

Police and Crime Committee – 26 November 2015

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Joanne McCartney AM (Chair): Thank you.

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

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

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

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

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

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

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

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

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

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

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

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

Joanne McCartney AM (Chair): Thank you.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Tony Arbour AM: Yes, of course.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Len Duvall AM: It has to be done?

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

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

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

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

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

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

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

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

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

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

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

Tony Arbour AM: It has already happened.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Jennette Arnold OBE AM : Thank you.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Len Duvall AM: When does that take place?

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Andrew Dismore AM: It has not really because --

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

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

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

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

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

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

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

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

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

Andrew Dismore AM: I am raising the issue of the public perception. We are not going to get any further on the local resident model.

I was going to come back to Craig as well because we started to talk about the issue of local authorities. Perhaps you can tell us where you see the future of those?

Craig Mackey QPM (Deputy Commissioner, MPS): At the moment it is covered by section 92 of the Police Act. That scheme is still in place. A lot of that will depend on colleagues in local authorities working out what the implications of the CSR yesterday are for local authorities in terms of where those offers go. That system is still in place.

Andrew Dismore AM: A council can effectively get a BOGOF deal?

Craig Mackey QPM (Deputy Commissioner, MPS): They could come to us on the terms of the current deal and get that current deal. Whether that is the one that continues for ever is far too early to say. We discussed this briefly at the last meeting. Some of the early indications from local authorities have been for it to move in the other direction and to pull out of that.

Andrew Dismore AM: That is what I was going to come to. The settlement for the Environment Department was pretty tough yesterday. Inevitably that is going to feed through.

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

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): It was pretty tough, yes.

Andrew Dismore AM: That is going to feed through into local councils. They are going to be looking at what discretionary spending they can cut back. If the council comes to you and says, "We cannot afford this anymore", and pulls out of its side of the deal, presumably you have to pull out of your side of the deal, too.

Craig Mackey QPM (Deputy Commissioner, MPS): We would have to look at those on a case-by-case basis and look at what we actually said in the policy and the contractual agreement. It is a contractual legislative arrangement. I do not have the detail of the contract. I would have to go back and look at it.

Andrew Dismore AM: Across London, how many officers have the councils and the --

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): 338, £9 million. The pay bill for policing is £1.9 billion. You get £90 million from TfL. We are talking about £9 million.

Andrew Dismore AM: 338 are paid for by local councils?

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

Andrew Dismore AM: You are matching those?

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

Andrew Dismore AM: OK. Potentially those are at risk.

Craig Mackey QPM (Deputy Commissioner, MPS): We do not know until those individual decisions are made as local authorities go through their budget-setting going forward. It will also depend where they are in their contract period.

Andrew Dismore AM: Yes. If they pull out and you pull out presumably you would have to find the money for those 338 officers to keep the strength at 32,000 otherwise we are down to 31,600 and something?

Craig Mackey QPM (Deputy Commissioner, MPS): That would be a debate we would have.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): It is potentially a budget pressure but it is not the largest risk. Part of this will be a decision for local councils about their priorities.

The other thing that I think is more concerning is the extent to which we will see any kind of community safety role which is non-statutory within local authorities. That is a big risk; the future of closed circuit television (CCTV), the future of wardens, and the future of all the public protection that local authorities provide. Often - I am a bit out of date - similar levels of money are spent by local authorities in that non-statutory area as the police spend on neighbourhood policing. That is a major concern.

Andrew Dismore AM: If that money goes you are obviously not in a position to replace it, presumably.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): We have to start to think about how you do things differently given what is a particularly tough environment for local government. For things like CCTV, we are not going to be able to sustain essentially an analogue dislocated high-cost system that requires

monitoring by 32 boroughs. We are going to have to look at smarter ways of having public sector CCTV coverage. As the MPS is looking to modernise its CCTV footprint there may be opportunities to provide a solution for local government as well. There are going to be meetings in the next few months to do that. All of these things are changes that we need to plan for.

Andrew Dismore AM: So you are suggesting it is too high, but the concept would be that the MPS would be running CCTV throughout London?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): The MPS has to look at CCTV 24 hours a day seven days a week anyway.

Andrew Dismore AM: I am not accusing you.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): Maybe it is my intonation; I am not saying you are. There will certainly be opportunities to be more efficient about how many eyes and ears need to look at CCTV. I know other boroughs are looking at members of the public being able to view CCTV as well and involving them in that. There are innovative ways in which we can continue to sustain a service given that the funding envelope will be much reduced.

Tony Arbour AM: I have, Deputy Mayor, been struck by your modesty this morning.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): I am extremely modest as you know, Tony. My modesty is renowned

Tony Arbour AM: Of course you are. There can be no doubt that this welcomed decision was in part due to the lobbying by you, by the Mayor and by the prospective Mayor --

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): Absolutely.

Tony Arbour AM: -- which has achieved this change.

Jenny Jones AM (Deputy Chair): Prospective Mayor, Tony, you really must not make such assumptions.

Joanne McCartney AM (Chair): Sadiq Khan MP [Labour Mayoral candidate] has done a lot of work --

Tony Arbour AM: It is self-evident that Zac Goldsmith MP [Conservative mayoral candidate] --

Jenny Jones AM (Deputy Chair): Not necessarily.

Tony Arbour AM: -- is infinitely greater than all of the others put together. However, now that this fortuitous thing has happened I am sure you would want to make various reassuring statements to London. So far the thing I have principally gathered from the discussion this morning is that some possible great evil has only been postponed. You have said, I think, that you are still continuing to look at the changes which you thought might have to be imposed. I am sure I heard the Deputy Commissioner say that some of these hard decisions have been postponed.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): He did not say that.

Tony Arbour AM: You did not say that?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): I do not think he said that, no.

Craig Mackey QPM (Deputy Commissioner, MPS): If that is the intonation that was not the intention.

Tony Arbour AM: That you were continuing to progress with efficiencies which, of course, you thought had been put on --

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): No. Just to be clear, what the Deputy Commissioner is saying is that it still requires the MPS to continue a substantial back office efficiency programme and also reform of the MPS itself. A lot of these decisions will be driven by a desire to improve the policing service as opposed to, "We have to balance the budget and we cannot balance the budget".

Tony Arbour AM: The note I have put down is that you will still continue to get more efficiencies for the funding that you had.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): We must do as well. In order to get the growth fund as well it is part of the implication that you must do that.

Tony Arbour AM: Yes, of course. The thing that Londoners would like to hear - certainly the Londoners whom Kemi Badenoch [AM] and I represent - as an instant response that it is your decision rather than an operational decision - and I take it on board that it has only been hours - that you will be saying to the MPS the changes in the strengths that are required for Safer Neighbourhood Teams are not going to take place. In other words, that you are going to maintain your commitment to the staffing of Safer Neighbourhood Teams. Is that something you might be able to say?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): Here is an analogy. It would be rather like the Grand Old Duke of York to put 2,600 extra officers into neighbours and suddenly resile from having the strength we have today in neighbourhoods. There is some debate about how you deploy those. There is absolute commitment to maintaining police officer numbers at or around 32,000 certainly in the 2016/17 budget with the information we have and also to maintain officer numbers in neighbourhoods.

Joanne McCartney AM (Chair): Will you guarantee one PC and one PCSO in every ward, which is what Tony is getting at without saying so?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): That is the model we consulted on and that is the model I would wish to continue with in the future.

Tony Arbour AM: I think Zac Goldsmith will look on that commitment as an adequate return for the effort that has been put in.

I wonder if I can explore a couple of other things which were hinted at yesterday and how they are going to affect you. My understanding is that part of what was suggested by the Chancellor yesterday does mean a greater co-operation between the court service and the police. Is that something you will now see as an absolute priority? We have often raised here that one of the difficulties the MPS has relates to cracked cases and core police time wasted and all of that kind of thing. Is that something that - because of what we have interpreted in the research we have done in the 24 hours since this happened - you would seek to drive forward as a priority, that co-operation?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): I think it is absolutely essential that we continue with that. Literally in the last week or so the MPS now is able to digitally transfer files to the Crown

Prosecution Service which is obviously a massive leap forward. Given that we have coterminosity within the wider criminal justice system - and we must remember that the Ministry of Justice's (MOJ) budget, of course, is not as protected as the Home Office budget has been following yesterday's announcement - it makes a devolution agenda to join up the criminal justice system in London something we should lobby for and continue to try to shape. It makes sense. Some of these agencies really face swingeing reductions and their current budget levels are a fraction of policing. Policing is in the order of £3 billion and the wider criminal justice system adds another £1 billion.

Tony Arbour AM: The Chancellor of the Exchequer [Rt Hon George Osborne MP] specifically mentioned yesterday the disposal of courthouses which is clearly going to have an effect of local justice. That is a political decision people will need to talk about. It may turn out we are going to have, in effect, a London-wide thing. There will no longer be that geographic basis although does not apply to financials.

You said - in rebutting my misinterpretation about postponement of changes - that you will be seeking to get money from the new innovation funds which it has been suggested are available. Are there things in the pipeline, as yet not known of, that are likely to deliver substantial grants from the centre, which will help defray any lessening of money we are going to get here? Are there any innovations?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): My reading of the funding settlement is that when you say a budget is protected in real terms you have to deliver more than flat cash. Therefore we are talking about the growth in the budget and our access and ability to get our share of that. In order to do that we are going to make the case to the Home Office that the MPS cannot be considered in the same way as a small force. For them often viability and reform requires sharing of support services or policing functions across force borders. When you are 25% of policing in England and Wales a lot of the reform and efficiency agenda requires the MPS working with other agencies - the City of London Police and the British Transport Police - and integrating the law enforcement response in the metropolitan area. What we have to do is communicate the reform agenda that we have carried out to date, how that is going to continue and what we are proposing to do within the London context. Sometimes it does require a response with the Home Counties. There are gang issues that do not respect county lines. We have made successful bids on that. However, in order to get our fair share we have to make the case that reform has to be considered slightly differently for a capital city, as well as ensuring that we get the money we spend on policing a capital city.

Tony Arbour AM: Yes. You will recall I raised last time the physical closeness of custody centres in my patch to the county. It makes sense that we provide that facility.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): Sure.

Tony Arbour AM: In short, I am a political person as you know. It would be fair to say that as a result of what happened yesterday you could say that - as a political Deputy Mayor for Policing - Safer Neighbourhoods are safe in London.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): What I can say is that the Chancellor yesterday said that the police protect us and we are protecting police budgets. By definition we have a settlement that protects police budgets not only in flat cash terms but actually in real terms. On that basis, we can continue with the same policing strengths in neighbourhoods and not withdraw from neighbourhoods. That is the commitment we can make.

Tony Arbour AM: Good, thank. That is what I wanted. Thank you, Chair.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): For the record as well.

Tony Arbour AM: Yes, for the record.

Jenny Jones AM (Deputy Chair): Mr Greenhalgh, was this idea of residents buying their own policing - not the council BOGOF idea - something that was discussed by MOPAC?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): It has not been discussed formally by the Mayor and nor have I had a formal proposal. I was quizzed about it at the HASC in passing, at the stage at which we thought we were facing 25% or 40% cuts in our budget and I did not want to rule out the possibility of raising funds and raising revenue as a way of balancing the books. Obviously, things have moved on.

Jenny Jones AM (Deputy Chair): No formal proposal and no formal scheme?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): No. To date no resident community group has provided any proposal or funds for additional officers.

Jenny Jones AM (Deputy Chair): That is not quite the point is it. If they did would you allow them? That is the point I am trying to ask.

Craig Mackey QPM (Deputy Commissioner, MPS): We have not seen the proposal.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): We have not seen the proposal. That is the first step. Secondly, that would be a matter for the Commissioner and his team to review any proposal that was forthcoming. I was not prepared to rule anything out when I was quizzed about this a few weeks ago. Obviously, you have heard the concerns from the Deputy Commissioner.

Andrew Dismore AM: We have some mixed messages now. I was under the impression this was pretty well off the agenda from what Craig was saying. You now seem to leave the door open to all this yet previously you told me you did not think there was much in it.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): What I said was any request for a fully-funded officer would have to be considered by the MPS on a case-by-case basis. As I said, I am not ruling these things out. It would have to be a matter for the Commissioner and Deputy Commissioner to decide. Obviously, operational independence remains. They would have to decide whether that was suitable or not.

Craig Mackey QPM (Deputy Commissioner, MPS): To pick up the point, we have not seen a proposal. We have seen a lot of reporting about the discussion. I have given you my view. At the moment I cannot see how you could make it fly but that does not stop people putting it forward. However, there is not a proposal on the table at the moment.

Joanne McCartney AM (Chair): Kemi is going to ask some questions about the MOPAC budget, Stephen.

Kemi Badenoch AM: Hi, Stephen. This is a question about MOPAC's budget. You have touched on quite a few of the points I was going to ask you so it is just a couple of questions about the detail.

I know you have reduced 17 posts and also nine fulltime equivalents. Could you tell me a little bit more about the areas where you have reduced these posts, and also how you have managed to reduce non-pay expenditure by £2 million?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): This becomes a bit of an exercise which is harder to do because you are comparing two bodies that are not providing identical services. MOPAC has

commissioning responsibilities that the MPA did not have. The headcount reduction has been driven largely by sharing services with the Greater London Authority (GLA). When I started as Deputy Mayor [for Policing and Crime] - as colleagues around the table will know - we were located in Dean Farrar Street. We essentially had a stand-alone service. Whatever we shared was with the MPS such as telephony and other matters. By moving into City Hall we have been able to reduce the amount of support services that we require by buying into the GLA shared service agenda. That is largely how we have made the savings. We have then had commissioning responsibilities on top of that. Although our budget has grown we have to see it on a like-for-like basis.

Kemi Badenoch AM: That is the £2 million, basically, the non-pay expenditure?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): We have made savings through shared services.

Kemi Badenoch AM: OK. In general, how has MOPAC adapted to taking on the new functions and responsibilities since its creation? How do you feel it is going?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): The biggest change is not to just scrutinise but to commission services. We have been successful in recruiting a series of professional officers with a background in developing commissioning strategies. Our approach has also been pragmatic in the sense that we have wanted to, wherever possible, co-commission with local authorities, then sit alongside that and prioritise the needs of local boroughs. That seems to have worked well when it has come to the London Crime Prevention Fund.

For the Victims Service, which we took over towards the end of 2014, we have taken a phased approach in how we have commissioned victims' services. We are continuing to learn. First and foremost we secured the referral service with our contract with Victim Support. We are beginning to capacity build and improve services for victims beyond that.

Largely, we can be pleased with the transition to where we are today. There is some more to do.

Kemi Badenoch AM: I was going to ask if you felt MOPAC needed to find efficiencies but you mentioned that earlier. Going a bit deeper into that, where do you think the efficiencies can be found or where are they needed?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): I want to get an understanding of budgets. The budget for the MPS is over £3 billion a year. The budget for MOPAC is £36.3 million. The amount that we commission is well over £20 million. We are commissioning £15 million for the London Crime Prevention Fund. If I start a hierarchy of what we want to do, the most important thing is that we commission effectively because a vast proportion of our budget is in the commissioning function. We waste that money if we commission the wrong organisations and do not deliver good services. That is what we can get wrong.

Then there is a very small organisation which has a cost of, let us say, £11 million. Of course, we have to continue to look at ways in which we can share services and reduce our overhead as an organisation. We have done quite a bit to reduce the overhead and there is probably more that we can do in future years.

Kemi Badenoch AM: Do you think the plans for abolishing the London Fire and Emergency Planning Authority will have an impact on the MOPAC budget?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): This is, again, offering my personal view. This is where I want to build on what the Deputy Commissioner said. The interesting thing and challenge for a

future mayor is to improve the emergency response that Londoners receive. Having oversight of fire and policing - and also working alongside the ambulance service - gives an opportunity for savings and improvements from the frontline, the middle office in the call centres and also the overhead. That is really exciting.

Tony Arbour AM: It is.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): Sorting out the political governance is a challenge.

What is interesting is that the three emergency services - without politicians breathing down their necks - are beginning to pilot forms of co-response.

Jenny Jones AM (Deputy Chair): That is an offensive thing to say.

Joanne McCartney AM (Chair): Jenny, it is fine. Carry on, Stephen.

Jenny Jones AM (Deputy Chair): Your comment about politicians was a bit unnecessary, perhaps.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): Did I say something about --

Tony Arbour AM: He did say it was a personal opinion, Jenny.

Caroline Pidgeon MBE AM (Deputy Chair): Just move on.

Joanne McCartney AM (Chair): Stephen, could you finish your answer? That will be helpful. Thank you.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): I thought I had done really well so far, Baroness Jones, in not winding you up. What Police and Crime Committee would be the same without doing it?

That is an exciting agenda to reduce costs. We are getting the latitude from the Government to bring those services together. That is the opportunity that we have.

Kemi Badenoch AM: Thank you.

Caroline Pidgeon MBE AM (Deputy Chair): One of the things that MOPAC does fund are the rape crisis centres and the Havens. Will you guarantee that you are going to continue the funding to them? Are you in any discussions, given the comments you made about the MOJ? That also puts some funding in, from memory.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): I am not sure the extent to which the rape crisis centres are funded by MOJ. Certainly, I have recommissioned rape crisis to the tune of £1.3 million for the future. There will be a decision in the next mayoralty whether that is continued but we are continuing the funding, have guaranteed that and re-let the contracts for all four rape crisis centres.

In addition, there is the approach and commissioning of the sexual assault referral centres or the Havens. That continues to evolve and improve. There is now essentially a child house in one of the Havens in Camberwell which, again, is an exciting development.

Caroline Pidgeon MBE AM (Deputy Chair): The funding is guaranteed?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): I have re-let the contracts, yes.

Caroline Pidgeon MBE AM (Deputy Chair): Fantastic. That is great to hear. I wanted that on record. Thank you.

Joanne McCartney AM (Chair): We are going to move on to modern slavery. Andrew is going to take us through this.

Andrew Dismore AM: Craig, do we really know the extent of modern slavery in London?

Craig Mackey QPM (Deputy Commissioner, MPS): No, I suspect like so many of these things that by their very nature they are hidden because they are related to a coercive relationship and power. We know what is reported to us. I do not think we know the true level yet, no.

Andrew Dismore AM: We cannot even estimate it?

Craig Mackey QPM (Deputy Commissioner, MPS): I probably cannot estimate it. I can tell you what gets reported to us. I can talk about the numbers we get if you look at the level of referrals that we are getting to the trafficking and kidnap teams, and then the things we pick up by dealing with a crime in action where we find something. For 2015 we are looking at 223, 180 during 2014. Do I have a feel for where that is? If you look at what has happened around things like rape and sexual offences they have had double digit increases in the last two years so there is potential for quite considerable growth in this area.

Andrew Dismore AM: Growth in terms of recognition rather than actual number of offences?

Craig Mackey QPM (Deputy Commissioner, MPS): Yes. The work around some of the high-profile operations and the work - in fairness - central Government has done around raising the profile of this issue and increasing the focus on it will inevitably, and hopefully, lead to more referrals. More particularly, for everyone who is working in communities and working across London more awareness of the issue to say, "Something is different here".

Andrew Dismore AM: What are we doing to meet the aims and ambitions of the Anti-Slavery Commissioner?

Craig Mackey QPM (Deputy Commissioner, MPS): There are a number of things. In terms of the specific work we are doing in terms of training of officers. Every new recruit now receives a half day of their basic training around modern slavery. There is a mandatory package on human trafficking on e-learning that all territorial policing officers and frontline officers are getting. In Westminster and Kensington and Chelsea their Safer Neighbourhood officers have been trained. In Haringey their Safer Neighbourhood officers have just gone through that training. There are 13 sessions being delivered in the first quarter of next year for Croydon officers to go through additional training in terms of raising awareness. We have the central [Human] Trafficking and Kidnap Unit. We are probably in a better position than most of our colleagues elsewhere in terms of having that centre of excellence that can step in and get involved. We are now doing work with adult and child safeguarding boards, giving input to it and raising awareness of this issue. It is only by raising it that that we will get the true picture.

Andrew Dismore AM: If we just look at the training for the moment. You have outlined a pretty comprehensive training package. I wanted to probe a bit about the content of that. One of the key issues - certainly when I was in Parliament and looking at this - was the need to make sure that victims of trafficking

are seen as victims. Often they may have been engaging in criminality - not necessarily through their own fault - and they were often processed in that way rather than seen as victims. Perhaps you could say how the training relates to the victims as victims.

Craig Mackey QPM (Deputy Commissioner, MPS): First of all it is the open acknowledgement of that dilemma. As police officers we tend to look at what we have in front of us and try to work out, "Am I dealing with a witness, a victim or someone who has committed an offence?" It is saying that some of those labels are far more nuanced than that and you can be all three. Do not underestimate how big a step it is to acknowledge that, particularly when you look at issues that are of particular interest, especially around things like prostitution and being trafficked in the sex trade. It is about trying to give that reassurance that when you see someone in a blue serge uniform they are actually there to help, and to get the balance right between any criminality as well. It is an open acknowledgement of that.

With having the team in the centre it is also by using that expertise to help. I will make it up. I am an officer now working in a borough. I have received that input. I am aware this is an issue. I get involved with a call to an address. It might be something like an aggravated burglary. You get there and it is a brothel where someone is trying to force entry to either take the cash or rob the brothel and I sense, "Something does not feel right in here". It is knowing I have this level of support that can come in, help and assist me as an officer who might deal with this once, or never, in my career. It is knowing we have that specialism and support and we have raised that awareness about doing it.

Andrew Dismore AM: Looking at victim-related strategies - which you are outlining now - of course, we are just not talking about prostitution, we are also talking about labour trafficking. I wonder what you are doing about the other forms of labour exploitation - forced labour and so on - and, in particular, domestic servitude. We hear stories, for example, relating to embassy staff.

Craig Mackey QPM (Deputy Commissioner, MPS): I should emphasise that the [Human] Trafficking and Kidnap Unit and the awareness training does not say this is all about sex workers. It is the whole piece and why awareness is so important. We have spoken before here that some of the challenges with people who live below the radar. The analogy we use sometimes with some of the London boroughs is those tens of thousands of people who live in 'beds in sheds'. What part of the economy are they in? Where are they working? How are they affording to live in the city and what are they involved in? It is absolutely looking at people across the spectrum of paid labour, sex trade and domestic servants. We come into contact with this issue in all of those. We do some quite high-profile operations, as you know, with other agencies. It is not so much in central London but some of the work with people like the gang masters and those sorts of things. It is keeping those levels of intelligence and links open which allow you to see if there is a particular problem.

Andrew Dismore AM: Perhaps if I could ask Stephen, there is a wider issue of I suppose you might call it the supply chain. The GLA enters into commercial contracts. Businesses enter into commercial contracts all the time. How do you make sure we are actually getting right into that supply chain to make sure this is not happening to people the GLA, in particular, is contracting with and more widely as well?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): Certainly, the contract areas we deal in are structured in a way that you manage the supply chain in a much more hands-on way. If we talk about the MPS they have the biggest back office. You will have integrators who are managing suppliers. We have clearly set out standards about what we expect people to be paid and commitments to the living wage and so forth.

The biggest problem with this area is identification of the victims of modern slavery. Where I have been personally most involved is a series of events - many of them held here in City Hall - to raise awareness and improve referral amongst agencies. At the moment that is where we are at.

Andrew Dismore AM: If you talk about the supply chain that can be quite complex. I remember, for example, when we were looking at the contract for new uniforms for the fire service. We looked at the manufacturing process to make sure we were not going to end up exploiting child labour in -- --

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): I see. That is a good point.

Andrew Dismore AM: Are we actually looking through all our supply chain to make sure that we are not - not just in the UK - potentially having exploitation further down and maybe in overseas suppliers?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): The approach to uniform is a national uniform contract.

Andrew Dismore AM: I used that as an example. There are other things.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): That is a fair point. My assumption had been that certainly with the suppliers we engage we do supplier checks to make sure they abide by minimum standards. As to whether we are then auditing all the way through back into their supply chain, leave that with me to find out whether that exercise has been carried out.

Andrew Dismore AM: Another more general question for MOPAC is to what extent we are working with national partners to look at emerging trends on these sorts of things? I suppose that probably follows from that last question.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): We are working with, obviously, organisations like Stop the Traffic, but also European Communities Against Trafficking and other organisations that are fighting modern slavery. We have hosted the Anti-Slavery Commissioner here on many occasions and as well I have had a request to meet the Minister [for Preventing Abuse and Exploitation], Karen Bradley. Yes, we are working nationally and also with organisations that are looking at this right across Europe.

Joanne McCartney AM (Chair): Thank you.

Jenny Jones AM (Deputy Chair): I wanted to ask you about uninsured drivers and the MPS harassing them and catching them.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): 'Harassing them'?

Craig Mackey QPM (Deputy Commissioner, MPS): I am not sure I agree with the notion of 'harassing'.

Jenny Jones AM (Deputy Chair): I wish you would.

Craig Mackey QPM (Deputy Commissioner, MPS): You are a cyclist, as I am.

Jenny Jones AM (Deputy Chair): It is a crime.

Craig Mackey QPM (Deputy Commissioner, MPS): It is a crime. It is absolutely a priority.

Jenny Jones AM (Deputy Chair): There seems to be a decline in the number of vehicles that have been seized. In 2012 it was 39,000 and at the moment it is just under 29,000. Is there an explanation for that?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): Operation Cubo.

Craig Mackey QPM (Deputy Commissioner, MPS): First of all, there is awareness. Colleagues from the Motor Insurance Bureau (MIB) will have a comment on this. We have been doing this - as you know - since October 2011 and ramped it up. It is absolutely something that is now in the DNA of the organisation. We are doing at least two Cubos - the operational name we call them - a month. We are working with the MIB to see if there is potential to expand that. Could we do something different? Could we look at some innovative funding models?

There is some anecdotal information that the work we have done around London has had an impact on uninsured driving in London. Whether that is the same across the rest of the UK we do not know. In fact, the stuff we are getting from the MIB suggests uninsured driving outside London is going up. It is still very much part of our DNA of how we work. We are going to continue doing this. I do not think any of us - as you do not - make any apologies for it. We know about 70% of uninsured drivers have a criminal record. They are more likely to be involved in a collision.

Jenny Jones AM (Deputy Chair): And hit and run, of course.

Craig Mackey QPM (Deputy Commissioner, MPS): With everything that goes with that. It is very much part of what we do and what we will continue to do.

Jenny Jones AM (Deputy Chair): The problem is hit and run incidents are increasing, yet the number of uninsured cars that have been stopped is decreasing. How do you explain that decrease? That worries me.

Craig Mackey QPM (Deputy Commissioner, MPS): There are a number of things. First of all some of the early days 'easy pickings' have gone. We know when we first started this some of the feedback was that people were flabbergasted that: (a) we had the power to do it; and (b) we were doing it in terms of literally setting up the system, bing, off, vehicle gone, crushed. That message has got out to people. It is increasingly varying where we do it and how we do it. I do not think just the numbers going down can be due to a change of behaviour in uninsured drivers in London. We are hoping that they are starting to get the message that if you drive uninsured in London you will get caught.

There are two or three things with the hit and run piece. It is increasingly the use of both video and CCTV, and also the punishment people get for leaving the scene of an accident which is something we all need to look at. It should carry a significant punishment and have people off the roads. I am a simple person. That is what it did 30 years ago. If you are uninsured you are coming off the roads and staying off the roads. If you hit and run you are staying off the roads. You are not going to drive.

Jenny Jones AM (Deputy Chair): I have actually crushed an illegal car. It was great. We did it next to a road and you should have seen the horrified drivers going past. They thought we were just taking cars and crushing them as a set-up.

Craig Mackey QPM (Deputy Commissioner, MPS): I agree. It is a cost to every one of us, not just to your pocket but to a communities'. Colleagues in the NHS will tell us the cost of a fatal traffic collision. It is an enormous amount of money. We have to get uninsured drivers off the roads. This is a great way of doing it.

Jenny Jones AM (Deputy Chair): My concern is that when you merged the traffic police with the Transport Command there was less focus on the uninsured. I know the Commissioner is very keen on that sort of activity.

Craig Mackey QPM (Deputy Commissioner, MPS): We look at Cubo as part of the key ones of our performance pack. I can assure you if the numbers start going the wrong way or if there has not been an

initiative for a while people get asked questions around it. It is very early days yet so please do not read it as a policy, but we are talking to the MIB as to whether we could put even more dedicated resources around this and fund it in a different way which benefits both the industry and, more importantly, benefits London.

Jenny Jones AM (Deputy Chair): There is a net amount of about £4.5 million that you make from the seizures after costs and so on.

Craig Mackey QPM (Deputy Commissioner, MPS): Yes, it does depend a bit. I have tried to dig into those figures a couple of times. Candidly, the figures move when you push them, which never quite reassures me. We put quite a lot of cost in upfront. I am not sure I would ever want to portray this as a way of making money.

Jenny Jones AM (Deputy Chair): On the contrary, it would be quite right to make money from this because these are crimes. I do not have any problem with the vehicles being seized. It depends for me on where the money goes. Does the money from those seizures go into other road safety measures and reduction of road danger or does it just go into the general pot?

Craig Mackey QPM (Deputy Commissioner, MPS): My assumption is that it just comes back into general core budget but I will check that for you.

Jenny Jones AM (Deputy Chair): That would be a quite useful way of justifying it, would it not, if it went straight back into reducing that sort of danger?

You say there is no loss of enthusiasm. I wonder still about this reduction. I find it very difficult to believe there are so many fewer illegal vehicles on the road. As costs go up and life becomes harder, in fact, people do try to get away with it.

Craig Mackey QPM (Deputy Commissioner, MPS): Yes. There are a number of areas where we are working as well - to give you some reassurance - with our colleagues nationally. There is some legislative change. At the moment it is if you are caught driving it on the road. If we have the power to seize it where found - sitting outside a block of flats - and it is uninsured we seize it and crush it.

Tony Arbour AM: That is a good idea.

Craig Mackey QPM (Deputy Commissioner, MPS): With the MIB and colleagues nationally we are talking to colleagues in the Government about whether we could move the legislative framework. Officers will walk estates and parts of London and find vehicles. At the moment the power for seizure is that it is used on the road. If we could move that threshold to where found that could be quite a step forward.

Jenny Jones AM (Deputy Chair): What sort of legislation does that need?

Craig Mackey QPM (Deputy Commissioner, MPS): I do not know if it is primary or if we can do it through a statutory instrument. We are working with the Chief Constable of Gloucestershire, Suzette Davenport, and the MIB to say, "What are the implications of that? How could we do that sort of thing?"

Tony Arbour AM: A jolly good idea.

Jenny Jones AM (Deputy Chair): Great. If you need me to take it through the House of Lords just shout.

Craig Mackey QPM (Deputy Commissioner, MPS): Thank you. I may well take you up on that offer.

Andrew Dismore AM: Two quick points. One issue is that we also ought to be persuading London boroughs - if they are not all doing it - that when they are issuing residents' permits to check the insurance at the same time. Some are but I am not sure all are.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime): That is a good point.

Craig Mackey QPM (Deputy Commissioner, MPS): That is a really good point.

Andrew Dismore AM: If you cannot get a residents' permit it is going to get very expensive for you. That is a voluntary thing they can do as part of issuing the permits.

The other point I was going to ask was about the numbers seized that are actually returned because about three-quarters of them are returned when documents are produced. That seems a bit peculiar to me. Presumably you are not allowed to retrospectively insure. On what basis are they going back to them?

Craig Mackey QPM (Deputy Commissioner, MPS): They have to have insurance at that time that it was used on the road that covered the circumstances. Some of it will be the database is either not current or up-to-date or, because the database is not always in real time, it might be that you had your cover note yesterday when you bought your new car and you are not on the database at the moment. There is always going to be a percentage of those sorts of things.

Andrew Dismore AM: They are producing paper documents?

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

Andrew Dismore AM: Are those paper documents then checked against the database as well so any forgery or anything like that will be kept?

Craig Mackey QPM (Deputy Commissioner, MPS): Yes. The colleagues who do this work are at the car pound. As you can imagine, it is quite a challenging environment when you say to someone, "That car you thought was yours you are not getting back". They do that and there is quite a good level of checking there.

Andrew Dismore AM: If a car is seized and it is then legitimately returned, do they have to pay for the pound as well?

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

Andrew Dismore AM: Even though they have not done anything wrong?

Craig Mackey QPM (Deputy Commissioner, MPS): They pay some fees. I do not have the exact detail but they pay some.

Andrew Dismore AM: I know we are a bit short of time but say I am driving along, I have insured my car, I have my cover note back home and it has not gone on the MIB computer. You stop me, take the car away and put it in the pound. I then go home, get the docket and bring it in. I still have to pay for the --

Craig Mackey QPM (Deputy Commissioner, MPS): I will check the exact figure for you.

Andrew Dismore AM: Yes. I still have to pay for you seizing it? That sounds a bit unfair, actually.

Craig Mackey QPM (Deputy Commissioner, MPS): I will check for you how much we charge people.

Andrew Dismore AM: That is a bit unfair.

Craig Mackey QPM (Deputy Commissioner, MPS): If it is legally used, yes. I will check for you.

Kemi Badenoch AM: I am interested in how you tackle vehicles that are not registered in the UK. I say this because where I live we have had that issue with speeding and illegal parking and no one has the details. What sort of volumes are we talking about for non-UK cars that are uninsured and how do you tackle them?

Craig Mackey QPM (Deputy Commissioner, MPS): I do not have that data. I can find it for you. Some European vehicles we can tackle now. We have some data for them. The legislation is actually quite complex around how long you can drive a vehicle in the UK on a foreign registration plate before you have to register it. It is an offence we deal with quite a lot in London. People are driving cars - I will not pick a country - on a foreign registration plate and have exceeded the time in the UK, before which they should be registered in accordance with our legislation. We deal with that and address that. Road policing teams deal with that quite regularly. I can get you some details on that.

Kemi Badenoch AM: On how that relates to uninsured vehicles; thank you.

Joanne McCartney AM (Chair): Thank you. We have come to the end of our questioning. We had planned to ask you about online crime and the recommendations from our report but we will chase that up in writing. That might be helpful. I thank you both for coming today and answering our questions.