

Police and Crime Committee – Thursday, 26 January 2017**Transcript of Item 5 – The Mayor’s Draft Police and Crime Plan – Part 2; and Question and Answer session with the Mayor’s Office for Policing and Crime and the Metropolitan Police Service**

Steve O’Connell AM (Chairman): We are now moving on to the second part of our discussion this morning, again on the Mayor’s draft Police and Crime Plan. We are incorporating it within our monthly question-and-answer session (Q&A), but the session today will be our last opportunity to take evidence on the Police and Crime Plan before we formulate our response. This first part is around the priorities in the draft Police and Crime Plan.

We very much welcome Sophie Linden, the Deputy Mayor [for Policing and Crime] and Craig Mackey, the Deputy Commissioner.

As you will be aware, a couple of weeks ago [12 January 2017] we had some very august guests come along to give us their thoughts, opinions and ideas on the Plan, which was most helpful. There were some very positive comments that we had, indeed. Part of that evidence was suggesting potential areas that the draft Police and Crime Plan may or may not have given the emphasis it should have done and perhaps may have been lacking. One of the contributions was around - quote, unquote - and I will not mention who it was, although it is on the record:

“I have great sympathy with a lot of the priorities in the Plan, but there is a danger that it is over-idealistic and that it is setting too many.”

Too many priorities, I assume, we were talking about then. This is the first Plan and it is right and correct that the Mayor and the Deputy Mayor set the priorities, but this was one critique we heard a couple of weeks ago.

A question from me, the first question of the session, is to you, Deputy Mayor. As I just quoted, we heard suggestions that the number of priorities and objectives set out in the draft Police and Crime Plan might make it over-idealistic by dint of the priorities and also the number of priorities. To what extent, Sophie, do you think that may or may not be true?

Sophie Linden (Deputy Mayor for Policing and Crime): The Police and Crime Plan is ambitious and is rightly ambitious in terms of London and wanting to make London safer. I do not make any apologies for being ambitious. Whilst we are ambitious, we are making sure through the draft and the development of it, and through the consultation, that it is achievable and deliverable. I believe that it will be achievable and deliverable.

In terms of the priorities and the question of whether there are too many priorities, I do not think there are. We have set out quite clearly that we expect there to be local priority-setting and then some cross-London priorities. At the moment, what the Borough Commanders, the MPS and I are doing is having that consultation with boroughs around how that priority-setting takes place and to make sure that the priorities that are set are deliverable, that there are not too many priorities and that it is very clear. I believe that at the end of this process we will have a framework for the whole of London that is achievable and with the right amount of priorities.

Steve O’Connell AM (Chairman): I will not delve into detail on priorities. I have already been told off for taking other Members’ questions. You will be asked about those a little bit later.

My point really was around two points. There is the broad number of priorities within the Plan - if you read it, they are ambitious and there are many priorities - and also whether they are achievable. There are two bits to that.

These guests really did think that there were some issues. They saw some very good things in there, but the worry they had - and I would like, again, for you to add a little bit more comment around it - is that by aiming for so much, what could happen is that we are setting ourselves up to fall. What do you feel about that critique?

Sophie Linden (Deputy Mayor for Policing and Crime): As I said, it is ambitious but it is right that we should be ambitious for London.

In terms of the broad areas within the Police and Crime Plan, they are all absolutely within the parameters of what the MPS can deliver. Also, this is a Police *and* Crime Plan. In terms of the criminal justice service, they are ambitions and priorities that are deliverable and I would hesitate to drop any of them or think about what it is we would not do.

In terms of the key themes around violence against women and girls, it is right that that is a priority; protecting children and young people, child protection, youth violence, knife crime and gun crime. It is absolutely right that that is in there. Then the third priority around tackling extremism and standing up to intolerance are key issues for London.

London is a complex and diverse city. It does mean, necessarily, that the Police and Crime Plan will have a few priorities, but I believe that they are achievable.

Steve O’Connell AM (Chairman): Just turning that on its head, it is a busy Plan - that is probably one way to describe it - with many priorities, which we have just talked about. When we talked to the guests a couple of weeks ago, they did pick out some areas that, perversely, you may say --

Sophie Linden (Deputy Mayor for Policing and Crime): They wanted to put in?

Steve O’Connell AM (Chairman): -- the Plan was lacking. That is the nature of the debate, is it not? They talked about it lacking online crime, for example, and tackling online crime, which has been an emerging theme in previous years and something that the Commissioner [of Police of the Metropolis] and the Deputy Commissioner have certainly busied themselves around.

There is an emphasis - and this is quite marked - on Territorial Policing (TP) and so the thread through the Plan is frontline policing. That tends to be TP, in the main, and so many of the priorities seem to be very TP-orientated. The point I am making is that there were some areas that were thought to be lacking.

Whilst the Plan is busy - and that is a critique that we have already exercised - do you think it is feasible that you would even consider taking any priorities out or putting any priorities in as a result of the consultation?

Sophie Linden (Deputy Mayor for Policing and Crime): I do not think the Plan is busy. The Plan is detailed and it is very clear what the direction of travel is, trying to move towards looking at harm and vulnerability and ensuring that there is local flexibility for the local police and local boroughs to be able to

tackle local areas and problem-solve. It is not a busy Plan. It is right and it is clear and there is a clear framework.

Within that, there is detail, but that is right. It is a Police and Crime Plan for four years and that is right.

In terms of whether we are prepared to take some things out, enhance other things or put things in, absolutely. This is a consultation. I did not read the whole of the transcript from your last session, but I have certainly been out talking to people about the consultation.

People are raising, as you said, online crime. It is in there. We talk about cybersecurity and how we will be developing a cybersecurity strategy. Within the themes, we also ensure that when we are talking about protecting children and young people, it is not just what happens on the street, in the home or at work but it is what happens online as well. I am listening to the consultation. If we need to make clearer what the plans are around cybersecurity and online crime, we will see what we can do within the Police and Crime Plan's final version.

Steve O'Connell AM (Chairman): Indeed. It is a draft and that is the whole point of the exercise. You are going out for consultation and for other people's opinions - including ours, hopefully - and you will weave those suggestions, perhaps or perhaps not, into the Plan.

We have just had a full debate about devolution and the aspiration of the Mayor to have devolution as in Manchester, which has been mentioned to the Mayor, around the criminal justice system, which is a broad ambition that the previous Mayor and Deputy Mayor [for Policing and Crime] had also. There are some issues around that. We will return to that later.

Unmesh Desai AM (Deputy Chair): Good morning, Sophie, Craig. I have two questions and the first question is to you, Deputy Commissioner, and then to you, Sophie. I should say that two of our three guests earlier in the morning described the Plan as, quote, "inspiring", unquote, and so there you are.

Deputy Commissioner, we heard that it might be difficult for officers to know what to focus on because of the number of priorities set. Have your frontline officers seen the draft Plan and do they feel that they have a clear sense of direction from this Plan?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): Officers will have had exactly the same opportunity as everyone else to see the Plan. There has been some stuff on our internal intranet in relation to the publication of the Plan.

We have to be realistic and quite honest here. In terms of officers now, officers in the past and officers when I was a patrol officer, the importance of this is how we turn it into something real for first and second-line supervisors so that a Sergeant or an Inspector when they brief them is clear on what they are doing today, what the focus is and what has come out of the local consultation around priorities. Then they will know what to do.

It might sound quite hard, but I do not think many officers sit there thinking, "I must read the Police and Crime Plan before I go out" --

Unmesh Desai AM (Deputy Chair): We would not expect that.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): -- as you would expect.

Keith Prince AM: I am sure they do!

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): It is important that we are honest about this. It is the same with most large organisations; people do not sit and read their organisational strategies and documents. The reality is: how does someone bring this to life for a frontline officer?

Keith Prince AM: They read the Mayor's manifesto, do they not?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): That is the important bit. That is where the piece around local priorities, whilst difficult to do and inspiring, offers a real opportunity at a local level to get into that.

The previous question highlighted the dilemma about priorities. In the five years I have been appearing here, no one has ever asked me to take something out. You have always urged me to increase something else from policing drones to animals to roads. You name it; over the last five years you have asked me to add it. The reality is that, around policing, whilst I would urge a clear focus, it is an incredibly difficult thing to do.

Unmesh Desai AM (Deputy Chair): Perhaps I could rephrase that question. I certainly do not expect frontline officers to spend their bedtime reading going through the Plan.

One of our witnesses at the previous session, Gavin Hales [Deputy Director, Police Foundation] told us that he questioned whether the Plan would, quote:

"... help an Inspector know what is most important when confronted with a wide range of pressures every day".

It is about getting the flavour of the Plan and transferring it into operational practice by people on the front line.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): Yes. The theme, I would say, at the heart of it is around safeguarding the most vulnerable Londoners and the most victimised and, absolutely, those messages are there. It is turning it into that sort of language and saying to people, "Those are the priorities about what we are doing about protecting Londoners".

We have always had - and this is where we have to be really careful about the language - priorities, targets and measures because they are slightly different. We have always measured and looked at our performance against a wide range of activities of policing in London and nothing will change. This Plan does exactly the same as that. It is important, but that has always gone on in terms of what we do.

In terms of those central themes for officers, yes, particularly in TP and in other parts of the organisation through our Crimefighters process or our performance process, we are looking at how we link both the Plan and the delivery of it into how we measure performance within the organisation.

Unmesh Desai AM (Deputy Chair): Sophie, if I could come to you, I just meant to ask you. Have you met the Migrants' Rights Network yet?

Sophie Linden (Deputy Mayor for Policing and Crime): I might have met them.

Unmesh Desai AM (Deputy Chair): You have a meeting coming up. I mentioned them a couple of weeks ago and --

Sophie Linden (Deputy Mayor for Policing and Crime): They might have been part of the stakeholder group that I met in terms of migrants and refugees, but I have not met them individually.

Unmesh Desai AM (Deputy Chair): Sure. If you could sum it up in one sentence for MPS officers, what would be your clear statement of intent based on the Plan?

Sophie Linden (Deputy Mayor for Policing and Crime): It would be providing a good-quality service for all Londoners and making sure that we protect the most vulnerable by problem-solving and harm reduction.

Steve O'Connell AM (Chairman): Before we move on, that was a good set of questions and Craig is absolutely correct. His officers do need some certainty. When they parade in the morning and are about to leave, those Sergeants, Inspectors and Police Constables (PCs) need to know exactly what they need to achieve that day. We will be looking at that in the Plan.

Keith Prince AM: On MOPAC's own risk register list, it says that the MPS has serious concerns about finding the extra £100 million of savings that has already been agreed. Can you tell me what you have done to identify this extra £100 million of savings? It is part of the £400 million package.

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, you are absolutely right about the challenges ahead in terms of the finding the savings. There is a massive challenge. In terms of finding the savings, it is something that MOPAC and I have oversight of and we are regularly meeting and going through those savings. We have an oversight board coming up to do that. It is an ongoing process, but we have not been hiding at all. This is a really challenging process.

It is going to be even more challenging if the police funding formula settlement comes out against London, which is a serious risk, and/or if the National and International Capital City (NICC) funding is not properly funded. We are in really challenging times in relation to the budget.

Steve O'Connell AM (Chairman): We have a full set of questions at the end.

Sophie Linden (Deputy Mayor for Policing and Crime): Fine.

Keith Prince AM: I do not disagree with what you are saying, to be fair, Deputy Mayor, but this is about the £100 million that we already have to find, not what happens after the settlement.

Can I ask you, Deputy Commissioner, if you are confident that you will find that extra £100 million?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): To be clear, the £100 million is part of the £400 million and that is out to years two, three and four. As the Deputy Mayor said, the phrase the Commissioner used the other day about a range of things was, "The lights on the dashboard are starting to glow". It is going to be really challenging in 2018/19 and 2019/20. There are some big national things, if they slip, that could force more cost into us in London. It is only fair that we are honest about how big the challenges are as we look further on out.

In terms of the programme, the Plan and the ideas, yes, we have firm proposals on how to bridge the budget gap. At some point, when you spent 75 pence in the pound on people, it is people.

Keith Prince AM: Could I just ask a question of the Deputy Mayor in relation to the meeting called Policing Matters that you held here? I do not know whether you were aware - and I suspect you were not, but then neither was anybody else - that that meeting was taking place. This august body was not notified of it.

Members of this body were not notified of that meeting. Staff were not notified of that meeting. It seems a shame that, if you are going to do something like that, it is held almost in-camera.

Sophie Linden (Deputy Mayor for Policing and Crime): The meeting, Policing Matters, that took place a few months ago would have been publicised on the website. Certainly, a call was put out to it and we would have gone through the same processes as previously with the MOPAC Challenges in terms of advertising it.

Keith Prince AM: Would you not agree, though, that it might be beneficial to proactively notify the staff and Members of the Committee that that is taking place?

Sophie Linden (Deputy Mayor for Policing and Crime): As I said, it is on the website. Our forthcoming dates for Policing Matters and Justice Matters are on the website. We can send an email out if that would help so that you do not have to look on the website, but we do publicise them and it is public information. Absolutely, we can do that.

Keith Prince AM: Thank you.

Steve O'Connell AM (Chairman): The next set of questions is about preventing crime with a focus on children and young people, something that this Committee particularly has been interested in and has issued reports about previously. I am pleased that tomorrow, Deputy Mayor, you are visiting Croydon to see a MOPAC-funded project.

Sian Berry AM: I did not know about your visit when I put this question in, but we would like to know more about the Croydon pilot programme. It is a very interesting box that appears in the draft Police and Crime Plan. Can you just tell us more about it and what is actually happening there at the moment?

Sophie Linden (Deputy Mayor for Policing and Crime): It is in the early stages. As Steve said, I am going to visit it tomorrow. It is in a school in Croydon and it is a whole-school programme around tackling violence. It is ensuring that there are materials and there is training and that we can look at the way that, for pupils in the school in everything they do there is some focus on tackling violence and ensuring there is a focus on respect, confidence and the right way of interacting with each other.

Sian Berry AM: That sounds very promising. There is a line in the section on violence against women and girls in the Police and Crime Plan that also mentions a whole-school pilot on prevention there. Have these projects now been merged? Are they taking place in the same --

Sophie Linden (Deputy Mayor for Policing and Crime): We will be looking at what the pilot in Croydon does and whether we need to do a separate one on tackling violence against women and girls. Essentially, it is around respecting confidence and building up the right way for young people to interact and engage with each other.

Sian Berry AM: It does include elements of respecting women and all of those other things?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes.

Sian Berry AM: That does sound promising. I have been visiting lots of organisations that do this kind of education and one of the most impressive I saw was the Ben Kinsella Trust, which focuses a lot on consequences. It does not do shock tactics. It is not a focus on weapons, particularly. It is about the emotions, the family ties and the consequences. That makes it suitable for primary school children, for one thing. You are working with primary school children in Croydon as well; is that right?

Sophie Linden (Deputy Mayor for Policing and Crime): There is a link to some primary schools but it is based in a secondary school. I will know far more when I visit it tomorrow.

Sian Berry AM: Absolutely. Is this receiving extra resources on top of what would normally happen? It is presumably costing more than what would normally happen in Croydon.

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. We have procured a contract to do this and there are some extra resources going in. I do not have the figures for that but I would be able to give them to you. It is procurement that we have done for that school and we are working with an organisation to deliver it.

Sian Berry AM: Are police officers involved in the pilot or is it external organisations? Does it have a different focus from when police officers are involved?

Sophie Linden (Deputy Mayor for Policing and Crime): Police officers are involved in schools anyway. There will be a link to the police of a school. That is not all schools, as you know, but the link to police officers will be there. This is really early days in the pilot and I will have to come back to you with more detail.

Steve O'Connell AM (Chairman): What you have is just the scoping piece, this first six months, and then the actual project in and of itself will go out for commissioning in the autumn.

Sophie Linden (Deputy Mayor for Policing and Crime): We have commissioned an organisation to scope it for us. There are resources going in there.

Sian Berry AM: That all sounds really interesting. I would love to hear more about the budget potential. It is not specifically mentioned in the draft Plan but is this something you are considering has potential to roll out across London and all schools?

Sophie Linden (Deputy Mayor for Policing and Crime): This is a pilot. It is learning the lessons from it. With pilots, if it is successful, we would want to roll it out. It is, as with a lot of things, whether you would have to roll out the whole thing or whether you would roll out elements. Then you will be looking at it. The principle of doing a pilot like that is how important schools are in relation to working with young people and what the learning is from that.

Yes, we will be looking at what lessons can be learnt and how that can be rolled out but, as I said, it is early days and I would not want to make a commitment to roll it out now because we do not know what is going to happen and whether there is anything essentially very different there than some other schools. As you said, other schools do some fantastic work around this, bringing in organisations and working themselves. The Edmonton County High School's Dr Susan Tranter [Executive Headteacher] has done fantastic work around this as well. It is what is different and what you can then replicate in other schools.

Sian Berry AM: Great. One thing I have noticed, again, going out and meeting people involved in this, is how under-resourced or how patchy the whole thing is. Having a consistent London-wide approach would be great, if that emerges from the pilot.

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. Just a little caveat around a consistent London-wide approach: as you know and as everyone knows, schools manage themselves. We from City Hall do not have the power to say to all schools, "We want you to do this", but we can certainly help schools to have the right principles and the right materials, or to know where the good practice is. Essentially, it is then down to the headteacher and the governors to decide what happens in their schools.

Sian Berry AM: Yes, absolutely. A template and some resources would be great. Just one further question, then: how does this relate to the manifesto commitment to put a police officer in every school, has it been worked out how those two things might relate?

Sophie Linden (Deputy Mayor for Policing and Crime): We do want more police officers in schools. Some of the quality of what they do, making sure that what they are doing in there is right, is dependent on how the restructure around the boroughs takes place because that will enable more officers to go to schools. We are working toward that and we are planning that but some of it bears some dependencies around it.

Sian Berry AM: It does sound a little bit like that is separate from this schools pilot, then.

Sophie Linden (Deputy Mayor for Policing and Crime): The schools pilot is in Croydon and it is one school that I am visiting tomorrow. The Safer Schools officers are going out in every borough and they are in nearly all schools. Where the pilot is, it should be linked, but I cannot say it is linked in every borough and every school because there is that one pilot.

Florence Eshalomi AM: Just following on from that, sadly, on Monday Quamari Barnes was stabbed outside a city academy. When I tweeted, a number of people who replied were saying that we need to look at sentencing for young people and being a lot tougher. They want the Mayor to look at that approach. I know that one of the things that MOPAC is looking at is the sentencing of young people, making sure the Plan commits to scrutinising how effective that is and how you could look at out-of-court dispersals for young people.

On that, if something is picked up during that oversight, how would you intend to address it? Is it a route that you think MOPAC should be going down?

Sophie Linden (Deputy Mayor for Policing and Crime): In terms of what we have put in the Police and Crime Plan around looking at community sentences, what we want to look at is what works and to make sure that, if there are community sentences, they can work. We need more education that they can work and to look at how effective and how often mandatory sentences are used. There are new changes in the rules around sentencing for knife crime. How often is that used? There is a lack of transparency at the moment around how often that is used and whether that has been effective. It is early days to know whether it has been effective. What I want to do for MOPAC is to keep an eye on that and look at how effective it is. Then look not just around sentencing but at where sentencing fits in with tackling knife crime, what else needs to be put around sentencing and what other forms of support need to be put around it. As you will be aware, it is not just about the sentencing. It is also about the support.

I went to Brixton Police Station yesterday to look at a fantastic project they are doing there, which is in custody, like Redthread, at that teachable moment. When young people come into custody and have been arrested, there is somebody there to talk to them about the reasons they have been arrested and how they can make changes to their lives to stop the crimes that they are participating in. It is those types of projects as well that are going to be very important, not just the sentencing.

Florence Eshalomi AM: Just one more point. How do you think we would need to get that message across? Do you think that the Plan as it stands spells that out? Again, thank you for meeting with the family of Fola [Folajimi Orebiyi, murder victim] just before Christmas. Again, you could feel the pain that that family were going through.

Unfortunately, when you do meet victims and their families, the one thing that they sometimes seem to say is around the issue of sentencing. They feel that it is not strongly enforced enough. How do we get that message that on the one hand we do need to look at supporting some of these young people who are caught

up in crime but equally send them that strong message that if they do carry a knife, there will be consequences to that as well?

Sophie Linden (Deputy Mayor for Policing and Crime): Before Christmas I met his [Folajimi Orebiyi] family and I have met other families of victims of knife crime. They do talk to you about the sentencing and I completely understand that because it is such an awful, dreadful thing to lose your child in that violent way, but it is not just about sentencing and it is difficult to get that message across. It is incredibly difficult if you have been a victim and your family is suffering in that way. It is about what works. Families where tragedies have happened will understand and will want us to do what really works in terms of stopping people carrying knives and stopping young people using their knives. Sometimes that will be sentencing. It is important that young people understand and that we get the message across to them that if you carry a knife or use a knife, there are going to be some quite harsh sentences. That can be right. We do have to protect the public and we do have to protect young people.

Florence Eshalomi AM: Thank you.

Steve O'Connell AM (Chairman): Before we move on to the next group of questions, as a Committee we are going to the Brixton custody unit next Wednesday as well. We will be able to see exactly what is going on.

Andrew Dismore AM: It must get a lot of visitors.

Steve O'Connell AM (Chairman): Again, the point is around serious youth violence. I know if Len Duvall [AM] were here now, he would be reinforcing the point around serious youth violence and what needs to be done around that.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): Can I just say a point? That was a really important question on the sentencing and sentencing policy. At the heart of one end of your question was the fine balance of whether sentencing carries public support. That is a really difficult thing. The idea of looking at it and, as the Deputy Mayor [for Policing and Crime] said, getting that transparency around it and understanding it will help that debate. It is a very difficult place for policing to step into. Traditionally we have had a position where we do not step into debates saying, "That is a good sentence", or, "That is a bad sentence". There is a fundamental point in what you say around, "Does sentencing still command the support of the public?" This allows us to look at it. The Deputy Mayor is absolutely right; there are a whole range of interventions and things we can do better. We must not lose sight of the fact that the criminal justice system works on the support of the wider public. We just need to keep being alive to that.

Florence Eshalomi AM: Definitely. Earlier we were talking about devolution in terms of the criminal justice system and whether that would help in terms of the work that you as police officers are doing, making sure that on the one hand we get the sentencing right but equally that we support the families and young people who are caught up in it as well.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): Yes, the transparency around sentencing. I will leave it here. We have not done it yet in London but in other places we have done examples where we get members of the public to sit as magistrates in a trial scenario, get the same evidence the magistrates get and then see what sentence they would give. It is quite interesting. You assume people would be far tougher but the experience is that sometimes, when they are looking at it, they are not a lot apart. They look at the full context of what has gone on with the offending and some of the background.

Steve O'Connell AM (Chairman): The next set of questions is around the Mayor's proposals for the front line. Initially it is about local priority-setting and the change of emphasis from the MOPAC 7 to other targets.

Andrew Dismore AM: Sophie, perhaps you could tell us what advice or guidance you are giving to the boroughs on how they should go around setting local priorities.

Sophie Linden (Deputy Mayor for Policing and Crime): In terms of setting the local priorities, MOPAC's Evidence and Insight Team, working with the MPS, are putting together not a large pack but a pack of indicators of the crime and the crime types that are taking place in their borough. Then we are basically going around the boroughs, meeting them and talking to them about that priority-setting. Last week I went out to a borough to have that conversation. It was a really good discussion around what the indicators were showing, what the priorities were that that borough wanted to set and what would make a big difference in the borough in terms of problem-solving and, alongside that, how the London-wide priorities feed into that. That is how we are doing it, providing the evidence and insight. Then we are going alongside senior members of the MPS to have those conversations with the Borough Commanders, the borough leaders and officers.

Andrew Dismore AM: That is the next question. When you say you are going to the boroughs, I would like to know exactly who you mean. "The boroughs" are the MPS, the councils, the Safer Neighbourhood Boards and the wider local community. Who is actually going to be involved in setting these priorities and how are you going to get the feedback?

Sophie Linden (Deputy Mayor for Policing and Crime): We are discussing that with the Borough Commanders and the borough leaders. We have offered to do that in each of the 32 boroughs of London and we are putting that in place at the moment. It is with the Borough Commanders and the leaders of the councils.

Andrew Dismore AM: That sounds a bit top-down to me. Is the intention therefore to get the grassroots people in the borough feeding into this process? How do you envisage that happening? Through the Safer Neighbourhood Panels? The Boards? Public meetings?

Sophie Linden (Deputy Mayor for Policing and Crime): As I said, we are putting together the evidence pack. It is far less top-down than the MOPAC 7 was, which was just a London-wide, rigid, four-year target. We are going and having those conversations. The reason that we are doing it in partnership with the council leaders is that we feel that that will bring in the community voice. At the last meeting I had, the lead member for Community Safety was there as well. Borough Leaders do know their boroughs. That is the process that we are undertaking at the moment.

Andrew Dismore AM: The priorities are going to be set by the Borough Commanders and the Borough Council Leaders?

Sophie Linden (Deputy Mayor for Policing and Crime): The priorities are set in discussion with the Borough Commanders and the Council Leaders and in discussion with MOPAC, the MPS and me.

Andrew Dismore AM: That does sound to me a bit too top-down. We are ditching the MOPAC 7. You will get no argument from me about that. You have your London-wide set of priorities, which are top-down. That is a different question. Craig [Mackey QPM] talked about two baskets of priorities before. You have the top-down, centralised London-wide ones, whatever they may be, and then you have the local ones. If the local ones are set in this absence of public engagement, how are you going to get the public to be involved in supporting it?

Sophie Linden (Deputy Mayor for Policing and Crime): The local priorities for the borough will be set through the evidence and having those discussions. That does not mean that there will be no more local priority-setting via the ward panels in consultation with the public and the Dedicated Ward Officers (DWOs). Those priorities at ward level, borough level and London [level] make up a good package of priorities that

enable local, ward-level issues to be tackled and problem-solved and borough-level issues to be problem-solved as well as London-wide issues. That together provides real local priority-setting that is not top-heavy and is flexible because they will be annual targets. We can have a conversation about in the future about what community engagement there is but that is the way we are undertaking it at the moment.

Andrew Dismore AM: I have to say that to my mind that does not sound as if it is the best way of getting the command of the public or the interests of the public in this process. You have the Safer Neighbourhood Boards. There does not seem to be any obligation on either the [Borough] Commanders or Council Leaders to engage with the public, bearing in mind borough leaders have a million and one other things to be doing as well. It may not be top of their in-trays. To my mind, it does seem to me important that we do try to get some feedback and input from the public if they are going to have any confidence in the setting. Otherwise, what is the difference from it being set at Scotland Yard or whatever it is called now?

Craig Mackey QPM (Deputy Commissioner, MPS): New Scotland Yard.

Andrew Dismore AM: New New Scotland Yard. It is just handed down from on high.

Sophie Linden (Deputy Mayor for Policing and Crime): It is very much not handed down. In terms of local engagement and local priority-setting, we are on a different pitch to what we were on in the previous administration around the MOPAC 7. In terms of the Borough Commanders, the Leaders and ourselves are undertaking that discussion and engagement. It is not based on plucking things out of the air; it is based on strategic assessments and their local knowledge. I would expect the Borough Commanders and the Lead members to have been to the Safer Neighbourhood Boards and to have taken that into consideration when they are setting the priorities.

Andrew Dismore AM: I sit on both my Safer Neighbourhood Boards in both my boroughs and no one has been anywhere near us to talk about this. I know there is a public meeting tonight with the new Borough Commander for Camden and Islington jointly but that is to talk about borough merger issues, it is not to talk about setting priorities.

Steve O'Connell AM (Chairman): Can I add to this very good question and throw another dynamic in? If you go to the Borough Leader and say, "Give us your priorities", he will refer you to the Safer Neighbourhood Board.

I will go straight back to Andrew but the point to be made is that each borough in Croydon and Sutton is consulting on their four-year strategies about the Safer Croydon Partnership priorities for the next four years. Loads of work has gone into it. Every single borough is doing that. There is that piece of work going on already, which the boroughs are engaged in, which is about the borough priorities. How many layers of priorities are we going to be talking about?

Andrew Dismore AM: I am not sure it is about layers of priorities. I am more concerned about making sure that the public are involved in the process and feel they have some ownership of it. Part of the problem is to get the public supporting the police, policing by consent and all that. Even when the MOPAC 7 was being set up, there were public meetings in each of the boroughs where they could have their say about it. They may not have liked what was going on but they did have the opportunity to have their say about it. I am concerned that this is not going to grab the public's imagination as it should do.

Sophie Linden (Deputy Mayor for Policing and Crime): You are only looking at this one particular set of local priority-setting. As I said, there will be the ward priority-setting where the public and the engagement of the public is there through the DWOs and the ward panels. That will still take place and that is still there. The relationship and the engagement of that fits in with the borough priorities that we have been discussing. In

terms of engagement and consultation around the Police and Crime Plan, the priority-setting, I would say and I believe that we have genuinely done far more engagement with the public, the communities and stakeholders than in the development of the previous Plan. We are still in consultation and we are still to have public meetings. It is not either/or. This is one part around the priority-setting. There are the ward priorities and then we are still in consultation and we are getting out there with the public and communities.

Andrew Dismore AM: I have said all I had to say about that. How many boroughs have chosen their priorities so far?

Sophie Linden (Deputy Mayor for Policing and Crime): We have had one meeting so far and we are in the process of putting the other meetings in place.

Andrew Dismore AM: One borough has set priorities so far?

Sophie Linden (Deputy Mayor for Policing and Crime): We have had the discussions. We will put it down on paper and then sign it off.

Andrew Dismore AM: You have had one discussion with one borough?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes.

Andrew Dismore AM: The other 31 have yet to have a discussion?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, and we are undertaking that in the next few weeks.

Andrew Dismore AM: Which borough is that?

Sophie Linden (Deputy Mayor for Policing and Crime): I was in Haringey last week.

Andrew Dismore AM: If you have spoken to only one borough, you cannot say whether you have found differences in the way each borough approaches it.

Sophie Linden (Deputy Mayor for Policing and Crime): What I found when I went to Haringey was genuine engagement. They were pleased that we were coming out to talk to them and to understand what was going on in Haringey rather than setting London-wide four-year targets. That is what we have found. In terms of the conversation, we talked about what the indicators showed, what would help the Borough Commander and the Borough Leader really tackle the local problems and whether the priorities that were set would drive the right Lead Member behaviours and enable them to look at year-on-year reductions in crime in the borough. That is the conversation we had. We agreed the priorities and we will be publishing them with the Police and Crime Plan.

Andrew Dismore AM: You agreed your priorities with Haringey. Who was at the meeting with Haringey?

Sophie Linden (Deputy Mayor for Policing and Crime): The Borough Commander, the Borough Leader, the Lead member, the Chief Executive of the borough, Martin Hewitt [Assistant Commissioner, MPS], Mark Simmons [Deputy Assistant Commissioner, MPS], the Chief Executive of MOPAC and me.

Andrew Dismore AM: That is going to be the sort of format in which you are going to be agreeing these priorities with all the other 31 boroughs?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. I have already explained that.

Andrew Dismore AM: What does a good local priority look like, based on Haringey or somewhere else?

Sophie Linden (Deputy Mayor for Policing and Crime): A good local priority would be one that is clearly one of the areas of crime within the borough that would probably be high-volume but also high-impact and is one that will make the most difference to the local community. Those are the discussions that we have been having.

Andrew Dismore AM: Can you give me an example?

Sophie Linden (Deputy Mayor for Policing and Crime): If you look at the volume crimes, you have theft, you have burglary and you have robbery. Those are the types of crimes that we are looking at.

Andrew Dismore AM: You said that the ward panels will be able to set priorities as well. Does the ward panel priority have to be in the context of the borough priority or can they set a different priority?

Sophie Linden (Deputy Mayor for Policing and Crime): They will be able to set their own priorities, depending on what is happening in their local ward and their local area.

Steve O'Connell AM (Chairman): Like it has always been.

Andrew Dismore AM: It was not, actually, because they were not allowed to set priorities.

Steve O'Connell AM (Chairman): There has always been a tension between local ward panels

Caroline Pidgeon MBE AM: I am interested that you have now started to talk about ward panels because there is not one mention that I could find in this document of ward panels. My assumption was that you were going to be getting rid of them, which was a huge concern to me, because they do not appear anywhere here. If, as you claim in here, "We are clear that local police priorities are best set locally", it seems to me that to get your borough priorities it should be all the ward panels working with the community there feeding up what they think the priorities should be, rather than this very heavy top-level group of police, MOPAC and Council deciding the priorities for that borough rather than having community involvement.

Sophie Linden (Deputy Mayor for Policing and Crime): That is community involvement, is it not?

Caroline Pidgeon MBE AM: No, it is not.

Sophie Linden (Deputy Mayor for Policing and Crime): The way that the local leader will set priorities will be through the strategic assessments, through discussions with the local community and through discussions with the Safer Neighbourhood Board. It is not that this is appearing and does not fit in with anything else. It is part of the structures and part of the evidence-gathering that should have already taken place and will already be taking place in local areas.

Caroline Pidgeon MBE AM: I have real concerns about this. The idea that every leader of every council is in touch -- you only have to look at Lewisham and the Millwall decision to see how out of touch they are there. Seriously, they cannot be on top on every issue. If you have that genuine community involvement from every ward panel to be able to feed in, then you could make a decision. That is a far more what I would expect from a Labour Mayor, quite frankly, than what you are giving us today.

Sophie Linden (Deputy Mayor for Policing and Crime): This is absolutely local priority-setting. It is also evidence-based local priority-setting. It has to be evidence-based and it will continue to be evidence-based.

There is also, within that, flexibility at ward level for local priorities and local problems to be tackled with DWOs and the community, through problem-solving. I am interested that you think democratically elected politicians are not in touch with their local communities.

Caroline Pidgeon MBE AM: I said that some leaders are not in touch on every issue and I gave you a good example.

Sophie Linden (Deputy Mayor for Policing and Crime): I set great store by local democracy, local government, local councillors and the work that they do to understand their communities.

Steve O'Connell AM (Chairman): You are protesting too much. The fact of the matter is there is a perfectly good process around ward panels setting three priorities. The process was that those ward panel chairs would meet on a quarterly basis and those priorities would then feed into the Safer Neighbourhood Board. There was a bottom-up, perfectly good system set up by the previous Mayor and supported across the way. It seems to me that that has been ditched.

Sophie Linden (Deputy Mayor for Policing and Crime): No, it has not been ditched. We are very clear that we are not ditching the community --

Caroline Pidgeon MBE AM: Ward panels are not mentioned.

Steve O'Connell AM (Chairman): We could do a whole set of questions.

Sophie Linden (Deputy Mayor for Policing and Crime): We are not ditching it.

Steve O'Connell AM (Chairman): Anyway, we are moving on.

Andrew Dismore AM: I have not quite finished, actually. I will give you an example, right? This weekend just gone, there has been a whole series of anti-Semitic attacks in Edgware and Mill Hill, which you will know about. They are very troubling. Is that going to be a local priority, a ward priority, a London-wide priority or not a priority at all?

Sophie Linden (Deputy Mayor for Policing and Crime): As you know, the Mayor's and the MPS's position on hate crime is absolutely a zero-tolerance approach. Priorities will be set. Where there are specific instances like that, I know it is the case that the police take that incredibly seriously and should investigate it. It should be tackled and there should be a zero-tolerance approach taken. There is priority-setting in terms of strategic direction and strategic priorities, and then there are local operational decisions that are taken by the police.

The hate crime incidents, the anti-Semitic incidents that have been happening over the last few days and weeks, are absolutely appalling. I really did think about it when I came to this chamber on Monday for the Holocaust Memorial Day, the juxtaposition of those difficult and awful anti-Semitic attacks and us here in the Assembly remembering the Holocaust and remembering the lessons that we ought to learn. We have to be clear that that has to be a zero-tolerance approach. That is about everyday decision-making that the police will undertake.

Keith Prince AM: I am just trying to get my head around exactly how many priorities you are going to have. First of all, did you say there were going to be three central priorities, four local priorities and then approximately 19,000 ward priorities?

Sophie Linden (Deputy Mayor for Policing and Crime): In terms of the London-wide priorities that we set out, we expect there to be priorities around reducing harm, which is around reducing repeat victimisation and repeat offending. In terms of the local priority-setting, the discussions we are having are that between two and four local priorities will be set by borough. That is the framework we are working on. As before, there will be ward priorities, ward panels and local priority-setting in that way. It is important and it should take place but that is not in the framework that we will be assessing.

Keith Prince AM: We are saying four local priorities? I want to get it clear in my head. Will there be three London-wide priorities that will be the same for every borough or three high-harm, i.e. any three from the MOPAC 7 or something like that? Can you just explain that bit to me?

Sophie Linden (Deputy Mayor for Policing and Crime): There will be the London priorities around reducing repeat victimisation and reducing repeat offending, and then in terms of the local priority-setting we are having discussions of before two and four. It will probably be nearer two.

Keith Prince AM: I got that bit.

Sophie Linden (Deputy Mayor for Policing and Crime): No, you did not get that bit because you said we are talking about four local priorities. It is between two and four.

Keith Prince AM: Two to four; on average, three. In the first bit, are those three going to be all the same across the whole of London?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes.

Keith Prince AM: They are. You are going to decide on three along the lines you have just said.

Sophie Linden (Deputy Mayor for Policing and Crime): Yes.

Keith Prince AM: That is fine. The ward ones are going to be different for every ward?

Sophie Linden (Deputy Mayor for Policing and Crime): The ward priorities will not be featuring in the priority framework that MOPAC and the MPS are setting London-wide, in terms of the indicators that we are assessing. In terms of borough-wide, there will be the two to four local priorities set, the priorities around harm, repeat offending and repeat victimisation. That will be the framework and the indicators that we look at across London, and are able to see where the performance is improving, where it needs to improve a little bit more and where things will start flashing up and being problematic.

Keith Prince AM: Can I call that the 'top six' then, just for me? The three and the average three: are there going to be targets attached to those?

Sophie Linden (Deputy Mayor for Policing and Crime): We are setting them as priorities. We want to see year-on-year reductions in crime, overall reductions in crime year-on-year, but as you will know, sometimes if you set a target in terms of domestic violence you are looking for increases. I would expect that in terms of reporting, we would like to see increases in reporting. We are not looking at plucking some figures out of thin air to say, "We expect you to go from this to this". We are looking at year-on-year reductions in crime and in some areas we expect there to be an increase in reporting. What we want to see is an increase in the confidence of people to come forward, specifically around domestic violence and sexual abuse, but there will be other areas as well. Hate crime is one area where we know there is a lot of under-reporting. We would like to see that go up.

Keith Prince AM: If a borough was to, let us say, on one of the high-harm issues, achieve a 0.01% reduction, you would see that as a success, would you?

Sophie Linden (Deputy Mayor for Policing and Crime): We would like to see year-on-year reductions in crime, as communities would and as the police would. In terms of the assessment of this, the MPS has the Crimefighters Forum, as you know, and will be assessing progress around this. It will have a performance framework that flows from this Police and Crime Plan.

Keith Prince AM: There will not be any targets? Will it be a traffic-light system?

Sophie Linden (Deputy Mayor for Policing and Crime): As I said, we are not going to be plucking figures out of thin air as to what the reduction should be. We are looking for year-on-year reductions.

Keith Prince AM: OK. That is fine. On the ward-specific targets, the ones that the wards decide on, are we looking at three there?

Sophie Linden (Deputy Mayor for Policing and Crime): It is in terms of the problem-solving at ward panels. That is something for the MPS to be deciding on, how many there are and how that fits in. At the moment, there are three.

Keith Prince AM: Will that be measured in any way?

Sophie Linden (Deputy Mayor for Policing and Crime): That will be measured by the ward panel.

Steve O'Connell AM (Chairman): It is measured locally.

Sophie Linden (Deputy Mayor for Policing and Crime): In terms of progress, the ward panels when they meet next will ask the police and local DWOs --

Keith Prince AM: Again, there will not be any targets attached to that?

Sophie Linden (Deputy Mayor for Policing and Crime): We are not going down to ward level.

Steve O'Connell AM (Chairman): We have a set of questions around measuring success. Ward panel priorities have always been in the gift and the control of the members of the ward panel working with the local PC.

Sophie Linden (Deputy Mayor for Policing and Crime): Absolutely.

Steve O'Connell AM (Chairman): That really must continue because that is the best bottom-up broad-based measurement.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): If I can help, some may not lend themselves to targets. It may be a problem of place.

Steve O'Connell AM (Chairman): Exactly.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): As you say, the right test for that is to go back next month and say, "How did we do?" --

Steve O'Connell AM (Chairman): It is often a case of, "There are a lot of herberts hanging around on a Friday night. Can you get rid of them?" That is only measurable by getting rid of that group of people.

Peter Whittle AM: Deputy Mayor, I want to know how long each set of priorities will last. When it is set, when the borough sets it, how long are you talking? How long will that priority list be in place?

Sophie Linden (Deputy Mayor for Policing and Crime): They are annual priorities.

Peter Whittle AM: Annual priorities. Basically, something could move up and then move down and what have you?

Sophie Linden (Deputy Mayor for Policing and Crime): Some boroughs remain quite static but there is churn in London and we know about the changes in demographics in London and the change in population. Croydon, Enfield, Barking and Dagenham are seeing changes in the way that crime is happening in their boroughs and changes in the make-up of the population. It is right that we look at annual because things are changing. London is changing rapidly.

Peter Whittle AM: I know that you have what you call two baskets of priorities, the other basket being the overall targets or approach for London generally. I am just wondering how this will appear to the public, not in a crude public relations (PR) way but in terms of public confidence and trust. The way it has been conjured up for me, it tends to give itself to possibly stigmatising certain areas of London. If various priorities are given for various sorts of crime, will it not therefore appear to the public that this is almost a new crime map that is being written, like a poverty map?

Sophie Linden (Deputy Mayor for Policing and Crime): I understand what you are saying but I do not think that is necessarily an issue. Members of the community would prefer that their local police are tackling the issues that are most local to them and most important to them. I think that is going to be far more important than there being a change in the priorities set in the local area. What they want is for their local issues to be tackled by the local police and for those to be flexible enough to be able to change if there are changes in the area.

Peter Whittle AM: When you prioritise, it is usually another way of saying, "Cutting your cloth accordingly", is it not? In other words, what we are talking about is having to prioritise because what we really need is, say, 10,000 more police. You would not have to then prioritise, would you?

Sophie Linden (Deputy Mayor for Policing and Crime): You will always have to have problem-solving and prioritising. No, it is not about cutting your cloth. It is about saying that in this particular area, there are these specific problems. We recognise that and this is what we are going to do, the local police and the local borough, working in partnership to say, "This is how we are going to solve it".

Peter Whittle AM: Therefore, when it comes to rolling this out for the public, it has to be done very sensitively so that it does not add to a greater fragmentation of London. Even if people are saying, "These are the areas where there are problems", you have to be very careful how it is done.

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. In terms of priority-setting, local people know what the local problems are. The evidence will show you also what the local problems are. The previous administration had a dashboard where you could see what was happening in boroughs. There is lots of information. Boroughs already publish a lot of information about the crime types and the volume of crime in their areas. It is not going to start fragmentation of London. It is important for public confidence that it is very clear that the police, as well as partners, are transparent and accountable; show that they understand what is happening in the local area and then how they are going to tackle it. It is much worse for people to

feel that the local police, local authority and local partners do not understand and are not tackling the local issues.

Peter Whittle AM: Given that this is going to happen, this is the approach in the Plan, it might be worth -- you were at the female genital mutilation (FGM) event this week, were you not? Assembly Member Jennette Arnold [OBE] had done a superb map about FGM and where it is most prevalent. That could be utilised, could it not, in terms of prioritising, if it is made available to the various boroughs?

Sophie Linden (Deputy Mayor for Policing and Crime): I did not see the map. I would have to have a look at the map.

Peter Whittle AM: It was very good. It basically gives all the areas where is most prevalent.

Sophie Linden (Deputy Mayor for Policing and Crime): It is one of those areas which is around cross-borough working and cross-London working. We have had some really good pilots in terms of what works. Having the evidence to find out where the issues are is really important. If there is evidence Jennette [Arnold OBE AM] has - I have not seen the map - then we would look at it, maybe not in terms of priority-setting but feeding it into the work that we are doing with boroughs around FGM.

Peter Whittle AM: Thank you. Can I just ask you, Craig? I know there has only been one meeting, from what I can gather, so far with a borough, but what is the general feedback from the front line to this idea of priority-setting?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): The local one is well-received. Certainly I am not speaking for Martin [Hewitt, Assistant Commissioner, MPS]. He is capable of speaking for himself. The feeling from the first meeting was very good. I know there is another one this afternoon and another one tomorrow, in terms of getting that local feel for priorities. The reality is that as a police officer, and you will know from the boroughs you represent, it is quite hard to even get one thing that affects people right across an entire borough. There are challenges of place sometimes in boroughs. You can have a fairly large borough that has a town centre that is the crime and disorder driver for that borough. You tackle that particular area. The idea of getting some local engagement is absolutely the right way to go.

Can I just pick up on an interesting point you made at the start about the mapping? It would be useful. I know the MOPAC insight team has it. The challenge for the wider public sector in London is that some of those areas have not moved for 30 or 40 years. You can look at some wards in London and they have been the high-crime, high-disorder wards for generations. The challenge ought to be to all of us, "Why is that still the case?" I understand your stigmatisation point but some of that mapping already exists. Certainly there are some quite interesting longitudinal studies of crime over 60 or 70 years in London that show some of these places do not move. We need to understand why that is and what drives those.

I think the local focus will be well received by officers. The engagement point about involving Martin [Hewitt] as the lead of TP and also involving the local Borough Commander is good. It links to a point made early on in the session. We are absolutely clear that, when Martin and the Borough Commander are there, that is whole force of the MPS. A lot of these priorities we are talking about will not be tackled just by uniformed officers. When we talk about the challenge around knife crime and gangs, it is the entire organisation stepping in behind that.

Peter Whittle AM: Thank you very much.

Keith Prince AM: As you, Deputy Mayor, two of my boroughs are involved in the tri-borough test, which I broadly support. I will put that on record. You did point out, quite rightly, that Barking and Dagenham are

having challenges. That is the third borough, along with my two. These two to four priorities, will they be different for each borough or, if it is a joint borough, will they be shared?

Sophie Linden (Deputy Mayor for Policing and Crime): They will be different for each borough.

Keith Prince AM: In the tri-borough test in east London, they will have nine high-harm priorities? Is that right?

Sophie Linden (Deputy Mayor for Policing and Crime): No, they will have the local priorities that will be different and the high-harm priorities will be the same because they are cross-London.

Keith Prince AM: The same. They will have three high-harm and then nine local?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. They will be the borough priorities. That is right. There is still that borough priority-setting.

Keith Prince AM: Thank you.

Caroline Pidgeon MBE AM: I want to pick up your real neighbourhood policing, your new approach to it, two dedicated officers by the end of this year, aimed at improving relations with local communities. Do you think that goes far enough? Do you think we need to be putting more dedicated police into wards and more dedicated Police Community Support Officers (PCSOs) into wards to bring it back to the level of Safer Neighbourhood policing we had in the past?

Sophie Linden (Deputy Mayor for Policing and Crime): It is right that there is a minimum of two DWOs. As you will know, in some wards where there is higher demand there will be more than two DWOs. That is a matter for the Borough Commander, his or her view of the borough and how he or she wants to deploy the officers. It is not that every ward will only have two DWOs. Some will have more.

Would I like to put in more DWOs? Of course I would, but we have to balance it with the resources we have, the officers we have and the demand across London as well. At the moment, that is the appropriate level given the resources we have.

Caroline Pidgeon MBE AM: Under review, maybe?

Sophie Linden (Deputy Mayor for Policing and Crime): Absolutely, but that is the commitment that we have going forward, an absolute commitment. It is there. You will know that the MPS are already halfway to delivering that, to make sure that that happens. It will absolutely happen by the end of 2017. There will be at least two DWOs in every ward and one PCSO per ward.

Caroline Pidgeon MBE AM: The guarantee is one PCSO dedicated per ward as well?

Sophie Linden (Deputy Mayor for Policing and Crime): Dedicated per ward, that is right.

Caroline Pidgeon MBE AM: What about the abstraction? In the past, they were absolutely protected and could not be abstracted. This was weakened under the previous administration. Can you explain when they can be abstracted and when they cannot be, or is it, "You are dedicated to that ward. End of"?

Sophie Linden (Deputy Mayor for Policing and Crime): The commitment around abstraction is that they are dedicated to that ward except for extreme emergencies, should they happen, and most likely around the Notting Hill Carnival and New Year's Eve. Not definitely, but those are the two times that they might be

abstracted because of the heavy demand on police resources and police officers to police those two events. It is not definite but those are the two.

Caroline Pidgeon MBE AM: 'Extreme', like a big, London-wide mass emergency?

Sophie Linden (Deputy Mayor for Policing and Crime): Absolutely, yes.

Caroline Pidgeon MBE AM: Fair enough. Notting Hill. New Year's Eve. That is it?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. The difference from before is that previously it was not transparent or accountable when officers were abstracted from their wards. This time, we are doing this in the Pathfinders and if we do continue, there will be - you can call it what you want - reporting back to the local area around what has happened to those DWOs. It will be transparent if there have been abstractions.

Caroline Pidgeon MBE AM: We would be able to look at that abstraction data as well. That is helpful because that is something I recall from when I was on the Metropolitan Police Authority (MPA). It came in and I could not support it because you were weakening those dedicated officers.

I was not, sadly, at our last meeting, but one of the issues that came forward was that people said about morale that it is one of the biggest risks for the MPS today. Maybe I should start with the Deputy Commissioner. The draft Plan says that motivation, morale and expertise in the workforce is critical to success but also is the biggest risk. What steps do you want to take to improve morale in the workforce? Then, Sophie, you could also answer the same.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): The issue around morale is real. We have discussed it before at this Committee. A number of the changes that were made both nationally and locally over the last few years have knocked people. If you talk to individual officers, as many of you will do, they will talk about changes in their terms and conditions. The reality is that a lot of the work we are doing now about saying what the MPS could look like going forward we hope will start to shape and give some certainties to some of those, because what police officers do not like is uncertainty. The fact we deal with uncertainty every day on the streets we take for granted, but when you get back into a police station, you say, "There is this change coming and there is this change coming". I am hopeful that with the Police and Crime Plan, linking it more to the transformation journey we are on, we can talk about those things we are doing.

I have been very open about this: with the change in Commissioner and a range of things, part of the things we are talking about is how we do some stuff about those - for want of a better word - wellbeing issues around officers and staff. No one in this life anymore can give people absolute certainty, but there are things we can do around supporting people and taking people forward.

The biggest one I would like to do is to try to rebalance the blame culture. I would need help with that on both a national and local level, but officers perceive that the moment they step out of line or do not follow a process, they will be blamed, and they have a very real justification for feeling that. We - my generation of policing - have to try to rebalance that because it is not in anybody's interest.

Caroline Pidgeon MBE AM: Sophie, is there anything you want to add?

Sophie Linden (Deputy Mayor for Policing and Crime): Just in terms of the morale and the workforce, it is an issue and it is something that we are very aware of. We will be working with the MPS in terms of what we can do to ensure that police officers feel supported and that they feel they are going to be treated fairly within the service and they have the trust and confidence of the public as well. That is going forward and that is

within the Police and Crime Plan around the importance of our staff, not taking for granted the commitment and dedication of police officers and police staff in the service and making sure that, when they are at work, they have the right facilities and are treated with fairness.

Caroline Pidgeon MBE AM: Deputy Commissioner, you have really tight budget pressures. We have discussed that at the Budget and Performance Committee. How are you going to ensure that things like training are properly resolved? I know many of the reports we produce say that we want you to do more training in mental health, in child protection or in whatever. There is huge pressure so that your officers have the right expertise to tackle this changing nature of crime. How are you going to make sure you have the resources to be able to do that training?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): You will remember - and we have discussed this previously - that for most operational police officers we introduced a training day as part of the cycle and so we can target training.

First, we have to look at how we deliver training. There is a great resistance in policing to anything that is seen as computer-based training. For a whole variety of reasons, officers, unless someone has sat and spoken to them - and I understand some of that - do not feel they have had any training or input, but there is something now in the modern world about how we impart learning and knowledge, and then how we talk about application of that learning and knowledge. We are looking quite carefully at how we do that.

The reality is you have to prioritise it. These are all tough decisions because we could probably take every officer off the streets for the next three or four weeks and train them, but that is just not a reality. It has to be prioritised, and it has to be prioritised against the risks that we face in terms of doing it. A lot of the work around child protection and the wider safeguarding has absolutely been prioritised in terms of training, but that means that then, when someone comes in and says, "I want you to understand more about the threats from wildlife crime", or something, you cannot fit all of that in. What we do is have a strategic training plan and strategic training board, and they make the tough decisions about what to put in that process.

Also, when you look at the wider thing about how we are changing the workforce - and you have seen some of the national announcements about moving to a graduate profession - it is just reinforcing what has been a reality for many years, that that continuing, ongoing development of officers in skills and experience we are just formalising in a completely different way. It is a challenge. Keeping some of those high-end skills will be increasingly challenging in a very active labour market.

We have spoken before a lot about things like cyber skills. As you know, I do quite a lot of work around that area and business crime with colleagues in the City of London [Police]. The reality is that as soon as we skill people up, at the moment, if we put 'cyber' in someone's title, the major banks will be in to take them before they finish their training. The reality is that there is a national shortage of some skills. We have put a whole range of things in place to try to build those skills and experience up, but ultimately we have to prioritise them. We only have so much space available.

Caroline Pidgeon MBE AM: Thank you.

Keith Prince AM: I am just interested to develop a bit about the two officers per ward. It has been brought to my attention that historically - perhaps you can answer the technicality of this, Mr Mackey - you had one police officer per ward and then behind that was a support team.

I can never remember what the name of that support team was. Perhaps you can give me that name. They did a lot of the investigations on the burglaries and so on. What is the name of that team?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): The Neighbourhood Team sat above. You had one officer per ward and one PCSO per ward and then you had the Neighbourhood Team, which was like a support above them.

Keith Prince AM: Yes, the Neighbourhood Team. My understanding is - and you may correct me - that that Neighbourhood Team is pretty much being dispersed in order to put the extra officers in the holes to make up the two.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): If you see it as a level, some will go across into neighbourhoods. Some will go across into the Emergency Response and Control Team (ERPT).

Keith Prince AM: Yes. That is my understanding and it is good that we agree on that, or that I understand it, more importantly.

Can you or the Deputy Mayor [for Policing for Crime] tell me, having just made the point about the investigations, who now you think will be doing the investigations?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): The ERPT is taking more investigations and so it will carry investigative workload. There is a piece of work called My Investigation. One of the things leads to the question that Caroline [Pidgeon MBE AM] asked about skills and experiences. You will know that one of the challenges we have at the moment is getting people to step into the Detective role, and one of the key blocks to that - perception is reality - is the reality for people that the Detectives carry every single investigation. It felt like, for the organisation, Patrol Officers and officers in uniform went to a job, filled in a form, gave it to an investigator, forgot about it and moved on to the next job. We are moving away from that. We are moving much more in line with the other 42 forces in the country and what we call 'level 1' crimes - relatively straightforward, although at the high end quite important for Londoners - will be dealt with by the officer attending. We will not be handing off. We will not be moving crimes around the system.

Keith Prince AM: Can you give an example of one of those?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): Yes. In the current scenario, I arrive at the scene of a robbery and we detain an offender across the road for the robbery because we are there quick enough and we catch them and that sort of thing. The reality is that now I would probably fill in the initial crime report, I would take the prisoner to the station and the next person you would deal with is going to be someone completely different. It will probably be a Detective from one of the Volume Crime Teams. In the future, the likelihood is that you will continue to see me.

We are putting in more training. It goes back to the point around My Investigation. We are training officers in what we call 'PIP'. You will hear officers talking about 'PIP'. That is the Professionalising Investigation Programme, which is putting those investigative skills where they were back in frontline officers, and they will carry investigative caseloads.

Keith Prince AM: Whereas in the past we had one police officer per ward and then we had a back-up Neighbourhood Team that would go and do investigations, that Neighbourhood Team is being dispersed, effectively. The vast bulk, I suspect, is going into the wards and then there is a residual amount that is going into the Response Teams. Then those Response Teams are now going to be doing the investigations that the Neighbourhood Teams were doing. Who is doing the response, then?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): They will still be doing response as well. There is a whole move in this --

Keith Prince AM: They will be in the middle of investigating something; a call will come through saying, "By the way, please attend", and so on, and then they will go, "Sorry, I can't do it", jump in the car and drive off.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): If only life were that straightforward.

Keith Prince AM: That is the reality, though, is it not? That is the reality. They are going to go, "Sorry, mate. I just have to zip off".

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

Steve O'Connell AM (Chairman): Can we move this on a little bit, if we can?

Keith Prince AM: It is very important. There is a structural change in how we are going to be policing locally, a structural change, and this Committee needs to understand exactly how that structural change is going to work.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): We have piloted this in a borough already and we are rolling it out to other boroughs in terms of the My Investigation piece. The reality is that officers will carry a workload. It will not be a huge workload and that is a real challenge for us in terms of managing that workload. You remember those teams; this is pushing people either way in terms of how we do it. The ERPTs are being bolstered in terms of things going in.

Keith Prince AM: Not a lot.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): The other piece of work that we are working through at the moment is how we look at frontend demand. You remember that I have spoken before here. We had something in the region of 170,000 calls for service and, if we looked at how we graded our calls for service, we could deal with them completely differently and could resolve them without attending. There is a whole range of work going on to cope with a change in the structure of the organisation.

Keith Prince AM: Did you say you are now trying to find ways of not attending emergencies?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): No, not emergencies, but in terms of calls for service and how we grade our calls, the 170,000 or 180,000 calls that we attend, usually the 101-type calls that we go to, which sometimes people do not even want us to go to. We go to --

Keith Prince AM: Why are they phoning the police, then, if they do not want the police?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): The reality is that there are very few other numbers available now. If you look at some of the volumes of calls that have gone up, as local authorities and others have shut contact centres, in fact, we have examples where people say now, "Ring 101". We are the service of last resort. We are always available.

Keith Prince AM: It just seems a bit strange to me, and I understand that you have to work within the political constraints that you have been forced into.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): It is not political.

Keith Prince AM: It just strikes me as a bit strange that in the past we had a team of people who did investigations, and now we do not have that team anymore to do the minor investigations. We have now two police officers wandering around wards and some of these wards in London have very low - in fact there are some with zero - crime rates; wandering around all day, looking good, making people feel safe. That is wonderful. Then we have the ERPT, which has only grown by a very small amount, now doing those investigations.

Seriously, what happens when there is a call? There is a call, "We have an emergency", and they go, "Sorry, mate. I know it's important, but I've just got to jump in my car". It is very worrying.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): No. I think you characterise for effect and I understand doing that, but the reality is --

Keith Prince AM: What an accusation to make.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): The reality is that in those scenarios you describe, officers now will always prioritise. If I am in the middle of taking a statement from a victim and a call comes in and it is far more important that I am at it and I am close to it, I will go. That will happen today.

Keith Prince AM: That is what I was just demonstrating.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): That is written hard in the DNA of policing. We will always do that. We will always go to something in terms of those calls and those demands. The reality is that what we are doing is bringing the officers back into that investigation mode for the long-term good health of the organisation, and it is the right thing to do.

Keith Prince AM: Then you have two officers in every ward not doing any of that.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): They will be doing some. They will pick up some low-level stuff and do that. They are police officers. We are absolutely clear.

Keith Prince AM: Yes, they are. Yes.

Steve O'Connell AM (Chairman): I agree with the narrative because the previous model was encouraging the local DWOs to take ownership of those local crimes. That one or two now, if they had a local burglary, for example, would take ownership from the beginning to the end of the process. Is that still going to continue?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): If they are the first officer who attends, they will keep it.

Keith Prince AM: There is one other question. Abstractions: where are they coming from? The Response Teams?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): The abstractions have to come out of that core.

Keith Prince AM: You have them investigating the crimes and being abstracted. Is there going to be anyone left to respond to any emergencies?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): There are plenty. The Response Teams are still there.

Keith Prince AM: Seriously, this is very worrying. The people of London will be very concerned. I understand you are trying to do the best within the political constraints that you have, but the people will be very concerned --

Sophie Linden (Deputy Mayor for Policing and Crime): What political constraints are you talking about?

Keith Prince AM: -- about how they are going to get the most important service they receive from the police, which is emergency response.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): Emergency response will come today, tomorrow and in the future --

Keith Prince AM: After they have finished the abstractions, after they have finished doing their investigations.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): No. Emergency response will come, and emergency response will always come.

Keith Prince AM: Very worrying. Very, very worrying, Mr Mackey. Very worrying.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): It is the service we have.

Steve O'Connell AM (Chairman): We will continue to take a keen interest in that. It is a point very well made. We want to move on, but did you have, Sian, another question on this point?

Sian Berry AM: I do not think we have said enough about training.

Steve O'Connell AM (Chairman): Go on, then. Say something more about training.

Sian Berry AM: In response to what Craig was saying, we have all been in professions where the pressures of the daily job do interfere a little bit with training, but I am hoping that will be tackled within the new Plan, to some extent. Are there plans to reform this further?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): In terms of how?

Sian Berry AM: To create more space within officers' days. We did hear at the last Committee meeting from officers who had been thrown into Safer Neighbourhood Teams, for example, and they had not been informed of even what to expect there in terms of what local groups there might already be, whom they should go and meet, and how the councils might be structured. These are not things that you automatically know. You have to go and be trained to be a Safer Neighbourhood Officer. This former officer we were talking to had not had that training and had to feel his own way. That is not an efficient use of time for that to happen. It is efficient to pull people out and train them so that they can be effective.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): You have just heard the other concern and so you want me to take people out, and the concern from the other side of the Chamber is that I do not have enough people out there doing the job.

Sian Berry AM: That is their point. This is mine. It is better if they are more effectively trained in the new specialisms and things.

Keith Prince AM: It is not often that the Greens and the Conservative agree anyway. Let us be honest.

Sian Berry AM: I did not say I agree. We were saying different things, but we are not contradicting --

Steve O'Connell AM (Chairman): Let us make the point, Sian, and we will move on. Did he answer it?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): I do not disagree with your point, but I am just being really honest with you. That will always be a tension. I did not hear the evidence from a former officer.

Sian Berry AM: I have worked in organisations where training is important. We have solved that problem.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): With the exception probably of - I must be careful of what I single out as an organisation - the military and some of its training when it is not live all the time, the reality is that for most emergency services, particularly us and the Ambulance Service, we are live. We are running live operations 24/7, 365 days of the year. You will always have a limit on what you can take out of the line.

Sian Berry AM: I agree with you. On morale, though, just to also make the point, being valued and being trained are two of the same things. Happy morale, feeling that people are being looked after and developed as professionals, not just harangued with constant time pressures, would be amazing for morale.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): Yes. You have touched a number of times on the pilots. That is why, with the pilot boroughs, with the senior leadership team and with the wider leaders, we have rolled out the Leading for London change, which is about training and development and how they work as a team. As we move through that transition, that is absolutely how we do it.

Sophie Linden (Deputy Mayor for Policing and Crime): Can I just make one point as well? Training is linked to morale because there is nothing better for morale than to feel that you can do a good job and that means having the right skills to do the good job, but in terms of the training, we are looking at the training.

You are right and Caroline [Pidgeon MBE AM] said this. Often I go to meetings and they talk about the need for training. Probably the need for training we can expand and expand and expand, but it is not just about what was known as continual professional development and about training while you are in the job. It is also about your initial training and that is something that we are looking at as well to make sure that police officers, through their initial training, are given the skills that they need when they start their job so that when they do go into the wards they do have that training.

Police Now is exactly what that is about. It is really good training about problem-solving and about knowing not all the individual structures but, basically, the stakeholders. They are a fantastic group. We have had two cohorts go through. The numbers are increasing. We need to look at what that teaches us about what the rest of the training needs to be like in the MPS and how we develop that. Yes, it is about on-the-job training, but it is also about when you first come in.

Sian Berry AM: That is a really good example because we have definitely noticed that about the cohort of officers that has come out of Police Now.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): The model that is emerging around apprenticeships in policing and a graduate workforce will change fundamentally the first three years of an officer's service. It will rebalance that time in the line with time in what I call education and training, and that is potentially quite an exciting model but will bring its own challenges for us in terms of how we manage the workload.

Sian Berry AM: It is our final question and it is about monitoring and measuring the results. We have touched on it before when you were asked about targets and local priorities, but a more sophisticated conversation in measuring success is how you put it in the Plan.

How does that square with measuring the performance, knowing how you compare to the past as well? Are you still going to be able to be held to account on some numbers in a useful way?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. In terms of how we will be held to account, there are the dashboards as they were. We are developing the dashboards as they will be in terms of the new priorities, and there will be that absolute public transparency and accountability around what I hope will be progress. I believe there will be progress, but you will be able to see that. Of course, there will still be the usual crime types that will be reported on, as you have every quarter. Every time you have the Police and Crime Committee, you have those figures and you will be able to dig down into the trends and dig down into the crimes. Yes, those dashboards will be developed and they will be there for the priorities.

Sian Berry AM: For the new priorities - and talking about doing things in a more sophisticated way is good - will you still be seeking to make those measurable, though, where that is possible?

Sophie Linden (Deputy Mayor for Policing and Crime): In terms of what we are looking for, it is year-on-year reductions. They are measurable in terms of you will be able to see whether they are going up or down or staying the same. You will be able to see what the trends are and, because of the interactivity around the dashboards, you will be able to look at what it is like for your ward, what it is like for the borough and what it is like in terms of most other boroughs as well. The dashboards are going to be a really fantastic tool in terms of accountability and transparency.

Sian Berry AM: My final question is about the baseline you are going to measure against. If you are making lots of changes to priorities and how you measure things, how are you going to set the baseline for what you are measuring progress against and will that go in any way to the past? As someone who uses statistics quite a lot, as mentioned, when changes are made, if you end up with a big discontinuity because the methods all change, it can be very frustrating. How will you deal with that?

Sophie Linden (Deputy Mayor for Policing and Crime): Methods. I suppose there is a slight difference here. What I see is that the priorities are changing and the way that we set the priorities are changing, but they are based on total notifiable offences and based on the crime survey. You will be able to see, from now and before and going forward, what the progress has been. That will be the same.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): Just to reassure and to support that point as well, none of this will affect any of the national reporting. There is a national framework of reporting that we saw recently with the Office of National Statistics reporting. There is local reporting from other oversight bodies, like HMIC and others. With that national trend, you will still be able to see the longitudinal impact of whatever action we do or do not take.

Sian Berry AM: Very finally, I was asking before about hit-and-run offences, which were going up, and that is very interesting. We wanted also to know about how many prosecutions and convictions had resulted from those. You were not able to tell us, but I understand that things are being now matched up. When you have

better data like that going forward - that is really great and we look forward to it - is it possible then to also do maybe a sample of backward-looking statistics to reanalyse some of the older data or just do a sample so that you have some comparison for how things have changed?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): I do not know. That is the honest answer and so I will not make a pledge one way or the other off the cuff. I am more than happy to take it away and look at it. When we discussed this last time, we are getting better at joining up because we are getting better at joining with the Court Service. Whether I can do that retrospectively, I do not know. I will find out for you.

Sian Berry AM: Yes. I would have thought that was possible at least for the sample, not across the board, though.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): Yes. I will find out for you.

Sian Berry AM: Thank you.

Steve O'Connell AM (Chairman): Before we move on, it is absolutely important to talk about the clarity again. I mentioned earlier that whether it is ward panels, Safer Neighbourhood Boards, you or the Deputy Mayor [for Policing for Crime], there is clarity around the measures and what success looks like so that the MPS can be held to account.

Tony Arbour AM: Deputy Mayor, I would like to ask about the NICC grant. On the face of it, it seems astonishing that we asked for £340 million and the Home Office is offering us only £170 million. Tell me. How are you trying to improve the offer?

Sophie Linden (Deputy Mayor for Policing and Crime): You are right that it is astonishing, and you will have seen that the Mayor and the Commissioner and I have said that it is very worrying going forward in terms of what the budget is.

In terms of how we are trying to change that, we are lobbying - and the word would be 'lobbying' - the Home Secretary and the Minister for Policing around this and asking for our fair share of resources for London. They have agreed what the amount of money is that the MPS does spend because of its responsibilities in policing because it is in the capital. They have agreed that. They are just not funding it and there is that significant gap of about £170 million.

Tony Arbour AM: Let me get this right. The Government accepts that we need £340 million but it has offered only £170 million?

Sophie Linden (Deputy Mayor for Policing and Crime): The MPS estimate of how much it spends on capital policing is £384 million. The Home Office has accepted a smaller figure than that. In terms of the gap in the figure that the Home Office has accepted, it is about £110 million. Whether you take the £110 million that the Home Office is accepting or what the MPS's estimate is, it is a huge gap and a huge challenge.

Tony Arbour AM: It certainly is. I have a paper in front of me that has been prepared by the MOPAC and the MPS, which suggests that no negotiations have taken place since 2015. Is that fair? Actual negotiations. I have the sums of money that we say we should be getting, which add up to £343.7 million, and that was done in 2015. Similarly in December 2015, the then Home Secretary wrote to the Commissioner saying that the grant was going to be only £174 million and saying that that was going to be less than you had asked for.

It is now the end of January 2017. Those negotiations took place under a different administration. What have you done to jack up the sum of money, if it is so unfair?

Sophie Linden (Deputy Mayor for Policing and Crime): What we have done is we have written to the Minister, we have met the Minister and we have had discussions with the Ministers about this. That has also been taking place at officer level about the unfairness of the NICC funding, pointing out the gap between the expert working group and what the MPS estimate is that it spends on policing the capital. We have had those discussions and we have gone in to Ministers and said, "You need to be funding us to, at the very least, the amount you have accepted". We are putting that point very strongly.

Tony Arbour AM: You do not appear to have been terribly successful, if I may say so.

Sophie Linden (Deputy Mayor for Policing and Crime): We are still making those discussions. There are still discussions taking place. On behalf of London, I hope that we are successful.

Tony Arbour AM: Yes. Yesterday, I - like every other Member - received a letter from the Mayor headed, "Police funding in London". You wrote it, did you?

Sophie Linden (Deputy Mayor for Policing and Crime): Absolutely. It is a letter that we put together, together.

Tony Arbour AM: You put it together. Did you consult the MPS on the content of this letter?

Sophie Linden (Deputy Mayor for Policing and Crime): The figures in the letter are figures that we have agreed with the MPS.

Tony Arbour AM: No, that was not the question I asked you, Deputy Mayor. I asked you: did you consult the MPS on the content of this letter?

Sophie Linden (Deputy Mayor for Policing and Crime): In terms of that specific letter, I am not sure whether the whole letter would have been consulted on, but in terms of the funding and the position that we are in with the budget, we have been consulting.

Tony Arbour AM: Presumably, therefore, from what the Deputy Mayor [for Policing and Crime] has said, you have not seen this, Deputy Commissioner?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): I cannot read it from here. There were a number of letters.

Tony Arbour AM: Yes, but you would know whether or not you had received a letter from the Mayor yesterday.

Keith Prince AM: Have a look at it.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): It may well have arrived in my in-tray.

Sophie Linden (Deputy Mayor for Policing and Crime): I can check for you. The amount of consultation that goes back and forward, on specific letters, I must --

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): There are a number of letters about funding going between the two organisations.

Tony Arbour AM: Yes, I understand that. I am asking about this letter. It is relatively unusual that the Mayor writes to us - allegedly personally - on the matter of police funding. It is a rare occurrence, which is why I bring it to your notice. I would have thought it would have been reasonably rare for you to have received a personal letter on police funding from the Mayor. I really want to ask you, please, if you turn over the letter that you have, on the second page in the first paragraph the Mayor says this:

"I am deeply concerned that the combination of the Government's refusal to fully fund the NICC, along with changes to the police funding formula, could undermine public safety in the capital."

Is that a statement that you would have agreed to, Mr Mackey?

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): I am not in the politics and the game of politics, but --

Tony Arbour AM: I know you are not and that is why usually I concentrate on asking the questions of the politician here.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): I absolutely understand that. The challenge we face around funding is making sure we get a fair settlement for London that allows us to keep a growing capital city safe.

Tony Arbour AM: Let me go back to the Deputy Mayor [for Policing and Crime]. Was that sentence that I read out, Deputy Mayor, one that you put in and that you concur with?

Sophie Linden (Deputy Mayor for Policing and Crime): Clearly, a letter from the Mayor of London is one that I would absolutely agree with and would be, as his Deputy, involved in the drafting of it.

In terms of the absolute crux of this point and the crux of the letter, in terms of the budget, the Commissioner last week, when the crime figures were published, is on record as saying, "The lights are flashing because of the increase in crime. It is not as great as around the rest of the country in London, but it is still increasing". He is worried. The Mayor is worried. In terms of the sentiments, absolutely.

Tony Arbour AM: Yes. I do seek to be as courteous as possible, Deputy Mayor. I am very concerned. Everybody here is concerned. Every Londoner is concerned that the police should be fully funded, and there is nothing more important than the safety of Londoners. In the context of talking about the safety of Londoners, is it appropriate for the Mayor to say that the change in the funding formula could undermine public safety?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, it is appropriate.

Tony Arbour AM: All right. Thank you.

Sophie Linden (Deputy Mayor for Policing and Crime): It is appropriate because that is what we are incredibly worried about and that is the challenge going forward.

Tony Arbour AM: This lack of funding is undermining public safety. Also --

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, absolutely. Going forward, if the challenges of the budget are not met, we are very worried about public safety in London.

Andrew Dismore AM: With respect, Chairman, the letter refers to both the failure to fully fund the NICC and potential changes to the police funding formula. It is both of those things.

Steve O'Connell AM (Chairman): It is very good of you to remind me, Assembly Member Dismore.

Andrew Dismore AM: I would be very surprised if none of us were worried about that.

Steve O'Connell AM (Chairman): In the previous paragraph, if you go back to the first page, you talked about:

"When Ministers considered similar changes at the end of 2015, the MPS stood to lose between £184 million and £700 million before the plans were abandoned."

What part of those plans related to the NICC? You have already told us that you have been unable to change the Government's mind on that.

Sophie Linden (Deputy Mayor for Policing and Crime): What I have already told you is that we are lobbying and pressing very hard so that what we are owed in the NICC grant is given to London and that London gets its fair share.

There are two things on here. There is the NICC grant and there is the review of the police funding formula. Those figures that you have just quoted are from the previous review of the police funding formula, which had that level of possibility of funding being taken away from London. You will know that the police funding formula is being reviewed at the moment. The police funding formula review was abandoned.

Steve O'Connell AM (Chairman): What was abandoned, with lobbying from this building and this administration, was a review of the funding formula, which would have had a catastrophic effect on London. That was abandoned back in 2015, the funding formula.

Sophie Linden (Deputy Mayor for Policing and Crime): The funding formula was abandoned, yes. That is what we are talking about.

Tony Arbour AM: Yes. What I am driving at is this is a new administration. You and the Mayor - and we support him - have made much of you having as your overall policy and overriding principle the safety of Londoners. What you have done - and I say "you" meaning you and the Mayor - is to put this all down to Government intransigence in relation to the funding of the police here.

At various sessions beforehand I have asked you what you have done since you took over. You will have come in and you would have known instantly - because I cannot imagine that you would not have been briefed - about the difference between what you think the NICC costs and what the Government has given you. We have had no evidence and there is no evidence before us today to show that you and the current administration have made substantial efforts to make your case to show that we are substantially underfunded here.

If I may say, I have had a note. I doubt that you have seen this, but it was prepared by MOPAC and the MPS relating to the NICC, and it says that there was an executive panel set up to check whether or not the request for the £340 million-odd was accurate. The members of that executive panel included a Her Majesty's

Inspector (HMI). It was HMI Otter, whom I seem to recall was at the MPS. It was chaired by Sir Richard Mottram and members of the MPS and MOPAC reviewed this decision.

Very interestingly, it says that between you, you established the policing costs at £340 million-odd, but this panel agreed that just £281 million was justified. Listen to this, "Very interestingly, only very slightly lower than the MPS and MOPAC assessment". In fact, it is 20% lower. It is very interesting that you describe that as being minor.

Andrew Dismore AM: That is misleading.

Tony Arbour AM: Please let me follow through the argument. We are here to hold the Deputy Mayor [for Policing and Crime] to account. What I am seeking to suggest is that you have not worked terribly hard on redressing what we fully accept appears to be a substantial injustice.

Do you not think that the case would have had much more credibility if this executive panel was not actually an executive panel at all but was some outside body - I do not know, a firm of accountants or something of that sort - that audited what you thought, what the MPS thought it cost and similarly what the Government thought it should cost?

Sophie Linden (Deputy Mayor for Policing and Crime): I will pass over to Craig in a minute, but I would just like to point out to you, Mr Arbour, that this independent panel sat under the previous administration.

Tony Arbour AM: I am not denying that.

Sophie Linden (Deputy Mayor for Policing and Crime): Do we know about the independent panel? Absolutely. We have just had discussions about the difference between what the MPS was asking for and what the Home Office agreed and what the independent expert panel agreed. There is a difference. However, there is still a significant shortfall. It could be £170 million or £107 million. That is a substantial shortfall in terms of funding for the MPS.

Tony Arbour AM: We are not disagreeing about that.

Sophie Linden (Deputy Mayor for Policing and Crime): I would ask that, in terms of the Assembly and you as the Police and Crime Committee, which has the interests of London's safety at heart, you will join us in lobbying the Government and trying to get the message across on how poorly London is and how London is not getting its fair share.

Steve O'Connell AM (Chairman): Let me take two points. One point: it would have been better if you had had this paper, which we do not have and so it is too late now, but these are facts --

Sophie Linden (Deputy Mayor for Policing and Crime): From the previous administration, I presume.

Tony Arbour AM: Produced by you.

Steve O'Connell AM (Chairman): No. The gap of £62 million, clearly, from this table, is around the support costs. The group disagreed about the support costs. That is a fact.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): Chairman, can I help with some of the process?

Steve O'Connell AM (Chairman): Yes.

Craig Mackey QPM (Deputy Commissioner, Metropolitan Police Service): I will be very quick. We, as in London, do not control the panel. The panel is set up by the Home Office. The NICC in previous years was basically a given fund. Why that review was put in place was that people wanted to try to baseline it. It was built up from the bottom, which is quite unusual in terms of the way of doing that, and we had no say in who was on the panel - Sir Richard Mottram and Steve Otter - because it was grant-given money and that is how it is done.

The area of dispute was whether you pay on-costs. In all grants - there is a percentage of the organisation that has to train people, no matter what you do - we usually get on-costs. This one could not agree on on-costs and so we do not get on-costs. That is the difference between the two figures.

Steve O'Connell AM (Chairman): A point of order for the Deputy Chair.

Unmesh Desai AM (Deputy Chair): Are we moving away from the thrust of this section, Chairman? There are important issues raised by Assembly Member Arbour, but it is about how we lobby the Government, how we build a campaign that we all are signed up to as the Assembly and what arguments we use. I am not saying that Assembly Member Arbour is not raising important issues.

Tony Arbour AM: There is no evidence in either paper we have received that anything has happened between now and - or, rather, since - December 2015.

Steve O'Connell AM (Chairman): You have made that point already, Tony, very well.

Andrew Dismore AM: Sophie has just given us that evidence.

Sophie Linden (Deputy Mayor for Policing and Crime): I have given you the evidence. I have given you the evidence and you are not --

Tony Arbour AM: No. You have merely said that you have done these things.

Steve O'Connell AM (Chairman): The point has been made well by --

Sophie Linden (Deputy Mayor for Policing and Crime): I am not sure what you are getting at there. You should be very careful. "Merely said."

Steve O'Connell AM (Chairman): Deputy Mayor, the point has been made very well and your response has been made. Whether it is to the satisfaction of my colleagues is another thing. There are other questions relating to this before we --

Andrew Dismore AM: Chairman?

Steve O'Connell AM (Chairman): A point of order again.

Andrew Dismore AM: It is important that the correct figures are put before the people who have not had a chance to see them, and this document is absolutely clear. The panel, which was not the MPS panel but set up by the Home Office, found the total direct costs to be £281.1 million; plus then on top of that there is the £62.6 million, which is the support costs and which, unusually, was not agreed. The Home Secretary said that she would fund it, £274 million, being 62% of the £281.1 million. It is quite straightforward. Even on the figures that were put forward by the Home Office, we were ripped off --

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, absolutely.

Andrew Dismore AM: -- irrespective of the £62.6 million support costs, which would normally be paid on top.

Tony Arbour AM: We are not arguing about that. We were just arguing about what the Deputy Mayor [for Policing and Crime] and the administration have done about it.

Steve O'Connell AM (Chairman): That point has been well made. That point has been made by Tony Arbour.

Andrew Dismore AM: She has done it. What I would suggest, Chairman, is that if Mr Arbour is so wound up about it, maybe Sophie could give us a list of dates when proposals have been put to the Home Office.

Sophie Linden (Deputy Mayor for Policing and Crime): We can do that. In terms of the argument around the figures, the figures in this briefing you have just shown me and the figures in the letter from the Mayor are exactly the same. There is no change. There is no difference. I am not really sure of the point you are driving at on this.

Steve O'Connell AM (Chairman): Would you care to write to me with the details of your meetings and representations for the last 12 months?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. Sure.

Steve O'Connell AM (Chairman): If you can do that, it may assuage some concerns.

Tony Arbour AM: I would, however, Chairman, like to repeat how much I deplore the scaremongering of the phrase "could undermine public safety".

Andrew Dismore AM: [Stephen] Greenhalgh said exactly the same thing here when he was the Deputy Mayor for Policing and Crime.

Tony Arbour AM: No, he did not.

Steve O'Connell AM (Chairman): The point is made, Tony. Have you any other questions in this section? I think there are one or two more.

Florence Eshalomi AM: We are done, Chairman.

Steve O'Connell AM (Chairman): We are done on the questions. Keith, did you have anything you want to add?

Keith Prince AM: My question has almost been answered.

Steve O'Connell AM (Chairman): "Almost" is good. That is the end of this session. Thank you very much.

Unmesh Desai AM (Deputy Chair): I do not think he has asked any of the questions.

Steve O'Connell AM (Chairman): It got lost in a cloud of very good questions.

Unmesh Desai AM (Deputy Chair): Maybe he can write to you, Sophie, formally.

Steve O'Connell AM (Chairman): We may in the exchange have missed one or two points we wanted to make, which is fine, and we will write to you with those points.

Unmesh Desai AM (Deputy Chair): Can I just flag this up? I will not raise this now because of time, but I will write to you, Commissioner, and copy in Assembly Members on this issue about the morale of police and training, the issue of what may be perceived as political correctness and to what extent that impacts on operational policing. I will draw reference to a clip of a protest and the way it was policed, which was given to me back in June last year, but we will share the correspondence. I just want to flag it up formally so that it is recorded.

Keith Prince AM: Mayoral interference falls under the lowering of morale. Yes.

Steve O'Connell AM (Chairman): All right.