to build in more policing. We secured a significant amount of additional enhanced policing agreements with the TOCs that were keen to improve the safety and security on their network and there is a very clear business case that, if it is safer and if it feels safe, more people use it and, of course, that is a virtuous circle.

**Jenny Jones AM (Deputy Chair):** Perhaps I can ask the MPS. What instructions do you give your officers? Presumably, if somebody gets a phone stolen from them on a bus, the officer will try to get the thief, the thief runs away, how far does that officer chase? Right to the end? Then, if they see another crime when they are coming back, do they deal with that as well? How do you stop police officers picking up on other crime that they see when they are not on the transport network?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** We do not. Sorry.

**Jenny Jones AM (Deputy Chair):** Do you know that?

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):** I would, frankly, say the same thing. While we have a structure and staff to deal with crime specifically on the transport system, fundamentally every police officer has a warrant card and is obliged to arrest offenders and people committing crime. It goes without saying and certainly I would not want to be a victim of crime and watch a police officer run and deal with something else, but our staff are tasked and are deployed to areas of crime, anti-social behaviour and harm within the transport network and they deal with that specifically. That is what we are here to do. If crimes occur in their sight, they will deal with them.

**Jenny Jones AM (Deputy Chair):** It seems there is a greater risk of crime above ground in the area surrounding crime hotspots on the Underground, for example. Thieves might take phones, for example, from people on the Tube but then they might also snatch them when they come out of the Tube. Crime hotspots are around stations as much as Tube lines themselves.

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):** Crime hotspots can be fluid and it depends on the demographic, how many people and what types of people are in the areas that offenders will target. How we respond to that is we identify offending profiles. We

identify locations and we identify victims who are likely to be targeted and our response is measured proportionate on those three elements loosely termed: victim, offender, location. A range of tactics will be deployed to meet whichever one of those three is appropriate or all three.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** We are trying desperately to get away from success looking like us forcing surface criminals on to the Tube network – since that is BTP’s problem – and, I hope, vice versa. That is part of what the London Transport Community Safety Partnership (LTCSP) is set up to do: to make sure that all the agencies that have a role to play in effectually having community safety are at the table pulling on the same rope. We certainly have regular meetings with the BTP and with the City as part of that framework and outside it. We are trying to join up our approach to a safe transport network and not merely pass the problem from one force to another

**Jenny Jones AM (Deputy Chair):** It is called ‘policing’, really, is it not? Why do you take money from TfL? It is called policing.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** That probably would not be for me to answer.

**Jenny Jones AM (Deputy Chair):** No, I will ask the Mayor that. Do not worry! I will go to our transport provider. Did you want to answer the question about the increase in violence against the person?

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** I just wanted to say that as a TOC we have noticed quite a significant increase in those categories but a lot of it is the lower level. We have been working quite closely with the BTP over the last couple of months and we are going to launch a trial campaign, which I think will then be spread over the whole of the B division, which is going to be aimed at passenger behaviour because a lot of the assaults are linked to overcrowding, disruption and poor community spirit. Rather than focusing on the negative side of crime, which does not tend to work, they have sought opinion from the behavioural sciences people who have given us some really good tips about announcements we can make, information we can give, changing people’s behaviour and trying to get people to highlight good things that happen on the transport network and then publicising those. I am excited about it. I think it will be a good campaign.

**Jenny Jones AM (Deputy Chair):** Could you perhaps provide some details of that after the meeting?

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** Yes, definitely.

**Jenny Jones AM (Deputy Chair):** Did you want to come in from a Network Rail perspective?

**Neal Lawson (Director Maintenance and Operational Services, Network Rail):** From a Network Rail perspective, I do not want to repeat all the good work that has been explained already, but what we have deliberately done is in the Mayor’s Transport Strategy there are sections about managed stations, which is our part of the chain. We rely on that data and the good work with the TOCs to do the right thing in terms of managing stations.

Again, we look to work with the BTP when we are redesigning and evaluating station operating plans and get its advice in terms of crime reduction measures we can take and we do take those. Particularly with the BTP of late, we have quite deliberately made sure that we align our security strategy with the BTP strategy. There is a senior officer from the BTP who is seconded into Network Rail at the moment and working with my team to make sure that from the high level strategic part right the way down to local station plans, they are all aligned in terms of reducing crime and disruption on the railway.

Also, I would say that our experience in terms of delay level issues is that they are on the rise. There are more people travelling every day on the railways in close proximity and we need to deal with managing that in the right way for passengers as well. We talk about passenger behaviour but it is about focusing on the positive stuff, as Stella [Morris] says.

**Jenny Jones AM (Deputy Chair):** Can I ask you about anti-social behaviour? London TravelWatch (LTW) reports that anti-social behaviour is difficult to address as no one seems to take responsibility for it. Do you think that is fair?

**Neal Lawson (Director Maintenance and Operational Services, Network Rail):** Do I think that is fair? We certainly take responsibility for managing the consequences of anti-social behaviour and making sure that has the least possible impact on the least possible number of people. There is some further work to do and we are doing it in other parts of the chain. It is moving up the chain. There are social reasons for anti-social behaviour and we have found that particularly in the area of suicide, where local decisions about health support and facilities in areas can lead to these hotspots that we see and it does move around sometimes with decisions that are made in some of the local areas. There is more work to do in that respect of moving the problem-solving upstream in the chain rather than dealing with the consequences, which of course we take accountability for.

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** With anti-social behaviour, from a TOC's perspective, it has to be tackled in more than one way. We have the Eyewitness scheme, which I have already talked about. We also go into schools and try to educate youngsters because we see the youngsters coming up and causing some of this problem on our network, certainly. We have teams that go into schools and we work with outside agencies as well. We go into schools and try to educate people about the effect of anti-social behaviour on our network and the danger of some of this behaviour as well. It has to be tackled in more than one way.

**Jenny Jones AM (Deputy Chair):** What are the other ways you are tackling it? For example, it is fairly well known that there are certain times of the day and certain groups of people who are more prone to anti-social behaviour. Do you put on more staff at those particular places or times of day?

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** There are several strands to how we tackle it. Very important is our gate operation and making sure we manage our gate lines to stop people coming into our network if they are not travelling with a valid ticket. A lot of the people that commit anti-social behaviour actually do not have a ticket, so the gates provide a very good barrier.

We have teams of rail enforcement officers. We call them Rail Neighbourhood Officers. They are excellent. They work very closely with the BTP. They look at the trends we have on our Eyewitness scheme and the intelligence from the BTP, who they do work closely with. Then they will go out and do on train and on station patrols and if we have had an incident they will go back to that station in the following days to give reassurance to people using it that we are actually doing something.

We have that as a deterrent. Also, on some of our services we obviously have conductors who will walk and patrol trains. With our station staffing, clearly, we are trying to encourage our staff to be more customer focused. It is very difficult for railways staff, as you will know, because they suffer this anti-social behaviour and abuse day in, day out. Keeping them motivated to go out there and look after the majority of passengers, who do not want to cause a problem, is one of the challenges we face as well and so the training is important.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** On that, I think the transport system does recognise that anti-social behaviour is a particular issue and, as I said earlier, we know it drives fear of crime and it probably drives fear of crime more in proportion than actual crime. We are focused on that and, as you are probably aware, through the MPS we have 32 borough teams, the STTs. Each of those has four or five objectives that are agreed on the basis of intelligence. That is what they work on predominantly to solve. A large number of those priorities for local borough teams are anti-social behaviour, so we are identifying problems and then putting our officers on to problem solving around that. If you go to Edmonton Bus Station you will find that the level of anti-social behaviour there is far less than it was five years ago and that is because the local team, the STT, has focused on that and does very visible patrols that are focused on engaging with young people.

My view is that you are not going to arrest anti-social behaviour out of the system. What you want to do is problem solve it out and engage it out. That is where the STTs that we buy in from the MPS play a really important role. The same approach runs through the BTP approach where we are very focused as an industry on increasing customer numbers and increasing passenger numbers. We know that if people are fearful they are not going to use the network and, therefore, it impacts on their quality of life.

While the whole police fraternity is interested in this, the transport policing area is particularly focused on some of these anti-social behaviour issues because they drive so much of our core business.

**Jenny Jones AM (Deputy Chair):** Do you think transport providers have to carry some of the blame because they overcrowd the trains, for example?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** We, as owners of the quasi-public space and as someone who provides a service, have to think about the impacts of our decisions on crime and anti-social behaviour levels. The issue about delays and problems with the service are really important to us, which is why one of the BTP priorities is delay and disruption and we are working increasingly with the MPS about it. One of the big issues that we had a few years ago. I digress slightly but it is relevant. Six years ago, if we were talking about problems with the bus network, we would have talked about service withdrawals, which is where the bus network decides it is not safe to go into a certain area. That has a real impact on the local community because, basically, the system disappears. Seven years ago we were running about 70 service withdrawals a year and we have really focused on that. A lot of that is low-level disorder and fear. We are now running at about one a year. It is a rarity now. That is a really good example of where, as a transport operator, we can focus on what we can do to maintain the service. We can light the stations. We can provide information. That is where Stella [Morris] was saying that it is a pack of measures. We have to take responsibility for the safety and security of our customers, as much as the MPS or the BTP, in my view. That has traditionally been the approach we have taken in TfL. We do not think it is the MPS's problem. We think it is our problem and we need to deal with it together.

**Jenny Jones AM (Deputy Chair):** Thank you.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** I would just add to that. As part of that process, as Steve [Burton] described, there is quite a sophisticated and robust problem-solving framework within the RTPC that we now link to the borough problem solving activity as well. The offending population on the network are the same people who are offending in the boroughs. It is when they are on and off the network is what it is about. Some boroughs have managed to retain their capacity in what were known previously as Safer Town Centre Teams (STCTs). Some have not. For some of it is our SNTs. Those pieces of public space are shared and we are not trying to delineate here at all that if it is on the bus it is somebody else's problem or that type of thing. As I said, the same as the BTP and the City, we are trying to look at this from top down so that it is more about the offender

and the victim and how do we minimise the opportunity for the offender and maximise the safety of the victim wherever they may be, that whole problem-solving interaction.

Part of that process is now when the wider MPS does its tasking and co-ordinating process, my senior team goes to all those area meetings as well so that the borough setup is clear on what the transport teams are doing and vice versa. There is a very good tie-up there.

**Joanne McCartney AM (Chair):** Do you have joint tasking now at local level? Edmonton is in my area and I remember it eight or nine years ago. It is a lot better but I know at that stage the SNTs and the STTs were tasked separately and we were saying, "You need to have joint meetings and tasking them".

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Absolutely, that is exactly what I am describing. Now I would expect that the inspector in charge of a hub team from the RTPC is completely aware of where the common issues are with the local borough and they are working on it together.

**Jenny Jones AM (Deputy Chair):** What if a bus driver, for example, commits a crime, runs a red light or drives a cyclist off the road, which they do? Would one of your team report that? Yes?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Yes, quite possibly, we would investigate that allegation the same way as any other.

**Jenny Jones AM (Deputy Chair):** If an officer sees it, is it still an allegation?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** If an officer sees it, they have the discretion to intervene there and then and they should in those circumstances.

**Jenny Jones AM (Deputy Chair):** They are encouraged to, are they?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Absolutely. There is no favouritism. The statutory framework is quite clear.

**Jenny Jones AM (Deputy Chair):** I think you will find there is favouritism. We could have a long discussion about that.

**Chief Constable Paul Crowther OBE (British Transport Police):** Chair, I am a little surprised by LTW's comment because there is an enormous amount that is going on around anti-social behaviour. I would probably say a very significant amount, if not the majority, of our activity is around anti-social behaviour.

**Joanne McCartney AM (Chair):** The comment was that if it was a crime the public are probably more likely to report it. When it is anti-social behaviour the public tend to state they are too afraid to step in and be a community champion, if you like, and that was the point they were making. It is not something that was owned, in a sense.

**Constable Paul Crowther OBE (British Transport Police):** Yes. We might come on to our text number later perhaps but that has been a significant means by which people can highlight anti-social behaviour as it is happening and we can respond to it.

If I may, perhaps I should not be defending the train operators but they invest a significant amount of money in their own security [staff] who in appropriate circumstances, I accredit with powers to issue fixed penalty

notices and to deal with particular types of anti-social behaviour. We have spoken about joint tasking. We held joint tasking with the industry's security people so that we are making sure that we are making the best use of the combined resources in what we call complementary policing. In fact, some of the Southern rail protection officers carry airwave radios and are linked into our communication system. There is an enormous amount that is going on around anti-social behaviour.

**Len Duvall AM:** I am pleased to hear that because I thought it was quite interesting about anti-social behaviour leading to the fear of crime, but anti-social behaviour, a bit like domestic violence and why we take this now seriously, can lead to death. In terms of causes, it starts off with low-level incidents and can build up and other tragic circumstances can happen.

**Kemi Badenoch AM:** My question is to TfL and it is about fear of crime and confidence to travel, which you touched on earlier today. The number of people who say their use of public transport is affected by this has gone down from 35% to 21%. What has influenced this improvement?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** I am going to say it is a set of multiple factors. We have invested a lot of money in infrastructure and you cannot underplay how important the way the network looks and the way that the network operates is to how safe people feel. We have invested a lot of money in visible policing and visible staffing on the network. When you ask people what will make them safer on the network they are very clear. They want more CCTV, more police officers and more staff. In general terms, TfL have made our staff more visible. We have invested in increasing police numbers. We have invested in the infrastructure in CCTV. That whole pack has worked on people's perceptions of safety.

Combine that with the actual reduction in crime, which there has clearly been. Over nine years we have halved crime. That has an impact as well. What is quite interesting and it is a strange factor, often our safest areas are the areas that have the highest fear, so there is no correlation - and we have done quite a lot of work on this - between high crime and high fear areas. There appears to be almost like an inverted relationship. The crime aspect is really important and the anti-social behaviour aspect is really important because those are the nuts and bolts of what we are doing. Other changes to lighting, to the design of stations - we talked about the design - to the ambiance, the fact that people think there are guardians of public space and someone is looking after that space, can really impact on a change in perception.

We have really focused on that over the last five or six years and you are starting to see the impact of that. Some of the academic studies suggest that when crime goes down confidence does not change for a couple of years. There is almost like a halo effect where people do not quite believe it is true until they experience it. We have really, really pushed on that, as Paul [Crowther] and actually Paul [Rickett] have said. Because of that, we take a very holistic view, which makes it very complicated but you have to look at all of it. You cannot just deal with one facet of it. In summary, that is what has changed.

**Kemi Badenoch AM:** This inverse correlation is very interesting. Why do you think that is that places that are safest have the highest fear?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** I am not sure we are entirely clear on that. I will give you my opinion - and I have to preface this by saying I grew up in Hackney, which is probably one of the high-crime, low-fear areas - there is something in the community generally about there being an acceptance in some areas that there is going to be some background anti-social behaviour and you almost get used to it, which is a terrible thing to say, whereas in some of our low crime areas it is a real shock when you read something going on round the corner. That is not the only reason. There are issues about the local environment and the demographics. The demographics between various boroughs in London are very wide and demographics drive some of the fear issues as well. Older people tend

to be more fearful than white, middle-aged men, but actually white middle-aged men are quite susceptible to crime on the network and they are less fearful. It is a very complicated area and there are loads of academics doing work about this. We sponsor some of it and some of my police colleagues sponsor some of it, and we are still learning on this.

**Kemi Badenoch AM:** Thank you.

**Len Duvall AM:** Targets drive performance and, of course, falling crime is to be welcomed. If we look back at where crime is rising, of the 684 sexual offence cases in 2014 and 2015, what was your success rate in bringing people to justice and getting an outcome from the court processes around the sexual offences? If you have that information, again, on the violence against the persons, I will take percentages or numbers if you have it. What was your success rate in those two areas where crime went up of getting a result?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** The result, if you like, the one that we can influence most is the sanctioned section piece. It is not always for us --

**Len Duvall AM:** That is right. That is the traditional way to get performances.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** I can say that our current success rate around sexual offences on the network as a total is just under 28% for sex offences and - if I can find the right form, excuse me - for violence with injury we are running at 26% and violence against the person is here somewhere. Please bear with me. Violence against the person is 22%.

**Len Duvall AM:** OK. They are relatively very low success levels, aren't they? What are the strategies to get those numbers up a bit more, to be honest? Can you reassure me that we are not screening out crimes? What you said earlier on was that those who cause crime on our transport networks - and particularly violent crimes and sexual crimes - are causing those in the wider community. In terms of that, what is the process of trying to get these figures up higher?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** We are always looking to improve our performance around arresting bad people.

Certainly from the RTPC point of view, there is a recording anomaly so that, dependent on where the victim or witness says the offence happened, it can sometimes lead to a bit of a crossover between the local borough recording practices and what we record in the RTPC. To gate-keep and safety-net that, we have introduced a process in the RTPC where daily I have a team of office-based detectives who trawl all crimes that have come in in the preceding 24 hours that just have the word 'bus' or 'transport' anywhere written in it because a reporting officer in Havering may not record the fact it happened on a bus or at a transport hub or at a bus stop in the right place on the Crime Report Information System report. I know it sounds really boring and technical but this happens on a daily basis. To make sure we do not miss anything, because obviously that gives us our investigative opportunities and our victim care opportunities, we run a daily trawl within the RTPC to make sure we capture it, as far as we possibly can, everything that the RTPC is looking into because it is a reality that most of those crime types that we agree in conjunction with TfL about what is the RTPC priorities between the MPS and TfL.

Broadly speaking, RTPC perform slightly better in terms of its detection rates than the borough colleagues. There are a number of reasons for that but the basic one is CCTV, as Steve [Burton] mentioned earlier. Most buses have an average of 15 cameras. As long as we can tie down the time and place of an event, we get that



footage. Of all incidents that we are asked for CCTV, in 70% of the cases we are finding the footage and the RTPC is far and away the highest circulator of images for wanted people in London.

**Len Duvall AM:** It must be a matter of concern that in those three categories you have said that in 70% we do not bring an offender to book - I am rounding up here - and in 65% we do not [bring an offender to book] in violence. In the last two violent categories, 65% of the offenders who have been recorded are not brought to book and 80% was the last category. Should we not be looking at this a bit more and a bit more proactively to try to get these figures up? Do you agree with that?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Yes, I do. I agree that we should always try to improve that figure. A number of things have changed at the London and at the regional and national levels. For example, just in the last 24 hours we have arrested a person who is suspected of 19 sexual assaults in the last four weeks. He has been charged with nine and he is in custody. That is a good thing. We do not take offences into consideration anymore in the same way and that has had a knock-on effect in the way that we are able to achieve sanctions detections as an outcome. That does not stop us trying.

**Len Duvall AM:** OK. TfL, where were you in this, then, in setting the targets around this? We have heard about MOPAC's 20/20/20 and all that. We have heard about the targets that you have set. Where do sanction detections and good outcomes - we could call those good outcomes both for the victim and for society - fit in terms of the targets that you have set the MPS in terms of carrying out this service for you?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** Again, we segment the issue. There are certain crimes where we are particularly interested in sanction detections, and sexual offences and workplace violence are two of those areas. We work very proactively with the MPS and the BTP to deal with that. We offer CCTV; we offer Oyster details where it is appropriate. We have our officers work with MPS and BTP officers. There is an interesting issue.

We broadly think there are two types of offenders on the network: there are opportunists and there are recidivists. The recidivists, absolutely, sanction detection is the way to get them out of the network. They are going to continue offending. We want them out. We want them taken through the courts and we work very closely with the MPS and BTP about taking them through.

Sadly, there were some opportunist offenders on the network and, from my perspective, sometimes it is as effective to take the opportunities away and not arrest it out. We set sanction detection targets, which are improvement in sanction detections around sexual offences, around hate crime, around staff assaults, for example, and serious crime. We do not set sanction detection targets around some of the other crimes because what I want the RTPC to do is to prevent the crime happening in the first place, so it is a mix and match approach.

**Len Duvall AM:** Sorry, I just want to be clear about in terms of where you set targets. I have honed in on those two not just because they were crying out but I thought both in terms of violence against the person, it clearly has to be a priority, and sexual crimes have to be a priority, albeit they are two different types of technique of getting sanction detection rates. One might take a little bit longer than the other, I presume, in some cases. You set those and it might be good if we could --

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** Our target would be an improvement. We do not set rates. Basically, a year on year improvement and if you come to one of our CompStat meetings, which is a performance meeting that myself and Paul [Rickett] or someone who works for us will chair, we will go through. Part of that discussion with the officers on the ground will be sanction detection rates and whether it is going up or down. As I say, you need to choose the right targets for

the right types of crime. We do not ignore that and I know Paul works really hard - actually, both Pauls work really hard - on driving up sanction detection rates. There is an interesting challenge that, when we are asking for more and more intelligence and more and more incidents to be reported, how that then translates into sanction detections.

**Len Duvall AM:** What I am trying to get to the bottom of is what are we really testing and what are really good outcomes in terms of that, in terms of your targets setting, which you have an exchange with the Chair about where you put your target setting over that service and about what we should be concentrating on or not. I am a bit of a traditionalist about that because actually sanction detection rates, no matter how hard it is, is one of the best performance indicators. It does not always reflect well on policing but it gives an indication of where things are going and it gives a good idea about the resources and the intensity sometimes required to detect certain crimes, which is lost on the public.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** I would absolutely agree. I will just say one thing on the end of that. I apologise for that. We are also quite interested in some of these places on the outcome because sanction detection tells you that the person has been convicted, which is great. We also do some work with the courts because there is something about traditionally - and I think we have changed this to some extent - workplace violence was in some ways considered just another assault. People in uniform on the transport system are guardians of the space, and if they are scared we cannot argue with the customer. We have worked really hard to go further than just sanction detection because the outcome in those cases and getting proper sanctions for people who are undertaking activities that we do not want to tolerate on the network is important. It is not just sanction detection. Sanction detection is really important but you need to carry on and look through that as well.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** To try to capture the collateral benefit of that obviously we use impact statements now from the wider TfL and the wider bus operators network, so that when we get an assault on a member of staff it is not just an assault on a member of staff there is a bunch of people that witnessed it. That escalates the fear of crime and so we try to make sure that throughout the process we are escalating the opportunity to deter as far as we possibly can.

Just to reassure you, if I may, a little bit more around the sanction detection piece. As Steve mentioned there, we have this monthly performance meeting where, because of the structure of the RTPC, I still have the relative luxury of getting team level inspectors once a month in a room and getting into some really granular detail about: "why is your team performing better than your team or not as the case may be?" From that we have identified best practice within some of the hub teams. We are identifying best practice around some of the secondary investigation pieces and we are learning from the wider borough picture, so it is a constant source of improvement and it is true to say there is variation among teams. It is that variation that I want to understand better.

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):** If I could provide some reassurance around the outcome, picking up on Steve's point there, the outcome is incredibly important. I agree sanction detection is a good hard measure of effectiveness but it is the outcome at court, if it goes there. What we have been doing for a number of months now, certainly in London with our Crown Prosecution Service (CPS) partners and Her Majesty's Courts Service (HMCS) too, we have digitised our case file preparation and the opportunities to make sure supervised case files are there with all the relevant evidence and the forms and the victim personal statements, etc, that at the end of this month is being exchanged via a secure link with the CPS. There are no people pushing memos and making phone calls; it is all a digital interface. Then we hold ourselves to account. The courts hold us and the CPS to account: (a) about the quality of data; (b) about anticipated guilty or not-guilty pleas; and then (c) bailing people within the appropriate timeframes to the right court. Now all of that criminal justice improvement is on the back end of

sanction detection stops at one point, but we have to be absolutely right that we have correct paperwork and correct prosecution opportunities going into court as well, to get the ultimate outcome and it is a very important point to stress in that journey with the victim.

**Detective Chief Superintendent Jeffrey Davies (City of London Police):** A couple of points to address Assembly Member Duvall's points. Yes, I have been a detective in London for 30 years in the MPS and City [of London Police] and detection was everything at one point and they have their place. We changed the way we counted outcomes two years ago. Detection is now one of 18 outcomes that are there. We did that for several reasons, because we can say: "how did you get it up from 30%". In some of those outcomes you may know the victim, the offender. We have arrested them. We have talked to them. We have interviewed them, and we are still not going to charge people detected and go to court. It is the nature of it for many, many reasons. That is prevalent across all crime types but it is particularly more difficult in sex crimes. You have to look at all those measures that were brought in to explain, within this debate we are having now, how there are many different categories other than detection and a court outcome that comes at the end of it.

The answer of what we should measure is that we should measure the victim journey, the victim experience and the victim satisfaction. Have we done everything for those victims that we can do and are they satisfied with that outcome? That is really the true measure. We can send lots of people to court. We can send lots of people to prison for very low-level activity. It does not reduce crime. It does not prevent reoffending. There are many, many studies on that that we have all read, I am sure. That is the point. Detection is no measure. We have all been there. Again, there have been several studies on setting perverse targets and incentives and what then happens, I think, we are all about reducing crime, problem solving, keeping crime at a minimum level and, I am sorry, I cannot agree that detection is the only way. It does have its place. It is one way but there is a lot more to that story that we need to look at.

**Len Duvall AM:** What do you think are the top three, then? What would you say are the top three that we should be looking at to judge policing performance in terms of this area of work?

**Detective Chief Superintendent Jeffrey Davies (City of London Police):** I think crime reduction is absolutely the key but also it is where the threat, risk and harm are on the crime. As numbers shrink and budgets get smaller, yes, we have to look at what we can do, designing out crime, problem solving, using an evidence-based approach, to putting our resources where the threat and risk and harm is greatest and then using crime prevention methodologies to design out crime to reduce it. Improved confidence and some of the behavioural stuff are all key tactics that we can use, but traditionally we have always used enforcement and a big stick to get people in front of the court. It is not the only way. We cannot do that going forward. There are not enough people. There is not enough money. It is going to get less. We need to be smarter and cleverer and I think everybody is doing that around this table but, as you say, the court procedure is for those who really need to go to prison, the really violent offenders --

**Len Duvall AM:** The violent offenders and sexual crimes I know in terms of categories, but they would be the most serious ones to watch --

**Detective Chief Superintendent Jeffrey Davies (City of London Police):** Of course, yes.

**Len Duvall AM:** -- because they would progressively lead to more violent outcomes or even on a scale of one to ten sexual offences can lead to an escalation of more serious - well, they are all serious - sexual offences but leading up.

Do you think that the public - and not just the public - would think that sanction detection rates should still be in your top three? I agree with everything you have said and I have a lot of sympathy for police colleagues in terms of what they have to work with, but you are the enforcement agency. I know you play a role in

partnership but actually your role is to bring bad people to book. Let me put it simply. I suppose in the tabloid press - let us go to the last one, violence against the person - out of the 22% that you have a result with, I have 78% of people walking around who have done violence against the person who could probably in our communities go on to other violence. I know it is simplistic.

**Detective Chief Superintendent Jeffrey Davies (City of London Police):** Nobody is suggesting for a minute that we do not lock up violent offenders and sexual offenders. I am not saying that for one moment. What I am saying is many of those categories we may arrest them. We may take out the statements. We may gather evidence and we still cannot put them before the court. I am not disagreeing for one moment we do not lock up violent people or serious sexual offenders. It is more complicated than that is what I am saying.

**Chief Constable Paul Crowther OBE (British Transport Police):** If I may, just to add, I am not going to repeat anything anyone has said, hopefully. There are two issues.

One is there is a specific context in transport-related crime, particularly around these two categories of violent crime. We have already heard that the vast majority of violent crime, certainly on the rail system and the Tube system, is of the lower level, common assault. We are not talking about physical injury to people. It is of that level, brought about by millions of people bustling up against each other during the day. I do not diminish any of those but that is the context of the majority of the sorts we are talking about. In sexual offences, the vast majority of the ones that are committed are stealth offences committed in crowds, in crowded Tube carriages, frankly, which is sexual touching and horrible behaviour like that. It is very, very difficult to detect even with CCTV within carriages.

There is another element, which is by its very nature offenders on transport are stranger on stranger encounters, [people] unknown to each other. The vast majority of, if I might say, violent crimes within a geographical policing perspective - colleagues might correct me here - the offender is known to the victim and so you have a different context here. It does not excuse or diminish the responsibility to detect and bring to justice as many as we can but I think there is another element in this, which is also an integrated offender management approach. As we have got more and more into the very difficult challenge of sexual offences against women and girls on crowded public transport, when you start to look at the offender groups and you start to unpick some very complex issues around registered sex offenders who are using the public transport system, and how do we adopt a problem solving integrated offender approach to those people rather than trying to find a needle in a haystack of an incident occurring in a crowded train? There is a whole range of techniques that we have to use here. Although I agree that sanction detections are important, sometimes they can divert us into the wrong type of activity instead of trying to stop the thing happening and design these people out of the process by a range of different tactics.

**Len Duvall AM:** Is that not true for any targets, then, that are set? I can equally make the case against the MOPAC 20/20/20 in terms of diverting the MPS, I think, entirely away from dealing with violent crime. I could argue that about any of those.

What we would find helpful is the range of targets that really do matter. What should we be judging your performance on? That is really where it is. I go to the one that you, the police force, have always used: sanction detections. It might have changed, but that is exactly the one that is quoted by Her Majesty's Inspectorate of Constabulary, along with many others still. Unless you change it, that is what you are going to be judged on.

**Jennette Arnold OBE AM:** Can I go back to Steve Burton? In your answer to the question about perceptions of crime on transport, the percentages that were referred to were from a TfL random sample of 1,000 Londoners. Then you went on to make reference to Hackney, which is the borough I represent, by the way, and know a little bit about. Because you are on record as referring to Hackney as being an unsafe place, I

just want to clarify. Was that from your personal view or a historic view or is there data that you can provide us with that is suggesting that Hackney has a higher perception of fear?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** What I said was that I do not think Hackney is an unsafe place. In terms of crime levels in London, some areas have slightly higher crime levels than other areas, which is why we have local STTs. The 1,000 survey you talked about allows us over a year period to drill down into the varying levels of confidence in policing and the varying levels --

**Jennette Arnold OBE AM:** It does not identify boroughs.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** It will do over a year. We do 1,000 a quarter. Statistically, over a year's sample, we can break down to borough levels.

**Jennette Arnold OBE AM:** Is that what you have used to make reference to Hackney?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** It is --

**Jennette Arnold OBE AM:** It is.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** -- and we use that in our performance process with the MPS. Actually, interestingly enough, it is probably worth emphasising that in all of this we are talking about quite low levels of crime and we are talking about quite low levels of fear. We are talking about variation over an average. By definition, some boroughs will be slightly above average; some boroughs will be slightly below average. There are many reasons for that, as I said earlier. It is a very complex area --

**Jennette Arnold OBE AM:** No, can I just say to you? It is just because I know that a particular borough like, say, Hackney did have a high rate where clearly, because lots of stuff was going on, fear of crime was very high. They have worked really well and the last figures I saw put boroughs like Hackney, which had that history, in the mid-range and other boroughs above them. If you have evidence that is current to this work so that we can see where this perception is high or where it is low from a borough perspective, then I would welcome that. Given that you have mentioned Hackney, I think it should be part of the record.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** We can provide the breakdown by boroughs.

**Jennette Arnold OBE AM:** Thank you.

**Joanne McCartney AM (Chair):** Can I just move us on to talk to the BTP? You have had some success in Operation Trafalgar lately. I believe it was the theory that offenders will be deterred from committing a crime if a capable guardian is present. You have identified hotspots and you have increased regular patrols in those to drive out and disturb criminals.

Can I ask how well you work with partners such as rail operators in identifying those hotspots? How successful has this been and is it going to be rolled out across the entire network?

**Chief Constable Paul Crowther OBE (British Transport Police):** Thank you, Chair. Operation Trafalgar has become our national patrol strategy across BTP in England, Wales and Scotland. It is based on some work we did with Cambridge University and a randomised control trial that we carried out on the London Underground with close co-operation and working in partnership with TfL. That looked at a dataset of hotspot

locations over a much longer period than is traditionally used in the National Intelligence Model tasking process. It looked at crime levels and anti-social behaviour levels and calls for service over a five-year period and it identified locations that consistently over that five-year period were hotspots. Then, through the randomised control trial, we deployed systematically to those locations for set periods of time.

What the study showed us is that we can reduce crime by around 20% and reduce calls for service by around 30% and confidence in those locations can go up by about 20% as well. We took that research and I guess it is particularly relevant to big transport hubs and places like that to be able to deploy it and so we deployed it across all of the London hubs to start with. Where we have deployed it, we have typically seen on average about a 7.5% reduction in crime since we first introduced it. There are some very interesting outliers. Euston has about a 20% reduction in crime and a 20% reduction in calls for service. We have run it out in Leeds, which has a 31% reduction in crime.

It is a proven methodology. It lends itself to a range of deployments. For example, we first of all did this in crime hotspots. We are looking at disruption hotspots and deploying in the same way. We are looking at confidence low-spots. From the National Passenger Survey, we have identified over a five-year period those stations that have a consistently lower level of passenger confidence than other parts of the network and we have targeted those with similar patrols. We have been able, in 13 out of 20 that we used as a sample, to drive up confidence in those areas. Equally, we are using the same methodology around crowded places that might be the target of terrorism as a targeted approach.

It is very effective. It is very structured. We are talking to rail industry colleagues about how we can use this with them. We have a pilot that we are just about to do with South West Trains. Cambridge is doing a deployment model and hotspot model for that based on things like revenue-avoidance and confidence levels. The aim is that initially the rail operators will have their own patrol patterns. Then, if you like, what we will try to do is to bring their patrol pattern in line with our patrol pattern. We can get much stronger control of public space against a very strong evidence base.

**Joanne McCartney AM (Chair):** That sounds very promising. How many stations does that increased patrolling pattern occur in at the moment?

**Chief Constable Paul Crowther OBE (British Transport Police):** We have looked at crime right across the rail transport system in England, Wales and Scotland and there are about 1,100 hotspot locations that fit this analytical model. It is pretty difficult to be able to patrol all of those hotspot locations with the consistency that the model drives and so we are prioritising those.

Then we have to constantly review the hotspot because, if you like, as the medicine starts to take effect, you need a maintenance patrol pattern and then you move on to another hotspot. It is about --

**Joanne McCartney AM (Chair):** Is there evidence that it has actually caused displacement to other stations or not?

**Chief Constable Paul Crowther OBE (British Transport Police):** No, because we can complement that with the weekly tasking that we do. If any hotspots start to emerge locally, we deploy against those and suppress in a comprehensive series of deployments around the whole problem.

**Neal Lawson (Director of Maintenance and Operational Services, Network Rail):** I would just like to support Paul [Crowther] in everything he said there. In fact, we have absolutely bought into it and we have dedicated analysts in a fusion team, which we have set up at London Bridge here, to help. We have data sources as well, which the BTP might not get ready access to, to support that sort of evidence base so that we can keep fine-tuning and watching any trends and make sure we are responding to it before it becomes an

issue. We are absolutely well behind what Paul is doing and we are supporting it with the resources and money to make it happen.

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** From our perspective, it is fairly new. We are watching with a lot of interest. We are looking to see more analysis of how it is affecting crime at some of our key locations because, as Paul [Crowther] said, the analysis is the important thing to see what is happening with it. However, we are very supportive of it. It makes sense to be deploying more resources to the areas where more crime is committed.

We are watching the trial with South West Trains with interest because we also have complementary policing, which we deploy in terms of our own hotspots and low-level anti-social behaviour through our Eyewitness data. It is a similar thing but probably not as structured. We are very supportive of that.

What is important is that we have the regular tasking meetings, which we do, across the whole of the BTP and in the two different areas within our network where we have the ability to be able to divert some of the resources for short-term and known problem areas that are coming up. Therefore, yes, having a model is important but also, because of the changing profile of railways and special events and things like that, it is important to have that tasking as well.

**Joanne McCartney AM (Chair):** Is there that level of engagement going on at the moment and especially the BTP sharing data with TOCs?

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** A lot.

**Joanne McCartney AM (Chair):** If you can see the benefit of it, you are more likely to invest in it yourselves.

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** Yes. We get a lot of analysis from the BTP, which is excellent because it helps us as well in terms of looking at our strategies. [Operation] Trafalgar is fairly new and we need to see the longer-term effect on some of our locations of Trafalgar. Therefore, yes.

**Chief Constable Paul Crowther OBE (British Transport Police):** It kind of plays back to Len's [Duvall] questions earlier. We have not done this in isolation. What we have looked at is the skills of the officers and Police Community Support Officers whom we deploy to these locations. If you go back to the Peelian principle of preventing crime, we have gone back and looked at all of our training and skills development and how much is dedicated towards prevention rather than enforcement. We are now almost retraining our people in how to be good preventers, good problem solvers and good integrated offender managers so that, when they are deployed at these locations, they are then carrying out a fairly sophisticated problem-solving activity to help drive down the crime.

**Joanne McCartney AM (Chair):** Can I ask TfL and the MPS? Is something similar happening with the bus companies? Obviously, the franchise agreements with the bus companies are very different to the big train operators'. We have had concerns before particularly about, for example, driver training and whether TfL could do more about specifying better crime prevention measures in those bus contracts.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** We work with bus operators in two ways. There is very good data sharing now, actually, much better than there was a few years ago. The CCTV is owned by the bus operators, not by us, because they are on franchise buses and the MPS does not have any problems getting data out of the bus operators.

We recognise that a bus driver's job is a very difficult job and we do a lot of work with the bus operators and the drivers directly training them. We are looking at developing a more comprehensive training package next year on the back of some of the work we have done around Operation Guardian to hardwire training into the pack that they get. We already do awareness training with them on a range of some of the key priorities. We have STTs visit all the garages and talk face-to-face with the drivers about the problems they experience, how they can deal with them and how they can report them. Given the turnover of bus drivers, it is a continual process. The bus operators, generally, are very supportive of the work that goes on around crime reduction and they work pretty well with us.

Just on the evidence-based stuff, it is quite important. Increasingly, we are interested in learning from the work that the BTP has done. We have just done a trial that was a bit similar, based on whether bus stops can be dealt with in the same way. Can we do targeted, directed patrols at bus stops? We have worked with Cambridge [University] again to do a similar exercise. We are waiting for the results of that. There is real potential in us developing a pack of tactics that evidence suggests work on the network. That is probably one of the next big, slightly esoteric and arcane things to do, but if we can provide our officers with a menu of things that work around certain issues, it will make them far more effective.

**Joanne McCartney AM (Chair):** Perhaps you could send us some details of that pilot. It would be very interesting.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** Yes, sure.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** To add a bit of more tactical colour to what Steve just said, if you look at the way we are trying to increase and improve the relationship with the bus companies even further, TfL sponsored an annual CCTV Awards and I had the privilege of being the commending officer at that. We do it annually and it is really coveted by the bus companies and the whole CCTV network. It was really well attended. There were people punching the air. We do it on the basis of the quality of evidence recovered, the timeliness and the whole infrastructure that those bus companies provide. That is one thing.

For example, we had an issue recently just through the analysis that we do jointly with TfL as part of the performance framework when we found that we were starting to lose cases particularly of workplace violence. When we unpicked why that was happening, there was quite a disproportionate number in one particular area that were not proceeded with or had no further action. When we looked into it, we found that on a couple of occasions - and it was only a couple of occasions - drivers were not being given the time during worktime to make the statement because the pressure on the company is to make sure the route is properly resourced. We found in unpicking that - at a strategic level we have massive buy-in - with my STTs at the local level with the drivers, it was that middle layer that was getting a perverse incentive around performance and was causing that glitch. Literally a phone call later, it was sorted.

In doing so, we also have the opportunity through TfL if there is an issue - and we have discussed it but never had to do it - to tweak the contract. For example, some companies mandate the provision of spit kits to their drivers and some do not. We know that where there are buses that do have spit kits, generally speaking, we get better interventions and we get better evidence. That is something we are talking to the companies that do not currently mandate that about. Ultimately, it is really in our gift to go to TfL and say, "When you come to renew the contract, could you mandate that, please?" It is a debate worth having.

**Joanne McCartney AM (Chair):** That is for the drivers' safety as well, is it not?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Absolutely.



**Jennette Arnold OBE AM:** Can I just ask a question of Stella? Stella, thank you for your written submission to the Committee. In the paper *Visible Employees*, you talked about an initiative that looks interesting about Rail Pastors. Have you implemented that yet?

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** Yes, we have.

**Jennette Arnold OBE AM:** It just makes sense, if you like, even when walking around major transport hubs or the really busy ones - like I have a really busy one in my constituency, Finsbury Park - and the everyday evidence you see of people very distressed.

I am just wondering. How is this project going with having these Rail Pastors there coming from, if you like, a different perspective about nurturing and about looking to engage with people from a different perspective?

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** I mentioned earlier that we try to tackle things from more than one perspective and this is a very encouraging start. It is in its early days, but we have a team of pastors and we are thinking of expanding that into the Wimbledon area. My security manager manages the pastors and they meet regularly. We provide them with mobile phones, a uniform and a travel pass for when they are on duty. They are very committed and they want to help. They are really there to look for vulnerable people, for people who may be contemplating suicide and for people who are just generally distressed. We have had some great success with them, which is why we are thinking of rolling it out. They were recognised at some awards recently as a new and innovative way of engaging the local communities in some of the transport issues. We are really encouraged and we are looking at recruiting a new team for the Wimbledon area.

**Jennette Arnold OBE AM:** Lovely. It will be interesting to see how that develops.

**Len Duvall AM:** We have started to move into this area. I suppose this is to all guests today. The Committee would like to hear about what you believe to be the most effective way of reassuring passengers and what you think the key issue is in terms of preventing crime on public transport in London. I suppose it might be useful to have, say, one item from each of you so that we are not repeating. There must be a 'what works' type of thing from the experience you have gained and what you think is quite successful in both of those areas. Shall we start with Jeremy?

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):** Thank you. For me, broadly, we have seen examples of where we have worked collaboratively to deal with and problem solve. For me, it is greater collaboration and problem solving of what we are confronted with, the data, the information, encouraging that openness and feedback from the travelling public and partners and then problem solving to prevent.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** I would say this, wouldn't I? The maintenance of resources in the right places at the right time is absolutely critical in a wider policing context. I am relatively new to this role but I have had some fairly recent borough experience. It is this bit about having the right people in the right place at the right time, properly tasked, properly managed, focused on the right things and being held to account for their outcomes.

**Chief Constable Paul Crowther OBE (British Transport Police):** In addition to the above, we have to get better at telling people how safe the transport system is. There are seven crimes per million passenger journeys. That is seven too many but, actually in many situations, the transport system is an oasis of safety, I would say. It grieves me every time I see a media headline that talks about 'Tube crime' etc, and sometimes

that can be irresponsible in terms of driving fear of crime, particularly when it is reported three times: when it first happens, when someone is arrested and then when the trial occurs. You have three hits. It is a kind of 'you said, we did' type of approach, "Tell us what you want us to do. We have targeted it. This is what we did and it is having these sorts of effects".

**Detective Chief Superintendent Jeffrey Davies (City of London Police):** I have nothing further to add, Len. With two crimes a week on the transport system in the City with half a million people a day coming in, they are at very low levels. My wider concern is crime across the piece in the City. As agreed by my colleagues, problem solving, evidence-based policing and all of the stuff we have discussed today is absolutely the way forward across all crime types, not on the transport network only.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** We know what people want. They say they want more staff, more police and more CCTV. What we can always do better is get better intelligence. As crime goes down and as we get increased reporting, it is what we do with that intelligence. It is improving our intelligence systems to support, as Paul [Rickett] said, getting the right people in the right places. You can never stop doing that and we can always get better at sharing the right information with each other in an appropriate way.

**Keith Foley (Head of Night Tube, London Underground):** I am looking to my right and seeing all that experience and everything they have just said and so I am not even going to vaguely comment on that.

My role is in terms of leading project delivery. From my perspective of the thing, I would talk about the perception of safety and what we can do to improve that. The big thing for me and from all the stuff I have done with projects, not just the one I am currently working on but previously, is about customer information and making sure people are aware of what the transport system is doing so that, if there is a delay, people understand how they can make their way around the network and are not left in a state of confusion, which can lead to heightened responses. Better information, whether it is through information on dot matrices, public announcements or staff visibly on stations, as we are doing, all of that has been built into the programme that we are doing. It is about making sure that people know what is happening and how they can make their way around. That really does make a difference.

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** Probably from me, linking on to that, the recruitment and training of our staff is really important because they need to have the confidence to be out there, to be highly visible and to keep people calm because, as we have seen recently with the level of violent crime attached to disruption and overcrowding, it is our frontline people who will make the difference to that. I am not sure that we always invest enough in their training and support to make sure that they feel confident to be out there. That would make a huge difference.

**Neal Lawson (Director of Maintenance and Operational Services, Network Rail):** Stella hit the nub of the issue there. Uniformed visibility is obviously a key issue. Those uniformed, visible staff have to be able to make the right intervention at the right time and feel confident to do it. To have the customer information they need to have to make that intervention is what we need to keep focusing on.

**Len Duvall AM:** Can we just move on to the importance of technology? We are all fans of CCTV and with good, effective operators. That is one of the issues about targeting staff that can make a difference. Where are we going with technology and differences in that? Jeffrey Davies said it in a nutshell: we are getting fewer resources and we have to work smarter. In terms of CCTV and the development of it, facial recognition of sexual offenders may be on our transport system. Does that help in places? Where are we going with our technology? Without giving the game away to the bad people who would want to abuse it, where do we think technology is going to take us in terms of driving down crime and preventing crimes against people?

**Chief Constable Paul Crowther OBE (British Transport Police):** Perhaps if I start on that one, in terms of CCTV, until fairly recently I was on the Association of Chief Police Officers, as it was, or the National Police Chiefs Council, as it is now, as the lead for CCTV. We have done extensive work looking at the effectiveness of that. We worked very closely with the MPS. We have a CCTV hub in London that gives us access to 75,000 cameras. We are constantly looking at the best way of producing the evidential packs from that and screening through all of that footage to try to find the individuals.

I have to say - again, without giving too much of the game away, if you do not mind - that in terms of some of the analytics that many companies claim will work on CCTV, they are particularly challenging in a very, very busy environment like the Tube with systems that were installed for the management of crowds, not for security or for facial recognition. Therefore, there is an element of challenge in terms of retrofitting new technologies and new techniques to older systems. Colleagues from the MPS will talk about the bus CCTV, which is generally newer and more - perhaps - available for that use.

However, there are other types of technology - body-worn video. The MPS and the BTP were rolling out body-worn video. That has a significant impact on the behaviour of people. We have a trial with a number of train operators to look at body-worn video deployed with their staff, particularly at barrier lines or on some of the long-route carriers, because we think that suppresses assaults and aggressive behaviour towards staff and therefore reduces crime.

Then there is the wider use of mobile technology. We are on the cusp of deployment of handheld devices, which puts location-based intelligence in the hands of officers and enables them to operate more effectively. We have a number of trials that we have been running; for example, the ability to stream CCTV from the 75,000 cameras to a handheld device. As we deploy an officer to an incident, we can squirt the CCTV to them and say, "This is what you are going to. This is what happened. This is what is happening now". That is how you then give them the best opportunity to deal with those crimes.

There are some real challenges around that, not least of which are bandwidth and the cost of some of the systems and the network to deliver this. On the Underground, of course, if you go underground, it is more challenging in terms of streaming data and imagery like that. However, like most police forces, we are pushing very hard to introduce a digital revolution, really, in terms of the way that police officers operate.

**Len Duvall AM:** In some ways, the request for CCTV and travel data has increased drastically and it must be a bit of an intensive operation. You are taking people off the ground to do that investigatory work in some ways. How are they used when they are retrieved? Is it an intensive sitting there and watching that stuff until the relevant bit when you believe a crime has been committed? Can you paint a picture for us? That would be useful.

**Chief Constable Paul Crowther OBE (British Transport Police):** We are trying to industrialise the production of evidence through a hub. Our access to a lot of railway CCTV is remote and we can access it, draw the video across and then compile the evidence packages. With some of the older systems, you still have to go out and collect it and work on disks and things like that. We are trying to work with the industry to try to modernise some of those processes.

However, 80% of the incidents that happen on the rail transport system have a CCTV element to them and we are obliged to look for all of the evidence and secure all of the evidence that points towards - or perhaps away from - an offender. Therefore, in many ways while CCTV can be a blessing, it can also be a significant challenge as you try to collect all of that data. How do you handle it? How do you store it? As you look at new technologies with the cloud, how do you ensure the safety and security of that data? It is a blessing as well as a challenge in the way that we deal with crime.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Just building on the piece about the cloud, we have just done a trial with TfL around that. One of the big issues with CCTV is that historically you had to send an officer or a member of staff from A to B to go to retrieve it. You would get to the shop or the transport hub or whatever it might be and the manager on the day would say, "I do not know how to work it". You have then to come back the next day and all that kind of stuff. We did a test with one area of London with some cloud technology and a standalone computer. Basically, we ring the company, we say, "Here is the time of the incident", they find the footage and upload it, we download it and we create a package. I am abbreviating, but it is in effect a drastic reduction in the amount of investment and resource that you have to do to get that package ready for circulation.

**Len Duvall AM:** There is an industry-wide standard, but some retrieval of data, by the time you want to retrieve it, it could well be overwritten. Recently I had a case with the BTP and the Docklands Light Railway (DLR). By the time they went to investigate, we had lost all chance of getting to the bottom of what took place. I suppose I am looking at the industry, but no doubt these are conversations you have at strategic level of not overwriting some of that CCTV and holding on to it longer and so extending that time to enable the police to get into that. What conversations are going on?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** Those conversations are definitely happening. There are two bits to that. First, is how much longer we can store the data, and we all know that the costs and actual physical space required to store data is forever getting smaller but we have so many cameras, particularly in TfL, that the replacement process is continual. One of the really big advantages and big savings you can make in officer time to get those officers back on the ground - which is what we are really focused on - is the cloud-type system. I know the BTP is looking at it as well, which means that if you can request the data and it arrives pretty much as you request it, it scrunches right down the investigation process and you have much more pertinent data. We are looking at both whether we can extend the storage time and whether we can make it much quicker to get the data to the police.

The other thing that is worth mentioning - and there are much cleverer and younger people than me who will know about this - is this whole idea of the 'internet of things', which is about connecting bits of our network to the internet. There are some really interesting crime reduction issues about that. It sounds a bit strange to say it, but if you can get bus shelters that tell you when they have been vandalised and can self-assert that someone has done something to them, which is potentially possible under the internet system, you can actually really improve intelligence and your ability to respond. There are some slightly off-the-wall ideas that I will not profess to know too much about because of my age, but that whole cloud computing and having data available pretty much immediately is a really interesting area that we are talking to people about.

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** One of the challenges for us as an operator is that we have 11,000 cameras and we have lots of different systems and the technology changes almost as soon as you install one and so bringing it up to being compatible across the whole range of cameras is very challenging. We work very closely with the BTP. We have our own profilers as well that will assist the BTP very well in terms of downloading the images to save taking a police officer off and they will then send them the evidence pack. We have trained them to a very high level to be able to do that, but it is a challenge for the industry with the range of different technology that we employ.

In terms of body-worn cameras, we are just about to issue body-worn to our rail enforcement officers and we have done our own trials. We are looking very carefully at the London Transport trial that is just starting with the body-worn because we think that is an area that is going to give our staff more confidence and hopefully reduce some of the violent crime. However, that, as I say, is a trial that we will be looking at with interest.

**Joanne McCartney AM (Chair):** Are those sorts of initiatives happening with regards to other TOCs? Is it a standard that all will participate and all have their own initiatives or is it quite a patchy framework?

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** There are lots of liaison meetings that we attend with other operators, which help us share best practice. We have the ATOC meetings that we attend and we discuss with our colleagues from other operators. The LTCSP is excellent and that was where we went last time and heard the news about the body-worn camera that is being trialled there on the buses. We are working closely with them to have a look at what happens with their trial and to see whether or not the technology would be good for us to use as well. There are lots of forums where we have discussions going on between operators and share best practice.

**Neal Lawson (Director Maintenance and Operational Services, Network Rail):** I was going to say that in terms of the CCTV we work again very closely with the BTP - and we have invested £16.5 million into that hub - on a number of things. Some of it is about updating the technology, but a lot of it is just about getting connectivity of CCTV cameras that are out there, but we do face a rather challenging legacy. Some of the technology might be 20 years old out there and computing has moved on and so it is a massive challenge for us.

**Len Duvall AM:** On that massive challenge, as part of reducing crime, is there a strategy to recognise that or to deal with the capacity issues? For the DLR, my understanding is that it is a 72-hour holding on and retention of that information. You know, for a hard-pressed police service, that is too short, is it not?

As part of building opportunities that arise or priorities, depending on the line and information intelligence that you have, is there a schedule of maintenance that says - because you do it for your core business and this is becoming increasingly part of the core business - "We will revamp the closed-circuit television operations that exist on this service. This is a priority. This needs upgrading at the first opportunity we get"? Is there a schedule of maintenance to deal with that 20-year issue or the capacity issue? That increasingly must become a problem of why certain things cannot be detected because we do not have some of the evidence to corroborate with the witness what actually occurred.

**Chief Constable Paul Crowther OBE (British Transport Police):** If I may deal with that, I have done a lot of work on CCTV and if there is one thing that I have not achieved at the extent I would want to it is to get a very structured CCTV strategy laid down by the DfT, if I am frank. I understand why, but we have a whole range of different legacy systems. Sometimes within one company there might be several systems. If we are not careful, we are going to make the same mistake around body-worn video.

In my view, it should be one standard feeding into one cloud with just permissions about who goes into it and can access the data. Potentially, there is a role for the DfT here as the setter of standards around it. I believe some Members of the Committee might be going to a hub this afternoon.

**Joanne McCartney AM (Chair):** We are, yes.

**Chief Constable Paul Crowther OBE (British Transport Police):** Actually, what you will see there is that this is far more complex than getting the image from the bus or the carriage or the station. Increasingly, what we are trying to knit together is footage from above ground, below ground, the buses, the street CCTV and mobile phone footage that people are recording, which is an American standard with a different frame speed and has sound on it. Actually, I have detectives who are highly skilled technicians and who are applying a sort of detective investigative mind as well as a technical approach to try to knit this together to present the best possible evidence to the justice system. It is an incredibly complex area of activity.

**Joanne McCartney AM (Chair):** [Stella] You wanted to add something?

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** There is just one thing I meant to mention which I did not, which is that we are having some success with the CCTV systems we have installed where they are passenger-facing. As you come towards the barrier line, where we experience quite a lot of violent crime, you actually see your image. Reminding the public that they are on CCTV is something we should not forget either. That is quite effective.

**Len Duvall AM:** That exists on some of our bus networks already, but increasingly - I am not all doom and despondency because I get a lot of good things in my casework as well as praise - I have also had casework where the bus systems have not worked because they have not done the maintenance to them. Increasingly, the frustration that the enforcement agencies must be having dealing with those issues is what the role of TfL is in trying to co-ordinate its operations. Of course, the rail service is governed in a different way, but in terms of the TfL services across London, where do we get close to a service standard of what we want to do? It will not be 100% perfect, but is this high on your agenda? Is this one that you are striving to do and how are we making sure those bus companies maintain that service we think they are maintaining through the contracts that you provide? That must be part of it, I presume.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** It is a priority issue for us. It is going to become increasingly challenging, given the likely financial settlements that are coming out, but whenever we put new infrastructure in or Crossrail, for example, we design an appropriate standard. We are increasingly looking at CCTV standards across the network. Our aim is to get to a minimum acceptable level on this and there are parts of our investment programme that are targeted on that.

In terms of the bus operators, at the moment the failure rate is about 9% and we are in the process of revamping our contracts to put a lower failure rate into the contracts. It goes back to there was some debate about what is appropriate to put in the contracts and what is not. That is a really good example of where you can drive the standard up by making it a contractual requirement. We recognise it is an issue. Actually, as CCTV becomes more and more important to the investigative process - and I agree with Paul [Crowther] - having specialist investigators who exist in the RTPC as well who understand how to use CCTV and understand how to knit it together is also part of the solution. It is in our investment programme and will remain so. There is an interesting issue, given the financial settlements coming up, about where that leaves us in terms of investments, but certainly we recognise it is an essential part of delivering a safe and secure network.

**Len Duvall AM:** Chair, I hope we could lend our voice to the good efforts to do this in retention, which is part of that investigatory process. We cannot carry on with more of the same. If we are working smarter and within a reduced capacity, we have to deal with that issue first and almost as a priority, but also just remind the operators where they have to make sure that it is maintained and it works. It is not there just to look pretty.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Can I just add one thing to that? There is one thing about having the CCTV infrastructure of an acceptable standard that we can retrieve the data and it is usable. There is the other bit about the infrastructure that goes behind that. For example, we have super recognisers embedded within the RTPC, but what we are seeing is a significant increase in demand for CCTV footage and for Oyster data because the wider law enforcement community knows that that system now exists and knows that it is pretty good compared to some systems out there. We are dealing with 15,000 requests a year. You still have to have people to process and manage those requests and so there needs to be an understanding that, with increasing technology, you do need the requisite resource to deal with it.

**Len Duvall AM:** You still need people.

**Caroline Pidgeon MBE AM (Deputy Chair):** I wanted to pick up on this because the first part of this question was about reassuring passengers and preventing crime, but linked to technology and new technology

are other types of crime. We talked at the last meeting about the issue of cyber-flashing, which has increasingly become a crime. How are your officers equipped to deal with that sort of new emerging crime that is happening on the network and which uses technology like that?

**Chief Constable Paul Crowther OBE (British Transport Police):** That particular type of crime is, thankfully, fairly limited in our experience so far. It has come to light in the transport context, but it would not surprise me if it is happening elsewhere in pubs and clubs and things like that, using Bluetooth technology and so on. That a broader point, if I may, on the advances in technology and one that we are very much alive to. As the operators develop and become more reliant on technology for ticketing, for barriers and many other aspects of the operation, it in turn creates opportunities for cyber-related offending.

We have a number of operations that are targeting people who are employing skimming devices or capturing data from people who are using ticketing machines and so there is a whole new raft of criminality - and some of it not based in this country - that needs to be explored and prevented. It is developing a whole range of new police officers, really; a cyber-prevention person, a cyber-intelligence person or a cyber-investigator is a different animal to some of the people that we have currently. We are alive to that and we are looking at how we can work with the industry to try to protect the network as those systems are rolled out.

**Caroline Pidgeon MBE AM (Deputy Chair):** It is going to be an increasing area that you are going to have to look at as part of your policing. In terms of things like reassuring passengers, what I am not clear about is some things you would report to your TOCs, for example. Increasingly, I notice quite a lot of aggressive begging on Southern rail services, on the Tube network and so on. You may report that or you might tweet something to your train operator, but how does that get dealt with and how then as a passenger do you know it has been so that you are reassured and you feel safer on the network? Maybe Stella would like to start with that.

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** This is an area that we have focused a lot on in the last year. In fact, we have an operation with the BTP called Operation Sneeze, would you believe, aimed particularly at these beggars. In fact, it was one of the reasons why the BTP Inspector nominated part of my team for the national award that they won, because they have worked [together] really closely. Whilst it is still happening, it has reduced this year compared to last year, for instance. We have worked really closely with the BTP and we have done a number of exercises. We have displaced some of the beggars and they are now targeting other services and so we are going to do a cross-TOC exercise next. It is a continual challenge and there are areas where you can report it to the BTP. It depends on your experience of these beggars because some of them are very aggressive. I know that myself because I have challenged them, even with my name badge on, and they are aggressive to me. They are quite persistent.

We would advocate that you use our Eyewitness scheme as well because we have around neighbourhood officers who are patrolling in that area. I can certainly pass on our Eyewitness details to you. We are very alive to that issue and I know the BTP has given us a lot of support in that area.

**Caroline Pidgeon MBE AM (Deputy Chair):** Do you publicise this Eyewitness thing? It is interesting that passengers report things to you. They may tweet because that seems to be how a lot of people do it. They do not always get a reply and do not know that maybe you are working with the BTP on it, there is lots going on and then there is a positive outcome.

**Stella Morris (Head of Security and Revenue Protection Strategy, Govia Thameslink Railway):** Yes. We have tried to focus our Eyewitness much more on our internal staff because we have the BTP text service. We do not want to confuse people and have people not knowing whom to report to. We have advertised our Eyewitness.

For instance, our first-class passengers sometimes get quite angry that they cannot get a seat because first-class is being taken over by people they deem to not have a ticket. That is not always the case, I may add. Some of our first-class customers use our Eyewitness scheme quite a lot, but we do not want to interfere with the BTP text number.

Therefore, yes, we have advertised it and some of our passengers do use it, but much more it is available for our staff. That may be an area that we can look at in terms of supplementing on the issue of begging. I do not know what Paul's view on that is.

**Chief Constable Paul Crowther OBE (British Transport Police):** In terms of reporting, there is quite a good link-up. If someone texts or tweets a rail operator about an issue that has a policing element to it, it is passed through to us and it comes through our control room. We have direct links through to all of the operators and it would come through in that way.

As Stella said, we are increasingly trying to promote the 61016 text number. It is becoming more successful and we are getting more texts every day. They are monitored 24 hours a day in the control room and, if you text, you get a response and there is a conversation that goes on with them. We have had 25,000 texts since we launched it and it increases month on month. It is designed to be a means by which people can report things that are not requiring a 999 response - we encourage people to use the usual means for that because it is prioritised - and they can tell us about things that are going on on the train. They can do it surreptitiously within having to stand up and be seen. They get an instant acknowledgement and then we engage in a conversation, "Where are you? Where is the train now? Where are the people?" We give advice, "Move yourself to the next carriage if you feel that you are at risk", and then, where appropriate, we create an incident and we meet the train. We had quite a lot of success around sexual offences on that.

It is a constant challenge about how you can promote that and we have a really extensive programme to tell people about the 61016 number. You might have seen some of the electronic boards at Network Rail major stations. We are about to have train wraps around some trains that have the 61016 number and we want to increase the means by which people can communicate quickly and effectively with us about these lower-level types of offences.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Similar to the RTPC, there is a range of initiatives that we have done with our analysis with TfL that gives us opportunities to target activity where we can have the most impact around reassurance; operations like Makesafe, for example, which is specifically identifying vulnerable passenger groups and targeting our activity around prevention and education and, where necessary, enforcement around those as from a victim profile point of view. Then we have the Christmas period upon us very shortly when we are starting again with Operation Safer Transport at Night or STaN, as it has become known. We do that with boroughs that have a big night-time footprint.

I was previously at Westminster before I held this command and we used to do safe departure zones and we will be doing that again this Christmas. You will have joint agencies there signposting people to get them home safely after a night out at Christmas. Equally, at the time, it is that opportunity for that engagement and to get that message in. We are using Z cards and leaflets and what-have-you so that people have got something to refer to. Signposting them to safe taxi opportunities, for example, is another one that we do through STaN. It is a simple crime prevention activity that has that dual reassurance effect.

**Joanne McCartney AM (Chair):** Thank you. I am going to move on now to unwanted sexual behaviour.



**Jennette Arnold OBE AM:** Before I go to specific questions about sexual behaviour, I wonder if I can ask the MPS guests. I have some figures in front of me showing the victim breakdown per financial year. I do not know if you have them.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** It depends which document you are referring to.

**Jennette Arnold OBE AM:** These figures show that white females between the age of 20 and 39 are higher --

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** We would say disproportionately represented.

**Jennette Arnold OBE AM:** They topped the 2014/15 year, topped 2012/13 and topped 2011/12. In terms of their male counterparts, this chart is suggesting that they topped that database. Are your staff aware of this? I am not suggesting that you send your staff out profiling this group, but how do you look at these statistics and deal with them with your staff? Clearly, if I were a white female aged 20 to 39, I would be out there and if I saw these statistics I would be worried because it seems to me I am more likely to be a victim.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Certainly it has appeared that way. What you are describing is what we call our problem profile and we use the analysis of all recorded crime, intelligence, whether it is anecdotal or real, from whatever source we can. We use that to amalgamate and to come up with, in effect, the description of the problem in its broadest sense. It will vary from place to place and it will vary from time to time. What you are referring to there is, if you like, a strategic overview of what, broadly speaking, across the transport network the problem looks like in terms of sex offences. It is true to say - and I think I am right in saying - that that victim profile is not unique to the transport network and that the profile generically of the vast majority of people who are victims of sexual offences are white females aged 20 to 39.

**Jennette Arnold OBE AM:** We are not safe anywhere? If you are white and female in that age group, you are not safe anywhere?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** That is not what we are saying. What we are saying is that the evidence tells us and our intelligence tells us that of all the people that are offended against, that group is offended against most, but it is probably because they are the most prevalent group on the network. The elderly are not as well represented on the transport network as that population group and so it will be the case that they are the subject of predatory offenders as much as because they are there to be offended against as opposed to any other reason.

**Jennette Arnold OBE AM:** These figures would actually take that weighting out, but what I wanted to hear from you was where you started in terms of how this information is used in terms of the daily tasking. You are not just producing them to report to the Home Office or to us.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** What you have seen there is, if you like, the London profile and you will see that there is a heat map that goes with it. We break that profile down borough by borough because the problem will vary and we use the localised data for the localised tasking.

**Commander Jeremy Burton (Criminal Justice and Roads Policing, Metropolitan Police Service):** If I may add to that, it goes back to the point I raised at the start around what we call victim/offender location. It is not just the profile of those people who may be offended against; we analyse the profile of offenders and we

analyse the profile of where these offences tend to be prevalent. It is a quite sophisticated process that then leads that analysis to tasking resources in the most appropriate fashion; it may be officers on the street, it may be other activity.

**Jennette Arnold OBE AM:** Yes, you are right to highlight that, Jeremy, because if you look at table 4 it shows that it is females who are top of the league in terms of offenders and so it is female-on-female activity. Thank you. No, I just thought that we should highlight that.

Let us move to questions about unwanted sexual behaviour. We have touched on some aspects of it, but if I can start with you, Paul [Crowther], you spoke about good news earlier. I am like you; sometimes we hear and spend so much of our time on the bad, which is repeated, that we miss out about what is good and what is making our city safe. I will just say to you that - and I just raise this with my colleagues - in our 15 years of following this area, we have just noticed the BTP's absolutely amazing approach in terms of dealing with this issue of unwanted sexual behaviour. It is only right, too, because in terms of the forecourts and the activities in the public transport hubs, you have a key role to play there and we thank you for that.

I will just now refer you to a quote that was attributed to the BTP in August by the *Evening Standard* and it says,

*"BTP reports that the rise in sexual offences was expected and came after a major campaign to encourage victims of sexual assault to come forward."*

Can you add any more? Can you give us any more clarity into that statement?

**Chief Constable Paul Crowther OBE (British Transport Police):** Yes. Thank you for your comments, by the way. I know my teams will be grateful for that recognition.

We started our campaign around unwanted sexual behaviour after some research we did with TfL that identified a very significant percentage of passengers, both male and female but predominantly female, who had become subject to unwanted sexual behaviour. That covers a whole range of experiences from sexual assault, harassment, people coming and sitting next to you when there are other seats in the carriage, the full broad range of activities. We were keen to identify how we could encourage people to tell us more about that because we do not know where it is and when it is happening and we cannot target against it. What we knew is that a significant proportion of passengers, sadly, had a view that this is just what happens on public transport and you have to accept it. We do not think you do and we wanted to get that message across and encourage people to tell us.

We carried out a number of studies. We held an international seminar supported by Claire Perry MP, the Rail Minister [Parliamentary Under Secretary of State at the Department for Transport]. We brought together academics and experts from the United States and Canada and from Belgium from transport operators to gather some evidence about their experiences and what works. We conducted a pretty significant academic piece of research to look at what is out there that tells you about how this activity manifests itself. You have some very different pictures from perhaps some of the behaviours we have seen reported in, say, India, where there are some very serious levels of offending on different types of public transport, through to experiences in Paris and New York and so on. There is a range of information out there to help us.

We also had some helpful insight from the Behavioural Insights Team - or the 'Nudge Unit', as they are known - into some of the underlying behavioural aspects of this from the victims' perspective, from the offenders' perspective and actually, crucially, from the wider travelling public's perspective. We are trying to develop our approach against those three areas of activity.

*Report It to Stop It* is the strand that is focused on the victim. First of all, what we are saying is, "You do not need to suffer with this. This is wrong. We are going to take it seriously and we want to hear about it". That whole campaign is about learning more about it. On the comment that you quoted, I smile sometimes briefly when I get berated in the media and when they say, "Sexual offences have gone up by 30%", when repeatedly we have spoken to the media about how we are trying to encourage reporting around that, but I guess that just goes with the job.

The second strand is how we look at the behaviour of the offender. I mentioned earlier that we have done a lot of work to look at where they come from. There is some interesting data around the number of registered sex offenders and, indeed, some of those registered sex offenders are encouraged to lead what we might call normal lives and use public transport to get jobs. What does that do in terms of introducing potential offenders into a very crowded area? We are trying to explore that sort of activity and what we can do from an offender management perspective.

Then finally, and probably the most important, is how we encourage the wider travelling public to step up and speak up when this sort of thing goes on. How can we develop approaches where a victim that is having this happen to them can say something that does not put them at risk but signals to other people in the carriage that this is happening? How can we empower people in the carriage to be able to step up without putting themselves at risk or any other unintended consequences? We know from working with groups like Hollaback that, if someone just simply speaks out and supports the person who is being victimised, it can actually stop the behaviour. There is a wide-ranging series of approaches that we have in place here. They will take time and we do not expect success overnight, but we are in it for the long haul.

**Jennette Arnold OBE AM:** We have received evidence from Hollaback and it is good to see you are working with them. Can you just confirm, then? Is *Report It to Stop It* still going on or are evaluating that still?

**Chief Constable Paul Crowther OBE (British Transport Police):** Absolutely.

**Jennette Arnold OBE AM:** It is still going on?

**Chief Constable Paul Crowther OBE (British Transport Police):** Yes.

**Jennette Arnold OBE AM:** How long? What is the timeline on that?

**Chief Constable Paul Crowther OBE (British Transport Police):** It will continue.

**Jennette Arnold OBE AM:** Excellent.

**Chief Constable Paul Crowther OBE (British Transport Police):** We launched *Report It to Stop It* with the video that you have seen on YouTube. It is actually a TfL product, and I might say a very good product, quite hard-hitting. We back that up all the time with the text number and so 61016 is a key element of *Report It to Stop It*. Then we follow that up with weekly, if not daily, releases of CCTV imagery of people who have been identified as suspects and we have increased the number of people that we are bringing to justice as a result of that.

**Jennette Arnold OBE AM:** Great. Thank you for that absolutely extensive and well-detailed answer because it highlights the challenges that exist in terms of preventing and responding to this unacceptable activity on our public transport.

Can I just go now to Steve? TfL is a partner in Project Guardian and we heard evidence at our last session about this and some good things were being said, which is good. However, when it came to the importance of

training for frontline workers about what constitutes sexual behaviour, I suppose what we want to get past is when somebody who has experienced this is speaking to a member of staff that they do not get this. End Violence Against Women gave us a couple of statements that victims are usually met with, "Are you really sure? Is that what happened? Might you have provoked this yourself?" In terms of staff training to get past those comments, our witnesses were favourable in terms of what Project Guardian was doing.

However, Steve, they did identify that they did not think that bus contractors had received the training that was necessary and I am wondering whether TfL knows of this and, if it knows of this, is it going to be working with bus contractors to take on this part of the training?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** It is probably worth saying at the start, which I think we will all agree with, that this is behaviour that we do not want to tolerate on the network. We are all very focused in the partnership, which is fronted up by the BTP and the MPS play a part in it as well, that we want to drive up reporting and that is our very key aim on this. We have started with the interactive video, which we funded and which is about raising awareness. Guardian will carry on. We have money to fund further marketing activities and we are now looking at what the next phases would be, which includes posters, potentially, includes revamping the video and includes training packages.

Getting on to the nub of the question, we have done a number of activities with the bus operators and the bus drivers. We recognise there is more to be done because, as you identified quite rightly, it is not just about convincing people that it is the right thing for them to report it; it is to give them the place to report it where it can be received in an appropriate way. Next year we are revamping bus driver training and we are doing quite a big change on that. A component of that training will be specifically about some of the really impactful crimes on the network like hate crime and sexual offences, where we will work with the bus drivers directly to make them aware of how to deal with this and how to respond appropriately. I still think that the majority of drivers, who are doing a really good job at the moment, are not the problem, but we need to reach a common standard of approach to this. As Paul said, this is not a dip-in and dip-out project; this is a project that we need to run very proactively over the next two to three years at the very least because we want to drive this up and then we need to do a whole raft of activities around it because, once people start reporting, we need to do something with that reporting. Otherwise, it just drains away again.

**Jennette Arnold OBE AM:** Yes. You are definitely going to engage bus contractors in terms of the training that is outstanding and the new training. In answer to a question I had not yet put, but let me see if I have the answer from you, in terms of what next for Project Guardian, there is going to be more posters, revamping the video and you said a third thing, which I missed.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** It was training and information-sharing with the various operators. London Underground is very lucky in the fact that it has directly-employed staff and therefore it has direct access to the communication chains. We have to work through the bus operators, but it is usually not a challenge.

On the back of that, you mentioned segmentation of the victims. We really focus on getting the right messages to the right people because we do a lot of work with our intelligence groups in the various police partnerships where we can identify which people are at risk. There are ways of focusing your activity on that, which is one of the reasons we did an interactive video first time around because the sad fact is this is predominantly an under-30 female victim-based crime, which is horrendous in its own way, and we will carry on doing that. As I have said, we will look at alternative ways of communicating out the message and improving the way people can report it. It is one of the real priorities for TfL, the partner agencies and the police over the next few years to sort this out. People should not have to tolerate this behaviour on the network.

**Jennette Arnold OBE AM:** No, I totally agree with you. Again, looking at figures, we note there that when you looked at ethnicity, black females and Asian females were represented in the statistics. In terms of any information that you produce, can we assume that you will be looking to make sure that that is actually going to be picked up by our diverse female community in London?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** We have our marketing people and our market research people fully involved in this. It is about targeting the right messages at the right places. Sadly, a number of the victims are schoolchildren and there are specific ways to target them. We go into every school. We see 97% of 11-year-olds and we talk to them about how it is appropriate to travel and the ways to use the network in the most effective way. We will factor that education in an appropriate way without driving fear of crime into that whole process and we will just make sure that we target our messages to those different groups. It is what our marketing people will do with ticketing and stuff like that. It is segmenting the message to make it appropriate to the people we are targeting.

**Jennette Arnold OBE AM:** OK. The last question about evaluation: is that within your remit or the BTP's remit, Paul? Is there ongoing evaluation and is there a copy of the latest evaluation that was done that we can have?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** It is in all our remits. This is a project that that is run out of the LTCSP that a number of people have talked about it. It is a project that is shared between us. We can share what evaluation we have done. The majority of the evaluation so far has been around the effectiveness of the campaign.

**Jennette Arnold OBE AM:** That is fine.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** We had some really positive results about how many hits on the video and the awareness. There is an increasing awareness of the fact this should not be tolerated between people who have not seen the video and people who have used the video. We can share that with you, absolutely.

**Jennette Arnold OBE AM:** Chair, that would be worthwhile for any comments that we have to make in our report. Thank you very much.

**Caroline Pidgeon MBE AM (Deputy Chair):** Yes, I want to move on to the issue of taxi touting and safety in taxis and private hire vehicles in London. You only have to go out in central London in the evening - not something I do particularly these days any more - but it is rife with illegal touting, private hire vehicles and so on and it is a huge concern for the safety of passengers. In terms of policing, what are the main challenges you are facing in trying to target and reduce this illegal activity on our streets?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** I suppose one of the main challenges has been and continues to be the proliferation of the number of licensed taxis, both the legitimate providers and illegitimate, that has happened in the last few years. It is phenomenal.

**Caroline Pidgeon MBE AM (Deputy Chair):** Private hire?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Yes. There has been a phenomenal rise. We have the Cab Enforcement Unit that is again part of the RTPC, and then TfL in its own right has its own compliance unit, which looks at the regulatory aspects of the industry because you do get touting from legitimate providers as well as the unlicensed and so we mount

regular operations. It literally is a week-in, week-out occurrence for us. We use decoys and we use all sorts of tactics that I would not want to talk about all the time, but it is a constant challenge and it is something that we constantly resource.

Of late, TfL has made further investment to extend our capacity in that area through an initiative called Operation Neon. I cannot remember the exact statistics - perhaps Steve [Burton] has them - but despite the fact of the increase in demand, we have seen no more increase in reporting of sexual offences related to touting in the same period, which is anecdotal. It tends to suggest that the increased enforcement, the increased presence and the increased guardianship may well be having an effect. It is something that we are looking to evaluate, as we just talked about, and see what needs to be done to embed some of that activity, but the tactics appear to be working. We want to see how we can use those tactics, again, as a confidence driver and as a reassurance driver more generally.

**Caroline Pidgeon MBE AM (Deputy Chair):** I will come on to Operation Neon in a minute, but do your officers have enough knowledge on the laws around private hire and taxis? Even you started to get muddled between taxis and private hire. They are very different and there are different sets of laws and rules that apply to them. Are your officers trained and able enough to deal with it and are some of the wider police, not just in the RTPC, able to deal with it? I have been out in central London with taxi drivers in the past and seen quite clearly illegal operations. I have spoken to the local police patrolling and they clearly were not confident enough in the law to be able to go and tackle that.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Yes. It is absolutely the case that the knowledge levels vary across London; there is no question about that. Within the RTPC we have the absolute industry experts, but what we are trying to do is spread that knowledge. Certainly in what you might call the hotspot boroughs, those that have the night-time economy hotspots, we are working together closely with the local boroughs and are looking to appoint single points of contact (SPOCs) around taxi and private hire issues so that there is somebody that becomes the local expert.

However, there is a reality here. Is this crime type something that every officer across London has enough detailed knowledge of to tackle on the odd occasion they may come across it because it might be an odd occasion? The answer to that is not always 'yes', I am afraid. That is just a fact. However, we are trying to sort of target our experience and our knowledge and our understanding in the most affected boroughs so that we can have the most impact we can.

**Caroline Pidgeon MBE AM (Deputy Chair):** I am going to come to Jeffrey [Davies] after a couple of others because I am interested in this submission we had from the City [of London Police] on this.

However, Steve, at TfL, obviously, you have an important role in tackling touting and some of these illegal activities and that also includes wider things like forged documents. We have people driving who are not licensed or who do not have the relevant insurance and so on and passengers are being put at risk. What work really is TfL doing to tackle this and do you have enough resources? I read at the Transport Committee this week that you have gone up from 41 to 82 enforcement officers, I think it was.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** We are in the process of doubling the numbers and we are recruiting at the moment to take us to 82. There are a couple of things to say. Traditionally, we have worked in a fairly covert way, which has been very effective and the Cab Unit in the MPS and our officers have done a lot of work around catching touts by doing covert work. In consultation with the trade, and I think they were quite right to flag it up, there is a demand for more overt work from us and for it to be high visibility. You mentioned Operation Neon, and that is where Operation Neon developed out of, which is very much having yellow jackets on the streets, disrupting those people who

want to push the regulations as far as they can. For me, that has been very successful and we will carry on doing that. That has been very successful in catching people who are doing things that are, in my view, leading potentially to unsafe transport options for people.

We have talked a couple of times about the idea of capable guardianship. It starts to convince people that there is someone looking out for these issues. On the back of that, we have just appointed a new head of TPH (Taxi and Private Hire) Enforcement, who is an ex-colleague of Paul's [Rickett], and we are taking a much more risk-based approach to what we are doing. Probably the easiest example is vehicle stops because you mentioned forged identifiers and forged documents. We are doing a lot more targeted vehicle stops than we did before. You have to have the MPS and us. It is one of those good examples where jointly we are far more effective than individually. We will target those much more than we have before. We are getting some really interesting results about taking an intelligence-based approach to that.

It is about taking some of the learning we have had and some of the successes in the past and binding that into our activities. Operation Neon was probably a watershed moment for us. I also sit around the table with the cab industry to talk about enforcement issues. Quite clearly, touting is, and has been, an issue out there and their desire for very, very visible enforcement was very understandable. Operation Neon is something where we have learned quite a lot about how we can disrupt. It does not necessarily lead to lots of arrests but what it does do is disrupt and change the environment out there for people who want to push the boundaries on a regulation.

**Caroline Pidgeon MBE AM (Deputy Chair):** You are going to commit to running similar sorts of operations going forward?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** Yes. I will say 'review' and then I will explain what I mean by that. We are due to review Operation Neon in early 2016. I do not think there is any shadow of a doubt that we will carry on doing Operation Neon. What we have to do - and it goes back to the technology debates we have had - is we have keep refreshing our tactics and we have to keep looking at the intelligence. There may be ways we can make it more effective. One of the big issues for us is that the Westminster [City Council] parking enforcement officers have a really important role because a lot of people are loitering who are potentially touting and they are sitting on double yellow lines. There is a role for --

**Caroline Pidgeon MBE AM (Deputy Chair):** An income generator for Westminster.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** Absolutely. Westminster has been very amenable to having a discussion about deploying its officers in conjunction with us and we are now tasked together on that. That is a tactic we developed during Neon. In early 2016 we will review how it is going. We might change the tactics slightly, but I think Operation Neon will be with us for a long while because it is a really good brand for us and it is really making a difference on the ground.

**Caroline Pidgeon MBE AM (Deputy Chair):** I did want to bring Jeffrey in from the City because the Transport Committee went and visited one of your sessions of stopping vehicles. It was in the City and so the City police were there. In your correspondence that we have had from the City of London Police, you say that to help with tackling this issue you need more police powers in terms of vehicle seizure.

**Detective Chief Superintendent Jeffrey Davies (City of London Police):** Yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** The issue is that taxi and private hire enforcement officers and police cannot issue penalty issues on behalf of TfL and so on. There are quite a few things that you think if you had some extra powers you could do more effectively. Do you want to perhaps expand on some of those?

**Detective Chief Superintendent Jeffrey Davies (City of London Police):** Yes. Really, just from those who instruct me, instruction in use not being my subject matter of expertise, it is laid out in the submission that obviously, where the law allows a Fixed Penalty Notice to be issued for certain offences around cabs, they are not really enforced. Normally advice letters are used. Where there are other things around removing hackney carriages from the road when they are not fit for purpose, again, and being able to remove the plate for them so that it is clear that they are out of service again, that does not exist and that would be of benefit. Also directly accessing online, as you can do for other licensed cabs, the ability to see where the hackney carriage is on the current licensing and how it impacts would also be of benefit. In terms of what the teams have seen on the road, there is the amount of vehicles that have gone out but are not roadworthy and fit for purpose as well.

Some of the things that were highlighted were around insurance. The inability to seize vehicles from touts, who may have third party insurance but not have higher insurance, again, is a loophole in the law where touts and their vehicles could be removed from the street immediately and not be allowed to let go. We do about 500 a month regularly now, more around Christmas and more activity. You have to let those people go or letting go of their vehicles. The ability to remove them off the street immediately would be advantageous to everybody.

**Caroline Pidgeon MBE AM (Deputy Chair):** There are some really interesting ideas there. Is that something the MPS would support: strengthening the powers so that you could seize vehicles and so on there and then?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Yes, we meet regularly with the Motor Insurers Bureau and we run the panel under what we call Operation Cuba, which is within the RTPC. It is a monthly activity for us to mount automatic number plate recognition operations, just to target uninsured vehicles in their broadest sense. It is true there are a couple of areas around the taxis and private hire bit around insurance where the law is a little bit impotent. Never mind the pedicabs; that is another whole issue.

**Caroline Pidgeon MBE AM (Deputy Chair):** Yes, let us not get into that today.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** Yes, let us not get into that. Yes, there is more we could do, but in terms of what we were talking about around developing Neon, it is just the sort of area that we would like to develop it into because at the moment it is broadly a disruption measure but is a significant investment of resource or development of the intelligence, in its broader sense, particularly around the night-time economy hotspots.

We have seen in previous years, particularly around the Christmas period, that there are repeat offenders on an individual basis who are doing it and there are companies that come to light a bit more often than they should, a little bit more than what you might expect to be coincidence. Equally, there are licensed premises that employ particular touts. Again, anecdotally, there are not sufficient numbers to hang your hat on it, but you do get venues that come up repeatedly where people have been victims of sexual assault and victims have been at the same venue prior to being assaulted. Therefore, there is more that could be done about developing the intelligence picture that would give us the opportunity to do more around the preventative and disruptive element when we are doing things like Neon.



**Caroline Pidgeon MBE AM (Deputy Chair):** Some of these suggestions would be really powerful and I would have thought it would stop a lot of people touting if their vehicle is removed and they knew they were not going to get it back or whatever.

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** Just one point. It is probably worth saying that you can tell by my grey hair how long I have been working in this area. Both Mayors, which shows you how long it has been going on, both Ken Livingstone and the current Mayor, have lobbied and written to the Ministry of Justice and various people about increasing our ability, in partnership with the police, to seize vehicles. That would make a real difference. If there is anything as an Assembly you could do to support that view, we would really welcome that.

**Caroline Pidgeon MBE AM (Deputy Chair):** Yes, thank you. I will leave it there because of time. I have some other things but we are probably out of time on that.

**Joanne McCartney AM (Chair):** We now move to our last section, which is on the London 24-hour city and the rollout of the Night Tube. Keith, you sat there very patiently and thank you.

**Tony Arbour AM:** Initially, what do we know of other 24-hour systems and their effect on crime elsewhere?

**Keith Foley (Head of Night Tube, London Underground):** Their effect on crime elsewhere in other cities?

**Tony Arbour AM:** Yes, where there has been a 24-hour system. We have lots of fears and we have had a submission suggesting that it is likely to lead to an increase in crime on the transport system because people are going to be drunk and so on. I want to find out from you whether or not it is actually so because there are other places where the trade unions are rather more sophisticated than ours and who are willing to accept a 24-hour system.

**Keith Foley (Head of Night Tube, London Underground):** I will not comment on that in particular, but when we were designing the Night Tube programme we were very conscious that at the very least there would be a perception that things would be different overnight. Therefore, we wanted to do as much work as we could to understand whether that would be the reality or not and then work very closely with the BTP to put in place the right response to what we believe will be the reality and to help manage the perception as well. As part of that work, we did a lot of benchmarking work with other cities around the world, primarily in Europe and North America because most of the Far East metros do not run 24 hours, even though they have much more modern systems than we do. That was primarily done by conference calls and our BTP colleagues joined us on some of those. Our colleagues on the other metros around the world got their police forces to join them on some of them. We are very lucky here in London that we have a dedicated police force for the transport system. That is not something that is replicated anywhere else around the world, as far as I am aware, and so we are in a very different situation. It is worth bearing that in mind right from the start.

The response from the other metros was that on their systems when they are running - and some of them run seven days a week, some of them run just Fridays and Saturdays, as we are intending to do - overwhelmingly crime overnight is no worse than it is at the end of the day that we currently operate to. Of course it is different in every city. Hamburg is one city where they do have higher rates of crime, but it is worth noting that they do not have staff on their network and they do not have a dedicated police force on their network, either. It is a completely open access system and is very different to the scenario we will see here in London. Where there is crime, it is not generally in areas of the station; it is not the ticket hall level and it is not on the trains themselves. It tends to be on the platforms.

I come back to the response I gave earlier about the perception of crime and safety. This was overwhelming feedback, particularly from the North American metros. The length of time people are standing on platforms

waiting for trains and the amount of information they have about how long they are going to wait for those trains is what causes - it is not actually crime, but it tends to be - the anti-social behavioural element of the discussion we are having today.

There is a lot of feedback that the service quality you can offer can make a big difference to crime. That is actually one of the reasons why our intention is to run a minimum frequency of a ten-minute service through central London. Many of the metros run more like a 20-minute service and, in the view of the police officers we spoke to, was the core element of why there would be anti-social behaviour on the platforms is because of the length of time people were waiting. Overwhelmingly, the feedback is that you do not see huge amounts of crime overnight on the transport networks.

**Tony Arbour AM:** Does the BTP agree with that?

**Chief Constable Paul Crowther OBE (British Transport Police):** We do. As Keith [Foley] said, we have looked extensively at the experience of others. You have to take into account different, I guess, almost cultural and behavioural contexts. We have a strong alcohol-related culture here, which we would all recognise. We have looked at the crime levels in the hours up to the current close of traffic and we cannot see anything that suggests that they would be any worse than during those hours, let us say, between 10.00pm through until 1.00am at the current close of traffic.

There is that debate that was around when we went to 24-hour licensing. Do you get alcohol-fuelled behaviour all through the night as against the hard stop with people who finish drinking at a particular time and then think they have to get on the last train? Although people have different views on this, the experience in the wider context of 24-hour licensing is we have not seen the impact that some people feared, in terms of Armageddon and alcohol-fuelled activity specifically. I know people have different opinions on that. From all the available evidence and all the modelling that we are able to do, we conclude that the best evidence is that there is likely to be around the same level of crime that we see in the late hours before close of traffic with the current system.

Having said that, the point around gaps between trains is a very significant one. I know London Underground has revised its approach as a result of that. We have looked at the resourcing that we have in the late hours on Friday and Saturday currently and we are going to have something like 50% more officers on duty during the night-time than we currently have up to the close of traffic. The reason we have done that is not that we think crime is going to be worse, but in the early stages of Night Tube there is something about setting the behavioural standards, there is something about visibility and there is something about reassuring passengers. To a degree we might be overstaffing it. I might be proved wrong, but we might be overstaffing it in the early days in an attempt to set the levels and then we can adjust accordingly.

**Tony Arbour AM:** Just on that point, did you actually take on extra staff to make the original --

**Chief Constable Paul Crowther OBE (British Transport Police):** Yes.

**Tony Arbour AM:** How many extra staff did you take on?

**Chief Constable Paul Crowther OBE (British Transport Police):** We have taken on something like an extra 80 staff, which TfL has funded. TfL has the same challenges in terms of rostering patterns. To roster additional people just on a Friday and Saturday night is particularly challenging. These are not people who have been recruited just to do Night Tube; this is an addition to our core policing capability. We have increased the numbers who are deployed at night. Of course that means that if our assessment is wrong, if things turn out to be a little more challenging than we envisaged, then we will deploy accordingly from our resources that we have across the whole of the transport system.

**Joanne McCartney AM (Chair):** Let me just clarify because I had heard that a lot of the extra staff that you are employing are actually filling vacancies that you had, or is it extra above what you budgeted for anyway?

**Chief Constable Paul Crowther OBE (British Transport Police):** It is extra above. We have had a very extensive recruitment campaign to fill the normal churn as well as increase the numbers that we need for the Night Tube.

**Keith Foley (Head of Night Tube, London Underground):** Can I add to what Paul has just said in terms of that initial setting the scene? That was a tactic that has been used elsewhere as well.

I will mention Stockholm because colleagues from the BTP spent some time with the Stockholm Metro and its police force to understand how it worked when it first launched the service. Through the benchmarking work that we did, both Vienna and Philadelphia went through exactly the same thing. They went through this big high visibility security service in the very initial stages, and both of those have reported that they recognised quite quickly that they did not need that additional security service because the fears and the perceptions that they had and that their staff had initially did not materialise and so they were able to change that model very rapidly. Vienna talked about that being done within three months or so and Philadelphia is going through a lot of that right at this moment.

The feedback seems to be that the risks that we all perceive that are there, and we quite rightly are responding to, to make sure we can respond to if they become reality, tend to be overstated at this point in time. The proof will be in the pudding and we will see when we start operating.

Of course, the other aspect from a London Underground perspective is that we actually remove some of the causes of crime and anti-social behaviour just by not pulling the Bostwick gates across on people who want to get home. That is actually a cause of flashpoints for staff and customers who are rushing up to get try to get the last train just to be told the trains have all gone. Of course we will not have that flashpoint anymore. That in itself is a positive aspect, particularly for our staff, and hopefully will mean that as we are working with the BTP we can put resources where they are needed because we have removed a whole flashpoint there.

**Tony Arbour AM:** If I could ask Chief Superintendent Rickett about the effect you think this will have on taxi touting, when the system is actually running, is it going to reduce it? Is it going to knock them out? How is it going to work?

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** We have done our assessment and we broadly agree with everything that has been said so far in terms of what we think will be, but of course until it starts we do not know what we do not know.

**Tony Arbour AM:** Of course.

**Chief Superintendent Paul Rickett (Roads and Transport Policing Command, Metropolitan Police Service):** We have taken the view that we have some mitigating tactics in place that we will deploy. There will be a weekly meeting of all the agencies concerned so that we can review each weekend as it unfolds to see what change that makes across all client types, touting included. We will learn from that and we will adjust our response accordingly.

Speaking quite selfishly, as the previous Borough Commander of the City of Westminster for three-and-a-half years, I was part of the Night Time Economy Working Group that Westminster City Council set up in 2011 and when I heard the Night Tube was coming it was nothing short of 'hallelujah' from my point of view because the victim profile and the offender profile so often on a Sunday and Monday morning were people who were under

the influence, disorientated, did not have a ready route of egress and did not know where they were. The fact that people can now reach a point in their indulgence where they think, "Yes, the Tube is open and I can go now", can only be a positive thing on a range of fronts. There may be some issues on some of the busier hubs outside of central London, but because it is all night, again, as Mr Crowther has just said, there is not going to be that race to the line anymore.

The opportunity to have steady egress, what it does in terms of the profile of touting at outer stations and what it does in terms of service provision at outer stations, again, we simply do not know. There is some predicting work that has gone on and extra bus routes - I am sure Steve [Burton] can talk about that - have been placed on at certain areas to mitigate those potential risks. Overall, the MPS position is that we welcome it. We have a complementary plan in place at the hubs we have identified that we think could see an increase footfall and we will have that regular review meeting as soon as it starts and we will adjust accordingly.

**Tony Arbour AM:** The other point has been covered in the answers we have already had.

**Joanne McCartney AM (Chair):** Thank you. When Transport for All was here for our last session, they said that they had understood from TfL that the night buses will at least run at the frequency they are during the weekdays. Is that a guarantee that you have made?

**Steve Burton (Director of Enforcement and On-Street Operations, Transport for London):** We may not run the frequency that we do on a Friday and Saturday night on some routes because they parallel the Night Tube routes, but we have committed that we will not reduce the levels below those you see on Tuesday and Wednesday nights on the basis that there will be some people who want or prefer or can only afford to travel on the bus network and we want to maintain that network.

I think you will know this but it is worth reiterating that a large number of the people travelling on the night bus network will be people going to and from work. Not that I ever go out, but it is not all people going home; it is people getting to and from work and we have factored that into the modelling we have done around potential for risks. We have done lots of work around intelligence on this. As you say, the proof is in the pudding, but we have a plan in place and will review it on a daily basis.

**Keith Foley (Head of Night Tube, London Underground):** Everyone always thinks when they talk about the Night Tube - and this has been my experience of managing this programme for the last couple of years - about that first extra hour after we currently close and they think about everyone piling out of pubs and nightclubs. We expect that more than half the people who are using the service are going to be travelling to and from work.

The other thing is that because it is right the way through the night the people who currently travel at the moment at 3.00am, when our services start at 4.30am, it is those people starting at 3.00am or 3.30am who have not been out drinking. They are travelling for lots of different reasons and they are almost certainly not involving alcohol. It is remembering that the Night Tube is serving a complete diverse range of people in London that are doing all sorts of activity. Yes, we have some challenges in that first extra hour but, actually, they are no different to the challenges we already face and already manage and already risk assess. However, there is lots and lots of opportunity for people at the other end of that extra period that we are going to be operating - that are not about these types of issues that we are talking about right now - that we need to also remember that we have to ensure those people are safe and their perception of safety is right to the facts.

**Jenny Jones AM (Deputy Chair):** Do you have any idea how many cars you are going to take off the road? This is something we hear all the time when we encourage people to walk and cycle, "I can't get to work because I go to work at 3.30am and I need a car".

**Keith Foley (Head of Night Tube, London Underground):** We have not done an assessment of exactly how many vehicles we expect to take off the road. We have done a lot of work looking at where we expect the demand to come from and we expect a modal shift from buses because of the journey-time saving. Then we expect more people to make journeys that they would not currently make because the opportunity is not there and people would be put off driving into central London. One of the reasons for some of the bus route issues that we currently have is because of road congestion at 2.00am or 3.00am. Charing Cross Road is incredibly busy at that time.

We have not done any specific work on how many road cars we expect to take off the road. Thinking about it, I expect it will be some, I do not think it will be a huge amount, actually, because people will have a modal preference for that. Overnight, with the exception of some routes, the roads are generally freer flowing. If people are choosing to drive, then I would imagine they would. We might be taking mopeds off the road and people who currently have that as their only option.

**Joanne McCartney AM (Chair):** We have come to the end of our questions. Can I thank you all very much for attending? It has been very interesting. There is some very good work that we have heard about today from all you and so thank you for that.

I know many of you have sent in written responses, but if there is anything that you think we should have asked you and we did not, please let us know because we all welcome that information. Thank you for attending.

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# MINUTES

**Meeting: Police and Crime Committee**  
**Date: Thursday 26 November 2015**  
**Time: 10.00 am**  
**Place: Chamber, City Hall, The Queen's Walk, London, SE1 2AA**

Copies of the minutes may be found at:

<http://www.london.gov.uk/mayor-assembly/london-assembly/police-and-crime-committee>

**Present:**

Joanne McCartney AM (Chair)  
Caroline Pidgeon MBE AM (Deputy Chair)  
Jenny Jones AM (Deputy Chair)  
Tony Arbour AM  
Jennette Arnold OBE AM  
Kemi Badenoch AM  
Andrew Dismore AM  
Len Duvall AM

**1 Apologies for Absence and Chair's Announcements (Item 1)**

1.1 An apology for absence was received from Roger Evans AM.

**2 Declarations of Interests (Item 2)**

2.1 **Resolved:**

**That the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, be noted as disclosable pecuniary interests.**

### **3 Minutes (Item 3)**

#### **3.1 Resolved:**

**That the minutes of the Police and Crime Committee meeting held on 22 October 2015 be signed by the Chair as a correct record.**

### **4 Summary List of Actions (Item 4)**

4.1 The Committee received the report of the Executive Director of Secretariat.

#### **4.2 Resolved:**

**That the completed and outstanding actions arising from previous meetings of the Committee, as listed in the report, be noted.**

### **5 Question and Answer Session with the Mayor's Office for Policing and Crime and the Metropolitan Police Service (Item 5)**

5.1 The Committee received the report of the Executive Director of Secretariat as background to the question and answer session with the Mayor's Office for Policing and Crime (MOPAC) and the Metropolitan Police Service (MPS).

5.2 The Chair welcomed the following guests to the meeting:

- Stephen Greenhalgh, Deputy Mayor for Policing and Crime; and
- Craig Mackey QPM, Deputy Commissioner, MPS.

5.3 A transcript of the discussion is attached at **Appendix 1**.

5.4 During the course of the discussion, the Deputy Commissioner, MPS undertook to provide:

- Data for reported hate crime since 13 November 2015;
- A list of the items which would be discussed at the MPS's Management Board meeting in January 2016, and details of those issues;
- Details of to which budget money from seizures of uninsured cars goes;
- Confirmation about the charge for releasing vehicles from the MPS car pounds when vehicles are used legally; and
- Data on uninsured vehicles which were not registered in the United Kingdom.



- 5.5 During the course of the discussion, the Deputy Commissioner, MPS, undertook to give consideration to give consideration to a proposal for a knife amnesty in London and a further proposal to lobby the Government for a change in the law to require shops to be licensed to sell knives.
- 5.6 During the course of the discussion, the Deputy Mayor for Policing and Crime undertook to check on whether MOPAC's chain of suppliers had been checked to see whether they had an up-to-date slavery and human trafficking statement and to inform the Committee.
- 5.7 At the end of the discussion, the Chair thanked the guests for their attendance and stated that she would write to them with questions about online crime.
- 5.8 **Resolved:**
- (a) That the monthly report from the Mayor's Office for Policing and Crime, attached at Appendix 1 to the report, be noted.**
  - (b) That the summary table, attached at Appendix 2 to the report, setting out the impact of the recommendations in the Committee's report, *Tightening the Net*, be noted.**
  - (c) That the Committee's report and discussion with the Deputy Mayor for Policing and Crime and the MPS be noted.**
  - (d) That the Chair write to the guests requesting the follow-up action, as outlined above.**

## **6 Police and Crime Committee Work Programme (Item 6)**

- 6.1 The Committee received the report of the Executive Director of Secretariat.
- 6.2 **Resolved:**
- (a) That the updated work programme, as set out in paragraph 4.1 of the report, be agreed.**
  - (b) That the summary of the Committee's site visit on 29 October 2015 to the Metropolitan Police Specialist Training Centre, as set out in paragraph 4.2 of the report, be noted.**

## **7 Date of Next Meeting (Item 7)**

- 7.1 The date of the next meeting was scheduled for Thursday, 3 December 2015 at 10am in the Chamber, City Hall.

## **8 Any Other Business the Chair Considers Urgent (Item 8)**

- 8.1 There was no other business the Chair considered urgent.

## **9 Close of Meeting**

- 9.1 The meeting ended at 12.18pm.

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Chair

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Date

**Contact Officer:** Joanna Brown or Teresa Young; Telephone: 020 7983 6559; E-mail: joanna.brown@london.gov.uk/teresa.young@london.gov.uk; Minicom: 020 7983 4458

## Police and Crime Committee – 26 November 2015

### Transcript of Agenda Item 5 – Question and Answer Session with the Mayor's Office for Policing and Crime and Metropolitan Police Service

**Joanne McCartney AM (Chair):** Item 5 is our main business today, our question-and-answer session with Stephen Greenhalgh, Deputy Mayor for Policing and Crime, and Deputy Commissioner Craig Mackey from the Metropolitan Police Service (MPS).

Can I just thank you for attending today? We have had some important events over the last couple of weeks and so we are going to start, if we can, with the attacks in Paris, which were obviously extremely serious and very close to home here.

I am going to ask, if I can, firstly, Deputy Commissioner: do the recent attacks in Paris suggest a change in tactics from Islamic State (IS)? With regards to that, what have you reviewed about those attacks and what do they mean for policing in London?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Thank you, Chair. Like everyone, we watched, on a personal level, with horror what went on in Paris and, on a professional level, both with great interest and also - exactly that point - trying to work out whether this means a shift. What we know about international terrorism and those who seek to do our way of life harm is that they are ever-inventive. We saw not long before a return to attacking aircraft with the tragic events with the Russian airliner over Sinai. What we do know from this is that by their very nature these terror attacks are remarkably unpredictable and the tactics will change and move.

There are some common themes, though. One: they require people, usually, to do these attacks. Two: as we saw in Paris, they require access to automatic weapons and explosives. Three: they will vary the style of attack and vary the location. As you know, post some of the events as far back as Mumbai, the police services in England, Wales and Scotland have been doing a lot of work around how we respond to these sorts of attacks, what tactics we would use and what our actual response to them is, given the desire of attackers in this scenario to inflict maximum casualties. We have to assume that that would mean police officers, security service personnel or anyone else who would respond.

We saw a few months ago the exercise we did in London, Exercise Strong Tower, which was a small part of this. Let us be clear: it was much more limited in terms of what it was, but it was a small part of a similar tactic and capability.

What we have done, obviously, is on a number of levels. One is to look at how we would respond in London and the Commissioner [Sir Bernard Hogan-Howe QPM] was on local radio last week and talked about how we immediately uplifted our capabilities around armed response vehicles. For obvious reasons we do not talk numbers, but it is about a third. We have those people should something happen now we can get to quickly.

The focus has to be, and the message we as the police service are trying to get over is, to let us absolutely talk about how we respond to these, but we want to prevent them happening in the first place. It goes to the work we do about trying to make sure there are no firearms on the streets of London and on the streets of the United Kingdom (UK). If you cannot get access to those sorts of weapons, your attack will have to be

different. Let us work really hard and let us support the day-in, day-out work that goes on across London to take firearms out of circulation on the streets of London. That has to be good work.

There is the work of intelligence and intelligence is never perfect. We always look back with perfect hindsight and say, "If I had known this bit, I could have made the relationship with that piece much clearer". It is absolutely clear that if you have that intelligence picture and if you have the support of local communities, you have a chance of actually getting ahead of these sorts of scenarios.

The other bit emphasises, again, for us the importance of the work we do day in and day out with communities. We hope that the communities across London trust and respect the familiar face in their community of a police officer who comes to talk to them and who is very much part of what they do. You have to have a whole-system response to those sorts of incidents. We have done a number of things, as I say, around that short-term uplift.

We are now looking at what that means for the number of firearms officers we have across the MPS. We have, without going into exact numbers, just over 2,000 firearms officers out of an organisation of 32,000.

I know these things always prompt a debate about whether this means that the fundamental position of the British police has to change around arming. I do not think it does. From the experience of, tragically, seeing these incidents elsewhere and looking at the experiences from around the world, even in societies where everybody is armed, these incidents still occur. How you respond to them still takes time and it still takes time to get specialist people to do this. The thought that in something as horrendous and as challenging as colleagues in Paris faced in the theatre that I with a sidearm could be any use is slightly unrealistic. I might be able to offer some limited protection, potentially to myself but I am not going to be able to resolve that incident. Until you can get the sorts of levels of specialist resource that you need with the equipment, the tactics and, as importantly, the training, you are not going to resolve one of those scenarios. That is the work we do around how we resolve that.

For those who know - and I know a number of you recently have seen some of the firearms training work - it is a very different approach and requires quite a different approach from officers in terms of how we do it. We have done a lot of work talking about what it means to go into one of those scenarios, walking past injured people, dealing with threats. All of those sorts of things are quite different for policing.

We are never complacent. We cannot be complacent at all. This is a real change in terms of the threats we all face, but we are doing a lot of things that we hope will position us well, one, ultimately to prevent something like that ever happening and, two, if it does happen, to be able to be in a position to respond effectively.

**Joanne McCartney AM (Chair):** That was very helpful. We will talk shortly about what that means for local policing, particularly in the light of yesterday's announcements on funding.

Can I go to some of those more specialist counterterrorism and firearms issues you have talked about? The MPS over the last few years has reduced its firearms capability by about 800 officers, I believe, and the Commissioner has talked about increasing that capability back up to those previous levels. What are the implications of that in terms of being able to recruit people because, obviously, firearms officers are volunteers?

We did go down to Gravesend just a couple of weeks ago, and we were very impressed with the work and the training that goes into training those MPS firearms officers.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Thank you. Absolutely, the desire and the intent now is to grow those numbers. We are conscious that they are volunteers. People would be surprised. They receive no extra pay for this. There is no extra allowance for doing it. We ask people to carry a gun on behalf of all Londoners to keep us safe, and it is to their great credit that officers do it thousands of times a year and we fire shots a handful of times. That shows the professionalism of the people we ask to do that.

We are very aware as well that part of what keeps people and our own staff confident in supporting that is knowing that they have the support of both Londoners and the wider criminal justice system. Some of the recent high-profile cases around police use of firearms have affected them and I am sure you had that feedback from officers. The thought that they go out each morning and, if they do what we ask and train them to do, they might be asked to put their life in limbo, in some cases for seven years, is quite a frightening prospect for those individuals.

As an aside - and I know that the Commissioner has raised this a number of times - we are looking to see what we can do. Absolutely, there has to be accountability for what we do, but how do we get that in a way that is speedy and effective and that works for everyone affected by those incidents and does not leave this long period of limbo? It is around doing that.

It is helpful that people have seen just how much work has to go into resolving an incident like Paris to understand why we need to train officers in the way we do now, and the numbers we are going to need going forward to ensure that that is the case. I am confident that we can continue to do it and I am confident that we can continue to grow those officers, but it is not a quick tap.

The other thing is that we have to be realistic. We have increased our capability at the moment by using a lot of our resources differently, flexing overtime and doing a range of things. However, when you talk about the numbers that we want to grow, realistically, we are talking about a 12 to 18-month plan to bake that in with the training capability and capacity because that is the big challenge.

**Joanne McCartney AM (Chair):** Certainly when we were there, we saw quite a few officers from county forces who had joined the MPS. There is an issue that to get the capability in London, you might be depleting it elsewhere. Is there work going on?

**Craig Mackey QPM (Deputy Commissioner, MPS):** There is. I am very aware. If my colleagues from Hampshire, Surrey and elsewhere were sitting next to me, they would probably be kicking me at this point because our recent transfer has taken some of those specialist skills into London. However, we are very aware that there has to be a balance. That is why the national policing lead [on armed policing], [Deputy Chief Constable] Simon Chesterman [QPM], is doing a lot of work looking at capability across the service. Whilst we are here focused on London, this is a threat to the UK and so we need capability and capacity in the UK to be able to respond to these incidents, not just in London.

**Joanne McCartney AM (Chair):** The Government has also announced that extra troops will be available on standby, going from 5,000 to 10,000. It is that something that is welcomed by the police?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Clearly, when you look at what our colleagues in France had two weeks ago, you realise that there are things you would need to fundamentally do differently. This is not about how you resolve the incident; I am not going to go into the tactics of how you would resolve it for obvious reasons. However, if we had a long-running incident and needed to protect lots of areas and those sorts of things, you would see why a mix of assets may be the best approach to it. Clearly, you would have to look at each individual incident on its merits and look at what support you needed.

**Joanne McCartney AM (Chair):** Just for everyday Londoners going about their business, what can they expect to see that is different and for how long? For example, we know that immediately following Paris you put extra armed officers at stations and at big events such as football matches. Is that planned to continue? I know that the Commissioner a few days later talked about how already overtime costs are now in the millions, and so that obviously has implications. Can you see that continuing for the foreseeable future?

**Craig Mackey QPM (Deputy Commissioner, MPS):** It will continue where the threat is. In the week there had been a lot of focus on Wembley and whether this symbolises an entirely new approach to sporting events. It symbolised the approach to that sporting event in that week. Clearly, what we tend to do and what we focus on a lot is the information we get through both intelligence and the particular look and feel and threat to an event. It will be different for different events.

What the average Londoner can expect to see at the moment - and hopefully be reassured by - is a strong policing presence, which is about providing that protective security in those areas of the capital where we all know there are things that could present a target to anyone so minded. We hope they see an MPS that is following up lines of intelligence. The work that is going on day in and day out, through colleagues in Specialist Operations (SO) and the protective security work, is around trying to reduce that threat before it manifests itself on the street. We hope that they see armed response vehicles and officers, in some scenarios carrying firearms, and are reassured that they are there for their protection rather than assuming that it means something they do not know. We do these things because it is about trying to protect people and making sure that we have that sort of capability available.

**Joanne McCartney AM (Chair):** Thank you.

**Andrew Dismore AM:** I was just going to follow up something I raised with the Mayor at the last Mayor's Question Time and that was the need to provide reassurance and protection particularly for Muslim and Jewish minorities in these circumstances. I am wondering what discussions you have been having with the Muslim and Jewish communities about reassurance, about additional patrolling and so on.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Under [Chief Superintendent] Mak Chishty in Territorial Policing, we have done a lot of work with a whole range of communities across London around particular concerns, communities that feel vulnerable or isolated, including the French community in London. A lot of work has gone on with various communities around what the issues are, how we can help and what the appropriate way is to do that. That will vary with increased patrols and increased focus and vigilance - and we have talked a lot over the last couple of weeks about some of the growth we have seen in hate crime figures both post this event and also pre this event - and just emphasising the ongoing work around where community cohesion fits as a whole around this.

**Andrew Dismore AM:** I was going to ask you about the increase in hate crime. Has there been an increase post Paris as well?

**Craig Mackey QPM (Deputy Commissioner, MPS):** I do not have the last two weeks' figures to be able to say to you. Yes, I will certainly get them for you so that we can see. We know that communities are far more sensitive around this issue and so expect that we are going to see an increased level of reporting.

**Andrew Dismore AM:** Additional reassurance patrols and so on are always provided after these sorts of events, I suppose. How long can you sustain that additional assistance?

**Craig Mackey QPM (Deputy Commissioner, MPS):** It is all done against an overall threat and the focus will move between communities as we go. Already, when you look at the events that have now occurred in

Belgium and elsewhere in the world, it goes back to the first question. This threat constantly moves and some of the things we are providing reassurance for now we may not be in three, four or six months' time as the threat profile changes or some other form of atrocity in the world manifests itself. It is really about doing it at the time when the threat is at its most acute.

It is about reinforcing those day-to-day liaisons and support, like the work that Mak [Chishty] and a number of colleagues are doing in Territorial Policing, and about making sure that the links with many communities - Muslim, Jewish; right across the spectrum of London's faith and different communities - are there as everyday links to pick things up and change. As you will know from your own community and the people you work with, whilst there is often a lot of reaction in those first seven to ten days, sometimes it is a month or two months later that people suddenly say, "The nature of how I live my life in London feels like it has changed". Those are the things that we need to work on with people to be able to say, "These are the realistic threats". Of course, you could paint a scenario that is out here, but, "That is the realistic end of these threats".

**Joanne McCartney AM (Chair):** Thank you. Stephen, following the Paris attacks, it seems to be that there could be a role for Safer Neighbourhood Boards to reassure the public in their boroughs as well. Is that something that you have looked at or will be looking at?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We have not given specific instructions to Safer Neighbourhood Boards to focus on this issue, but clearly it is something that is a matter for the local boards to decide themselves.

**Joanne McCartney AM (Chair):** Presumably, if we have instances of hate crime, is that something that they monitor anyway or not?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is. Clearly, it would be more relevant to particular boards and I am sure that that is something that they do monitor.

**Joanne McCartney AM (Chair):** Thank you.

**Jenny Jones AM (Deputy Chair):** Mr Mackey, you mentioned earlier that it is important to have the support of communities. The Commissioner last week on Radio 4 said something about three-quarters of intelligence about all crimes including counterterrorism comes from communities.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes.

**Jenny Jones AM (Deputy Chair):** Is that based on some sort of research or is that a guess?

**Craig Mackey QPM (Deputy Commissioner, MPS):** No. In fact, Mark Rowley QPM [Assistant Commissioner, MPS] has also used the same figure in the Home Affairs Select Committee (HASC). Something like three-quarters of referrals to Prevent come from communities, community organisations, individuals and local policing. It is a big, rich pool that is bringing that information in.

Also, if you look at some of the specialist operations we have run over the last few years in London, it is a tribute to that day-to-day work that communities and neighbourhood officers do that we do those with relatively little disruption or impact on local communities. That is not to say no impact or disruption, but relatively little.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Actually, Mark Rowley took the Mayor and I through the referrals for the last quarter in some detail, which backed all of those figures up.

**Jenny Jones AM (Deputy Chair):** I am sure you have read the reports that came out of the January shootings in Paris at *Charlie Hebdo*. Initial comments about the attacks last week suggest that there were failures in policing by the French police force. Had you read that? It was certainly true for *Charlie Hebdo*.

**Craig Mackey QPM (Deputy Commissioner, MPS):** I have seen the open-source reporting. In fairness to our French colleagues, there is still – and there will be for those who have lived through anything of that size of complexity – an awful lot of confusion around who knew what and when and at what point in the cycle.

**Jenny Jones AM (Deputy Chair):** My question is really, if you are getting that sort of volume of information from communities, how do you deal with it? Are you sure that the MPS's processes in particular are sufficient to deal with that level of information and to deal with it so that we do get early warnings of terrorism?

**Craig Mackey QPM (Deputy Commissioner, MPS):** I am as confident as I can be from my professional knowledge at the moment. There is always a risk and this is where none of this is risk-free. It all requires a human risk assessment. It requires someone to make an assessment of the quality or otherwise of the intelligence or information. Is it something I overhear sitting in the pub when Stephen is having a chat with his mates? That is a different level of intelligence to some of the more intrusive types of intelligence you might have in terms of its veracity and usefulness. Absolutely, it will depend on that in terms of where you go.

The other thing – and I know Mark [Rowley] has appeared before you before and has spoken about this – is that what is different about what we have seen over the last three or four years is this ability of someone to go from what we would all consider a low threat to a very high threat quite quickly without any other precursors. There is a sort of self-radicalisation by internet and the prompting of individuals to carry out attacks in support of the overall aims of the organisation. That is a very different model to our long experience of terrorism and terrorism threats when people were part of organised groups. That lone radicalised individual does pose a real threat and is something that we are acutely aware of.

**Jenny Jones AM (Deputy Chair):** I understand that. What I am really trying to ask is, with the volume that you are getting of community intelligence, do you have secure processes in place to deal with it properly?

**Craig Mackey QPM (Deputy Commissioner, MPS):** I am as happy as I can be, yes. Could it be better? It always can.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** With the volume, we are talking about hundreds, not thousands, if you look at it on a quarterly basis.

What is interesting is that a majority of those referrals do not lead to specific actions. A proportion of them actually reveal vulnerabilities that then lead to referrals to statutory services. A minority have a terrorist threat associated with them and then they are dealt with. If you look at the way it is being dealt with, it is not a blunderbuss approach. It focuses on a minority that provide a terrorist threat and a chunk that have severe vulnerabilities which could, if not acted upon and focused on, get worse.

**Jenny Jones AM (Deputy Chair):** The point I am trying to make, I suppose, is that in France they have greater surveillance powers than we do and all their police officers carry weapons, and yet they have still been vulnerable twice in one year. Initial reports suggest that it was the day-to-day policing – not the surveillance – of not talking to people, not putting stuff on the database and so on that would have led perhaps to an improved response or perhaps even stopped the attacks.



**Craig Mackey QPM (Deputy Commissioner, MPS):** I do not disagree with your assessment. Some of the challenges that come from that are about whether we move to a society around 'big data' and join up large databases so that we can mine all of that data all of the time. There are some real choices going forward around some of those things. I am sure our French colleagues would say, "If only we had had data from X", or, if it is true that people came in through Greece, "If only we had had Greek data". However, as you know and as we have explored a number of times before this Committee, they raise a number of challenges as well.

**Tony Arbour AM:** On the specific point that Jenny [Jones AM] has raised about the intelligence that is coming in, you have told us how you deal with it. You have said that it involves humans evaluating it and deciding it. I just heard Stephen [Greenhalgh] say that it is measured in hundreds rather than thousands in terms of the information that is coming in.

However, one would have expected that as a result of what has happened and the general level of alert that there is, there would be increasing amounts of intelligence coming in. I suspect that you cannot just recruit someone who sees this information.

I am really wondering. Where do you find the people - indeed, are you finding the people - who are able to evaluate this stuff? Is this something that is shared, for example, with the security services? Information would come to you or it would come to them. Is there some kind of central evaluation thing rather than just the MPS doing it?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes. Without going into too many details for obvious reasons, it is not just one intelligence picture. It is pictures from other organisations and our security services. If it were appropriate, there could be other security services. It is about trying to build that total intelligence picture.

You are right. When we have talked about hundreds, we have been talking about the work that is part of the Prevent referrals, but there are calls - and the calls will go up every day - about, "I have seen someone behaving suspiciously", or, "There is something left on the Tube. Is it something?" There is a lot of that information as well in the system. Whenever we talk about these things and whenever we raise the awareness, the volume of those increases.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** On the Prevent referrals, of course, Tony, we are seeing an increase on the basis that Prevent is now a statutory duty.

**Tony Arbour AM:** Yes, of course.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Particularly in education and in schools, we are seeing an increase in referrals; in the National Health Service (NHS) to a lesser extent.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Your test around whether we can get the right people is at the absolute core of this. To do this sort of analysis and the work we do with intelligence analysis, as you rightly say, you cannot stick an advert in the Jobcentre and say, "Please start on Monday". First of all, for obvious reasons, these have some of the highest levels of vetting in terms of the information people are handling.

However - and this is where having counterterrorism as part of that wider police system helps - as someone is training as an intelligence analyst maybe on information in your borough and doing the sorts of things that are more normal mainstream policing, they are building skills around analysis, they are building skills around

assessment and they are understanding things like risk and that gives them an opportunity to grow into some of those more specialist roles. It is a way of effectively growing our own skills.

Also, interestingly, intelligence analysis and the whole issue of intelligence is an area increasingly that academia is stepping into. Some people are doing degrees and then coming into the service around intelligence. It is a rich area, but you are right that we cannot just turn this on overnight.

**Tony Arbour AM:** You are confident? Obviously, you are going to say that you are confident and so it is really a rhetorical question.

**Craig Mackey QPM (Deputy Commissioner, MPS):** No, I will say to you that I am never confident or complacent. I am content with where we are at the moment. Of course, I would love to keep growing this capacity and growing the ability to do it. Like everyone - and, as leaders, we are some of the worst - when I see an intelligence picture I always say, "It would be great if only we had that bit of data and that bit of data". We always all want more intelligence. It makes decision-making much easier.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Tony, the other way of looking at it without just saying, "Yes, of course I am confident", is that the intelligence picture is a shared endeavour and a partnership with the security services, and the intelligence picture is good enough to yield an arrest a day in stopping these terrorists being able to carry out their plots and what they are intending to do. In that sense, that is what we see as a result. It is yielding that. It is keeping us safe.

**Joanne McCartney AM (Chair):** Thank you. We will, obviously, return to this topic as we have done over the forthcoming months.

We are now going to move on to the announcement yesterday about the Comprehensive Spending Review (CSR). We spent quite a lot of time in the last few months worrying about what was going to happen and so no doubt there is a lot of relief around the table from all of us. All of us have been lobbying on this very hard.

**Jenny Jones AM (Deputy Chair):** Mr Mackey, would you like to tell us what the implications for the current plans are?

**Craig Mackey QPM (Deputy Commissioner, MPS):** It is very early days. We are less than 24 hours beyond the announcement. We welcome the announcement in terms of the approach around policing. Like everyone, we are now looking at the detail. We started out on a journey nearly four years ago and a lot of the things we were doing have been about reforming, driving up efficiencies and driving money out of our back office and what I would call 'behind-the-line' costs to invest in frontline policing. A lot of that was recognised yesterday.

I do not think it means that the work we have to do is over; far from it. We briefed and, if you remember, we talked about £800 million. Effectively, what yesterday did was to remove - with a few ifs - about £400 million of that. Those pressures that we have talked about in the budget are still there. The work that we are doing around reforming everything from our rank structures to our management ratios we will continue to do.

**Jenny Jones AM (Deputy Chair):** For example, there were suggestions that you would be changing the borough structures before the cuts. Is that still going ahead?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Certainly, that is one of the things we will still look at in light of yesterday's announcement because there were some sound operational reasons why you would do some of those services differently.

**Jenny Jones AM (Deputy Chair):** There are pilots ongoing at the moment, are there, on that?

**Craig Mackey QPM (Deputy Commissioner, MPS):** No, only some work around Westminster at the moment. We are talking with local authority leaders and chief executives. I think you know that we have the London Summit on 7 December 2015 when we will talk again about some of these ideas with a wider group of people from across the various members of London.

Some of these things we are doing because they are the right things to do, not just because they save money. If you look at where we have some of those increased demands - and we have spoken about them here - we touched on at the start how we want to grow the number of firearms officers. I would like to tell you that I have a magic box of spare officers no one wants. I do not. We are going to have to think about how we do things differently to generate some of that and the capacity and money to do it. We all want to do more work around sex crimes. We all want to do more work around cyber. We have made some real progress with Falcon and the work we have started, but we know that that has only reached phase two. We will keep doing those things that will make us more efficient. We are quite effective at the moment, but we could certainly be more efficient.

**Jenny Jones AM (Deputy Chair):** You mentioned changing senior management and, presumably, you are thinking about reducing ranks and reducing numbers?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes.

**Jenny Jones AM (Deputy Chair):** How far has that thinking gone?

**Craig Mackey QPM (Deputy Commissioner, MPS):** The thinking at the moment, we have talked about our management ratios. You will remember that when we first started talking about this - gosh - nearly four years ago, we were one of those forces in the national league tables that were completely down at the wrong end, which would suggest that we were over-managed and over-supervised.

We now have ourselves at the right end of that spectrum, but it has raised the issue even from some of our own middle and senior managers about how much further we could go. How much responsibility should the role of inspector have in the MPS? It looks very different if you compare it to the role of inspector in the West Midlands or Greater Manchester. I am not saying that one is right and one is wrong, but at least let us keep having that debate. What is absolutely clear is that if we are to meet the increased demands and expectations of our communities, we are going to keep having to drive some of those things around efficiencies.

**Jenny Jones AM (Deputy Chair):** Presumably, if you started merging borough commands, that would --

**Craig Mackey QPM (Deputy Commissioner, MPS):** If you look at the modelling, you could save probably somewhere between £50 million to £60 million in senior management and overhead costs.

**Jenny Jones AM (Deputy Chair):** Why are you talking to Westminster? You said you were talking to Westminster.

**Craig Mackey QPM (Deputy Commissioner, MPS):** No, it was Westminster as in our team in Westminster. I did not mean to say --

**Jenny Jones AM (Deputy Chair):** I am so sorry. I thought you meant the council.

**Craig Mackey QPM (Deputy Commissioner, MPS):** No, sorry. It was shorthand. Westminster at the moment is one of our largest boroughs in terms of our current structure, and so we are looking at how we use the sergeants and inspectors and how we would get some of the functional commands working differently.

You will all know - and I am sure you will get conversations with the London boroughs you work with individually - that one of their frustrations with us at the moment is around that whole area of protecting vulnerable people (PVP). When they talk about it - I will shorthand it - they say, "How is it that if I want to deal with something around domestic violence I talk to the borough, if I want to talk about child sex abuse I come to a central team and if I want to talk about rape I talk to someone else?" These sorts of things give us the opportunity to ask if we are providing that service in the best and most joined-up way going forward.

I wish I could say to you, "Here is the magic answer. I know it", but it is incumbent upon us to have those conversations.

**Jenny Jones AM (Deputy Chair):** Given your comments about the amount of information that you get from communities, you must be concerned that if you do not have officers on the streets and if you do not have Police Community Support Officers (PCSOs), you are going to perhaps not pick up the intelligence that you need.

**Craig Mackey QPM (Deputy Commissioner, MPS):** We have always been concerned about that. That is part of it. What we have done post yesterday's announcement is to put some messages out in the force in terms of an initial readout of it. There is a whole range of work over December and January leading up to a Budget submission now that will have to look at that model going forward, so the whole debate about PCSOs and what the footprint is of neighbourhood policing, absolutely.

**Jenny Jones AM (Deputy Chair):** OK. Thank you.

**Joanne McCartney AM (Chair):** Can I just clarify, Craig? I had heard that it was Merton, Sutton and possibly Wandsworth where you were thinking of doing a pilot in the New Year. Is that the case or not?

**Craig Mackey QPM (Deputy Commissioner, MPS):** No. The only one that is starting at the moment is the work around Westminster.

**Joanne McCartney AM (Chair):** At Westminster, what is actually happening? Is it that you will be reducing your senior team and --

**Craig Mackey QPM (Deputy Commissioner, MPS):** This is about management and how we use the teams and structures internally. For instance, some of the big changes are about the role of sergeant, how we give the team leader some responsibility, how we make the role of inspector work and how we deal with this blur between inspector and chief inspector.

One of the things that all the work we have done over the last number of years, and particularly over the last 12 months has meant, is that we have a far better understanding of demand than we had four years ago when we started out on all of this work. One of the things that shocks all of us is how much demand we generate internally and actually how an organisation of 40,000-odd people works on a daily basis. Some of that is about not empowering leaders effectively. Some of that is about having 11 layers of management. We think those things are still worth looking at and driving away at.

**Joanne McCartney AM (Chair):** One of the suggestions that I understand is that you are thinking of doing away with the rank of chief inspector, which --

**Craig Mackey QPM (Deputy Commissioner, MPS):** We are looking at whether we need all of them in a chain. At the moment there are professional arguments both ways. You can see that you could have a risk-based model that says, "If the job is sufficiently big, you put the person in that chain as a chief inspector", but all we are doing is questioning that basic assumption that we need a constable, a sergeant, an inspector, a chief inspector, a superintendent, a chief superintendent, a commander, a deputy assistant commissioner, an assistant commissioner, a deputy commissioner and a commissioner to make things move through the organisation. When you explain it like that, you do not need all of them in every single position.

**Joanne McCartney AM (Chair):** The concern has been expressed to me about the chief inspector particularly because it is a very big leap then from inspector up to your senior management team and some of that work.

**Craig Mackey QPM (Deputy Commissioner, MPS):** In fairness to some of our colleagues, not quite 42 other forces, but a number of forces do have the leap from inspector to superintendent.

**Joanne McCartney AM (Chair):** It is about the training that you give the officers to do that performance management that perhaps they are not used to doing.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes. I am absolutely clear. If you were going to do that - and I am not jumping to this solution at all - there is a whole lot of business change and there is a whole lot of leadership that has to change to go with it. You cannot just take this rank out, take that rank out or do this and it is done. No, you have to do a lot to support it.

**Joanne McCartney AM (Chair):** OK. One more question from me, just to clarify about the possible merging of borough units.

When you are deciding which boroughs are paired with which, what is your criteria? I understand that a lot of chief executives are making their own views known to you as to whom they think they should be paired with or - perhaps more pertinently - should not be paired with. I am assuming that you will be taking it on operational need rather than whether it is coterminous with other boundaries or whatever. What criteria are you actually going to use?

**Craig Mackey QPM (Deputy Commissioner, MPS):** You have been very diplomatic, Chair. I have not yet had a chief executive say, "I do not want to be with so-and-so". There are a range of views around this. We have an idea of what that model could look like operationally in terms of operational demand and how you would do it, but part of the reason for running the events that we are running is to talk to colleagues because there may be something going on at a local level that we simply do not understand and someone says, "That is a really silly idea. We are already doing X with such-and-such a partner".

One of the other areas is - and you talked about those areas that might continue - the work around the blue light services in London. Most Londoners would say that we should have done that. Some of the momentum we have built up behind that collectively is something that we absolutely should keep the focus on because it offers an opportunity to provide a much better service for the people of London.

**Joanne McCartney AM (Chair):** You are consulting on boroughs and so forth?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes.

**Len Duvall AM:** On change management, the MPS has had lots of experience with that over the years and there is something about this. I was almost expecting a bit more from you about where the senior management team wants to take policing within the resources it has. There is some trouble with mixed messages here. We have had Sir Bernard Hogan-Howe QPM [Commissioner of Police of the Metropolis] saying, "We are not going to be able to do everything in the future and we need to have that discussion". There is an issue that you have raised about demand and how we go about it. Yet we are only talking about, on a cross-borough model, probably one pilot next year to allow sufficient time before we move on to where ultimately the senior management team wants to go.

That has a real impact on the workforce and on how they go about their daily lives. People are professional and they get on with the job but there is a degree of uncertainty about where they are going to be, particularly in some of those ranks or particularly for those who have joined, and wondering where they are. There is a real problem about how quickly you take decisions, how quickly you consult and whether it is genuine consultation or whether you have made up your mind.

Following on from that, one is about change management and one is going back to Joanne's [McCartney AM] question. Why three boroughs? Why not larger units? I am not saying that I agree with it but I would like to know the rationale for why you say it is operational.

Let us take my boroughs and use them to paint a picture. Greenwich, Bexley and, presumably, Lewisham is a possible unit or it could be Bexley, Bromley, Greenwich and Lewisham. All the mood music is about those boroughs. I understand about Westminster and wanting to do that. That is almost like a three-borough command in itself in one borough; I accept that. What is the thinking? It cannot be just like, "We think it is all right". You have obviously put a great deal of thought into this over the past year or so, if not longer.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Shall I start with the change management bit and why we cannot give ultimate certainty now?

**Len Duvall AM:** No, not ultimate certainty. Why at this point with the CSR that took place yesterday? I am slightly worried that the plan is not more advanced because it could have been even worse yesterday and you would have been needing to accelerate your plan that you are working to and that you have in train.

**Craig Mackey QPM (Deputy Commissioner, MPS):** No. Yesterday's CSR is one part of the picture, as you well know. Even in the CSR announcement, there are a number of assumptions from a first read about how that funding might come to London. We know that the funding review has not gone away. In 2016/17 there will be another funding review in terms of the funding formula and so there are still some risks in the assumptions that we are making, even as of yesterday. We have to bear in mind that until we get the ink on the settlement that comes from the Home Office, we are not going to know the exact picture on money.

Sure, I can give you my view of what you would do to save £800 million, £400 million or £100 million or to spend £100 million. Of course we can do that. We have that level of detail in terms of being able to do it and we can tell you the levers you can pull. However, there is a danger here. If we said, "I tell you what. I have the plan under the table and I am going to go out and consult but, by the way, it is not going to change at all", it is not consultation and that is what we have been critiqued for in the past. That is why --

**Len Duvall AM:** That is what I believe is happening now, Craig.

**Craig Mackey QPM (Deputy Commissioner, MPS):** No, it is not.

**Len Duvall AM:** All right. What is up for genuine consultation and what is not?

**Craig Mackey QPM (Deputy Commissioner, MPS):** In genuine consultation, we are genuinely talking to chief executives and leaders about those issues of how we would make our service delivery units bigger and what they could look like. In a professional view, above 3,000 or 4,000; they are probably very big.

**Len Duvall AM:** Yes, but what is not up for grabs? Let us go and look at the cross-borough model, then, in a bit more detail, if you could share that with us. For emergency response, [the issue of] no borough boundaries is really not up for grabs anymore.

**Craig Mackey QPM (Deputy Commissioner, MPS):** It has to be done.

**Len Duvall AM:** It has to be done?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes.

**Len Duvall AM:** That is not consultation; we are not going to do that. The nearest unit response; operational teams managed on a larger scale. Actually, a larger scale is not really up for grabs except in very unique operational services and so Westminster would probably stay as Westminster. You would not merge Westminster with Lambeth, would you?

**Craig Mackey QPM (Deputy Commissioner, MPS):** You would not merge two sides of the river, ideally, no, for all sorts of practical reasons.

**Len Duvall AM:** Fine. Would you merge Westminster with Hammersmith and Fulham and with Kensington [and Chelsea] (K&C)? Comparing the size of Westminster in the way that it is in terms of the pilot that you are looking at now, it says to me that you have already made the decision about Westminster.

**Craig Mackey QPM (Deputy Commissioner, MPS):** No, we have not. Probably not, but let us say that Westminster - as in the borough - came in and said, "We are doing a piece of work with this adjacent borough. We are looking at sharing our services in a way that you have never even thought of before and our children's services are going to be delivered across four boroughs". We would say, "Actually, we might have to think about that".

**Len Duvall AM:** Forgive me; that is what should be happening now, not in the new thing. I know it might not be happening in some ways, but I would expect you to respond to that if Westminster's children's services desired to merge with Hammersmith and Fulham's and K&C's and said, "That is how we are working". I would expect the MPS to adapt to that on the safeguarding committees and all of those issues.

**Craig Mackey QPM (Deputy Commissioner, MPS):** You would expect us to alter our service structure based on that, wouldn't you?

**Len Duvall AM:** Yes, because you have a law enforcement role and you would have to, wouldn't you, because of the safeguarding issue?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes. Those are the conversations that are taking place. There are all sorts of arrangements. You will know from some of the London boroughs that there are all sorts of arrangements emerging across London. We are not talking about, "The neighbourhood footprint is the neighbourhood footprint".

**Len Duvall AM:** This may be something that we need to follow up, Chair, outside the meeting. This does take the conversation you are having internally in the MPS and talking to your partners, that the same conversation is taking place in local government. I am quite close to local government in London. I am not picking up on any boroughs wanting to merge their children's services. It is an interesting concept. I would support it.

**Craig Mackey QPM (Deputy Commissioner, MPS):** I do not know anything, I hasten to add.

**Tony Arbour AM:** It has already happened.

**Len Duvall AM:** I would support it. It is an interesting concept. Can we go back to the issues of what really is up for consultation on the cross-borough model and what really is not? If that is the case, it does not make you a bad organisation or a bad person, but it just gives some sense of certainty of what people are planning with and they can then understand what needs to happen, rather than going through an exercise on this and knowing that it is actually going to happen. It might be that you do not know which boroughs are which, but it is quite clear to signal, and I think you are, but in a better way, "Actually, the boroughs are going to be merged in some form or another. We are not quite clear what the merger looks like or who they are going to be working with, but it is going to happen".

**Craig Mackey QPM (Deputy Commissioner, MPS):** What I am signalling is that some of the ways we currently deliver those services that have sat at a borough level will be different.

**Len Duvall AM:** Let us look at the police service, then, that really is not about partnership but is about emergency response. Part of the emergency response, we know, is that the nearest goes, but there is also a conversation going on in the MPS and you are going to ask that the response teams carry on and have greater ownership of pursuing investigations from the outset.

What does that actually mean? I think I understand it but, for the wider audience, how does that work? Is it about growing that response team? Are we going to see a redeployment of officers into that to allow that to happen? What does it look like in the borough?

**Craig Mackey QPM (Deputy Commissioner, MPS):** That is a live debate at the moment. That decision has not been made. It is one of the areas when we look at the way we provide the service where we think there is some potential to do it differently.

On that ownership of it, at the moment, if I am a response car driver and I go to a crime where someone has their car broken into or their house broken into, I fill in the Crime Reporting Information System report and I pass it to someone else to deal with. I probably do not investigate a lot of crime myself.

Then there is a model that says, if you have the capacity to do it - and bear in mind we put an uplift in response two years ago in terms of having that availability - you say, "I carry a crime load and I investigate that from beginning to end. I am the point of contact with you as the victim. If you want to know where your burglar has got to, you come back to me".

There are strengths and weaknesses with both of those. One needs a level of training but, frankly, as you look forward and go forward, you would say that one de-skills officers. They become quite good at reporting and recording crime, making arrests and those sorts of things, but they do not the other parts of the crime investigation. For 43 forces, there are probably 20 different ways of doing it. We all do it slightly differently.



We are having that debate professionally about the best way of doing that, particularly given that when you look at the stuff we are doing around technology change, which is designed to take most of the stuff that is on their desktop and in some way or other push it to them at the front end, we can make those processes slicker with more chance of being successful and have, hopefully, a better outcome should we change what we do at the front end. That is an absolutely live debate at the moment and it is still scheduled for debate at the management board in January[2016].

**Len Duvall AM:** That is in January. In some senses, going back to policing by consent, is that something that you would want to consult on in terms of that live discussion or is it something that professionally you would take a decision on and that is what you would do? There are some bits about the live discussion that we would like to understand.

As one example, if you reduce the ranks of sergeant and inspector on response so that we have a reduced amount of supervision and we are going to have a mixture of response carrying a caseload - which I think is a fair term to use - as well as doing the instant response, which they may pass on for whatever reason to others to do, what are you thinking about that? I heard you say something about training. What is the thinking around those issues?

**Craig Mackey QPM (Deputy Commissioner, MPS):** The big rank you have picked in there is the inspector rank. It is trying to free up the sergeant from being a checker. You will have been speaking to sergeants the same way I do. They are frustrated about spending all of their time sitting behind a computer screen having to check things or staying in a station to do compliance, rather than being able to supervise and manage their teams and having the freedom to be able to do that.

For the inspector at the moment, it is around trying to elevate that role of inspector to give them some more responsibility. We have done some work looking at how the role of inspector works elsewhere. A duty officer, one of the typical inspector roles here, is not really that empowered. They have all sorts of rules and regulations that give them the framework that they can work in. It is actually quite a senior management role and we invest a lot now in training that individual. How do we free them up to do that?

Coming back to your point about what you consult on and how we deal with a crime in terms of who owns it, we look at the outcome for the victim, your average Londoner who is involved with us. It is not something where you say, "Do you want Len to do it or do you want Craig to do it?" It is not that sort of consultation. This is about a professional judgement on the model we will need for policing not just for 12 months but for 12 years.

**Len Duvall AM:** There is an acceptance that there is a different form of policing that will be operating in London?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes.

**Len Duvall AM:** It may be in different forms outside London, but in London it will be different?

**Craig Mackey QPM (Deputy Commissioner, MPS):** It will be different. Also, the skills of your average officer will be different.

**Len Duvall AM:** Can you just confirm that for it to work, because of the carrying of the caseload and others, we would need redeployed resources for response to do that in some cases?

**Craig Mackey QPM (Deputy Commissioner, MPS):** If that was the outcome as it is now, yes. However, if you do some other process changes as well, if you can speed everything else up and if you can take time out of the other parts of the whole system that is policing, you might be able to do it just by being more efficient. I do not know the answer to that yet.

**Len Duvall AM:** How would you show that to us on paper in terms of taking a decision that that is the case in terms of the experience at the other end? Of course, we have not mentioned it but colleagues around the table have in the past: screening-out crimes. Is that efficiency or is it common sense? Does it enable you to reduce the investigation workload? From a victim's point of view, it is not a very happy experience. Where does that screening-out come? Is it the person on the ground we are putting that responsibility or is it an inspector, a sergeant or another rank who is going to screen out in terms of these different processes? Do you not think that that is a conversation that you should be having with Londoners, about what I should expect if I come into contact or report something to you rather than thinking that there is an investigation going on when it is not going on?

**Craig Mackey QPM (Deputy Commissioner, MPS):** No. I do not disagree. Being absolutely clear on expectations is absolutely the right thing to do. With the whole notion of screening in, screening out and telephone investigations, depending on which language you use, people can get a completely different impression of what you do. I can absolutely see scenarios where, if I were a victim of crime, I would be better served by having someone do an investigation either over the phone or by talking to me.

If I get my car broken into at a railway station and I get into the car and drive home, do I really want an officer to come out to my home? Probably, in my circumstances, I do not. I want to get the thing reported, I want to know if there have been others that morning that I can help with, I want [a description of] the property I have had stolen circulated so that hopefully it can be recovered at some point and I probably want a crime reference number for my insurance. If I have been attacked, I will want something completely different.

**Len Duvall AM:** We will, no doubt, come back to this. Can I have just one last point on Protection of Vulnerable People (PVP)?

You have alluded to this and this is obviously a very complex area. Is the discussion, then, that from the centralised specialist units we would pass them back to these new sub-regional units? It is difficult until we get these names right for whatever we call a collection of boroughs. That should be quite an interesting naming competition.

**Craig Mackey QPM (Deputy Commissioner, MPS):** I will let you do that.

**Len Duvall AM:** How does this work with a 'single front door' for police referrals? There has been criticism of the MPS by the boroughs that the Borough Commander sits on the safeguarding board and the specialists come nowhere near it when there are very important decisions or cases being dealt with. How is this working? What pilots are being planned for this? What is happening there?

**Craig Mackey QPM (Deputy Commissioner, MPS):** It is exactly as you say. There is no decision taken on that, but it is one of the big areas that the boroughs, understandably, have a lot of views on. At the moment, with that notion, it is very easy to say it is a 'single front door' to the service. Some of those seem really simple and straightforward. When you get to the high-end complexity, it looks very different.

In one of the models that we have looked at the moment, you look at a borough - let us take Westminster - and you do a functional model at a leadership level or superintendent level with a superintendent for PVP in the borough as a key point of lead for local authorities, safeguarding boards, child protection boards and youth

boards and actually have a lead there that works. The debate there is a live one - again, coming up in January - and is about how much of the service is delivered from a central unit and how much is delivered locally.

Those of you who have been on the Metropolitan Police Authority (MPA) will know that we have gone across the models. 2009 was the last time Sapphire was out on boroughs. I am not signalling that you would push everything out to boroughs and leave nothing at the centre or, conversely, drag everything into the centre. When you are looking at a service as fundamental as this and you are hearing the same things as I am, we ought to look at this and have the discussion.

**Len Duvall AM:** Can we have a list of the items that you are going to be discussing in January? It seems to be a pretty crucial decision.

**Craig Mackey QPM (Deputy Commissioner, MPS):** There are two big management --

**Len Duvall AM:** If we cannot have the details, then certainly a fundamental list of the changes that the management team is considering would help us in terms of understanding some of those issues and some of the debates that are going on.

**Craig Mackey QPM (Deputy Commissioner, MPS):** In fairness, you have had them all over the last couple of months. There is the neighbourhood policing debate. What is our offer around neighbourhood policing and where do we go?

**Len Duvall AM:** That is none, isn't it?

**Craig Mackey QPM (Deputy Commissioner, MPS):** We have to look at yesterday's --

**Joanne McCartney AM (Chair):** We are going to get into that in a moment, Len, if you do not --

**Craig Mackey QPM (Deputy Commissioner, MPS):** We are not there yet and we need to look at yesterday's announcement. We are less than 12 hours from knowing our CSR settlement. There is the neighbourhood policing debate. There is the whole debate about the structure of operational service delivery in boroughs or whatever you want to call it. There is then the PVP debate. What is our professional view and what is the view of the teams that are working on this about where PVP goes? What is the view of the chief executives? We have met chief executives. We have met some of the leaders. We have an event on 7 December with a larger group of people. I cannot tell you what the outcome will be until we finish that, but those are the big debates.

**Joanne McCartney AM (Chair):** OK. Perhaps we will write to you and ask you to provide us with what is being discussed.

We are going to come back to the CSR in a moment, but Jennette has to leave and I know she wanted to ask an important question.

**Jennette Arnold OBE AM:** Deputy Commissioner, as we speak, there is yet another family in my consistency that is devastated and grieving due to the death from knife wounds of their 17-year-old son. The family came from another part of Europe and came to this country with hope and looking for peace. I understand that the tragic death of this young man was not gang-related but, clearly, the attackers were carrying knives. Given where we are, this will be, as I understand it, the 14th death from knife wounds across London. Put that against 21 in 2008, which everybody said was the height of this situation.

Would you not agree with me that perhaps it is time for another knife amnesty and for some sort of programme now to get that message out? Certainly borough leaders and myself are saying to young people in the borough that they really cannot carry knives because, in carrying a knife, we have seen time and time again that you are more likely to die if a knife is unleashed. It is not like in the cartoons. It is not like in the games they play. If you slash somebody's throat with a knife they are dead. Is it not time for another amnesty? I am not talking about the blunts and I am not talking about extra stop-and-search. All of that will be dealt with at borough level, as appropriate. From the centre it would be good to have a message that you can go away and think about this.

**Craig Mackey QPM (Deputy Commissioner, MPS):** I would be more than happy to take that away. Like you, people see those tragic pictures of families and see mothers, friends and family mourning another young Londoner who has fallen victim to knife crime and they realise the seriousness of the knife issue.

We do everything we can in terms of enforcement. Anything that can be done in the space of your notion of how we all collectively - across London and across the political divide - reinforce this message around the culture of carrying knives we will be more than happy to help and support. It is absolutely a long-term issue which we all have to address. We can do work around enforcement. We have some ideas around people stepping out of gangs.

However, as you describe, when some young people in our city think the default position is to carry a knife, then we have a challenge and a problem. We have discussed before - and it is something we need to have a wider debate around - the availability of some of these knives and the ability, literally, to click on the phone and order a knife not far off there and then. We all need to be working together to try to solve that. I will take away and support your notion.

**Jennette Arnold OBE AM:** Yes. To the Deputy Mayor, I would imagine you will be supporting all the Deputy Commissioner has said. I know the Mayor was in Islington and visiting the Ben Kinsella [knife-crime victim] exhibition on Tuesday. Tragically, this young man died about 100 yards away from where Ben fell in 2008. Again, I get the sense reading the report from that meeting that there was a lot of talk about stop-and-search and reducing the two strikes to one. That is an argument that is to be had. However, can you put your support towards a knife amnesty and more work with schools?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** First and foremost, yes, we will take away that thought. We all want to see knives off our streets. I visited the Ben Kinsella Trust exhibition the year before. I know the Mayor was particularly touched by that. We have to do all we can to discourage young people from carrying knives. Sadly, they are not always carrying them. They often hide them. I have now been to two weapons sweeps to public places, one nearer Wood Green in the Chair's constituency and also in Tower Hamlets. I was shocked to see the number of knives that are hidden in public places near to where children are playing. Our plan is to do all we can to both discourage and encourage people not to resort to possessing and carrying knives.

**Jennette Arnold OBE AM :** Thank you.

**Joanne McCartney AM (Chair):** Thank you. In Scotland, of course, shops have to be licensed to sell knives. Is that something that you are actively lobbying for here?

**Craig Mackey QPM (Deputy Commissioner, MPS):** I was not aware of that until you mentioned it. I will have a look.

**Joanne McCartney AM (Chair):** Yes, they need a licence to sell knives in shops. It would be useful.

**Jenny Jones AM (Deputy Chair):** They have a licence for alcohol.

**Joanne McCartney AM (Chair):** We are now going to turn to the effects of the CSR.

**Caroline Pidgeon MBE AM (Deputy Chair):** Thank you very much. I want to clarify - because, obviously, I know it is early days - my understanding, Deputy Commissioner, of what you said. You said that the work is not over, but it sounded to me like you have still to find £400 million worth of savings and potentially - as we still do not know the funding formula change - a further £200 million if the funding formula changes are as damaging as you thought they would be. Is that correct?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes, it absolutely could be. I will put the funding formula to one side because clearly that is still work to be done. It is an opportunity for all of us to have a debate about getting a funding formula that works for London. You will know that one of the challenges we have at the moment is this arrangement that looks at some of the activities that affect policing and then we have the National, International and Capital City [NICC] fund that looks differently at some of those activities. We should see the work that the Home Office is going to do during 2016/17 around the funding formula as an opportunity to both inform that, get alongside it, be part of that debate and make sure we get a deal that works for London.

There were a number of things in those 'pressure lines' that at the moment have not gone away. There is an assumption about 1% pay increases across the piece. There is £50 million for a change in the way the staff pensions are valued that we are going to have to look at and pick up. There is a whole range of things that are sitting as 'pressure lines' above and beyond the budget. That is quite normal. It is just being clear those things have not miraculously gone away. We will have to keep doing the work we are doing around being more efficient to make sure we can drive some of those costs out and down. You can expect to see more of the pieces of work we have done around some of our back office services and those sorts of things.

**Caroline Pidgeon MBE AM (Deputy Chair):** It is PwC you have had in doing work with you. Is that right?

**Craig Mackey QPM (Deputy Commissioner, MPS):** There has been a variety of different organisations. PwC has worked with us in some parts, as well as EY and a number of others in terms of where we have gone.

One of the great disciplines - and I spoke about it last month - that will not go away is that focus on every budget line. In the Service Review - which we presented to the Deputy Mayor and his team during the summer - we went through every budget line and said, "Where can you do things more efficiently? How can you take money out of this? Is that the right level to do it?" We then used some of the data to challenge other parts of the MPS and be really clear, "Why do we spend so much overtime in that particular area of the MPS? Is there a realistic cause for doing it or are we just not good at controlling it?" That discipline will not go away.

**Caroline Pidgeon MBE AM (Deputy Chair):** OK. That work is continuing because you have at least £400 million, if not a lot more, in savings to make. Then on top of that you have these pressures in terms of budget increases for pay, pensions and any other bit that was in the small print.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Just to be clear, they are the same. That is the pressure.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** They are the same. The £400 million is --

**Caroline Pidgeon MBE AM (Deputy Chair):** It is included in that?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. The £400 million is over four years. You are talking about £100 million, plus £100 million, plus £100 million, plus £100 million.

**Caroline Pidgeon MBE AM (Deputy Chair):** Yes, I understand that.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Then £50 million is from the pensions. Over four years that is £200 million. Also £50 million is the pay bill inflation, if you want to maintain police officer numbers.

The reality is - and we have to emphasise this - that in the previous four years in order to sustain police officer numbers there has been a phenomenal amount of work in three areas: around £360 million worth of savings in the reduction of the overhead that supports policing; a substantial reduction in the cost of the overall police officer pay bill through reforming structures and changing management supervision of around £160 million; and also the release of assets that then saves property running costs and also generates capital that we then can reinvest into policing. There is already a programme for the challenge of finding £400 million because we thought there were going to be, frankly, swingeing cuts of anywhere between 25% and 40%, and £360 million off the back office has been identified to cover that £400 million loss. When we talk about further changes, they are changes not driven because we have to 'slash and burn' and make savings. They are genuinely going to be changes on the basis this is going to improve the way we deliver policing in our capital city. Yesterday's announcement is a protection, in real terms, of police budgets.

**Caroline Pidgeon MBE AM (Deputy Chair):** Thank you for clarifying that for us. Let us just be clear. Is there still a commitment to 32,000 police officers in London? Who would like to answer that?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** The Mayor has made a very clear commitment to 32,000 officers. We stand at 32,000 officers. Based on a first reading of yesterday's announcement, there does not appear to be a cliff edge. Yes, there are dangers in the future that the settlement may not be as good as it looks on paper. However, it is for a future Mayor to determine the extent to which they want to maintain police officer numbers at or around 32,000. Certainly my view as Deputy Mayor is that we will be setting a budget for 2016/17 - which you will be able to scrutinise - that holds police officer numbers at or around 32,000.

**Caroline Pidgeon MBE AM (Deputy Chair):** For 2016/17 and then beyond that, with the formula change, it may --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We do not know. Clearly, that is, again, looking into the future which we cannot see. This is the picture that is presented on paper, which you cannot read but it is --

**Caroline Pidgeon MBE AM (Deputy Chair):** No, just a nice wee chart, yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We are not expecting police expenditure to go up and up and up in real terms. We are expecting it to go down and down and down. Therefore, on that basis, we can be far more bullish about overall police numbers.

**Caroline Pidgeon MBE AM (Deputy Chair):** What about PCSOs and the threat to community PCSOs? We know they are the eyes and ears on the ground. Certainly, in counterterrorism they are a huge asset as well as community reassurance. Have you had any thoughts on whether you are going to be able to protect those officers?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Certainly, my view is that the cost of making a whole host of people redundant required at least three years to pay back the redundancy costs once you looked at it. The Mayor has emphasised that we would need a very strong operational case for withdrawing PCSOs that are ward-based and in neighbourhoods. Certainly, we went around 32 boroughs saying we wanted to maintain one police officer - at minimum, increasing in some wards - and one PCSO. I would want to keep to that. There is a question about overall numbers of PCSOs. That is something that we still need to discuss. That can be something that can be managed by natural wastage rather than necessarily looking at redundancy in my view.

**Caroline Pidgeon MBE AM (Deputy Chair):** What about you, Craig?

**Craig Mackey QPM (Deputy Commissioner, MPS):** In an ideal world, yes. I just emphasise we are 12 hours away from --

**Caroline Pidgeon MBE AM (Deputy Chair):** I know.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Let us do the work. Let us do the detail. I have said this a number of times. I started in community policing. I walked a beat. It is something that is very dear to me. We know we need that presence on the streets of London. We are going to look at this now that we have an indicative settlement and when we get the detail in the December settlement. Going back to Len's [Duvall AM] question, that is why we have a December management board and a January management board so that we can present a budget with the new scenario we faced yesterday.

Picking up the Deputy Mayor's point - as I said earlier on - the work we have done to date should be seen as a positive as it has given us ability to know where there is still money to get out to improve the service for the people of London. That is a good thing.

**Caroline Pidgeon MBE AM (Deputy Chair):** The PCSO decision will be made in December or January?

**Craig Mackey QPM (Deputy Commissioner, MPS):** I suspect more realistically the January board.

**Caroline Pidgeon MBE AM (Deputy Chair):** It is helpful to know.

**Craig Mackey QPM (Deputy Commissioner, MPS):** It will be a recommendation that will come through with the budget to the Deputy Mayor.

**Caroline Pidgeon MBE AM (Deputy Chair):** Thank you. This is to the Deputy Mayor. In terms of Council Tax, clearly the settlement is better than anyone had hoped. Have you discussed further what to do about the precept element and whether freezing it for policing or even increasing it is still an option?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Certainly our policy towards the precept will not change in the budget which is, unlike the other parts of the mayoral precept, to freeze the policing precept.

**Caroline Pidgeon MBE AM (Deputy Chair):** You are still aiming to freeze it? The Mayor last week said all the things were still on the table.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Everything is on the table when you do not get an announcement that, frankly, must have been a surprise to virtually everybody on the planet except for the few people who came up with it.

**Caroline Pidgeon MBE AM (Deputy Chair):** Apart from George Osborne [Chancellor of the Exchequer], yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We certainly had no inkling that we were going to get a real terms protection of the policing budget. We are going to have to look at the detail about precept decisions in future years. I am talking about 2016/17 based on what we have learnt less than 24 hours ago.

**Caroline Pidgeon MBE AM (Deputy Chair):** Going forward, yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That may obviously, therefore, change what the Mayor said a few weeks ago when we did not know the announcement yesterday.

**Caroline Pidgeon MBE AM (Deputy Chair):** OK. In the detail in the spending review - trying to look at it quickly overnight - our understanding is the Government is going to offer Police and Crime Commissioners greater flexibility in local funding decisions by rewarding those who historically kept council tax low, which presumably would apply to London. This will allow them to raise up to an additional £12 million per year. Do you know anything about? Do you have any greater clarity on what that would mean for London?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, that is point 1.82. I do not think that is something that affects us.

**Caroline Pidgeon MBE AM (Deputy Chair):** You do not think it does?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No, I do not. There are some areas where the level of precept is so low - and their force is virtually unviable - that it becomes a question about whether they would want to raise a precept beyond the 2% cap in order to be viable as a force. That is more geared at those smaller forces.

**Craig Mackey QPM (Deputy Commissioner, MPS):** If I can help a bit, we think there are about ten or 12 in that group, if it means what it says. We have to be really careful and wait for the detail. The police element of Band D Council Tax is about £206. There are some places where it is only £100 or even lower. This was a piece of work I know was going on amongst the treasurers and others looking at whether the 2% limit for the referendum on Council Tax disadvantaged those who, for historic reasons, have very low Council Taxes.

**Caroline Pidgeon MBE AM (Deputy Chair):** That is OK. It does not apply. I wanted to clarify.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Certainly our very quick read is exactly the same as the Deputy Mayor's. It is not a London decision.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Also our gearing is such that we would not raise that much money anyway. However, it is a political decision.

**Caroline Pidgeon MBE AM (Deputy Chair):** Yes. I wanted to understand because I was trying to work out some of these lines and what applies to London.



There was one other thing from the spending review. The Government stated it will allocate additional transformational funding to forces which have strong proposals to support efficiency and reform, and to help transition to new funding arrangements. Given that you are moving over to lots of new information technology (IT) systems and other things which are about efficiency, do you think the MPS will qualify for some of that funding?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I absolutely would hope so. That is why it is very important that all of us collectively make clear that holding police numbers high - at around 32,000 - has required transformational change, both in reduction of the level of support services, in more efficient use of buildings as well as fundamental reform of the MPS. That must continue. Of course, we would expect our fair share of that additional money that protects police funding in real terms.

**Caroline Pidgeon MBE AM (Deputy Chair):** Is that your understanding?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes. When we saw that we hoped that that is a recognition of some of the things we have already done in London, which certainly colleagues outside are now quite interested in in terms of, "Go on then, how did you do this?" and some of the costs we have driven out as the Deputy Mayor covered. They are now saying, "Actually there is something in this". We are hoping that in some respects we can be a beacon for some of those.

There will be things to learn. There will be things that others have done better than we have. However, we are hoping that some of the things that we have already done will be picked up.

**Caroline Pidgeon MBE AM (Deputy Chair):** Lovely, thank you very much.

**Andrew Dismore AM:** Can I just pick up on bits around the settlement as well? Are you still planning to reduce the number of police buildings like you were before? Originally the idea was 400 to 100 or thereabouts.

**Craig Mackey QPM (Deputy Commissioner, MPS):** We have to look at the estate anyway. We are due another estate strategy. It coincides with the appointment of a Deputy Mayor. We will still look at it. What the end figure will be is far too early to say at this stage. There are some buildings that, frankly, are still old and unfit for purpose. There are others that we would clearly like to invest in, no matter what happened yesterday.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I asked the same question as you, Andrew. Some of these buildings are small shop units. What we have to recognise is that we have cut a significant amount of the total square metres. The plan was to go down from about 900,000 square metres to 600,000 square metres. A large part of that is on a few sites. For instance, a huge reduction in the use of the area within Hendon - in your part of the world - yields a huge dividend. There was a massive reduction in the headquarters estate by moving from Scotland Yard to Curtis Green. Some of these other buildings are very, very small indeed. The big decisions, actually, have largely been made.

**Andrew Dismore AM:** The original proposal - in round terms - was to have one police station per borough. Is that still --

**Craig Mackey QPM (Deputy Commissioner, MPS):** Well, 100 does not give you one per borough, does it?

**Andrew Dismore AM:** No, but it was a minimum of one per borough, was it not?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No, that is not there. No, that was not the strategy. The strategy is to rationalise and to have a far leaner estate so you are not spending £180 million-odd a year maintaining inefficient buildings.

**Joanne McCartney AM (Chair):** I asked the Commissioner about the police stations and he said he would guarantee one per borough but he could not give any more than that.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Unfortunately, you are probing and asking these searching questions when we thought we were facing really quite dreadful cuts which would result in a reduction of thousands of officers. Now, effectively, as of yesterday we are dealing in a world where we still have to make a huge amount of savings in the back office and become sensible about how we reform policing to deal with the fact there will be added pressure and cost, but we can be very measured in our approach now. The challenges in the next four years are obviously going to require a certain amount of resolve. However, it puts into perspective our achievements in the last four years where we have actually taken a budget down from £3.6 billion to close to £3 billion.

**Andrew Dismore AM:** Has all that £600 million saving now been accounted for?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Very close to, it is just slightly shy of £600 million. By the end of this financial year we will have achieved it.

**Andrew Dismore AM:** Was the Capital City function you mentioned earlier on in the statement yesterday?

**Craig Mackey QPM (Deputy Commissioner, MPS):** No.

**Andrew Dismore AM:** That is still open and so we do not know where we are with that?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Sorry, I assume it is in that big pot that has gone to the Home Office. I do not think there was any detail yesterday of the bit that comes to us, was there?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No, there is a global national figure for that. That figure is a large part of the growth. Therefore we have to make sure we get our share. What we have been able to establish - and I know the team at the MPS have worked extremely hard and the Mayor's Office for Policing and Crime (MOPAC) officials have been in the Home Office - is that for our expenditure on duties as a capital city we are grossly underfunded in real terms. That could yield an additional £100 million.

**Andrew Dismore AM:** The formula review, we do not know where that is going to end up until next year?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I would hope the formula review ends up in the bin. Frankly, the formula review was an unmitigated disaster. I know there may be efforts to try to bring this back. It is extremely difficult to do this in a way that makes sense, particularly when you have an amount of money that you have to bid into. Effectively it is a formula review by another means, in the sense that you are going to have to show that you are reforming, you are changing and then you bid in to get the growth money.

**Andrew Dismore AM:** I am still not quite clear about this point you made right at the beginning, Craig, about £800 million being removed but you have still £400 million to go.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes. You know we have been using £800 million as the 25%. Very roughly - it is not exact - £400 million of it was cuts in central grant and £400 million of it is these pressures that do not go away.

**Andrew Dismore AM:** We have still £400 million of budget pressures?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes.

**Andrew Dismore AM:** OK, that is a lot clearer, yes.

**Craig Mackey QPM (Deputy Commissioner, MPS):** As the Deputy Mayor [for Policing and Crime] said, that is over the course of the CSR. I do not want to mislead you. It is not £400 million in one year.

**Len Duvall AM:** Before you go on, this relates to a question you asked. Is the capital fund where you are going to fund the 800 firearms officers because that is a capital pressure, or is that coming out of your general precept?

**Craig Mackey QPM (Deputy Commissioner, MPS):** We have not got into that level of detail yet.

**Len Duvall AM:** When does that take place?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Part of it is that we need to see what has happened with this year because the NICC Fund has been audited against what we spent the year before. It is not a look forward fund, it is a look back fund which brings with it some challenges. You will remember we got £174 million last time. We know from what has now been audited we spent over £340 million on that. As the Deputy Mayor said, that is the bit where we are saying, "Look, we are not getting what we are currently spending" for that capital commitment.

**Andrew Dismore AM:** We are getting half of what we are paying out?

**Craig Mackey QPM (Deputy Commissioner, MPS):** That is what we have had.

**Andrew Dismore AM:** Can I go on to the suggestion about letting local residents buy 'police officers'. We have had mixed messages about that. I know it is in Camden in particular, in part of Hampstead. We have had different messages. The local Borough Commander has been quite clear that she does not think it is a very good idea. What is your position about this at the top? Do you support the idea of local residents being able to buy 'police officers' for their wards?

**Craig Mackey QPM (Deputy Commissioner, MPS):** I know the one we are talking about in terms of the crowdsourcing way of doing it. When the challenge was acute you probably had to look at a whole range of things which - with some controls - you might consider. I would not personally favour it. I think it creates a scenario where people end up paying for something that potentially others cannot get or cannot afford.

If you were talking about particular additionality - if you look at some of the things we do on a bigger scale with shopping centres, developments and those sorts of things - that --

**Andrew Dismore AM:** I was going to come back to the issue about that. I am just talking about residents first of all. This has come out of the cuts to the Safer Neighbourhood Teams. They think they have been subjected to all sorts of violent attacks. The level of crime in that ward is low but there have been some rather

nasty incidents which have sparked this all off. They want to see if they can get their Safer Neighbourhood Team back by paying for it through crowdsourcing. You would not go down that route?

**Craig Mackey QPM (Deputy Commissioner, MPS):** I would like to avoid that. That creates some real challenges going forward and managing it. You have to look at how you actually put that in the legal and ethical framework. People think by doing that, "I can keep this officer in this area all of the time and it is my resource as the local community". Of course, the arrangements - as you well know - that local authorities and others have with us that is not how it works. Section 92 does not allow that.

**Andrew Dismore AM:** I was going to come back to that in a minute. Sticking with this first of all, the other half of the equation was that they were in the buy-one-get-one-free (BOGOF) deals. It has some fancy name, but where somebody pays for one and you top it up with the matching officer. That would be out as far as you are concerned as well?

**Craig Mackey QPM (Deputy Commissioner, MPS):** No.

**Andrew Dismore AM:** I am talking about the resident crowdsourcing --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That does not apply.

**Craig Mackey QPM (Deputy Commissioner, MPS):** You cannot use that model in this. Those deals are with local authorities and others.

**Andrew Dismore AM:** OK. Do you agree, Stephen, with everything Craig has had to say about this?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** First and foremost, in an era where you are having to make real savings and you are losing police officers, of course, ways of being able to protect police numbers become a real consideration. However, the world has changed in the last 24 hours. We want to encourage public bodies and other people - like Transport for London (TfL) - to continue to invest in policing. That is not going to be necessarily guaranteed but that is a significant source of funding. It is provided on the basis of a 'buy-one-get-one-free'. Local community deals will have to find the money for fully-funded officers. It will be at the margins. Actually - even in this case - my understanding is the amount of funding they have raised would not even pay for one police constable (PC).

You have to take everything on a case-by-case basis. However, the pressure and worry about police officer numbers has diminished following yesterday's announcement.

**Andrew Dismore AM:** It has not really because --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It has. If you protect police funding in real terms, it has in real terms.

**Andrew Dismore AM:** Let me put the question to you. We have still the 32,000 as being the base figure. We are all working around that number. The point they make in that particular ward and in other wards throughout London - is originally you had your team of six - or in parts of Barnet nine - and now you are down to two. They wanted to top those up. That is the point. As far as they concerned they still have pressures in that particular ward, as we see in other wards around London as well. You may be right about the overall number of officers but, as far as they are concerned, they have seen their ward resource cut back.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** They have not. They have more officers in that part of the world which are deployed more flexibly than being tied to a single ward. That is the same for all 630 wards in London. Overall there are 2,600 extra officers in neighbourhoods under the auspices of that particular neighbourhood inspector who will be moving the officers to where you are doing your best to stop crime from happening. That is the mission.

**Andrew Dismore AM:** They are not the same dedicated officers that they had before, are they?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No, all because the crime picture is such that you do not apply a one-size-fits-all approach.

**Andrew Dismore AM:** Let me ask the question. They are not the dedicated officers and that is what has people in that particular ward - and indeed many other wards in my constituency - concerned. That is where this initiative has come from. To say there is no pressure on officer numbers may well be true London-wide, but as far as they are concerned, their perception, is that is not the case.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Again, the measure needs to be overall numbers and flexibility to deal with the fact that all wards are not the same. We have moved away from a ward-based model. We have moved to one which does allow greater flexibility, recognising particularly that often town centres cut across multiple wards. It is useful to have that flexibility. The proof of the pudding is to see a continued reduction in victim-based crime. As of today, as we approach four years of having to make savings and being able to maintain police officer numbers, victim-based crime has reduced by close to 19%.

**Andrew Dismore AM:** I am not going to get into a debate about crime numbers because that is not what I am talking about here.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is what they are there to try to do, surely, as police officers, to stop crime from happening.

**Andrew Dismore AM:** I am raising the issue of the public perception. We are not going to get any further on the local resident model.

I was going to come back to Craig as well because we started to talk about the issue of local authorities. Perhaps you can tell us where you see the future of those?

**Craig Mackey QPM (Deputy Commissioner, MPS):** At the moment it is covered by section 92 of the Police Act. That scheme is still in place. A lot of that will depend on colleagues in local authorities working out what the implications of the CSR yesterday are for local authorities in terms of where those offers go. That system is still in place.

**Andrew Dismore AM:** A council can effectively get a BOGOF deal?

**Craig Mackey QPM (Deputy Commissioner, MPS):** They could come to us on the terms of the current deal and get that current deal. Whether that is the one that continues for ever is far too early to say. We discussed this briefly at the last meeting. Some of the early indications from local authorities have been for it to move in the other direction and to pull out of that.

**Andrew Dismore AM:** That is what I was going to come to. The settlement for the Environment Department was pretty tough yesterday. Inevitably that is going to feed through.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It was pretty tough, yes.

**Andrew Dismore AM:** That is going to feed through into local councils. They are going to be looking at what discretionary spending they can cut back. If the council comes to you and says, "We cannot afford this anymore", and pulls out of its side of the deal, presumably you have to pull out of your side of the deal, too.

**Craig Mackey QPM (Deputy Commissioner, MPS):** We would have to look at those on a case-by-case basis and look at what we actually said in the policy and the contractual agreement. It is a contractual legislative arrangement. I do not have the detail of the contract. I would have to go back and look at it.

**Andrew Dismore AM:** Across London, how many officers have the councils and the --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** 338, £9 million. The pay bill for policing is £1.9 billion. You get £90 million from TfL. We are talking about £9 million.

**Andrew Dismore AM:** 338 are paid for by local councils?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes.

**Andrew Dismore AM:** You are matching those?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes.

**Andrew Dismore AM:** OK. Potentially those are at risk.

**Craig Mackey QPM (Deputy Commissioner, MPS):** We do not know until those individual decisions are made as local authorities go through their budget-setting going forward. It will also depend where they are in their contract period.

**Andrew Dismore AM:** Yes. If they pull out and you pull out presumably you would have to find the money for those 338 officers to keep the strength at 32,000 otherwise we are down to 31,600 and something?

**Craig Mackey QPM (Deputy Commissioner, MPS):** That would be a debate we would have.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is potentially a budget pressure but it is not the largest risk. Part of this will be a decision for local councils about their priorities.

The other thing that I think is more concerning is the extent to which we will see any kind of community safety role which is non-statutory within local authorities. That is a big risk; the future of closed circuit television (CCTV), the future of wardens, and the future of all the public protection that local authorities provide. Often - I am a bit out of date - similar levels of money are spent by local authorities in that non-statutory area as the police spend on neighbourhood policing. That is a major concern.

**Andrew Dismore AM:** If that money goes you are obviously not in a position to replace it, presumably.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We have to start to think about how you do things differently given what is a particularly tough environment for local government. For things like CCTV, we are not going to be able to sustain essentially an analogue dislocated high-cost system that requires

monitoring by 32 boroughs. We are going to have to look at smarter ways of having public sector CCTV coverage. As the MPS is looking to modernise its CCTV footprint there may be opportunities to provide a solution for local government as well. There are going to be meetings in the next few months to do that. All of these things are changes that we need to plan for.

**Andrew Dismore AM:** So you are suggesting it is too high, but the concept would be that the MPS would be running CCTV throughout London?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** The MPS has to look at CCTV 24 hours a day seven days a week anyway.

**Andrew Dismore AM:** I am not accusing you.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Maybe it is my intonation; I am not saying you are. There will certainly be opportunities to be more efficient about how many eyes and ears need to look at CCTV. I know other boroughs are looking at members of the public being able to view CCTV as well and involving them in that. There are innovative ways in which we can continue to sustain a service given that the funding envelope will be much reduced.

**Tony Arbour AM:** I have, Deputy Mayor, been struck by your modesty this morning.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I am extremely modest as you know, Tony. My modesty is renowned

**Tony Arbour AM:** Of course you are. There can be no doubt that this welcomed decision was in part due to the lobbying by you, by the Mayor and by the prospective Mayor --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Absolutely.

**Tony Arbour AM:** -- which has achieved this change.

**Jenny Jones AM (Deputy Chair):** Prospective Mayor, Tony, you really must not make such assumptions.

**Joanne McCartney AM (Chair):** Sadiq Khan MP [Labour Mayoral candidate] has done a lot of work --

**Tony Arbour AM:** It is self-evident that Zac Goldsmith MP [Conservative mayoral candidate] --

**Jenny Jones AM (Deputy Chair):** Not necessarily.

**Tony Arbour AM:** -- is infinitely greater than all of the others put together. However, now that this fortuitous thing has happened I am sure you would want to make various reassuring statements to London. So far the thing I have principally gathered from the discussion this morning is that some possible great evil has only been postponed. You have said, I think, that you are still continuing to look at the changes which you thought might have to be imposed. I am sure I heard the Deputy Commissioner say that some of these hard decisions have been postponed.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** He did not say that.

**Tony Arbour AM:** You did not say that?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I do not think he said that, no.

**Craig Mackey QPM (Deputy Commissioner, MPS):** If that is the intonation that was not the intention.

**Tony Arbour AM:** That you were continuing to progress with efficiencies which, of course, you thought had been put on --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No. Just to be clear, what the Deputy Commissioner is saying is that it still requires the MPS to continue a substantial back office efficiency programme and also reform of the MPS itself. A lot of these decisions will be driven by a desire to improve the policing service as opposed to, "We have to balance the budget and we cannot balance the budget".

**Tony Arbour AM:** The note I have put down is that you will still continue to get more efficiencies for the funding that you had.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We must do as well. In order to get the growth fund as well it is part of the implication that you must do that.

**Tony Arbour AM:** Yes, of course. The thing that Londoners would like to hear - certainly the Londoners whom Kemi Badenoch [AM] and I represent - as an instant response that it is your decision rather than an operational decision - and I take it on board that it has only been hours - that you will be saying to the MPS the changes in the strengths that are required for Safer Neighbourhood Teams are not going to take place. In other words, that you are going to maintain your commitment to the staffing of Safer Neighbourhood Teams. Is that something you might be able to say?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Here is an analogy. It would be rather like the Grand Old Duke of York to put 2,600 extra officers into neighbours and suddenly resile from having the strength we have today in neighbourhoods. There is some debate about how you deploy those. There is absolute commitment to maintaining police officer numbers at or around 32,000 certainly in the 2016/17 budget with the information we have and also to maintain officer numbers in neighbourhoods.

**Joanne McCartney AM (Chair):** Will you guarantee one PC and one PCSO in every ward, which is what Tony is getting at without saying so?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is the model we consulted on and that is the model I would wish to continue with in the future.

**Tony Arbour AM:** I think Zac Goldsmith will look on that commitment as an adequate return for the effort that has been put in.

I wonder if I can explore a couple of other things which were hinted at yesterday and how they are going to affect you. My understanding is that part of what was suggested by the Chancellor yesterday does mean a greater co-operation between the court service and the police. Is that something you will now see as an absolute priority? We have often raised here that one of the difficulties the MPS has relates to cracked cases and core police time wasted and all of that kind of thing. Is that something that - because of what we have interpreted in the research we have done in the 24 hours since this happened - you would seek to drive forward as a priority, that co-operation?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think it is absolutely essential that we continue with that. Literally in the last week or so the MPS now is able to digitally transfer files to the Crown



Prosecution Service which is obviously a massive leap forward. Given that we have coterminosity within the wider criminal justice system - and we must remember that the Ministry of Justice's (MOJ) budget, of course, is not as protected as the Home Office budget has been following yesterday's announcement - it makes a devolution agenda to join up the criminal justice system in London something we should lobby for and continue to try to shape. It makes sense. Some of these agencies really face swingeing reductions and their current budget levels are a fraction of policing. Policing is in the order of £3 billion and the wider criminal justice system adds another £1 billion.

**Tony Arbour AM:** The Chancellor of the Exchequer [Rt Hon George Osborne MP] specifically mentioned yesterday the disposal of courthouses which is clearly going to have an effect of local justice. That is a political decision people will need to talk about. It may turn out we are going to have, in effect, a London-wide thing. There will no longer be that geographic basis although does not apply to financials.

You said - in rebutting my misinterpretation about postponement of changes - that you will be seeking to get money from the new innovation funds which it has been suggested are available. Are there things in the pipeline, as yet not known of, that are likely to deliver substantial grants from the centre, which will help defray any lessening of money we are going to get here? Are there any innovations?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** My reading of the funding settlement is that when you say a budget is protected in real terms you have to deliver more than flat cash. Therefore we are talking about the growth in the budget and our access and ability to get our share of that. In order to do that we are going to make the case to the Home Office that the MPS cannot be considered in the same way as a small force. For them often viability and reform requires sharing of support services or policing functions across force borders. When you are 25% of policing in England and Wales a lot of the reform and efficiency agenda requires the MPS working with other agencies - the City of London Police and the British Transport Police - and integrating the law enforcement response in the metropolitan area. What we have to do is communicate the reform agenda that we have carried out to date, how that is going to continue and what we are proposing to do within the London context. Sometimes it does require a response with the Home Counties. There are gang issues that do not respect county lines. We have made successful bids on that. However, in order to get our fair share we have to make the case that reform has to be considered slightly differently for a capital city, as well as ensuring that we get the money we spend on policing a capital city.

**Tony Arbour AM:** Yes. You will recall I raised last time the physical closeness of custody centres in my patch to the county. It makes sense that we provide that facility.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Sure.

**Tony Arbour AM:** In short, I am a political person as you know. It would be fair to say that as a result of what happened yesterday you could say that - as a political Deputy Mayor for Policing - Safer Neighbourhoods are safe in London.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** What I can say is that the Chancellor yesterday said that the police protect us and we are protecting police budgets. By definition we have a settlement that protects police budgets not only in flat cash terms but actually in real terms. On that basis, we can continue with the same policing strengths in neighbourhoods and not withdraw from neighbourhoods. That is the commitment we can make.

**Tony Arbour AM:** Good, thank. That is what I wanted. Thank you, Chair.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** For the record as well.

**Tony Arbour AM:** Yes, for the record.

**Jenny Jones AM (Deputy Chair):** Mr Greenhalgh, was this idea of residents buying their own policing - not the council BOGOF idea - something that was discussed by MOPAC?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It has not been discussed formally by the Mayor and nor have I had a formal proposal. I was quizzed about it at the HASC in passing, at the stage at which we thought we were facing 25% or 40% cuts in our budget and I did not want to rule out the possibility of raising funds and raising revenue as a way of balancing the books. Obviously, things have moved on.

**Jenny Jones AM (Deputy Chair):** No formal proposal and no formal scheme?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No. To date no resident community group has provided any proposal or funds for additional officers.

**Jenny Jones AM (Deputy Chair):** That is not quite the point is it. If they did would you allow them? That is the point I am trying to ask.

**Craig Mackey QPM (Deputy Commissioner, MPS):** We have not seen the proposal.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We have not seen the proposal. That is the first step. Secondly, that would be a matter for the Commissioner and his team to review any proposal that was forthcoming. I was not prepared to rule anything out when I was quizzed about this a few weeks ago. Obviously, you have heard the concerns from the Deputy Commissioner.

**Andrew Dismore AM:** We have some mixed messages now. I was under the impression this was pretty well off the agenda from what Craig was saying. You now seem to leave the door open to all this yet previously you told me you did not think there was much in it.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** What I said was any request for a fully-funded officer would have to be considered by the MPS on a case-by-case basis. As I said, I am not ruling these things out. It would have to be a matter for the Commissioner and Deputy Commissioner to decide. Obviously, operational independence remains. They would have to decide whether that was suitable or not.

**Craig Mackey QPM (Deputy Commissioner, MPS):** To pick up the point, we have not seen a proposal. We have seen a lot of reporting about the discussion. I have given you my view. At the moment I cannot see how you could make it fly but that does not stop people putting it forward. However, there is not a proposal on the table at the moment.

**Joanne McCartney AM (Chair):** Kemi is going to ask some questions about the MOPAC budget, Stephen.

**Kemi Badenoch AM:** Hi, Stephen. This is a question about MOPAC's budget. You have touched on quite a few of the points I was going to ask you so it is just a couple of questions about the detail.

I know you have reduced 17 posts and also nine fulltime equivalents. Could you tell me a little bit more about the areas where you have reduced these posts, and also how you have managed to reduce non-pay expenditure by £2 million?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** This becomes a bit of an exercise which is harder to do because you are comparing two bodies that are not providing identical services. MOPAC has

commissioning responsibilities that the MPA did not have. The headcount reduction has been driven largely by sharing services with the Greater London Authority (GLA). When I started as Deputy Mayor [for Policing and Crime] - as colleagues around the table will know - we were located in Dean Farrar Street. We essentially had a stand-alone service. Whatever we shared was with the MPS such as telephony and other matters. By moving into City Hall we have been able to reduce the amount of support services that we require by buying into the GLA shared service agenda. That is largely how we have made the savings. We have then had commissioning responsibilities on top of that. Although our budget has grown we have to see it on a like-for-like basis.

**Kemi Badenoch AM:** That is the £2 million, basically, the non-pay expenditure?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We have made savings through shared services.

**Kemi Badenoch AM:** OK. In general, how has MOPAC adapted to taking on the new functions and responsibilities since its creation? How do you feel it is going?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** The biggest change is not to just scrutinise but to commission services. We have been successful in recruiting a series of professional officers with a background in developing commissioning strategies. Our approach has also been pragmatic in the sense that we have wanted to, wherever possible, co-commission with local authorities, then sit alongside that and prioritise the needs of local boroughs. That seems to have worked well when it has come to the London Crime Prevention Fund.

For the Victims Service, which we took over towards the end of 2014, we have taken a phased approach in how we have commissioned victims' services. We are continuing to learn. First and foremost we secured the referral service with our contract with Victim Support. We are beginning to capacity build and improve services for victims beyond that.

Largely, we can be pleased with the transition to where we are today. There is some more to do.

**Kemi Badenoch AM:** I was going to ask if you felt MOPAC needed to find efficiencies but you mentioned that earlier. Going a bit deeper into that, where do you think the efficiencies can be found or where are they needed?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I want to get an understanding of budgets. The budget for the MPS is over £3 billion a year. The budget for MOPAC is £36.3 million. The amount that we commission is well over £20 million. We are commissioning £15 million for the London Crime Prevention Fund. If I start a hierarchy of what we want to do, the most important thing is that we commission effectively because a vast proportion of our budget is in the commissioning function. We waste that money if we commission the wrong organisations and do not deliver good services. That is what we can get wrong.

Then there is a very small organisation which has a cost of, let us say, £11 million. Of course, we have to continue to look at ways in which we can share services and reduce our overhead as an organisation. We have done quite a bit to reduce the overhead and there is probably more that we can do in future years.

**Kemi Badenoch AM:** Do you think the plans for abolishing the London Fire and Emergency Planning Authority will have an impact on the MOPAC budget?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** This is, again, offering my personal view. This is where I want to build on what the Deputy Commissioner said. The interesting thing and challenge for a

future mayor is to improve the emergency response that Londoners receive. Having oversight of fire and policing - and also working alongside the ambulance service - gives an opportunity for savings and improvements from the frontline, the middle office in the call centres and also the overhead. That is really exciting.

**Tony Arbour AM:** It is.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Sorting out the political governance is a challenge.

What is interesting is that the three emergency services - without politicians breathing down their necks - are beginning to pilot forms of co-response.

**Jenny Jones AM (Deputy Chair):** That is an offensive thing to say.

**Joanne McCartney AM (Chair):** Jenny, it is fine. Carry on, Stephen.

**Jenny Jones AM (Deputy Chair):** Your comment about politicians was a bit unnecessary, perhaps.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Did I say something about --

**Tony Arbour AM:** He did say it was a personal opinion, Jenny.

**Caroline Pidgeon MBE AM (Deputy Chair):** Just move on.

**Joanne McCartney AM (Chair):** Stephen, could you finish your answer? That will be helpful. Thank you.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I thought I had done really well so far, Baroness Jones, in not winding you up. What Police and Crime Committee would be the same without doing it?

That is an exciting agenda to reduce costs. We are getting the latitude from the Government to bring those services together. That is the opportunity that we have.

**Kemi Badenoch AM:** Thank you.

**Caroline Pidgeon MBE AM (Deputy Chair):** One of the things that MOPAC does fund are the rape crisis centres and the Havens. Will you guarantee that you are going to continue the funding to them? Are you in any discussions, given the comments you made about the MOJ? That also puts some funding in, from memory.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I am not sure the extent to which the rape crisis centres are funded by MOJ. Certainly, I have recommissioned rape crisis to the tune of £1.3 million for the future. There will be a decision in the next mayoralty whether that is continued but we are continuing the funding, have guaranteed that and re-let the contracts for all four rape crisis centres.

In addition, there is the approach and commissioning of the sexual assault referral centres or the Havens. That continues to evolve and improve. There is now essentially a child house in one of the Havens in Camberwell which, again, is an exciting development.

**Caroline Pidgeon MBE AM (Deputy Chair):** The funding is guaranteed?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I have re-let the contracts, yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** Fantastic. That is great to hear. I wanted that on record. Thank you.

**Joanne McCartney AM (Chair):** We are going to move on to modern slavery. Andrew is going to take us through this.

**Andrew Dismore AM:** Craig, do we really know the extent of modern slavery in London?

**Craig Mackey QPM (Deputy Commissioner, MPS):** No, I suspect like so many of these things that by their very nature they are hidden because they are related to a coercive relationship and power. We know what is reported to us. I do not think we know the true level yet, no.

**Andrew Dismore AM:** We cannot even estimate it?

**Craig Mackey QPM (Deputy Commissioner, MPS):** I probably cannot estimate it. I can tell you what gets reported to us. I can talk about the numbers we get if you look at the level of referrals that we are getting to the trafficking and kidnap teams, and then the things we pick up by dealing with a crime in action where we find something. For 2015 we are looking at 223, 180 during 2014. Do I have a feel for where that is? If you look at what has happened around things like rape and sexual offences they have had double digit increases in the last two years so there is potential for quite considerable growth in this area.

**Andrew Dismore AM:** Growth in terms of recognition rather than actual number of offences?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes. The work around some of the high-profile operations and the work - in fairness - central Government has done around raising the profile of this issue and increasing the focus on it will inevitably, and hopefully, lead to more referrals. More particularly, for everyone who is working in communities and working across London more awareness of the issue to say, "Something is different here".

**Andrew Dismore AM:** What are we doing to meet the aims and ambitions of the Anti-Slavery Commissioner?

**Craig Mackey QPM (Deputy Commissioner, MPS):** There are a number of things. In terms of the specific work we are doing in terms of training of officers. Every new recruit now receives a half day of their basic training around modern slavery. There is a mandatory package on human trafficking on e-learning that all territorial policing officers and frontline officers are getting. In Westminster and Kensington and Chelsea their Safer Neighbourhood officers have been trained. In Haringey their Safer Neighbourhood officers have just gone through that training. There are 13 sessions being delivered in the first quarter of next year for Croydon officers to go through additional training in terms of raising awareness. We have the central [Human] Trafficking and Kidnap Unit. We are probably in a better position than most of our colleagues elsewhere in terms of having that centre of excellence that can step in and get involved. We are now doing work with adult and child safeguarding boards, giving input to it and raising awareness of this issue. It is only by raising it that that we will get the true picture.

**Andrew Dismore AM:** If we just look at the training for the moment. You have outlined a pretty comprehensive training package. I wanted to probe a bit about the content of that. One of the key issues - certainly when I was in Parliament and looking at this - was the need to make sure that victims of trafficking

are seen as victims. Often they may have been engaging in criminality - not necessarily through their own fault - and they were often processed in that way rather than seen as victims. Perhaps you could say how the training relates to the victims as victims.

**Craig Mackey QPM (Deputy Commissioner, MPS):** First of all it is the open acknowledgement of that dilemma. As police officers we tend to look at what we have in front of us and try to work out, "Am I dealing with a witness, a victim or someone who has committed an offence?" It is saying that some of those labels are far more nuanced than that and you can be all three. Do not underestimate how big a step it is to acknowledge that, particularly when you look at issues that are of particular interest, especially around things like prostitution and being trafficked in the sex trade. It is about trying to give that reassurance that when you see someone in a blue serge uniform they are actually there to help, and to get the balance right between any criminality as well. It is an open acknowledgement of that.

With having the team in the centre it is also by using that expertise to help. I will make it up. I am an officer now working in a borough. I have received that input. I am aware this is an issue. I get involved with a call to an address. It might be something like an aggravated burglary. You get there and it is a brothel where someone is trying to force entry to either take the cash or rob the brothel and I sense, "Something does not feel right in here". It is knowing I have this level of support that can come in, help and assist me as an officer who might deal with this once, or never, in my career. It is knowing we have that specialism and support and we have raised that awareness about doing it.

**Andrew Dismore AM:** Looking at victim-related strategies - which you are outlining now - of course, we are just not talking about prostitution, we are also talking about labour trafficking. I wonder what you are doing about the other forms of labour exploitation - forced labour and so on - and, in particular, domestic servitude. We hear stories, for example, relating to embassy staff.

**Craig Mackey QPM (Deputy Commissioner, MPS):** I should emphasise that the [Human] Trafficking and Kidnap Unit and the awareness training does not say this is all about sex workers. It is the whole piece and why awareness is so important. We have spoken before here that some of the challenges with people who live below the radar. The analogy we use sometimes with some of the London boroughs is those tens of thousands of people who live in 'beds in sheds'. What part of the economy are they in? Where are they working? How are they affording to live in the city and what are they involved in? It is absolutely looking at people across the spectrum of paid labour, sex trade and domestic servants. We come into contact with this issue in all of those. We do some quite high-profile operations, as you know, with other agencies. It is not so much in central London but some of the work with people like the gang masters and those sorts of things. It is keeping those levels of intelligence and links open which allow you to see if there is a particular problem.

**Andrew Dismore AM:** Perhaps if I could ask Stephen, there is a wider issue of I suppose you might call it the supply chain. The GLA enters into commercial contracts. Businesses enter into commercial contracts all the time. How do you make sure we are actually getting right into that supply chain to make sure this is not happening to people the GLA, in particular, is contracting with and more widely as well?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Certainly, the contract areas we deal in are structured in a way that you manage the supply chain in a much more hands-on way. If we talk about the MPS they have the biggest back office. You will have integrators who are managing suppliers. We have clearly set out standards about what we expect people to be paid and commitments to the living wage and so forth.

The biggest problem with this area is identification of the victims of modern slavery. Where I have been personally most involved is a series of events - many of them held here in City Hall - to raise awareness and improve referral amongst agencies. At the moment that is where we are at.

**Andrew Dismore AM:** If you talk about the supply chain that can be quite complex. I remember, for example, when we were looking at the contract for new uniforms for the fire service. We looked at the manufacturing process to make sure we were not going to end up exploiting child labour in -- --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I see. That is a good point.

**Andrew Dismore AM:** Are we actually looking through all our supply chain to make sure that we are not - not just in the UK - potentially having exploitation further down and maybe in overseas suppliers?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** The approach to uniform is a national uniform contract.

**Andrew Dismore AM:** I used that as an example. There are other things.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is a fair point. My assumption had been that certainly with the suppliers we engage we do supplier checks to make sure they abide by minimum standards. As to whether we are then auditing all the way through back into their supply chain, leave that with me to find out whether that exercise has been carried out.

**Andrew Dismore AM:** Another more general question for MOPAC is to what extent we are working with national partners to look at emerging trends on these sorts of things? I suppose that probably follows from that last question.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We are working with, obviously, organisations like Stop the Traffic, but also European Communities Against Trafficking and other organisations that are fighting modern slavery. We have hosted the Anti-Slavery Commissioner here on many occasions and as well I have had a request to meet the Minister [for Preventing Abuse and Exploitation], Karen Bradley. Yes, we are working nationally and also with organisations that are looking at this right across Europe.

**Joanne McCartney AM (Chair):** Thank you.

**Jenny Jones AM (Deputy Chair):** I wanted to ask you about uninsured drivers and the MPS harassing them and catching them.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** 'Harassing them'?

**Craig Mackey QPM (Deputy Commissioner, MPS):** I am not sure I agree with the notion of 'harassing'.

**Jenny Jones AM (Deputy Chair):** I wish you would.

**Craig Mackey QPM (Deputy Commissioner, MPS):** You are a cyclist, as I am.

**Jenny Jones AM (Deputy Chair):** It is a crime.

**Craig Mackey QPM (Deputy Commissioner, MPS):** It is a crime. It is absolutely a priority.

**Jenny Jones AM (Deputy Chair):** There seems to be a decline in the number of vehicles that have been seized. In 2012 it was 39,000 and at the moment it is just under 29,000. Is there an explanation for that?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Operation Cubo.

**Craig Mackey QPM (Deputy Commissioner, MPS):** First of all, there is awareness. Colleagues from the Motor Insurance Bureau (MIB) will have a comment on this. We have been doing this - as you know - since October 2011 and ramped it up. It is absolutely something that is now in the DNA of the organisation. We are doing at least two Cubos - the operational name we call them - a month. We are working with the MIB to see if there is potential to expand that. Could we do something different? Could we look at some innovative funding models?

There is some anecdotal information that the work we have done around London has had an impact on uninsured driving in London. Whether that is the same across the rest of the UK we do not know. In fact, the stuff we are getting from the MIB suggests uninsured driving outside London is going up. It is still very much part of our DNA of how we work. We are going to continue doing this. I do not think any of us - as you do not - make any apologies for it. We know about 70% of uninsured drivers have a criminal record. They are more likely to be involved in a collision.

**Jenny Jones AM (Deputy Chair):** And hit and run, of course.

**Craig Mackey QPM (Deputy Commissioner, MPS):** With everything that goes with that. It is very much part of what we do and what we will continue to do.

**Jenny Jones AM (Deputy Chair):** The problem is hit and run incidents are increasing, yet the number of uninsured cars that have been stopped is decreasing. How do you explain that decrease? That worries me.

**Craig Mackey QPM (Deputy Commissioner, MPS):** There are a number of things. First of all some of the early days 'easy pickings' have gone. We know when we first started this some of the feedback was that people were flabbergasted that: (a) we had the power to do it; and (b) we were doing it in terms of literally setting up the system, bing, off, vehicle gone, crushed. That message has got out to people. It is increasingly varying where we do it and how we do it. I do not think just the numbers going down can be due to a change of behaviour in uninsured drivers in London. We are hoping that they are starting to get the message that if you drive uninsured in London you will get caught.

There are two or three things with the hit and run piece. It is increasingly the use of both video and CCTV, and also the punishment people get for leaving the scene of an accident which is something we all need to look at. It should carry a significant punishment and have people off the roads. I am a simple person. That is what it did 30 years ago. If you are uninsured you are coming off the roads and staying off the roads. If you hit and run you are staying off the roads. You are not going to drive.

**Jenny Jones AM (Deputy Chair):** I have actually crushed an illegal car. It was great. We did it next to a road and you should have seen the horrified drivers going past. They thought we were just taking cars and crushing them as a set-up.

**Craig Mackey QPM (Deputy Commissioner, MPS):** I agree. It is a cost to every one of us, not just to your pocket but to a communities'. Colleagues in the NHS will tell us the cost of a fatal traffic collision. It is an enormous amount of money. We have to get uninsured drivers off the roads. This is a great way of doing it.

**Jenny Jones AM (Deputy Chair):** My concern is that when you merged the traffic police with the Transport Command there was less focus on the uninsured. I know the Commissioner is very keen on that sort of activity.

**Craig Mackey QPM (Deputy Commissioner, MPS):** We look at Cubo as part of the key ones of our performance pack. I can assure you if the numbers start going the wrong way or if there has not been an



initiative for a while people get asked questions around it. It is very early days yet so please do not read it as a policy, but we are talking to the MIB as to whether we could put even more dedicated resources around this and fund it in a different way which benefits both the industry and, more importantly, benefits London.

**Jenny Jones AM (Deputy Chair):** There is a net amount of about £4.5 million that you make from the seizures after costs and so on.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes, it does depend a bit. I have tried to dig into those figures a couple of times. Candidly, the figures move when you push them, which never quite reassures me. We put quite a lot of cost in upfront. I am not sure I would ever want to portray this as a way of making money.

**Jenny Jones AM (Deputy Chair):** On the contrary, it would be quite right to make money from this because these are crimes. I do not have any problem with the vehicles being seized. It depends for me on where the money goes. Does the money from those seizures go into other road safety measures and reduction of road danger or does it just go into the general pot?

**Craig Mackey QPM (Deputy Commissioner, MPS):** My assumption is that it just comes back into general core budget but I will check that for you.

**Jenny Jones AM (Deputy Chair):** That would be a quite useful way of justifying it, would it not, if it went straight back into reducing that sort of danger?

You say there is no loss of enthusiasm. I wonder still about this reduction. I find it very difficult to believe there are so many fewer illegal vehicles on the road. As costs go up and life becomes harder, in fact, people do try to get away with it.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes. There are a number of areas where we are working as well - to give you some reassurance - with our colleagues nationally. There is some legislative change. At the moment it is if you are caught driving it on the road. If we have the power to seize it where found - sitting outside a block of flats - and it is uninsured we seize it and crush it.

**Tony Arbour AM:** That is a good idea.

**Craig Mackey QPM (Deputy Commissioner, MPS):** With the MIB and colleagues nationally we are talking to colleagues in the Government about whether we could move the legislative framework. Officers will walk estates and parts of London and find vehicles. At the moment the power for seizure is that it is used on the road. If we could move that threshold to where found that could be quite a step forward.

**Jenny Jones AM (Deputy Chair):** What sort of legislation does that need?

**Craig Mackey QPM (Deputy Commissioner, MPS):** I do not know if it is primary or if we can do it through a statutory instrument. We are working with the Chief Constable of Gloucestershire, Suzette Davenport, and the MIB to say, "What are the implications of that? How could we do that sort of thing?"

**Tony Arbour AM:** A jolly good idea.

**Jenny Jones AM (Deputy Chair):** Great. If you need me to take it through the House of Lords just shout.

**Craig Mackey QPM (Deputy Commissioner, MPS):** Thank you. I may well take you up on that offer.

**Andrew Dismore AM:** Two quick points. One issue is that we also ought to be persuading London boroughs - if they are not all doing it - that when they are issuing residents' permits to check the insurance at the same time. Some are but I am not sure all are.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is a good point.

**Craig Mackey QPM (Deputy Commissioner, MPS):** That is a really good point.

**Andrew Dismore AM:** If you cannot get a residents' permit it is going to get very expensive for you. That is a voluntary thing they can do as part of issuing the permits.

The other point I was going to ask was about the numbers seized that are actually returned because about three-quarters of them are returned when documents are produced. That seems a bit peculiar to me. Presumably you are not allowed to retrospectively insure. On what basis are they going back to them?

**Craig Mackey QPM (Deputy Commissioner, MPS):** They have to have insurance at that time that it was used on the road that covered the circumstances. Some of it will be the database is either not current or up-to-date or, because the database is not always in real time, it might be that you had your cover note yesterday when you bought your new car and you are not on the database at the moment. There is always going to be a percentage of those sorts of things.

**Andrew Dismore AM:** They are producing paper documents?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes.

**Andrew Dismore AM:** Are those paper documents then checked against the database as well so any forgery or anything like that will be kept?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes. The colleagues who do this work are at the car pound. As you can imagine, it is quite a challenging environment when you say to someone, "That car you thought was yours you are not getting back". They do that and there is quite a good level of checking there.

**Andrew Dismore AM:** If a car is seized and it is then legitimately returned, do they have to pay for the pound as well?

**Craig Mackey QPM (Deputy Commissioner, MPS):** Yes.

**Andrew Dismore AM:** Even though they have not done anything wrong?

**Craig Mackey QPM (Deputy Commissioner, MPS):** They pay some fees. I do not have the exact detail but they pay some.

**Andrew Dismore AM:** I know we are a bit short of time but say I am driving along, I have insured my car, I have my cover note back home and it has not gone on the MIB computer. You stop me, take the car away and put it in the pound. I then go home, get the docket and bring it in. I still have to pay for the --

**Craig Mackey QPM (Deputy Commissioner, MPS):** I will check the exact figure for you.

**Andrew Dismore AM:** Yes. I still have to pay for you seizing it? That sounds a bit unfair, actually.

**Craig Mackey QPM (Deputy Commissioner, MPS):** I will check for you how much we charge people.

**Andrew Dismore AM:** That is a bit unfair.

**Craig Mackey QPM (Deputy Commissioner, MPS):** If it is legally used, yes. I will check for you.

**Kemi Badenoch AM:** I am interested in how you tackle vehicles that are not registered in the UK. I say this because where I live we have had that issue with speeding and illegal parking and no one has the details. What sort of volumes are we talking about for non-UK cars that are uninsured and how do you tackle them?

**Craig Mackey QPM (Deputy Commissioner, MPS):** I do not have that data. I can find it for you. Some European vehicles we can tackle now. We have some data for them. The legislation is actually quite complex around how long you can drive a vehicle in the UK on a foreign registration plate before you have to register it. It is an offence we deal with quite a lot in London. People are driving cars - I will not pick a country - on a foreign registration plate and have exceeded the time in the UK, before which they should be registered in accordance with our legislation. We deal with that and address that. Road policing teams deal with that quite regularly. I can get you some details on that.

**Kemi Badenoch AM:** On how that relates to uninsured vehicles; thank you.

**Joanne McCartney AM (Chair):** Thank you. We have come to the end of our questioning. We had planned to ask you about online crime and the recommendations from our report but we will chase that up in writing. That might be helpful. I thank you both for coming today and answering our questions.

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**Subject: Summary List of Actions****Report to: Police and Crime Committee****Report of: Executive Director of Secretariat****Date: 17 December 2015****This report will be considered in public****1. Summary**

1.1 This report sets out for noting actions arising from previous meetings of the Committee.

**2. Recommendation**2.1 **That the Committee notes the completed and outstanding actions arising from previous meetings of the Committee, as listed in the report.****Meeting of 26 November 2015**

<b>Minute item</b>	<b>Subject and action required</b>	<b>Status</b>	<b>Action by</b>
<b>5</b>	<p><b>Q&amp;A Session with MOPAC and the MPS</b></p> <p>During the course of the discussion, the Deputy Commissioner, MPS undertook to provide:</p> <ul style="list-style-type: none"> <li>• Data for reported hate crime since 13 November 2015;</li> <li>• A list of the items which would be discussed at the MPS's Management Board meeting in January 2016, and details of those issues;</li> <li>• Details of to which budget money from seizures of uninsured cars goes;</li> <li>• Confirmation about the charge for releasing vehicles from the MPS car pounds when vehicles are used legally; and</li> <li>• Data on uninsured vehicles which were not registered in the United Kingdom.</li> </ul>	In progress	MPS
			Continued ...

	<p>During the course of the discussion, the Deputy Commissioner, MPS, undertook to give consideration to give consideration to a proposal for a knife amnesty in London and a further proposal to lobby the Government for a change in the law to require shops to be licensed to sell knives.</p>	In progress	MPS
	<p>During the course of the discussion, the Deputy Mayor for Policing and Crime undertook to check on whether MOPAC's chain of suppliers had been checked to see whether they had an up-to-date slavery and human trafficking statement and to inform the Committee.</p>	In progress	MOPAC

### Meeting of 12 November 2015

Minute item	Subject and action required	Status	Action by
5.	<p><b>Crime on Public Transport</b></p> <p>During the discussion, the Head of Security and Revenue Protection Strategy, Govia Thameslink Railway, agreed to provide the Committee with details of a trial campaign linked to passenger behaviour.</p> <p>During the discussion, the Director of Enforcement and On-street Operations, TfL, agreed to provide the Committee with:</p> <ul style="list-style-type: none"> <li>• A breakdown by borough of crime on public transport;</li> <li>• Details of a control trial carried out with Cambridge University on crime prevention at bus stops; and</li> <li>• An evaluation of the Project Guardian campaign.</li> </ul>	<p>In progress</p> <p>In progress</p>	<p>Govia Thameslink Railway</p> <p>TfL</p> <p>Continued ...</p>



Minute item	Subject and action required	Status	Action by
	<p>of Safer Neighbourhood Boards (SNBs) that have bank accounts;</p> <ul style="list-style-type: none"> <li>Examine and report back to the Committee on the issues raised regarding: (a) the level of core funding for SNBs; and the difficulties SNBs had experienced in accessing available funding; and</li> <li>Report back to the Committee about the reasons for the collective enforcement undertaken in Lambeth.</li> </ul>		

### Meeting of 10 September 2015

Minute item	Subject and action required	Status	Action by
5.	<p><b>Gangs and Serious Youth Violence</b></p> <p>During the discussion, Commander Ball, MPS, undertook to provide the Committee with:</p> <ul style="list-style-type: none"> <li>The evaluation date for Shield.</li> </ul> <p>Following reports that Haringey and Lambeth have pulled out of Shield, Commander Ball was also asked to provide details of concerns and where that left Shield.</p>	<p>Regarding the Shield pilot and its evaluation, the Committee has been referred to MOPAC. Completed – See letter attached at <b>Appendix 1</b>.</p>	MOPAC

### Meeting of 21 July 2015

Minute item	Subject and action required	Status	Action by
5.	<p><b>Question and Answer Session with the Mayor's Office for Policing and Crime and the Metropolitan Police Service</b></p> <p>During the discussion, the Deputy Commissioner, MPS, undertook to provide the Committee with:</p> <ul style="list-style-type: none"> <li>The report on Operation Strong Tower once it is published;</li> <li>The report of the MPS's month long-recruitment pilot to MOPAC, once complete.</li> </ul>	<p>The report will be provided as soon as finalised, date to be confirmed.</p> <p>In progress.</p>	<p>MPS</p> <p>MPS</p> <p>Continued ...</p>



## Meeting of 9 July 2015

Minute item	Subject and action required	Status	Action by
5.	<p><b>Question and Answer Session with the Mayor of London, Deputy Mayor for Policing and Crime, Commissioner and Deputy Commissioner of the Metropolitan Police Service</b></p> <p>During the discussion, the Commissioner of Police of the Metropolis undertook to share the MPS's three-year financial plan with the Assembly as soon as possible.</p>	In progress.	MPS

## Meeting of 25 June 2015

Minute item	Subject and action required	Status	Action by
8.	<p><b>Question and Answer Session with the Mayor's Office for Policing and Crime and the Metropolitan Police Service - Part 2</b></p> <p>During the discussion the Chief Operating Officer, MOPAC, undertook to provide information about the cost of procuring body worn video cameras once the procurement process had concluded.</p>	In progress	MOPAC

## Meeting of 26 March 2015

Minute item	Subject and action required	Status	Action by
5.	<p><b>Question and Answer Session with the Mayor's Office for Policing and Crime and the Metropolitan Police Service</b></p> <p>During the discussion, Lord Carlile CBE QC agreed to share the work programme of the London Policing Ethics Panel (LPEP), which would be produced after the general election.</p> <p>The LPEP now has its own website:  <a href="http://www.policingethicspanel.london/">http://www.policingethicspanel.london/</a></p>	In progress	<p>Lord Carlile CBE QC</p> <p>Continued ...</p>

**Complaints about the Mayor's Office for Policing and Crime and the Deputy Mayor for Policing and Crime (DMPC)**

Minute item	Subject and action required	Status	Action by	Deadline, if applicable
5.	<p><b>Complaints about the Mayor's Office for Policing and Crime and the Deputy Mayor for Policing and Crime (DMPC)</b></p> <p>The Committee agreed, inter alia, to delegate to the Monitoring Officer all of the powers and functions conferred on it by the Elected Local Policing Bodies (Complaints and Misconduct) Regulations, with the exception of the functions set out at Part 4 of the Regulations which may not be delegated; and guidance on the handling of complaints which requires the Monitoring Officer to report, on a regular basis, the summary details (such as can be reported in public), on the exercise of any and all of these functions to the Committee for monitoring purposes.</p>	No disclosures to report for the period 24 November to 8 December 2015.	Monitoring Officer	n/a
6.	<p><b>Transparency Procedure</b></p> <p>The Committee agreed Members disclose to the Executive Director of Secretariat or his nominated representative (within 28 days of the contact) details of any significant contact with the MPS and/or MOPAC which they consider to be relevant to the work of the Committee; and such disclosures be reported to the next meeting of the Committee.</p>	No disclosures to report for the period 24 November to 8 December 2015.	Executive Director of Secretariat	n/a

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**Appendices to this report:**

Appendix 1 – Letter from the Deputy Mayor for Policing and Crime to the Chair dated 24 November 2015.

**Local Government (Access to Information) Act 1985**

List of Background Papers: None

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**Joanne McCartney AM**

Chair of the Police and Crime Committee  
London Assembly  
City Hall  
The Queen's Walk  
London, SE1 2AA

24 November 2015

MOPAC02112015-22116

Dear Joanne

**Police and Crime Committee 24 September 2015**

Thank you for your letter of 2 November requesting additional information regarding the Shield pilot after the above Police and Crime Committee meeting. In your letter I was asked about the Equality Impact Assessment undertaken for the Shield pilot; details and date of the evaluation and on the participation of all three pilot boroughs.

**Equality Impact Assessment**

An Equality Impact Assessment (EIA) was undertaken for the London Crime Reduction Boards' Strategic Ambitions for London: Gangs And Serious Youth Violence. This can be found at: [www.london.gov.uk/priorities/policing-crime/our-work/gangs-and-serious-youth-violence](http://www.london.gov.uk/priorities/policing-crime/our-work/gangs-and-serious-youth-violence).

**Evaluation**

The aim of the evaluation is to understand the impact of Shield in reducing serious violence committed by the gangs who are subject to Shield. In order to assess impact, the MOPAC Evidence and Insight Team will be monitoring all gang members subject to Shield for 12 months and therefore it is anticipated that the full results of the impact evaluation will not be available until the latter part of 2016.

**Borough participation**

All three boroughs remain committed to delivering the outcomes we all aspire to; reducing gang violence, providing a way out of gangs, and working with communities.

Through Shield, for the first time in London three previously distinct strands of gang violence reduction activity – prevention, exit and enforcement – are being delivered together in a single project. As with implementing any new way of working, there are challenges, and while we address these challenges in partnership, we are continuing to test all three strands of Shield.

I trust that this answers your queries.

Yours sincerely



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

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# Subject: Question and Answer Session with the Mayor's Office for Policing and Crime and the Metropolitan Police Service

Report to: Police and Crime Committee

Report of: Executive Director of Secretariat

Date: 17 December 2015

This report will be considered in public

## 1. Summary

- 1.1 This report serves as a background paper to the monthly question and answer session with the Mayor's Office for Policing and Crime (MOPAC) and the Metropolitan Police Service (MPS).

## 2. Recommendations

- 2.1 **That the Committee notes, as background to the question and answer session with the Deputy Mayor for Policing and Crime and the Metropolitan Police Service, the monthly report from MOPAC attached at Appendix 1.**
- 2.2 **That the Committee notes the report and the answers given by the Deputy Mayor for Policing and Crime and the MPS to the questions asked by Members.**

## 3. Background

- 3.1 The Committee has agreed that it will hold monthly question and answer sessions with the head of MOPAC and invite representation from the MPS.
- 3.2 MOPAC produces a monthly report providing an update on policing operational and financial performance, as well as the activities and decisions of MOPAC. The report is used to inform questions to MOPAC and the MPS at monthly question and answer sessions. The latest report is attached at **Appendix 1**.

## 4. Issues for Consideration

- 4.1 The Committee will explore topical issues of importance to policing and crime in London.

- 4.2 The question and answer session with Stephen Greenhalgh, the Deputy Mayor for Policing and Crime, Sir Bernard Hogan-Howe QPM, Commissioner of Police of the Metropolis, and Craig Mackey QPM, Deputy Commissioner, MPS, is likely to cover the following topics:
- Counter Terrorism;
  - The MPS's budget;
  - Body worn cameras;
  - Commissioning of victim services;
  - The MPS's internal grievance processes;

## 5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

## 6. Financial Implications

- 6.1 There are no financial implications to the GLA arising from this report.

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### List of appendices to this report:

Appendix 1 – MOPAC Monthly report

<b>Local Government (Access to Information) Act 1985</b>
List of Background Papers: There are none.
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**M O P A C**

**MAYOR OF LONDON**  
OFFICE FOR POLICING AND CRIME

**Monthly Report to the  
Police and Crime Committee**

**Thursday, 17 December 2015  
10am  
City Hall**

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

## **1. INTRODUCTION**

This report is provided to the Police and Crime Committee (PCC) for its 17 December 2015 meeting to assist the Committee to exercise its function in scrutinising and supporting the Mayor's Office for Policing And Crime (MOPAC) and to hold it to account.

This report covers the period **14 November to 4 December 2015**.

In addition to my range of regular meetings and briefings with key stakeholders including senior MPS officers, below are the main activities I have been involved in and or MOPAC has been represented.

## **2. MOPAC ACTIVITY REPORT**

### **2.1 Police budget**

On 25 November, the Mayor welcomed the Chancellor of the Exchequer's pledge to protect the police from budget cuts. Chancellor George Osborne pledged to ensure that the police will not face real-term reductions in budgets, one of my key concerns for the capital ahead of the Government's Spending Review. This has been a source of relief but we will not know what the funding settlement for next year is until we have the announcement from the Home Office at the end of December.

### **2.2 Steve Otter, HMIC**

On 30 November, I met with Steve Otter, HMIC, (one of a series of meetings which I and my office have with him and colleagues) to discuss recent Inspection work and performance in London. The discussions were informative and constructive and dealt with issues concerning the recent Comprehensive Spending Review (CSR) announcements and implications arising from the terrible attacks in Paris.

### **2.3 Body Worn Video**

On 24 November, the Mayor confirmed plans to introduce police body worn video to all frontline police officers, following the announcement of the supplier for the technology and the publication of a new report produced by MOPAC and the College of Policing.

### **2.4 Youth offending**

- On 24 November, the Mayor visited the Ben Kinsella Exhibition, meeting Ben's parents and the founders of the exhibition, Deborah and George Kinsella. The Kinsella family founded the Ben Kinsella Trust after their son Ben, 16, was tragically murdered on 28 June 2008. The Trust works to pass on Ben's legacy by working with young people to reduce knife crime, by promoting awareness and educating them about its consequences. The ongoing work to tackle knife crime in London was discussed, including stronger sentencing for those found in possession of a knife for a second time.
- On the 2 December I met with Professor David Kennedy from the US John Jay College of Criminal Justice who was visiting London to learn how we were progressing with the Shield pilot. Professor Kennedy devised the Group Violence Intervention approach on which the London Shield pilot is based. Professor Kennedy had a number of meetings including with senior MPS colleagues

### **2.5 Surviving Sexual Abuse**

On 24 November, I spoke at a conference organised by the Survivor's Trust and NHS England called 'Surviving Sexual Abuse in London'.

The conference offered a unique opportunity for commissioners, survivors of sexual abuse, and service providers, to meet together and jointly discuss what comprises effective services for coping and recovery.

## **2.6 Modern Day slavery**

On 2 December, I met with Sir John Randall and Anthony Steen to talk about Modern Day slavery and how it could be tackled in London. We spoke of the good work the Human Trafficking Foundation is doing and the importance of partnerships in ending Modern Slavery.

## **2.7 Launch of Eat Drink and Be Safe Campaign**

On 30 November, I attended the launch of the Eat Drink and Be Safe Campaign. The Eat Drink and Be Safe Campaign is a partnership approach between London Ambulance Service, London Fire Brigade and MPS to encourage Londoners to keep themselves safe while also having fun this festive season. The Deputy Mayor of London, Roger Evans was in attendance.

## **2.8 Business Crime**

- On 25 November, I attended the Police and Security Group Initiative (PaS) conference. PaS is a key part of the Mayor's Business Crime strategy. The various work streams how the MPS and the security industry could work together was discussed in detail.
- On 3 December, I launched 'Southwark Safe' which is the newest Business Crime Reduction Partnership (BCRP) for London. This is a key part of the Mayor's Business Crime strategy. BCRPs are a proven method for businesses to work more closely with the Police, local authorities and other stakeholders.

## **2.9 Metropolitan Police Federation**

On 1 December I met with the Metropolitan Police Federation as part of my regular meetings to hear their concerns and they raised a number of operational issues.

## **2.10 People's Question Time (PQT)**

On 26 November, I, along with Assembly members and other members of the mayoral team, attended the Beck Theatre in Hillingdon, for the Mayor's appearance at People's Question Time (PQT). Questions were asked about the full range of the mayoral responsibilities including Policing and Community Safety.

## **2.11 MOPAC at GLA Committee Meetings**

- On 25 November, MOPAC was represented at the GLA Oversight Committee, where shared service arrangements between MOPAC and the GLA was discussed.
- On 26 November, I attended the Police and Crime Committee. Topics discussed included the Funding settlement, the aftermath of recent events in Paris and MOPAC's budget

## **2.12 Topping Out Ceremony, Curtis Green**

On 1 December, I spoke at the Topping Out Ceremony of Curtis Green the new MPS headquarters with the Commissioner. The new headquarters is a symbol of the radical transformation of the Met that began in 2012, with a more modern, more accessible and more efficient police service that all Londoners can be proud of.

## **2.13 The Big Talk**

On the evening of Monday 30 November I attended 'The Big Talk' in St Martin's in the Field High School in Tulse Hill. This is an annual event, which is intended to provide a platform for young people living in urban areas to enter into direct dialogue and have their voices heard by politicians and business leaders. The topics under discussion were; what more should be done to encourage young people with mental health problems to seek help?; what can be done to improve young people's confidence in the police?; and how can society encourage more young people to start businesses?

### 3. PERFORMANCE

#### 3.1 Data

Police data is now fully updated on the London datastore. In addition, more police and crime data and information can be found at <http://www.london.gov.uk/priorities/policing-and-crime/data-info>.

An overview of key crime types as are below. Where performance is not going in the right direction, I will be addressing this through the quarterly performance MOPAC Challenge

Crime Type	Dec 2013 - Nov 2014	Dec 2014 - Nov 2015	Percentage Change
TNO	699,519	729,879	4.34%
<b>MOPAC Priority Offences</b>			
Violence with Injury	67,679	72,411	6.99%
Robbery	22,799	21,805	-4.36%
Burglary	77,127	70,943	-8.02%
Theft from the Person	31,570	34,560	9.47%
Theft of motor vehicle	21,661	21,900	1.10%
Theft from motor vehicle	53,647	50,075	-6.66%
Criminal Damage	59,145	62,947	6.43%
<b>Rape Sanction Detections</b>			
Rape SDs (absolute number)	691	652	-39
<b>Other Crime</b>			
Property Portfolio	439,689	440,181	0.11%
Personal Robbery	21,136	20,099	-4.91%
Residential Burglary	49,552	44,959	-9.27%
Domestic Violence 'Violence with Injury' Offences	22,355	23,262	4.06%
Knife Crime	9,502	9,969	4.91%
Gun Crime	1,590	1,752	10.19%

## SUMMARY REVENUE AND CAPITAL BUDGET MONITORING REPORT Period 6 - 2015/16

### CORPORATE OVERVIEW

The 2015/16 MOPAC budget was approved as part of the Mayor's consolidated budget on 23 February 2015 and includes additional planned savings of £205.6m. This brings the total of savings to £572m between 2013/14 and 2015/16.

### SUMMARY

This report on the MOPAC/MPS finances for 2015/16 provides details of the forecast outturn financial position as at Period 6 for revenue and capital budgets. The **revenue** forecast shows a overspend of £27.2m, a reduction in the forecast overspend of £12.4m.

The forecast spend on the Capital Programme as at Period 6 is £265.1m compared to the approved budget of £264.6m.

The major pressures and mitigations on this year's budget are:

<b>Pressures:</b>	<b>£m</b>	<b>Predominant explanation of variance</b>
Income and Specific Grants	17.4	Delay in filling funded posts, reduced sporting income and lower than anticipated funding from ROCU grant.
Supplies and Services	14.8	Higher than expected legal costs in relation to 3rd party provisions, and Digital Policing costs.
<b>Mitigations:</b>		
Police, PCSO and Staff Pay	(3.3)	Lower average constable costs due to recruitment and PCSO staff below planned strength.

### **Revenue Financial Position – Period 6**

The annual forecast as at Period 6 is for a net overspend of £27.2m which is 1.2% of the Total Net Expenditure budget as detailed below.

**Table 1 - Subjective comparison of year to date and forecast annual expenditure and income to budget - Period 6**

Total Year to Date Budget £m	Total Year to Date Actuals £m	Total Year to Date Variance £m	Cost category	Revised Annual Budget £m	Annual Forecast £m	Total Annual Variance £m	Total Annual Variance %
881.8	878.9	-2.8	Police Officer Pay	1,775.7	1,765.4	-10.3	-0.6%
253.6	256.1	2.6	Police Staff Pay	490.7	489.5	-1.1	-0.2%
34.2	33.9	-0.4	PCSO Pay	68.6	65.8	-2.8	-4.1%
<b>1,169.6</b>	<b>1,168.9</b>	<b>-0.6</b>	<b>Total Pay</b>	<b>2,335.0</b>	<b>2,320.7</b>	<b>-14.3</b>	<b>-0.6%</b>
41.3	48.1	6.8	Police Officer Overtime	82.8	93.2	10.4	12.6%
11.7	11.8	0.1	Police Staff Overtime	23.3	23.9	0.6	2.6%
0.2	0.1	-0.0	PCSO Overtime	0.3	0.2	-0.1	-21.2%
<b>53.1</b>	<b>60.0</b>	<b>6.9</b>	<b>Total Overtime</b>	<b>106.4</b>	<b>117.4</b>	<b>11.0</b>	<b>10.3%</b>
<b>1,222.6</b>	<b>1,228.9</b>	<b>6.3</b>	<b>Total Pay &amp; Overtime</b>	<b>2,441.5</b>	<b>2,438.1</b>	<b>-3.3</b>	<b>-0.1%</b>
10.5	14.6	4.2	Employee Related Expenditure	20.0	20.5	0.5	2.3%
87.9	94.0	6.1	Premises Costs	170.8	172.6	1.8	1.0%
30.1	25.7	-4.3	Transport Costs	60.4	57.4	-3.1	-5.1%
200.6	188.8	-11.8	Supplies & Services	428.2	443.0	14.8	3.5%
<b>329.0</b>	<b>323.2</b>	<b>-5.8</b>	<b>Total Running Expenses</b>	<b>679.4</b>	<b>693.4</b>	<b>14.0</b>	<b>2.1%</b>
25.3	23.1	-2.2	Capital Financing Costs	50.6	50.6	-0.0	0.0%
17.9	17.0	-0.9	Discretionary Pension Costs	35.9	34.0	-1.9	-5.3%
<b>1,594.9</b>	<b>1,592.2</b>	<b>-2.7</b>	<b>Total Gross Expenditure</b>	<b>3,207.4</b>	<b>3,216.1</b>	<b>8.7</b>	<b>0.3%</b>
-137.9	-127.1	10.8	Other Income	-280.5	-265.8	14.8	-5.3%
-245.1	-248.6	-3.5	Specific Grants	-495.7	-493.0	2.6	-0.5%
-4.1	-2.4	1.6	Transfers to/(from)Reserves	-70.5	-69.4	1.0	-1.5%
<b>1,207.8</b>	<b>1,214.1</b>	<b>6.3</b>	<b>Total Net Expenditure</b>	<b>2,360.7</b>	<b>2,387.9</b>	<b>27.2</b>	<b>1.2%</b>
-1,180.3	-1,180.3	0.0	Funding (General Grant & Precept)	-2,360.7	-2,360.7	0.0	0.0%
<b>27.4</b>	<b>33.8</b>	<b>6.3</b>	<b>Overall MPS &amp; MOPAC Total</b>	<b>-0.0</b>	<b>27.2</b>	<b>27.2</b>	

## Period 6 Commentary - Summary of Key Issues

### Income & Specific Grant

There are forecast pressures of £14.8m which principally relate to unsold posts, reduced sporting income and lower than anticipated funding from the Innovation Fund due to reduced spending on mobility. There has been a favourable movement of £5.2m since Period 3 which is due to the filling of previously vacant police officer and PCSO posts (£5m) and an increase in expected income from vetting and registration of overseas visitors (£1m). There is a forecast under recovery of specific grant (£2.6m) that principally relates to a reduction by the Home Office in Regional Organised Crime Unit grant.

Protective Security Grant and CT Policing Grants expenditure are forecasting to over spend this year. If this is the final position at year-end the MPS will be at risk of having to fund Counter Terrorism/Protective Security (CT/PS) activity from reserves.

## **Supplies and Services**

There is a forecast outturn pressure of £14.8m. Around half of this pressure relates to a £7m top up estimated to be required for the third party provision in addition to the budget of £14.7m. This is recognised as an ongoing pressure and is reflected in the base budget for future years. The other significant area of overspend is within Digital Policing, £5.1m, where there are a number of pressures offset in part by a number of underspends.

## **Police officer pay**

Police officer pay is now forecast to underspend by £10.2m due to the average cost of constables reducing as new recruits join the organisation.

## **Police Staff Pay**

The forecast for police staff pay is a underspend of £1.1m which is a favourable movement of £9m from the forecast reported in Period 5. The reduction to the overspend is mainly in Specialist Crime and Operations Met Command and Control where attrition levels are now forecast to be higher than previously anticipated. There is also a reduction in the forecast for temporary staff expenditure of £1.8m which is mainly in Digital Policing and HR People & Change.

The 2015/16 pay award is currently being negotiated with the Trade Unions. The MPS's offer will involve an additional unbudgeted cost of £1.5m in 2015/16 with savings in future years (as the pay awards proposed for 2015/16 and 2016/17 are non-consolidated). The unbudgeted cost in 2015/16 will be funded from the budget pressures reserve. The reserve will be replenished in 2016/17 when the savings are made.

## **Overtime**

Against current budgets there is an overall pressure of £11m, mainly on Police Officers (£10.4m). The pressure on Police Officer overtime has increased by £2m from that reported at Period 3 mainly within Territorial Policing (TP). The most significant overspend (£5.9m) is within Specialist Operations (SO) due to operational pressures, high level of vacancies and the threat level being increased to severe from August 2014. The majority of this overspend is funded by Protective Security and Counter Terrorism grants.

Other pressures include in SC&O for Specialist Firearms (£0.7m) and Public Order Resourcing (£2.6m). Measures are being put in place to address these pressures.

## **Capital**

The table below sets out the forecast spend of £265.1m, which is £0.5m above the approved budget. Gross capital receipts as at the end of September 2015 are £94m, and the forecast remains £196m.

**Capital Expenditure as at Period 6 2015/16**

Summary by Provisioning Dept	Programme 2015/16	Actuals	Forecast to 31/03/16	Variance Approved Programme/ Forecast	Spend Rate	
	£000s	£000s	£000s		% of forecast spent	% of budget spent
<b>Comprising</b>						
Digital Policing	140,108	27,861	112,200	(27,908)	25%	20%
Property Services	187,100	63,934	150,298	(36,802)	43%	34%
Fleet Services	25,500	6,123	20,347	(5,153)	30%	24%
Other Plant & Equipment	60	0	60	0		
Over Programming	(88,192)	0	(17,809)	70,383		
<b>Budget</b>	<b>264,576</b>	<b>97,918</b>	<b>265,096</b>	<b>520</b>	<b>37%</b>	<b>37%</b>



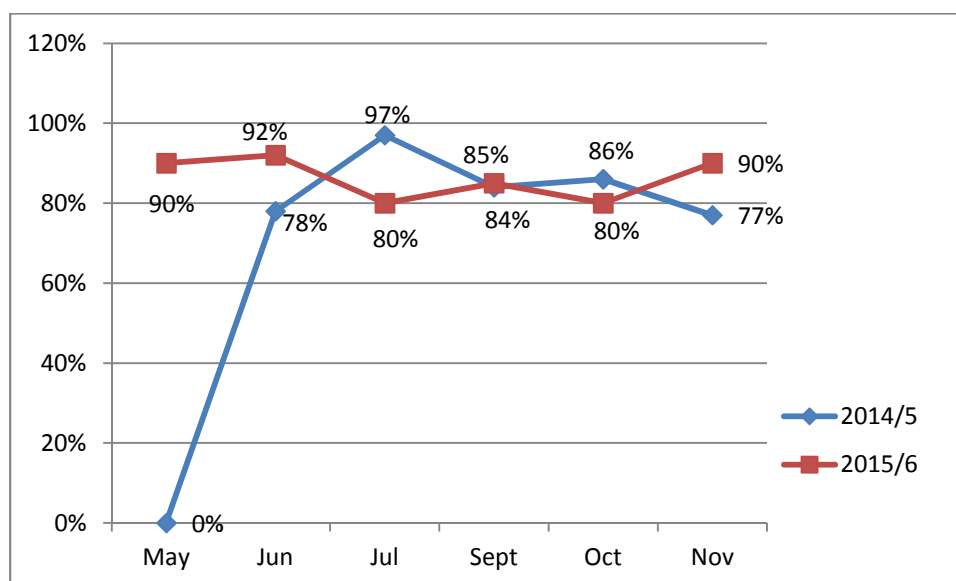
## 5. CORRESPONDENCE AND MAYOR'S QUESTIONS

MOPAC continues to manage and prioritise all correspondence and Mayor's questions received, to ensure that it is meeting its obligation to respond to a high quality and in a timely manner.

### 5.1 Mayor's Questions (MQs)

Mayor's questions	Total received	Responded to within agreed timeframe	In percentage terms
April 2015	No MQs		
May 2015	92	83	90%
June 2015	83	76	92%
July 2015	112	90	80%
August 2015	No MQs		
September 2015	178	151	85%
October 2015	98	78	79%
November 2015	101	91	90%

In November, MOPAC received a number of MQs that required detailed input from the MPS. However, we endeavoured to respond to a higher percentage than the previous month.



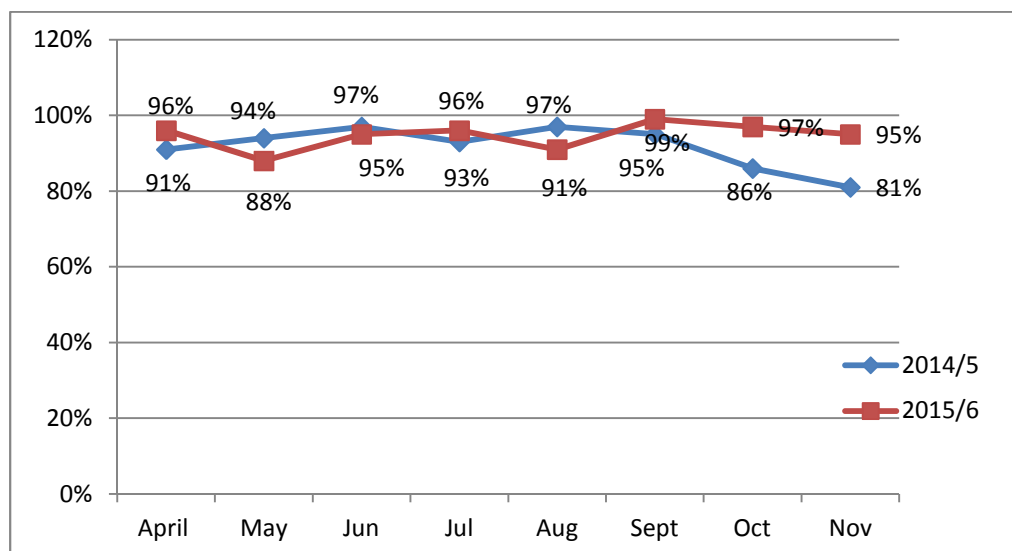
*Comparative data year on year MQs responded to.*

### 5.2 Correspondence received and responded to within 20 days

MOPAC continues to receive a high volume of correspondence. We however strive to respond to 90% of all correspondence received within 20 working days.

Months	Correspondence received	Number responded to within 20 working days	In percentage terms
April 2015	197	190	96%
May 2015	185	162	88%
June 2015	261	247	95%
July 2015	226	216	96%

Months	Correspondence received	Number responded to within 20 working days	In percentage terms
August 2015	160	146	91%
September 2015	162	160	99%
October 2015	262	255	97%
November 2015	198	189	95%



***Comparative data year on year of correspondence responded to.***

## 6. MOPAC BUSINESS AND MEETINGS

In the last month, my office and I have had a range of meetings with key stakeholders and MPS officers in support of the Mayor.

### 6.1 Regular meetings

- Meetings with the Mayor
- Bilateral with the Commissioner
- Meetings with MPS Management Board team members
- Meetings with MOPAC Senior Officers and Advisers
- Liaison meetings with Police and Crime Committee members.
- Meetings on Met Change and the Budget with the Deputy Commissioner and MPS Management Board
- Regular contact with the Home Office
- Regular contact with Crown Prosecution Service

There are also frequent informal conversations with senior colleagues. All meetings are covered in section 2 and 6.1.

### 6.2 Decisions

The following formal decisions have been made:

Decision Number	Formal Decisions made
DMPCD 2015 114	Police Officer and Police Staff Payroll Services
DMPCD 2015 123	Home Office Grant – Football Police Unit
DMPCD 2015 124	Administrative Charges to the Police Property Act Fund
DMPCD 2015 127	RDA - Settlement of a claim
DMPCD 2015 128	Edinburgh House Lease Surrender
DMPCD 2015 129	Proposed additional disposals 2015/16
DMPCD 2015 130	Investment Requests October 2015
DMPCD 2015 132	November Investment Requests

### 6.3 Future MOPAC meetings are as below:

Date	MOPAC Meeting
11 January 2016	MOPAC Challenge – Performance
2 February 2016	MOPAC Challenge – Gangs
1 March 2016	MOPAC Challenge
18 March 2016	MOPAC/MPS Audit Panel
24 June 2016	MOPAC/MPS Audit Panel

I regularly meet with my advisory panels including the Joint Investment Board (JIB) and Joint Asset Management Panel (JAMP).

In addition, the London Policing Ethics Panel will meet on 5 January and 2 February 2016.

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# Subject: Police and Crime Committee Work Programme

**Report to: Police and Crime Committee**

**Report of: Executive Director of Secretariat**

**Date: 17 December 2015**

**This report will be considered in public**

## 1. Summary

1.1 This report sets out the work programme for the Police and Crime Committee.

## 2. Recommendation

2.1 **That the Committee notes its work programme, as set out in this report.**

## 3. Background

- 3.1 The Committee's work programme is intended to enable the Committee to effectively fulfil its roles of holding the Mayor's Office for Policing and Crime (MOPAC) to account and investigating issues of importance to policing and crime reduction in London. The Committee's work involves a range of activities, including formal meetings with MOPAC, the Metropolitan Police Service (MPS) and other stakeholders, site visits, written consultations and round table meetings.
- 3.2 The Committee usually meets twice a month. One of the monthly meetings is usually used to hold a question and answer session with the Deputy Mayor for Policing and Crime. The Commissioner of the MPS has been invited to these meetings. The Committee will primarily use question and answer (Q&A) meetings to investigate topical issues and review MPS performance, including consideration of MOPAC's approach to holding the MPS to account.
- 3.3 The Committee's other monthly meeting is used to consider a particular topic or aspect of policing and crime in greater detail. These investigations will be conducted either by the full Committee or working groups. Working groups will have delegated authority to prepare reports on the Committee's behalf in consultation with party Group Lead Members. Final reports will be approved and published by the full Committee. Where possible, working groups will make use of the dates scheduled for the Committee's 'thematic' meetings.

## 4. Issues for Consideration

- 4.1 The work programme has been designed to proactively examine issues of interest but also allows for flexibility to respond to topical issues and for the Committee to react to MOPAC's work programme. Topics will be added to the timetable for Q&A meetings as they arise. The Committee's work programme currently includes:

<b>January</b>	Thursday 14 January 2016 Thematic meeting – the impact of alcohol on policing London's night-time economy.	Thursday 28 January 2016 Q&A meeting
<b>February</b>	Thursday 11 February 2016 Thematic meeting - tbc	Thursday 25 February 2016 Q&A meeting

### Current investigations

- 4.2 The Committee is currently investigating the impact of alcohol on policing London's night-time economy. London is said to experience a disproportionate level of alcohol-fuelled crime because of the number of night time economy spots.<sup>1</sup> London Councils suggest that "alcohol is a significant factor in crime and is believed to be a factor in up to half of all violent incidents" in London.<sup>2</sup> In December 2014, the Mayor, in response to a question about the rise in violence with injury in London, suggested that in addition to an increase in reporting, "there is low-level violence taking place in town centres associated particularly with alcohol and the perpetrators aged typically between 26 and 41".<sup>3</sup>
- 4.3 The Committee will examine the level and perception of alcohol-fuelled crime in London, and what MOPAC can do to tackle this issue, including examining the impact of MOPAC's compulsory alcohol sobriety trial in south London. At the Committee's meeting on 14 January it will hear from MOPAC about its role in tackling alcohol-fuelled crime.

## 5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

## 6. Financial Implications

- 6.1 There are no financial implications arising from this report.

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**List of appendices to this report:** None

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<sup>1</sup> MOPAC, [Sobriety pilot](#)

<sup>2</sup> London Councils, [London key facts](#)

<sup>3</sup> Mayor's Question Time, [Question 2014/4963 \(Oral\)](#), Tuesday, 09 December 2014

**Local Government (Access to Information) Act 1985**

List of Background Papers: None.

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