Budget and Performance Committee 1 November 2011

Transcript of Item 5: Policing Costs for the London 2012 Olympic and Paralympic Games

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): My name is Chris Allison. I am an Assistant Commissioner in the Metropolitan Police Service and I am privileged to be something called the National Olympic Security Co-ordinator which is the link with Government in terms of both the planning and then delivering of the safety and security operation in 2012.

I thought it might be helpful to put in context what the Games is and the extent to which we are going through planning. Obviously Members of the Metropolitan Police Authority (MPA) have heard this from me on a number of occasions but just so everybody is on the same place really.

What is the Games? The greatest show on earth that is coming to the United Kingdom next year. It is a juggernaut that is not going to stop. There are all sorts of scary statistics about it: 14,500 of the best athletes from across the world with 205 different countries competing. Something in the region of 20,000 media are coming. 11 million tickets in total will be sold for the Olympics and Paralympics.

A massive sporting occasion but a significant challenge for the service. Why? Normally when we police events, public order operations, they are two, three, maybe four or five days long. Notting Hill Carnival is a Sunday and a Monday. Party conferences are four or five days. The Olympics for us is, depending on what you count, either a 64 day policing operation which is the time the Olympic Village opens to the time the Paralympic Village closes, to a 78 day operation if you include the opening of the media centre or out to a 114 day operation if you include the Olympic Torch Relay as part and parcel of it; so a significant challenge for us.

It is not just taking place in London (although 70% of it is taking place here). Thankfully, the organisers recognised that sailing on Hackney Marshes was not going to be that successful so we are down to Dorset for the sailing, we are rowing out in the Thames Valley, the cycle races go down to Surrey and there is the Olympic Village for the rowing teams down in Surrey. There is a newly created white water centre up in Hertfordshire for the canoeing and kayaking. Mountain biking is taking place in Essex and you have got five forces up and down the country that are doing football events. Interestingly, some of the football events actually start before the Olympics themselves start; they start on the Wednesday when the opening ceremony is on the Friday. Kent I should have mentioned because that has got the Paralympic cycling.

In total, 12 different Olympic forces are involved but it will impact on every police force in the country. There is the torch which goes on the run for 70 days prior to the Olympics and will go through every police force area. It will be within one hour's drive of 95% of the population.

There will also be the impact of parallel events. These are the events that are going to take place at the same time as the Games up and down the country and, clearly, the impact of mutual aid. We will be asking colleagues from across the country to come and help us in London and also in Dorset and, potentially, in Surrey to deal with some of the challenges we are going to face.

A couple of basic principles it is worthwhile just covering. We are using existing systems and processes; things that we know that work and we are building on them. It is going to be a blue Games; that is, it is going to be policed by the British police service. We will have some support from the military; a niche asset. The example I always give is the wet bit of Dorset we do not normally have to police but during Games time we are going to have to put a policing operation in around it. We can either spend a lot of money buying boats and training officers how to drive those boats or what we do is go to our colleagues in the navy and we ask them for some assistance with boats and coxswains and we just teach a couple of police officers how not to be seasick and put them on the back of them. That is the way in which we can make sure we are making the best use of the asset that we have got. It is, predominantly, a blue Games delivered by the British police service.

The threat level for us will be at severe. The planning assumption threat level from terrorism will be at severe. Whilst it is less than that at the moment I think it is an entirely right assumption for us to at least plan for that. We can always reduce resources if they are not required but it is harder to increase resources if we do not plan for it so we are planning for a threat level of severe.

The big one for me is just a reminder of what this is: this is a sporting event. It is a sporting event with a security overlay - it is not a security event in which a bit of sport is going to be played. That is extremely important for the planning and also as a touchstone for the officers when they are actually delivering the operation.

A couple of things that we are doing to ensure there is a consistent national approach. There is one architecture; one Olympic Safety and Security Strategy that was signed off by Ministers in 2009 which sets out the five strands of the sort of stuff that we want to do, very closely linked with CONTEST, the UK Counter Terrorism Strategy. Sitting underneath that is the strategic risk assessment which sets out what are seen as the 30 key risks to the Games at the moment and it helps inform the investment choices. Where are we going to spend the £600 million we will talk about, no doubt, in a minute to reduce the likelihood or the impact of one of those risks coming to fruition. The third in the suite of documents is the concept of operations which just describes how the various organisations are going to deliver a safe and secure Games because the reality is it is not going to be delivered by one organisation or one person. A safe and secure Games needs lots of people to come together from lots of organisations - shared vision, shared understanding - and make sure we put on the greatest show on earth.

There are four key risks to the Games. Terrorism I have mentioned. We have been involved right from the very start in designing-in security measures in and around the new build of the Olympic Park and working closely elsewhere with the security provisions they put in place at the

other old builds. Island's eye concept which means these places will all have a fence around them and everybody going into them will be searched. They will be searched beforehand and everybody going in will be searched. That responsibility sits with The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), the event organiser. It is responsible for everything that happens inside the venues. We will only have a small policing presence inside. Most of our activity will be outside in the public domain, in the streets, providing reassurance, deterrence, doing the core function of policing which is the prevention and detection of crime, saving peoples' lives and maintaining the Queen's peace.

So the first threat is terrorism. The second threat or risk for the Games is potentially that of protest or public order. We have the most diverse capital, I would say, anywhere in the world. While that brings us great things what that also sometimes brings is within ten minutes of anything happening in the world we can have a protest on the streets of London and we have to plan for that for 2012. The example I have given in forum before is, if the Sri Lankan crisis that happened in 2009 was happening in 2012, the 76 day protest we saw in Parliament Square may not have gone there, it might have gone somewhere closer to the Olympics. It is just something that we have got in our mind and certainly the command teams who are planning it have got that as part of their contingency. A threat from public order and a threat from those who may wish to protest. At the moment there is no intelligence about anybody wanting to protest against the Games. There is no intelligence of any terrorist attack on the Games but, clearly, we have got to monitor it and we have got to look at it.

The third area is serious and organised crime and our big focus at the moment is on the organised crime around ticket touting and fake hospitality packages. The last thing we want to do is give London and the UK a bad reputation for having allowed people to be ripped off with fake and counterfeit tickets. Lots of work is already being done on that by a team - Operation Podium - targeting the organised criminals that we know are involved in ticket touting, sending a clear message it will not be acceptable in 2012.

The last is some form of natural disaster or natural incident such as a heatwave that may occur. Those are the four broad areas of risk.

There are a couple of things that are slightly different for the Games. My role as the National Olympics Security Co-ordinator does not normally happen. Normally, when an event takes place it is a one force area and it is run in that area. We have got 11 or 12 forces and on some days we have got events on in nine or ten forces at the same time. There will be a Gold Commander in each of those forces delivering the local policing operation. My job as the central co-ordinator is to work as their support, provide them with advice and guidance and provide the one consistent link with Government so that Government is not having to speak to nine or ten Gold Commanders; they just speak to me.

To assist me in that endeavour, part of the money has been spent on the creation of a brand new National Olympic Co-ordination Centre which will enable me to work with colleagues up and down the country. It has got about 16 different organisations - National Fire, National Ambulance, UK Borders etc - who are all able, in the event of something happening in any of those forces, to get hold of asset or resources so that we can support the Gold Commanders.

Some other new national structures we have created. An Olympic Intelligence Centre has been created. It has been operating for some time. An International Liaison Unit. There is lots of interest in this from not only countries who may be doing the Games themselves in the future but countries who will be participating and they are coming over now to understand what our policing plans are. A major part of our role at the moment is to convince our international partners that 1) we have got a plan, 2) it is a good plan and 3) we are capable of delivering it. So international liaison is at the forefront of doing that. There are other national structures we are putting in place.

What does it mean for us in Games time? 12,000 offices at the moment on peak days potentially deployed nationally just delivering a safe and secure Games but a recognition that we still have to deliver core policing up and down the country at the same time as this. In London that is looking at about 9,000 police officers and, to put that in context, Notting Hill Carnival, the biggest event we normally do, on a Monday, is about 6,000 police officers.

As I said earlier, we cannot do this alone so we are going to rely on a significant number of colleagues from up and down the country to come in on mutual aid - potentially 2,000 to 3,000 offices on peak days coming in who will be providing us with specialist support in the systems because it is specialists we certainly need for the Games.

What we have not done yet, because we are waiting for the outcome of the two inquiries - one from Her Majesty's Inspectorate of Constabulary (HMIC) and the other one from Assistant Commissioner Lynne Owens - is to decide if we need any increase as a result of the summer disorder. We have not made any decisions on that. We are still waiting for the outcome. We are doing some modelling at the moment and maybe I will talk a bit about that later if you want, Chairman.

In terms of the money piece - I know that is your focus - as you will be aware in 2007 the Government announced that there was £600 million available for additional activity in relation to policing of the Olympics. That was followed up by the Comprehensive Spending Review announcement last December where it again committed itself to £600 million being available if it was required but, at that time, it felt it could do it for £475 million. We are still working our way through it and can I tell you now exactly what the additional costs are going to be? No, I cannot because there are still a number of the business cases we are working through. We are still looking at the number of officers that we need and we are still working our way through some of the infrastructure bills which is some of the stuff we had to spend money on.

The Government has also expected, as part of the planning assumption, a diversion of business as usual asset from the Olympic forces and others. We have done that through doing a number of things: pulling levers, reducing the numbers of day off during the core Olympic period (the 17 days of the Games plus the 7 days of the Torch Relay before), reducing all training during that period and reducing the numbers of officers allowed to have annual leave. A number of levers we have pulled to create more asset.

There are also those bits of our business which, in effect, are part of the Olympic effort just by the nature of what they are doing. The example I give is Protection Command. Protection Command in SO1 in the Metropolitan Police Service protects protected people as part of their duty. In 2012 they will be protecting protected people. On the opening day we may have up to 150 protected people but they will all be going to the Olympics so, in effect, SO1 will just be following those people around. Their core duty will be following these individuals so that is just an understandable opportunity cost.

Another example I give is there has been significant growth in the counter terrorism network since 2005 currently led by Assistant Commissioner Cressida Dick from the Metropolitan Police Service as well but in units up and down the country. In 2012 they will be hunting and looking for people who may wish to disrupt either the Games or anything else in the country. Again that is an opportunity cost. Entirely right that is an opportunity cost. They have got the asset there. They will be following those people around.

I think that is probably enough from me, Chairman, but that is a very brief outline of where we are going. I do not want to sound complacent but I think there is a lot of good work that has been done by a number of people across a number of different agencies to put us in a good place at the moment. We have got 269 days to go, or 199 days to go before the torch starts running, and there is a lot of work we need to do between now and then.

John Biggs (Chairman): There is a Royal Jubilee of some kind next year. Does that merge into the security operation for the Olympics?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): Yes. What we are doing is we are trying to take a holistic approach to the way in which we are planning 2012. There are a range of different events taking place during that period. There is the Diamond Jubilee. There is also, in the middle, between the two Games, the Notting Hill Carnival, and there will be a range of other events that take place. One of our challenges at the moment - and we are working very closely with the GLA, Neale Coleman [Director, London 2012, GLA], here - is on the parallel events. These are the other events that people want to put on at the same time as the Games. What we are saying - and given great support and good work through the London Events Co-ordination calendar - is there is a limit on the amount of resource there is available to deal with these other events and therefore we need to think really, really carefully about what events we want to put on during that particular time. As I say, a calendar has been put in place to try to gauge the level of enthusiasm across London during that period and then for us to visibly display, "What is the desire but what is our capability?" and therefore we are asking, through the process being run by the GLA, for local authorities to think what is right for London and they put in place the right things for London.

John Biggs (Chairman): In terms of the cost there seems to have been an escalation since the bid was won in the Olympic security costs. You are clear that there is a policing budget of £600 million but the Government now hopes to come in at £475 million with a contingency of £125 million. That is roughly the case?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): No, I would not say that. What was said in the spending review at that time was based on the snapshot at that particular moment. The Government had hoped to come in at £475 million but £600 million was still available if it was required.

The position that I have taken – and we are, I believe, at the moment. I have not got the exact figures because, again, these are all subject to change because we are still working our way through business cases. We are at or around the £475 million as I understand it at the moment but we are still looking at some business cases, some which will come in less than we originally anticipated and some where there are some additional budget pressures, so we are working our way through that.

There is a £238 million contingency which is available in the event of a change in the terrorist attack methodology or an increase in the threat level but I am not sitting here wedded to say it is going to cost £486 million or £468 million or £475 million. I just do not know because we are still working our way through a number of those business cases.

John Biggs (Chairman): If one adds the contingency to the £600 million there is potentially £838 million policing costs. On top of that, just to complete the picture, you said LOCOG is responsible for security within the venues and the budget it has is roughly £280 million, which gives a total potentially of £1.1 billion for security costs for the Olympics. Is that a figure you recognise?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): No, for a variety of reasons. If I could explain, the £600 million is available if it is required. We have talked about that. The £238 million is a contingency. It is not just for policing costs, Chairman, it is for security costs so this covers fire and ambulance as well as policing. That £600 million is to cover the safety and security of the additional costs associated with safety and security for those sorts of organisations.

John Biggs (Chairman): Does it include the LOCOG --

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): It does not include LOCOG costs. I am not going to talk about the LOCOG costs because that is a matter for LOCOG and the Government who signed the security guarantee with LOCOG. The way in which the £600 million is operating is on a costs lie where they fall basis. If any particular Government department - health - has got so much it has a portion of the £600 million but it is health who has to find the money.

John Biggs (Chairman): So a potential budget of £1.1 billion and on top of that something which we do not talk about in open meetings which are the counter terrorism budgets and some of those will be dedicated towards this objective as well.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): As I mentioned earlier the opportunity costs that are being invested. Again, very difficult to

quantify at the moment because we are still working our way through. A range of different forces will be putting in opportunity costs because that is part of what is expected.

John Biggs (Chairman): I live in a neighbourhood in the suburbs, for example, and my community police officers will be in Stratford for the Games and so I will have less community policing in my neighbourhood?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): You may have one less of the community officers on your Safer Neighbourhoods Team during the Games but we have been doing a lot of work, with a lot of support from others, to try to increase the number of special constabulary officers that we have got so that, wherever possible, they can still be there on boroughs.

There has been an acceptance all the way through in terms of all of our planning that we still have to deliver core policing to London during the Games. Let's not joke about it. There will be an impact. When you have got the greatest show on earth coming to London there will be an impact. I was privileged to go out to Vancouver and I saw what was an overwhelmingly positive impact to the city --

John Biggs (Chairman): I think Londoners remain very supportive. Just to remind ourselves, for the record, when the original bid went in, the safety and security cost was £200 million for the Olympic Games, so we are now, potentially, at £1.1 billion. I do not know if it is about blame but it is certainly about escalation and that leads into my final question which is there is an old expression about over-egging the pudding. Of course security always out trumps anything even at a time of big savings on budgets. How can you persaude us and Londoners that we have not thrown everything and the kitchen sink into the security budget because it cannot be challenged and that we are getting good value and balance in it?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): I can give you extensive evidence of the - sometimes it feels - tortuous process which I have had to go through to get any of the money out of Government. The programme has been run since 2008 within the Office of Security and Counter Terrorism so the safety and security programme and it has, in effect, got hold of the £600 million. To get any expenditure out of that £600 million, against commissions for various projects, I have to produce extensive business cases that I have to take to two or three layers of governance to get approval and I am challenged at every level including some external independent challenge from HMIC who work within the programme for me and my colleagues to be able to show that every penny that we are spending is justified.

What I would say to you is, no, we have not over-egged this at all. We have looked very, very carefully at it. Security clearly needs to be there but it needs to be in a way that is not oppressive and does not stop the Games going ahead. Equally, we have got to make sure people are safe and secure.

The governance structure that the Government has put in place to ensure that it is making good use of Government money has ensured that I would say we have got a very tight programme here.

Andrew Boff (AM): Let's look a bit more at the actual cost of the operation because the £600 million that was quoted was something that has been in the original budget since --

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): 2007.

Andrew Boff (AM): -- we came up with the £9.3 billion figure. That £600 million has been in there for a while. We are now saying that is actually £475 million.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): I am not actually saying what it is because I do not know, and the reason I do not know is because I cannot tell you what the final costs are going to be. At the moment, on the build of the budget we have got, we think it is about £475 million but we are still building some infrastructure, we are still --

Andrew Boff (AM): This is a budget. It is a budget so it is an anticipation that you can go up to, originally, £600 million. That was the figure they thought of as the limit.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): That is still the figure we can go up to.

Andrew Boff (AM): That is still the figure that you can go up to, so the £475 million is what?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): That is what Government in the spending review at the time last year felt that it could do it for. That is what it felt.

Andrew Boff (AM): So rather than the £600 million it reckons you could do it for £475 million but, if you do not, you have then got a trigger which allows you to access £238 million which actually takes it over the £600 million that was in the original budget?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): No, that is a seperate fund. It is separate.

Andrew Boff (AM): The £238 million is a separate piece of money.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): The £600 million was announced by Government in 2007 as available for additional activity in relation to the Olympics and the safety and security domain. When it announced it in the Comprehensive Spending Review it said it felt that it could be done for £475 million but, if it was required, £600 million would still be available if it was required.

On top of that there is a £238 million contingency that has always existed and which we can tap into in the event of some major thing happening next year such as --

Andrew Boff (AM): Contingencies within the £9.3 billion?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): Yes.

Andrew Boff (AM): So that is part of the £2 billion of contingency that was originally in the £9.3 billion --

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): Forgive me. I do not know the original contingency. I know the total overall funding package for Government for this is £9.3 billion.

John Biggs (Chairman): People's minds might have trouble with this. How could you suddenly find another £238 million to spend? Would this simply be paying the wages of officers brought into London from other places if something therefore happened?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): There are a number of things that could happen. The escalation is a move from severe to critical in terms of the threat from counter terrorism. What would our response be? Our response could be a number of things such as putting out large amounts of hostile vehicle mitigation so barriers across roads, large numbers of police officers, having to mobilise them at the last minute, working extended hours - the sort of stuff that we had to do post 7/7. People will recall a massive amount of officers. We were putting something in the region of 8,000 police officers out on the streets in the days after 7/7 and 21/7. If we had to do that over a sustained period because the Joint Terrorism Analysis Centre assessment said the threat is now at critical that very, very quickly soaks up money.

Andrew Boff (AM): Just to be clear, in my mind, you have a budget for the police service and if there was not an Olympics you would carry on having a budget for the police service and paying police officers. The Olympics is an additional thing and the £600 million, or £475 million, depending on which figure we are talking about, is an additionality to that. Therefore, that £475 million is not really paying for police officers is it? It is paying for overtime.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): What that is paying for is a number of different things. Firstly it is building infrastructure. If you imagine we are putting a large number of police officers potentially in and around the east end of London at levels we do not normally put in and across the whole of central London. 9,000 officers on peak days. An upgrade to the radio system has had to be put in place and lots of work has been done on that. That is on track and on budget. Upgrades to our command and control facilities so the specialist operations room at Lambeth and at Hendon have all been upgraded to take account of the scale of the operation that we are going to have to deal with because it is bigger than we have ever dealt with before. It is also paying for the upgrade of command and control facilities elsewhere in the country where they needed upgrades, together with forward command posts at the various venues.

It has also paid to put in place what I call the logistics. We will probably be moving something in the region of 86,000 officer days on mutual aid. Something in that region. Again, that is all subject to the tests that we are doing at the moment. Now those officers will come to London

for probably a period of five to six days but we have got to accommodate them for that period, we have got to feed them for that period and we have got to transport them from that accommodation to their muster briefing points and then they get deployed from there.

It pays for infrastructure, supporting logistics and also then pays for officers' overtime, together with the mutual aid payments that are required to other force areas for their officers coming down to London.

Andrew Boff (AM): It will not be a nice discreet exercise where the people who are policing the Olympic sites, the Olympics, will be external officers, or will it?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): No, it will be a combination. If you think 9,000 officers on peak days. Probably about 6,000 of those will come from the Metropolitan Police Service and the planning assumption we have got at the moment is they will be doing 12 hour days. Now the first eight hours of that, potentially, will be opportunity cost but the additional associated with this comes out of the £600 million. As I said earlier, we are relying on specialists from across the country to come and help us so we may have up to 3,000/2,500 officers on mutual aid. These are officers from other forces in the country who will come down to assist us.

Andrew Boff (AM): I know this is difficult to say but in terms of discrete operation there will be overall resources from the police service going in to the Olympics, will they not, for which that £600 million does not cover - it is actually covered under the existing police budget?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): For the Metropolitan Police Service officers deployed in the Metropolitan Police Service area during the Olympics their basic eight hour shift will be covered out of what is our core funding but anything additional associated with it - so the fact that we are going to have to transport them, the fact we are going to have to feed them, the fact that they will be doing extended tours of duty and the fact there will be 12 hour days - that additional money comes out of the £600 million.

For officers who are on mutual aid the mutual aid payment that we would normally pay - during the summer disorder we had colleagues from across the country come and help us. We had to pay an element of mutual aid back to their police authorities because we had taken their officers from their forces. In 2012 those payments will be required to be paid to those police authorities and, again, that will be met out of the £600 million.

Andrew Boff (AM): As a result of the Olympics operation there are fewer police officers in Hillingdon? If, as a result of your operation, there are fewer officers in Hillingdon doing their work because of the Olympics, that cost is still being borne by the Metropolitan Police Service and not covered by the Olympics?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): As I said right at the start, the Government does expect an element of business as usual asset to be diverted. If you think about any summer, any --

Andrew Boff (AM): What I am trying to get from you is what is going to be the cost of that becasue --

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): We do not know at the moment. We are still working our way through.

Andrew Boff (AM): The worry is that a lot of things are going on that are seeking to hide the true cost of the Olympics. We already know that it is more than the £9.3 billion because all you have to do is add on the costs of the counter terrorism – a figure we do not know – and already you are way past £9.3 billion in terms of the cost of the operations. It is very important for this Committee to understand, post-Olympics, exactly how much it cost us.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): I suppose the position that the Government is taking - I am not defending the Government - is there are a number of officers who will be on duty anyway and all we are doing is we are diverting them from this bit of space over to this bit of space --

Andrew Boff (AM): But they would be on duty in Uxbridge rather than Stratford.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): Yes, they might be. On the other hand what I could say to you is we have a very busy calendar most summers where large numbers of officers are taken on aid from various boroughs to come and police events in central London. There will be less of those sorts of events and there will be more associated with the Olympics.

The other thing to stress is how we are planning to deliver a safe and secure Games. I mentioned earlier the event organisers are responsible for the venues themselves. We will have a very small policing presence inside the venues; a bronze commander in there working closely with the venue general manager in the event of a crisis and therefore capable of stepping in.

The vast majority of our asset will actually be deployable pan-London units which are multi-skilled and available to go anywhere in London, capable of responding to anything. Our current planning assumption is that those officers will actually be out on the boroughs of London dealing with the day to day crime challenges. They will be tasked on a daily basis. If we have got a particular crime problem in a particular borough these officers will deal with that unless we have to call upon them to do something specific around the Olympics. We are making best use of the asset that we have got for the benefit of Londoners.

Andrew Boff (AM): In terms of your accountability, certainly this Committee would like to know how much the policing operation actually costs. I know that is not a figure that you can put a figure on --

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): I cannot at the moment.

Andrew Boff (AM): -- but we do need to know.

Could you summarise for me what the difference is between security and policing because, obviously, the security of the venues is down to LOCOG's operation and policing is a different matter? Give me an idea of what is the difference between site security and policing?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): The importance about this - I said it earlier on - is making sure that everybody is joined up. It is making sure that the policing operation is joined up with the ambulance and the fire operations and joined up with LOCOG operations because, if we are not joined up, this is not going to work. At its heart this is going to be one cohesive joined up operation but there are individual elements.

The event organiser is responsible for the venues. What does that mean? There will be a fence line around the outside of the venues. They will have CCTV systems that will be monitored. They will have, in effect, holes in their fence lines through which peopel can go and they will go search arches and metal detectors. That will all be managed by private security contracted by and paid for through LOCOG and that is totally a matter for it.

Inside the stewarding and stuff you would traditionally see at a football match, stewards showing people to their seats, stewards around the pitch line protecting the field of play and stewards intervening in the event of some form of bad behaviour in the initial stages is exactly what we expect to see in the Olympics.

I hasten to add what is the Olympics. It is a sporting event. These are spectators who are going to see the best athletes in the world so we are not anticipating conflict inside the crowds but there is still a requirement upon the event organisers to put this stewarding package in place. Security and stewarding on the venue is their responsibility. A small policing presence to support them if in the event something gets out of hand and in the event there is crime or criminality inside.

The policing operation outside is what you see us doing normally out on the streets; patrolling, providing advice and guidance, providing a deterrant, dealing with the three core functions of the service – prevention of crime, protection of life and property and also maintainance of the Queen's peace. That is the focus of our activity.

But I stress we are only going to deliver this if we all work together so one cohesive role so that everybody can be reassured that they can come to the Games and they can watch them without the worry of something happening to them there.

Roger Evans (AM): At the moment we are seeing some underspending against Metropolitan Police Service budgets. Budget for recruitment to Olympic security projects, recruitment was slower than expected and the Olympic Security Directorate is 59 staff under strength. What has that situation developed? Is it under control or was it not expected?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): No, it is under control and I am satisfied, by the end of the financial year, we will be on track to have the right people in the right places. Our challenge has been getting people to apply for those jobs. The underspend is where we maybe had full year costs for a post and it maybe has taken us three or four months to get somebody into post so we have not had to pay their wages for the first three or four months.

The challenge that we have had here - and we have to be honest about it - for some of these posts has been we are a shrinking organisation at the moment as a result of just generally the budget cuts that are happening or we are having to look very closely at our budgets. That has created some challenges for police staff; police staff numbers are going down. Some of these jobs will only be in existence for 18 months to a year and therefore people who are currently in a job which will last them for three or four years are not willing, necessarily, to step out of that into a job which will only be there for 18 months and then they will not have a job to go to afterwards.

We have worked our way through that. We are doing a range of different things encouraging people to join, looking at other ways in which we can deliver, maybe on contracts, and stuff like that, but I am satisfied we will have the right people in the right place by the end of the financial year.

Roger Evans (AM): So you are recruiting those people pretty much exclusively from within the Metropolitan Police Service?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): No, we are going more widely. We are bringing people from other forces. Part and parcel of the team that I work with is something called the Olympic Policing Co-ordination Team. They are colocated with the Home Office's Olympic Security Directorate over at Canary Wharf, alongside LOCOG and alongside the Olympic Delivery Authority (ODA), so we are all working together. That brings colleagues from across the country. I have got people from different forces as part of that because it is actually Co-ordination the national policing response.

At the Olympic Intelligence Centre we are looking to attract people from a range of other forces, not just the Metropolitan Police Service but other people to come in on secondment.

Roger Evans (AM): When do you expect that 18% shortfall to be --

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): By the end of this financial year I am satisfied we will have the right people in the right place.

Roger Evans (AM): So up to staff by April 2012?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): Yes.

Roger Evans (AM): What about the capital spending because that has also been lower than expected?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): Again, this is good project management. We put in place what we felt was the requirement for the infrastructure bill so the command and control at the National Olympic Co-ordination Centre and the command and control facilities that I have talked about earlier, the airwave infrastructure - wherever there has been a reduction it has been because we have not needed the amount of money we originally felt that we needed to do it. Cost estimates have come in and we have then managed to build at under that cost. We have managed to put the things in place to time and to budget or under budget. To my mind, if we have managed to build under budget that is a good thing.

Roger Evans (AM): One person's good project management is another person's over budgeting of course.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): What I would say to you is the layers of approval that we had to go through to get the money there in the first place, from a range of people who have got lots of experience in these areas, would show that there was not over budgeting in the first place - it is just that we have managed to drive down costs through work with suppliers and drive down costs by joining bits of projects up together so that we do two things at the same time for two separate projects and that results in a cost reduction.

Roger Evans (AM): So that is a real underspend, we are not going to spend it in the run up to the Games?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): That is an underspend in relation to those particular projects. Again, the programme is running at the moment on something like 27 different projects so if there is a project that looks at national Coordination and there is a project that looks at ANPR [automatic number plate recognition] and a project that looks at CCTV. That is an underspend on the profile against those various projects. There are still some other projects where there are potentially cost pressures. At the moment we are looking at the airwave penetration of the Olympic Village. You cannot guess what you are going to have to put in the Village if the Village is not built because you do not know what you are going to get from the existing infrastructure. What you have to do is then, when the Village is built, you go and test it to see if there is sufficient coverage or do we need to put any boosts in there and, if we need to put boosts, then potentially some of that money could be used for that.

Roger Evans (AM): Right, but there are real underspends on those projects?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): Yes. At the moment.

Roger Evans (AM): Thank you.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): That is not to say they will not be used on another part of that project but, at the moment --

Roger Evans (AM): I think we get that drift.

John Biggs (Chairman): Translating that into English you put clever radio things into the Olympic Village. I was trying to work out what airwave enhancements were.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): It is coverage, Chairman. It is to give coverage to make sure that we have got appropriate coverage.

John Biggs (Chairman): On capital, are there hidden capital costs? For example, I know that on the edge of my constituency is a place called Wanstead Flats where a big policing temporary venue is being built for the Games. I am surprised that you are going to be able to do that within such a small capital budget. I assume you are buying clever vehicles and gizmos and cameras and surveillance systems and IT and stuff for this. Are there other costs which are hidden somewhere else?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): There are no costs which are hidden. The cost of the muster briefing and deployment centres - that is one of three of them we are putting in place in London - are all included in the Olympic logistics infrastructure project.

John Biggs (Chairman): That is separate from the capital budget we are talking about here?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): No, it is one of the projects. The underspend you are talking about is the underspend profile to now. The Olympics logistics infrastructure for the muster briefing point will not actually be spending any real money until next year because it does not get put in place until - for just a 90 day period.

John Biggs (Chairman): The overall capital costs for your policing and security operations is what?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): I am afraid I do not know that off the top of my head.

John Biggs (Chairman): A few hundred million?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): I am afraid I could not tell you.

John Biggs (Chairman): No idea?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): No, I am afraid I do not know. I am sure we could get that to you.

John Biggs (Chairman): For the record I think this would be something discussed for the next 20 years or so. There is an answerable case that, as with your policing budget and the overall Olympic budget, the £9.3 billion, the Government or whoever were chastened by their under estimates initially and have funded the Olympics and security above what is likely to be required. That is plausible isn't it?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): I would not like to say.

John Biggs (Chairman): You have got more money than you know what to do with basically.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): No, Chairman, I would not say that at all! What I would say is I do not think we are really going to be able to say exactly what the Olympics has cost until October of 2012/November of 2012 --

John Biggs (Chairman): For the record, at the Assembly the other week we were told I think that the overall ODA budget is going to come in £900 million under, estimated. Yes. There are some significant sums which is good news but could be viewed, as Roger said, as they were generous estimates.

Richard Tracey (AM): Opportunity costs have already been discussed at various points in the questioning of you and your answers. One thing I noticed you said was that you had looked at Vancouver as a test of how these sorts of things stand up to an Olympics. Is Vancouver realistic actually? It was a winter Games. What is the comparative size of a winter Games against a summer Games? I trust your judgement, Chris, but just go through that if you would.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): I think it is between 25% and a third. A winter Olympics is 25% and a third of the size of a summer Olympics but much of the principles are the same. What was so good about going to see Vancouver for a number of my team was we got great support from my colleague, Bud Mercer [Royal Canadian Mounted Police Assistant Commissioner], out there who allowed us to embed people alongside, so people who are my gold, silver and bronze commanders, as opposed to going on the traditional observer programme where you turn up, you get shown a video, you get spoken to for ten minutes and that is it. He actually allowed our people to work alongside their equivalents for four or five days so the silver commander worked alongside the silver commander. I worked alongside Bud Mercer for a number of days while I was out there.

What did I see in the city? I saw the city come alive. I saw everybody come out to celebrate. What was interesting is they had protestors on the first couple of days but very quickly the people of the city and the media turned against the protestors because, in effect, they were saying, "You are spoiling our Games. This is our Games and actually we are having a great time". People came out on the streets and they came out to enjoy it. The feelgood factor that was around meant that in certain areas they saw a reduction in crime levels taking place and that has been experienced in other Olympic capitals.

What was good about going to Canada was it is a democratic country and it runs law enforcement pretty much the same way as we do so we could draw some direct comparisons about the way in which we intend to do a safety and security operation and they did and it invalidated many of the planning assumptions that we had put in place and we had been working on for two or three years.

My assessment from what we saw out there is we must not under estimate the number of people who want to come out and get involved and engaged and therefore we need to be aware of that. Lots of work is being done by Peter Hendy [Commissioner, Transport for London], Transport for London and others to deal with the transport and travel demand management because we are going to have to be very careful in 2012, but what you do get is this overwhelming feeling of enjoyment and happiness and people out there enjoying the fact that they have got the Games there, this is a once in a lifetime opportunity and they get a chance to go and see it - whether it is at the venues themselves or whether it is on the big screens. As you will be aware, there will be three live sites just in London looking after these Games.

Richard Tracey (AM): You have already been asked the question about whether the boroughs that are not involved in the Olympics will be losing their police forcing and you started to give us an assurance but I think we do really need, all of us, a categorical guarantee that we are going to be covered in those places that are not involved in the Olympics. It is obviously a costing but there is the manpower point. Otherwise it will be a happy hunting ground for criminals in every single one of the boroughs where there is no Olympic event.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): What I would say is if you just take one look at the London Events Co-ordination calendar for that period there is not a borough that is not going to be an Olympic borough. Throughout that period, whilst you have got venues on certain boroughs, you have got events associated with the Olympics taking place on every single one of the London boroughs.

Richard Tracey (AM): Like the torch relay for example?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): The torch relay or evening celebrations in some boroughs or other events that local authorities want to put on to celebrate the Games at that particular time. It is quite stark when you see the number of events taking place.

Clearly, there is the big focus on the Newhams and the Tower Hamlets and the City of Westminsters because they have got major venues – the Greenwiches and stuff. Yes, we will be drawing officers. We have to draw officers from some of the other boroughs but, you know, we will do this Saturday. On Saturday this week there will be football matches across London and we will take officers from a range of different boroughs to go and police those football matches. That is the way in which we police public order policing.

However, throughout our planning, territorial policing, who deliver the policing on the boroughs, as you know, have been heavily involved and we have had to ensure that we have left sufficient officers there so that we can deliver core policing. As I say, the pan-London nature of

a significant amount of our policing operation is such that we can respond to things on a daily basis across London outwith the Olympics, so if something is happening and we do not need them for the Olympics, then they can go and assist and they can go and respond.

It would be wrong to suggest that there is going to be no change on boroughs because clearly if I am going to take a couple of officers from Hillingdon they are not at Hillingdon, but what I am saying is we have done a number of things about pulling levers to make more officers available during that period so that you do not see nobody anywhere else in London. You will see police officers across the rest of London still providing that policing response.

Richard Tracey (AM): One favourite comparison that has come out in various interviews has been the Royal Wedding but the Royal Wedding was one day and it was very much focused on central London, Westminster and around the Abbey. The Olympic is what, 17 or 18 more days, plus the torch relay and everything else. We are, to some extent, looking into the dark are we not, to be honest?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): We have had to make a number of planning assumptions but remember what our commitment is: our commitment is to make sure that we still, as well as delivering the Games, deliver a safe and secure London. We have to bear in mind the number of calls that we get from members of the public. We have to look at the basic workload. Territorial policing, in coming up with what is its capability to support us, together with the levers that we have pulled, have taken this all into account - and it is something that we will continue to focus on.

You are right, the Games, when I talk about the set 114/64 day operation, there are peaks and troughs in that. The big period for us is obviously the seven days from 20 July 2012 to 27 July 2012 when the torch is in London. Again, I am not talking about 9,000 police officers during those dates but there will be quite a heavy bit of aid because we will already have started to do the search and secure operation around the various venues. It is the 17 days of the Games. That is the big peak for us. After that there is a trough and then, for the Paralympics, again, there is a peak again. Not up to the same level as there were because there are less venues, less spectators and less activity but still a peak there. It is a 17 day period. As I say, by pulling these various levers and also by getting support from colleagues from across the country, I am satisfied that we can do both the Games and make people safe in their houses.

Richard Tracey (AM): This point about using colleagues' resources from across the country. There was a figure put on the disturbances in August, I think opportunity costs estimated at £42.5 million, that appeared in one paper which went to the MPA Finance and Resource Committee. How is that relevant in relation to what we are talking about for the Olympic Games, that £42.5 million? Anne McMeel is looking up so perhaps you should answer that one!

Anne McMeel (Director of Resources, MPS): I am sure Chris can answer on the Olympics. I was just going to quote the figure that you are talking about. Actually, the figure that went to the Finance and Resources Committee of the MPA on 20 October 2011 was talking about a total cost, at that point in time – again, it is moving – of the order of £70 million for the costs of Kirkin and Withern which is both policing of the disturbances and the investigation after the

disturbances, so that is going forward. That was actually real cost including mutual aid because mutual aid is not an opportunity cost; you actually do have to pay it out.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): I cannot say now what the cost of the mutual aid is going to be. What we have been doing is progressively building the policing plans up so 11 Olympic forces have been working out what the policing operation they need to put in place is around their various venues and they work out what it is they think they can deliver from core business without affecting core business. They then work out what the gap is and they then ask for that as mutual aid. What we have been doing is collating that at the centre of the Olympic Policing Co-ordination team. There is one project called Demand and Resource that is pulling together the national picture and we are doing a series of tests. We are now on the ALMUS 4 test - it is actually happening at the moment - which is a test nationally about this is what we need and what can you provide us with please, colleagues, up and down the country. I am getting great support from chief constables around that.

The final mutual aid requirement when we think we have got the plans knotted down will be January/February of next year. By that time more work will have been done with LOCOG, we will have confirmed all the various venues, confirmed as much as we can about the policing operation and, at that time, we will press the button and send it to colleagues across the country which will say, "This is now the requirement for you during that period. Please nominate the individual officers that are going to come down".

Richard Tracey (AM): Talking through all this, it does just raise in my mind the question of all these extra costs. You have been talking about special operations and the protection and all the rest of it where the Metropolitan Police Service officers and the Metropolitan Police Service commanders seem to be having to go out and look at other parts of the country in a big way. Isn't the time coming for looking at refunding the Metropolitan Police Service so that it does recognise that it is really a national force and not the same as a county police force?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): I might defer to Anne on bits of this. We do get an element of capital city policing as part of our funding package. We are not going outside London to police the Games, we are policing London. What we have recognised - and it is very rare that the Metropolitan Police Service has to do this - is that the Metropolitan Police Service is saying, "We haven't not enough resources ourselves to deliver something of the enormity of the Olympics, therefore, we need to borrow colleagues from across the country". As I say, it is very rare that we ask for mutual aid as an organisation.

We are not going to Dorset to police Dorset. Dorset is policing itself and it may have some colleagues. Yes, there are bits of specialist national responsibility we have got: protection of the Queen, protection of other protected people, counter terrorism and some national responsibility, but we are funded to do that sort of activity.

Protection itself will be a challenge for us in 2012 just by the very nature of the number of people who are likely all to come on the same few days. We are, again, going to have to draw on protection colleagues from across the country because there are those who are skilled in that

area because we use them locally when we go and do operations to come and assist us and they will then deal with these protected people wherever they go in the country because they are not just going to stay in London. Heads of State may, if their country is about to get a medal, decide that they are going to go wherever that medal is. We need to take a protection team with them.

John Biggs (Chairman): One tidying up opportunity cost question. Everyone is facing difficult budgets. Are there individual police officers and police authorities up and down the country, including London, who are being encouraged to not take their retirement this side of the Olympic Games but to defer it?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): I would not say that we are encouraging people not to take retirement. The challenge that my chief constable colleagues are having are the same as in the Metropolitan Police Service; challenges over the budget, how do you live within the budget you have been given, recognising that Government has announced over four years a 20% reduction. My colleagues up and down the country are having to make some very difficult choices.

The challenge for us in 2012, as I have said openly, is about specialists and what I am asking them to do – and I am getting great support I have to say – is not to reduce the number of specialists prior to the Games because we need them. If that is where they say they are going to get budget savings I am asking to profile those savings towards the back end of the four year spending review period.

I am not aware of - clearly there are a number of individuals as part of the policing operation in London who are eligible to retire now and they have committed to stay on and deliver the Games because they want to stay on and deliver the Games. There is not, that I am aware of, nationally that pressure from chief constables to keep people on.

John Biggs (Chairman): I suppose more selfishly there is quite a lot of overtime opportunity during an Olympic Games as well.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): There is overtime for constables and sergeants but remember every other rank does not get paid overtime and a significant number of deployments for inspectors and then people on the command card are for the Games so, yes, of the 9,000 the vast majority will be sergeants and inspectors and, yes, our profile is we are going to be asking them to do 12 hour days each day. That is the way in which we are going to manage the Games.

From what I pick up from everybody this is not about money for them; people want to be there to go and police the Games. This is a once in a lifetime opportunity for them.

John Biggs (Chairman): The opportunity cost question has many angles to it. Another would be then that an awful lot of people will have stored up extra leave days after the Games and will expect to take those in the autumn.

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): That is not a stored up problem because, in effect, they only get an allocation of 31 days annual leave, or whatever it is - if we say it is 30 or 26 - I do not know off the top of my head. What we are saying is, in that 17 day period of the Games there is only 7% of the force that can take annual leave as opposed to sometimes in the summer where we will allow 10% or 11%. They are not extra days; they are just profiled elsewhere. What you are doing is you are profiling it over the whole year. To make sure that we do not have it all in one lump, under some human resources operating instructions we have put out, we have allowed officers to carry more days annual leave over into future years so that it spreads the burden out. We are trying wherever we can, because we put an Olympic specific shift pattern in place within territorial policing, not to create a legacy of days off, weekly leaves that are owed, because we recognise that. Lots of work has been done to try to minimise the chances of that happening.

Mike Tuffrey (Deputy Chair): The questioning up to now has focused on the run up to the Games and the July/August and early September 2012 period. I want to look at what happens after and also the impact of all that on next year's ordinary budget so perhaps we might start there with Anne. Are there any additional costs consequent on hosting the Olympics that are not being charged to the monies we have been talking about? In other words, are you facing additional pressures on your ordinary budget for next year as a result of the Olympics?

Anne McMeel (Director of Resources, MPS): If you are talking about specifically after the Olympics --

Mike Tuffrey (Deputy Chair): No, I am just in the run up and around. I want to come on to after particularly but it is just the general concept. Is your budget under additional pressure because of the Olympics that is not being paid for out of the initial monies?

Anne McMeel (Director of Resources, MPS): As far as possible what we have done, and worked very closely with Chris, is put forward the business case that is for the additional costs. Taking on board what was said earlier, some of that is additional officer cost and additional staffing costs, so there are particular posts that have been created in Chris' command, or indeed some of the specialist teams where we have expanded them over that period. Now all of that has been part of the business case that is going forward. Where we have had to put in infrastructure we have also made bids for that as well.

In terms of Olympic specific I would say that, unusually, we have been working very hard with our operational colleagues over the last three or four years to make sure that we do identify the additional costs both in the run up and to the Olympics. I suspect in part the challenge for us is going to be in the six months after the Olympics when you get into decommissioning and/or legacy arrangements going forward.

I think everyone needs to remember that when the Olympics bid was won for London, it was in a time of general expansion of the police force where there was an expectation that anyone brought in specifically for the Olympics, either staff or officers, would relatively easily be able to be redeployed back into the core functions of the organisation. Now particularly on the staff side but equally on the officer side as well, over the last two or so years, as we have come into

the spending review, the numbers have been shrinking within the organisation and that makes redeployment back into the organisation a tougher call than it would have been previously and there are ongoing discussions with the Home Office about those original planning assumptions and what might be the case if, despite best efforts, we cannot, particularly on the staff side, redeploy everyone back into existing posts.

Mike Tuffrey (Deputy Chair): Let's just dig into that in a moment. To finish with the impact on the budget around the Games themselves, are there any reduced pressures on your budget as a result of the Olympics? For example, if someone is extracted from a Safer Neighbourhoods Team during the course of the Games and you might have been paying them overtime, you will not need to do that because the overtime costs will be associated now with the Olympic budgets. Are you experiencing any easing of pressure as a result of having the Olympics?

Anne McMeel (Director of Resources, MPS): Clearly in our negotiation with the Home Office we are making very clear that it would accept any costs in relation to the Olympics. You will be aware, as will other Members, that we have taken quite a stringent view of overtime over recent years, whether without the Metropolitan Police Service or within both on officer and staff sides and we have been reducing down our overtime budgets in most areas across the service.

Mike Tuffrey (Deputy Chair): So the position in terms of the ordinary thing in relation to Andrew's question earlier is there are no hidden costs that fall to council tax payers as a result of the Olympics. You are identifying making business cases and, conversely, there are no hidden costs, so you generally have managed to do the ring fencing effectively?

Anne McMeel (Director of Resources, MPS): It goes back to what Chris was saying earlier on that there are things that are business as usual in any event that we would be running and effectively, as has been identified over that period, you have got things starting with the Diamond Jubilee, with the carnival in there, you have got a whole range of events across I ondon that are business as usual for a service --

Andrew Boff (AM): Have you got a budgeted cost for some of these other events that have taken place? How much did they cost you? Like the Diamond Jubilee.

Anne McMeel (Director of Resources, MPS): If you take this issue we had the Royal Wedding and that cost us in additional costs, as far as I can remember, about £3.6 million.

Andrew Boff (AM): So you have those event costs so you can extrapolate the additional costs of the Olympics over and above the £600 million from your existing budget? The additional cost. What you had to bear --

Anne McMeel (Director of Resources, MPS): In terms of opportunity costs?

Andrew Boff (AM): Yes.

Anne McMeel (Director of Resources, MPS): I would like to say our systems were that sophisticated. With 55,000 people across London in the service, one way or another, but, no, we do not time record everybody. We do have pretty good systems at costing specific events and we have already looked at things that are happening next year that are going to put an additional pressure on as they are not necessarily Olympics related. We do look at that and we will look at the costs if it is a big enough project to pull it out.

What you have got to remember - and it goes back to what was being said earlier on - we are a national/international city. Events that happen in London would be a major event in a constabulary outside London but they are just part of our business as usual in London, so we would not necessarily cost up every event that is happening in London.

Mike Tuffrey (Deputy Chair): So then let's now focus on the aftermath from September 2012 onwards. How quickly will the spending profile start to come down? These teams that you have created, what will happen to them and how quickly will they not be needed?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): What I would stress about delivering the Olympics in the Metropolitan Police Service is it is a Metropolitan Police Service team approach so everybody is involved in the Games. Specialists within Anne's world, within the HR world, are planning to make sure we get the reintegration.

We are talking about 363 additional police officers that will have been paid for out of Olympic monies. Some of them it is not a dead stop on those because some of them are profiled to go on for a bit longer because of various things that we have to do. There are some decommissioning costs built into various projects but the idea is they would be absorbed into the workforce through the normal churn. What am I anticipating? I think, post-2012, we will see a significant number of officers who are passed their 30, saying, "I've done it. I stayed. I've done the Games. I now want to go" and therefore we will be able to absorb 363 back into the normal budgeting arrangements for the organisation.

Mike Tuffrey (Deputy Chair): In your up to £600 million, you have not got a line that says redundancy? I appreciate that it does not really apply but additional pension or whatever. Where is that?

Chris Allison (Assistant Commissioner, Olympics and Paralympics, MPS): In the business cases that we have put through to the Home Office they do not all finish on 9 September 2012 when the Paralympic Games finish; there is a recognition that some of these things go on slightly longer so some provision is built in.

There is a greater challenge for us on the number of police staff that we have, which we talked about earlier. Again, we have had discussions, and they continue to have discussions, with the Home Office about any funding provision that may be required in and around those as individuals, but wherever we possible we have built it into the business case at the start. With the decommissioning, we've taken over certain premises in central London to put the Olympic Intelligence Centre and the International Liaison Unit. They will be decommissioned after,

because we do not need them post-Games. We just bought them for the Games; we are leasing them for the Games. We built the decommisoning costs into the business case right at the very start to take out the kit and the equipment, and also for a progressively slow reduction in the staff. When the Games finishes we don't finish our work. We are still duty-bound to work with the various partners to produce information, write-ups, the learning points for other Olympic cities. And London is to do a gig for the next host city, Rio de Janeiro, so that they get all the learning that we had. In the same way Bejing did one for us after their Games.

Mike Tuffrey (Deputy Chair): You didn't sound in your earlier remarks totally confident that there would be no additional costs as a result of, as it were, decommissioning the Games and the security aspect that would not fall on the ordinary budgets, as opposed to the £600 million?

Anne McMeel (Director of Resources, MPS): I think what I was trying to say is that it is still uncertain, and what we are looking to do is negotiate with Government to ensure that any additional costs are picked up, but there is going to be a negotiation in that, because we have tried to ensure that we have picked up decommissioning costs. There is some discussion to be had about whether or not some of those costs should be abated against potential legacy costs, because clearly the Government is saying to us that if we have any legacy from any of the infrastructure that has been put in place, they would not expect to pay for it if we have a legacy, so our stance has been very much that actually we have no legacy from this. It has been set up for the Olympics; we have decommissioning costs. Therefore, it is covered by the Government. As you get closer to it, some of this infrastructure has been built into some of our core buildings. Some of it might well be something that the Metropolitan Police Service wants to make the case that, "Actually, if you look at the decommissioning costs, it is as much as leaving it there in situ. What do you want to do, Government?" Clearly, that is for us to negotiate for the Government. It is only afterwards that we are going to be able to say on some of these issues.

Mike Tuffrey (Deputy Chair): I understand that, and there is, clearly, from my earlier questioning, some headroom still between the £475 million and the £600 million, so there are grounds for having those arguments, but at this point you are not waving the red flag and saying that there will be additional decommissioning costs landing on the ordinary budget.

Anne McMeel (Director of Resources, MPS): With decommissioning costs, we have very much built them into business cases and made the case to Government that they need to pay for decommissioning.

Mike Tuffrey (Deputy Chair): There may be some equipment that it may make sense to keep, and there will be a discussion about who pays for that.

Anne McMeel (Director of Resources, MPS): Yes.

Mike Tuffrey (Deputy Chair): What would your view be on skills? Maybe that is more operational. Are we going to get a legacy of additional skills left behind, as it were, that the Olympic budgets will have paid for? Is that a plus for London?

Bob Atkins (Treasurer, MPA): In certain areas, yes, but if we think the vast majority of the skills that we are using are skills that already exist in the service, I think the major bit of soft legacy that we are going to get out of this is the collaboration piece. Police forces increasingly are going to have to work closer and closer together, as we move forward, against tricky and challenging budget difficulties. We are seeing more and more collaboration taking place across force areas, whereby there is an acceptance that you have one unit that covers two forces or a combined unit that covers two forces, and you slightly reduce the investment so that you do not need two units doing the same sort of thing.

What we saw over the summer disorder, when we brought a significant number up, was that that new delayed system did work and was going to work for 2012, and I think the result of the Games will be a far greater understanding of how we can make that more effective, that collaboration piece, working across borders, working across boundaries, which can be shared with others, which will be important.

There are some specialist skills, yes. There are some firearms officers nationally that we are increasing and there will be a legacy nationally because there will be officers trained to a higher level who are coming from across the country to London but are available for national deployment. Post-Games, they will be back in their own force areas with a greater level of skill, but the vast majority of skills that we are using are skills that already exist in the organisation, so we certainly have not identified a brand new set of officers who need to be skilled in a brand new thing and then we are buying them. That has not been the way in which we have planned the Games.

Mike Tuffrey (Deputy Chair): Thank you. A few Dorset police officers who have their sea legs, but --

Bob Atkins (Treasurer, MPA): They may not be Dorset officers. They may be officers from across the country who go out on the boats. Yes.

Mike Tuffrey (Deputy Chair): Good, thank you.

John Biggs (Chairman): A lot of merchant seamen join the police anyway, do they not, but let us not go down that way. We have had a very exhaustive conversation on these matters and I am very grateful. Thank you.