

AGENDA

Meeting: Police and Crime Committee

Date: Wednesday 21 February 2024

Time: 10.00 am

**Place: Chamber, City Hall,
Kamal Chunchie Way, London, E16 1ZE**

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Members of the Committee

Caroline Russell AM (Chair)

Tony Devenish AM

Susan Hall AM (Deputy Chairman)

Len Duvall AM

Marina Ahmad AM

Sem Moema AM

Lord Bailey of Paddington AM

Caroline Pidgeon MBE AM

Unmesh Desai AM

Keith Prince AM

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

Proper Officer: Mary Harpley, Chief Officer
Tuesday 13 February 2024

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Lauren Harvey, Senior Committee Officer; Email: lauren.harvey@london.gov.uk. For media enquiries please contact: Anthony Smyth, External Communications Officer; Email: anthony.smyth@london.gov.uk. If you have any questions about individual items please contact the author whose details are at the end of the report. If you have a public enquiry please contact the City Hall Public Liaison Unit on 020 7983 4000. This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. It is suggested that any member of the press or public wishing to attend the meeting in-person contacts the clerk (listed above) in advance. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available online at [Openness in Meetings.pdf](#). Public areas are located on the ground floor. There is access and facilities for disabled people, and induction loops are available. There is limited parking for orange and blue badge holders, which will be allocated on a first-come first-served basis and must be booked in advance. Please contact Facilities Management in advance via email at FM.Helpdesk@london.gov.uk if you require a parking space or further information regarding access and facilities.

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Certificate Number: FS 80233

Agenda

Police and Crime Committee

Wednesday 21 February 2024

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 Assembly Secretariat

Contact: Lauren Harvey, lauren.harvey@london.gov.uk

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 - 50)

The Committee is recommended to confirm the minutes of the meeting held on 24 January 2024 to be signed by the Chair as a correct record.

4 Summary List of Actions (Pages 51 - 60)

Report of the Executive Director of Assembly Secretariat

Contact: Lauren Harvey, lauren.harvey@london.gov.uk

The Committee is recommended to note the completed, ongoing and closed actions arising from its previous meetings.

5 Question and Answer Session with the Mayor's Office for Policing and Crime and the Metropolitan Police Service (Pages 61 - 80)

Report of the Executive Director of Assembly Secretariat

Contact: Janette Roker, janette.roker@london.gov.uk

The Committee is recommended to:

- (a) Note the report as background to the question and answer session and note the subsequent discussion;**
- (b) Note the monthly report from the Mayor's Office for Policing and Crime, as attached at Appendix 1; and**
- (c) Delegate authority to the Chair, in consultation with party Group Lead Members, to agree any output arising from the discussion.**

6 Police and Crime Committee Work Programme (Pages 81 - 82)

Report of the Executive Director of Assembly Secretariat

Contact: Janette Roker, janette.roker@london.gov.uk

The Committee is recommended to note its work programme for the 2023/24 Assembly year.

7 Date of Next Meeting

The next meeting of the Committee is scheduled for 6 March 2024 at 10.00am 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 Assembly Secretariat
Date:	21 February 2024
Public Access:	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;**
- 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 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.

3.2 Relevant offices held by Assembly Members are listed in the table below:

Assembly Member Interests

Member	Interest
Marina Ahmad AM	
Lord Bailey of Paddington AM	Member, House of Lords
Elly Baker AM	
Siân Berry AM	
Emma Best AM	Member, London Borough of Waltham Forest
Andrew Boff AM	Congress of Local and Regional Authorities (Council of Europe)
Hina Bokhari AM	Member, London Borough of Merton
Anne Clarke AM	Member, London Borough of Barnet
Léonie Cooper AM	Member, London Borough of Wandsworth
Unmesh Desai AM	
Tony Devenish AM	Member, City of Westminster
Len Duvall AM	
Peter Fortune AM	
Neil Garratt AM	Member, London Borough of Sutton
Susan Hall AM	Member, London Borough of Harrow
Krupesh Hirani AM	
Joanne McCartney AM	Deputy Mayor
Sem Moema AM	Member, London Borough of Hackney
Caroline Pidgeon MBE AM	
Zack Polanski AM	
Keith Prince AM	Member, London Borough of Havering
Nick Rogers AM	
Caroline Russell AM	Member, London Borough of Islington
Dr Onkar Sahota AM	Congress of Local and Regional Authorities (Council of Europe)
Sakina Sheikh AM	Member, London Borough of Lewisham

3.3 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).

3.4 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.

3.5 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.

3.6 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.

3.7 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 £50 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.

3.8 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 [gifts and hospitality database](#) may be viewed online.

- 3.9 If any gift or hospitality received by a Member is not set out on the online 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 £50, Members are asked to disclose these at the meeting, either at the declarations of interest agenda item or when the interest becomes apparent.
- 3.10 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.

List of appendices to this report:

None

Local Government (Access to Information) Act 1985

List of Background Papers: None

Contact Information

Contact Officer:	Lauren Harvey, Senior Committee Officer
E-mail:	lauren.harvey@london.gov.uk

MINUTES

Meeting: Police and Crime Committee

Date: Wednesday 24 January 2024

Time: 10.00 am

**Place: Chamber, City Hall,
Kamal Chunchie Way, London, E16 1ZE**

Copies of the minutes may be found at:

www.london.gov.uk/about-us/london-assembly/london-assembly-committees

Present:

Caroline Russell AM (Chair)

Susan Hall AM (Deputy Chairman)

Lord Bailey of Paddington AM

Unmesh Desai AM

Tony Devenish AM

Len Duvall AM

Sem Moema AM

Caroline Pidgeon MBE AM

Keith Prince AM

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

1.1 There were no apologies for absence.

1.2 In accordance with Standing Order 2.4, with the permission from the Chair, Marina Ahmad AM participated in the meeting remotely.

2 Declarations of Interests (Item 2)

2.1 The Committee received the report of the Executive Director of Assembly Secretariat.

2.2 **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 meeting held on 14 December 2023 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 Assembly Secretariat.

4.2 **Resolved:**

That the completed, outstanding and closed actions arising from previous meetings 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 Assembly 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 first panel guests to the meeting for a discussion on the police investigation of serious injury collisions:

- Detective Chief Superintendent Andy Cox, Operational Command Unit Commander, Transformation Programme, Metropolitan Police Service (MPS), and National Police Chiefs' Council (NPCC) Lead for Collision Investigation Programme;
- Acting Detective Superintendent Ross Morrell, Roads and Transport, Serious Collision Investigation Unit, MPS;
- Superintendent Dan Card, North East Basic Command Unit, MPS;
- Commander Kyle Gordon, Local Policing Commander, Frontline Policing, MPS, and NPCC Lead for National Roads Policing Operations; and
- Pauline Pateman-West, Head of Traffic Prosecutions, MPS.

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- 5.3 A transcript of the discussion is attached at **Appendix 1**.
- 5.4 During the course of the discussion, Members requested a copy of the investigation of road traffic collisions checklist from the MPS.
- 5.5 The meeting adjourned at 11.29am, reconvening at 11.38am.
- 5.6 The Chair welcomed the second panel of guests to the meeting:
- Sophie Linden, Deputy Mayor for Policing and Crime; and
 - Judith Mullett, Head of MPS Oversight – Workforce and Professionalism, Mayor’s Office for Policing and Crime (MOPAC).
- 5.7 A transcript of the discussion is attached at **Appendix 2**.
- 5.8 During the course of the discussion, Members requested the following information from MOPAC:
- Evidence that MOPAC had been raising concerns about the length of time that police misconduct cases are taking;
 - The amount of additional funding that MOPAC had received for oversight of the MPS as a result of the Baroness Casey review;
 - Copies of oversight papers that are provided to the London Policing Board; and
 - Confirmation of whether it is known by colleagues when MPS officers are suspended or on restricted duties.
- 5.9 **Resolved:**
- (a) That the report and discussion be noted.**
 - (b) That the monthly report from the Mayor’s Office for Policing and Crime, as attached at Appendix 1 of the report, be noted.**
 - (b) That authority be delegated to the Chair, in consultation with party Group Lead Members, to agree any output arising from the discussion.**

6 Police and Crime Committee Work Programme (Item 6)

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

6.2 **Resolved:**

That the work programme for the 2023/24 Assembly year be noted.

7 Date of Next Meeting (Item 7)

7.1 The next meeting of the Committee was scheduled for 7 February 2024 at 10.00am in Committee Rooms 2&3, City Hall.

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

8.1 There were no items of business that the Chair considered to be urgent.

9 Close of Meeting

9.1 The meeting ended at 12.42pm.

Chair

Date

Contact Officer: Lauren Harvey, Senior Committee Officer; Email: lauren.harvey@london.gov.uk

London Assembly Police and Crime Committee – Wednesday 24 January 2024**Transcript of Agenda Item 5 - Question and Answer Session with the Mayor's Office for Policing and Crime and the Metropolitan Police Service – Panel 1**

Caroline Russell AM (Chair): We now move on to our main item of business and I would like to welcome our first panel of guests from the Metropolitan Police Service (MPS). We have Detective Chief Superintendent Andy Cox, Operational Command Unit Commander for the Transformation Programme, and National Police Chiefs' Council (NPCC) Lead for the Collision Investigation Programme; Acting Detective Superintendent Ross Morrell, from the Roads and Transport Policing; Superintendent Dan Card, North East Basic Command Unit (BCU). We have Commander Kyle Gordon, from Frontline Policing and also the National Lead for Roads Operations Investigations; and Pauline Pateman-West, who is Head of Met Prosecutions. Welcome to all of you and thank you so much for coming and being here together so that we have all the right people to answer all of the questions.

In the first session [of this investigation, on 22 November 2023] where we were hearing from people involved in legal cases, from victims, from campaigners, one of the things that came up was the business of what is the definition of a serious injury collision, because there are different definitions, and who gets to investigate what. I just wondered if we could just clear that up at the top of the meeting. Is that something for you, Kyle, to take?

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Thank you very much, Chair. It will not surprise you that I have brought a number of subject matter experts with me today to make sure we get this absolutely right to your satisfaction, therefore I will ask Ross if he will pick that up from the Roads and Transport Policing Command (RTPC).

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Currently my team, the Serious Collision Investigation Unit (SCIU), takes all fatal collisions and serious personal injury collisions. The definition is the Department of Transport's (DfT) definition: in essence, anything that equates to a grievous bodily harm injury is considered as serious.

Caroline Russell AM (Chair): Is that about 100 collisions a year that you take through the SCIU?

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Yes, it is about that.

Caroline Russell AM (Chair): OK. There are a lot of other collisions that have serious implications for the person injured, broken limbs, things that can make a real difference in terms of your ability to do your job and whatever. What happens to the bulk of the collisions? Is that in the order of 3,000-plus a year?

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Yes, and that is taken by our MO10, Met Prosecutions.

Caroline Russell AM (Chair): That goes through Marlow --

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): To Pauline, yes.

Caroline Russell AM (Chair): Goes to Pauline [Pateman-West] at Marlow House.

Pauline Pateman-West (Head of Traffic Prosecutions, Metropolitan Police Service): Yes. Anything that is reported via Single Online Home, and that does include some serious, will be dealt with by my Unit. If there is any indication of driving under the influence, then the BCU would retain primacy for that secondary investigation. Any other criminality involved that would be retained by the BCU. Also, if there is any indication of dangerous driving, then that should be retained by the BCU to retain primacy for the ongoing secondary investigation.

Caroline Russell AM (Chair): Just to be clear, the ones that do not get taken by the SCIU, but where there is an indication of driving under the influence or dangerous driving, those go to the BCU, are those investigated at BCU level rather than by the SCIU team?

Pauline Pateman-West (Head of Traffic Prosecutions, Metropolitan Police Service): Yes.

Caroline Russell AM (Chair): Does that sit with you, Dan?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): Yes, obviously Ross's team deals with the very, very serious personal injury collisions. The ones that fall beneath that are generally reported via frontline policing, BCU, and then after the initial investigations are done it goes to Pauline's team for the backup.

The other thing I would probably say, just to give you some context, is because of the way injuries are recorded, you do get some anomalies. For example, if you fall off your pushbike or you fall off your motorcycle and you were to break a finger, that would be considered a serious injury because it is a broken bone. However, you might not necessarily have a life-changing injury because of it. Therefore, it is sometimes slightly more difficult and nuanced to pick out the exact level of injuries when we talk about serious injuries because people automatically think that is going to be something significant. Sometimes it is not, and it is at the lower end of serious, but that is not me playing down the effect that it has on people, it is just to give you some idea of how it is recorded in context.

Caroline Russell AM (Chair): Yes. There is a range of injuries that are covered by the term "serious" and that could range from things that people really would think of as serious in common everyday speaking to something smaller like a broken finger or twisted ankle. No, twisted ankle would not be because there is no broken bone.

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): No, that would be a slight [injury]. That is the problem, there is quite a sliding scale in that.

Caroline Russell AM (Chair): OK. Just to get a sense of the scale of the numbers of collisions that are being investigated at BCU level, how many roughly are being dealt with in a year?

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Chair, I wonder just while some of those figures might be being looked at, I should have started off by giving a little bit

of context. I thought maybe you were just clarifying the first point and then we would move in. It might be useful just to set that context for the MPS in terms of the sheer volume and scale of what is being dealt with.

Caroline Russell AM (Chair): That would be very helpful.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): London's roads are incredibly busy, you will know that without me having to state the obvious, there are some 2.6 million vehicles registered within the capital. According to the Transport for London (TfL) website, they travel an estimated 19 billion miles per annum across 9,200 miles of road. What that meant was that in 2023, according to the figures I have been given, that resulted in around 115,000 reported collisions, broken down roughly as 82,000 damage only and 32,000 with injury, and approximately 3,500 of these classed as serious. Of course, as we all know, this is near and dear to my heart as the National Lead. It also resulted in almost 100 people tragically losing their lives on London's roads.

In addition to this, of course, the MPS also responds to some 36,000 reported road traffic offences coming into our call centres as well. Despite all of this volume, and that is a lot of volume, the MPS reached the I Grade [immediate urgency] calls for injury road traffic collisions within the target of 15 minutes almost 78 per cent of the time, and a median time of arrival of ten minutes and 15 seconds. S Grade [significant urgency] calls, the ones that sit just underneath the immediate injury road traffic collisions, were reached over 85 per cent of the time within the target of 60 minutes, with a median response time of around 21 and a half minutes.

Of course, none of this happens in a vacuum. It has been widely discussed both here and further afield the challenges that the MPS is currently under in terms of finances, capacity, and sheer volume, leading to pieces of work like the Right Care Right Person that thankfully is starting to create some of that capacity on the frontline.

As the National Lead for Roads Policing Operations, Investigations and Intelligence, and of course that is why I have brought Andy Cox with me today, as he is my Deputy in one of those fields, these matters are near and dear to our hearts. However, what I can say from a national perspective then looking in, and it is fortunate for the MPS that it does have two serving senior officers who are both National Leads, but of course when His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) back in 2019-2020 did the first deep dive on roads policing across the whole of the United Kingdom (UK), while it is not perfect, the MPS was very much seen as the gold standard, both in terms of capability and capacity. Therefore, having a dedicated standalone RTPC with the resources that we have and the capability that we have within that, things like having Professionalising Investigation Programme (PIP) level 2 detectives working on these investigations and the Forensic Collision Investigation Unit (FCIU) having the strength that it does. It is useful just to give that context, because of course we are, I imagine, going to start having a conversation about times when victims may have felt let down or when we could have done things better. However, given the volume that the MPS is dealing with across the whole piece, given what we have with that sheer volume of collisions being reported into us, I just wanted to set that context. It might help lend some wider understanding as the questions are asked.

Caroline Russell AM (Chair): Thank you. That is really helpful. What about just the way that the different collisions are categorised into the different types of investigation, is it obvious what gets looked at by the SCIU and what gets looked at BCU level?

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): I will bring in Ross and Dan in a second, but of course, as any call comes into the MPS control centre, it is triaged through what we call the threat, harm, risk, investigation, vulnerability and engagement (THRIVE) process. Therefore, the call itself will be examined against the number of criteria, the threat, the harm, the investigative opportunities, etc, and it will then be tasked out accordingly at, either the immediate grade call, the standard grade call, or maybe even a follow up thereafter.

Attendance at the scene by the regional attending officers will then help colour how the initial perceptions of those collisions are graded and what investigation follows thereafter. There will of course be times whenever the initial assessment does not pan out, as I say, when you look at the number of damage-only that are reported at over 80,000 into the MPS call centre, of course we will all know from our professional and private lives that a number of those will then go on to be injury collisions at a later stage that may not have been reported in. That is why, when the officers arrived at the scene, the initial assessment of that will primarily drive whereabouts that falls, whether within the SCIU or sitting with the BCU. However, of course the initial assessment may not be the final assessment. I am wondering if Ross wants to add any more detail to that.

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Yes, basically my team would take anything that is life threatening, life changing, or fatal. That is as declared by the hospital. My team, the SCIU, would deploy to all of those incidents as well as the frontline policing officers.

If, as we have said, things do change and I often describe it as sort of like sports injuries that people walk off and are fine, and then later discover that something is wrong, the same can happen with people that go to hospital. They go to hospital and are OK, and then a week later there is complication and something changes. Therefore, we do always get those.

What we have done recently is introduced a new advice that, when any of my teams are deployed, every time they are deployed, they will give the BCU officers a structured, written advice if we are not taking on the investigation ourselves, in line with what we do with murders now. All serious road traffic accidents are treated the same as murders now. We give the advice because we were aware that some officers might not know what to do and generally might be a bit concerned or worried as they have not dealt with something like that before, therefore we now have the written advice, it goes to the officers at scene, the BCU commanders and the investigation lead on the BCU.

Caroline Russell AM (Chair): Does that include a sort of checklist of things?

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Yes, basically a full investigation plan.

Caroline Russell AM (Chair): Thank you. The Mayor [of London]'s Vision Zero action plan says it is going to enhance and drive excellence in collision investigation. Kyle, what work has been done within the MPS to push on that drive for excellence in collision investigation as stated in the Mayor's plan?

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Of course, the MPS signs up fully to the Vision Zero action plan and it is something I have been pushing nationally as well. In terms of what work has been done, it is important to set out that benchmark that the MPS, in terms of capability and capacity for investigations, is seen very much as the national standard. Some of the work that

Andy has done for me nationally with the College of Policing and the NPCC right across the UK to bring up the standard of investigators, so that they have the PIP 2, as we call it, the investigative qualification, was work that they MPS already had. We have a dedicated SCIU, which many forces do not have, the FCIU of course is one of the best, if not the best in the UK. Therefore, the standard that you get, the standard that already existed at the time of the HMICFRS inspection, already evidenced that we were providing a very, very high level. Andy, is there anything else you want to add from the national work into the MPS?

Detective Chief Superintendent Andy Cox (Operational Command Unit Commander, Transformation Programme, Metropolitan Police Service, and National Police Chiefs' Council Lead, Collision Investigation Programme):

Yes, thanks, Kyle. Good morning, everybody. Just for context, I approached Kyle I think in around about 2019 to seek his support to set up a National Collision Board. As somebody who has worked on murder, investigation and crash investigation, I recognised the two were seen very differently in terms of priority and skill set. Yet they are exactly the same investigating the death of somebody often in criminal circumstances and often needing all the same expertise, specialisms and excellence, to really lead to an effective investigation, supporting crash victims and their families, and ultimately bringing offenders to justice.

So the National Board was set up that invited every force to it, the MPS obviously included, and I was in the MPS at that time. It is really a useful exercise to bring together key leads from around the country, talk about good practice, talk about strategy, but really to give recognition to the role. I would say that, as part of that, we included external partners into the meeting, Highways England, Road Peace, for example, we included Motor Insurers' Bureau, and others such as legal services and so on, to really give a wider strategic context and to inform people and to really try to raise standards across the country. We recognise it is not perfect around the country, we recognise there is work to do.

What I would say, and this is somebody who is in the MPS, but I say it with a neutral head on, the MPS is an absolute exemplar across the country around this. We have a senior structure to it. There is no force that, for example, has a Superintendent that leads crash investigation nationally. That has obviously been identified by the HMICFRS as well. However, practitioners recognise it; we put much more resource into it. We have dedicated Family Liaison Officers (FLOs) that can support crash families.

There has been a whole load of work to do and to develop those standards. Some of the things that I initially set into train was to make it a detective-based role for reasons I set out. Very similar to murder, we would have detectives leading murder investigation, but we often had uniform officers leading crash investigation that was fatality-related. Therefore, we wanted to mandate that was a detective. My role is very much, as is Kyle's to be fair, around negotiation and influence across the country. While we consider ourselves leads, we have to negotiate and influence local applications. Around the country ultimately it is local forces that decide what they do. However, we did set out recommendations, for example, to make it a detective role, to make sure the Forensic Collision Investigation Network (FCIN), which is essentially about excellence, because it is a scientific field, therefore it is about trying to really professionalise that but to make it independent from the investigators so that it could not be seen as influenced or some form of collaboration. It is independent science, which is the FCIN, which is set up, and the MPS applies that really effectively. Then your local investigation, which is now detective-based, and I know the MPS is very compliant with those principles as well.

Caroline Russell AM (Chair): So, Andy, just going on in terms of the national guidance, do you think that has enough influence on the MPS investigations? I appreciate everyone has said that what happens at SCIU level is tip-top and amazing. What we did hear in our first meeting was that the people who were representing crash victims and the people who were then seeking support were frustrated by the more paper and desk-based processes that happen at the Marlow House end. That is obviously not your fault, Pauline. Andy,

are you comfortable that the MPS is doing enough to give the people investigating stuff at BCU level, the bigger group of serious collisions, that they have the support they need to be able to investigate? Are all of those being investigated at detective level or are some of them not?

Detective Chief Superintendent Andy Cox (Operational Command Unit Commander, Transformation Programme, Metropolitan Police Service, and National Police Chiefs' Council Lead, Collision Investigation Programme): For clarity, my remit really is around the fatal and life-changing injury stuff, which not every force has anywhere near to the setup the MPS has. The MPS is very much a leader around fatal crash and life-changing injuries. The group has done a load around road danger reduction. You know for example the campaigns I have every year around this, which we market through the National Collision Board just around the whole road danger reduction piece and particularly around public reporting of road crime. Where again I would say the MPS is very much one of the key leaders around facilitating the public to make reports. That goes to a preventative agenda, which is really, really important. Our resolution or investigative outcomes are really strong around road crime reporting and having the public essentially 24/7 being our eyes and support, as they are in any other crime type, is essential for reducing the number of collisions we have in London. However, I do not feel fully able to comment on the level below that in terms, I think that would probably be for Ross.

Caroline Russell AM (Chair): Yes, Kyle.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Yes, thank you, Chair. There is a blunt answer and there is a slightly more nuanced answer. I have given you some of the context of where we sit in London. My portfolio currently is also the MPS Strategic Lead for Emergency Response Policing right across the capital, and the reason I mention that as being important is of course the first responders to the vast majority of those reported incidents are going to be the response policing functions within the MPS.

It will not come as any surprise to anybody around this table that, like with many other areas within the MPS, when we have done the demand analysis, if there were more officers to move into that function in a way that balances the threat and risk across the range of portfolios, we absolutely would. On a daily basis, I get the outstanding call list of incidents that we still have to attend and of course road traffic incidents, I have given you some of the figures around that, but there is a lot of risk that sits in the capacity challenges that we have within the MPS, and we have to prioritise the attendance.

The blunt answer of course is, as the National Lead and as a Commander for Frontline Policing, I would love to see greater capacity to be able to provide even more of a service to those crashes that do not make it on to the threshold of the SCIU. However, the reality of this is that is not the case. You will be aware from the conversation that is ongoing between the Mayor's Office for Policing and Crime (MOPAC) and the MPS under the *A New Met for London* plan, how we are seeking to build the strongest ever neighbourhoods, we are increasing resourcing in and around the uplift in public protection, and all of these are really high-risk areas of business. Roads policing and road traffic collisions fall within the main bundle of other volume stuff that the MPS is dealing with.

I have had a look in the run up to this meeting just to refresh myself in terms of what officers are given out on the BCU so that predominantly is all done through the training at Hendon. They do get an input into road traffic collision scene management, investigations, and ancillary road traffic offences, and they understand how to pull all of that together. We have new systems coming online, as you will be aware, so the CONNECT computer system that is going to bring all of our case management intelligence together is absolutely going to

enhance. The Right Care, Right Person programme of work is creating capacity that we never had before, which will enhance our capability. Of course, we need to drive the supervision of those investigations through. However, it is not detectives that investigate the vast majority of road traffic collisions in London, as is the case right across the whole of the UK, there will be those officers responding that will be carrying out most of those investigations, they will go into the Mi-Investigation support teams within the MPS, who will progress the majority of those that do not make their way in through the route that you have spoken of with Pauline.

I would love to have the equal standard right across the board and there is not of course, and we have to prioritise on a threat risk and harm basis those investigations. Therefore, the linkages across into the RTPC and the SCIU are there and that is something we have that not many other forces, if any, will have, where we think that something has become sufficiently complex or there are aggravating factors around other offences. However, as I say, the bottom line in this, the simple answer is it is not detectives that investigate the vast, vast majority of these collisions.

Caroline Russell AM (Chair): We heard obviously a murder is investigated by a detective, whereas the road traffic collisions where someone has been killed, where there is criminality, or potential criminality that needs to be investigated within the driving that led to the crash, that does not necessarily get investigated by a detective, is what we are saying.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): No, again, Chair, and I sense there is activity to my right as people want to come in and add fine detail, but again context is everything in terms of what should the standard be. This is national work that we are doing to try to change attitudes towards road harm. If this is an average day in the UK, every 23 minutes somebody is killed or seriously injured. That is every 23 minutes. When we walk out of here, if this is an average day in the UK, two people will have been killed or seriously injured across the UK. There is 38 million vehicles on the roads in the UK, seven million of those have some sort of noncompliance element, and we have done a lot of work nationally, including in London, to try to grip that, because we know statistically that people that do not tax their car, insure their car, register their car, are also involved in criminality. We are linking between my portfolio and the National Roads, Policing, Operations and Intelligence, we are linking ourselves across with other operational links at the NPCC to try to close that gap and we are exploring all sorts of opportunities around identification through electronic number plates and Automatic Number Plate Recognition systems.

However, the reason I tell you all of that is because this is exactly the point that you had made, Chair, is one of the things that I seek to do nationally. If there was any other policing portfolio where that level of harm to our communities and to individual families within those communities was caused in terms of the volume of people killed and seriously injured, I would wager that there might be much more of an interest in this subject. I have held this portfolio for four years and continue to make that argument. So you are absolutely right, the linkages between the other investigations and the offences that might sit in and around that with those noncompliant vehicles are absolutely crystal clear and we do push where we can. Any aggravating factors will escalate the collision to a different level. Ross, did you want to come in?

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Yes. On the detective part, any road deaths that are not as a result of a medical sort of episode and involve no one else get investigated by a detective categorically. That investigation is managed by a Senior Investigating Officer (SIO) with national qualifications who is qualified to investigate murders, without doubt.

Caroline Russell AM (Chair): Yes. I totally see that, and I totally appreciate all the capacity issues. What we heard was that people who have very serious life-changing injuries, if they do not get that level of investigation, may find it hard to get the compensation they need to get on with their life. Just very briefly, if someone could just give a one-word answer on this: is the under-reporting of serious injury collisions that we heard about earlier something that is a serious issue that you are concerned about?

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): I would say no, in that we cannot categorically say with under-reporting what level it is at, but we would consider that, due to the nature that people with insurance companies, road vehicles and things like that, that most do get reported.

Caroline Russell AM (Chair): OK, thank you. Assembly Member Pidgeon.

Caroline Pidgeon MBE AM: Thank you very much. I want to look into the police investigation of serious injury collisions. You set up a few years ago the FCIU, there was a specific direction from the Forensic Science Regulator on that. I am wondering what impact that establishment of the FCIU has had on the investigation of serious injury collisions.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): I will pass across to Dan and Ross. Dan was in seat at the time, but it is worth pointing out that we - as in the MPS - sat on that Board. I sat personally on that Board because of the volume here. I absolutely support the aims of it, as Andy had said previously, absolutely critical following the recommendation from the Forensic [Science] Regulator around separating the investigation and the independence of the forensic evidence. Therefore, anything that happened in that space would absolutely have enhanced the credibility and the currency of the forensic opportunities around that. However, of course, coming from a finite pool of resources, I remember at the time that meant that we had to separate teams out in order to be compliant with both. Once you start dividing the said cake, then you are into potential challenges around just making sure you have that capacity. Dan, do you want to add anything else?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): Just really to clarify that the formation of the FCIU, that work was already being done prior to that and has been done for the last 20 or so years, but it was part of the SCIU before that. What happened was the Forensic [Science] Regulator mandated that those two workstreams needed to be separate to ensure integrity. That was not anything to do with any of the MPS's previous activity; it was just for forensic regulation.

Caroline Pidgeon MBE AM: For good practice, yes.

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): Therefore, in terms of the service delivery, the Unit had been split and given different names, but there had been not much change in what was delivered to the people of London.

Caroline Pidgeon MBE AM: OK, it did not have a huge change in the capital.

Detective Chief Superintendent Andy Cox (Operational Command Unit Commander, Transformation Programme, Metropolitan Police Service, and National Police Chiefs' Council Lead, Collision Investigation Programme): Do you mind if I just perhaps add something as well, if I can?

Caroline Pidgeon MBE AM: Yes, sure.

Detective Chief Superintendent Andy Cox (Operational Command Unit Commander, Transformation Programme, Metropolitan Police Service, and National Police Chiefs' Council Lead, Collision Investigation Programme): Thanks. What I would say is their training now is so extensive, they are trained almost within an inch of their life, therefore the standards can only improve in essence because of their professionalism, the accreditation process they have to go through. It is their sole focus now, whereas it was blurred before, and certainly around the country it was very blurred before. Therefore, it has given independence and expertise.

Caroline Pidgeon MBE AM: OK. Andy, if I could stick with you. We heard earlier, I think, Kyle, you were talking about this team is gold standard overall and you do have the capability and the capacity. However, then we started talking a little bit more about capacity. Andy, do you think the MPS has the right level of resources to meet the demands of the serious injury investigations placed upon it? What is working well? What needs to change?

Detective Chief Superintendent Andy Cox (Operational Command Unit Commander, Transformation Programme, Metropolitan Police Service, and National Police Chiefs' Council Lead, Collision Investigation Programme): In terms of fatal and life-changing, yes, and it is way above, the top end essentially, it is way above anywhere else in the country, has senior leadership, leadership levels all the way through, and an extensive amount of investigators as well that are detective-based and have expertise in this field. Therefore, in terms of that level, 100 per cent, yes. However, I would almost refer you to Kyle's answer around that level below that that he gave just now.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Yes, to colour some of that in, it is just worth pointing out, as well as a Detective Superintendent heading it up, which is unheard of across the UK, and does show the seriousness with which we give it, there are four Detective Inspectors, 16 Detective Sergeants, and 56 Detective Constables allocated to that. That is a significant resource to be dedicated to road traffic collisions that just does not exist anywhere else in the UK. We would always like more, of course we would always like more, and if we did not have all of the competing demands, we may well have more. However, that is a significant resource that is dedicated to that function within London that is just unique in UK policing.

Caroline Pidgeon MBE AM: But, as you have already mentioned, it was 100 deaths in the last year, so it is probably quite a small resource compared to that sort of volume.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Again, this is part of the challenge when we speak about a fatal road traffic collision, leaving aside the tragic consequences for the family, the community, the loved ones left behind, of course, therefore everything I say is predicated by understanding that. However, of course the outcome in terms of the injury does not in and of itself indicate the complexity of the investigation. There could be very, very simple circumstances where a collision occurs and we see that regularly, maybe somebody on what we call a powered two-wheeler, a motorcycle or a moped, at speed makes a collision with an immovable object. Not a complicated investigation. Right down the line that you might have something where there are several vehicles involved over a complex topography, therefore without knowing all of those individual cases, I cannot speak to whether or not the 100 equates to not enough, but certainly in the time that I was there the capacity was sufficient for what we had coming through the door.

Caroline Pidgeon MBE AM: What is your vacancy rate like within the team?

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): The vacancy rate at the minute against that, as in the latest workforce figures I have, there is 13 Detective Sergeants out of 16 allocated, and 41 Detective Constables out of 56. Therefore, there are a number of vacancies sitting across that, but if you compare that to some of the vacancy rates across things like Public Protection and other units in the MPS that is quite healthy.

Caroline Pidgeon MBE AM: Yes, but you still have considerable vacancies there, which will restrict the work. I was trying to follow this earlier, and I am not sure this was answered, but from the previous hearing and my reading on this, the vast majority of serious injury collisions are still not being investigated, is that right? Who decides what is investigated? Or have I misunderstood that?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): There is probably just a bit of context. It is not that they are not investigated; they are not investigated by the SCIU, so they will be investigated --

Caroline Pidgeon MBE AM: Right, so that is this definition between the two, yes.

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): The vast majority will be investigated at the time by frontline police officers, those officers from response teams who will conduct the initial investigation. Then what we would call the secondary investigation would be conducted by Pauline's team in MO10.

Caroline Pidgeon MBE AM: Right, OK. I am not sure if we are getting on to this later, but who decides what happens with these cases?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): A decision is taken at the time, as Mr Morrell said earlier, based on the injury level to the victim.

Caroline Pidgeon MBE AM: Right, OK, yes.

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): Then other elements of complexity. If we had a diplomat involved in it, it might go to the SCIU because of the attention that is going to get, for example. However, primarily it is done based on, as Mr Gordon says, the threat, harm and risk, what is the injury to the victim, how likely are we to be able to deliver a good service because of that, and then we will take that decision based there. However, the majority of them get investigated by the local officers with the support from MO10.

Caroline Pidgeon MBE AM: OK, lovely. I think that is all my questions covered, thank you.

Len Duvall AM: Thank you very much. It is that very point at the frontline level, at BCU level, in terms of where does screening out crimes come into that? You are describing a process that gives you that time, but those officers in that first attendance to that call and collecting that evidence, pressures at various BCUs must lead to inconsistency and a weakness in the processes between you passing it on to other colleagues or not. Tell us a little bit more, paint a picture of managing those pressures to make sure that we are not losing out in the sense of further investigations and potential prosecutions.

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): It starts at the very beginning, as Commander Gordon said, around assessing that threat, harm, and risk, about how swiftly we deploy to this incident in the first instance. As Mr Gordon said, 78 per cent of the time we are meeting our charter time to get there as swift as we can and conduct an investigation. The officers then, their training involves them going through in effect a checklist to say what they are going to look at, which looks at health and safety, medical aid, then the actions of reporting it at the scene, recording it, pulling videos, speaking to witnesses, checks at the scene to make sure everyone is licenced and insured. Then it is really down to what they are told in terms of medical evidence at the scene. We are by and large led by our colleagues in the London Ambulance Service or Helicopter Emergency Medical Service, who will turn up and make an assessment at the scene.

As Mr Morrell said, when it is clearly going to unfortunately be a fatal incident, very quickly the SCIU will be activated. The challenge is always that bit in the middle as to how serious is the serious injury? Is it going to be life threatening? Is it going to be life changing? If it is, it goes down the SCIU pathway; if it is not, it is retained by the initial investigating officers who will conduct a number of inquiries and checks and investigations. If there are offences alleged or apparent there, if you have somebody drink-driving for example, they would be arrested by the officer at the scene, who will then follow that case up. If there is a slightly less serious - if you excuse the context of it - offence, then they would be reported and that would all go on our reporting system, Case Overview Preparation Application (COPA). Then, once that is uploaded onto COPA, those secondary investigations will be taken forward by Pauline's team in MO10 to support prosecution or provide information to insurance companies.

Len Duvall AM: What evidence can you provide in terms of consistency of performance across all BCUs in terms of that level of that first responder in the situation of that? Is that not a weakness or is it you think that is all OK if they follow the process, follow the issues?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): Each one of these COPAs is supervised by the line manager of the officer to make sure that they are completing what would be considered the basic checks. There is a reality to that, however, that this is operational policing and there are a number of competing demands on those officers. I would like to say to you that all of these things always end perfectly, and we do a brilliant job every time. However, that is not the case. What I can say is the officers are working extremely hard, they have a checklist centrally, are trained, therefore we are trying to increase that standard and improve that consistency on them. It is then checked by their line manager, it is checked by Pauline's team as it arrives, so we have several stages of checking before we make a decision.

Len Duvall AM: No one is trying to catch you out or pull the rug from underneath you and to be critical, we understand about the complexity and the pressures that you face. What we are trying to get to the bottom of, is there a level of inconsistency, what can we do to improve that in terms of response across London, rather than have centres of excellence of some BCUs are taking. We heard earlier on about attitude aspects to these potential crimes. That is what I am trying to get to.

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): If I come in there it is probably best. As we have said, is it what we would like at this point in time? No. Is it getting better? Yes. That is due to our commitment to the Vision Zero action plan, working with TfL as well. Part of that is that the advice that my teams now give, if they are called out, we are looking to enhance our training, to put more enhanced officers that are trained to a better degree within the BCUs to address that exact point. What I can say is that every element of criminality, if there is criminality involved, that will be supervised by what we call an Evidential Review Officer (ERO) that is a Sergeant or a Detective Sergeant. That is a separate qualification. They have got an additional level of

training for supervising criminal investigations. That is there. Also, due to our commitments with the Vision Zero action plan, we have put new things in place because of that. It is not what we would like, but it is getting better.

Len Duvall AM: OK, thank you.

Caroline Russell AM (Chair): Thank you. Assembly Member Desai.

Unmesh Desai AM: Thank you, Chair. Good morning, panel. My question is to you, Commander Gordon, but before I put my question to you, can I thank you for bringing the right officers with you that you felt would help us in this session. Thank you very much for your attendance. Commander, my question is about resourcing, or lack of it to be more precise. You have been asked about vacancy rates by Assembly Member Pidgeon. You talked about Right Care, Right Person, creating the capacity we never had before. However, just to clarify, can I ask you very directly, are there any specific types of vehicular offences, cars, trucks, etc, that you are forced to screen out because you simply do not have the staff or the resources?

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): No, there is nothing in relation to specific crime types on the road that we would specifically screen out. The screening out, if I can use your phrase in the context to which you have given it, simply starts off whenever the initial call comes in to the call handling centre and we go through the process of what is colloquially known as THRIVE, it is assessed by the call handlers against threat, harm, risk. It is worth saying that it is not the job of the police to attend damage-only road traffic collisions per se. Unless there are other aggravating factors, we do not simply arrive at the scene for the purposes of gathering information for third parties, insurance companies, etc, there is very specific criteria around why we would investigate a road traffic collision. That is the first element of screening out in terms of do we need to attend in the first place.

When the officers then do attend, it may well turn out that offences that have been alleged, etc, might not be present or there might not be evidence of that. If somebody wanted to play the system, all they would simply have to do is allege an offence at the time that they report and they would get a police response. That might be the second level of screening out.

As Dan and Ross have mentioned, then there are further elements through, as you would with any potential crime, have a look is there a crime, is there crime evidence, can it be prosecuted along reasonable lines of inquiry, and then the case file would go through. To draw all of that back down again, no, there is no policy within the MPS that says, because of capacity issues, we do not attend certain crime types on the road.

Unmesh Desai AM: Thank you. Obviously, you can always do with more resources, but that is not putting you off from investigating.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): No, not at all.

Unmesh Desai AM: Thank you very much.

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Could I say that all of those are investigated, any injury on the road involving criminality is investigated. We do not screen anything out, first of all it is all investigated.

Unmesh Desai AM: Thank you. That is very reassuring, thank you.

Pauline Pateman-West (Head of Traffic Prosecutions, Metropolitan Police Service): Sorry, could I just add, in relation to my side of the business, any injury collision would be subject to a secondary investigation. It is the damage-only, the slight damage found, that we do not have capacity to deal with.

Unmesh Desai AM: Thank you for your attendance as well. Thank you, Chair.

Caroline Russell AM (Chair): Thank you Lord Bailey.

Lord Bailey of Paddington AM: Thank you, Chair. Good morning, panel. I just want to echo Assembly Member Desai's comments about the expertise of the team. It is very, very heartening to have you all here because you really do seem to know your beans, as they say. I want to start with Pauline, if I might. What has been the impact of the implementation of the CONNECT [integrated core policing IT solution] and what kind of effect has it had on the investigations that you carry out?

Pauline Pateman-West (Head of Traffic Prosecutions, Metropolitan Police Service): CONNECT, drop one, brought the functionality and it replaced for us COPA, so it is the case prep functionality. Any charges now go through CONNECT. In relation to investigations, it has not impacted, and it is descoped for drop two, which is due next month, February, for investigation. Therefore, collision investigation, collision reporting, casualty reporting, descoped from drop two. We are just awaiting timescales as to when that will feature on the future roadmap. CONNECT, for my team, any new system is a new system, usability so that you have that training. However, because my team deals with all of the traffic offence prosecutions in London, not just from the collisions, from traffic offence reports, or the camera side of the business as well, they are main users of the system.

They are main users of the system; they are repeat users. They are used to using the system. I cannot say there have not been some performance and technical issues, that happens with new systems, but we also have introduced lots of workarounds. There has never been any compromise to charging as a result of CONNECT. We have third-party access, so if we need to, we can lay information direct to the court system. However, no impact in relation to investigations at this stage.

Lord Bailey of Paddington AM: Do you feel it has made any improvement? Do you feel like it will work better than the system it has replaced or is that to be seen?

Pauline Pateman-West (Head of Traffic Prosecutions, Metropolitan Police Service): In time I think it will because you will have the integration of the different elements of all policing systems. We will go from intelligence to investigations to prosecution; that sharing of information and intelligence.

Lord Bailey of Paddington AM: Will it speed it up; is that the goal?

Pauline Pateman-West (Head of Traffic Prosecutions, Metropolitan Police Service): Yes. In relation to that, they are the requirements, it is delivering on those, then it should streamline the procedures.

Lord Bailey of Paddington AM: OK, thank you. Commander Gordon?

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Yes. I

wonder if I could just maybe give some reassurance from a perspective of somebody that, even though I am six years with the MPS, I am still considered a blow-in. I come from [police] forces that have all a similar system to CONNECT, an end-to-end integrated system. The MPS needed this system. To go to the heart of your question, once we get over the speed bump of getting officers and staff familiarised with the system and up to speed, it will absolutely improve what we do. I cannot tell you as an outsider coming into the MPS how challenging our systems are in that they are all standalone. You have case prep, you have custody, you have investigation. The rest of the UK and the forces I have been in have had systems where that is all completely seamless, from the Command and Control system, right the way through.

You have asked, "Will it improve investigation?" To give one simple example, when a golden nominal is created on one of these systems and would be investigated for road traffic collision, everything that they are wanted for, every other prosecution case that they have, every single notification of a wanted person that currently sits in separate systems will now all be in one place. You could not complete that investigation without that being flagged to you and without it being taken into consideration by the investigating officer. I know I sound a little evangelical in this space, but this will really, not just in road traffic collisions, across the board, when officers and staff are familiar with it and we get it up to speed, this will absolutely make such a significant difference to what we do.

Lord Bailey of Paddington AM: It sounds like it. What our committees, what the London Assembly does, one of the themes has always been siloing. Many councils, the Government, everybody is trying to get past siloing. It looks like this might help. Let me come to my second question to Commander Gordon. Has the MPS identified any gaps in training and what plans do you have to fill those gaps, if they exist?

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Yes, thanks, it gives me an opportunity to talk about some of the really good work that Ross and his team are looking at. In terms of specific gaps in training for road traffic collisions, there are no specific gaps. As I say, they get the initial training at Hendon [Police College], therefore every officer that comes through gets that. Pauline's team all have specific training and anybody who goes on then to be a specialist in relation to collision investigation gets additional training. However, I know there is work being done by Ross and his team to try to even enhance that further within the BCUs right across the MPS.

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Yes, as I alluded to earlier, we are looking to enhance practitioners out there on the streets because we know that there is a lack of knowledge out there. My teams hold that specific knowledge, but elsewhere it is limited. We are looking to set up, across 12 BCUs, we will have 12 enhanced supervisors that will get specific training with regards to investigation of road traffic collisions and an additionality of two active investigators in each BCU. Therefore, there will be three people, one supervisor, two practitioners, on each BCU that are dealing with those ones we have discussed that fall outside of our remit and not into Pauline's one. They will have that training and we are looking at having a two-year rotation to upskill those, make sure we have not had anyone drop off and fill those gaps. It is something we are addressing.

Lord Bailey of Paddington AM: How advanced are you in achieving that? Do you have six or do you have one, do you have 11?

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Literally, I proposed a couple of weeks ago, therefore we are right at the early stages. However, it is something that we can roll out pretty quickly. Quite a lot of

other forces have already done it. We are speaking to those. I have been speaking to Greater Manchester Police, who already do it. They are really keen on it. They find it works quite well. It is at its final planning stages and ready to go to implementation.

Lord Bailey of Paddington AM: What is your ambition, with a favourable wind, when would we have at least one officer in every BCU of your 12 that you have proposed?

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): I would say next year.

Lord Bailey of Paddington AM: OK. We will not hold you to that. I just want you to force yourself to have some level of ambition to get it done. Let me just come to you with this next question, Detective Superintendent Morrell. How does the SCIU pass on good practice to other police teams, including those who are first on the scene?

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): It comes back to that bit that I spoke about earlier, that is brand new. This time last year we did not have it in place. What used to happen is our team is deployed, it would be assessed, we would say, "Look, it is not within our remit", and we would leave. That no longer happens. We provide the officers with structured investigation plans. Those investigation plans, they go to the officers that were on the scene, the duty officer that is controlling the scene, the Inspector that is controlling the investigations, and the BCU Commander. They all get that, and it is clear advice, a step-by-step investigation plan of what needs to be conducted.

Lord Bailey of Paddington AM: You are effectively leaving a piece of paper with a method, a plan to follow, as it were?

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Yes.

Lord Bailey of Paddington AM: OK, that sounds more effective. That is it from me, Chair. Thank you.

Caroline Russell AM (Chair): Thank you, Lord Bailey. Moving on to Assembly Member Hall.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Chair just before we do, and I do apologise. I wonder is it worth also pointing out two other things that I should have mentioned on the way through, just around potential gaps. However, these are forward-facing and not specific to the MPS, but to give you assurance that these things are being considered by Policing Plc across the UK.

We have, in the last couple of months, formed, with a number of key partners, the Home Office, DfT, and others, a futures group looking at what is coming down the line, because of course you are asking us about the here and now and that is right and proper, but in a very short space of time we will be investigating collisions that may have autonomous or semi-autonomous vehicles involved. Therefore, we have nationally - and that work does have people from the MPS sitting on it - but will fall down into the MPS, looking at what is coming down the line over the next five, ten, 15 years in roads policing and what might that mean for the victim and the families and the communities to whom the impact is felt.

The other piece of work that we are doing nationally as well, I have had several law firms, come in and ask us is there anything they could do to help the ordinary frontline cops, the 9 to 5 cops, understand what it is that they might do when they are already at the scene just to enhance what it is that they might do for the victims. We are considering that nationally, we want to be sure obviously that it is appropriate and proper that we would start to bring firms in to work with us around that. However, there is potentially the offer of free training and free familiarisation around some key points, so we are exploring that. If that does happen that will fall down through Andy's world nationally, including the MPS. Therefore, I thought it was worth just trying to give you some assurance around the fact we are not just trying to fix the here and now; we are continually trying to seek to improve.

Lord Bailey of Paddington AM: I think that is correct, because if you continually just focus on the here and now you will always have something to do. That mitigation piece needs to happen more across the services we provide as a country, yes, that is good to hear.

Detective Chief Superintendent Andy Cox (Operational Command Unit Commander, Transformation Programme, Metropolitan Police Service, and National Police Chiefs' Council Lead, Collision Investigation Programme): Do you mind if I just give one example of that? Disclosure, you mentioned earlier around perhaps civil matters where victims are pursuing that aspect. We have taken legal advice, we have consulted nationally, and we have delivered a new disclosure policy document, which has been shared nationally, I know it has been shared in the MPS. It essentially leans to early disclosure in civil matters because so often crash victims and their families are waiting for the criminal investigation to finish before they can pursue a civil matter and that really puts families in difficult circumstances, maybe where perhaps the breadwinner has been killed. That early disclosure running simultaneously as a civil and criminal matter is really prioritising victims and putting them first.

Lord Bailey of Paddington AM: OK, thank you.

Caroline Russell AM (Chair): Thank you. Assembly Member Hall.

Susan Hall AM (Deputy Chairman): Thank you. This is a very, very quick one, if I can ask you, Commander. I am concerned about resourcing because whenever you talk to different sections of the MPS they are so under-resourced with bums on seats, if you like. You clearly are from what you were saying earlier. When was that structure put in place?

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): The current structure was put in place whenever the super BCUs were created, which was just prior to me arriving at the MPS. It must have been pre --

Susan Hall AM (Deputy Chairman): That is 2017.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Yes.

Susan Hall AM (Deputy Chairman): It occurs to me, we went down to 29,000 frontline officers at one point, and we are now up to 34,500 frontline officers. I am just concerned that we were not hearing constantly of all these departments being so short of staff, but we are now when we have so many more frontline officers, according to your own statistics.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Without turning this into a resourcing conversation, the world of policing is changing, the complexity is changing. A lot of the investigations that might have previously taken a certain amount of time, due to everything from reports by HMICFRS and the Director General's Guidance, etc, all increases the amount of investigation time that is needed. Of course, we are seeing rising call volumes, etc, post-COVID.

Susan Hall AM (Deputy Chairman): I completely understand that. I am just trying to understand have you added the positions within the department, which is why there are so many people missing? Is it exactly the same as it was to start with, which you are telling me it was? I am just concerned about the resources for the MPS in general, and I was just trying to understand where all these new police officers are going. That is my concern; but if you say it has been the same structure all this time, I will take that on board.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): We have had the same overarching structure. That is not to say that within each of the BCUs, once they were set up, we have looked at various changes to the teams to try to stay ahead of that. Apologies, I did not mean to mislead in saying it has been static throughout. We have looked at the best ways of doing investigations. Just to take one simple example within the Emergency Response Teams, we are on record, and others have talked about the number of officers that we have that are not deployable within the MPS. Therefore, we have created --

Susan Hall AM (Deputy Chairman): Yes, I know that.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): -- to try to enhance some of that. So we have sought to keep evolving. However --

Susan Hall AM (Deputy Chairman): So you have created posts. That is all I am trying to find out. If one constantly creates more posts and says, "We are 20 officers short", and then those are filled and then more posts are created, do you see my point? In general, I worry that we are not financing the MPS properly. That is my biggest concern. I am trying to get in my head whether more posts are being created, which is making, "Our department is x-amount of people short", or what is happening, bearing in mind the numbers of police officers are going up and up.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): It is a number of things, because of certain changes in investigative requirements, posts have been created in some teams. However, I also think that we have moved people within teams to focus on doing the same job a different way. We have a changing landscape in terms of demand pre-COVID, during COVID, post-COVID. All of those things, it would be wrong for me to suggest that there is simply one thing that has led to why these posts, we are saying, we are under. It is not the case, however, and this point I do need to be clear on, it is not the case that we have simply said, "That team, we are going to create a number of posts and therefore they are vacant". We have sought to try to match demand with capability and capacity across a number of functions and that has led to a very complex piece of work, as you might imagine, but that has led to various teams --

Susan Hall AM (Deputy Chairman): I understand. It has been a complex answer. I am still not as clear as I should be, but I will go away and do some more homework, thank you.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): Apologies. If I can help outside of this meeting, I am more than happy to.

Caroline Russell AM (Chair): Thank you. Assembly Member Devenish is now going to move us on to questions about the scene management and initial investigation.

Tony Devenish AM: Good morning. Thank you very much to all of you for coming. This has been slightly covered, but there are different questions. To Commander Gordon and Superintendent Card, how does the MPS minimise the risk of error when recording the severity of injuries at a collision?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): That is a good point and it is always a challenge because our officers are not medical experts. We are always at the scene led by what the other emergency services or the doctors tell us. As Mr Morrell said earlier, sometimes we find a situation where we will go to an incident and treat it in one way, and then somebody decides to go to the hospital later that day because they are not feeling well and find out they have significantly worse injuries than we thought. On the side of the road, a cop would not have access to all that advanced medical equipment to be able to diagnose that. That is an ongoing challenge in terms of how we do it, but that is why we always work really closely with our partners in the National Health Service to try to establish that wherever possible. If in any doubt, we would potentially hold a scene for a number of hours to allow us to get updated medical information so that we can make an informed decision based on the facts.

Tony Devenish AM: That is very thorough. What training and guidance is provided to borough officers to ensure they understand and thoroughly record what they are looking for at the scene of a collision please?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): The initial recruit training that they get at training school is almost eight hours' worth over a number of weeks in different stages. That is a combination of in-person learning in lectures, practices, practice or role play type events, and then online learning after that. To support that and in addition to that, there is what is called an investigation of road traffic collisions frontline checklist. All officers that report collisions have access to that via our internal intranet and that is exactly what it says, a checklist of, "Have you done X? Have you done Y?" That is the first level to support those officers in reporting that. What follows that then is, once that goes onto COPA, it is then supervised by their line manager and then there is a quality assurance process when it goes into MO10 at a later date, if it goes that way, or there is a local ERO that will make that decision if someone is arrested at the scene.

Tony Devenish AM: Great, thank you. To Pauline, how would you describe the quality of evidence being passed to MO10 by borough officers and what works well in your view and where are improvements needed?

Pauline Pateman-West (Head of Traffic Prosecutions, Metropolitan Police Service): There are sometimes gaps. It is complex on-scene management. We have identified on occasion where we have witness details missing. My case managers will look at body-worn video evidence to ensure that the details that are on the COPA record match what the officers at scene have recorded. If there are gaps, they will task the Officer in the Case (OIC). We also look to see what checks were made regarding CCTV. On the COPA record, there should be indication of what on-scene investigations regarding that were made. If it says no CCTV, we will do supplementary checks just to make sure. If there is learning then we pass that back to the OIC as well. For us, having the ability to look at body-worn video evidence has bridged some of that gap. Where we see themes then we pass that through the Criminal Justice's box at BCUs to say, "Learning for future". If we identify there are themes with specific boroughs, then we will inform their Senior Leadership Team. We are also looking at

going out to BCUs to talk to frontline officers about some of the issues that we experience just to improve standards as well.

Tony Devenish AM: Thank you very much. Thank you, Chair.

Caroline Russell AM (Chair): Thank you. I am just about to bring in Assembly Member Moema, but could I just ask, could we see the frontline checklist that gets handed out to the people who are turning up at the scene? That would be really helpful to understand exactly what people are looking for. Thank you.
Assembly Member Moema.

Sem Moema AM: Thanks. Just to follow up, Dan, you said in response to Tony that the training is about eight hours over a period of time and then it moves to online. Is that the sum total of training that officers will have to be able to investigate?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): I can give you the breakdown of where we are. They get 120 minutes' input, which is classroom based, on attending non-crime incidents, of which collisions are one of those. They then get 240 minutes of lectures around that where they need to demonstrate competency in application of operational policing to live incidents. After that they get a 30-minute e-learning task where they need to do a couple of interactive exercises on the system. Followed by another 22 minutes on driving offences, 21 minutes on vehicle offences, 12 minutes just to top up on road traffic collisions, followed by 20 minutes on driving under the influence of drink and drugs.

Sem Moema AM: OK. It just sounds - it was a comment rather question - but it sounds quite light touch.

Detective Chief Superintendent Andy Cox (Operational Command Unit Commander, Transformation Programme, Metropolitan Police Service, and National Police Chiefs' Council Lead, Collision Investigation Programme): Can I come in? The fatal crash and obviously the life-changing injuries are detective-based. To put it into context, to be a detective you have to pass a national examination. You then go through a detective course. Therefore, essentially, we are training serious collision investigators as any other detective. The whole detective training programme is extensive, we are talking weeks and weeks and weeks and examinations that have to be passed, accreditations have to be kept, continuous professional development every year in in that role. For the fatal and life-changing serious collision investigation, the training is completely different to what Dan has just articulated. You are talking about the borough officers.

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): Yes, I am just talking about initial recruit training. Obviously, the more serious the offence, the more experienced officer goes and the higher level of training that would go with it.

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): It is also worth pointing out, of course Dan has given you - and I have the same read-out exactly what we allocate under a specific heading - but officers are not trained in isolation. When they are taught scene management to do with a rape, a domestic incident, a serious assault, that is building on the training that they will get about scene management of a road traffic collision. When they are taught investigative techniques around all of these elements, that is enhancing their investigative capability. It may be slightly erroneous to look at this, albeit I understand your concern, but it might be slightly erroneous to think that in a five or six-month training window, we take somebody, a member of the public, turn them into a police officer, and it is only what they get in relation to this that would enhance their capabilities in relation to the care and the service that we provide to Londoners at road traffic collisions. It is all built upon each other, and while we have specifically

asked for that to be pulled out, because we thought we might be asked it, investigation is investigation is investigation. As officers learn the whole way through their training cycle to come out the other end, everything that is applicable to the panoply of investigations will also enhance this.

One of the things that they get is tutoring whenever they come out. A probationer officer coming out gets a tutor, so when they attend road traffic collisions, that tutor will enhance and build upon the learning that they get. The investigation then goes through the Sergeant and Pauline's team who will give feedback in terms of the investigation. There is an iterative learning cycle around all of that. I am not trying to gild the lily, but I do think it is an important distinction to make that, rather than simply say here is a very narrow look at what they get, and that is the only thing that they get, that enhances this, the investigation and scene management and the victim care that they would get for all offences can all come to bear on any incident such as this.

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Chair, literally that is the important bit that we need to move away from isolation in investigation across the board and investigate as any other crime type.

Caroline Russell AM (Chair): Thank you. Assembly Member Prince.

Keith Prince AM: Thank you, Chair. We have heard, and you have given us some assurance around training and providing a specialist into each BCU, but we have also heard from Pauline that there are gaps in information when there is an attendance at scene. You have your checklist now. If I can ask Dan, but obviously, Commander Gordon, you are welcome to chip in. When do you think, leaving aside human error of course, we can get to a situation where these gaps will no longer exist? Do we have a timeline for that? Do you have a target or an aspiration?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): I will start by saying that is 100 per cent our aspiration. We want to deliver the best quality response we can. However, the reality is almost all of these are human error. There are people under pressure trying to deliver a difficult service. I cannot give you a guarantee that there will never be human error in any policing processes because it is human based. However, hopefully, the checks and balances we have, the additional training, the stuff that Ross is working on, our close links with Pauline's team, will over time improve that situation.

Keith Prince AM: But you do not have a target?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): Our target is as soon as possible and as best as we can and that is always going to be for how we want to deliver policing for London. However, we do not have a road map set out in terms of dates.

Keith Prince AM: All right, thank you. I am happy with that answer. In Paris, when there is a road traffic collision, all the authorities have 30 minutes in order to wash up and get Paris moving again. Clearly we do not have that in London. Commander Gordon, could I have your view on that? How much more information do we get in that extra 30 minutes, an hour, or whatever it is that the road is closed for, sometimes for half a day, compared to the inconvenience that it causes Londoners?

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): It is interesting because we have looked at this nationally as well and of course, if you take British Transport Police, it has very set times around when it clears a railway track for exactly the same reasons. There is a balance to be struck between the expediency of opening a road and getting business back to usual, and of course if we

brought that in and had an arbitrary time limit around it, I wager we will back in front of this Committee in a couple of years' time explaining why we are not investigating things that we may have investigated, our evidence that was left aside. On the other side, we know we cannot keep it open forever and I will bring Dan in around some of the work we have done in that space. However, we do not in the UK give an arbitrary time around any of these things, should it be closing a scene for a sexual offence or rape, a homicide, we do not, because it is led by the investigation and by that very nature we allow the autonomy of the officers, with suitable checks and balances, to ensure that they do a thorough job at the scene.

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): Yes, and just to give you assurances, when we deal with those fatal and very serious injury collisions, we do a scene reconstruction and there is a very small number of people that do those. We have really invested in kit and equipment for them. They now have three-dimensional laser scanners, where before it was done with a tape measure and took a lot of time, now they can do it much more swiftly and effectively. We are aware of the impact it has on road closures, but for me it is the victims of these tragic circumstances that we need to focus on rather than an arbitrary time limit.

Keith Prince AM: Yes, aside fatals, but in the other instances would it not be more expedient to get the traffic moving?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): We always try to open a road as swiftly as we can, but it is that balance between doing a good service to somebody and sweeping it up. You start sweeping up roads too early, you lose crucial pieces of evidence on that, and that is the key thing we are keen to not do.

Keith Prince AM: Thank you.

Caroline Russell AM (Chair): Thank you. I am now going to bring in Assembly Member Ahmad, who is online.

Marina Ahmad AM: Thank you, Chair. I want to start off asking questions about victims, the accountability and transparency of the service that is being offered. To start with, Kyle and Pauline, what policies, processes and guidance does the MPS have in place to assure the quality of serious injury investigations?

Pauline Pateman-West (Head of Traffic Prosecutions, Metropolitan Police Service): In relation to the investigations, we have standard operating procedures that are administered. In relation to victim care then we operate within Victims' Code of Practice (VCOP), updates every 28 days. We have recognised that there are gaps in understanding victim satisfaction, therefore as part of the Victim Programme Board we are looking at post-charge surveys going out to victims. That is just looking at it holistically, they were leading crime and I have said that we can extend that for road traffic collisions as well. That is something that we are looking into. We also work with the Vision Zero action plan Advisory Group, understanding accounts from the victims and seeing where there are gaps and how we can bridge those.

Marina Ahmad AM: Thank you. Kyle?

Commander Kyle Gordon (Local Policing Commander, Frontline Policing, Metropolitan Police Service, and National Police Chiefs' Council Lead, National Roads Policing Operations): For expediency, I let Pauline cover that. I am not going to add much more to it. We are aware that there are gaps and one of the challenges we face is of course, with the volume coming through and a very young, inexperienced workforce predominantly on frontline Emergency Response Teams, it is a constant battle of

education and enhancement. We are looking at better ways of ensuring that the Emergency Response Teams and investigations they pick up do provide a better victim service. However, as Pauline says, the Victims Programme Board is the main governance checks and balances that we have, and we continually seek to try to comply with the VCOP.

Marina Ahmad AM: Thank you. My next question is for Andy. Andy, do you think Londoners have confidence in the MPS's investigation of serious injury collisions and how can that confidence be improved?

Detective Chief Superintendent Andy Cox (Operational Command Unit Commander, Transformation Programme, Metropolitan Police Service, and National Police Chiefs' Council Lead, Collision Investigation Programme): I cannot answer the confidence issue, but what I can say is do I have confidence, yes. We have a National Collision Investigator of the Year Award. We only started it in 2022, the MPS has won it, it sets the standard. When we talk through resourcing numbers for collision investigation in the MPS, and I am talking here about fatal and life-changing injuries, they are so significant, every single member of my Collision Board rolls his eyes, to be frank, around the amount of capacity the MPS has to investigate, and the fatal rates are not disproportionately different to elsewhere in the country, therefore the resourcing levels are significantly enhanced.

The expertise is significantly enhanced as well. We have the skills, the capacity, the training in place at that top end of collision investigation. We have all the FLOs, we have a real drive and energy. Then when we look at the wider Roads and Transport Command and that office as well is so significantly different to us around the country. When I Chair the National Board, reporting into Kyle, the confidence levels that I have are very, very significant in terms of what the MPS can offer.

Marina Ahmad AM: Thank you. My final question is how easy is it for victims and their families to acquire information from the MPS following a collision and how can this process be improved? Could I start with Dan please?

Superintendent Dan Card (North East Basic Command Unit, Metropolitan Police Service): I will probably pass you over to Pauline because most of these conversations that you are having here will come as a result of insurance companies and that is where it goes to that secondary investigation piece. At the scene, officers would try to facilitate the exchange of documents between parties involved in the collision but, subsequently to that, that would be done through Met Prosecutions.

Marina Ahmad AM: OK, thank you.

Pauline Pateman-West (Head of Traffic Prosecutions, Metropolitan Police Service): You are inquiring regarding the secondary investigation and updates from police if victims make contact --

Marina Ahmad AM: It really is the process full stop. How easy is it for victims to acquire the information that they need? Obviously, it is not just victims, it is their families as well, if sadly a victim has died. Just throughout the whole process, how easy is it for them to get that information?

Pauline Pateman-West (Head of Traffic Prosecutions, Metropolitan Police Service): In relation to contact, any injured party will be contacted within 48 hours by my Case Managers, they are provided details of who is undertaking their secondary investigation, who to contact, so there is that line in if they have any queries. Then there is the obligations under VCOP to update regarding the investigation every 28 days. If there is information regarding to satisfy any civil litigation, then we will facilitate that and ensure early disclosure to assist in that respect.

Marina Ahmad AM: Is there anything in that process that you think could be improved?

Pauline Pateman-West (Head of Traffic Prosecutions, Metropolitan Police Service): Sorry, I think Ross wanted to come in around the fatals.

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Sorry, if I come in there and talk about the fatals. Every single criminal investigation involving a fatal collision, that family is allocated a FLO, a dedicated officer, specially trained to engage with the family. Moving forward and those improvements, we are currently running a trial of a new process that is co-funded between MOPAC and TfL where, in addition to the allocation of a FLO, the family will be allocated, in essence, a dedicated support worker, similar to what happens to rape victims and domestic violence victims, and they can assist with things such as finances, funeral arrangements, counselling, all those added extras that come with a fatal collision.

Marina Ahmad AM: OK, great, thank you very much. Thank you, Chair.

Caroline Russell AM (Chair): Thank you. We are on to the final question. There was a new pilot Victim Support Service announced in September 2023 to improve the MPS support to victims of the most serious road traffic collisions in London. I would just like to ask how that is going and where you see it going to as well? I do not know who wants to comment on that.

Acting Detective Superintendent Ross Morrell (Roads and Transport, Serious Collision Investigation Unit, Metropolitan Police Service): Yes, I will take that. That was what I was just talking about there. It is fantastic. It is the only one of its kind. We have had 20/21 qualifying investigations and nine people have been referred on. We anticipate getting more, but obviously what happens, the time of a fatal collision it is a really, really complex emotional time for families. The information is passed on and then the FLO literally will go back and re-ask at a later date, more suitable when the families have gone through that initial crisis moment. We are quite confident; it is really good, and I am really pleased with it.

Caroline Russell AM (Chair): Thank you. Thank you so much to all of you for coming. It has been really informative and particularly powerful to hear you talking about the investigation of road crime in the same breath as you talk about the investigation of murders and other serious crimes and hearing you put that emphasis on it. We have just seen the case of Gao Gao, which has just been going through the courts, and the impact on the family of someone who is killed in something like a hit and run collision, which that was, where the person does not have the decency to stop and find out how the victim is doing and whether they are safe and whether they need help. Putting the work in to try to address these crimes and bring them right down is just so important. Thank you for everything that you have shared with us. The only thing we have asked you for is the information that officers get when they turn up at the scene, the guidance for which we would very much like to see. Thank you to the guests for attending this morning and your answers to our questions.

[The meeting adjourned at 11.29am, reconvening at 11.38am.]

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London Assembly Police and Crime Committee – Wednesday 24 January 2024**Transcript of Agenda Item 5 - Question and Answer Session with the Mayor's Office for Policing and Crime and the Metropolitan Police Service – Panel 2**

Caroline Russell AM (Chair): Welcome back to the Police and Crime Committee meeting. We now move on to the question and answer session with the Mayor's Office for Policing and Crime (MOPAC), and can I welcome Sophie Linden, Deputy Mayor for Policing and Crime, and Judith Mullett, Head of MPS Oversight - Workforce and Professionalism, for MOPAC. Welcome to you both. Before we move into our questions, we noticed that the National Police Chiefs' Council (NPCC) made an announcement yesterday about its big data wash that it had done, and I just wondered if you had any comments you wanted to make in relation to that.

Sophie Linden (Deputy Mayor for Policing and Crime): It is welcomed that the NPCC has shown what has happened nationally around that data wash, and it is a data wash of the Police National Database, which is about police intelligence, and of course the MPS was one of the first forces to do this and has been leading the way, it is really about making sure that the right people are in policing. The MPS was, as I said, one of the first forces to do this. I am sure you have seen the figures around what has been found within the MPS, 58 disciplinary investigations, 17 people subject to ongoing gross misconduct investigations, and there are some misconduct proceedings below that as well, and a couple of people have been referred into Operation Assure, which is the MPS's process of reviewing the vetting of officers. What it shows is that the issue in the MPS is a national policing issue and that is why the NPCC has taken it so seriously, and it is very good that nationally policing is getting its house in order.

Caroline Russell AM (Chair): Thank you. I am now going to bring in Assembly Member Moema, who is going to start our questions.

Sem Moema AM: Thank you. To you, Sophie, overall, how content are you with the progress made by the Commissioner in the past year in response to the [Baroness] Casey's [of Blackstock DBE CB] review findings on misconduct and grievances?

Sophie Linden (Deputy Mayor for Policing and Crime): The Commissioner [of Police of the Metropolis] has absolutely gripped the issue of misconduct and standards and values within the MPS from day one of his Commissionership. He has seen that as one of his absolute priorities to make sure that he is able to look Londoners in the eye and say, "I know that the right people are within the MPS". There has been substantial progress, real substantial progress, in putting the processes in place to really look at who is within the MPS. The operation that the NPCC reported on that we have just discussed is one of those things about the data wash of the MPS. He quickly set up a line for members of the public to phone in and to report any issues with MPS officers, leading the country again in that way. That is something that has been taken up nationally and is going to be a national line, if it is not already, I would have to double check, but it is being taken up nationally. Crimestoppers, of course, is managing that line for the MPS.

It is not just about processes and systems and grip, the Commissioner was incredibly clear, and has been incredibly clear about what standards he expects of officers. He has been really clear what he thinks is gross misconduct, really clear that anybody that is discriminatory, racist, sexist, misogynist, has no place within the MPS, and really trying to encourage people to come forward if they come across colleagues that are like that. However, as I said, it is not just about the standards and processes. In the Commissioner's report to the first meeting of the London Policing Board (LPB), he was able to report good progress in terms of really rooting out

officers. There had been a 32 per cent increase in conduct matters being recorded, a 21 per cent increase in the number of investigations completed, and 183 officers had been suspended, which was up from 69 in September 2022, which is a 165 per cent increase. These types of figures show you the seriousness in which it is being gripped within the MPS.

One of the things that came out of the HMICFRS report into the Daniel Morgan case is that the MPS was being criticised in terms of proactivity, and not enough proactivity, but it has also doubled the number of proactive arrests which are undertaken by its Anti-Corruption and Abuse Command. Therefore, there has been a lot of progress and clearly there is a lot more to do because this takes time. It is time for conduct cases to come through, however it also takes time for the culture of the MPS to change.

Sem Moema AM: Thank you for that. Judith, it is nice to meet you, you may have a view on this next question, but it is for both of you. Can you provide an example of where good progress has been made and where you believe more work is needed?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): As Sophie has outlined, there is significant progress that has been made. I am really pleased to see the numbers of resources, particularly that the Commissioner has put into the Directorate of Professional Standards, because again that demonstrates how important it is to investigate these matters really thoroughly. We know colleagues within the MPS had some concerns about coming forward, and to be able to see that robust action being taken is really positive. We have seen improvements in a number of areas. It is a complex world. It does take time for some of these things to come to fruition. However, we are seeing, for example, many more misconduct hearings, cases that are coming to a hearing and then, when at hearing, officers being dismissed. You will see again the transparency in terms of the MPS publishing that detail much more about where officers have been dismissed, that is a real step forward so that the public can see that is happening.

Sem Moema AM: I take your point that the number of people suspended has gone up quite substantially and that is positive, although that is from a very low base given the numbers of staff and officers that there are there. Do you find it credible that the job is being done fast enough or it is done, I suppose, and just what the status of any backlog in cases might be in terms of misconduct proceedings, just how many there are left to go?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): In terms of cases that are coming through the system and then reach hearing point and then getting on, as I have said, we know that the misconduct process does take too long. That does not serve any purpose well and it does not serve the confidence of the public, any victim or complainant that may be involved or the officer themselves. Equally, it does not serve the public purse well because the officer, certainly if they are suspended, is on full pay and sometimes that is for a year or two years quite easily.

Sem Moema AM: It is against a backdrop of Black and Asian officers being 80 per cent more likely to be disciplined, and Baroness Casey surmised that there would be unfairness around disability and sexuality, but the data is very poor. How is that side of the [Baroness Casey] Review's findings working around disproportionality and the way that officers and staff are disciplined? Is that feeding through into the number of people that are then being removed for gross misconduct?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): It is a consequence that if more Black and Asian minority ethnic officers are referred into the misconduct system, then inevitably there will be more that are disciplined, just by the nature of maths.

Is that an issue in terms of the awareness of disproportionality? Yes, that has been a long-running issue. I am sure you will be aware MOPAC's Evidence and Insight Unit has done some significant analysis and research. That is looking at that disproportionality, trying to help and support the MPS to understand what the drivers are for that and then working alongside it for the MPS to address. It goes to the wider culture issue for me because, as I said, this is referrals into the process itself. That is a difficult issue to tackle, but it is one that the MPS is focusing on. There have been some improvements in that referral rate, and it is coming down slightly, but there is clearly a lot more to do and that is something we are tracking. Again, I am sure you are aware that disproportionality and misconduct is a key agenda item at that first People and Culture Committee meeting within the LPB. That is an area that certainly LPB Members, including ourselves, are very concerned about and we know there is more work that needs to be done there.

Sem Moema AM: Yes. The point that I am trying to get out is that surely you will have officers that remain in the system that should be going through that process. However, because they have not been flagged in the first place, how confident are you that you will then go back and find them and remove them from the force?

Sophie Linden (Deputy Mayor for Policing and Crime): I will come back to that, but to go back to your question about the backlogs there has been a 32 per cent increase in cases going into the system in the 12 months to October 2023. Therefore, you have a higher volume of cases coming in, so what could be called a "backlog" is actually an increase of cases coming in. Timeliness is beginning to improve, which is coming back to your first question about whether there has been progress and what impacts the Commissioner has had since starting, and also since the publication of the [Baroness] Casey Review. There is still a long way to go, but it is a rolling 12-month average for finalising cases. It used to be about 148 days in December 2022; it is now 130 days. That is a small drop, but it shows progress, especially given the volume coming in.

To your questions about confidence of making sure that everybody who should be coming to notice is coming to notice and then also about disproportionality, that is work in progress. [Baroness] Casey was really clear in her Report that you have to give people confidence to come forward to complain. She had case studies in chapter seven about cases of officers and staff coming forward to complain where nothing was done, so why would you come forward to complain? You have to give confidence to do that, and it does take time for that to improve. I hope the outcome of some of the disciplinary proceedings that have happened, and the fact that complaints are being gone through more quickly and suspensions are improving, start to give confidence to officers and staff to come forward. You have touched on this. She also talked about there being an issue where, you can surmise, what you see for race and gender is going to be the same for disability and sexual orientation. However, the data is not there at the moment. We have discussed before at this [London Assembly Police and Crime] Committee, the issue about the capture of data of the demographic background of people, whether it is reporting crime or internally within the MPS. That is something that we have got to work with the MPS about so that (1) you know what is happening; and (2) you can improve the confidence because you are able to show that something does happen.

Sem Moema AM: OK, thank you for that. You have touched on my next question or begun to answer it. What evidence is there that the work on misconduct and grievances is improving trust and confidence in the police, and can you give us any further examples of that?

Sophie Linden (Deputy Mayor for Policing and Crime): That is something that we are tracking through the Public Attitude Survey in terms of overall trust and confidence in the police. As far as I am aware, we do not have specific questions about "Have you seen what is happening around misconduct within the MPS? Has it improved your trust and confidence?" Perhaps it is something we should look at to see what the MPS needs to be doing about that. I am not saying it is a causal link to this, but since about October, even September of last year [2023], we are beginning to see a stabilisation of trust and confidence in the MPS. It is about

51 per cent at the moment, so that is stabilising. However, that will be due to a number of different factors, and we have more work to do on understanding that causal link.

Sem Moema AM: Then my final question, perhaps to Judith, is: in your role, do you feel that there is any evidence that trust in the internal grievance procedure has improved? I know that people had concerns that if they made a complaint the odds were stacked against any meaningful action [being taken] for staff and officers.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): The first thing I would say is that I know that internal reporting has increased, be that by the MPS's own mechanisms of reporting online anonymously or, as you say, through Crimestoppers, and it is a good sign that more officers and staff are feeling able to come forward. In terms of grievances, we are getting better data on that. As you will know, that was something that Baroness Casey pointed to, that the data was not great. We are now getting better data on that so I hope that we will be able to have greater oversight of that and then understand what staff feel about that. Staff surveys are a good opportunity to look at that and measure that to see whether or not they feel more confident.

Caroline Russell AM (Chair): Thank you. Briefly, Lord Bailey?

Lord Bailey of Paddington AM: Thank you, Chair. You made a comment earlier that Black and Asian officers, by their very nature, are more likely to be referred and you are more likely to find many of them being censured. That means that the process is flawed somewhere along the line because if you are referred and you are innocent, hopefully the process would find that you are innocent; if you are referred and you are found guilty, that means you probably were up to something. Is disproportionality real or is the system flawed? As a Black man, that is very distressing to me because it looks like we are saying the win is in just being referred. If you just refer better, everybody assumes you are going to be found guilty. Are you confident in the system that you are using to assess if officers have misbehaved or not because your comments make me feel nervous?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Apologies for making you feel nervous; that certainly was not my intention. What I am saying is I believe the process itself is fair, but if you put more in, more will come out the other end. Are there appropriate checks and balances at that entry point? Yes, there are. They are checking to say, "Does this referral meet the level of misconduct? Yes, it does so it is going into the system." Everybody that is referred into the system meets the threshold for conduct. Are there too many or not enough being referred in, depending on the ethnicity of the officer? Then possibly. That is the area for me that the MPS --

Lord Bailey of Paddington AM: Now I feel even more nervous because that is irrelevant. If you say the referral process works, then there is no disproportionality because then you are referring people who should be referred.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Apologies, Lord Bailey. I did not say that the referral process works. I think there are concerns about the referral process into the system.

Lord Bailey of Paddington AM: Right.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): What I was saying is once they are in the system, it is about the process of assessing whether it is conduct, then either doing an investigation or saying there is nothing here. Doing an

investigation, going through then to potentially either a misconduct meeting or a misconduct hearing, I believe that process is fair. We are not seeing any additional disproportionality in that process. My concern - and I know it is a concern shared by all those who have looked at the data - is the referral process in.

Lord Bailey of Paddington AM: OK.

Sophie Linden (Deputy Mayor for Policing and Crime): In chapter seven of Baroness Casey's Report, and also in the reports that MOPAC has published, the issue is about the overrepresentation of Black and minority officers being referred into the system because they are being held to a different standard than white officers.

Lord Bailey of Paddington AM: OK.

Sophie Linden (Deputy Mayor for Policing and Crime): That is the issue. When there is a misconduct allegation or there is an issue about misconduct, what has been found is that often a white officer will be dealt with informally, but a Black officer will be immediately referred into the system. There is a disproportionality in the actual referral, not in the main system itself. Baroness Casey really poses the question, as has the Commissioner and the Deputy Commissioner [of Police of the Metropolis], around where the right standard is and what is happening. The answer to that seems to be that white officers are not held to the same standard as Black officers, so they are referred in. Baroness Casey also talks about the informal resolution of complaints of misconduct for white officers and Black officers being referred in because of managers being worried about being seen to be racist, not being able to deal with the conduct themselves. That was one of the issues that was about the referral into the system.

Lord Bailey of Paddington AM: OK, thank you. That has made me feel slightly less nervous.

Caroline Russell AM (Chair): I am very glad you are feeling a bit less nervous. Assembly Member Hall?

Susan Hall AM (Deputy Chairman): Thank you. I am not feeling nervous at all about anything. Deputy Mayor, you did mention trust and confidence being down to 51 per cent, so if I can pick up on that. Do you think that that is what is affecting recruitment?

Sophie Linden (Deputy Mayor for Policing and Crime): There are a number of factors that are affecting recruitment and affecting recruitment right across the public sector in London. We know that most of the public sector is struggling to find people to apply and find the right quality to appoint, and the labour market is one of the factors. I am sure issues around the MPS will have been a factor, but it is not the only factor.

Susan Hall AM (Deputy Chairman): No, I know that. I was just asking if this was one of them. How many officers are on suspension at the moment?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): As of the end of December [2022], I believe it is 206.

Susan Hall AM (Deputy Chairman): Two hundred and six, OK, thank you. Judith, misconduct cases have always taken far too long. Did MOPAC highlight this, or has it been highlighting this for the last few years?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Yes, we have. Timeliness of investigations has been a concern for a number of years, and it is an issue that we have raised with the MPS. We have also worked very hard to suggest that the system needs reforming and part of that is the regulatory system itself; it is very complex. We have done lots of work

and you will be aware that the Mayor [of London] has worked particularly with the Rt Hon Harriet Harman MP to push through some reforms to the Government to say, "Let us speed up this process" because it does not work for anybody.

Susan Hall AM (Deputy Chairman): Where would I go for evidence that MOPAC has been flagging this heavily for the last few years, a good few years?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): The Directorate of Audit, Risk and Assurance (DARA) has done some reports, looking at the way that the MPS manages misconduct. Concerns were certainly identified around the information technology (IT) system that is used and the quality of the investigators, and therefore their ability to be able to pursue these investigations at pace.

Susan Hall AM (Deputy Chairman): OK, you obviously know where they are. Would it be possible for you to send the Committee a list of evidence, if you like, that MOPAC has been raising this?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Yes, sure. Yes, of course.

Susan Hall AM (Deputy Chairman): I know I have been mentioning it for quite some time and police officers have been bringing it to my attention for very many years. OK, thank you. If I can go back to the Deputy Mayor, outside the LPB what work is MOPAC doing to provide strategic oversight of misconduct and grievances in the MPS?

Sophie Linden (Deputy Mayor for Policing and Crime): You are right. The LPB is looking at this and it has this on the agenda. The People and Culture Committee has misconduct on the agenda for 12 February [2024], I think it is. Outside of the LPB, we have our usual mechanisms of oversight around the work of [the] Evidence and Insight [Unit], looking at what is happening, and we have discussed some of the reports that Evidence and Insight has published. I have regular meetings with the Assistant Commissioner [Professionalism, Metropolitan Police Service], Barbara Gray [LVO QPM], who heads up Professional Standards, to discuss with her the issues. Judith, as Head of Oversight, sits on a number of boards and works with a number of teams within the MPS in terms of that regular oversight of misconduct. The usual way in which we do oversight is that outside of the LPB we are doing oversight on these matters. We also publish the Quarterly Performance Report, which has the performance figures in it, so we have that regular drummer's oversight there as well. I do not know if, Judith, you want to add how you undertake your oversight?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): I am very happy to. I have a monthly meeting with the Commander in charge of the Directorate for Professional Standards, and we go through a rather comprehensive performance pack. We look at each element, whether that be complaints or conduct matters or investigations and how they are progressing. We are looking at data at an MPS level. We are not looking at personal data of individual officers who are being investigated but very much that MPS data level. We are also looking at differences between how the Data Unit investigations are progressing, which you will be aware Baroness Casey pulled out. We are equally looking at areas like the Discrimination Unit and other specialist teams to see how performance is progressing.

We also sit on a number of internal boards that the MPS runs to progress areas such as transformation of the Professional Standards model and how that is changing. You will be aware Baroness Casey talked about the relationship between the local Professional Standards Units and then the centre, the Directorate for

Professional Standards, and the relationship between those. That is an area where we have been pushing for change and that is a new model that the MPS is bringing in to be able to address that. There are plenty of opportunities to engage and ask questions.

Susan Hall AM (Deputy Chairman): Yes. Has MOPAC changed drastically with the way it oversees this particular subject since the Casey Report? Have you made changes?

Sophie Linden (Deputy Mayor for Policing and Crime): As we have discussed before at the [London Assembly] Budget and Performance Committee and here, in terms of the [Baroness] Casey Report we thought about what this means for MOPAC. Yes, we have looked at the capacity within MOPAC for oversight and this is part of the area where we have increased capacity, including the Complaints Team that Judith oversees and manages. Yes, we have looked at that in terms of capacity and in terms of prioritisation. I also should have mentioned before that we discuss this with MPS leadership and those leading the teams on misconduct. I also discuss it with the staff support associations and the unions within the MPS, which is what the [Baroness] Casey Review does as well, does it not?

Susan Hall AM (Deputy Chairman): Yes. OK.

Sophie Linden (Deputy Mayor for Policing and Crime): There is policy and process and then there is performance, but there is also understanding what those who are experiencing what is happening in the MPS are feeling.

Susan Hall AM (Deputy Chairman): OK, thank you. Judith, how many extra members of staff do you have in your Department then?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): As a result, as the Deputy Mayor has explained, in terms of size I got two extra members of staff that will be specifically focused on oversight of professional standards and workforce. I also have, as the Deputy Mayor explained, quite a significant investment within our complaint reviews process. You will probably be aware there was a change of responsibility back in 2020 when Police and Crime Commissioners had responsibility for reviews of complaints. I now have ten people who work specifically on reviews and, as part of that, they will feed back into our oversight function. What they are seeing in those reviews - from a public complaint about the MPS - is they then opt for the review because they do not like the outcome. My team will then be able to look at those reviews and see the themes that are coming out. We can feed that into our oversight to help understand and, ultimately, improve the service that the MPS is providing to the public.

Susan Hall AM (Deputy Chairman): That is good news. Sophie, on that note then how much extra money has gone into MOPAC since the [Baroness] Casey Review because of the Review?

Sophie Linden (Deputy Mayor for Policing and Crime): I would have to get back to you on those figures because I have not looked at that for this Committee. I should also say that whilst Judith and her team are incredibly important in the oversight of the MPS, as you know we are increasing the capacity of [the] Evidence and Insight [Unit] to be able to do that analysis and data collection, which is about oversight. Also, one of the things that we have been clear about for the whole of MOPAC for a while now is oversight is not just about the team that Judith heads up. Oversight is about the whole of MOPAC so for --

Susan Hall AM (Deputy Chairman): I know that --

Sophie Linden (Deputy Mayor for Policing and Crime): No, but I think it is --

Susan Hall AM (Deputy Chairman): -- but Judith is here, which is why --

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. No, I --

Susan Hall AM (Deputy Chairman): -- I was specifically --

Sophie Linden (Deputy Mayor for Policing and Crime): If you would let me just talk --

Susan Hall AM (Deputy Chairman): As you are in charge of MOPAC, I would like you to --

Caroline Russell AM (Chair): Assembly Member Hall, can we let --

Susan Hall AM (Deputy Chairman): No, you --

Caroline Russell AM (Chair): -- the Deputy Mayor finish --

Susan Hall AM (Deputy Chairman): -- you tell us to move on, Chair. I am specifically asking about this, and it is perfectly acceptable for me to ask how much extra resource has gone into MOPAC since the Casey Review.

Caroline Russell AM (Chair): Yes, absolutely.

Susan Hall AM (Deputy Chairman): It is quite an acceptable question.

Caroline Russell AM (Chair): No, I completely agree. It is a very reasonable question, but --

Susan Hall AM (Deputy Chairman): Well, that is the only answer I --

Caroline Russell AM (Chair): -- the Deputy Mayor does need to have a chance to reply.

Susan Hall AM (Deputy Chairman): The Deputy Mayor has said she does not know, so really I could leave it there and ask that we are informed on how much that would be.

Tony Devenish AM: Hear, hear.

Sophie Linden (Deputy Mayor for Policing and Crime): What I was wanting to put to you, Assembly Member Hall, is that there is the issue of Judith's team. However, for example, the Violence Against Women and Girls Team in MOPAC does quite considerable oversight around the MPS, including working with Judith's team around Project Onyx, which is really about misconduct. Whilst we are looking at Judith's team - and I can give you the figures for that - it is the whole of MOPAC that undertakes oversight of the MPS.

Susan Hall AM (Deputy Chairman): Yes, I know. Yes, I get that. We all get that; I do not know whether the LPB would. In specific ways, will the LPB People and Culture Committee enhance and support MOPAC's oversight and challenge of misconduct and grievances in the MPS, and can you give some examples?

Sophie Linden (Deputy Mayor for Policing and Crime): The LPB, as I have said, on its first meeting had a report from the Commissioner around culture because it is such an important issue. 12 February [2024] is the first meeting of the People and Culture Committee. Misconduct is on the agenda, and it is also looking at

disproportionality within misconduct. Some of the individual Members of the LPB bring quite a lot of expertise around culture change and around discrimination and, yes, they will bring in quite a lot of support. We will take forward work from there in terms of what else it will be doing with the MPS around oversight, but also support and challenge to make sure that progress is as fast as it can be.

Susan Hall AM (Deputy Chairman): That is because it is an important issue, yes. It is due to meet, it has got here, at least biannually.

Sophie Linden (Deputy Mayor for Policing and Crime): The LPB meets quarterly and the People and Culture Committee will meet two or three times a year publicly as a formal committee. That is because Members of the Board wanted to have the time in order to be able to do deep dives and visits into the MPS and have those discussions more informally with the MPS. It is not that the People and Culture Committee is not going to be working outside of the formal committee meetings. It is a different way of working because we listened to what Baroness Casey said. She came to the Police and Crime Committee [on 22 March 2023] to say, "You really need to think about MOPAC not doing everything in exactly the same way". That is one of the questions you have asked me as well, as you did before, "How do you make sure you get maximum value out of the LPB Members?" We discussed that with the LPB Members, and they wanted to have more flexibility, rather than being straightjacketed into a committee structure.

Susan Hall AM (Deputy Chairman): Yes, I equally know that people value transparency. If it is not set in public, what does that do for a Mayor who says he is the most transparent mayor in the history of the world, ever?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, and I agree with you in terms of the importance of transparency. One of the things that we have discussed and are going to make sure happens at those deep dives is that there is a proper reporting mechanism back into the [People and] Culture Committee and, if necessary, up to the LPB.

Susan Hall AM (Deputy Chairman): Right, OK, I hear what you say on that one. How is MOPAC supporting the work being undertaken to research and analyse the corporate issues facing the MPS? Deputy Mayor?

Sophie Linden (Deputy Mayor for Policing and Crime): On the corporate issues facing the MPS, it is coming back to the LPB. The LPB has been very keen and clear, as have we, that one of the things we do not want to do is pick off just particular items or particular issues. There are underlying factors that are causing the problems within the MPS. The Commissioner has been very clear around the work in *A New Met for London* around fixing the foundations. In terms of MOPAC, we have discussed around oversight of misconduct, but we are also thinking about - not thinking about, we are - undertaking oversight in conjunction with the LPB around those issues that are strategic issues for the MPS. DARA has undertaken many a review of the MPS and has done reports and audits around what those underlying issues are around people, skills, supervision, training, management, and leadership. Those are the key issues around fixing the foundations that we are having oversight of, but they are also key issues that we are working with the MPS to support, and that the Mayor has also invested in. Last year's budget put investment into leadership training, which is underway, and put investment into the MPS Contact Centre and victim support. It is a combination of oversight, support and investment.

Susan Hall AM (Deputy Chairman): Yes. It sounds to me that so much money is going into oversight when, in my view, the MPS should be resourced in a better way, but we are where we are at the moment. How is MOPAC overseeing the MPS's external expertise appointments and what are the results of that oversight?

Sophie Linden (Deputy Mayor for Policing and Crime): As you know, the Commissioner and his leadership team have operational control and have the decision-making around who they bring in, unless it reaches a certain threshold and then it will come to me for a decision. Some of the framework agreements come to me. You pulled out from the LPB papers this issue of external expertise coming in. One of the things that it did commission - and rightly commissioned - in developing *A New Met for London*, is around building on the work of DARA, which is what the fundamental, foundational issues are within the MPS. That is one of the pieces of work that was undertaken. That work came to the Turnaround Board that the Commissioner chairs and that I, as do many other partners, sit on to look at what that is. Those are issues of skills, capabilities, supervision, management processes and structures. Part of our oversight is ensuring that those issues feed into the LPB, but we are also keeping track of them as part of our oversight and the work that we do within MOPAC.

Susan Hall AM (Deputy Chairman): OK. Can this Board [Police and Crime Committee] have copies of things that are feeding into the Board?

Sophie Linden (Deputy Mayor for Policing and Crime): Of course, we are very happy to let you have anything that is ours that we can publish, but some of those papers I have just discussed are MPS ones, which you will have to ask it for.

Susan Hall AM (Deputy Chairman): We will do. So much resource is going into this other Board. If only that resource had come in to assist the democratically elected Board [Police and Crime Committee], which is what we are, we would have all been happier. I look forward to hearing the figures on how much extra you are putting into MOPAC to scrutinise. Thank you, Chair.

Caroline Russell AM (Chair): Thank you. I have Assembly Member Devenish and then Lord Bailey wanting to come in with follow-ups.

Tony Devenish AM: Thank you. To the Deputy Mayor, in terms of oversight would you prefer that these [Police and Crime Committee] meetings, as they used to do, include a senior police officer, either the Commissioner or the Deputy Commissioner?

Sophie Linden (Deputy Mayor for Policing and Crime): That is a good question. I have always thought having a senior leader of the MPS come as well was good and interesting, but I think you are doing more scrutiny of MOPAC now and that is good for public transparency and public accountability. That is your role, which is to scrutinise MOPAC and the Mayor, and I think we could get to a good balance where the MPS is coming regularly but not every time and you are scrutinising myself and senior members of MOPAC. That is quite good for democracy; that I feel that we are under more scrutiny and rightly under more scrutiny from you as a Committee than we were before.

Tony Devenish AM: In terms of the LPB, how would you define the speed of progress? If we say gear one for a car up to gear five, what speed are we motoring at the moment, do you think?

Sophie Linden (Deputy Mayor for Policing and Crime): The LPB's first meeting was in September [2023] and we are at just about the end of January [2024]. In terms of speed of setting it up and speed of the Members getting to grips with key issues for the MPS, it is pretty impressive. In terms of from a standing start to where we are, to identifying the key issues and having the first meetings, which have been useful and constructive, it is a good and quick start. There is more work to be done and it takes time. It is not just the LPB. It takes time to reform a large organisation like the MPS. The LPB is absolutely getting up to speed to

be able to do that and is already proving in terms of its questions that it can hold the MPS to account and get into some of the key questions. I do not know whether you have had the chance to watch the [London Assembly] Budget and Performance Committee [8 January 2024]. I thought it was incredibly useful conversation and discussion around the budget and around prioritisation. Certainly, I know it gave the MPS food for thought and there was a lot of follow-ups from that meeting.

Tony Devenish AM: Thank you. I will leave it there, Chair.

Caroline Russell AM (Chair): Thank you. Lord Bailey?

Lord Bailey of Paddington AM: Thank you, Chair. To the Deputy Mayor, this morning we have talked about the number of boards you sit on, the number of boards that Judith [Mullett] sits on, all the meetings you attend and all the conversations that go on. Are you worried that we are having a lot of conversations and not getting anywhere? We have both worked in government before and we both know that often the win is seen in having the meeting. Are you worried that there is a lot of conversation and not a lot of action?

Sophie Linden (Deputy Mayor for Policing and Crime): I take your point and, absolutely, sometimes it can be seen as the outcome is a meeting. That is not the case for me and that is not the case for MOPAC. The outcome is an improvement in the reform and change in the MPS and the important thing is what is discussed within those meetings and how it is tracked. That comes down to Quarterly Performance Reports and that comes down to some of the figures that we have talked about today in terms of increase in suspensions and increase in volume of misconduct cases. If you were not seeing that type of thing moving, I would agree with you; the meetings are for meetings' sake. I do not agree with that because we can see movement and we can see and we can understand where the MPS is putting its resources. One of the meetings that I have flagged is a meeting with Assistant Commissioner Barbara Gray around the transformation around the Directorate of Professional Standards and bringing in the local ones to a central management future. We are tracking that and that is incredibly important.

Lord Bailey of Paddington AM: In the past, it has often been a little bit difficult to hold MOPAC to key performance indicators and I hope internally that you are having solid outcomes from all the meetings you have had. The other question I want to ask about is we are talking about a growth in suspensions, etc, etc. Are we sure that that is a good thing and are we prosecuting the right people here? I speak to a lot of police officers and, as one put it to me, their big worry is that the win for us, the politicians, is just getting those numbers up. His big worry was whether those people are actually guilty. Are you certain of the processes you are using to bring these people out? You and I would agree there is a lot of change that needs to happen in the MPS, but are you positive? Could you go back to rank-and-file officers and say, "This is not a witch-hunt. This is accurate work being conducted properly"?

Sophie Linden (Deputy Mayor for Policing and Crime): I will bring Judith in because she has the oversight of that. Those processes are mostly processes that are managed by the MPS around appropriate authority authorisation and there has been training put in post-Casey Review to make sure that there is better decision-making around the appropriate authority. Also, Judith talked about there being - complicated, yes, but - very, very clear processes as set down by regulation about how misconduct, particularly gross misconduct, is undertaken within the MPS. The most severe cases go to a panel, which is chaired by a legally qualified person. There is transparency there and the outcomes of those are also published and transparent. You have to be really clear about the decision-making process, and I will bring Judith in on that one.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Of course. I was going to make the point as well that a lot of cases that we are seeing

are criminal cases. We are seeing criminal allegations against police officers and then putting them through the criminal system, and they are being convicted. I do not like to see it, but it is the right thing that it is happening. As the Deputy Mayor has explained, the panel for the misconduct hearing process is an independent panel. We have a legally qualified Chair, we have an independent panel member, there is a police member, and I am confident that that is a fair process in which officers are judged.

Lord Bailey of Paddington AM: How many people who are referred to these panels are sanctioned, and cases are not --

Caroline Russell AM (Chair): Lord Bailey, you are straying into the next section of questions.

Lord Bailey of Paddington AM: Excuse me. I spoke to a number of police officers and that was their nervousness. They said to me that morale is low because it seems like we are just trying to get people into the process to get the numbers up so the politicians can claim a win. That is a frontline police officer's view of it. That is why I am asking this line of questions and I want to be able to go back to him and his colleagues and say, "No, this is organised, reasonable, professional work". It is important for their morale. Thank you, Chair.

Caroline Russell AM (Chair): Assembly Member Pidgeon?

Caroline Pidgeon MBE AM: I have a few questions to ask, a couple that I wanted to pick up from what we heard earlier. We are talking about legally qualified Chairs, so let us start there. You have a much higher caseload going through, which you have described this morning and we have heard about previously. What progress are you making on the recruitment of these legally qualified Chairs, how many more have you recruited, how many are needed and what is the timeframe you are working to?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Although it was hard graft, I am pleased to say that I have spent a number of days in interviews for legally qualified Chairs and we have recruited an additional 20 legally qualified Chairs, who have had their training. They had an induction yesterday with the MPS and within a month they will be essentially on our list and they will be taking cases.

Caroline Pidgeon MBE AM: How many do you already have on your list and what does it bring the total to?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): We already have 14.

Caroline Pidgeon MBE AM: This is more than doubling.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Yes, it is a significant number. The Commissioner laid down the challenge to me in terms of getting those legally qualified Chairs in. There is a backlog of approximately 300 officers awaiting a hearing. Some of those will be accelerated hearings, as opposed to standard track, which is the ones that the legally qualified Chairs do but, yes, we have met that challenge in terms of ensuring that legally qualified Chairs are there to take those hearings. When the changes come - the Government has announced changes - that will be something that we will work with.

Caroline Pidgeon MBE AM: I have no doubt.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Yes, we have done that.

Caroline Pidgeon MBE AM: Brilliant. Then I picked up that there was an issue around indemnity. Have you managed to resolve that with the Home Office and the MPS? What progress have you made?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): It is essentially immunity to challenging the decisions and that is still a remaining issue. The Government did state that when it looked at the reforms of the misconduct system it would be something that it would consider. Politely, I would say it looks like it has kicked it into the long grass because perhaps the role of legally qualified Chair is disappearing, and it is saying there is almost no need for it. The legally qualified Chairs are clear, and all panel members are clear, that they need that indemnity. MOPAC offers and provides that indemnity for them so that they have the confidence that, as long as they operate in good faith, they will be protected.

Caroline Pidgeon MBE AM: Great, thank you. I have a couple of questions from the discussion earlier. You were talking earlier about workforce data. I had asked about this several months ago about why LGBTQ+ was not part of data and what you were doing to encourage that because it is a huge issue; we talked about disproportionality earlier. I asked that question last autumn [2023]. What things are you trying to do? You said earlier you have got to work with the MPS, and you have got to improve data collection. Are there any specific lines of work to try to improve this data collection?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): The issue of LGBTQ+ data is a particular concern that, as I say, I have raised with the MPS on a number of occasions. There is progress in terms of the system in which it records it, and it now can record the data and it has the data. The issue is --

Caroline Pidgeon MBE AM: Declaring?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): -- declaring, yes. It is whether or not officers and staff have the confidence to declare that and that is work that the MPS needs to do in order to give staff that confidence. I am very hopeful that the MPS will be able to publish the data of LGBTQ+ staff very soon in order that we can start to see those numbers.

Caroline Pidgeon MBE AM: Lovely.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): The numbers will be small, and I know that.

Caroline Pidgeon MBE AM: It is important.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): That is the first step, is it not?

Caroline Pidgeon MBE AM: Yes. Thank you for that. Then I also wanted to pick up, alongside looking at this misconduct, an MPS operation, Operation Onyx, which showed the answer I have just had to a Mayor's Question. 1,409 MPS police officers remain under investigation for sexual abuse of the original 1,636 officers that had been identified. That has been going on for over a year and only 200 cases have been finalised, and

at this rate it is going to take, what, six years to get through it. Is that separate to the misconduct stuff or is this part of it? Can you talk us through what is being done to accelerate that? Many Londoners will be worried that there are people who are under investigation for serious issues, and they are working in the front line.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Yes, one of the things we need to be really careful on, certainly with Operation Onyx, is the language. There are not 1,400 investigations going on into those officers and staff; all of those individuals have been assessed. It is now looking at those cases to say whether there were any, for example, investigative lines of enquiry that were missed or were not followed through when the case was originally considered. If you recall, these are all cases that were closed, either finalised because they went through the misconduct process and they were retained in the service, or there was a decision that there was no case to answer and there was no investigative process that took place.

What this process is now is looking really, really carefully at each of those cases and saying, "What was that? What was the incident? Was it fully explored? Was there every opportunity to ensure that that officer should have been put through, for example, an investigative process?" Some of the cases may be, for example, an individual comment that an officer made, perhaps a sexist comment that the officer made; it might have been one word. It is right the way through the spectrum to allegations of sexual offences or more serious [ones] like rape. There is a process ongoing that the MPS has done, really carefully assessing each of those cases and say, "What risk does that pose?" Those at the higher end are the ones that they are focusing on in the first instance to prioritise any investigations or, as I say, lines of enquiry. Yes, it is going to take some time, but the thing that I can be reassured on is that they are focusing on those whom they believe are of highest harm.

Caroline Pidgeon MBE AM: OK, but it is still a significant number, is it not?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): It is.

Caroline Pidgeon MBE AM: It is still very worrying that these people are still working and yet some of them may be being reinvestigated for some really serious matters.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Yes, but as I said, those that are of the highest risk have restrictions in place, they have measures in place and some of them will already be suspended or restricted so there will be a mixture. They all have risk management processes in place to ensure that the MPS knows exactly where they are and what they are doing.

Caroline Pidgeon MBE AM: That is very good. My final question is around the Directorates and this new plan for a Directorate of Culture, Diversity and Inclusion. The MPS is developing the plans, but can you give us a flavour of how you are working with it, when it will be up and running and how it is being developed? Also, talk us through how you think it is going to work in practice with MOPAC.

Sophie Linden (Deputy Mayor for Policing and Crime): That is a work in progress around the Directorate of Culture, Diversity and Inclusion. The MPS has recently appointed Assistant Commissioner Pippa Mills [Trust and Legitimacy, Metropolitan Police Service] to lead that and, as you will probably come on to, it has been out to recruitment for a Director of Culture and Change twice, but unfortunately it is very, very disappointing. It is right not to appoint.

Caroline Pidgeon MBE AM: Yes, I agree.

Sophie Linden (Deputy Mayor for Policing and Crime): If you do not get the right calibre, it is better to --

Caroline Pidgeon MBE AM: I completely agree.

Sophie Linden (Deputy Mayor for Policing and Crime): It is always a difficult decision, but they are right not to appoint. That has been in conjunction with MOPAC in terms of the recruitment and sitting on the Board for that recruitment and we have a senior leader on that as well. The plans are at different stages of development and basically these are a work in progress. For example, within that we have the London Race Action Plan, which we have discussed. We also have the Common Data Interface plans right across the MPS. It is early stages at the moment to be able to know whether it is going to have the impact it has got because it is being developed at the moment. It also has been very clear about the importance of community voices and reference groups in that, so it is engaging with the Community Reference Group, which was set up to support the London Race Action Plan. It has also engaged with the Youth Community Reference Group and also the Community Outreach Fund partners as part of the process around the London Race Action Plan.

Caroline Pidgeon MBE AM: OK. They are working with those different groups to get that community engagement into what this looks like, but it is still very early days. Is that a summary of what you are saying?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): There is some work that has gone on already and, in fairness to the MPS, it has not waited. It has done some work around values, which I am sure you have heard about.

Caroline Pidgeon MBE AM: Yes.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): There is some work that has been done, there has been some ongoing activity and it is considering essentially a plan that has eight streams. I cannot remember them all off the top of my head if I am honest but, for example, the Deputy Mayor --

Caroline Pidgeon MBE AM: It sounds an awful lot.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Yes, it does. There are some plans and there are some initiatives that have already been ongoing. With Assistant Commissioner Pippa Mills coming in, it is an opportunity to take a fresh look to say, "Where has that work got to?" and being really clear about the vision for what it wants to see. What does success look like? That is something that we have really encouraged the MPS to try to be as clear as possible about, "What will success look like and how will you know that you are going in the right direction, and you are progressing?" It is a really difficult issue to measure and monitor.

Caroline Pidgeon MBE AM: Can you remind me? Is Assistant Commissioner Pippa Mills an additional Assistant Commissioner or replacing someone?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): It is an additional one, yes.

Caroline Pidgeon MBE AM: An additional one. Yes, that is what I thought, OK. Then you have this issue that you have tried twice, gone out to the market and have not found the right person. Are you rethinking the scope of this role and where are you with that? You are absolutely right. Do not appoint the wrong person into a role because that is worse than having it empty. I have seen that over many, many years. What are you thinking in that space at the moment?

Sophie Linden (Deputy Mayor for Policing and Crime): This is an MPS appointment, therefore it is what the MPS is thinking.

Caroline Pidgeon MBE AM: I have no one from the MPS to ask.

Sophie Linden (Deputy Mayor for Policing and Crime): I know. I just did not want --

Caroline Pidgeon MBE AM: You are obviously advising it and giving it some steer. What is the thinking?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, the MPS is rethinking the role, rethinking about the recruitment process and the Commissioner has reported that to the LPB. It is rethinking at the moment about reviewing because if you go out twice and do not appoint, you have got to think about why you are not attracting the right calibre or the right people that you cannot appoint. Yes, we do have discussions on that. When I said it is "early days", there is a significant amount of work underway in the MPS in setting up this Directorate.

Caroline Pidgeon MBE AM: Yes, it sounds like it.

Sophie Linden (Deputy Mayor for Policing and Crime): It is early days in order to assess the impact of a Directorate, is what I meant. One of the things that I do consistently challenge the MPS on - and it was an overarching issue in the [Baroness] Casey Report - is bringing in outside expertise. It still has a way to go on that. It has very good policy that at Chief Officer level it will go out to outside recruitment, which is very good, but you have to make sure you are getting the right expertise in, and I still think it is a challenge. We challenge it a lot on where the expertise is. Do you have the skills within the organisation already, how do you bring in that expertise and how do you bring it in and not necessarily think it has to be an officer that is doing that?

Caroline Pidgeon MBE AM: You will have heard me many times pushing [Sir] Mark [Rowley QPM, Commissioner of Police of the Metropolis] and the Mayor to get people in who know what excellent culture looks like in a different organisation. I fear some of the trends we are seeing in the MPS will be across police forces across the country. I would love it to bring someone in from a different sector who can shine a light on different practice and really look at modernising. I have been pushing it and had felt that we were going that way, but --

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, and also the MPS has been very clear about bringing in outside expertise. It needs to do both, around advice and the doing. With its Non-Executive Directors, it has brought that outside expertise, one of which chairs a group around this. It is really thinking quite creatively around bringing that advice in. Advice is incredibly important, and challenge is incredibly important, but you also need that expertise embedded.

Caroline Pidgeon MBE AM: Have to know what you are doing, yes. Interesting, thank you. Thank you, Chair.

Caroline Russell AM (Chair): Thank you. I have another question from Assembly Member Hall.

Susan Hall AM (Deputy Chairman): Yes, it is a quick one. Sorry, Judith, to go back to this. You said earlier there are 206 people that have been suspended. Going back to what Assembly Member Pidgeon was saying, some officers that are being investigated are on packages or “restricted duties”, I think you put it. Do their colleagues know that they are under some sort of restriction? Is it well known around them that they are under restriction?

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): I am going to say, “Yes”. It might be something I do need to check, but, yes, I think they do. If an officer is suspended, they are not at work. If you are on a team with others, you will know that officer is not there --

Susan Hall AM (Deputy Chairman): No, I get that. It is the ones that are on restricted.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): Their restrictions will vary, but for those that are not on public-facing duties, for example, I suspect that officers among their teams will be aware of that, yes.

Susan Hall AM (Deputy Chairman): You see, to be honest whichever answer, to be fair to you, is not fair on either side, do you know what I mean? I could not dream of an answer here, but it is not fair to somebody to be suspected of something if that person thinks, “This is not fair. I am innocent.” Do you know what I mean? Equally, it is not fair to their colleagues if perhaps you have somebody that is not as they should be if they do not know about it. I am not criticising because both answers are wrong, if you know what I mean, but all this shrieks of the fact that it has to be dealt with very, very quickly because this is not fair to the officers or their colleagues, any of them. It is just unfair. I do hope this gets sped up because if people do not like what is going on and if they could say, “Well, I do not like it, but it is fair”, we can all accept that. This is not fair any which way.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): No, and as I said earlier, MOPAC under the Mayor’s clear leadership put forward a number of reforms and one of the issues was timeliness and how things could be speeded up. The Home Office has come back with some reforms. I am not necessarily hopeful that these will speed up the process, but we will see.

Susan Hall AM (Deputy Chairman): OK. Lastly very quickly, Deputy Mayor, how are you altering your recruitment strategy to encourage more people to apply to be a police officer? The numbers are dropping, and crime is not where it should be. We both know that. How are you changing things in your recruitment strategy to encourage more to join?

Sophie Linden (Deputy Mayor for Policing and Crime): The MPS has recruitment strategies that we discuss with them, and it has spent a lot of time analysing what the reasons are that people do not apply. The Mayor has also funded an outreach programme for officers to go into communities to encourage people to apply. Constantly, it is a conversation and discussion that we have with Clare Davies [OBE, Chief People and Resources Officer, MPS], who heads this up, really understanding what it is. How do you get through to the channels, which will get through to people to incentivise them and to think about joining the MPS. It is not that there is a recruitment strategy that is just static and that will never be reviewed and revised. It is continually reviewed and revised, depending on the figures that are coming through and depending on what is happening. I think the MPS - well, I know - is putting considerable resource into ensuring that it is absolutely

straining at every sinew to get people into the MPS. As we discussed at the beginning of this meeting, a really good recruitment strategy is not going to deal with the labour market and a really good recruitment strategy is not going to deal with the cost of living in London. There are other reasons that people are not able to apply to the MPS and to other bits of the public sector.

Susan Hall AM (Deputy Chairman): It could be that there are other reasons that people are leaving, but we will have to leave it there, I am sure, Chair. Thank you.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): I was going to add, Assembly Member Hall, that you also want to ensure that you get the right people.

Susan Hall AM (Deputy Chairman): I agree with that.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): One of the issues that we have is whether the MPS has been recruiting the right people. The processes to ensure that we get the right people, including vetting, have to be very, very thorough. It is about getting people --

Susan Hall AM (Deputy Chairman): No, I get that.

Judith Mullett (Head of MPS Oversight - Workforce and Professionalism, Mayor's Office for Policing and Crime): -- to come to door who want to, but we want to make sure we get the right standard of people.

Susan Hall AM (Deputy Chairman): No, we absolutely do. I agree with that. Thank you.

Caroline Russell AM (Chair): Thank you. That brings us to the end of our questions today. I would like to thank you both for attending this morning and for all your answers to our questions.

Subject: Summary List of Actions

Report to:	Police and Crime Committee
Report of:	Executive Director of Assembly Secretariat
Date:	21 February 2024
Public Access:	This report will be considered in public

1. Summary

- 1.1 This report updates the Committee on the progress made on actions arising from previous meetings of the Police and Crime Committee.

2. Recommendation

- 2.1 **That the Committee notes the completed, ongoing and closed actions arising from its previous meetings.**

3. Summary List of Actions

Actions Arising from the Meeting Held on 24 January 2024

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Question and Answer Session with the Mayor's Office for Policing and Crime (MOPAC) and the Metropolitan Police Service (MPS)	MPS representatives	To provide a copy of the investigation of road traffic collisions checklist.	Completed. Circulated to Committee Members separately.

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Question and Answer Session with MOPAC and the MPS	Deputy Mayor for Policing and Crime and the Head of MPS Oversight – Workforce and Professionalism, MOPAC	To provide: <ul style="list-style-type: none"> • Evidence that MOPAC had been raising concerns about the length of time that police misconduct cases are taking; • The amount of additional funding that MOPAC had received for oversight of the MPS as a result of the Baroness Casey review; • Copies of oversight papers that are provided to the London Policing Board; and • Confirmation of whether it is known by colleagues when MPS officers are suspended or on restricted duties. 	Ongoing. Requested 6 February 2024.
5	Question and Answer Session with MOPAC and the MPS	Senior Policy Adviser	That authority be delegated to the Chair, in consultation with party Group Lead Members, to agree any output arising from the discussion.	Closed. Delegation not used.

Actions Arising from the Meeting Held on 10 January 2024

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Money Laundering in London	Senior Policy Adviser	That authority be delegated to the Chair, in consultation with party Group Lead Members, to agree any output arising from the discussion.	Ongoing.

Actions Arising from the Meeting Held on 14 December 2023

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Question and Answer Session with MOPAC	Deputy Mayor for Policing and Crime, and Director of Strategy and MPS Oversight	<ul style="list-style-type: none"> • Further information on the role of the MPS’s non-executive directors, including their areas of focus and the hours they will be working; • The number of police buildings that are open to the public; are used by the MPS but are not open to the public; and have been sold; • Details of changes that have been made to the set-up and culture of the MPS firearms training centre since the publication of Baroness Casey’s report, particularly in relation to the supervision and management of the centre; • Information on the number of authorised firearms officers in the MPS, whether that number has reduced further since a nine per cent reduction was recorded in April 2023, and the reasons for the reduction; • Details relating to when the next MPS staff survey is expected to take place; • Further information on how the MPS’s child-first approach will be monitored, what outcomes are expected, and how any qualitative issues identified will be determined; • The number of MPS officers who have accreditation for specialist child abuse investigations; and 	Ongoing. Followed up 8 February 2024.

Item No.:	Item Title	Responsible Person	Action(s)	Status
			<ul style="list-style-type: none"> Further information relating to the work being done by the MPS Professional Standard Unit on the hospitalisation of young people following interactions with the MPS, and when MOPAC expects to receive the results. 	

Actions Arising from the Meeting Held on 22 November 2023

Item No.:	Item Title	Responsible Person	Action(s)	Status
6	Police Investigation of Serious Injury Collisions	Chief Executive, RoadPeace	<ul style="list-style-type: none"> To share the results of the consultation on the quality of investigations into serious injuries in London; and To provide further information on whether the College of Policing's <i>Investigating Road Deaths</i> has had an impact on the quality of police investigations. 	Ongoing. Followed up 8 February 2024.
6	Police Investigation of Serious Injury Collisions	Senior Policy Adviser	That authority be delegated to the Chair, in consultation with party Group Lead Members, to agree any output arising from the discussion.	Ongoing.

Actions Arising from the Meeting Held on 8 November 2023

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Question and Answer Session with MOPAC and the MPS	Deputy Mayor for Policing and Crime	<p>To provide:</p> <ul style="list-style-type: none"> • Details of any communication between the Mayor, the Deputy Mayor, MOPAC, and the former Commissioner of Police of the Metropolis regarding the reduced role of the Sapphire unit, which investigated sexual offences; • The findings of the London Criminal Justice Board following its deep dive into domestic abuse, particularly in relation to prosecutions and outcomes; • The timescale for reporting on the findings of MOPAC's investigations into the numbers of children hospitalised following use of force by the MPS; • Details of any additional funding received for Independent Domestic Violence Advisers and Independent Sexual Violence Advisers, and whether the number of these advisers has increased or decreased in the last year; and • Reasons for the almost 700 per cent increase in recorded instances of stalking offences since 2018/19. 	Ongoing. Followed up 8 February 2024.
5	Question and Answer Session with MOPAC and the MPS	Victims' Commissioner for London	To provide timescales for the commitment in the Mayor's Violence Against Women and Girls Strategy to develop a profile of stalking in London.	Ongoing. Followed up 8 February 2024.

Actions Arising from the Meeting Held on 31 October 2023

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Preventing Violence and Protecting Young People	Head of Public Protection, MPS	<ul style="list-style-type: none"> Further information on the work taking place on the publication of knife imagery on social media; and A publication date of the stop and search charter. 	Ongoing. Followed up on 8 February 2024.
5	Preventing Violence and Protecting Young People	Senior Policy Adviser	That authority be delegated to the Chair, in consultation with party Group Lead Members, to agree any output arising from the discussion.	Ongoing.

Actions Arising from the Meeting Held on 20 September 2023

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Preventing Violence and Protecting Young People	Senior Policy Adviser	That authority be delegated to the Chair, in consultation with party Group Lead Members, to agree any output arising from the discussion.	Ongoing.

Actions Arising from the Meeting Held on 6 September 2023

Item No.:	Item Title	Responsible Person	Action(s)	Status
7	Question and Answer Session with MOPAC and the MPS	Commissioner of Police of the Metropolis	<ul style="list-style-type: none"> To set up a private briefing for the Committee that will provide an update on the recent MPS data breach; To provide information on the recruitment and attrition challenges currently faced by the MPS; To update the Committee on the condition of the 69 police officers injured at the Notting Hill Carnival; 	Ongoing. Followed up on 8 February 2024.

Item No.:	Item Title	Responsible Person	Action(s)	Status
			<ul style="list-style-type: none"> • To provide data on the outcomes of stop and searches at Notting Hill Carnival and how these compare to outcome rates compare to other events in London; • To provide information on the MPS's policy that officers should declare romantic relationships; • To provide a progress update on the commitment in the A New Met for London plan that the MPS will examine its policies and practices and change any that are discriminatory by July 2023; • To provide data on the amount of evidence that was lost or unavailable, which subsequently led to pre-trial collapses; and • To provide data on the proportion of new recruits in the MPS that are Black and minority ethnic officers. 	

Actions Arising from the Meeting Held on 22 March 2023

Item No.:	Item Title	Responsible Person	Action(s)	Status
6	Independent Review into the Standards of Behaviour and Internal Culture of the Metropolitan Police Service (MPS)	Baroness Casey of Blackstock DBE CB	During the course of the discussion, Baroness Casey agreed to provide the Committee with the Ipsos MORI survey of MPS officers and staff.	Ongoing. Followed up on 7 February 2024.

Actions Arising from the Meeting Held on 13 December 2022

Item No.:	Item Title	Responsible Person	Action(s)	Status
5	Resignation of the Former Metropolitan Police Commissioner, Dame Cressida Dick DBE QPM	Mayor of London and Occupant of MOPAC	<p>The Committee requested the following:</p> <ul style="list-style-type: none"> • Further information on the press pack about Sir Thomas Winsor sent by the Mayor’s Office on the date of the Winsor report publication; • MOPAC’s response to the Independent Office for Police following receipt of the draft findings and recommendations related to Operation Hotton; and • Further information on the improvements made during the appointment process of the current Commissioner, Sir Mark Rowley QPM. 	Ongoing. Followed up on 14 February 2024.
5	Resignation of the Former Metropolitan Police Commissioner, Dame Cressida Dick DBE QPM	Sir Thomas Winsor	<p>The Committee requested the following:</p> <ul style="list-style-type: none"> • The sequence of events in March 2022, specifically dates relating to the launch of the Commission by the Home Secretary, and the date of the dinner with the former Commissioner of Police of the Metropolis; and • Further information on the term “have regard” in relation to the Policing Protocol Order 2011. 	Ongoing. Followed up on 8 February 2024.

Complaints about the Mayor’s Office for Policing and Crime and the Deputy Mayor for Policing and Crime

Subject and Action Required	Status	Responsible Person	Deadline, if applicable
<p>Complaints about the Mayor’s Office for Police and Crime and the Deputy Mayor for Policing and Crime</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>	<p>No complaints to report for the period from 26 January to 8 February 2024.</p>	<p>Monitoring Officer</p>	<p>N/A</p>
<p>Transparency Procedure</p> <p>The Committee agreed Members disclose to the Executive Director of Secretariat or their 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>	<p>No disclosures to report for the period from 26 January to 8 February 2024.</p>	<p>Executive Director of Assembly Secretariat</p>	<p>N/A</p>

4. Legal Implications

4.1 The Committee has the power to do what is recommended in this report.

5. Financial Implications

5.1 There are no financial implications arising from this report.

List of appendices to this report:

None

Local Government (Access to Information) Act 1985

List of Background Papers:

None

Contact Information

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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 Assembly Secretariat
Date:	21 February 2024
Public Access:	This report will be considered in public

1. Summary

- 1.1 This report acts as a background paper to a question and answer session with the Metropolitan Police Service (MPS) and the Deputy Mayor for Policing and Crime.

2. Recommendations

- 2.1 **That the Committee notes the report as background to the question and answer session and the subsequent discussion.**
- 2.2 **That the Committee notes the monthly report from the Mayor's Office for Policing and Crime, as attached at Appendix 1.**
- 2.3 **That the Committee delegates authority to the Chair, in consultation with party Group Lead Members, to agree any output arising from the discussion.**

3. Background

- 3.1 The Committee has agreed that it will hold monthly question and answer sessions with the Head of the Mayor's Office for Policing and Crime (MOPAC), who is the Deputy Mayor for Policing and Crime, 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 for noting at **Appendix 1**.

A New Met for London

- 3.3 The MPS published its two year plan outlining how it will deliver more trust, less crime and high standards on 18 July 2023. The plan, [A New Met for London](#), sets out the MPS's three priorities for reform:
- Community crime-fighting – how it will cut crime, rebuild trust and restore its bond with communities;
 - Culture change – delivered across the Met to embed the values of policing by consent; and
 - Fixing the MPS's foundations – to set its people up to succeed.
- 3.4 *A New Met for London* states that the MPS accepts Baroness Casey's findings and is responding to them. Its commitment to reform the culture of the MPS includes building a "Met that is open, tolerant, diverse and upholds the standards and values that reflects the global city that is London". The Plan also states that "discrimination has no place in the Met, but it is not enough to simply say that. *A New Met for London* commits us to firm action".¹
- 3.5 *A New Met for London* sets out four areas to deliver culture change across the MPS:
- Resetting the MPS's values and the way it works;
 - Upholding the highest standards and removing those that don't meet them;
 - Changing how the MPS works with communities so they're confident the MPS treats them fairly; and
 - Becoming a more diverse and inclusive organisation.

4. Issues for Consideration

- 4.1 The following guests will attend the meeting:
- Sophie Linden, Deputy Mayor for Policing and Crime; and
 - Sir Mark Rowley QPM, Commissioner of Police of the Metropolis.
- 4.2 Questions will be asked on the following subject area:
- The MPS's resources and response to austerity; and
 - Governance, scrutiny and accountability.

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

¹ [A New Met for London | Metropolitan Police](#)

6. Financial Implications

6.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – MOPAC Monthly Report: 12 January – 9 February 2024

Local Government (Access to Information) Act 1985

List of Background Papers:

None

Contact Information

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Report to the Police and Crime Committee: 9th February 2024

Sophie Linden
Deputy Mayor for Policing and Crime

1 INTRODUCTION

This report is provided to the Police and Crime Committee (PCC) to assist the Committee in exercising 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 from **12th January 2024 – 9th February 2024**.

In addition to the range of regular meetings and briefings with key stakeholders, including senior Metropolitan Police Service (MPS) officers, below are the main activities I have been involved in during this period.

2 MOPAC ACTIVITY REPORT

- In this period, I have met with senior members of the MPS as part of my oversight and engagement work, including:
 - The Mayor's bilateral meeting with the Commissioner on 8th February.
 - My eight-weekly meeting with the AC for Frontline Policing Louisa Rolfe on 2nd February.
 - My eight-weekly meeting with the AC for Trust & Legitimacy Philippa Mills on 5th February.
 - My eight-weekly meeting with the AC for Met Ops Matt Twist on 5th February.
 - My eight-weekly meeting with the Met's Chief Digital, Data, and Technology Officer Darren Scates on 17th January.
 - A meeting with the Commissioner and Deputy Commissioner with the Met's Non-Executive Directors on 31st January.
- On 16th January I met with Marina Ahmad AM to discuss serious youth violence in her constituency of Lambeth and Southwark.
- On 16th January I was pleased to attend the London Cycling Network's launch event for their report on the abuse women receive while cycling. At the event I spoke about the work the Mayor is leading with London's Cycling Commissioner Dr Will Norman to ensure that London is a safe city for women and girls to cycle in.
- On 17th January I co-chaired the London Drugs Forum with Dr Tom Coffey.
- In this period I attended meetings on the MOPAC/Met budget on 17th January and 24th January.
- On 18th January I met with the Shadow Minister for Crime Reduction, Feryal Clark MP.
- On 19th January I was pleased to join Barnet councillors and Anne Clarke AM in Colindale to see how the Met and Barnet Council's pioneering *Clear, Hold, Build* initiative on the Grahame Park Estate is tackling serious and organised crime and making the community safer.
- On 22nd January I joined the Mayor and Assembly Members with Jewish community leader and genocide survivors at City Hall's moving Holocaust Memorial Day Service.

- On 22nd January I was pleased to join the London Retail Crime Reduction Partnership to hear more about the work the Met is doing with retailers to tackle shoplifting and violence in retail settings to make them safer to shop and work.
- On 23rd January I joined the LPB's expert-led session with HMI Lee Freeman.
- On 24th January MOPAC's Head of Met Oversight – Workforce and Professionalism, Judith Mullet and I attended the Police and Crime Committee's Q&A session. At the meeting we answered questions on progress that has been made on Baroness Casey's findings and recommendations on the Met's misconduct system.
- On 26th January I was briefed by HMIC on their upcoming child exploitation report.
- On 26th January I met with Dee Perkins, Strategic Programme Director for Op Soteria.
- On 29th January I joined LPB members in meeting with the Met's Management Board.
- On 30th January I joined Debbie-Weekes Bernard and Claire Waxman in our fortnightly meeting with the London Jewish Forum.
- On 30th January I met with Jahnine Davis from Listen Up to discuss adultification.
- On 31st January I was pleased to attend the Combatting Drugs Partnership Senior Responsible Officer Event at City Hall. At the event I heard how our criminal justice and health agencies are tackling drug-related harms and crime and spoke about the Mayor's funding of Project ADDER and the London Drugs Forum.
- On 1st February I attended the LPB People & Culture Committee's online expert-led session, delivered by MOPAC's Workforce and Professionalism Oversight Team.
- On 2nd February I attended my quarterly meeting with Kilvinder Vigurs from HM Prison and Probation Service.
- On 5th February I met with Jacqui Smith to discuss follow up work in NHS North East London on the pledges agreed at the NHS/VAWG Summit in September 2023.
- On 6th February I attended the LPB People and Culture Committee's expert-led session with Professor Benard Burnes, Professor of Organisational Change at the Stirling University Management School.
- On 6th February I attended the NPCC's VAWG Expert Reference Group.
- On 6th February I also joined the Mayor in meeting with the Acting Director General of the IOPC Tom Whiting.
- From 7th – 8th February I attended the APPC's General Meeting where I spoke at two sessions, one on London's experience of being in HMIC's Engage phase of enhanced monitoring and the other with Baroness Casey where we discussed her review, how it came about and lessons that can be drawn nationally from it.
- On 8th February Debbie Weekes-Bernard and I met with the Deputy Israeli Ambassador to the UK Oren Marmostein.
- On 8th February I met with HMI Lee Freeman to discuss the inspectorate's upcoming inspection report on the Met's handling of the sexual and criminal exploitation of children.
- On 9th February I attended the VRU's Q3 Performance Meeting.

- During this period, I have also met with individual members of the LPB, including Stuart Lawrence on 15th January and Tijs Broeke on 9th February.
- During this period, I also continued to have regular meetings with the Mayor and his team.

3 MPS PERFORMANCE

Police data is now uploaded to the London data store. In addition, more police and crime data and information and interactive dashboards can be found at <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-statistics>. An overview of key crime types is below.

The table below shows the volume of crime for the most recent 12 months (Feb 2023- Jan 2024) and the percentage (%) change on the previous 12 months (Feb 2022 - Jan 2023) at the MPS level.

PCP Priority	Offence Category	Offence Sub-Category	MPS, Feb 22 - Jan 23	MPS Feb 23 - Jan 24 volume & % change
London is a Safe City for All	Total Notifiable Offenc..	TNO Victim Based	788,235	853,754 (8.3%)
		Total Notifiable Offences (TNO)	873,515	930,983 (6.6%)
Trust and Confidence Increases (Neighbourhood Crime)	ASB	Anti-Social Behaviour Calls	231,297	240,744 (4.1%)
		Burglary - Business and Community	16,268	18,162 (11.6%)
	Burglary	Burglary - Residential	37,630	38,534 (2.4%)
		Total Burglary	53,898	56,696 (5.2%)
	Criminal Damage	Arson and Criminal Damage Offences	53,430	58,072 (8.7%)
	Robbery	Personal Robbery	25,589	30,016 (17.3%)
		Total Robbery	28,224	34,158 (21.0%)
	Theft Offences	Bicycle Theft	18,125	16,154 (-10.9%)
		Theft from Person	59,031	74,074 (25.5%)
		Shoplifting	39,361	58,405 (48.4%)
	Vehicle	Total Theft Offences	241,116	283,902 (17.7%)
		Theft from MV	64,718	60,476 (-6.6%)
Theft or Taking of MV		32,470	32,947 (1.5%)	
	Total Vehicle	109,110	105,570 (-3.2%)	
Violence is prevented and reduced	Domestic Abuse	Domestic Abuse Incidents	150,287	152,192 (1.3%)
		Domestic Abuse Notifiable	95,597	96,305 (0.7%)
		Domestic Abuse VWI	22,820	24,139 (5.8%)
	Hate Crime	Anti-Semitic	566	1,799 (217.8%)
		Disability Hate Crime	603	597 (-1.0%)
		Faith Hate Crime	1,908	3,778 (98.0%)
		Islamophobic	921	1,440 (56.4%)
		Racist and Religious Hate Crime	20,719	23,412 (13.0%)
		Sexual Orientation Hate Crime	3,508	3,726 (6.2%)
	Sexual Offences	Transgender Hate	394	528 (34.0%)
Other Sexual Offences		15,842	15,519 (-2.0%)	
Rape		9,245	8,746 (-5.4%)	
Violence Against the Person	Total Sexual Offences	25,087	24,265 (-3.3%)	
	Homicide	108	115 (6.5%)	
	Violence Against the Person	241,264	252,568 (4.7%)	
	Violence with Injury	77,676	80,411 (3.5%)	
	Violence without Injury	163,480	172,042 (5.2%)	
Weapon-enabled crime	Youth Homicide	18	31 (72.2%)	
	Gun Crime Lethal Discharge	226	175 (-22.6%)	
	Gun Crime Offences	1,494	1,445 (-3.3%)	
	Knife Crime Offences	12,858	14,923 (16.1%)	
	Knife Crime With Injury	3,606	3,760 (4.3%)	
	Knife Crime With Injury victims under 25 (non DA)	1,308	1,322 (1.1%)	

Public Attitudes: MPS

		December 2022	December 2023
Trust and Confidence Increases (Public Voice)	Feels well informed about local police activities over the last 12 months	31%	29% (-2 pp)
	The police are dealing with things that matter to this community	58%	57% (-1 pp)
	The police can be relied upon to be there when needed	57%	59% (2 pp)
	The police do a good job in the local area	49%	47% (-2 pp)
	The police listen to the concerns of local people	59%	57% (-2 pp)
	The police treat everyone fairly regardless of who they are	62%	62% (0 pp)

Satisfaction: MPS

		December 2022	December 2023
Victims and witnesses are better supported	User Satisfaction Survey - Overall Satisfaction	62%	61% (-1 pp)

TDIU: MPS

		December 2022	December 2023
Victims and witnesses are better supported	Telephone Digital Investigation - Overall Satisfaction Online	32%	32% (0 pp)
	Telephone Digital Investigation - Overall Satisfaction Phone	34%	36% (2 pp)

Note on MOPAC Surveys: The Public Attitude Survey (PAS) is a face-to-face survey of 19,200 Londoners each year about their experiences of and attitudes towards policing and crime in London. Interviews take place throughout the year and are distributed evenly across all London boroughs.

The User Satisfaction Survey (USS) is a telephone survey of 9,600 victims of high volume crime about their experience of reporting a single incidence to the police. Questions cover initial contact, the response and how they were treated by the police.

Victims of Residential Burglary, Assault, Personal Robbery and Hate Crime are interviewed 6-12 weeks after the report of their incident. Exclusion criteria: Under 18; Domestic Violence; Sexual offences; Police Officers assaulted on duty.

4 FINANCE AND PERFORMANCE REPORT

- 4.1 The external financial reporting of MOPAC is on a quarterly basis. The MOPAC Quarter Two 2023/24 Performance Update Report was published on 17th November 2023 and is also included below for reference.
- 4.2 The finance section of this report sets out changes to the MOPAC/Metropolitan Police Service (MPS) budget since the original budget was approved in March 2023. It also covers the budget monitoring position for MOPAC and the MPS as at the end of Quarter Two. It includes a breakdown of Revenue, Capital, and Reserves positions.
- 4.3 In March 2023, the MOPAC/MPS 2023/24 revenue budget was set at £3,281.5m, comprising of a £4,533.1m expenditure budget and a £1,251.6m income budget (this included a £193.6m transfer from reserves). Of this net expenditure £72.7m related to MOPAC, and £3,208.8m to the MPS.
- 4.4 Since the budget was approved further revisions to the budget have been approved reflecting proposed transfers to and from reserves and changes in grant assumptions. Net expenditure remains the same at £3,281.5m.
- 4.5 As at the end of Quarter Two MOPAC/MPS are forecasting an overspend of £39.7m of which £40.1m relates to MPS budgets offset by an underspend of £0.4m on the MOPAC budgets. Further details of the variances is set out below.
- 4.6 As at Quarter Two MOPAC and the VRU are forecasting a year end underspend of £0.4m. This includes the proposed carry forward of funds totalling £9.0m to align spend to delivery and use of reserves totalling £0.3m the majority of which relates to the costs of the London Policing Board in 2023/24 whilst a longer term funding solution is identified. This is offset in part by a reduction in the budgeted use of reserves.
- 4.7 As at Quarter Two the MPS are forecasting a £40m overspend. This is a worsening of the position reported at Quarter One. The gross expenditure forecast for Quarter Two is for an overspend of £81.8m against the MPS revised budget. Of this £42.2m relates to combined Overtime for Officers and Staff offset by an underspend of £12.8m on Police Officer and Staff Pay. In addition, running costs are forecast to overspend by £55.3m, these include training for CONNECT.
- 4.8 The £26.8m overspend on Officer Overtime is a continuing trend from Quarter One, with the pressure falling largely within Frontline Policing and Met Operations and is linked in part to the continuing difficulties in Officer recruitment. This variance includes £12.9m worth of costs for which additional funding will be received, with £4.6m coming from the Home Office and £8.3m from other income and grant receipts.
- 4.9 Overtime resulting from the current situation in the Middle East is not yet reflected in the forecast. This is an additional risk for the rest of the financial year. Increased

demand for services, particularly across MetCC, Met Detention and Public Order is the main reason for the projected overspend of £15.3m on Police Staff Overtime.

- 4.10 The significant pressure against Running Costs (£55.3m) relates to a £28.3m overspend against Supplies and Services, arising from increased cost of CONNECT (£7.1m), structural pressures and increased operational demand across the People & Resources (£10.0m) and Operations & Performance (£9.4m) business groups. In addition, transport costs are forecast to be £14.6m over budget due to higher maintenance, leasing and fuel costs (£4.6m) and frontline policing (£4.1m) Other Income is forecasting £19m more than the budget largely due to higher than anticipated interest income from cash investments.
- 4.11 The reserve drawdown has increased by £34.4m to £192.9m mostly due to CONNECT Drop 2 Training costs (£25.9m) and increased costs of delivery (£9.6m). Additional grant income of £22.7m is forecast of which £17.6m relates to the Coronation and the Ukraine Recovery Conference for which costs have been incurred and reflected in expenditure budgets. The balance is mainly related to Counter Terrorism related budgets.
- 4.12 The Capital Expenditure Forecast for 2023/24 is £335.6m. This represents a forecast overspend of £49m against the revised budget of £286.6m. The budget has been revised to take account of a property transaction which is planned for future years. The main variances are as follows:-
- Transformation Directorate: Full year forecast is £105.8m which represents an overspend of £43.2m against the revised budget of £62.6m. The increased forecast is driven primarily by CONNECT project delays combined with the additional CONNECT activity resulting in additional forecast expenditure of £26.8m. Also forecast is a £12.2m overspend on Command and Control due to project resource requirements, and £2.4m overspend against the Met CC Improvement Programme.
 - Data, Digital and Technology (DDaT) Forecast of £68.1m against the revised budget of £55.7m. This represents an overspend of £12.4m which is driven by £26m budget adjustments to account for over programming, £4.8m overspend on investment in new devices (Laptops) for frontline officers, £11.4m underspend on core IT infrastructure which includes networks, hosting, infrastructure maintenance and applications and service upgrades and £7m slippage into future years of Home Office programmes such as Emergency Services Network (ESN) and National ANPR Standards (NAS).
 - Property Services: Forecast expenditure of £64m which represents a £2.2m overspend against the revised budget (£61.8m). The overspend is driven by £4.5m of Net Zero Carbon funded works across the Estate (forward works), £0.6m of accelerated works on operational refurbishments including Skills House, Chadwell Heath and Front Counter Redecorations, £0.3m of accelerated works on BCU refurbishments, offset by £3.2m reduction in the Central Estate Programme.
 - Operations and performance: Forecast underspend of £3.4m against the revised budget of £8.8m. The increased underspend is driven by Digital Physical Forensics programmes being re-profiled into 24/25 due to delays of the Estates strategy.

- CTPHQ: Full year forecast is an £2.9m underspend against the revised budget of £56.4m. This is due to programme delays and a reduction in forecast expenditure within the Data projects (IDSET and Strategic Case Management Solution).
- Fleet. The fleet capital programme is forecast to deliver on budget in 23/24. The £2.5m underspend is in externally funded areas TFL, CT and Heathrow.

4.13 Earmarked reserves of £448.7m were available from 1 April 2023 and the budget approved in March 2023 included the proposed use of reserves totalling £193.6m. The planned use of reserves is forecast to increase by £17.5m to £211.1m as a result of the reprofiling of projects and changes in planned usage of reserves.

5 CORRESPONDENCE AND MAYOR'S QUESTIONS

MOPAC manages and prioritises all Mayor's Questions and correspondence received to ensure that it is meeting its obligation to respond in a timely manner and to a high standard.

5.1 Mayor's Questions (MQs)

Mayor's questions	Total received	Responded to within the GLA agreed timeframe	In percentage terms
May 2020	27	16	60%
June 2020	74	27	36%
July 2020	60	13	21%
August 2020	No MQS		
September 2020	115	69	60%
October 2020	69	36	52%
November 2020	77	51	66%
December 2020	67	23	34%
January 2021	102	21	21%
February 2021	85	43	50%
March 2021	66	66	100%
April 2021	No MQs		
May 2021	90	55	61%
June 2021	66	34	52%
July 2021	155	57	37%

August 2021	No MQs		
September 2021	97	59	61%
October 2021	86	29	34%
November 2021	74	33	45%
December 2021	62	22	35%
January 2022	106	46	43%
February 2022	76	22	29%
March 2022	61	47	77%
April 2022	No MQs		
May 2022	58	12	21%
June 2022	92	45	49%
July 2022	60	23	38%
August 2022	NO MQs		
September 2022	89	25	28%
October 2022	55	34	62%
November 2022	77	34	44%
December 2022	37	14	38%
January 2023	98	47	37%
February 2023	50	21	42%
March 2023	47	13	28%
April 2023	No MQs		
May 2023	60	24	40%
June 2023	185	62	34%
July 2023	61	35	57%
August 2023	No MQs		
September 2023	61	27	44%

October 2023	67	12	18%
November 2023	59	15	25%
December 2023	66	26	39%
January 2024	95	51	54%

5.2 Correspondence received and responded to within 20 days

Month	Correspondence received	Number responded to within 20 working days	In percentage terms
May 2020	180	178	99%
June 2020	335	288	86%
July 2020	372	334	90%
August 2020	181	173	96%
September 2020	404	377	93%
October 2020	212	197	93%
November 2020	318	302	95%
December 2020	197	176	85%
January 2021	221	200	90%
February 2021	302	271	90%
March 2021	455	436	96%
April 2021	590	576	98%
May 2021	288	276	96%
June 2021	563	541	96%
July 2021	294	288	98%
August 2021	328	308	94%
September 2021	134	132	99%
October 2021	255	232	91%

November 2021	245	221	90%
December 2021	316	284	90%
January 2022	307	274	89%
February 2022	696	654	94%
March 2022	374	342	91%
April 2022	313	283	90%
May 2022	446	407	91%
June 2022	432	409	95%
July 2022	453	432	95%
August 2022	489	471	96%
September 2022	385	344	89%
October 2022	453	429	95%
November 2022	293	263	90%
December 2022	308	290	94%
January 2023	447	406	91%
February 2023	335	306	91%
March 2023	487	479	98%
April 2023	290	267	92%
May 2023	498	470	94%
June 2023	279	259	93%
July 2023	268	250	93%
August 2023	236	225	95%
September 2023	150	133	89%
October 2023	207	181	87%
November 2023	232	217	94%
December 2023	122	116	95%

January 2024	318	261	82%
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6. MOPAC BUSINESS AND MEETINGS

In the period this report covers, the DMPC and MOPAC officers have had a range of meetings with key stakeholders and MPS officers in support of the Mayor.

6.1 Regular Meetings with:

- The Mayor and his team.
- The Commissioner and Deputy Commissioner.
- MPS Senior Officers.
- Partners including local authorities, criminal justice agencies, government departments, policing bodies, service providers and community groups.

Other meetings are outlined below.

6.2 Boards:

Date	MOPAC Meeting
15/01/2024	MPS/MOPAC Audit Panel
17/01/2024	Out of Court Disposals Partnership Board
17/01/2024	London Drugs Forum
22/01/2024	London Retail Harm Reduction Partnership
24/01/2024	Victim Care Extraordinary Programme Board
29/01/2024	London Policing Board – MPS Management Board meeting
30/01/2024	Group Collaboration Board
31/01/2024	CTP Investment Committee

6.3 Decisions

The following decisions have been published since the last report:

PCD 1591 Re-procurement OSG and Compliance contracts 1 – uplift and re-procure
PCD 1597 HO Winter Homicide Prevention Initiative Funding
PCD 1596 HO Grip Funding
PCD 1595 Grant Funding (LEDS)
PCD 1592 Re-procurement OSG and Compliance contracts 2 - reprocure

6.4 Future MOPAC meetings

Date	MOPAC Meeting
12/02/2024	Prison Violence Reduction Strategy Performance Board
12/02/2024	London Policing Board – People and Culture Committee
12/02/2024	Executive Committee Investment. Transformation and Technology
20/02/2024	Mayor’s Action Plan ERG
23/02/2024	London Adolescent Safeguarding Oversight Board
26/02/2024	Victims’ Board
29/02/2024	Reducing Reoffending Board
29/02/2024	Reducing Homicide Partnership
29/02/2024	Group Collaboration Board
01/03/2024	LSCP Executive meeting

04/03/2024	CONTEST Board
04/03/2024	VAWG Board
05/03/2024	London Policing Board
05/03/2024	London Domestic Abuse Partnership Board
05/03/2024	CTP Investment Committee
06/03/2024	Mayor's Action Plan Disproportionality Board
07/03/2024	IAM
07/03/2024	VRU Partnership Reference Group

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Subject: Police and Crime Committee Work Programme

Report to:	Police and Crime Committee
Report of:	Executive Director of Assembly Secretariat
Date:	21 February 2024
Public Access:	This report will be considered in public

1. Summary

- 1.1 This report sets out information regarding the Police and Crime Committee work programme.

2. Recommendation

- 2.1 **That the Committee notes its work programme for the 2023/24 Assembly year.**

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 will usually meet twice a month. One of the monthly meetings is usually to hold a question and answer (Q&A) session with the Deputy Mayor for Policing and Crime. The MPS has also been invited to these meetings. The Committee will primarily use 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.

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 may choose to use its thematic meeting slot for roundtables, briefings and site visits as well as formal committee meetings.
- 4.2 The Committee’s 2023/24 meeting dates were formally approved by the London Assembly at its Annual Meeting on 4 May 2023.
- 4.3 The Committee’s programme includes the meeting slots set out in the table below:

Meeting Date	Meeting Topic
6 March 2024	Baroness Casey Review – one year on

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 direct financial implications to the GLA arising from this report.

List of appendices to this report:

None

Local Government (Access to Information) Act 1985

List of Background Papers:

None

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