

## Police and Crime Committee – 28 January 2016

### Transcript of Agenda Item 4 – Question and Answer Session with the Mayor’s Office for Policing and Crime and the Metropolitan Police Service

**Joanne McCartney AM (Chair):** Item 4 is our question and answer session. I welcome Stephen Greenhalgh, Deputy Mayor for Policing and Crime, and Craig Mackey QPM, Deputy Commissioner at the Metropolitan Police Service (MPS).

I am going to start with the announcement in the last few days about the collaboration between emergency services. Both of you, what is your initial reaction to the Government’s decision to make emergency services share control rooms?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I would start off by welcoming the moves to see greater collaboration between blue-light services. There is a strong desire to see that across all three blue-light services, including, in our case, the London Ambulance Service (LAS). Obviously, the idea of sharing control facilities makes a great deal of sense and there is a great deal of savings that can be made by integrating control rooms, back-office functions and property. It is ludicrous to have each service having its own control room. It is easier said than done. Bringing those things together, the work processes, and ensuring the interoperability between policing applications and the command-and-control centre itself is a sizeable task. Then bringing that and widening across three services is difficult, but it is definitely the right direction of travel and has our full support.

**Joanne McCartney AM (Chair):** OK. From the police perspective?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I would agree. The Committee is aware that we have been working for some time with blue-light colleagues in London around a range of areas that we can collaborate on. The changes at the highest level around governance of the Fire Service, and those ministerial desires to see some of this stuff move forward, is welcome because it undoubtedly helps in this. I have been involved in two joint emergency service control rooms before and they do work.

The most important test is not the test of whether the organisations think they are good but whether they work for the public because they bring a logic and consistency to the service that really, until you have actually done it, you do not realise what a gap we have in the current system at the moment. It improves some really practical things like the ability for all three services to have the same situational awareness of what is going on in a situation and the vital nature of transport and infrastructure to all three emergency services. Getting that sort of stuff into one place is really worth doing. There are some real savings. There are savings to the taxpayer in that.

It is quite hard in terms of three very different organisational cultures. You, quite rightly, often question whether the MPS collaborates with other police forces. It is quite hard collaborating with organisations with a different ethos and values. At their heart the values are the same but, if you talk about colleagues who work in the LAS, they increasingly see themselves as medical professionals rather than just first-line responders. Working through some of those challenges and concerns together is absolutely the right thing to do.

As we move into some of the newer areas, if you look at the ambulance service nationally, the fire service nationally and the police service nationally, we are all looking at things like digital contact, how we have digital interaction and how we have a presence in cyberspace that works also as a way of reporting. We might as well be doing that together. Otherwise, we are going to be saying - and I am making it up - that on one particular application you can talk to the police and on another application you can talk to the ambulance or the fire but you cannot talk to the police. We have to get better at doing this.

There are some real advantages to this across the country. In a number of places - certainly where I have previously worked - fire headquarters and police headquarters are on the same site and the training school is shared. There are some real synergies that you could bring into this that just make sense.

It fits with so much of what we are doing around the exercise programme. This afternoon, I am out with colleagues from the fire service ahead of a major civil contingencies exercise that we are running in London next month. It will be one of the largest in Europe. It has a real practical effect bringing the three services together and that co-operation, collaboration and - most importantly - co-ordination.

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

**Andrew Dismore AM:** The desire and the enthusiasm for this is obvious from you, but I am just a bit concerned about some of the practicalities of it. We know, for example, that you have just had the rollout of the new fire service control, which was about six months late, full of teething problems and is still not all sorted out. I remember from when I was in Parliament the FiReControl attempt to try to merge into regionalisation that cost hundreds of millions of pounds and in the end was a flop. The desire is there but I am just concerned about the practicalities of doing something in a city like London. I know you briefly talked about Gloucestershire, but that is tiny compared to London.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Absolutely, yes.

**Andrew Dismore AM:** There is the issue of the different triages that the three services operate for, emergency calls and so forth. Presumably, control operators would have to be able to do all three?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** There are three or four potential models of how you would bring them together. You can do call receipt, commonly. At its most basic, you could have one building with the three services. There was a [police] force and a fire service that did that model where there were, basically, just three coloured carpets. There was a green carpet space; there was a blue carpet space. It is really simple but you bring people together --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Co-located.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** -- and people go, "Oh, yes". As the Deputy Mayor [for Policing and Crime] says, co-location, but that saves money. Then you can do common call answering. With triaging and control of assets, it would be very hard at the moment to work through how you would skill one operator to run all of the scripts that health service colleagues run, all the scripts that police service colleagues run and all the scripts that fire service colleagues run. That back end in terms of the discharge and control of the assets after call receipt is much more difficult to bring into one thing.

**Andrew Dismore AM:** That is something I was particularly concerned about. You have explained that they can do it in one building and it is quite a practical thing to do to potentially have it in one building. I can understand that. Indeed, there is spare space in the fire control, which I think we have offered to the LAS although it does not particularly want it at the moment. I think that is right.

I may be traducing them, but I think that is right. Equally, to achieve that, it will be a significant investment. We have the controls for the police at Hendon and elsewhere, a control for the fire [service] down in Merton and the ambulance service. If we bring all of that together, we would need enormous capital investment. If all we are doing is co-locating, is it actually worth it?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No.

**Andrew Dismore AM:** Where is the value added in the service from it? There would be some savings ultimately if that happened but also a huge investment. Where is the value added in the service by putting them on three separate coloured carpets?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I am not suggesting that that is where you go. I am saying that there is a range of those options. You would not rush to say, "All right. We have this piece of announcement. We all must be going that way now". We have been working for some time looking at the long-term plans because we are all looking at whether our estate is in the right place, whether it is fit for purpose, whether we are going to have to spend money on it and, if so, when. When do we all come up to replace our command-and-control systems? When are the licences up? It is all of those.

You would start to see a synergy that works some distance out. You talked about some of them previously. Even for those very small operations in other parts of the country, they took four to five years from the first idea to get them delivered. These are not things that you can do overnight.

**Andrew Dismore AM:** Part of it is getting the computers to talk to each other, I guess.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes, there is the technology but, also, you do not have just one place. You are always going to need fall-back and contingency. There is a whole range of things to do there. The prize is worth doing it, from that point of view. I think the public is quite shocked when they understand that at the moment if you ring and hear, "Which service do you want", it is not an emergency service person. That is --

**Andrew Dismore AM:** It is a model where, effectively, the BT operator is trained differently or --

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** You can. You can look at whether in the long-term that is how the 999 service should be for the future. Once you make your decision, "I want the police", you come through to the police. I think the public is quite shocked that at the moment we cannot electronically transfer data in any meaningful way with the other emergency services.

**Andrew Dismore AM:** That would make a lot of sense, yes. Looking at some of the other things, you mentioned co-locating buildings and so forth and there is some of that going on with neighbouring buildings bolted together. I think that that was an idea.

One thing that I would like to mention perhaps is vehicle maintenance. At the moment, the fire service and the MPS use the same contractor --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Different contracts, yes.

**Andrew Dismore AM:** -- but have different contracts, which seems to be absolutely ludicrous to me, although it is mainly cars for the police and mainly trucks for the fire brigade. It does seem bizarre that we do not have a single contract.

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

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I would have to agree with you.

**Andrew Dismore AM:** I do not know if Stephen wants to comment on that.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** There are sensible procurement efficiencies. On co-location, what we are setting out is a direction of travel and probably where you can be the most radical is where the service does not exist. As the Deputy Commissioner said, when thinking about the digital access for the public, you should think about that across all three services.

Another area where there can be some quick wins is on prevention. The fire service takes far fewer calls than the other two emergency services and has naturally developed into a lot of preventative methods that can be shared across both health and also the police service. We are seeing some interesting pilots in parts of London. In Bexley, for instance, the fire service is leading on a wider prevention response and that is something that needs to be explored as well.

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

**Kemi Badenoch AM:** It was just a quick question about the handling of calls. Have you done any international comparisons? There was a scheme in Washington called Priority Dispatch, where it is one call-handler who handles all the calls for all the emergency services.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes, we have. We have done some work there. Chicago as well has a similar model. Some of the international comparators are useful but they are also limited because some of them provide quite different services. Some of the things we do in the United Kingdom (UK) collectively around risk and vulnerable people are not quite in the mandate sometimes of other authorities internationally. Some of the difference in call-handling times is when we are going through quite complex risk assessments.

**Kemi Badenoch AM:** Thank you

**Tony Arbour AM:** I wonder whether or not you have looked at enlarging the role of Police Community Support Officers (PCSOs). You have just talked about prevention in relation to the fire service having a role. Sometimes, for example, PCSOs may be the first on a scene and perhaps they could be trained in resuscitation. It could happen that when a PCSO visits a house and sees, for example, loads of newspapers piled up in the hall, which is a fire risk, it could also perhaps be part of the role to report that. Many of the things that currently appear to be separated could be brought together by having a PCSO on the scene who is able to do this.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** They do much of that already.

**Tony Arbour AM:** They do?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. On Monday afternoon I gave 33 Royal Humane Society Awards out at Scotland Yard to people for resuscitating people and saving people's lives. A fair proportion of them were PCSOs, including someone who resuscitated someone on a bus. It is happening day in, day out in London.

**Tony Arbour AM:** How interesting. Is that part of their training, therefore?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** They get it as part of their first aid training.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. As well as the basic first aid training, some of the emergency responders within the police, presumably, are trained to deal with other conditions like cardiac arrest and also in the fire service.

**Tony Arbour AM:** Of course.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Ensuring that we get the requisite level of training to provide a better emergency response to the people of London by sharing and ensuring that there are skills across all three emergency services is very sensible and also making sure that PCSOs play their full part.

**Tony Arbour AM:** I am pleased to hear this because you will recall and certainly the Deputy [Commissioner] will recall that in the past there have been complaints from police who have suggested that the LAS hangs back and hopes that the police will arrive first --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is a bit harsh.

**Tony Arbour AM:** -- to deal with the emergency. If there is this kind of co-operation, perhaps that sort of - I nearly said 'grievance' - concern might not exist. Is that sort of thing still happening?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I am not sure that it is as strong as you portray it. The reality is that sometimes - and when you look at some of the scenarios that were recognised on Monday - it would not be uncommon for officers and/or PCSOs to be doing rescue breaths and compression on someone when colleagues from the LAS arrive. They will make an assessment. It is not uncommon for the officers to keep doing that, working with the paramedic, as the paramedic does the other interventions that are going to save that individual's life. One of the individuals we commended on Monday had done compressions and rescue breaths for in excess of 40 minutes. That is exhausting. If you are sitting there, just think about 40 minutes of working on someone. It was successful.

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

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** The average was about 12 minutes that they were working on people. As the Deputy Mayor [for Policing and Crime] said and as I think

we have reported in before, we have done some work with colleagues from the LAS in rolling out more defibrillators in a number of boroughs that where we have trialled that in a response car. Where we would like to end up is that our vehicles have those sorts of assets available as a matter of course.

**Tony Arbour AM:** Thank you.

**Jenny Jones AM (Deputy Chair):** Just very quickly, who is working on developing this idea?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Within the Mayor's Office I chaired a series of meetings over the summer with the emergency services just to look at where there was an appetite. The Deputy Commissioner represented the MPS. We had the head of the LAS, Dr Fionna Moore MBE [Chief Executive, LAS], as well as the Fire Commissioner [Ron Dobson CBE QFSM]. There has been a delivery team that has independently of those meetings worked out where there is an appetite to come up with a shared plan and a shared response and also looked at the back and middle office. It is not just the Home Office that has been looking at this. I attended a Treasury roundtable with other colleagues looking at this. There is a real appetite to improve the emergency service not just in London but, obviously, nationally.

**Jenny Jones AM (Deputy Chair):** What is the timeline? Presumably, the timeline on this stretches well into the future. Do you have any idea about, if you get a decision, when you might --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Some of this is happening already. There is no timeline. It is being implemented. However, they are quick wins and they are small-scale pilots that will be rolled out if they are successful.

The bigger wins, which is what we are talking about today, about how we can bring together command-and-control, will take years. The appetite is there to do that. It makes sense to improve the command-and-control of our three emergency services and to integrate that far more.

**Andrew Dismore AM:** Yes. Just one other point arises out of this. We know that the LFEPA arrangements are going to be changed and it is going to be very similar to bringing a Deputy Mayor in through the Mayor's Office, but there is no change to the LAS. Do you think that that is a missed opportunity?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I can speak only for myself because this is a policy matter for central Government and for a future Mayor. I would argue that there is a strong case for the Mayor taking over not only the LAS but also the four major trauma centres in London. About two-thirds of their caseloads relate to road traffic injuries, knife crime and serious violence. Of course, the Mayor has a considerable amount of leverage with regard to his oversight of the MPS.

However, the reality is that we are not there yet. I know that Ministers have an appetite. I know that the Mayor is interested in how we can improve the emergency services for Londoners, whether that would be governance, oversight and joint commissioning of those services.

**Joanne McCartney AM (Chair):** Thank you. Yes, it is a very interesting topic and it is no doubt something that we will turn to as this progresses.

I have a question now, if I can, for the Deputy Mayor [for Policing and Crime] and it is really with regards to the position of the Commissioner of Police [of the Metropolis, Sir Bernard Hogan-Howe QPM] because we do know that his contract comes to an end in September 2016. There has been speculation over the last couple

of days in newspaper articles and so forth as to why there is a holdup in extending his contract. I know that you went in front of the House of Commons Select Committee before Christmas and said that that decision was with the Home Secretary [The Rt Hon Theresa May MP].

Can you just update us as to where that is? Has MOPAC put in a formal recommendation to the Home Office?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Certainly. I would like to put on the record that in no way has anyone wished to drag their feet, certainly not the Mayor nor the Home Secretary.

The situation is that there was a meeting some time ago to map out a process between the Home Office and the Mayor's Office. There was a drafting of joint advice. That joint advice set out a process. The Home Secretary has written to the Mayor following on from the receipt of that joint advice. The Mayor has made his recommendation and his advice to the Home Secretary, who then obviously recommends to the Queen. This has obviously taken longer than one would like, but it is very clear where we are and it is now a matter for the Home Secretary to recommend whether she is going to extend the contract or not.

**Joanne McCartney AM (Chair):** A formal recommendation has gone. Can I ask when that formal recommendation was sent to the Home Secretary?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Within about a working day of the receipt of the letter, which was a follow-on from the joint advice. No one has dragged their feet. To respond to letters within one working day certainly beats the speed with which I respond to your letters!

**Joanne McCartney AM (Chair):** Are we talking about last week or before Christmas? When was that letter received and --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We are talking about the joint advice. I have given you an idea of timescale. I feel uncomfortable going into considerable detail about a contractual matter that is to do with the Commissioner. The joint advice was received at the back end of last week. I am saying that within a working day there was a response. You can probably work it out from there.

**Joanne McCartney AM (Chair):** Fine. It is not particularly helpful to have speculation and to have this dragging on --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No.

**Joanne McCartney AM (Chair):** -- for long. I suppose the concern is that if a recommendation is made, changes can be made because we know there are significant structural changes going to be made --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. The Mayor is very --

**Joanne McCartney AM (Chair):** -- to the MPS and there is concern about whether there is going to be a hiatus in that and --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No. Quite clearly, this is why we are very cognisant of the importance of the mayoral timescale and the importance of the Commissioner as a key part and as someone who is driving a service that is a critical part of the mayoralty. There is going to be a change of Mayor in May and, obviously, the advice had that in mind. Equally, the Commissioner is entitled to clarity

over his situation and to have a clear notice period to make plans. All of that has to be taken into account in formulating what is a sensible position with regard to whether we extend the contract or not.

**Joanne McCartney AM (Chair):** Good. We hope to have an announcement shortly. That was very helpful. Thank you.

Stephen, can I move on then to following up on a report that we did - and I know that it is work that you have taken an interest in - about the diversity of the MPS's front line? It was very helpful that a lot of the recommendations that we made primarily to the MPS but also to MOPAC have been accepted. We wish to go through some of those today.

Perhaps I can ask the Deputy Commissioner to start. How successful do you think your latest recruitment round has been and why do you think the MPS was unable to recruit more Black, Asian and Minority Ethnic (BAME) officers?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Thank you. The introduction of things like the residency criteria has, clearly, had an impact. If you look at some of the figures that we are reporting, in the last full year, 2014/15, 16.2% of recruits were BAME and 28% were female. In 2015/16, up to December 2015, 28.7% of our recruits have been BAME and 33% female. We are also seeing with some of the specialist language campaigns some higher numbers than that. Therefore, we are confident that we are making progress. With the levers we have pulled from the points of view of recruitment and then some of those things around direct entry, Police Now and some of those other things, we are comfortable that we have quite a rich stream of people available to come into the MPS.

There is still a question for the future around whether there needs to be some legislative change. That is something that, inevitably, we will come back to. We have done some work, as you know. There is what is called a 'specialist tiebreak position', which does allow you to give preference to people in the organisation who are under-represented. One of the challenges we have had with that on the basis of legal advice is that it allows you in a one-on-one situation, with A versus B, to say, "We can use preference. These are equally qualified candidates and we are taking B". What it does not work for is when you are doing block recruiting at the volumes that we are. We have been working with the Home Office and we will wait to see the work that they are doing in relation to asking whether there is something we could do with that legislative provision that would work better in those bulk recruitment processes.

**Joanne McCartney AM (Chair):** Certainly when we looked at this, the majority of the Committee Members thought that serious consideration should be given to changing legislation. Across other police forces, there seems to be a growing awareness that that may be needed. Do think that that is a fair comment?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes, it is. As you are aware, with the Deputy Mayor [for Policing and Crime] and with others we have been working on this for a number of years under the human resources department in terms of looking at where all of the points in this process are that people fall through. We are very clear. We are pulling as many of the levers as we can. We think, if nothing else, we at least perhaps collectively should have a debate about whether there is a need in the future for legislative change.

**Joanne McCartney AM (Chair):** OK. Stephen, you were a bit sceptical about the need for legislation before. Is that still your view?



**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Before I respond to that - and I will - let us be quite clear about the progress that has been made within the MPS. The MPS is the most diverse police force in the UK by far. The West Midlands has a very high BAME population but far fewer of their officers are BAME officers. It is also fair to say that the MPS has come a long way in the sense that in 2001 the total was around 4% BAME and it is now over 12%. The single biggest shift in our ability to recruit and to capitalise on our diversity of talents in London is London-only recruitment. In the latest batch for intake, the one in January 2016, the number is close to 30% BAME as a result of just using current legislation. A little over a year ago, the average was nearer 12% BAME. There has been a seismic shift by working within legislation.

I was part of the diversity in policing roundtables with the College [of Policing] and other interested parties and with the staff associations representing minority officers both nationally and within London. It is quite clear that within the gift of the Home Office we can reform the way that we recruit police officers to remove some of the unconscious bias and some of the ways in which we recruit that are a little outdated to ensure that we do not lose some of the talent that could benefit the MPS today. More can be done even now within legislation.

Therefore, I am not convinced that there is an easy way and I am very uncomfortable around positive discrimination as a solution given the amount that we can do with positive action and improving the way that we recruit to the MPS. My position is one of scepticism about moving toward substantial legislative change.

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

**Kemi Badenoch AM:** I am leading on the topic of diversity and recruitment. You said that the London-only recruitment, Deputy Commissioner, made a very positive impact. You are definitely going to continue doing this?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Kemi Badenoch AM:** I share Stephen's scepticism about positive discrimination. It tends to be a very superficial way of resolving a problem and is not long-lasting. I am interested more broadly in all of the other things that can be done to ensure that people still come forward from diverse backgrounds. Have you looked at Northern Ireland in terms of what they have done by recruiting from a cross-section of the community? That is somewhere where they had real problems and managed to overcome them.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes, but they had legislative change. They had a legal provision in Northern Ireland that allowed them to recruit in the way that they did.

**Kemi Badenoch AM:** What specifically was that?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** As I understand it from afar, you would go through a process that gets you into a pool and in that pool you would all meet the standard to be police officers. Then they take people from that pool based on the characteristics that the legislation allows them to balance one-for-one. In their case, it was religious affiliation.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We want to be careful about assuming that the solution to this lies in what happened in Northern Ireland, where they needed to rebalance the force away from one religion and have balanced recruitment across both. In London, the issue is that there are some communities that simply will not consider a career in policing. Therefore, one of the planks with which you

deal with that is how you reach out to those communities, break and dispel some of the myths and encourage people to step forward to serve in the MPS.

That is why we have programmes like the Community Ambassadors Programme, with which we are going to have close to 100 ambassadors across London to reach out into those communities. For instance, if you go to Chinese New Year, you might see a few Chinese police officers. There are probably about three or four female Chinese police officers in the MPS, which is ridiculous given the size of the population in London. Community outreach is important. Our language is, clearly, something that we need to get right and to make sure that we get the right language. There are those communities where language is a barrier and it is important to look at that. All of those are important things in policing a diverse global city like London.

**Kemi Badenoch AM:** Thank you. The reason why I wanted you to talk more about the Northern Ireland issue was because they have, effectively, two splits in the community --

**Joanne McCartney AM (Chair):** Kemi, can I just say that we did look at Northern Ireland in great detail when we did our report.

**Kemi Badenoch AM:** I know, but I am coming to a point. Thank you.

**Joanne McCartney AM (Chair):** OK.

**Kemi Badenoch AM:** Actually, in London, it is so much more than two that it just would not necessarily apply.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Of course. We agree. That is the point that we are making, yes.

**Kemi Badenoch AM:** That brings me on to the specialist language requirements that have just come in. I saw that there was an announcement this week. There are so many different languages. I found this really interesting because I speak English as a second language. Yoruba is my first language and it was on the list of additional languages that you are requesting, but I do know that there are virtually no people who speak only Yoruba. It comes from Nigeria where there are 300 languages and, if you need to communicate, you need to speak English.

Why is it that these specific languages have been picked? It includes German, for example. I do not know of any monolingual German communities in London.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** There is obviously the very large Amish community! No, in all seriousness, your point is well made. There needs to be work in the MPS determining those languages that are spoken by communities for whom knowledge of English is a language barrier. I am sure that that is right and improvements can be made. The point is well made. I saw some comments about this. I am fluent in my mother tongue, German, and there are very few people living in London who speak German but do not speak English, very similar to you. We need to review that. That is something that the police can do.

It is certainly true that even if you speak English you often are more at ease speaking in your native tongue and so having those additional skills in the force makes sense. Prioritising those languages that help police to

break down barriers is something that can be reviewed. I take your point on board. I am sure that that will happen.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes, but they are the 25 most spoken languages in London.

**Kemi Badenoch AM:** It looked like, from the announcement that I saw, that you are only recruiting people who now have an additional language. Is that the case? Can you just clarify?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No. There is still a whole range of other ways of coming into the organisation. Different intakes will end up getting targeted against particular groups and particular campaigns. There are still direct entry routes. There are still people coming through a normal entry scheme --

**Kemi Badenoch AM:** Fine.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** -- literally as the intakes come with close to --

**Joanne McCartney AM (Chair):** Can I just say, Craig? Looking at the MPS's website on how to become a police officer, it does give the impression that you have to speak one of those additional languages.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It probably does for this campaign.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is probably for one campaign. I have been in custody suites when I have done a tour without the red carpet, not because I was in custody, I have to say; I was visiting custody --

**Jenny Jones AM (Deputy Chair):** That can be fixed!

**Caroline Pidgeon MBE AM (Deputy Chair):** You have seen the reality?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It would be hard to do this job. In all seriousness, we have to recognise that a third of offences are committed by foreign national offenders. A serious number of them have language difficulties and they are waiting for translators. Having a skill of an additional language is absolutely vital to the MPS. If we can get that right, we can --

**Kemi Badenoch AM:** That was what worried me. Now that I know it is not a new restriction. My worry was about deterring --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I understand.

**Kemi Badenoch AM:** -- people who speak only English, many of whom come from BAME backgrounds.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, it is a good point.

**Kemi Badenoch AM:** All right. My next question is about the vetting process. I saw a little bit in the briefing about how that was discouraging some people and there was some sort of self-assessment that was taking place. Is there evidence that this is having a disproportionate impact on people from ethnic minority backgrounds?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. The national vetting process is not something we control. There are national vetting requirements. We come up against a range of issues around vetting. Family associations and links with gangs at times can be a challenge around vetting. Also, for people who have spent large periods of time out of the country - not in the UK - it is quite difficult to get some types of vetting approved, cleared and through. Vetting is a challenge.

Also, the way the current national policy is written - and we are pushing still to get changes made in the vetting policy - it is quite risk-averse and idealistic. We think - and we have pushed for some time - that there ought to be the opportunity to take some more measured and considered judgements that are available to forces rather than a restriction in national policy. The College of Policing is working on that. We have given our feedback in relation to it and we are waiting to see the outcome.

**Kemi Badenoch AM:** Thank you. What did your research tell you about why women from ethnic minority backgrounds are not joining the MPS? I saw that the numbers for women look good and the numbers for ethnic minorities in general look good, but this is about where the intersection occurs, basically, people like me. I cannot think why anyone would not want to join the police; it is great. I would be very curious to know what your research is telling you.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** We do not have one thing that says, "Here is the magic bullet. If you do this, you will see the numbers change". There are a number of things in it.

There is something about role models. When you have very small numbers of any particular group in the organisation, there is some evidence that people look at the organisation and say, "I do not see anyone like me there. I do not see a role like me. How do I get to a position where there will be?" Some of those people who are in key roles at the moment and some colleagues who have high-profile roles have a real thing to play in terms of role models and coming in.

It is also about continuing the work we have been doing around showing this as a career and a profession to aspire to and the work around police now with the top cohort of graduates. When you look at the people coming through that and talk to individuals - female, BAME - about why they joined, you get a very different feel in terms of, "This sounds exciting. It sounds different. It sounds like somewhere I can make a difference for a period of time and then step away".

What we are doing as an employer as well is looking at the models that will allow people to enter the organisation, leave the organisation and potentially come back later. From the days when you were almost looked down on if you were not going to stay for 30 years, it has changed so fundamentally in the last four or five years. Among the cohort of people coming out of university and stepping into the employment market, I do not talk to anyone who talks about being in one place for 30 years.

**Kemi Badenoch AM:** Absolutely. It is interesting that you mentioned role models because one of the things people say is that they do not see people who look like them at the top. Sometimes when you have a recruitment drive you tend to get a lot of people who are just testing the water and may not necessarily want

to do it for the long haul. That can also have an impact on the numbers and you start wondering why they are all leaving when, actually, a recruitment drive is almost testing and getting people who may not necessarily stay for that length of time.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Kemi Badenoch AM:** Is there anything that you are doing to make sure that the people who are coming in are not long-haulers - like you said, no one does it for 40 years - but people who are really committed and are really interested in this as not just a career but a vocation?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I do not think many people come in and just see it as, "I will do this for a couple of years and disappear". People very quickly come in and the vocation bit takes over. I was up at Hendon yesterday for something and talked to officers who are very close to the end of their training. I did not get the sense that any of the people I spoke to yesterday think of this as something that they are just going to flick through and then do something else. People do have that sense of vocation. That sense of wanting to be part of the public service and to do things right is absolutely writ large for all of them.

**Kemi Badenoch AM:** Just one last question. Are you happy in general with recruitment levels in terms of the numbers of applicants that you would expect to see? It is not something that I have seen in any briefing. I know that we have looked specifically at ethnic minority recruitment as a proportion of that cohort but, in general, are you happy with the numbers of applicants that are coming through?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** We are getting more than enough applicants coming through. The bigger challenge once people are in is the challenge that every public service in London faces: how to keep people in those roles in London so that we do not just become a training centre and forces around the rest of the country can stop recruiting and say, "We will recruit experienced people from London".

**Kemi Badenoch AM:** Fine. Thank you.

**Joanne McCartney AM (Chair):** Can I just ask about the Community Ambassadors Programme, Stephen? Is that still running?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is still running. I had a meeting the day before yesterday with the single points of contact from across the boroughs. There are interesting levels of activity. There are some phenomenal boroughs that are doing an awful lot with the Community Ambassadors Programme. Of course, that is trying to encourage communities to step forward. There are some great activities in [the London Borough of] Brent and in other boroughs and I can take you through a lot of that. There are more than 60 ambassadors with plans in the pipeline and over 100 in due course.

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

**Andrew Dismore AM:** Just a couple of quick ones on recruitment. Kemi [Badenoch AM] raised the issue of languages and I recall that when I was a Member of Parliament one of the issues we had to address a change in the nationality requirement to join the police. The example we were given was 'Turkish' versus 'Turkish Cypriot' and the difficulty of infiltrating Turkish gangs. The Turkish Cypriot officers stood out like sore thumbs

because their accents were different. Having criteria is important. Are there still problems with nationality or has that one now been resolved?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Hopefully, we are getting there around the issue of nationality, but at times that issue does sometimes still come up. We can deal with it. We do have a bit more flexibility in terms of our ability to deal with it.

**Andrew Dismore AM:** The other issue is that the London Fire Brigade is having a very similar problem. To what extent are you looking at what they are doing and learning from each other? For example, the London Fire Brigade has introduced a residency qualification and has had slightly mixed results. The jury is out on that at the moment. We have had some quite interesting changes in how we advertise the posts and where we advertise to try to particularly encourage BAME and women candidates. Have you looked at what they are doing to see if there are any lessons for the police?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I am not aware in that level of detail, but we have met with them a number of times to look at a number of things around recruitment. Whether we went into that level of detail I will take away and find out.

**Andrew Dismore AM:** For example, they were advertising women's changing rooms in gyms and things like that.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes, a good idea.

**Jenny Jones AM (Deputy Chair):** Thank you. Mr Mackey, what percentage of women is there overall in the MPS at the moment?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I do not think I have that figure overall.

**Jenny Jones AM (Deputy Chair):** I am just wondering by how many percentage points it is better or higher.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It is about 16% --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is now over 25% female.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Jenny Jones AM (Deputy Chair):** It is over 25% female. What was it last year?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** All I know is that it was 16% in 2001 and so it has grown by 9 percentage points over more than a decade. Maybe it was 1% less or --

**Jenny Jones AM (Deputy Chair):** It is going to take a long time to get up to 50%, is it not, at that rate?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

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

**Jenny Jones AM (Deputy Chair):** Another 30-odd years. When you changed your shift patterns, it made it quite difficult for some women to continue working and you did lose women officers then. One of our recommendations from this Committee was that you review those to see what impact it is having on the retention of women. Have you done that?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I do not have the detail of that review to share with you. I can get it. We have changed the patterns again at the moment. Shift patterns have just changed again in terms of the response block shift patterns recently. The ones you are referring to are some of the restricted hours on part-time workers, are they not?

**Jenny Jones AM (Deputy Chair):** No, I meant overall women. There were changes to shift patterns and --

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** When we introduced the Local Policing Model (LPM).

**Jenny Jones AM (Deputy Chair):** -- flexible working and so on.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It was the flexible working work rather than the shift pattern *per se* that was the challenge. No, I do not have the results of that review. I can share them with you.

**Jenny Jones AM (Deputy Chair):** That would be very good because this is something that I have been concerned about ever since I started watching the MPS and 25% is not particularly good still. It would change the MPS dramatically if we had more women.

You might not know this and perhaps you could write to us on this. It is about the exit interview. Have you changed that at all so that you understand --

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** We have changed it, yes. One of the issues that we looked at was retention. BAME officer retention is slightly above the remainder of officers.

We have just introduced a new exit survey to look at specific reasons why BAME and other restricted groups of officers leave. We have only just started that and so we will have some more detail on that. That aims to get some granularity. You will remember from looking at the data that at the moment you get some quite high-level data as to why people leave across a range of things. This allows us to get to a telephone level and talking to the individual to say, "What do you mean by 'dissatisfaction'? What was it that made you leave?" I am more than happy once we have that new exit survey data to share it.

**Jenny Jones AM (Deputy Chair):** It would be really good if we can make sure that that happens. Thank you.

**Kemi Badenoch AM:** I was just curious about the flexible working arrangements because I do a desk job and flexible working means working from home most of the time, but I do not understand how that would apply to a job on the beat. What does 'flexible working' look like for a police officer?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It would depend on the role. It would depend on the requirements. You can see how in some roles, absolutely, flexible working can work.

In an investigative role in a general criminal investigation department (CID) office, do you need to be at the desk every single day for eight hours a day? No, of course you do not. There is a range of ways you can do it. There are compressed hours. There are different flexible patterns.

Where some of the challenges, from memory, came from that Jenny was referring to relate to the fact that flexible working was taking place in an operational rotating shift pattern and people in various boroughs were saying, "I cannot accommodate the requirements of that flexible worker in this rotating shift pattern". I know that there were quite a few challenges across the organisation about whether we were taking the right interpretation of that because you can accommodate flexible working within a rotating shift pattern. It just requires us to be a bit more imaginative at times.

**Kemi Badenoch AM:** All right. It was just a lack of knowledge on my part.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No, fine.

**Kemi Badenoch AM:** I also wonder about the challenge of getting 50% women in the MPS because, when I see all of the brochures and all of the things that say what a great career it is and I then watch the news and see something like that event in Leytonstone, which was a very aggressive, high-testosterone situation, it would put me off completely. That is real life, not a magazine or something on a website. There is a significant challenge in what a policeman or policewoman has to do on a daily basis that will always put quite a number of women off in a way that working in an office just simply will not.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes, and it will be different across the piece.

**Caroline Pidgeon MBE AM (Deputy Chair):** In terms of the flexible working, do you do things like annualised hours and term-time working only to enable parents who have caring responsibilities to also work as police officers?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** Good.

**Len Duvall AM:** I am not sure that we do annualised hours here in the Greater London Authority (GLA) in terms of improvements and so well done.

Can we just move on in terms of the One Met scoreboard? How far and how widely has this been rolled out within the MPS?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** In relation to the performance framework?

**Len Duvall AM:** Yes.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** What we have done over the last number of years is to move away from looking at our performance as just red, green or amber on a few indicators to looking at a balanced scorecard of indicators. If you go to the front of our intranet site, you can pull up a performance page that is separated depending on your role in the organisation from the



executive down to a team leader. Then you can go into what is the start of a balanced scorecard that allows you to look at a range of things that would affect the service and performance of your area of responsibility. That would include things like your people, your staff - it does not yet but we hope to end up with - your money, your outcomes, what you are delivering, how that delivery is reflected and your traditional performance indicators. It is just a way of bringing stuff together and presenting it in one complete way.

**Len Duvall AM:** Who is responsible for overseeing it in Territorial Policing?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** At a borough level the Borough Commander will look at the scorecard and, through the Crime Fighters process, things will be highlighted to be addressed in exactly the same way that will happen in Specialist Crime & Operations (SC&O) and in exactly the same way that happens in the rest of the organisation. It comes together at our Performance and Assurance Board.

**Len Duvall AM:** All right. That meets how often?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** The Crime Fighters are every month. The Performance and Assurance Board is every month.

**Len Duvall AM:** All right. At various stages within the MPS organisation there are people responsible, very clearly, for overseeing its implementation and its ongoing monitoring?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Absolutely, its monitoring and its implementation. The performance team has developed it and so it is a centrally developed balanced scorecard. It is well advanced in some boroughs and not so well advanced in others in terms of its use. People will use other traditional performance measurement systems as well, but the corporate move is to a scorecard.

**Len Duvall AM:** What action is being taken to bring those up? Obviously, you would want everybody to be using the scorecard.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Len Duvall AM:** If they want to use additional methods it is up to them, but this is the one that is going to be the one?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** This is the corporate view. You will know; you have done performance management in many places. You have to have one view of the truth and this is the corporate view of the truth. This is the corporate view of what is going on in the organisation. What you cannot do and say, "Actually, from a little Excel spreadsheet that I have in the back office that a sergeant manages, I do not think they are the right figures".

**Len Duvall AM:** What is the plan to bring the others up to speed where it is slower?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** They all use it but bringing them up to speed is part of the work that goes on through Crime Fighters in terms of reinforcing the use of corporate systems to monitor performance.

**Len Duvall AM:** OK. Can you just tell us what changes have been made in the way that probationer constables are managed after completing their initial police training? The initial police training might be ongoing training, but tell me your process.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** We were conscious with the large number of new officers that we had a great strength and a great opportunity but it also brought with it some challenges. We were able to keep recruiting officers over the large number of years, particularly during 2014/15.

You will be hearing, as we do, from boroughs and colleagues who have large numbers of junior officers coming in that there was a concern that we were moving people too quickly out of Hendon and training school. We extended it to 13 weeks of initial training and brought more of the modules that we would have done out in the boroughs into that training period so that, in all, they could have a structured plan of development once they left Hendon that would give those people the support they need going forward. The coached patrol phases and those sorts of things have all been refreshed to make sure we are building that support around it. In some boroughs we have 20% and 30% and more officers in their probation. It was about recognising there was a challenge, putting that support in, extending the work we did at training school, making sure the coached patrol worked properly and putting a buddy system in for people as well. There is a whole range of things that have been put in place to try to make that support work in a way that works for individual officers once they leave the training school environment.

**Len Duvall AM:** That figure of 30% is substantial, is it not?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Len Duvall AM:** Obviously, some of those probationers would go straight into response.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It depends where they have been --

**Len Duvall AM:** What would they be doing?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Some will have gone into neighbourhoods with the coached patrol work. Some will go on to response. There will be [probationary] officers in the response teams and they vary across London. That is our other challenge. One of the things we look at when we talk about taking a balanced scorecard view of the MPS is absolutely to look at the age and skill profiles of resources.

**Len Duvall AM:** Part of building up that experience - and I know that you do not have a checklist - is getting some various bits under their belts and done. If I were a young probationer allocated to a certain area, it might take me longer to get some of that experience under my belt.

Is that the way it is now in the MPS and does it matter in that sense about, you know, "Here is your first nick on X", or, "Here is your first dead person to look at; get used to it because this is how it works"? How do we do that to get new entrants in and sensitised to the environment they are working in and get some of that experience under their belts that they can take on further into their careers?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Part of that is the coached patrol period. During that coached patrol period, they will seek out those sorts of opportunities for young officers. I could say - I do not want to sound too old, although I probably am - that it was ever thus. [Some] people went to a very busy station and others went to less-busy stations. By the time they regrouped as a cohort, everyone was trading off, "I have more arrests than you", or, "I have been involved in more than you have". That has always been a challenge.

What the coached patrol period does and what the sergeants and supervisors do is try to ensure that they get an even balance on that spectrum of policing and, rather than making sure that it is always "Police Constable (PC) Duvall" who goes to the latest sudden death, that some of the rest of us get that experience as well. You are right that that is what policing like. That is the same challenge that colleagues will face with this perception of whether there are busy and less-busy boroughs, although that changes. It is about making sure that that coached patrol period and that initial period is managed and is not just something you go through.

**Len Duvall AM:** Thank you.

**Joanne McCartney AM (Chair):** When we did our investigation, we heard evidence from the MPS with regards to the new probationers that in the past they had gone everywhere and that it was often a challenge for new BAME recruits who would go into a part of the organisation where they did not see anyone who looked like them. There was going to be more care about perhaps grouping people who had trained together out in batches, as it were, so that they were with people they were familiar with and so that people would be retained for longer. Has that taken place?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I do not have the detail of that but, if you look at our retention levels, our retention levels for BAME officers are actually slightly higher. It is not a case of sending one probationary officer by themselves to a station. They are going in batches and cohorts through that regional training setup and then out to stations. As I said, when you get to the some of the levels in the numbers of probationary officers as a percentage of the overall establishment of the borough, they are going to be amongst colleagues and peers.

**Joanne McCartney AM (Chair):** Thank you. We are now going to move on to the transfer of healthcare commissioning in police custody and Caroline is going to lead us on this.

**Caroline Pidgeon MBE AM (Deputy Chair):** Thank you very much. We have not had an official announcement from the Home Office, but reports we have seen from the British Medical Association have said that a decision has been made not to transfer commissioning responsibilities to the National Health Service (NHS) for healthcare in police custody.

Could you perhaps update us on this? I do not know whether, Deputy Mayor, you might want to start and whether you could update us on this and what discussions have taken place since this decision was made.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Certainly, Caroline. This is formally in the public domain, as I understand it. There was an announcement on 17 December 2015 and the Home Secretary's text is:

*"I confirm that I have taken the decision not to proceed with plans to transfer to the NHS the estimated cost that you spend on police custody healthcare services at this time."*

It was a matter for the Home Secretary. It was being centrally driven and she has made the decision not to do that.

However, that does not mean that all the work that has been done between colleagues within the MPS and the NHS suddenly stops. There is a recognition that it makes sense to work with the NHS and to look at a model so that, whilst there may not be a direct transfer of the budget, there will certainly be a plan to find a way to co-commission more sensibly. The longstop date for the implementation of this was not April 2016 but April 2017 and so there is no reason why we would not be able to take the steps needed to collaborate with the NHS in a slightly more partnership format as opposed to the transfer of funds to still change the way that the MPS delivers its service.

**Caroline Pidgeon MBE AM (Deputy Chair):** There is still no reason why you could not decide - or is there - as the MPS that you would transfer to the NHS the commissioning if you felt that it was the best option.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I am not sure that a transfer of the budget is the only way of delivering this. We have certainly been very clear about the budget that they have and also that finding a way to commission those services together with the NHS makes considerable sense. I am not sure that the only way to solve this is by transferring the budget and responsibility entirely to the NHS. It is a shared responsibility. After all, this is not about creating a hospital environment for detainees. It is to make sure that they are fit and well to appear in court and that they do not die in custody and there is a duty of care to those people as well.

Clearly, there are two organisational missions there that can be brought together with a model of co-commissioning and providing a more interesting career structure for the nurse practitioners. After all, that is the problem. It is the recruitment and retention of nurse practitioners that lies at the heart of the problem with the service today. That, for me, lends itself to a co-commissioning arrangement and a joint commissioning responsibility with the NHS as opposed to a transfer of the responsibility.

**Caroline Pidgeon MBE AM (Deputy Chair):** You are looking at developing this joint commissioning model. How is that going to impact on the specification for the service and indeed the budget?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It will impact in the sense that there are requirements, I understand it, for the Care Quality Commission to oversee this and so there will be governance and monitoring from the NHS and there is the oversight that policing has as well. It may well be that the budget that is currently set aside - and, after all, there are a number of vacancies here - may be inadequate but that is something that needs to be worked through with the NHS to ensure that there is the required budget and then jointly acting as commissioners. There is clearly going to be a separation between the commissioning and the provision of those services. It is about packaging it up in the right way to ensure that we get more nurses than we have today. We are considerably short, are we not, Craig, in the number of nurses? That is going to be the way forward.

**Caroline Pidgeon MBE AM (Deputy Chair):** As we have heard when we have done our previous work on this, there has been a huge decline in the number of nurses and you are struggling to recruit. Part of it was something to do with the restrictions around residency and things. However, quite clearly, if you are a professional nurse, why would you want to go and work by yourself in an environment like that when there are other opportunities where you might be more supported and have that career structure and so on?

Given that this transfer, as it were, to the NHS has stopped, we were told that it was going to be absolutely crucial to increasing recruiting and retaining the nurses. What impact is this already having on your recruitment? What are you doing to reverse this trend of declining numbers and doctors being stretched by having to cover greater areas?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** There are two things. First of all, as you say, it is a fairly recent announcement. It was a 12 December 2015 announcement and numbers started to fall again, but it is absolutely real in terms of the risk around it.

What has happened is we have already decided as a board and Assistant Commissioner Helen King is leading the piece of work that the Deputy Mayor [for Policing and Crime] referred to. Although that direct transfer has stopped, the learning, the understanding and the developments that we have done with health colleagues is all there to help to develop a model still ready to go for 1 April 2017 that offers us an opportunity to deliver this service differently.

Of course an option is that we still deliver the service, but at the moment if you brought it back to me at the board I would say that it is not my preferred way forward. I would want some more convincing, given where we have got to so far.

**Caroline Pidgeon MBE AM (Deputy Chair):** Between now and April 2017, you are in quite a difficult situation. If you are going to do this co-commissioning - and you may have this great thing - how on earth are you going to get the numbers back up in that relatively short period given the position you are in today?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** There are two things. One is the reality of the work around the solution going forward because you cannot say to someone, "Come and join the organisation and, by the way, we do not know what will happen as of April 2017". For a health professional, it would be quite a big call for them. Actually, showing that there is a real programme of work with a desire to commission the services differently for the future will help. It is not going to be the solution at all because moving those numbers will be really hard in the short to medium term. It will require a lot of what we have been doing already and it will require some real energy to get this work going.

**Caroline Pidgeon MBE AM (Deputy Chair):** Have you, as part of this work you are doing looking at joint commissioning arrangements, looked at what happened in perhaps the Prison Service to learn from that? In 2013 the NHS took over but there must have been a lot of preparatory work for that and options. There must be some learning because it must be fairly similar in some ways.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. We have had a Chief Superintendent seconded into the NHS nationally as part of this work. There is a lot of learning already there, including the experience from the Prison Service, although the Prison Service is a slightly different environment.

**Caroline Pidgeon MBE AM (Deputy Chair):** It is slightly different, of course, but there are some similarities.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes, there are some similarities.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Virtually every other force has transferred responsibility and so we have learned from other forces and from the Prison Service.

**Caroline Pidgeon MBE AM (Deputy Chair):** OK. It looks like you have decided where you are going in terms of this joint commissioning, but will you be taking a final decision on that before this independent review into deaths and serious incidents in police custody has reported? There may be some recommendations in that that you may want to reflect in how you go forward in this area.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It will literally depend on timelines coming forward, but I would hope that whatever co-commissioning service or commissioning service we end up with, it is flexible enough that it can reflect new or emerging recommendations for either more health provision, less health provision, different health provision or a greater focus on mental health. I would hope that we have the flexibility to do that. Otherwise, it would be a challenge at any point during a contract period that someone comes along and says, "You are now required to do X", and the current contract does not cater for it.

**Caroline Pidgeon MBE AM (Deputy Chair):** Mental health you mentioned there. You had a number of mental health liaison and diversion pilots. They were due to report last year and we have not heard anything. Can you give us the latest position on that?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I do not have that detail with me. Would you like me to write to you?

**Caroline Pidgeon MBE AM (Deputy Chair):** That would be helpful. Thank you. Do you have the latest figures for the numbers of vacancies for nurses?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I will just have a look.

**Caroline Pidgeon MBE AM (Deputy Chair):** There was a lot of information that we did ask for back in October 2015 to understand --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I can give you the figures and Craig can then probably tell me whether they are right or not. My understanding is that there is an establishment of around 139 and we currently have 41 custody nurse practitioners. Is that right?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. There are 671 designated detention officers (DDOs) and 41 nurse practitioners.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Obviously, that is woefully short. It is almost 100 short. There has been a retention bonus for all existing custody nurse practitioners and there is also a continuing professional development training allowance, which has worked very well and has been described as 'excellent' by Her Majesty's Inspectorate of Constabulary. There have been moves to retain those staff as well as using incentives to recruit new staff. Those are also in train irrespective of sorting out these co-commissioning arrangements.

**Caroline Pidgeon MBE AM (Deputy Chair):** That is really low, actually. You are virtually 100 short.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We are almost 100 short, yes.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes, we are almost 100 short.

**Caroline Pidgeon MBE AM (Deputy Chair):** I would have thought that this must be an absolute 'red' on your risk register.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Absolutely. It has been on the risk register for some time. The increased coverage is being provided by Forensic Medical Examiners (FMEs).

**Caroline Pidgeon MBE AM (Deputy Chair):** Yes, but that is not really sustainable, is it?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It is an expensive way to do it.

**Caroline Pidgeon MBE AM (Deputy Chair):** It is a risk.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** It is a huge risk and a cost to you.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We recognise that.

**Caroline Pidgeon MBE AM (Deputy Chair):** We asked in October 2015 to understand the number of 24-hour custody suites that do not have nurse practitioners covering the 24 hours and how many of those hours were being covered by FMEs. We have not received that information. Is that something you are able to provide in this latest letter you are going to send?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I can absolutely follow that up for you. I did not know you had not had that.

**Caroline Pidgeon MBE AM (Deputy Chair):** No, we have not had that information that we have requested. This is a really risky area for you and reputationally for the MPS. I am very worried about it, actually. You are 100 short. Thank you.

**Joanne McCartney AM (Chair):** If I can just ask, you are also doing a lot of work about custody and rationalising the custody. When will that work be done? That will also have an impact on the amount of nurses and medical staff you may need.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. That work is only halfway through. The interim report on custody is due in May 2016 and so by May we will have the interim report on custody and forensics.

**Joanne McCartney AM (Chair):** Presumably, at that stage you should have some general idea about where you are going and what you may need?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. The interim work that we have seen already was around, when we brought in Met Detention, whether we broadly had it right in terms of implementing it and whether we have the people in the right place. It will not surprise you that in relation to nurses it raises an issue and a challenge around that. The Met Detention work said that they are broadly in the right place. I have quoted at the [London Assembly] Budget and Performance Committee before the challenge that I wanted addressing with it, which was whether we have the custody provision in the right place and, at times, whether we have the utilisation right. There is another issue with custody that is as challenging as being too busy. For quiet custody units at times, there is a challenge keeping the skills of specialist people like this if there is not the volume and throughput of work in them.

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

**Andrew Dismore AM:** We have had the announcement of another 600 [firearms] officers, but over the last six years we have lost 800 firearms officers. Therefore, I suppose the first question is: the original cut of 800 was after the Mumbai marauding terrorist attack and we have now had the one in Paris. How has the case changed between Mumbai and Paris for the extra officers?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Did you say that we lost 800?

**Andrew Dismore AM:** Yes.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Would it help if I read out and then explained what the numbers mean? I have here our official authorised firearms officer statistics from 2009 to 2015. In 2009 there were 2,892. In 2015 there were 2,199. Then there is a big --

**Andrew Dismore AM:** That is 700 different, is it not?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** There is also a big note of caution behind those figures because with firearms officers you might not be comparing apples with apples. That will be everyone who is authorised to a minimum standard to have a Glock sidearm and a MP5. What it will not cover is armed response vehicle [ARV] specialists.

What happened post-Mumbai and what is probably even more acute post-Paris if you look at the experience of our French colleagues, who after all are in a nationally armed police force, is that we do not send normal armed officers into a scenario like the Bataclan [Concert Hall]<sup>1</sup>. Whilst there is a lot of debate - and I have a very strong personal view on this - about whether we should arm all police officers and that sort of thing, the reality is that giving me a Glock and reclassifying every six months by firing at a static target is not going to be a lot of use in one of those scenarios. What we need and what this uplift is about is a capability of armed response vehicles ARVs. Officers in those vehicles have a much higher level of training in their ability to go forward, to interdict and to neutralise the threat that is posed.

For many years in this country police tactics were very much about containing, negotiating and calling out. What became absolutely clear after Mumbai is that we needed the ability to go forward and deal with the threat immediately. The first units that arrive at the scene have to be capable and have to have both the weaponry and the defensive equipment and also particularly the training to go forward and neutralise the threat. That is what changed fundamentally post-Mumbai.

---

<sup>1</sup> Terrorist Attacks in Paris on 13 November 2015.



**Andrew Dismore AM:** That all makes sense but, in that case, why did we have that big cut in firearms officers? Why were some more not trained up to the higher standard?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It is not quite as straightforward as just training everybody up to the higher standard. Not everybody wants to do ARV work.

**Andrew Dismore AM:** I am going to come on to that in a minute.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Not everybody wants to do ARV work. Some of those changes certainly were for some of the post-Olympics uplift. We kept some capability available post-Olympics, particularly in our Territorial Support Group, which had a capability to carry weapons as well. You reach a limit if you multi-skill and multi-hat someone too many times, "What am I today? Am I the search officer? Am I the police support unit officer? Am I the sidearm officer?" This uplift is particularly about growing the ARV capability.

**Andrew Dismore AM:** The case is based primarily on Paris and the circumstances around Paris?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** That is the threat scenario that we are aiming for.

**Andrew Dismore AM:** We now have the additional target of another 600 armed response firearms officers. Is that an operational assessment of what you need or is that what we can afford?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It is an operational assessment of what we need.

**Andrew Dismore AM:** Six hundred will be a sufficient number and we are not constrained by the cost?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** At the moment we are not constrained by the cost and we have done this before any of the national announcement around national funding. Clearly, we will put in for the national funding, but you have heard the Commissioner [of Police of the Metropolis] say here before that this is absolutely the right thing to do. We know from all the experience that if one of these scenarios happens we will need a large number of people very quickly who can go in with the right training to resolve it.

**Andrew Dismore AM:** How long is it going to take to train up 600 firearms officers?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Realistically, it is at least a year, if not longer.

**Andrew Dismore AM:** Are we vulnerable, therefore, for the next year?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** We have stepped up by other means. At the moment we are spending quite a lot of money on overtime, but there is a limit to how often we can do that in fairness to the individuals involved. Why we are keen to get on with this is the lead-in time to do it.

**Andrew Dismore AM:** If we have a look at the 600, the next question is where they are going to come from. I know that when we went to the training school we saw a number of officers who had been recruited from outside forces, which probably does not make us very popular with our neighbours.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No.

**Andrew Dismore AM:** Is that because we could not recruit the numbers we needed then before this expansion from within the MPS or are we going to be able to recruit this 600 from within the MPS, bearing in mind the point you made that not everybody wants to be - or indeed is capable of being - a highly skilled firearms officer?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** There are two things. I can imagine the intake that you saw; I still have some of the phone calls on my phone from other chief constables in the region who were not very happy. The reality is that we recruited for experienced firearms officers previously to transfer in and we did take a number of firearms officers from those forces surrounding us.

At the moment that is not what we are going to do with this phase. There is quite an interest in the roles within the organisation and so it will be about growing our own. There is the potential also to advertise for people from other forces where there are not opportunities to transfer in and get trained to be firearms officers and protect London. I am as confident as I can be that people will want to step forward and do this role but I am not naive about the challenges of getting people in to do it.

**Andrew Dismore AM:** This is effectively training from scratch. Presumably we have had some people from the forces who have some ex-firearms experience, but it is a very different role.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It is weapon handling first and the motor skills required for using a weapon, and then it is tactics and situational awareness beyond that.

**Andrew Dismore AM:** Effectively we are assuming training from scratch and you are confident we can get the 600 from within our home resources?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I am hopeful that we can do it at the moment.

**Andrew Dismore AM:** Yes, because of course there is no extra money coming from being a firearms officer.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No.

**Andrew Dismore AM:** It is just the kudos, I presume, of having it.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** There is a very strong motivation. You would have seen the officers down at Gravesend. We ask them to do extraordinary things and they do it day in, day out and so I do not think it is just about money.

**Andrew Dismore AM:** It is obviously not about money because they do not get any.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No, but we do think that some of the things like the nationally announced review of what happens in these sorts of incidents, the

firearms review, will help in terms of giving people some reassurance that for people who do the job well day in, day out, the overwhelming majority of the public are on their side. All of that helps. It is an opportunity to acquire a specialist training in a specialist skill. It is an opportunity to be part of a very strong team and to be part of something that has both national and international significance in terms of being in London. We will get the people through to do it.

**Andrew Dismore AM:** You have mentioned the issue about people getting into trouble, rightly or wrongly, at these incidents where they have to make these split-second decisions. Where have we got to with body-worn cameras for firearms officers? I know that that has been a contentious issue.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It is. There is a national piece of work and there have been some pilots. The only area at the moment that we are trying to work out how we do it is for plainclothes firearms officers on covert jobs where firearms officers are part of a covert convey. At the moment that is not quite as straightforward as we thought it was. We have had certainly one that I know of and there might have even been a second firearms discharge where the officers already had body-worn video. Our normal uniformed firearms officers are already using body-worn video.

**Andrew Dismore AM:** There was an issue about where they are sited on the body. Has that been resolved?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It has been a whole variety of things. We have to be really realistic around this. Everyone who comes in afterwards views it as a pure science, "Would it not be great if you had a drone that sat above it? We could have a 360 view, or "Could we have a camera on each of the bullets?" You go, "Stop, stop". You are never going to get there. You will always get a partial picture, even with closed-circuit television. Absolutely, we strive to achieve as best as we can, but it is important that we do not run away with the idea that you can completely camera-up a scene and you will always see everything all of the time.

**Andrew Dismore AM:** I agree. They explained that to us when we went to the training. It was a very good presentation that we had.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Andrew Dismore AM:** Can I ask about how this is going to be funded? We have heard about the £25 million from the Government.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is £34 million.

**Andrew Dismore AM:** Is that revenue or capital or both?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is a national fund over two years to enable police forces to scale up their firearms capabilities. Essentially, you could treat it like a capital fund, could you not?

**Andrew Dismore AM:** Is it going to cost us £25 million? Is that right? Do I have the numbers wrong?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No. There is £34 million in the first year.

**Andrew Dismore AM:** Nationally?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** The second year will be a certain amount of money, and then there is a cost to the MPS of increasing the firearm capability by 600, and obviously you bid for an amount of money and hopefully it will cover that cost.

**Andrew Dismore AM:** We do not know how much we are actually going to get from this?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We still do not know. There are a whole series of national pots that we still need to bid into and, to be fair, there will be a lead force and there will be a lead chief constable who will be in charge of distributing the cash. All we know is the total size of the pot.

**Andrew Dismore AM:** We are going to be bidding, presumably, for revenue for the wages and some capital for the extra vehicles and so on?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. There will be capital for the vehicles and capital for the equipment they carry, there will be some one-off costs in terms of training and then there will be the ongoing cost of those posts. As part of the work we have been doing on the change programme, last year we agreed we would take 525 supervisor roles out of the organisation, which will be done by the middle of this year. We will have in a pot, if you like, at the centre, available to distribute 500 posts. There are all sorts of ways that we can do this in terms of the practicalities.

The biggest challenge is the one you said: growing from where we are to this. A year is a really stretching target for it. More realistically, it is 14 to 16 months.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Candidly, the cash is not the issue.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No.

**Andrew Dismore AM:** We do not have a breakdown between the revenue and capital cost?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I would not worry about it. We have pretty strong assumptions against the budget, but the real issue is being able to scale up and train properly and find and equip 600 people in a relatively quick timeframe. It will take certainly more than a year.

**Andrew Dismore AM:** From what you are saying, therefore, the cost of this is not going to have an impact on community policing?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** From the assumptions I have, it covers itself. Based on what you bid in for from the fund, it is not going to hit the budget line significantly this year.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** This is not saying that you lose a neighbourhood officer in X and go to firearms. At the moment we think we can find a way of doing this.

**Andrew Dismore AM:** If a neighbourhood officer in Edgware volunteers to become a firearms officer --

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Then that individual, yes --

**Andrew Dismore AM:** Will then be replaced by another neighbourhood officer?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Correct. It will not have an impact on neighbourhood policing.

**Jenny Jones AM (Deputy Chair):** When we went down to Gravesend to see the firearms training, we were very impressed. I was very impressed. I thought the training was very good. However, we did hear that some people do not manage it; they drop out or they do not pass. Do you know what the percentage is or what the numbers are of people who apply and do the training and pass?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I do not have that with me.

**Jenny Jones AM (Deputy Chair):** To put it another way, what is the dropout rate?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No, I do not have that with me. We will certainly get it for you. There is a dropout rate. We would all hope that it is not a 100% pass rate, given what we are asking people to do.

**Jenny Jones AM (Deputy Chair):** No, because that makes it more difficult to make sure you have the numbers.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Jenny Jones AM (Deputy Chair):** How are you going to get to this level without compromising on training? You have shrunk, presumably, the training facility and now you have to expand it again. How are you going to make sure that the training stays good?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** That is at the heart of doing this. It is not in anyone's interests to grow the ARV capability and send it out with two-and-a-half bits of training rather than the three that everyone else has. That is not what we are doing at all. We also have coming online the new training facility at Hendon in the middle of this year, which includes a firearms range as well, and so we have some new capacity coming online in the not-too-distant future in terms of where we go.

To reassure you, what colleagues are also doing in relation to that national funding is looking where across the country we can between us, across the police forces, flex capacity and training. There is a worry. I know that our colleagues in the City of London [Police] have made their announcement as well. There is a feeling perhaps in some forces that if you are not up there in the front of it, your training is going to be in about three years' time, and so we have to make sure we get this right for London but also see it as part of a national response.

**Jenny Jones AM (Deputy Chair):** We do not want any mistakes.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** We do not want any mistakes, no.

**Jenny Jones AM (Deputy Chair):** One of the things that was very noticeable at Gravesend was that amongst the firearms training people, there were very few ethnic minorities and not many women.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Jenny Jones AM (Deputy Chair):** What are you doing to encourage those groups to come in and be trained?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. There are two cohorts. There are the trainers who tend to be by their very nature people who have done it for many years and at a different point in their service, and then there are the teams: the SC&O Specialist Firearms Command (SCO19) teams and the firearms teams. When you see those, you do see the beginnings of a more diverse workforce.

We are absolutely aware and so we are running familiarisation events. We run a whole range of things that are about encouraging people to be part of it. There are some quite reasonable adjustments - and I do not mean that in terms of the legal sense of the word - that you can make that make the training more accessible and work better. We are doing some of those things.

**Jenny Jones AM (Deputy Chair):** That is very much on your radar?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes, absolutely.

**Jenny Jones AM (Deputy Chair):** I personally do not feel that more weapons make for safer streets for all sorts of reasons and I get feedback from people who feel the same. They do not particularly like to see armed officers except perhaps at buildings where they understand that they might be needed.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Jenny Jones AM (Deputy Chair):** Are we going to see more casual patrolling by armed officers?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** The ARVs, by their very nature, are vehicles. They are mobile. Relatively, what you have to remember is that even at the end of this uplift 92% of officers will not be carrying firearms or anywhere near firearms. The vast majority of officers that Londoners are going to meet are not going to be carrying firearms. Where people, as you say, understand it, in certain parts of the city they know that if they go near certain buildings they are going to see people on static --

**Jenny Jones AM (Deputy Chair):** The House of Lords, for example.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** -- protection as they go through airports and ports of entry. They expect to see those sorts of things. I do not think many people notice the ARVs at the moment around London. Those who do are interested in those sorts of things, absolutely.

**Jenny Jones AM (Deputy Chair):** I was in Paris just after the terrorist attack in November 2015 and I was taken around the place where the cafés are, where the gunmen drove around a very small area, a few hundred yards, and they literally drew up at a corner, shot the people in the cafés on either corner, jumped back in the

car, drove to the next corner a matter of feet away, shot more people, went around the bend and shot more people. In that instance, there is absolutely no way that any armed officers can get there and prevent it.

I am just wondering. Is it only certain situations that these armed officers are going to be able to deal with? That sort of attack is impossible to prevent.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** They are going to respond to it, when those happen.

**Jenny Jones AM (Deputy Chair):** Sure, but the gunmen have driven off by then.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Also, without going into tactics, there are certain ways of approaching areas and hopefully increasing your chances of making sure that the next vehicle they see is one of us.

No, you have to be realistic. As you describe the scenario, when those things start like that, it is incredibly challenging by any tactical option to say to people, "Here is a cast-iron chance of interdiction". You will remember when we spoke about this not long after it happened here. The work around restricting access to firearms into the UK and the work around making sure criminal markets do not become flush with automatic weapons from other parts of the world is, if anything, as important as this, if not at times more important.

**Jenny Jones AM (Deputy Chair):** What came out of the reports so far about that incident was that it was communities that were giving the information about these people.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Jenny Jones AM (Deputy Chair):** Are you actually thinking in terms of more community resilience and better communications so that you can pick this sort of thing up?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. Picking these things up earlier on social networks and those sorts of things is absolutely key to doing that. We are using those sorts of things in exercises. We had the big exercise in the middle of last year in terms of looking at, "How, when one of these things happens, do we respond quickly to something that is a Twitter feed or a tweet really quickly, a key piece of information, which will allow us to make sure we are ahead of or interdicting those people?"

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

**Tony Arbour AM:** Can I say firstly how glad I am to hear that people are still coming forward to do this job on our behalf? It is marvellous and it is something that should be encouraged.

However, in relation to people coming forward - and you are saying that lots of people are still volunteering - I wonder if you can give me some idea of the reaction on morale of these colleagues of the charging by the Independent Police Complaints Commission (IPCC) of a police officer who was involved in one of these incidents, presumably acting in the line of duty, and yet he has been charged with an offence. What effect has that caused?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Which one are you referring to?

**Tony Arbour AM:** This is the officer who was involved in a shooting and who I understand was charged by the IPCC.

**Joanne McCartney AM (Chair):** It is Jermaine Baker in Wood Green.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. We just have to be careful. He has not been charged.

**Tony Arbour AM:** Has he not?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No. Just for the sake of clarity, he has been interviewed but absolutely not charged.

**Tony Arbour AM:** Nevertheless, it is still a valid question.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes, it is absolutely a valid question. I was just being quite careful, given that it is a live investigation and not ours.

**Tony Arbour AM:** This is the IPCC case. Yes.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** What is the reaction of officers? I will take it away from that particular case to the wider reaction of officers. Officers do worry about this. Officers worry that we as a society ask them to step into a scenario where a person usually has taken a firearm into a place to do something or other, or an imitation firearm, and the officer is required to go in, and they feel they are being tested against a very, very high bar. They feel that if they are in the situation where they fire shots, their life goes on hold not just for three months or six months but for years. They feel that there is then a minute shot-by-shot examination of the decision-making. Many of you, I know, did the decision-making range, which is an incredibly hard thing to do. It has a very sobering effect on them.

They also talk, quite interestingly, about the sobering effect it has on their families. Many of them have their families say to them, "Are you really sure you want to do this? Do you want to put us through it?" For many officers, they will have seen some of the high-profile cases where officers have ended up moving house and having to relocate and their children forced out of school. This has a huge implication.

That is why we welcome the review work to look and just say, "If we were unfortunate enough to have a scenario like Paris, how are we going to deal with it afterwards?" These set-piece ones that we are talking about are usually when there is one person and one firearms officer is firing. Imagine if you look at a scenario like Paris or some of the other things that have gone on across Europe, and post-event you are trying to deal with someone who has potentially been shot by both police officers, military personnel, and it was the third incident they dealt with that day. That very cold set-piece, "Stop the world, we want to examine it all", just do not work for that sort of scenario.

**Tony Arbour AM:** Are you saying that at the end of the day it has not affected the morale of these officers?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It will affect their morale but, to their great credit, what they are doing is saying, "We know the views you have expressed and the views others have expressed. We know the overwhelming majority of people support what we do. We want to be



seen to be absolutely properly held to account for the decisions we make. We are absolutely clear on that. We want to be seen to be held to account for the decisions we make. The job we do is too important to stop and just say we will not do it". However, if we have too many where the perception of officers is that they were not treated fairly, however you define 'fairly', then we will have a morale problem.

**Tony Arbour AM:** OK. Thank you.

**Joanne McCartney AM (Chair):** Representing the area, there obviously is concern. What is needed is a fair process and you would be the first person to say that police should be accountable as well. It is about ensuring that that process is fair to all parties concerned.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. Absolutely.

**Joanne McCartney AM (Chair):** Yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** I just wanted to pick up when we are talking about the training issue and the costs because I recall that the facility down in Gravesend, which we went to visit, is set up with a private finance initiative (PFI) contract, and it is incredibly restricting and the cost becomes prohibitive when you get over a certain number of officers going through the training. You cannot sweat the asset and sell places out to Kent and wherever, which would make sense, because of the huge costs involved.

How are you getting around that? You have mentioned there is some new firearms training opening in Hendon, which I was not aware of. Does that mean that ultimately you are going to close Gravesend or is that a way of getting around that? Surely there are some big costs in there.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** There are. I was not around when the PFI deal was entered into but we have looked a number of times over the last few years at the PFI deals. If we were where we were now, we might have different debates around them, but it is easy to say that at the event. At the time - and I have done them elsewhere - they were the only way you could fund these sorts of programmes. There is a challenge with the way that has a volume and usage part of it in terms of that PFI and so we are trying to maximise because, conversely, you pay a minimum anyway for that. We are trying to maximise it. It is not as simple as, "If we open the thing at Hendon, can we shut Gravesend?" We use Gravesend for other things beyond the firearms training and also, given there are nearly 2,700 firearms officers, we need a lot of facilities just to keep people up to their standard accreditation.

**Caroline Pidgeon MBE AM (Deputy Chair):** OK, you are finding a way around it. Are you able to renegotiate it so that you can maximise it?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** We have done that twice already in terms of work around renegotiating the contract. In fairness to PFI suppliers, it is not in their interests to have the place sitting idle either and so they will think and be flexible, but it is about building all those costs in as we do this piece of work.

**Caroline Pidgeon MBE AM (Deputy Chair):** That is part of the cost that you will be bidding for?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** Thank you. I just wanted to clarify that

**Andrew Dismore AM:** Just a quick one about Hendon because I represent it and it has come as somewhat of a surprise that you can have a firearms facility there. Could I have a note about what exactly is going to be done and what the arrangements are?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Len Duvall AM:** I have just a couple of questions. In relation to the Prime Minister's inquiry or review, is the MPS going to do separate evidence or is it going to be the National Police Chiefs' Council that is going to respond on behalf of the police? I am glad to hear what you say because it is important that police actions are examined --

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Absolutely, yes.

**Len Duvall AM:** -- in terms of certain areas, but there must be a better way for families affected, whether the families of police officers or the families of the people who have been shot. There must be a quicker way of still maintaining high quality to reach outcomes and there must be a way to stop our officers who are working on our behalf almost becoming suspects when they are not. They are key participants and they are actually key witnesses until the investigation is examined that there is some law that has been broken, to be honest.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Len Duvall AM:** What is the thinking about that and is that not the best way to protect issues of morale? What are senior officers of the MPS saying around that evidence that is going to be? It is going to be important for the future.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. You have said a number of things that we will be saying. There will almost certainly be an MPS submission and a National Police Chiefs [Council] (NPCC) submission. We are working very closely with Simon Chesterman, who is the national lead on police use of firearms around this.

Your analysis is absolutely right. It is about the appropriate speed in these. It must be incredibly frustrating for families or for anyone involved in these scenarios to hear, "You will get an answer in four years". That cannot be in anyone's interest. It is about working out how we put the right level of rigour into the system to make sure it keeps moving at the pace it needs to move, that it is open and accountable all the way through and that, as you said, it goes through with the right mind-set. The right mind-set is around the inquiry and explaining in terms of doing it. We think that there are a range of things that can be done. It may help when we get to the point that we have submissions, if it is appropriate, to share them or, if we can share them in a restricted form, by all means we will.

**Len Duvall AM:** My last question we have asked before and it is important about lessons learned post-Paris. Do you think, from the lessons learned from Paris about how we operate here in the UK and the agencies we work with in the UK, those who argue for the breakup of the MPS would think again on the back of some of the experiences of Paris? I do not say that with smugness because every country should determine how it wants to do it, but some of the problems that seem to arise, and some of the lessons, are about the breakdown of co-operation or response by certain different aspects of security services and policing services in response. I understand where the MPS's position is on that.

Do you think those lessons have been fully learned? Is there a document in circulation for those who take decisions about one of those issues, about the way the MPS security services operate in this country and how actually fragmentation is not the way forward in terms of the future security of our capital as well as our country?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I have not seen that document. If it does exist, I have not seen it. We have spoken before on this. Your point is well made. We underestimate the impact and importance of a collective history of challenges around terrorism for many years that the UK has dealt with. At times we just expect that the rest of the world already has some of those processes and systems in place. For a whole variety of reasons, some of which are that they have national structures or different roles for their military and those sorts of things, they are not there. We are pretty clear that some of the benefits we have are because of the long history of working in this way.

**Len Duvall AM:** Thank you.

**Joanne McCartney AM (Chair):** We are going to move on now to bail arrangements for terrorism suspects.

**Tony Arbour AM:** We are returning to the extraordinary case of the man who, allegedly, was sent home to collect his passport so that the police could confiscate it. On the face of it, asking someone to do that is a bit mad.

I wonder if you can tell us exactly how the situation arose in relation to asking for this man to produce his passport. It seems to me that the obvious way it should have been dealt with would be to say, "You will receive bail upon surrender of your passport and you will stay here at the police station until the passport appears". Why did that not happen?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** At the moment, as you know, my colleague Mark Rowley QPM [Assistant Commissioner for Specialist Operations, MPS] appeared before the Home Affairs Select Committee earlier in the month in relation to this issue. Police bail is not quite the robust process that perhaps you think it is in terms of our ability to enforce it and to hold people to account for it. If conditions are put on someone in relation to police bail and they breach it, we can arrest them immediately. You can be arrested. It is highly unlikely that you get charged. The reality is that police bail and the ability to use it in the way you imagine as a prerequisite is not there.

**Tony Arbour AM:** Forgive me. Any ordinary person who is arrested - and it may well be that this person was extraordinary - goes along and is told, "We will release you on bail provided your passport is produced and held by us. Will you arrange for someone to bring it here?" It is not conceivable to me, I am afraid, that such a person would say, "But you have no right to offer me bail on these conditions".

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I am sorry. I am not --

**Tony Arbour AM:** The point I am making is that you are saying police bail is not robust. What I am saying to you is that people would not know - in fact, it is the first I have heard of it - that it is not robust in this way. In fact, I have been talking to some of my solicitor colleagues here about the giving of police bail. They say, "Yes, you can have bail provided you surrender your passport, but we will hold you here until your passport is produced".

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** The advice that people get, particularly around surrendered passports -- courts have much stronger powers, as you know, in relation to surrendering of passports. There are a whole lot of questions that colleagues are looking at in this place about how long you give people to comply with the condition but, absolutely, in terms of where they are in relation to that particular issue, you cannot just hold someone in custody awaiting the arrival of their passport to release them on police bail.

**Tony Arbour AM:** Clearly, I must accept that as a fact. Therefore, how are you going to change this situation, which I suspect most people had no knowledge of at all?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** You will be aware that Mark [Rowley QPM] in his piece there called for the passport collection condition of police bail and a breach to be a criminal offence so that you can put some power and teeth behind it. I know that the Home Office has announced a review in relation to how we strengthen those police bail conditions pre-charge.

**Tony Arbour AM:** It clearly happened. The man's passport was not surrendered. Can any indication in these circumstances be given to police in other countries? Despite the fact that this man is on bail and has a passport, can instructions be put out to say that such a person should be stopped?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** There are ways, certainly, through a number of police systems and a number of national immigration systems, that you can put markers about particular people down for all sorts of reasons. It will not stop the scenario of someone having false documents or duplicate documents. That is always a challenge in terms of where they go. You will know that there are things like watch list provisions and flight list provisions. Those systems are all in place. We can put a marker now that, "Craig Mackey has left the middle of London, and if he is picked up in Estonia this afternoon", because I ran off and got on a cheap flight; I could be arrested and brought back to London.

**Tony Arbour AM:** Have you any indication of how many people have absconded abroad because of this gap in police bail?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I do not have those details at all. If we know them, I can certainly get them for you.

**Tony Arbour AM:** Do you think it likely that this was a unique offence?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No, I would not have thought it is unique. I would think it is fairly unusual, this particular circumstance around police bail. There is a much wider issue about whether you can move between countries without your own documentation or a current passport. That is a much wider piece of work.

**Tony Arbour AM:** OK. Thank you.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Tony, just to add, you are right to highlight that this was not widely known, the deficiencies around police bail, and that a low test is currently applied. We do need to look in the round about how we can strengthen the provisions around police bail. I joined a conversation with Lord Carlile [of Berriew QC CBE, Chair, London Policing Ethics Panel] because we are now talking about a narrow number of suspects who are essentially terrorist suspects. There we can draw some lessons from Northern Ireland where there is a category of offences - and this could be as it pertains to

the Terrorism Act 2000 and the subsequent legislation - and where you get judicial oversight of those kind of offences and then, if someone absconds in this way, it is in contempt of court and they are liable to be imprisoned. There are ways of strengthening this with judicial oversight that should be looked at as well.

**Tony Arbour AM:** Thank you. It may be that in fact this man should have been taken to court rather than being dealt with by police.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is right. You get a sitting bench that do that, and then that is one way of dealing with it. There are some ways in looking at how we can address this, but the incident has highlighted a need to both look at police bail and look at other routes as well.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Just on your point about taking to court, of course you have to get close to charging standards to take to court. One of the challenges with the sheer volume of particularly terrorism is you can end up with thousands and thousands of documents to examine prior to getting to the point where you charge. I absolutely understand the logic of that. It is actually quite difficult to do.

**Tony Arbour AM:** Thank you.

**Joanne McCartney AM (Chair):** We are going to move on now.

**Len Duvall AM:** We are moving on to missing persons now and some of those crucial judgments in the investigations around missing persons and the status. Given recent events - and obviously we do not want to go into detail about that; it is subject to the IPCC - there has been a history of those both inside the MPS and outside the MPS of missing persons.

Given the recent events, are there lessons for how police forces handle missing person investigations which have later become murder inquiries, sadly? Are there lessons? Are there changes that we should be putting in place? Do we need to wait for the IPCC to do that? Should we not be making some changes ourselves now?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. We have to be careful about talking about one of the current ongoing cases, but it will be important that, once we can talk about the detail around the current case, we talk around those because you can then understand some of the policy choices that could or might not be made in relation to it. Missing persons is one of those areas; if you look at the tragic case of Alice Gross and if you look at a number of the others we have had over the last few years in London, there is always an ongoing review and ongoing learning from those pieces of work.

What I can say is the visibility of missing persons inquiries, certainly at a corporate level in the MPS, is far more than you would ever expect to see, even when I came to the MPS four or five years ago. For instance, the morning brief that we all get and we all refer to is increasingly one or two high-profile crimes, and then the high-grade missing people across the MPS boroughs. That reflects the amount of work that is going on in relation to missing people. To give an idea of the size and the volume - and we end up talking about one or two - there are 43,000 missing people across London. Of those, 6% are graded high-risk, and that will be for a factor that could be around them. They could be at risk of sexual exploitation or mental health crisis and there are a number of key activities that a supervisor will always look for, "Who have you spoken to? What was the search? Where can we see that person has gone to or where should we be going?" There is a very early review in terms of looking at missing people investigations to put in a review to ask, "Is there anything about this one that is different? Is this someone who just literally wants to disappear off? Is this a case where we are

increasingly seeing an elderly person, who might be in early-stage dementia, walking out of the house with no Oyster Card, no nothing, no mobile phone, and literally just walked away? Is this a young person on the fringe of gang activity and at risk of sexual exploitation?" The responses will be slightly different across the piece. That is a constant refresh in terms of the learning around these issues, but the big ones are around how you search, where you search and what the last areas are that you search. Those things absolutely come in.

**Len Duvall AM:** In terms of larger volumes and numbers and in terms of the resources the police have, of course judgment calls come into account. Do we not need a different approach then of provision of information to get another group of people out in the community who could help and support the police, or would that generate even more information for the police, unnecessary information for the police? It just seems to me that if people want to go missing or lose out of contact of just letting people know they are OK, or letting their peers know, who may know that they are missing and will send a message that they are OK -- it might be false, it may not, but at least that. Should we not be thinking of other avenues in this city because the volumes are that great around that?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes. There is huge potential for other avenues to do that from third-sector agencies, which some people are far more comfortable to reach with. At the end of the day, usually with a missing person the issue for us is whether they are alive or dead. That is our role in it, unless they are a victim of crime or have committed a crime. Usually once we have proof of life, the fact that you have fallen out with your parents or do not want to talk to your brother or the family again, whatever the issue is, is not a policing issue. We will often use a whole range of other things. It is where electronic data, the internet and many of the chat applications offer you a really different opportunity to do things differently in terms of where you go and how you work it.

The other area where we use communities - and it is one of those things that investigators always wrestle with - is when you are doing large-scale searches. When you do a large-scale search of an area for something, you will often get communities turning out in numbers to support it. It is always a really difficult balance about how you use that voluntary and community support. Can you say if a group of dog-walkers walks across something it is clear, as opposed to a fingertip search? Those are balances.

**Len Duvall AM:** Thank you.

**Jenny Jones AM (Deputy Chair):** One of my favourite topics. How much longer are you going to wait for the Home Secretary to change her mind before you get rid of these water cannon? Mr Mackey, is that your area?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** We have the water cannon. They are available. We have done six days of training with them. They are there and they are available for use should they be required and would they be authorised.

**Jenny Jones AM (Deputy Chair):** You have done six days of training since they were bought at a cost of over £300,000?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** We have done six training days in 2015 for water cannon at Gravesend.

**Jenny Jones AM (Deputy Chair):** That is a bit pathetic, is it not, really?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No. Relative to other specialist equipment, it is about normal.

**Jenny Jones AM (Deputy Chair):** These are unusable on the streets of London. You are training people to --

**Tony Arbour AM** That is your opinion, Jenny.

**Jenny Jones AM (Deputy Chair):** When are you going to decide that they are obsolete? They must be. It was one of the Home Secretary's concerns that they are coming to the end of their useful lives.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** The Scientific Advisory Committee on the Medical Implications of Less-Lethal Weapons (SACMILL) has now been invited to look at those 67 mechanical issues and the debate around that. SACMILL has been invited by the Home Secretary to look at that, following the debate earlier in the summer. The Home Secretary wrote to Chief Constable David Shaw, who is the NPCC lead, on 15 January 2016 granting approval for SACMILL to access the MPS changes in relation to the 67 outstanding issues. We have that capability available. We train with it. If we end up going back to Northern Ireland, as we did two summers ago, we will be using officers alongside water cannon.

**Jenny Jones AM (Deputy Chair):** Have Northern Ireland officers come over here and been trained?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Jenny Jones AM (Deputy Chair):** Is that the six days of training?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I do not know which days or what --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Northern Ireland officers have come over and trained alongside MPS officers. It enables the MPS to fulfil its duties under the Strategic Policing Requirement and there are no plans to do anything other than continue to train on this equipment.

**Jenny Jones AM (Deputy Chair):** They have actually come over to train on those three water cannon that are --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is what I have been led to believe.

**Jenny Jones AM (Deputy Chair):** -- nearing their sell-by date or expiry date?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** They are not.

**Jenny Jones AM (Deputy Chair):** That was one of the Home Secretary's decisions?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No. There were 67 recommendations. All of those - every single one of them - have been addressed.

**Jenny Jones AM (Deputy Chair):** Really?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We are going over old ground. You are not raising anything of any relevance to this other than the fact that the Home Secretary, with regret, has not authorised their use in London. Nevertheless, we can continue to train on them.

**Jenny Jones AM (Deputy Chair):** Goodness me. The German police have said that one of the reasons they sold them was because the driver could not see down through the window properly and they were concerned about running people over.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I have not heard that one at all.

**Jenny Jones AM (Deputy Chair):** Really? Is it still the case that a resale would be at absolutely no cost --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That certainly was not one of the 67 issues that were raised. It was whether the sticker was in the right place or whether this, that and the other. There is no fundamental reason why these cannot be deployed.

**Jenny Jones AM (Deputy Chair):** Apart from the fact that they are not legal.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Apart from the fact that they have not been authorised by the Home Secretary.

**Jenny Jones AM (Deputy Chair):** Is it still the case that reselling them would be at absolutely no cost to the taxpayer and that you could recoup the money you have spent on them?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I have not put them on the market.

**Jenny Jones AM (Deputy Chair):** That was one of the promises that was made.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** You know from the value of this equipment and from the value of things new that they are always going to have a residual value.

**Jenny Jones AM (Deputy Chair):** Have you looked around for a buyer at all?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** We have not marketed them at all. They are here, they are available and they are not authorised for use on the UK mainland --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** As things stand, the water cannon are not going anywhere. They are not going to be sold. They are being trained on.

**Jenny Jones AM (Deputy Chair):** They are just going to quietly rot. How many MPS officers have so far been trained on these machines?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I do not have that number at all. I will find it for you.



**Jenny Jones AM (Deputy Chair):** That would be good. Do you think you still need three machines for the training, given that you have only had six days out of 365 last year?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** If they ever were authorised and available for use, you need more than one.

**Jenny Jones AM (Deputy Chair):** One machine. Yes, I understand that. How many MPS officers have been trained on them so far?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I do not have that data here.

**Jenny Jones AM (Deputy Chair):** It seems to me that you are hanging on to them, they are slowly depreciating and it is costing the taxpayer quite a lot of money. I would have thought you, Mr Greenhalgh, would have been the first to see that they are creating a huge loss and you should get rid of them.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No, they are not. We have had this debate before. This is almost like Groundhog Day. We are just going over the same ground. It is really tiresome.

**Jenny Jones AM (Deputy Chair):** No. It is later and you might have come to your senses.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We bought these at a substantial discount. They continue to be trained on. They are there in the event of extreme violence and disorder and we hope they will never be seen on the streets of London, but it is a matter for the Home Secretary's conscience. If they become operationally an option, they are there. It is quite simple --

**Jenny Jones AM (Deputy Chair):** It is a matter for your conscience that you have wasted £300,000 of taxpayers' money, not to mention the fact they are still costing us money because you have to keep them maintained.

**Joanne McCartney AM (Chair):** Is that it?

**Tony Arbour AM:** This taxpayer thinks that this is a good way of spending money. This is a very cheap investment against a risk that we hope will never occur. That risk is always going to be there. The current Home Secretary is not always going to be there. It is easily possible to think of a circumstance - and I believe that the MPS is right to think of a circumstance - when these vehicles might be required and we will be jolly glad that these characters have been trained on this so that these things can be used efficiently and effectively. I for one - and I am quite sure that the majority of those people I represent who actually voted for me - think that this is a jolly good way of using taxpayers' money.

**Joanne McCartney AM (Chair):** A question?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** You are absolutely right. The vast majority of --

**Tony Arbour AM:** Do you agree with what I have just said, Deputy Mayor?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I absolutely agree and, not only that, we have had extensive consultation and all the surveys suggest that you are absolutely with the two thirds of Londoners that think that, sadly, there is a case for the use of water cannon within the public order toolkit.

**Joanne McCartney AM (Chair):** OK. We have been through that and many of us do not agree with the results of that survey.

**Caroline Pidgeon MBE AM (Deputy Chair):** Just a quick clarification. We will have a new Mayor after May 2016. If they instruct the MPS to sell the water cannon, will you do that or will you argue that it is an operational matter and outside their remit?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** We will cross that one if and when it arises.

**Caroline Pidgeon MBE AM (Deputy Chair):** That could be a very clear pledge by a future Mayor that they would want to sell these because they do not see them having any place in London.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I do not suspect that it is in any Commissioner and/or Mayor's interests to fall out and get into a bunfight over things, but I am very conscious of that issue of operational direction and control. You remember that the only stated case on this, certainly from my policing memory, is the issue of the purchase of baton rounds in Merseyside back in the 1980 disturbances when the police authority did not want to support the purchase. The chief said it was an operational decision and the court supported the chief constable. I do not do that in any way to say that would be [the case]; it is just not a scenario that I would get into giving predictions on ahead of any of those debates.

**Caroline Pidgeon MBE AM (Deputy Chair):** OK. Thank you. That was very interesting. Thank you.

**Joanne McCartney AM (Chair):** Thank you. We have one final piece of information.

**Jenny Jones AM (Deputy Chair):** This is a question. Mr Mackey, you sat there last year and gave an undertaking to this Committee that no police officer who was suspected or had alleged wrongdoing against him or her would be allowed to resign, yet I understand this actually happened a few days ago when someone did resign when the IPCC had found that there were allegations of misconduct against them relating to the [Stephen] Lawrence case .

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** I take it that you are referring to a commander. As I said at the time, as you will remember, when we went back to that, when people were suspected of gross misconduct and were suspended, under the rules at the time we could stop them from retiring. Neither of those applies in this case. This is not a case, based on the finding that is recorded particularly at the moment, where you could do anything about the course of action the individual had chosen to make. This was, as I understand it at the moment - and it is not resolved, it is not finished - a finding of misconduct relating to something that happened 19 years ago.

**Jenny Jones AM (Deputy Chair):** Yes. That does not make it any less misconduct.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** You can only do what is proportionate and within the rules. You cannot say to everyone, "Twenty years ago I did something that

people say is now wrong". Physically, under the current rules, you can do nothing about that. You can with gross misconduct.

**Jenny Jones AM (Deputy Chair):** I was told that he was suspended and then allowed off suspension back into the job. Is that not true?

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** No.

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

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** There were an awful lot of things, I suspect, reported about that case that bear very little resemblance to the facts.

**Jenny Jones AM (Deputy Chair):** Mr [Neville] Lawrence, Stephen Lawrence's father, said, "The force is supposed to be working with my family, but it is working against us", relating to this particular incident. It just seems that there is perhaps a lack of communication there and that perhaps he should have been spoken to.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** It is not our investigation. It was the IPCC that ran that investigation in relation to that particular individual for over two years.

**Jenny Jones AM (Deputy Chair):** With the fact he retired, it might have been appropriate to talk to him. I am always arguing that the MPS would do much better if it communicated more.

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** There are an awful lot of things going on outside of the gaze of the public that do take place at times.

**Joanne McCartney AM (Chair):** Apologies, but I missed Kemi, who had indicated that she wanted to ask a question on the water cannon.

**Kemi Badenoch AM:** Thank you, Chair. This is just for clarification because I was not around when the previous discussions on water cannons took place. Jenny seemed to imply that they are illegal. That is not the case, is it? It is just that they require authorisation before use. Is that correct?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is for the Home Secretary to authorise their use on the mainland.

**Kemi Badenoch AM:** My understanding is that in 2011 the Prime Minister did authorise the use of water cannon within 24 hours.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No. The Prime Minister indicated --

**Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service):** The Prime Minister indicated that they were available.

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

**Kemi Badenoch AM:** If there was a change of mind by the Home Secretary or perhaps a new Mayor was able to convince her that they were needed and could be used, what would be the cost, if we had got rid of the water cannons, of having to get them back again and retrain?

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

**Tony Arbour AM:** Too much.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** A new device is many multiples of what we paid for the three water cannon. They are about £5 million apiece or something and we bought them for a little over £2 million for the three. The cost avoidance would be considerable.

**Joanne McCartney AM (Chair):** There would still have to be a new authorisation process with any new model or any new thing. It could not be just brought in and used straight away. There has to be a process to go through.

**Kemi Badenoch AM:** Actually, this could be looked at as keeping them as a cost saving, not a cost, to the taxpayer.

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

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I would not exaggerate the amount of barriers. An authorisation could be forthcoming extremely quickly if the Home Secretary were minded to authorise them.

**Kemi Badenoch AM:** OK. Thank you.

**Jenny Jones AM (Deputy Chair):** We are clear that they are illegal to use at the moment.

**Joanne McCartney AM (Chair):** We have come to the end of our questions but Jenny wanted to make a statement.

**Jenny Jones AM (Deputy Chair):** The Commissioner has complained to me on the radio and has written a letter to me complaining --

In fact, LBC [radio] invited me the day before, but I gather they gave the Commissioner the impression that I was just phoning in spontaneously, which was absolutely not true. Anyway, the Commissioner suggested that I had impugned his integrity. Could you please take a message back to the Commissioner that that is absolutely untrue?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Thank you.

**Joanne McCartney AM (Chair):** Thank you. All right. We have come to the end of our questioning session. Thank you both for attending.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Thank you very much.