

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.