

Police and Crime Committee

23 February 2012

Transcript of Item 5: The Metropolitan Police Service (MPS) Policing Plan and the Police Budget 2012-13

Joanne McCartney (Chair): We are going to move now to our main item today which is to look at the Metropolitan Police Service (MPS) Policing Plan and Police Budget. We have guests with us today.

Can I start today by just asking Kit that, in a time of austerity, you in the Police Commission have talked about needing a different approach to policing in the future, particularly following the Olympic Games, and that there have to be radically different approaches to deal with reduced funding. There is nothing so far set out in writing so I wondered if you could open by explaining a little bit about some of the areas you are looking at and what the timescale would be for setting out some of those new approaches.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): The timescale on these things is always as soon as possible but there is the challenge of whether the organisation is able to deliver any radical changes without causing operational or internal structural problems and unintended consequences, but there are a number of areas. The big area for us is 80% of the money goes on police officers and staff so thinking about that staff mix and what it looks like over the next three to five years, allied to the challenges that we face in the city, the general move towards civilianisation of posts but, at the same time, recognising that there are certain things that only police officers can do and therefore we need to get that balance right. Also, internally within the different cadres of staff, thinking about rank mix. There are savings in a reduction in senior rank numbers and an increase in lower ranks and whether that also has an operational impact. Similarly, the same is true across the police staff area.

Then, on the other side of things, there are what Tim Godwin [former Deputy Commissioner, MPS] used to call inanimate objects. As you know from your time on the Metropolitan Police Authority (MPA) we are trying to be as imaginative as we can be. There are two broad areas, one is the better use of technology. The Commissioner puts it very neatly when he says the MPS is still more green screen than iPad and whether we can use technology to both make ourselves more efficient and drive out cost but also reduce other demands like property, cars, officers and all those kinds of things.

Then the other big thing I think is very important is breaking down the territoriality both within the MPS but also within the overall GLA family and within the wider London family. We are seeing some of that: co-location, co-commissioning of services. Not just with local authorities and with other GLA bodies but also with private sector organisations. We have got some front counters in supermarkets now in north London. Those kinds of areas will be fruitful for us.

It is also about being realistic of the strictures that we are under. That is the third big area. We cannot afford now some of the luxuries or indulgences of the past and we need to be much more rigorous about controlling our overall asset and expenditure. There are questions about the efficient use of overtime. There are questions about the use of the fleet. Whether that is always used on operational or whether it is sometimes used to get people to and from home. There are all sorts of areas where you can trim and change the thinking.

Joanne McCartney (Chair): Thank you for that. We have a range of questions in our minds already that relate to many of those issues. Before we get into those, Craig, do you want to add anything to that opening?

Craig Mackey (Deputy Commissioner, MPS): I think, Chair, Mr Malthouse has covered most of the areas I would have covered. This really is a parallel stream of work that is going on alongside the work we are doing around the Olympics. We are two weeks away from getting a budget set for this year, for knowing the money we have got and the work around that, so it is now a case of looking out and modelling what the horizon will look like two to three years out from now. There are many, many variables that are affecting the sensitivities around what the budget gaps will look like for years two, three and beyond.

As Mr Malthouse says, all of those areas of budget line are in play. The Commissioner has been quite clear that we will look at every budget line we have got in terms of the ability to identify savings and do things differently. Some of that will be about sharing and doing things in a different way across London and there is some real potential to look, in the medium to long term, to deliver services quite differently working with other partners. Some of that will be around those fixed costs: the boardings, the fleet, the assets.

The other one that we are all very, very keen on is this opportunity that new technology presents to do things differently. There are some real opportunities going forward - be it in direct crime fighting or in back office processing - to do things differently to how we do them now.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): As we go through the budget process over the last two or three years we are going through broadly the traditional local authority process which is you have got your budget gap, you look for your savings and you try to do things differently. Sometimes that is centralisation or sometimes distribution. You look at your big heavy costs in all areas.

There is, after the Games, a bit of room for blue sky thinking about the whole structure of the organisation. While there are legally two halves to it it does not operate as two halves so all the police staff and buildings and bits and pieces of course are owned by what was the MPA but is now the Mayor's Office for Policing and Crime (MOPC). The employer of all the police staff is obviously the MOPC. Then there is the cadre of police officers. Whether we need to look at how those two operate and whether they should operate independently - one being the customer of the other, ie one in support of the other - might be a way to drive out cost but also to allow the police officers to concentrate much more on the core product which is fighting crime.

We have seen some other police forces - Cleveland has done quite a lot of that - and the public sector has had a bad experience of that in the past. If you look at the railway privatisation there is a classic example. You have got all the track and the stations and all the rest of it, which was hived off and dealt with separately from the people who were actually doing the sharp end which is moving people around in trains. That division was meant to mean that both could be experts at what they do and one was a customer of the other and you ended up with a virtual circle. Actually it did not work out like that because the structure did not work or there were investment problems or whatever it might be. There is a model there that might be interesting to explore and others in the policing world are looking at it quite seriously because, at the moment - Craig will tell you - that the poor old Deputy spends more of his time on being a finance director and an HR director - apologies to you, Anne [McMeel, Director of Resources, MPS] , but you know what I mean - a lot on the business process stuff, and probably not enough on the product of fighting crime. Would you say that was fair, Craig?

Craig Mackey (Deputy Commissioner, MPS): It is increasingly a part of the role.

Mike Tuffrey (AM): Just to kick off in getting some of the money facts on the table. To be clear, this year's additional Government funding is only intended for the year about to start?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Sort of. It is likely that the extra funding that we have got this year may result in an underspend on the budget and that will go into reserves for use in future years.

Mike Tuffrey (AM): Yes, but there is no forward commitment beyond. It is a one off.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): It is a one off to help us maintain capacity although the intention was that it would allow us the time to organise ourselves to maintain capacity beyond just next year.

Mike Tuffrey (AM): That is good news in itself and in the short term but the effect of not therefore having to make further reductions in this year is that the situation for subsequent years is that the gap is not reduced earlier.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I would not go that far. It is not the case that we are sitting back and breathing and saying, "We don't have to do anything on savings for another 12 months". Quite the reverse in fact. It makes it all the more important that a) we land our current £300 million odd worth of savings that are in the underlying budget but b) also that we advance even more quickly the work that is required to get us in shape after the Games so that we can close those budget gaps. This is a theme that I have had to live with now for three years. We have had very significant budget gaps going back three years. The same questions about what is going to happen. As I say, on a traditional local authority model you work on it. Anne's team and Craig's team beaver away. Smart ideas but also doing things differently as we said. Eventually you close it.

Mike Tuffrey (AM): Let's see what the current gap is that you are therefore working on and not, as you say, resting on your laurels or your one off grants. The numbers we have are further efficiency savings needed by April 2013 of £152 million and then £232 million for the year after that. Does that sound right?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Sounds about right, yes.

Mike Tuffrey (AM): Is that your latest estimate?

Anne McMeel (Director of Resources, MPS): It is slightly less. In 2013/14 it is £148.4 million and £232.5 million in the third year.

Mike Tuffrey (AM): So it is coming down.

Anne McMeel (Director of Resources, MPS): That was more to do with the final Mayoral budget and the council tax fund.

Mike Tuffrey (AM): Yes. We are working on an earlier version. The scale of those is bigger than previous years I think I am right in saying so that the challenge is --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): It is now. It was not then. Do not forget, as I say, the underlying savings in this year's budget, ie the budget coming up, are £342 million?

Anne McMeel (Director of Resources, MPS): The Deputy Mayor is right that we have built in something like £320 million into the budget going forward. I would suggest that maybe the difference in going forward, which is why it will be a challenge to the MPS - it is always a challenge to do this - is that we have not had that level of underlying accelerating reductions already built into the budget and we are looking for another £148 million on top of that and £232 million going forward. As Kit says, officers and staff are looking at what the options are on how we can bring forward proposals to deal with that. We have got the issues of the Olympics in next year and there will be a lot of pressure on that. I believe the Commissioner has said before that he will be expecting to see business cases coming forward in about June 2012 in terms of what the forward thinking might be going forward.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): On that basis, Mike, if you had gone back two years and said, "Right. There is a £342 million gap plus £52 million savings that go into next year, that would give you £390 million odd gap". You would have been asking me some challenging questions two years ago.

Mike Tuffrey (AM): Whatever is the target it must get harder as --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Oh yes, it gets harder which is why you need more radical thinking as you get towards that point.

Mike Tuffrey (AM): If you had not implied that there was some blue sky thinking I was going to press you on whether the approach was simply starting with the current budget and trying to trim it down or whether it is a more going back to first principles. There are some nods as well to confirm. Give us a sense of the extent of going back to first principles and figuring out how to achieve the goal through different means and at cheaper cost. Where are the areas - probably addressing Craig - that are top of your list for looking at that more radical bottom up reorganisation type approach rather than just trimming down?

Craig Mackey (Deputy Commissioner, MPS): You highlight an important point. At the moment the way we have done a lot of the work around driving out costs has been in particular business units in terms of doing it. Change programmes. Interestingly a lot around the territorial police change programme and the money saved around that. We are looking at the point at which we switch to one that looks at processes and cuts across the organisation so looks at how systems work right across business units. There are clearly some efficiencies. Even a very simple one. The way we process intelligence in different ways in different business units in different parts of the organisation. The necessity to have some of the systems we have got. It really is about getting into that level of detail and going back to challenge some of those to look for efficiencies and coordinating it as a force-wide programme, so right across the MPS in terms of the work that is doing it.

That work has been going on in parallel and, very much as Anne mentioned, the process going on internally at the moment is that in June 2012 those will come to Management Board for decisions in terms of the broad principles and the areas and that blue sky thinking where people say, "Those are the principles that will apply to the MPS for 2015, 2020 and beyond". It is an opportunity to look.

One of the challenges we have got is probably in the past - and I can speak from having done this elsewhere - is we have tended to start by looking at almost a designing the wiring diagram rather than starting with the first principles and then agreeing what the wiring diagram and the organisation would need to look like to deliver those. That is the ability it has given us along this. It is challenging, alongside the work we are doing operationally this year, but it is achievable.

Mike Tuffrey (AM): To what extent are you deliberately involving people and ideas from outside your comfort zone? I am not suggesting rushing up and spending a fortune with private consultants, which tends to be the way, "Oh we'd better get some consultants in and see what the private sector does". That is an expensive knee-jerk reaction but I do think the danger of doing loose guy where it is the same people trying to come up with new ideas is not as productive as having some stimulus innovation ideas. Again, give us an example of where you are.

Craig Mackey (Deputy Commissioner, MPS): Absolutely. There is an issue going on around skills and what we need in doing that but we are not at that point yet. In a way that is one of the advantages. A number of us have come in from other organisations that have already been through this so we bring quite an extensive network of experience. My colleague, Mark Rowley [Assistant Commissioner, MPS] from Surrey. You will have seen and heard reported some of the

stuff that has gone on in Surrey. You have probably not seen stuff that has gone on in the extreme corner of the north west of England where I worked but it was bringing through that very different thinking and bringing different people around it.

Also at times - and one of the things I am certainly very keen on - we have 53,000 people who work for the MPS. We have got many, many people whom we sponsored through MBAs and development programmes. We have got entire teams of people and it is tapping into some of that expertise. It is very clear, just by going round and talking to groups of officers and staff, many of the ideas exist within the organisation. The skill - and the knack sometimes - is tapping into those and using them.

Then it is about looking at whether, going forward, we team with a business school - we are open to all sorts of ideas in how we could work and do things differently, and assure ourselves that the things we are coming up with are the right things.

Mike Tuffrey (AM): Good.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Some of the stuff we are doing is just catching up with the rest of the world. If you look, for instance, at IT, we are in many ways way behind on some of our information technology usage and there are some quite interesting proposals that are taking the business world - like cloud computing. I do not use any of the GLA or MPA hardware at all. I never turn my computer on because I do it all on my own stuff - laptop, iPad or whatever it might be. We might be able to move to a situation where we do not have to own any desktop machines of the thousands that we have got. We spend hundreds of millions of pounds over the years on IT and we think there are significant savings there.

The other thing to talk about which I know is a particular interest to you, Mike, is collaboration in shared services. There is massive scope for that across the GLA but also across policing, and the Government is pushing that in a very big way. There is talk at the moment of a central IT procurement organisation that might yield savings for us. I signed some correspondence yesterday about a national air support unit. At the moment I am not convinced the proposals are going to save us any money but they might save us some money on the choppers - very expensive bits of kit. Collaborating with other forces as well as within the GLA family will be important.

Mike Tuffrey (AM): The discussion we are going to have on other topics about different ways of doing things we will feed in there. Do we want to do police numbers or not?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Oh come on, Mike. We just did that yesterday!

Mike Tuffrey (AM): It is on our note.

Jenny Jones (AM): They change all the time.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): They are not changed all the time. They are exactly the same as they were.

John Biggs (AM): I had two or three little tidying up things on the back of Mike's questions. The first is there is not the greatest flow of information we have ever seen since the demise of the MPA and I hope that is just a teething issue. Within the information we have a letter to David Gallie [Assistant Director of Finance, GLA] and an attachment. In two places it talks about the need for additional resources and the Mayor has previously said on a couple of occasions that he understands that there is a settlement which is a multi-year settlement providing additional resources. You have said that the £90 million is a one off and you do not anticipate. Can you clarify what your understanding is on additional resources? I will read you one particular thing which is in the attachment. It says, "Following discussions with the GLA and the Government assumptions have been made about additional funding levels available to the service to support spending in 2012/13 and 2013/14. Should this funding not materialise action will need to be taken to reduce expenditure even further." You are saying on the one hand you are expecting more money and yet up front to it you have had a one year settlement. Can you clarify that for the record please?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): The money is coming in one year. Anne will correct me if I go wrong. The money is coming in one year. That will mean that we have an underspend on the budget which then goes into reserves which is then available in the years following. You will also know from your time on the MPA, John, that we have a budget resilience built into the budget of £25 million a year which we can also use to dampen things going forward. Effectively what the £90 million is designed to do is buy us time, as I say, to get ourselves in shape to deliver those things in future years, but it will result in an underspend this year.

John Biggs (AM): So the £90 million is a one off payment and you are not anticipating any additional one off payments for next year or the year after that?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I am always hopeful and I will always be lobbying. Part of my job is to fight for as much additional income for the MPS as I possibly can.

John Biggs (AM): It is quite important that we understand the Mayor seems to think he has this thing and your opening statement was that perhaps we did not.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): It has been received in one year. The effect will be felt over more than one year.

John Biggs (AM): The problem is that, in terms of the budget making this year, because the Mayor had this clear behind the bike sheds understanding you would get additional money we went way into the budget process with an unfunded gap which was then funded because of a dollop of money from the Government. It would be very good for London if we were in the same position next year but in terms of planning for the future we need to assume what? We

need to assume that there is a gap which is unfunded? Or we need to assume that the Government will come back and bail us out a second time and a third time?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): We have to assume both - which is what we have been doing all along.

John Biggs (AM): You cannot assume both.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Why not?

John Biggs (AM): I do not know --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): You hope for the best and plan for the worst.

John Biggs (AM): Any children watching should cover their ears at this point but you see I do not believe in Father Christmas any more and so I do not bank on getting the mega train set any more. In the same way your gap you should assume has to be plugged internally. Is that a reasonable understanding, Ms McMeel?

Anne McMeel (Director of Resources, MPS): Can I say I think part of your question, John, is one of timing. The letter that went to David Gallie in response to the Mayor's consultation was dated 20 January 2012 and at that point in time we had not had official notification of the grant coming through, although there were clearly informal discussions going on and therefore we were making a planning assumption that if, at the end of the day, we did not get the formal notification then we would have been £90 million light or somewhere between £0 and £99 million light in terms of the planning proposal. What you have in that letter is us saying, at that point in time, to the Mayor we are planning on the basis of £90 million coming through which would be able to help us over the next three years on the basis that we would get cash in in year one. If that did not materialise we would have an issue in terms of next year's budget.

The position of the MPS in terms of going on to years two and three is that our position has always been that our job is to try to drive out costs. It is for others to try to get us as much income as possible in helping us take this process through. It is, I believe, the MPS' view that on the basis of the current assumptions we have the gaps that we have talked about and without more income coming in one way or another or a drastically different operating model then we cannot bridge those gaps just by reducing our costs.

John Biggs (AM): I welcome your clarification which makes the point even better to me that the information we have as a Committee is pretty out of date.

The second question is about the riots and the consequences of them. Again the report that we have - which I accept is out of date but I have to work on what we have - tells us that the Government has only agreed to underwrite something like two thirds of the [Operation] Kirkin and Withern costs and has only given a down payment of £100 million on the £300 million riot damages and consequential costs. When we agreed the budget for this year there was a black

box assumption that the riot stuff would be self-contained and would be taken care of in some way. How are you managing the risk from that in your budget management?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): What the Government has said – you are quite right – is it will, at the moment, underwrite 85% but the other 15% is up for negotiation. It has not said it will not; it just said it wants to look at the costs as they come through. That is the normal situation you would expect --

John Biggs (AM): 85% of the Withern and Kirkin costs. That is not 85% of the riot damage costs?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): We have got a slightly technical problem with the riot damages which is that as soon as we have accepted a claim as valid we have to make a provision for it and that provision is an estimate of what the outcome is going to be. We found ourselves in a situation where, if we did that and made the estimate, our accounts would effectively have been insolvent because we had no ability, other than sudden changes to our budget, to pay it. The Government's intention was always to pay it but what it has said is that it will underwrite to a certain level. Some of the larger claims it is directly engaged in the negotiations with the insurance industry because it wants to make sure that the tax payer does not just write a blank cheque. So what we are talking about here is purely a timing issue.

On the uninsured claims we have a pledge from the Government it will be 100% coverage. On the insured claims my understanding is that the Government is going to cover it, subject to being satisfied with the negotiations with the insurance companies in which they are anticipating. The reason that it has only underwritten up to £100 million is to get us across this technical accounting issue which is that our accounts would have to show a liability without any funding.

John Biggs (AM): It is very helpful that your comments form part of the record of this meeting because that is information I was not aware of before today. If you are able to write to us and give further clarification on your expectations that would be even more helpful.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I have talked about that in public forums before actually.

John Biggs (AM): I know but there have been hints and illusions and expectations but we all know, having been through this many times before, that it does not really happen until you get the thing in writing but your assurance is very helpful.

Anne McMeel (Director of Resources, MPS): Just a point of clarification, Chair. We have had the agreement of 15% of the Kirkin costs. We have put in supplementary grant claims for both the Withern and the 15% of the Kirkin. Sorry, we have been given the 85% of the Kirkin costs but we have got an outstanding liability on them of about £10 million which is 15%. A supplementary grant claim has gone in on that and a supplementary grant claim has gone in on our full cost spend on Withern. On the Riots Damage Act our understanding with Government

is that it has given a commitment to pay any legitimate claim so we feel more comfortable, whichever year it is in - Kit is quite right that we are trying to sort out what we have got to put into our accounts this year and how we get cover for it, but there is an understanding that the Government will pay legitimate claims on the Riots Damage Act so our focus is trying to negotiate on the outstanding amounts on Withern and Kirkin.

John Biggs (AM): My final little question which maybe is covered elsewhere but I do not think is, is the budget includes £39 million for early departure costs. Anecdotally you hear wherever you go that officers will be leaving after the Olympics - after the excitement or the need for them to hang around. There is a cost for early departures.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): That is not officers. That is police staff.

John Biggs (AM): That is police staff. It is not officers at all?

Craig Mackey (Deputy Commissioner, MPS): It is not officers.

Anne McMeel (Director of Resources, MPS): Certainly in the early years it is very much staff but there is provision in there over the planning period we have said now that we need to make and that depends on what comes out of Winsor and everything else in how we would move forward over a three year period.

John Biggs (AM): £39 million is purely non-uniformed police employees?

Craig Mackey (Deputy Commissioner, MPS): There is a provision in there at the moment, as Anne said. It comes back to your question about what we know going forward. Within the next few months we will get Winsor Two which is quite a weighty tome in terms of the areas that it is going to address about the future of policing. That might have provisions that we need to cater for so we have to be realistic in planning.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): We certainly hope so because Winsor One has not resulted in any saving really for us at all.

Joanne McCartney (Chair): Craig, the planned workforce strength, following the Games, is set in the Mayor's budget. How realistic is that given the current budget gaps we still have and how confident are you given that we know now that that is a one off payment?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I have been confident for three years. Various people have been sceptical and quite rightly so. Here we are with 700 recruits joining us in the next few weeks and some more after that.

There are 338 officers that are specifically funded for the Games by the Home Office and once the Games are done and that funding stops then we will look to reduce them. That drops us down to 31,957, give or take, if we are successful both in adding more savings and hopefully in

accreting more income, as we have been over the last three years, we should be able to maintain it at 31,957.

Jenny Jones (AM): I want to bring up a tiny point which I think is very relevant to what you have just been talking about and that is that Mr Mackey mentioned in passing a total strength of 53,000. Are you using the December 2011 figures or are you using later figures because in December it was 53,700 so has it gone down again?

Craig Mackey (Deputy Commissioner, MPS): Sorry. I used 53,000 as a generalism when I am talking about the entire strength of the MPS.

Jenny Jones (AM): Yes, I understand that. I am saying it was more than that in December. Are you using new figures that have brought it down again or are you just rounding off and using old figures?

Craig Mackey (Deputy Commissioner, MPS): My apologies if I confused. I am literally using 53,000 as a rounded off figure. We will get you the exact figure at the moment.

Jenny Jones (AM): I would love the exact figure because your planned strength for March 2012, which is only next month of course, is 57,500 so I am interested to know how close you are to that. When can you get us that figure?

Craig Mackey (Deputy Commissioner, MPS): We can get you that probably by tomorrow.

Jenny Jones (AM): That is great. It is clearly very important for us and your comment went on the official record so I needed to make sure.

Craig Mackey (Deputy Commissioner, MPS): I understand.

Joanne McCartney (Chair): Can I move now to looking at some of the ideas that the new Commissioner has been talking about when he talks about the total policing model? The Commissioner has talked about moving to a strategy of total policing, about being a total war on crime, total care for victims and total professionalism. I know he has given a series of lectures and done some internal police talks on this but can you tell us very briefly about what that means and how you see that as changing the way the MPS operates?

Craig Mackey (Deputy Commissioner, MPS): In a way it is quite a simple philosophy. It is around a focus on what we do for the people of London. The Commissioner has been very clear that he wants us to focus on those people who are causing harm in our communities, focus consistently on criminals and any activity we can to bring criminals to justice across the piece, a total victim support package and victim care, total professionalism and it is really about saying the organisation is now focusing outwards on the services it provides to the people of London. You have seen everything rolled out so far from the work we are doing around victim care, the work we are doing around training and development of officers and the work we are doing around tackling some of those crimes that matter to the people of London, ie knife crime and the recently announced work around guns and gangs. It is about being very clear that the focus

of the organisation, every single one of us that works for the MPS, is focused on tackling those matters that matter for London. It is a very straightforward concept and quite straightforward philosophy in terms of the way of doing it.

Joanne McCartney (Chair): Just expand a little bit about what you mean by total care for victims and how the police approach is going to change?

Craig Mackey (Deputy Commissioner, MPS): Yes. There are a number of things we have done at the moment in the work around the total care for victims and that includes everything from call backs in the work we are doing around it and making sure that actually things like the victim's charter and the work that other agencies do is absolutely embedded in everything we do. That piece of work is being led by Territorial Policing and is quite a detailed programme of activity that is ongoing across the MPS in the work around victims. It probably is the sort of thing you would require more detail on in the briefing and detail around it and probably merits at some point having a look at in some detail.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): When the Commissioner was being interviewed for the job I looked at his record in Liverpool with which I am familiar just because of family connections but also looked at some of the things about total policing. It was attractive because it coincided with some of the things we in the MPA were trying to do. If you remember Met Forward's strap line was focusing on fighting crime, trying to get the MPS to focus more outwardly on the product and less inwardly on itself. That certainly seems to be part of the general thrust.

It also, interestingly, seems to be a way of driving productivity. One of the key things in there is about making sure that every member of the MPS recognises that - with that old NASA story that even the cleaner is putting a man on the moon - everybody is focused on dealing with crime. There are some interesting proposals about some of those officers who only wear suits all the time maybe should be putting on uniform every now and again and getting out there and fighting crime too. I am not saying they do not but in a frontline way.

The other thing that was attractive about it was that because of my involvement in the drafting of the Bill I knew that one of the things that was coming through in the new Bill was going to be a duty on the MOPC towards victims and witnesses and that victim satisfaction had been causing some concern for some time. The coincidence of those two coming together made the victim strand of it very important. I have been having meetings over the years with victim support and trying to think of ways that we could focus better on victims - and indeed witnesses because they are vital, and often they are the same thing, to the work that we are doing so that became very attractive as well.

Every Commissioner has their brand. You all remember the five Ps. The overarching thing which I am very supportive of is that it has become apparent to me over the last three and a half years that 80% odd of policing is not rocket science. It is actually quite simple; it is about getting the basics right again and again day in day out and concentrating on the knitting. Total policing seems to major on that.

Joanne McCartney (Chair): Professor Innes, you have written extensively about the concept of total policing and one of the risks you outline is about mission creep and with total policing you could be raising expectations about the range of services that the police can offer. Would you like to explain a little bit about that?

Professor Martin Innes (Director, Police Science Institute, University of Cardiff): This is quite interesting for me because I was writing about total policing in 2003. I have not thought about it much since then and it has suddenly come back on the agenda. Potentially it is an important idea in three respects. Firstly because it could give a definition of mission in what policing is about but obviously the devil is in the detail. The positive aspect of it as a concept is that it recognises that modern policing is multi-faceted. Certainly a lot of previous work has talked about intelligence led policing, community policing, reassurance policing, public protection and those kinds of ideas. What I like about the total policing concept potentially is that it says you need all of those to deliver a good service to the public. You need different tools for different jobs effectively.

The challenge though then becomes how do you integrate those under the total policing framework? Which components are going to be delivered by the Safer Neighbourhoods Teams (SNTs) and which components are going to be more preventatively oriented? That is something that has not been articulated yet in the definitions that I have heard. How do the various components fit together within this framework?

The risk of it in relation to definition is this potential for mission creep and that is the important next step in the evolution of this idea; to be able to define what are the limits of policing and particularly what are the limits of the engagement around the activities of the MPS? What is it going to do and what is it not going to do? Where are the limits?

Within that that brings you on to thinking about the organisation of policing and how you define total policing might be quite interesting in this. I came at it as an analogy from total football. The Dutch teams in the 1970s played total football. The idea there was that you would not have specialists only playing in one position but all the players would be interoperable and could play anywhere on the field. I thought that was a very good analogy for thinking about what is going on in policing because policing, and the MPS in particular, has progressed over the past decade by creating an increasing number of specialisms. You have a burglary team, you have Operation Trident, you have public protection units. You have very, very specialist officers tackling one thing and operating to a particular doctrine.

This specialist/generalist idea is really important but also under total policing you could expand that wider and say not only, "What resources do we have within the police organisation ourselves?" but, "How are our public policing assets working with private policing assets out there?" Particularly in London there are an awful lot of private policing assets. One of the failures that we have had in the time since Community Safety Partnerships have been provided, and over the past decade really, is we have never really worked out properly, I think, how the public police engage with private policing agents. There are two issues there in specialists and generalists and then going beyond public policing.

Would this work in an age of austerity is the final question? One of the really positive things about total policing is it could be appropriate for this day and age because if we think that the mantra of austerity has been wrong - people talk about we need to do more with less - actually it is not; it is a case of doing less with more. You are going to have less police officers so when they intervene they are going to have to intervene with more impact. If you have got less police officers then you need them to have more skills and be better trained. Total policing, if we could develop this flexibility and adaptability in who is delivering the services, could be an appropriate way of tackling some of the budgetary challenges you have been talking about in this meeting this morning.

Joanne McCartney (Chair): We are going to talk a little bit about the difference between specialist and generalised. Craig and Kit, this issue about particularly to the public and officers, where do you draw the line as to what is a police function or not a police function? The concept of total policing indicates it is a great holistic service and it relies on partners to buy into that as well.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): It is that old what is an operational and non-operational decision?

Craig Mackey (Deputy Commissioner, MPS): Absolutely.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Some are both.

Joanne McCartney (Chair): What is enforcement and --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Yes, what is enforcement and what is prevention. I agree. It is a difficult one.

Craig Mackey (Deputy Commissioner, MPS): I have had the opportunity of seeing some of Professor Innes' work around this and it is an interesting analysis. That is a similar analysis that 43 forces across England and Wales are facing in doing it.

Defining the policing role is probably one of the most difficult things we do. We do not work in an organisation or a business that just has one very simple core function in doing it. Not as the public see it. Those of us who have been around policing for a while will remember one of the studies that was done on core and ancillary tasks when this was an issue in the 1980s and 1990s around how do we define the police function. On the back of that one we lost dangerous dogs and wide load escorts. Dangerous dogs have come back. The reality is that this is one of the perennial problems about defining it.

The other point Professor Innes alluded to around the challenge around mission creep, particularly in a time of austerity, is something we are very alive to. As other partner agencies and other organisations start to feel their budgets squeeze is one of the ways of coping with your own budget squeeze to offset demand on someone else. That is why the point made towards the end around actually being sure that we have got partnerships right around policing,

ie the total stuff we do around safety and security in London, rather than just what the police do is a very important point going forward.

There is also probably a debate - a far more philosophical one - around whether the police should define what its function is.

Joanne McCartney (Chair): The Fire Brigade has recently said it might be able to do call outs to lifts. Are the police looking at certain areas that you are taking a similar approach to at all?

Craig Mackey (Deputy Commissioner, MPS): On that level of tactical detail, yes, we do do those sorts of things and you could argue, when you look at some of the crime scenes that we do not attend and we put through the Crime Recording and Investigation Bureau that some of that stuff already happens. But we do end up in that perennial thing; it is a very long list of tasks that we are asked to do, of which crime fighting and keeping people safe is the core part, but there are a whole range of other things that fall to policing and it is very difficult to say where else would they go?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): It is quite an interesting point about who should decide what the roles are. Obviously in any large organisation like that you get people who try to protect their position by complicating it, making it seem terribly skilled and all the rest of it. You see it in the health service. I happen to have been a witness to a caesarian section in the not too distant past and what happens is you have a whole team of people who organise you into the operating theatre and then this chap turns up and spends five minutes doing all the rest of it and then swans off. He has got himself into a position of technical expertise and all the rest of it which allows him or her, from time to time, dip in and dip out, if you will forgive the pun. To a certain extent some of policing is like that.

The challenge that I have laid down to the Specialist Crime Directorate (SCD) over the last 12 months is 80% probably of what a detective does, for instance, is the same. Whether they are pursuing a contraband stuffed animal or arts and antiques or pursuing a murder, 80% of the detective job is the same. Whether having a structure that has all these small specialist departments that all detect the same thing - you would question the efficiency of that. One of the things the MPS has done over the last two or three years to try to spread that around is this idea of detective rotation where detectives have been forced to rotate off specialist squads on to more generalisms around the department and, by God, have the detectives squealed about it - they do not like it at all. They are comfortable in their zone and they have a particular area that they like to concentrate on. Whether that is good for the organisation rather than good for them is something we need to question.

Victoria Borwick (AM): Following on from that this is all about public confidence in policing and sometimes I get concerned, when we are talking about total policing, it looks as if we are going to take on everything and the end result of that is that we are doing jobs that other services should be doing because we tend to pick up the slack. We do not want youths running round the streets at night so we run sports clubs but should we be doing so? We are doing a lot of things that other people could probably do and then those come out of our limited resources. I want to ask you to comment on that.

On a more serious point on public confidence we have this problem of people thinking - and we have asked questions on this before - about the number of crimes that are dropped and are not fully investigated. That, again, comes under the total policing banner.

Two questions to start with and I have a couple of other queries I want to raise as well. I do not know how you are going to split that.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Victoria, you are spot on. The good old MPS has stepped into the breach where others have left it alone. The reason for that is that at the end of the process it is normally the MPS that gets the blame so it has felt, over the years, that it has had to step back in the process to try to prevent some of the problems up front. That has meant that local authorities and other partners have got away with not filling the breach.

That is less now. Many more local authorities are focused on their responsibilities, not least because it is statutory, for reducing crime and criminality in their areas and they are stepping up to the mark more and more. Certainly the work we have tried to do over the last three years has been to drive that. One of the reasons for starting the Joint Engagement Meetings (JEM) was to get the local authority in the room talking about crime at least once a year. We had Islington in yesterday for the third time. Its transformation, frankly, as a local authority on fighting crime over that three year period has been something to behold because being purely presented with the data and asked what it is doing about it seemed to galvanise some kind of action plan. I am not taking all the credit for it but it is definitely interesting to see the change over the period that it has come in. We would like to see more of that.

Also the financial strictures we are under mean that we cannot continue to fill the gap in the future, particularly around some of the preventative stuff that we do with young people - and we have to have a conversation with local authorities about that.

Professor Martin Innes (Director, Police Science Institute, University of Cardiff): It is important not to leap to conclusions but go ahead on the basis of some evidence around this. We have been working in the London Borough of Sutton for the past five years tracking public confidence and public perceptions and it seems to be a very good measure of average London as opposed to the most deprived or the most affluent. Overall public confidence has been improving. It has started to plateau now as far as we can tell. One of the reasons we think it is starting to plateau is a lot of the talk around policing and police budgets. One of the things that has come up very strongly when we talked to members of the public over the past year is they are saying that the ways in which people are talking about the budgetary situation for policing is making me very, very concerned about what is going to happen and that, in and of itself, is amplifying public concerns. In terms of the public conversation it needs to be talked about quite carefully.

Victoria Borwick (AM): Nobody has answered my question yet on crimes not investigated - you remember I asked two questions at the beginning - and the fact that it goes back to the confidence point. We have heard it before and Bernard Hogan-Howe [Commissioner, MPS] has

come along and said he is going to reduce the number of crimes not investigated. That is very important. If people think they have reported a crime and then it is not investigated or dropped for some reason that does come under the total policing.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I completely agree. One of the things I used to read - I do not know about you but I am a *Private Eye* subscriber and *Private Eye* had a column on a regular basis called Neasden Nick. I do not know how many of you read it. It was effectively a parody of the police approach towards crime and it was all about internal training courses and reasons to arrest the victim rather than the suspect and all those kinds of things. There is many a true word spoken in jest and there was a public perception, as you say, Victoria, that a lot of crime was not investigated because they were too busy off on awareness courses and all that kind of stuff.

One of the advantages of total policing will be that you can communicate very clearly that you are focusing on the right things and doing less of what the public perceive are the wrong things and that includes investigating crime.

Craig Mackey (Deputy Commissioner, MPS): That point, because we have been very strong on that, even those crime scenes - we can all think of examples where it is not appropriate at the time to deploy a resource to a crime scene. The classic example is someone leaving their car at a railway station coming back to find the shattered glass on the floor and something stolen from the car, who gets in their car and drives home. You would think we were slightly strange if we sent an officer to check the car park where the car was. Some crimes go through the Bureau and Reporting but that does not mean they are just gone. It is actually a way of building up scenes and patterns as part of the conversation with a member of the public. It will look for opportunities of whether there is any forensic recovery potential around it. There is a very clear message of looking at all this. This is where we have to see how these things fit together.

I know we are going to come on to the issues about how we manage performance and how we look at the issues around performance management but this is why these things always have to be seen as a total package. There is a bit of a danger sometimes when you see things as just one offs. It is a very, very clear message from the MPS to every member of the organisation that what matters are those crimes and things affecting the people of London and we have to do things to try to get better at solving those.

Tony Arbour (AM): You talked about the man in the car park who comes home and finds his window shattered. Under your system would you write this man a letter and say, "This is the reason we haven't investigated"?

Craig Mackey (Deputy Commissioner, MPS): I do not know the exact system in terms of what the letter actually says. There is inquiry around it and they get told if it is undetected.

Tony Arbour (AM): I am not sure of that. Our experience - many of us round here and certainly most Londoners - would be to get a letter from Victim Support, "You have been a victim of crime". That would be the only response.

Craig Mackey (Deputy Commissioner, MPS): I will check and reply in writing.

Joanne McCartney (Chair): It fitted in to your total care for victims.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): This is part of the problem. In simple terms the first preference is that the criminal is caught but the public mind less if the criminal is not caught as long as they think the MPS has busted a gut to try to find them. That is what we need to communicate; no matter how small your crime we have thrown everything at it to try to catch this guy. We have failed but we have not failed because we did not try.

Victoria Borwick (AM): It is all part of total policing, the overall confidence in policing, because there have been concerns raised about this before. Professor Innes, you talked before about trying to intervene less but more effectively, ie more with less.?

Professor Martin Innes (Director, Police Science Institute, University of Cardiff): If I can just make a link to the last point. The public, in terms of public confidence, want to know if you cannot catch the guy who did it that you have done something to try to stop it happening again. That is the critical element in all of this. Stringing together the response, the after care, needs to include what are you doing to problem solve the situation in which the crime happened to try to prevent it happening to someone else again.

Victoria Borwick (AM): Right at the beginning you talked about technology and the role of technology in total policing. I listened to the Commissioner earlier on this morning round the corner at More London so we have heard references to technology. Perhaps you could tell us how you think that is going to fit into total policing?

Craig Mackey (Deputy Commissioner, MPS): One of the first things we have done as a Management Board and with MOPC is look at what our current spend is on technology and the total package that runs across what we do. It is about £200 million a year we spend on technology. We have looked at those things we do that we do not think we need to do for the future, ie where we have duplicate systems so some of it is housekeeping. There is then a piece of work that is looking at what are the potential offers around new technology. You have heard a lot about the work we are doing around automatic number plate recognition and the potential that offers but we have also started to look at a system we are trialling at the moment of some iPads and some different options around technology.

One of the things we are finding with robberies or snatches is it is often new style phones, so iPhones, and other applications, many of which have an inbuilt tracking system on them. For anyone who has got one it is downloadable. You download it and then should you be in the unfortunate situation of even losing the phone you can track where it will be. We now have the technology and the potential to look at how we can use that as part of crime fighting in being able to help and assist.

It is also clear, as we move towards mobile working and the way forward, that a number of us who have recently joined the Management Board have come from environments where mobile working, ie the ability to turn a vehicle into everything you would have in a police station, is the

norm. We see some real potential in that because it starts to break some of the links about officers having to come back in to access systems or pass stuff over Airwave and over radio systems so there is, to some extent, the potential. What we can do with technology is probably, in the nicest way, limited by some of the money we have got available but also probably our imagination on some of this.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): There are also customer service and victim satisfaction implications. For instance, I do not know how many of you book minicabs through Addison Lee. I do on occasion. I get a text message saying I have booked it. I get a text message saying the cab is on its way. Here is the mobile telephone number. I get a text message saying the cab is outside. If you ring and make a call on a 999 call, whether we should be providing that kind of information - the police car is two minutes away, it is outside the house - is relatively easy to do from a technological point of view. That helps customer service, victim satisfaction and general confidence in policing that people are showing up, rather than the uncertainty of knowing whether it is going to be eight minutes, ten minutes or 20 minutes. It is relatively simple to do.

Victoria Borwick (AM): I welcome all these changes. I am sure we will see them develop.

John Biggs (AM): This probably requires a very, very brief answer, given the flow of the discussion, but I was very struck by something that Professor Innes said about the number of private assets in policing and I was wondering whether he might, for the record, put a paragraph in on that. I assume you include local authority and other public sector assets but we are talking about a whole range of devices used by other players in the economy.

To complete the question the model I had in my head is that the total policing needs of the community may be something that big - I am signifying a large box - the stuff done by the MPS is a relatively smaller part of that and there are lots of other. The reason it is worth making that point is that if you see it that way then the way in which we look at the requirements of policing becomes radically quite a lot different. There we are. That is my warm up to your answer!

Professor Martin Innes (Director, Police Science Institute, University of Cardiff): Thank you. We cannot quantify. We do not know, simply, what the scale of private assets is out there but it becomes particularly relevant in some of the crimes that are facilitated by technology and also in relation to things like fraud. A couple of years ago I did some work with the City of London Police. One of the things that we identified there was that the banks had far more assets involved in investigating fraud than the public police could ever hope to maintain. Likewise with technology enabled crimes. Places like Google and Microsoft have these assets sitting there.

One of the challenges then is to think about what is the mechanism for exchanging information and expertise between those to harness those for the public good. One of the areas I am quite interested in thinking about is the current work that is going on in the MPS in relation to News International where you have got a team of investigators embedded within an organisation working with them like that. Now for certain sorts of crimes might that be a model for the

future in how we deal with quite complex sophisticated and difficult inquiries that have to be undertaken?

John Biggs (AM): Finally, would you extend that to including some sort of requirement for partnership for those things to happen, or will they just happen?

Professor Martin Innes (Director, Police Science Institute, University of Cardiff): No, on the experience to date it has not just happened. There is an awful lot of investment and work and time invested to make those things happen where they do, but they tend to be one off almost project based as opposed to continuing strategic partnerships that are the things that you need going forward.

Joanne McCartney (Chair): That is another facet to specialism and where it may be found.

Jenny Jones (AM): I have a concern that by concentrating on the total number of police officers as a proportion of the total strength, because it is a Mayoral commitment from May - which is fair enough, that is your job to deliver it - you are making the MPS less effective and you are misusing resources both in police officer time and also money. For example, last year you spent £60 million making 900 civilian staff redundant but you are now recruiting another 1,500. I do not see how that makes financial sense.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): It depends on the jobs they are doing. For instance a large number of those 900 staff that were made redundant, unfortunately, came out of catering. Now we are losing one skill and recruiting another skill. The reason, Jenny, that the Mayor believes that we need to maintain numbers broadly where they are is because, as I said right at the start, there are certain things that only a police officer can do and we need to retain a certain capability. We saw perhaps the unfortunate consequences of not having the right capability in the right time at the right place able to get there quickly enough during the summer.

We have got this vast challenge coming and the challenge is not just the Olympics Games; it is a threefold challenge. It is dealing with the Games, it is dealing with whatever the possible public order situation may throw at us over the next 12/24 months but also doing crime at the same time. What we have seen - and I have had a number of Members talk to me, and local authorities talk to me, about the problems with abstraction of police officers to deal with some of these twin or triple challenges at the same time. That means you have to have a certain number of police officers to do that because, although you can be more efficient and more skilled in certain areas of policing, you cannot police a public demonstration of 500,000 people with fewer officers being more skilled and more efficient. There comes a point at which you need the bodies.

Jenny Jones (AM): I think I am safe in saying you are not telling us anything new but my concern is --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Snap.

Jenny Jones (AM): -- that because you got rid of the civilian staff police officers are back filling. I have several examples here --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Well there are no police offices in catering.

Jenny Jones (AM): I am not only talking about catering because other jobs went as well. For example in Lambeth the station reception and detention staff are being replaced by police officers taken off patrol duties. In Stoke Newington police station a property manager vacancy has been filled by a police sergeant. At the Palace of Westminster --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I do not know whether any of those people are on restricted duties or --

Jenny Jones (AM): Excuse me. I did listen to you fully, Mr Malthouse. Perhaps you could listen to me now. At the Palace of Westminster the health and safety trainer is now a police officer rather than a staff member and the staff deployment manager is now a police sergeant rather than police. I have other examples. What I am saying is you are back filling with police officers and you are reducing the number of police officers available to go out on the beat. Now this is not only inefficient in the use of resources and police time because those police officers are often not as well trained as civilian staff but also they cost a lot more. Your obsession with numbers of police officers is making the MPS less efficient.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Jenny, that is unfair because, as far as I am aware, you are giving a partial picture. As you know we have anywhere from 1,200 upwards of restricted officers who cannot, for various reasons, go out there and do the normal full duties of a police officer and we have had a programme over the last two or three years of using them more efficiently where we can and making sure that we get the most out of them and they get the most out of the MPS. Now --

Jenny Jones (AM): Are you telling me that all these - and I have other examples --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): No. I am happy to look into each of the circumstances that you want to raise but my guess is that most of those will be on restricted duties. There are some situations where we do deploy officers into areas of what you would think of as civilian staff for other reasons. For instance, when we have strikes or when we have particularly large numbers of vacancies in call centres or whatever it might be then we are forced to deploy officers in there but, generally, it is sick and restricted who are doing non-policing.

Jenny Jones (AM): Overall you are reducing the percentage of civilian staff against police officers which is actually going against the Association of Chief Police Officers (ACPO) advice. ACPO does suggest a certain percentage and you are now below it so you are bringing the MPS below the efficiency levels that ACPO specifies.

Anne McMeel (Director of Resources, MPS): I want to make two points. One is that the major change programmes in the main have happened in the business support areas where we have made our processes more effective and efficient and we have reduced staff accordingly. There is not any officer back filling going on in any of those posts.

What I would also say is that we have a very robust redeployment process within the MPS that anyone who is in a change programme where there is a reduction does have the opportunity to move into vacancies elsewhere in the MPS because it is good business for us and it is more cost effective. If there is a skills requirement in that we would look at that so you do not have to have a perfect match to go into those jobs; we would look at whether or not there is the ability to train people up into those jobs.

I do not recognise any of the areas that you have mentioned, Jenny, as being areas where we have had major change programmes going on which would have impacted with the possible exception of the one that you said on property but I was not quite sure what the property one was.

Jenny Jones (AM): I am quite happy to write to you on this.

Anne McMeel (Director of Resources, MPS): Let's do that. If you give us the details --

Caroline Pidgeon (Deputy Chair): I would like to pick up the issue of specialist and general policing roles which came up in the discussion before. What I want to understand is, given that we have heard that the idea of total policing we have heard from Professor Innes is based on this Dutch model and you are looking at football teams in the 1970s being generalist, what split do you see in the future for the MPS between specialist roles and generalist policing roles?

Craig Mackey (Deputy Commissioner, MPS): In terms of numbers?

Caroline Pidgeon (Deputy Chair): Yes. What sort of numbers? Looking at the figures that we have got we see it looks like Territorial Policing is going down a couple of percent and specialist operations seem to be staying pretty much at the same percentage. How do you see the shift between generalist and specialist if you are taking the total policing model as Professor Innes has described?

Craig Mackey (Deputy Commissioner, MPS): If I may I will answer that in that I do not think that our current structure helps you answer that question because there are specialists and generalists within Territorial Policing (TP). One of the pieces of work that is currently ongoing at the moment, that Simon Byrne [Assistant Commissioner, TP, MPS] is leading, is looking at exactly the point made earlier on. If you go to an average borough we have had some specialist teams creep in at a very local borough level. What we are saying is look at those and look again fundamentally at whether we need those or they are better in a generalist pool of officers. There will always be a trade off.

I would be interested in Professor Innes' view of where that balance lies because some of these skills are so specialist and the investment in time in what we do around things when you think

of some of the serious areas of risk that we manage in London you cannot say they can be done by a generalist. We have not reached the point yet where we say it will be 20% in specialist resources and 80% - I actually think that will be quite a difficult way to manage the organisation.

What we are doing is looking at where we have got down to a borough level within teams where we have seen specialism creep in and questioning - going back to the fundamentals - do we need that specialism? Asking some of those difficult questions. We have not reached a hard final number yet and the debate about whether we will reach a final hard number.

Caroline Pidgeon (Deputy Chair): It does sound like you are thinking that you will move to more generalism for certain areas?

Craig Mackey (Deputy Commissioner, MPS): Absolutely. Part of the work Simon is doing at the moment is looking at some of those things where burglary squads, priority crime squads and these things have started to appear and saying, "Do we need all of them? Just a targeting team? How do we work differently? What is the actual value they bring?" That is why the total policing thing is important; because it is about saying, "What are they doing?" and not, "What is the structure in the organisation about"?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): If I can give you an example --

Caroline Pidgeon (Deputy Chair): I want to go to Professor Innes actually next, Kit, please because I wanted to get your take on do you think there is a point where you should have so many being specialist and so many generalists or do you think they all should be generalists? What is your take on this?

Professor Martin Innes (Director, Police Science Institute, University of Cardiff): I would agree with Mr Mackey. We are not in the position to be able to say it is this number versus this number but it is a point of challenge really to say every time you are thinking about how do we solve this problem do you want a specialist squad there or is this something that should be done by officers with more generalist skills? I have always thought that things like burglary and volume crime should be a core part and parcel of what police officers do so why are they being given to specialist officers who only ever deal with that kind of issue? That seems to me to be core policing.

We have also been engaged in some interesting work around prevent and also serious organised crime which is how much of that can be achieved by engaging your basic neighbourhood teams in delivering these kinds of activities. We have got some evidence now that you can do it quite successfully and you do not have to think that you can only crack a serious organised crime group by using specialist assets but bringing the neighbourhood teams in to help you tackle the drugs problem and the drug dealer on the ground can give far more of an impact for the community and for the public than just coming at it in a top down way using only specialists.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Also you have got to think about the people that you are trying to apprehend. There are some criminals who are specialists

but not many. Most of them tend to be generalists. You can find yourself, if you specialise too much, having unintended consequences. If you look at the example of Delroy Grant, the night stalker, who was pursued for many years very diligently by a team of detectives who operated on the basis that they were pursuing a rapist. There was a change in the senior investigating officer who said, "Actually, we're not pursuing a rapist. We're pursuing a burglar and we should try to catch him using the techniques of apprehending a burglar" and 17 days later he was caught. That, to me, illustrates neatly the perils of specialism versus generalism because you are trying to catch, most of the time, a generalist.

Caroline Pidgeon (Deputy Chair): I wanted to pick up this issue that you have been looking at taking out some of the specialist teams and the example you have just given, Kit, really illustrates that well. You have now set up though a new gang crime unit. It would be interesting to know where the thousand officers have come from for that if you can explain that for us and whether we might see its officers coming from other specialist units or whether we have taken them off the generalist, as it were, police force. Where have they come from and do you feel it is right that we have a specialist unit at the time when you are looking at potentially getting rid of some of them?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): It is a specialist unit on the basis that it is focusing on a particular large group of individuals. It is not a specialist unit in terms of the skills that it is bringing to bear so within the Trident Gang Crime Command there are a huge range of skills that allows them to apply all sorts of general crime fighting techniques to this particular group of individuals. It is specialist purely in that - you can correct me - it is targeting a particular type of person. It is not specialist in terms of the techniques that are being brought. In fact one of the advantages of it is that it is designed to pull together all those different specialisms that currently operate separately across the MPS in a concerted effort focusing on a particular group and trying to apprehend them for the offences they commit, rather than the offences that suit the unit that is pursuing them.

If you look, for instance, in the past, at the approach - this is obviously my view - that the SCD took towards drug dealing they dealt with those very high level organised criminal networks and it would go after them in long two/three year operations to try to take out Mr Big, whereas TP would be struggling with the day to day violence on the street that Mr Big's trade was producing. Bringing those two together to focus on actually reducing the harm on the street, rather than, "We're going after him because he suits the way we work and that's what our job is and you're going after them because that's what you have to deal with on a day to day basis", seems a much more coherent way of approaching it and means that the public will get the result they want which is less violence on the street.

Caroline Pidgeon (Deputy Chair): That is really helpful. That clarifies the focus of this team. Can you answer where the thousand officers have come from please?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Craig will know. It is a variety of places.

Craig Mackey (Deputy Commissioner, MPS): I can give you exact figures. 1,126 officers and staff. They are working across SCO and TP. When we talk about combining at the moment one of the things we have already done is combine two Assistant Commissioners' portfolios into one to look for reducing those specialisations and also making savings around that. If you look we have got the work we have got already in the Trident strength, so that is 456 staff in that. We have got 19 borough Trident teams with over 500 staff. We have got proactive syndicates around Trident with 120 staff. We have got a gangs operation centre. Everything is around using these specialist assets in support of risks that exist on boroughs. That is where the staff have come from. They are under a single Commander - I think you met the Commander previously - in the work around it to give the clear focus and message around why this is important. It is absolutely done in support of the work that is going on on boroughs.

Caroline Pidgeon (Deputy Chair): Thank you. If we could get that in writing --

Craig Mackey (Deputy Commissioner, MPS): By all means.

Caroline Pidgeon (Deputy Chair): In my scribbles here I could not get it all down. Professor Innes, do you want to comment on how setting up a project to try to deal with this issue, how you think this fits in with total policing?

Professor Martin Innes (Director, Police Science Institute, University of Cardiff): I do not think I am in a position really to comment. I do not know the detail.

Caroline Pidgeon (Deputy Chair): Finally I wanted to ask about potential risks around this whole idea of total policing and the idea of more generalised teams rather than more specialist. Are there any risks around moving to that?

Craig Mackey (Deputy Commissioner, MPS): Yes, it is fair to say that the use of increasing numbers of specialists has provided an opportunity to improve the quality of the service. That is part of why public confidence has improved and it has led to improvements but the fact of the matter is, for the next ten years, we are not in the same climate that we were and so there has to be some sense of pragmatism and some sense of realism. If we went at this idea about how much could be delivered by generalists rather than a default option of, "Let's set up a squad to deal with it" - as Mr Malthouse has said, criminology 101 is if you go and look at a hidden crime problem there is always much more of it than you think is there so you very rarely disband squads or task forces in the end. That is my position really; there will be some risks attached to this but I do not think there is any alternative option.

Caroline Pidgeon (Deputy Chair): One of them will be around public confidence potentially?

Craig Mackey (Deputy Commissioner, MPS): Possibly.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I am not sure about that. I think the risk inherent in that approach is that you are seen to be focusing on the volume that affects the vast majority of the public and therefore you will get a rise in public confidence but you will get those who are affected by the specialist who are small in number who may perceive

that they are getting less attention than they were. If you look at, as an example, the arts and antiques squad. It is a very small one. There is a community in London of arts and antiques people who are involved and deal with fraud and theft that takes place and if that department became a generalist one - I am not saying it will necessarily but if it did - then you would get protests from them that they are not getting their bit of attention that they require. That squad was set up for a reason in the past when there was a particular problem or spate of arts and antiques going but it has never been shut down and I do not think that there has ever been an assessment since then of demand or whether it is required; there is just an assumption there will always be enough work for them to do.

Craig Mackey (Deputy Commissioner, MPS): A very quick one as well. Do not forget the work we have done on rape and the journey we have come on that which was within generalist Criminal Investigations Department (CID) and is now in a specialist command. It is not as clear cut where you put these things.

Jenny Jones (AM): I am a little bit concerned that the partnership working has not been set up because a colleague of mine wrote to the 14 selected Connect boroughs and nine days before you launched the new strategy - the new anti-gang announcement - Greenwich told us, "Thank you for your letter regarding Operation Connect. I regret I am not familiar with this project". Newham sent us saying, "I can confirm that Operation Connect has not been adopted in Newham". There seems to be a bit of a mismatch between your announcements and the understanding of the boroughs about what is going on.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): It is a timing issue. Operation Connect was going from borough to borough. It started in Waltham Forest. It moved on to Brent. It then, with the transition of leadership at the MPS and with the decision to upgrade the gangs approach, Operation Connect effectively got overtaken so it had not yet progressed on to those other boroughs and has now been overtaken by the Trident Gang Crime Command. Operation Connect no longer exists. It has been expanded into the overall and those 19 have sat down with the Commissioner with all 19 borough Leaders and they have all committed and all seem on board.

Jenny Jones (AM): Who is responsible for the multi-agency approach? What is the connection? What is the set up with the boroughs?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): It will be driven by the Borough Commander and by the Chief Executive of the local authority but the leads will effectively, I would imagine, be a Superintendent attached to it and then the community safety lead and all the children's services and social services. However the local authority has structured itself in officer leadership in that particular area.

Jenny Jones (AM): Have you found the boroughs are happy about this, the fact you have taken over? Most boroughs had their own --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Happy about the gangs or the multi-agency?

Jenny Jones (AM): Happy that their little gang unit because most boroughs had gang units didn't they?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): No.

Jenny Jones (AM): That is my information.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Some did. Some did not. Actually part of the challenge was getting some of the 19 to accept they had a gang problem.

Jenny Jones (AM): Were the boroughs that had gang units happy about them being pulled into your 1,000 strong team?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Certainly I have not heard any protests. In fact, when we had all the local authority leaders in to the Yard - we have had them in twice now - to talk about it they were a) happy and b) agreed that we would all meet the 19 quarterly, along with the leadership of London Councils, to review progress.

Jenny Jones (AM): Have you moved those officers out of the boroughs or are they still there and they are just working in a seamless way?

Craig Mackey (Deputy Commissioner, MPS): Everything is taking place in a borough. Everything is tasked from the centre and takes place in a borough so people go where the problem is and where the activity is.

If I come back to your partnership issue I have just taken over the Chair of the delivery group of the Crime Reduction Board and we did discuss this issue this week in relation to where do we go around the violence work and there is agreement that we will come to the next level, to the Board chaired by the Mayor, to talk about what is the partnership approach and partnership framework that will sit around the work around gangs.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): One of the things that local authority leaders agreed to was that, on a quarterly basis, we would look, on a confidential basis obviously, about which of them had upped their game and were doing what was required from the partnership side and that would be a red, amber, green type job. Now part of Operation Connect and getting Operation Connect going was that what was the community safety unit, but now staff at the MOPC, had gone into Waltham Forest and Brent to talk to the local authority about how it was doing things, what it was planning to do and how it would dovetail alongside officers from Connect and that is now happening, comprehensively, across the whole to make sure that all of that is up to speed.

Valerie Shawcross CBE (AM): I wanted to question Professor Innes about - I hope I have not over-simplified it - your characterisation that we cannot afford specialist teams going forward in the next ten years because of public sector retrenchment and we have to focus more on a generalist flexible approach. I would have thought those are the economics of relatively small

organisations. There must be scope for national collaboration to produce - how many did you say, 42 squiddly police services around the country?

Professor Martin Innes (Director, Police Science Institute, University of Cardiff): 43.

Valerie Shawcross CBE (AM): 43. If there is a need for specialist knowledge - arts, antiques, whatever - there must be scope for the MPS to do partnership work to maintain national or even regional resources and is that something that is worth looking at?

Professor Martin Innes (Director, Police Science Institute, University of Cardiff): I do not think I am saying you can get rid of all specialisms but you have got to be very, very careful about where you have a specialist asset targeted, and they should be targeted. There is something in what you say but, invariably, a lot of these problems are solved by local knowledge. A few years ago we were involved in a study looking at aspects of Operation Trident and one of the things that we uncovered then was how do Trident officers go and find the individuals that they were looking for? Trident would do the investigation but when it came down to finding the suspect there was a sergeant on a particular borough who had been there for 20 years, knew all the faces on the street and, invariably, the Trident officers would come down and say, "We're looking for chummy. Do you know where he is?" and the local sergeant would say, "Yes".

Valerie Shawcross CBE (AM): I am a bit unclear sometimes about what specialist means because it seems to be specialists doing the operational work whereas sometimes, strategically, a specialist can be an advisory role. I am not clear that that distinction is being made.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): You are absolutely right, Val. At the moment there are some national problems where, out of the good of their heart, various police forces have assumed the national responsibility. That is more true of the MPS than others but if you look over the river at the City of London Police, they have - because they have got a concentration of financial services - assumed responsibility for fraud and they have got a big set up there and most of the offence take place elsewhere. When you go and talk to them about credit card fraud they will tell you the hotspots round the country and they join up with those forces to apprehend the people who are doing it elsewhere. It may be that the National Crime Agency gives us a place for some of those issues.

Tony Arbour (AM): I am concerned about the very rapid changes there have been at the top and the changes in policies there have been. Clearly that has risks and opportunities and I quite like what you have said about blue sky thinking and so on but let me quote the case of former Assistant Commissioner Mr McPherson, who was not with us for very long, but when he was here he introduced a very substantial programme, lots of reorganisation and so on, and he has gone, and this programme is floundering I believe.

Craig Mackey (Deputy Commissioner, MPS): That is a bit hard.

Tony Arbour (AM): All right, but its principal advocate has gone. I am wondering whether or not you, Mr Mackey, and your other new colleagues are going to come in, start off things and

then disappear. It has been hello and goodbye of late so I would like to know that, as far as the new management team is concerned, we are likely to have some sort of continuity and permanence. As far as you are concerned we are are we?

Craig Mackey (Deputy Commissioner, MPS): Hopefully, yes. I am somewhat concerned now after your opening comments! No, I absolutely recognise the issue raised and that is why I came back about that thing about TP. Everything that is now going on in TP is still built on those models that are in place. That is why the questions asked earlier around principles and values and those things that you build from in blue sky thinking and shaping have got to be right.

The only work we are looking at in TP at the moment - and it comes to Management Board and through some of the internal processes - is the future shape of SNTs. You have come back a number of times to a point - and it came up most eloquently in the answer last time. The bedrock on which we build policing has got to be the neighbourhoods because everything happens in the neighbourhoods. It is what people understand and that is why the work is shaped like that.

I fully understand the risks around people identifying new teams and different ways of working and new ways and ideas coming in. That is part of the challenge about how effective we are as a leadership team and as a Management Board in using those skills and abilities we have got round that table. A lot of people round that table have an awful lot of experience of the MPS, as do Commanders, Deputy Assistant Commissioners and senior members of police staff.

Tony Arbour (AM): The guys at the very top, at Assistant Commissioner level. We have been looking at their triumphs - and, indeed, your triumphs when you were with previous forces. I am wondering whether or not you are going to seek to introduce them here. For example, I am informed that you are a great fan of stop and search.

Craig Mackey (Deputy Commissioner, MPS): I would not have said a great fan of Stop and Search! I am a national lead for the ACPO on Stop and Search so I have worked extensively with Stop and Search for the last five years. I have worked with communities in London. I have worked with many of the groups who advocate we should not be using Stop and Search in the way we do and that is part of the reason the Commissioner has asked me to do some of the work around how do we reshape stop and search in London. Describing me as a fan is an interesting analogy in the approach around it. I am the national lead on Stop and Search.

Tony Arbour (AM): Really what I am driving at is we have looked at the triumphs of Mr Ali and Mr Byrne and other new people. I am wondering whether or not, now that they have joined the MPS, they are going to go native and forget all the radical things that they stood for before they joined us.

Craig Mackey (Deputy Commissioner, MPS): I hope people bring the very best of what we have seen elsewhere and look at the transferability of what works elsewhere and bring it in, if it is appropriate, to the MPS. That is the great advantage of it.

Whilst this seems a lot of change at the moment in terms of the MPS we touched on earlier, across 43 forces in England and Wales, this thing does happen at various times with command teams changing and can be radical in the numbers that change and move over than we see in the MPS.

Tony Arbour (AM): Yes. One of the things that I understand that Mr Byrne was very interested in was the legalisation of brothels. I do not know if you have been following what has been happening in the Assembly in general. This is a matter which is not infrequently raised. Is this something which you think is likely to be revisited because of the appointment of Mr Byrne?

Craig Mackey (Deputy Commissioner, MPS): I am not sighted on that at all.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I have had conversations with Assistant Commissioner Byrne about the reported comments - and they were reported comments - and it is fair to say that he feels that he was taken a bit out of context. What he was doing, quite rightly, was questioning whether the legal framework around brothels and prostitution is doing what we want it to do. He was attempting to not open a debate but to say that maybe we need to have a debate about the issue. I do not think he was advocating the legalisation of brothels.

Tony Arbour (AM): Finally, on this, talking about mission creep. When I was the Leader of a local authority we were only too keen to pass things over to the police who certainly, under previous regimes at Scotland Yard, did seem to be quite keen on social work. From what you are saying it is going the other way now. Is that fair?

Craig Mackey (Deputy Commissioner, MPS): The focus around total policing is much more around what we actually do in police, rather than policing, for London. It is very clear in that focus around it.

One of the ways we address your point around this pass the parcel of functions is having partnerships that bite - and I do not mean that in a hard way; I mean that in an honest way. Round a partnership table you do have those tough discussions around where things should be.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): The gangs are an indicator because the Commissioner has been very clear about making the demand of the local authorities that they have to step up to the plate and do their part in a very obvious, sensible and performance-oriented way.

James Cleverly (AM): I want to move into the area about performance management and the relationship between the Management Board level leadership within the MPS and the local leadership levels. We have been told that a COMPSTAT style regular borough level to Assistant Commissioner performance management regime is going to be coming into force and I want to ask a few questions around the practicalities of how that is going to work out.

McKinsey's management consultants have a phrase if you want to change it you measure it. These COMPSTAT meetings are going to be looking at performance data. One of the questions we really need to ask is, when we talk about technologies, how robust that performance data is going to be and whether we are currently measuring the right indicators?

Craig Mackey (Deputy Commissioner, MPS): There is always a debate about whether you are measuring the right indicators and, having done these sorts of processes elsewhere, it is always easy to add to the information pack. Sometimes the skill is taking some things away. The COMPSTAT label has almost got a bit of baggage attached to it, very much around crime fighting. The expectation - the Commissioner is absolutely clear on this as every member of the Management Board - is if you are running and leading a part of the MPS we expect you to know your business, we expect you to know what you are doing for the people of London and we expect a general view that you can improve what you are doing. That is really the focus around the performance focus.

The pack at the moment that goes out around crime fighters, for those that attend, is many, many pages. I think 70 or 80 was yesterday's work around it. It focuses on everything from high level crime through to integrity of crime reporting data. The other message that we are sending out very loud and clear as well is performance has to be right, ethical and good performance. It covers everything. It breaks down then to boroughs. You can look at particular areas. You can look at particular themes. It looks at resources against particular calls for service. It is a very, very rigorous way of doing it. That is the first bit in terms of crime fighters.

Now ask the rest of the business what do you do in the rest of the parts of the business? What does SCO do? What does SO do? How do we make sure we are getting the best out of those assets right across the organisation? Now we are reforming the Performance Board which sits at Management Board level and with effect from March 2012, the Commissioner will be chairing it, and we will all go to the Performance Board which is looking at those issues around performance and cross-cutting issues right across the MPS. It is a very, very different approach in terms of the focus around it.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): There are a number of things, having talked to Simon Byrne, that are attractive. In the past performance was done in a very sectoral siloed way so even with TP they would do performance on an area basis rather than a whole force basis. It is now, as I understand it, done on a whole force basis with all 32 Borough Commanders there all taking responsibility collectively. Serious crime is there as well so the problem is not just for TP crime; it is its problem too. That is different from the past because crime did its own performance framework and it was not all joined up together. Also the fact that the Borough Commanders - as you know we wanted to try to form the Borough Commanders into a specialism and a cadre that was self-supporting. The fact that all 32 of them had to sit down and solve their problems together, rather than, "If I enforce on my borough that means they'll all go and offend on the neighbour and I don't care about that". That should not happen any more because it is your problem too. That is attractive.

Then the other thing is the wide promulgation of different types of data. As you know through the JEM meetings we have tried to pull in other organisations' data - ambulance data, local

authority data and anything we could think of - that cut the appearance of what was happening in a different way and made you think about it differently. That seems to be being drawn in as well and so that will be helpful.

The other critical thing - and what Craig said is very important. As you know when we changed the Police Authority meetings were here and the Commissioner's report, instead of being the last thing on the agenda, was the first thing. That was because we very much wanted the Commissioner to be on top of and understand the crime performance and the cross-cutting themes. We got part of the way there. Now the new Commissioner definitely wants to get his fingers into crime performance in a very detailed way so chairing the Performance Board is a huge step forward.

John Biggs (AM): It is all in secret now as far as I can see.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): No. He comes here once a month. You can ask him. What was great if you remember about the last Committee meeting was I said we talked for the majority of the time about crime performance, which we never did in the Police Authority; we always talked about what was in the *Mail on Sunday*!

James Cleverly (AM): This is an experience I had when I was on the London Development Agency (LDA) Board. When we first arrived at the LDA Board the only matrix that were discussed from LDA officers up to the Board were input matrix. Those were measured to death. When we said what results are we getting from these input matrix we got blank faces. Can I get your assurance that the figure work that goes through does include input matrix, because that is important, and output matrix, because that is a measure of efficiency, but also that the outcomes - inputs, outputs and outcomes - are all part of those matrix?

Craig Mackey (Deputy Commissioner, MPS): I can assure you they are so we have got everything from satisfaction rates, detection rates, attrition rates, ie cases that do not make it through to court and why, complaints. It gives you a whole range of data. Your quote at the start, what gets measured gets done, is certainly something that is very true in the MPS in terms of we set an indicator for it, we look at it and we can usually find the data to do it.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Don't they say in the Lake District that weighing a pig will not make it fatter!

James Cleverly (AM): Absolutely. Here we go. I am now going to turn my former question on its head. How do you ensure that this more interventionist approach to performance does not turn into micro management?

Craig Mackey (Deputy Commissioner, MPS): That is around the skills of the people doing it. It is around a balance around doing it. Part of those sessions are also quite an opportunity to share practice and learning. For the first time in a long time we also now look at the MPS against its most similar family of forces. There has been a tendency to only look at what the MPS' performance is. We look at it now against the most similar family of forces so it is not uncommon that we say an action coming out of something around burglary, "Let's have a look

at what West Yorkshire is doing because it is obviously achieving something around productivity better than we are". We are very clear that it is not just about doing that; it is about learning and sharing as well.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): It is a philosophy. I have been pulled up by the Commissioner in our meetings because he said to me, "Why do you only ever ask about the red numbers? Why aren't you asking about the green numbers as well?" That cuts to the philosophy which is about if he or she is doing well in that borough, why are they doing well in that borough and you should be doing the same.

James Cleverly (AM): One of the frustrations I have of this place is that we have a fairly rare questioning session with the Mayor, once a month we have oral questions, but then Members submit a couple of hundred thousand written questions, many of which duplicate each other. One of the disciplines about having actual meetings is that if you do not have the time to discuss it in the meeting then you need to ask yourself whether or not it is a priority to be asking that question. As such, can we perhaps ensure that the meeting does not trigger the request for each Borough Commander to go back and spend the intervening 28 or 29 days of the month populating stuff because otherwise it defeats the object of those meetings?

Craig Mackey (Deputy Commissioner, MPS): Just to reassure you, I have only described one very small part of the performance structure. Every single morning every one of us on our Blackberries, on desktops, has got what happened on every burglary on every borough yesterday and every robbery; a daily bulletin in what is on there. Every Friday as a senior management team all of us sit together and discuss performance for that week as well. It is a whole system approach around performance. If something comes up on a daily basis people round the table will be tasked to intervene.

James Cleverly (AM): Another question about how the relationship between the centre and the boroughs. For most borough based police officers the Borough Commander is the top of the universe when it comes to the uniformed bit of policing, and I think it is absolutely appropriate that is the case. How do we ensure that in this performance management relationship the authority of the Borough Commander to run his or her team is reinforced and not undermined so that the borough based police officers maintain the view that all punishment flows through the Borough Commander? How do we make sure that they are the head of their team?

Craig Mackey (Deputy Commissioner, MPS): One of the ways of doing it is getting the balance right in those performance meetings. Also, being very clear, those performance meetings are around the borough management team. In the nicest way it is not a spectator sport. It is around the borough management team and the key members, Borough Commanders, and it is very much around that. We have got a very strong culture of borough based policing. This is not a way of saying we are going to change all of that but it is a way of saying, "How can it be that two neighbouring boroughs, one has got a detection rate [I will make it up] of 5% and the next door one is clearing up 15% or 20%?" The people of London would expect us to say why is that and what can we learn from each other?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Having the other specialist units there as part of the performance it is all about making sure that the midfield is given the centre forward the ball so they can slot it in the net, rather than the two playing on different pitches.

James Cleverly (AM): Which nicely leads me on to a personal bug bear of mine but one this performance management structure could really support; the ownership of the physical location of London. Every crime that happens in London happens on a bit of London. It happens physically in a borough. We have heard in a number of different contexts where specialist teams - and it goes back to that relationship with specialists and generalists - have come in to do their work, perhaps not very effectively in the time and place that they did it, and then withdrew, leaving the local team to mop up the social impact that had come from that. We had that with the Territorial Support Group. If it has been viewed that they have been heavy handed it is the local SNTs that have to mop up, or the counter terrorism teams.

Through this relationship between the geographical specialists and the subject matter specialists can we ensure that those geographical specialists maintain the primary ownership of the physical location that policing happens and that liaison happens and happens through them so that we do not get borough teams moaning and saying, "They came in, they did this, then they withdrew and I had to deal with all the flak from the local community who felt that they had been heavy handed"?

Craig Mackey (Deputy Commissioner, MPS): I absolutely support that and that is part of the reason of doing it as a total team. Also it comes back to the point raised around how the new Management Board works together. The focus entirely is around doing it as for MPS and for London.

James Cleverly (AM): Craig, just a very, very final point, going back to one of your opening statements. I was very pleased that you said this unprompted by me but I want to nail you down on it a little bit. When the single confidence measure came out it was meant to replace the plethora of others and what it became was the single confidence measure which sat on top of all the other measurements that came before. It is too simplistic really but I also believe that there are too many. Can we get your assurance that there will be a really disciplined thinning out of the measurements and matrix and they are small, focused, meaningful and they can be used internally as a management tool but, ideally, also shared with us periodically?

Craig Mackey (Deputy Commissioner, MPS): Absolutely. It is in no one's interest to present 200 or 300 pages of performance data and then ask people to wade through it. The skill is finding the bits to look at and go to. We are always keeping that clear focus. It comes back to one of the things we discussed earlier on around the plan in being very clear on those bits that are measured and those are the ones that we look at.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): James, I agree. I am starting to think that the confidence measure bears no relation whatsoever to police performance. You look across the city and it moves in different directions in different areas for no apparent reason.

James Cleverly (AM): I have had this conversation with my own Borough Commanders but going back to that McKinsey quote, you measure things you want to change. One of the things with the single confidence measure, as we have seen when you look at confidence matrix in boroughs like Bexley compared with confidence measures in Lambeth, volumes and rates of crime have nothing to do with confidence. If my Borough Commander in Bexley said, "Actually, I've got lower confidence levels than my crime dictates so I'm willing to sacrifice a bit of crime increase in order to drive up so I'm going to move a whole load of police away from crime fighting to being a PR function because that's what this thing you've asked me to measure tells me I should be doing" I said I would crucify him, and rightly so. It is a bad measure and a perverse measure and I would be quite happy to see it scrapped.

Valerie Shawcross CBE (AM): MOPC has taken on board some wider functions than the MPA and Community Safety Partnerships being one of them. If you can give us a quick pen portrait of how those new responsibilities will be worked through in the policing plan? How do they fit with this total policing approach? What has changed in the way that that will be carried out?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): There are partnerships all over the place: upwards, downwards and at the sides. One of the challenges is structuring ourselves to engage coherently with all of them. In the end the change is that much of that day to day partnership engagement is done at an officer level now, rather than at a member level because we just do not have Members. Increasingly what we are finding is that the partnership is not just outbound; it is inbound. For instance, I have somebody from London Probation now seconded into the MOPC at a senior level to drive the partnership there between us and the MPS and other partners.

We have got similar cadre officers who are engaged in borough Community and Police Engagement Groups (CPEGS) and Crime and Disorder Reduction Partnerships and local Community Safety Partnerships across London and are filtering the information back and doing that work.

Then, upwards, there is the work that the community safety unit used to do and now still does in its new guise with the Ministry of Justice (MOJ) and the Home Office and others.

The critical relationship though is between MOPC and the MPS because if we provide the basis of a plan and a sense of momentum and also other recipients of more and more central Government money which we can then parcel out on a partnership basis and use to manipulate the structures that it works much better together, then that relationship is --

Valerie Shawcross CBE (AM): So is there any shift of focus? Are you going to be performance managing more? Is it going to be more directed?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): The most important relationships --

Valerie Shawcross CBE (AM): I am talking about the preventative work that is going on.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): The primary relationship on that is with the local authorities and that has to be a collaboration. Politics gets in the way sometimes but what we have tried to achieve with the JEM meetings, and what we are getting better and better at to the extent that local authorities are now seizing the pack. We had Islington in yesterday, a very productive meeting, and it wants access to those packs to produce them for itself on a monthly basis because it finds it very useful, both sides of the game - police and local authority and other partners - in driving the thing forward.

I am quite keen for the ownership of that process to become much more widely spread. Yesterday we had the local authority, the local borough command, the Crown Prosecution Service, the local head of probation, the British Transport Police, Transport for London, the London Criminal Justice Partnership and the Youth Justice Board. The only person missing was health. That is a nut we would like to crack. They were all sitting around a very collaborative meeting that, frankly, I did not really have to Chair; it chaired itself. If that group goes away itself saying, "This is constructive and we want to do this ourselves on a monthly basis" then we are 50% of the way there.

Valerie Shawcross CBE (AM): I am interested how you would performance manage this though. I do not know if Professor Innes wants to say anything because you have some views on how Community Safety Partnerships can be improved?

Professor Martin Innes (Director, Police Science Institute, University of Cardiff): This is a piece of work in progress but some of the work that we did last year with Her Majesty's Inspectorate of Constabulary identified that, in the new environment that we are going into, there are a number of areas where things could be improved. Sometimes partnerships become too interested in working with each other, rather than working for the public. Finding ways to establish some performance measures and then ensure that all of the activity is delivering for the public, rather than trying to maintain the partnership and the delicate politics that sometimes exists in that, would be a very beneficial thing to be able to achieve.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): There is one important change that has happened both in the approach to crime but also in social policy generally which is helping partnership working, and that is the focus on individuals. In the past, certainly crime has been about crime types and sometimes about locations but only recently has there been this general recognition of what everybody has known, and what the Professor will have known for some time, which is that 80% of it is down to the same cohort of people and that if you focus in on them then you can do it. Local authorities are used to doing that, as are all the other organisations. Now the MPS is very much focusing on individuals it means that that partnership can coalesce around a particular target for whatever intervention or enforcement is required and that is making partnership much easier to deal with.

Valerie Shawcross CBE (AM): Earlier on you were talking about benchmarking against other authorities and best value type activities which will go on in the public sector for a long time. I wondered if there is some benchmarking to go on nationally around crime and crime safety

partnerships, preventative work, because from what you are saying, Kit, it does seem to be at a formulation stage really in getting the work going and moving forward?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I have been out the game for three years now but it has been a difficult job for all the reasons that I said but I feel as if we are now getting towards some momentum on it because of those various changes that have taken place.

I would just say on benchmarking, when I was a councillor there was a lot of benchmarking went on and there were league tables. Pleasingly the council of which I was Deputy Leader was top of the league table year after year after year. But we used to say to ourselves, "Are we in a situation where we are top of the league table because we are slightly less crap than everybody else or are we good in absolute terms?" I think that is always the question you have got to ask yourself when you are benchmarking.

Valerie Shawcross CBE (AM): You can find authorities with similar characteristics. Find family authorities to look at. Let's leave that there --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): That is right but if we are all rubbish and you are slightly less rubbish it does not mean you are absolutely good.

Valerie Shawcross CBE (AM): Most people here, particularly people who have been councillors, would say that they think there is huge potential in local crime safety partnerships' preventative work, it is fantastic and sometimes very much addresses the issues of the public; anti-social behaviour on estates etc etc. The community safety funding from the Government has gone down dramatically. It was a small resource anyway - £15 million - and now we are down to about £7 million. The community safety grants that we have to allocate have obviously gone down. What is your strategy going to be? What are the priorities for making those community safety grants?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): The Government has taken away but it has also given! No, honestly.

Valerie Shawcross CBE (AM): I am not making a political point here --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): No, I know you are not. I know.

Valerie Shawcross CBE (AM): I am interested in the technical job of how do you get best value out of this money.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I understand. One of the frustrations is that we have had little bits of other money. We had the Communities Against Guns, Gangs and Knives money that has come out. There is a bit of money that might be part of the Brooke Kinsella [anti-knife crime campaigner] thing, giving us drugs intervention programme money. The challenge, you are quite right, Val, is not only to cope with the overall

reduction but to be more coherent about it being spent. The truth is that there will always be a tension because what the Home Office has done and the MOJ has done in the past is they have given it to local authorities directly, and that means there is a huge amount of duplication and there is no consistency about how it is spent. So every local authority that is in receipt of whatever it is - £300,000 or £400,000 - has an officer who is administrating that money for, broadly, 80% of the time the same service.

If I give you an example. One of the challenges we are going to have to face in the reduction of community safety funding is the provision of women's services across the capital because much of that money is used for domestic violence advocacy, sexual violence advocacy and, indeed, in some circumstances, it is used for refuges for women and men. The question I have posed at the Crime Reduction Board that the Mayor chairs is whether there we should be saying, "We can spend this more coherently at the centre, provide a pan-London service, as we have done with rape crisis, with local authorities buying in, rather than parcel out £30,000, £40,000 or £50,000 here on some kind of formula".

Valerie Shawcross CBE (AM): Is this going to be written up in the crime policing plan then? Is there going to be a very transparent framework? One of the things about partnership is that people need to understand what the partnership is supposed to be for.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): The truth is it is under discussion at the Crime Reduction Board at the moment. I have had exactly this conversation with Jules Pipe about how do we cope with the reduction from 17 to 11 to seven and still make sure that we have got domestic violence services, not least because if they start to disappear then the MPS has got a problem in attrition when it gets to court. We are looking at that with them and with London Councils about whether we can overcome the problems of local authorities saying, "That's not your business; that's our business" and say, "If we can provide the service centrally cheaper and still get the coverage, do you mind?"

Valerie Shawcross CBE (AM): A last question, Kit. Is there going to be any real scope within MOPC for doing some work on resolving those whole system problems around the criminal justice system in London and how they interface with policing? Certainly that seems to be one of the biggest frustrations officers put to us. In terms of inefficiencies, dare I say it.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I certainly hope so and the Government's intention --

Valerie Shawcross CBE (AM): What is your plan there then?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): The Government's intention is to do exactly that. It is policing and crime so it is a much wider remit than just the cops. We are, in London, because of the momentum and other issues and the fact that we are geographically coterminous, we have seen a momentum that way. So probation is very keen to come in and work together. Similarly the Crown Prosecution Service is keen to come and be part of the team. Whether we will ever overcome those organisations - the Youth Justice Board will come in as part under control of MOPC. I would love to see that.

Valerie Shawcross CBE (AM): Have you set some objectives for some key problems you wish to resolve in the relationship between the police and --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Yes, absolutely.

Valerie Shawcross CBE (AM): What are they?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): First of all it is making sure that they are working together on an integrated basis. We have got, for instance, an integrated offender management pilot running in the North West sector at the moment. As soon as we get the evaluation on that hopefully that will spread out across the city. That is probation, the police and local authorities working together in a much more coherent way.

There are other areas that we would love to get into. For instance, prisons. We are all of us dealing with the individuals that get spat out by the prison system.

Valerie Shawcross CBE (AM): Oh they would be much better run by the GLA.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I would love to get to a situation where we either had much more influence about what goes on in prisons and you have seen in Feltham we have started to try to do that. We had to write a big cheque to do it but, nevertheless, getting into prisons in a big way and setting the framework for what happens inside prisons so we know what we are going to receive when they leave is going to be critical as well. There is a lot of work to do around that because at the moment it is all operating as its own little island in the sea.

Valerie Shawcross CBE (AM): Probably topics for another meeting.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Absolutely. Get probation and the prison service and all the rest of them in. That would be really interesting.

Victoria Borwick (AM): I want to take us back to the community safety funding. Professor Innes you have written on this. At the moment in the communities - and I am back to confidence in policing - local communities have participated, with different views of success, at the various CPEG groups. We have got the IOG groups. We have got various networks. We have got ward panels. It is getting the police embedded in their local communities, particularly as they no longer live in them, that is actually very important, and the relationship and trust building between the two parties. After all, as we all know, police solve crimes because the public tells them we have done it.

I am very keen - and one of the reasons we participated in our previous incarnation on the community side - because I do think it is the work that we do on the ground that is vital. There are a lot of people who have done some very good work. Particularly in the spirit of localism I would like to feel that was not taken away and that those who produced good work and wanted to continue producing good work - how it is evaluated would need to be agreed - should be

allowed to go on doing so on a local CPEG or some other incarnation view. I would like to fly the flag for that.

You say we do not have Members involved any more. I am sure there are Members who would like to be involved and help in any way so that is for the future. We should not lose the good points of what we have established.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I agree with you and I have encouraged every audience that I have spoken to to develop a relationship with Members of this Committee because it is critical that they do that with their London Assembly Members.

We have got a challenge though in engagement which is that community groups have a tendency, quite naturally, to be parochial but they also exhibit characteristics that are common amongst a lot of them that make me sometimes question whether we are getting a true picture of crime in an area. You would look at a ward that we might think at the centre has a particular problem with X and, in fact, you will find the priorities are dog fouling and cycling on the pavement. You would be surprised the number of ward panels and CPEGs for whom those two items are very, very high up on the agenda, whereas we would think they were struggling with a knife carriage problem in the city and a robbery issue. Whether that is a characteristic of the people who are on it or the general parochial nature we need to have a look at.

I have already signalled that I want to have a look at the CPEG structure. It is very expensive to administer. It costs over £1 million to administer. There is a lot of same old same old. A lot of the same people have been on there for a long time. We saw during the summer that we were not - MPS and MPA - getting the right message up from the street. There is also a duplication issue in that it has got a huge engagement structure alongside ours so we are talking sometimes to the same people and sometimes to different people. All of it needs a bit of a rationalisation and hopefully over the summer we will correct that.

Victoria Borwick (AM): It is important not to reduce people's opportunity to engage with the police, whatever a simple --

Kit Malthouse AM (Deputy Mayor for Policing and Crime): We want to widen the opportunity because at the moment the opportunity is given to a small number of people.

Victoria Borwick (AM): Absolutely. The message out and about at the moment is that that is not the case. I do think that is part of the communication that one should be coming out with when we are looking to explore the different ways of feeding information up. As I say, it is trust with the public that is going to make the difference.

Craig Mackey (Deputy Commissioner, MPS): Can I say, Chair, I absolutely support that point. If you look at some of the initiatives that are going on around the MPS at the moment; look at our use of Twitter. Members will have their own view on Twitter but people do listen. Look at the stuff that is retweeted. The stuff coming out from the helicopter. All sorts of things around that. To the cover it live meetings where you will have seen many of the Borough Commanders doing online meetings. We are getting to different groups of people like that.

Victoria Borwick (AM): I have been very impressed. Our Borough Commander has been going round to face to face meetings too. The point is, as a result of which, people come and talk to them, they build a relationship and then they can be the ones that feed in information when it matters.

Craig Mackey (Deputy Commissioner, MPS): Absolutely.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Having said that, Victoria, it is possible, because I have this same challenge, to spend 100% of your time engaging. We would actually like the large majority of officers' time to be spent catching criminals.

Victoria Borwick (AM): If they get the leads because they have built the trust.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): The challenge is balancing the two. For instance, if you look at SNTs, a lot of their time is taken up with engagements and keeping people happy and not enough time is spent on crime fighting.

Victoria Borwick (AM): What I am asking is that decision to be made locally, rather than you saying that you are going to bring it all in to central.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): I do not know. We have had some issues. We had a SNT down in Bromley who got very high satisfaction scores in keeping their residents happy but they were actually all inside on the Playstation most of the time weren't they? There was some disciplinary issue I remember. I may be wrong.

Professor Martin Innes (Director, Police Science Institute, University of Cardiff): Engagement is important in all of this but you have got to see it from the public's point of view and not necessarily from the police's point of view. The analogy I always use is it is a bit like going to the doctor. You go to the doctor with your symptoms. You tell the doctor what your symptoms are. That is what the public is doing when they engage with you. It still needs the expertise centrally in analytic time to work out what are the causes of those symptoms. That is where the join up between engagement and the central processing and analysis needs to be made. That engagement part is really very important but we have got to understand the public is not going to come forward necessarily and say, "There is a drug dealer operating three doors down". Sometimes they do. What they will detect are the symptoms of these characters and their activities. You have still got to work out what the causes are that you are going to treat.

Mike Tuffrey (AM): Finally, where we started the morning which is back to the money. On MOPC you will know Members were concerned that the headline number appeared to go up dramatically. I understand that a chunk of that is MPS things now being accounted for this way and indeed core GLA things. However, stripping those out, the basic running costs of MOPC do not appear to be going down at a time when the Assembly is taking on scrutiny. There are not all the costs associated with Members. I do not know where the question is best directed. Perhaps Bob since he has been with us all morning. Why are we not seeing a headline reduction in the actual running costs of MOPC and why are you not taking the opportunity of re-

establishing to do things differently all the things we were just talking about, going back to first principles? At a time when we are squeezing the service we should be squeezing the MOPC should we not? Why are we not seeing a reduction in your running costs?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): There is a difference between budget and what we are actually spending.

Mike Tuffrey (AM): The two, I hope, are linked because you set a budget to decide what to spend.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): They are linked. At the same time the reality is that within year you can make savings as well. It is not just about spending to your budget if you do not need to. We had a £2 million underspend last year and it looks like we will have a £1 million underspend this year so that is £3 million over two years. That is money that we can put in the bank to spend perhaps, Val, on dampening some of the effects of the cut in community safety grant. We are not quite sure yet what we are going to do with it but we certainly will put it to one side. We are also not filling all our posts at the moment so while there has been a reduction overall in budget of three headcount we have a vacancy factor below that that we are holding at the moment and that is what is resulting in the underspend.

My objective - you might find this is an odd thing to say - is not necessarily to spend less money on crime. I would like to spend the same or more if I can. If that means that by holding vacancies and pulling back on some of the central costs and reducing the cost of administration of CPEGs or whatever it might be that gives me an underspend which I can put in reserves and then spend on domestic violence projects or whatever it might be out there, then that is what I would like to do. What I do not want to signal to the world necessarily is that somehow we can get away with spending less because there is always money to spend.

Mike Tuffrey (AM): If I was John Biggs I would say that you have therefore presented a bogus budget because you have presented a budget with all sorts of lines of spending which you are not intending to spend at all you are now telling us and, in fact, you are shovelling the money in the bank to do something different with it later in year. This is not accountability or budgeting.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): No. The reason that we present it the way it is was that we have just been through a huge reorganisation, we were not quite sure where we were going to sit in terms of redundancies and we did not know what it was going to look like. It all came through very late for 16 January 2012 and was a very fractious and difficult period in which we needed to keep some flexibility in our budget and that is what we tried to do.

We do that in other areas. For instance, the budget for the last three years the MPS has had a line for budget resilience which is there to provide some damping for the budget in reality. The truth is that while you might say the budget is bogus, a budget is wrong the day after it is published.

Mike Tuffrey (AM): Not grossly wrong. Not deliberately wrong.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): It is not grossly wrong.

Mike Tuffrey (AM): Can I put down a marker that this Committee and its successor will, I am sure, want to look at the efficiency and the effectiveness of MOPC and how much you are spending on the governance versus the frontline.

Kit Malthouse AM (Deputy Mayor for Policing and Crime): Exactly. That is the point. We would like to see less on the former and more on the latter.

Mike Tuffrey (AM): Absolutely. Thank you.

Joanne McCartney (Chair): With that we have come to the end of our formal questions. Can I thank our guests for appearing. Is there anything that you want to add that you think we have not covered today or that you would like to contribute?

Kit Malthouse AM (Deputy Mayor for Policing and Crime): No.

Joanne McCartney (Chair): Wonderful. Thank you.