

**Police and Crime Committee**

**27 September 2012**

**Transcript of Item 6: Question and Answer Session with the Deputy Mayor for Policing and Crime and the Deputy Commissioner of Police of the Metropolis**

**Joanne McCartney (Chair):** Thank you. Then we move on to our main business today, which is the question and answer session with the Deputy Mayor, Stephen Greenhalgh, and the Deputy Commissioner of the Metropolitan Police, Craig Mackey. Welcome to both of you.

Can I start if I could with Stephen? You have changed the format of the monthly report that the Committee receives but we still have concerns that some of the data, particularly the crime data, that we understand is now being put onto the Datastore, which we welcome, does not have the full set of crime data that we are used to having. I know that there are also concerns that some of the questions that this Committee, but also constituency members and others, have put to your office have not yet been answered in a timely fashion. There are still issues that we are concerned about and I have written to you lately about that. However, I just want to put on record on behalf of this Committee and all parties on this Committee that we are concerned that there still are some transparency issues that we need to work through.

Can we move, then, to the questions today, and, Stephen, perhaps I could start with you. I announced that Steve O'Connell has resigned from this Committee and I understand that there has been a press release today about appointments that you have made. I just wondered whether you want to share that information publicly with us.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think I am under an obligation under statute to notify you of appointments and I did my best to text message you, I think, the details. They are essentially what is contained in the press release.

We have made an important appointment - and I start off with the most important. As you know, we have an interim Chief Executive for the Mayor's Office for Policing and Crime (MOPAC) and will be appointing a fulltime Chief Operating Officer. The person who will assume that role is Helen Bailey, who comes with an impressive track record both in local government but also within Whitehall, within Treasury, where she was Director of Public Services for two and a half years but also Chief Executive of a London borough. She will be joining after the interim arrangements have come to a close towards the end of next month. There may be with holidays a slight gap, but I am delighted to make that announcement today.

In addition, you as a Committee have provided wise counsel that it makes sense that you cannot do it alone. I have sought non-executive officeholders to look at specific areas that we think are incredibly important to get right and we have made four appointments, one of which is Assembly Member and Councillor Steve O'Connell, who will be looking at neighbourhoods. As you know, engagement with neighbourhoods is an incredibly important issue to get right and to look at the existing structures and see how we can make the best of those but also deliver the

Mayor's manifesto commitment around Safer Neighbourhood Boards, so neighbourhood engagement being very important and Steve will focus on that area.

We have made further appointments to look at two issues I know this Committee probably will be questioning on today around commissioning and procurement. It is Jeremy Mayhew, who is a member in the City of London Corporation.

Also, we have made an appointment around property. I am delighted that Councillor Jonathan Glanz, who as a property professional has significant experience in property, is also a solicitor, also in property management, property acquisition and disposal, and has a background in this with Westminster City Council.

Lastly, colleagues on the Metropolitan Police Authority - I know many of you have served for some time - will know Faith Boardman who was helping us on what I think is an incredibly difficult challenge of dealing with the organisational change that the Metropolitan Police Service is going to have to undergo in the next few years. As the Commissioner himself has made clear, we are going to have to continue to cut crime but the reality of the situation is there is a need to cut costs but also to change culture. I was very impressed with Faith's background as a former Chief Executive of Lambeth, someone who has been passionate about organisational change, understanding some of the quandaries around the use of information technology (IT) and call centre telephony. I thought she was someone with a human resources (HR) background that could challenge and provide oversight of that very important area.

**Joanne McCartney (Chair):** The Chief Operating Officer is obviously a fulltime role.

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

**Joanne McCartney (Chair):** However, you have four non-executives. I understand that they are about three or four days per month. Is that right?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. Essentially, that is a guideline, but that is almost to provide a kind of cap, if you like. But, yes, they are there to work at that sort of level, yes.

**Joanne McCartney (Chair):** Can I just ask: have you thought about the process of how you will use them? Will they have roaming briefs or will you have them in on certain days? Will they be paid?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. There is a guideline around payment. Some are choosing not to be paid and some prefer to scope out their roles before doing that. There is an option, as you know, which is common practice within the Greater London Authority (GLA) of a day rate for payment up to a certain amount. Those people will be paid that choose to be paid and we will work within the GLA rules and guidelines.

**Joanne McCartney (Chair):** Thank you. OK. Jenny?

**Jenny Jones (Deputy Chair):** I was quite interested in the text that you sent. Is that going to be the normal procedure for letting us know about your appointments?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No, it is not the normal procedure. The normal procedure is to let you know and I tried to let you know as best I could. I was expecting perhaps a call back from the Chair and she chose not to call me back. However, I did notify her.

**Jenny Jones (Deputy Chair):** So you did not think to call her?

**Joanne McCartney (Chair):** I think the point is a text was very welcome but obviously there needs to be an official communication. Jennette?

**Jennette Arnold (AM):** Chair, can I refer the Deputy Mayor to the practice of the Mayor? On this, the Mayor has a good practice in that there is a formal letter that goes from your office. I believe you are staffed. That letter can be walked from one floor of this building to the next and be delivered in a civilised, respectful way. Can I just remind him that there are these practices that exist within this building? I would ask him to just reflect on whether he could possibly take up some of those practices.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I am learning the custom and practice of this building as we move into my fourth month of being in this post. I was not aware that it required a formal letter but, if that is the practice, I will follow the custom and practice and will apologise for any discourtesy.

**Joanne McCartney (Chair):** Yes, thank you. That would be welcome.

**Onkar Sahota (AM) :** A text is not normal practice.

**Joanne McCartney (Chair):** We are now going to move on to some of the formal questions we have. Our next session is actually going to be on Olympic policing, so I do not want to go into a great deal of the Olympic policing today and we know that the Home Affairs Select Committee has looked at some aspects of this as well.

However, I just want to ask you if there is anything you want to say at this meeting that perhaps we will not deal with at the next. Is there anything?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I have personally sent a message to every single police officer and police staff of the Metropolitan Police Service to thank them for the hard work over the summer. It was truly an extraordinary summer of achievement, if you like. We step back and we like seeing all the medals and the success that we have had a nation. As someone with a Lancastrian background, I am very sad to see Yorkshire doing so well, but nonetheless it is fantastic that the country has been so successful and that the country was able to enjoy itself and we had a summer of fun.

Really, I was gripped with the amount of effort and preparation and dedication and sheer resolve, if you like, over a long period of time to make it a success. For instance, just looking at the tens of thousands of people that gathered in Hyde Park, many people forget that there was a control room that saw police officers and emergency services, local authority people and the Royal Parks all working together to ensure that people could enjoy themselves safely and any issues were dealt with in an appropriate and timely way. I visited Lambeth who were providing the direction, but then all of that was under the direction of the Metropolitan Police Service. To have that success when the eyes of the world were looking on London I think is something that the Metropolitan Police Service should quite rightly be proud of and this community should join in congratulating them for what they have done for London and for the country.

**Joanne McCartney (Chair):** Yes. Deputy Commissioner, I think it went very well, yes.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Thank you very much indeed. Just to add on that, and I know Chris [Allison, National Olympic Security Coordinator and Assistant Commissioner] is coming from the Olympic Command next time, but it is a colossal achievement.

I would not want to forget the many officers and staff who provided business as usual. You will have seen from some of the performance figures we have obviously had a good start to the year in terms of performance. I know one of the Committee's concerns quite rightly was what is going to happen to the rest of London? What is going to happen to outer boroughs? We managed to keep all our performance targets up, our response times, and I just pay tribute to the officers, the staff and the people of London who worked so hard over that period. People are now genuinely tired. It has been a long summer for them but I am incredibly proud of what has been achieved. I think you saw British policing at its best during the summer.

**Joanne McCartney (Chair):** Yes, I think we would echo that, so we will pass that on to Chris [Allison] at the next meeting as well.

We are now going to start with questions on the consultation or not that is taking place at the moment on local policing and public access.

**Jennette Arnold (AM):** Yes, Chair, thank you. Chair, can I just start by saying my first set of questions will be to the Deputy Commissioner?

Deputy, we know that a letter has gone from the Commissioner [Bernard Hogan-Howe] to local authorities with a document attached that sets out proposals about how savings might be made, including looking at management costs, supervision ratios and a number of areas. It also sets out a new model in policing terms and makes reference to a basic command unit which will vary in size and shape. Are you able to just help us with your definition about what a basic command unit is?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes, by all means. As you know - and we spoke about this earlier in the year - parallel to the work alongside the Olympics, we have had a major stream of work which has been about how we find £514 million

worth of savings. I think I said in one of the earlier meetings that we have always said that when you have to find that sum of money from a £3.6 billion budget, there are no budget lines that will be immune. What we have done is started work consulting with local partners in London and others about what some of the options could look like. There have been no decisions made yet in terms of this. We have not actually made a decision around where some of these go, but we are looking at the options.

If I go to the borough command unit (BCU) debate, we have ended up with a scenario across the 32 boroughs in London where some boroughs now are at about 300 officers in size. Some boroughs are 1,200 officers. All we have asked is, if you like, what is the definition of borough policing? Does a borough need to have its own custody units run by itself? Does it need its own intelligence units and back-office functions run by itself? Does it need a complete separate management and command structure run by itself? That is why we have started the debate to look at whether there is a different way of doing it. Now, I emphasise: absolutely no decisions have been made.

In relation to the estate, which I think you asked about as well, and the work around the estate that is covered in there --

**Jennette Arnold (AM):** No, we are coming on to that. If I can just come back to you, I will stay with the understanding of the basic command unit and clearly we look forward to seeing more detail on that.

Can we just start from the top? Can you say today that a basic command unit as you understand it would always have one chief superintendent per borough?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** No, I cannot say that today.

**Jennette Arnold (AM):** You cannot say? Even the head of a borough policing unit is up for discussion, is it?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** We are looking at all of that. As I emphasised to you, there has been no decision made to move away from 32 boroughs. However, we are looking at every conceivable option because you have ended up with this complete mismatch where some boroughs disproportionately -- A really good example; if you set a corporate requirement about, say, a custody unit with 24-hour custody provision, if you have a borough that only has 300 officers in it, it is going to have a completely disproportionate impact. When they have a modern, 30-cell custody unit a mile off their ground next door, is it not sensible that we look at it? So we are looking at all of those functions about how we do it. Every area will have an identified lead for it, every ward and every borough will have someone that is an identified lead. However, we have literally just started that debate, I cannot say to you there will always be 32 borough commanders and there will always be chief superintendents any more than I can say there will not be 32. It is literally starting a debate to say, "Are there different ways of doing it?" The main thing we are trying to preserve with all of this work --

**Jennette Arnold (AM):** Yes, absolutely.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** No, hang on. This is important, if you do not mind. The main things we are trying to preserve are frontline operational officers. We are trying to make sure the focus is on providing frontline operational officers. We think, by doing some of this around management and on cost-management ratios, we can even grow frontline operational officers. At some point when we get to the budget debate later on in the year and before yourselves, there will be some decisions around trade-offs.

**Jennette Arnold (AM):** But I had moved on from there. It was specifically about who would be, if you like, the top cop in a borough and what role that would have. If I am asked tonight at a meeting that I am going to or that other Members might be going to of their community engagement board, "You were speaking with the Deputy Commissioner", and what did I understand from what you are saying? What I am understanding from what you are saying is there is no guarantee that my borough will have its own chief superintendent and that we will have a head of policing working just particular to that borough.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Even in the proposal, if that proposal was chosen, you would always have a head. Whether it be a chief superintendent is a separate debate. At the moment and as you sit tonight, every one of the boroughs has chief superintendents. However, you will reach a point going through a change programme where we will all have to have a grownup discussion about where we want to sit on trade-offs. We can keep 90-odd chief superintendents across the Metropolitan Police Service.

**Jennette Arnold (AM):** OK. Can I just move on then about consultation, if I can stay with you, Deputy Commissioner? Who has been consulted about this local policing model from your operational point of view? For instance, maybe three or four of us have been spoken to in a full, open and transparent way by our borough commanders, which is good practice and shows that partnership working. Others have not.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I can only apologise if it has not reached all of you from borough commanders. The Commissioner's letter went to elected leaders and chief executives. There have been conversations in most boroughs, as I understood it. If it has not for individual members, then certainly we can seek to rectify that. However, I emphasise: it is at consultation stage.

What we have done with all of the proposals - and this is why we are trying to be very open about doing this work - all of the proposals we talk about go through a two-stage process: through the management board and then have to come into the MOPAC before they are anywhere near being agreed. The first stage is always around a principle: could we even consider looking at X or Y in terms of an area to make savings? If we can, we then go out to consult and work up a business case and model. However, consultation means we may change the plans as a result of the consultation.

**Jennette Arnold (AM):** That is fine. It is just nice to know. Again, from what you are saying, when you use the term “elected leaders”, you expected as some did for there to be a conversation with Assembly Members and Members of Parliament (MP). But others have interpreted that as local elected leader.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** As local -- yes.

**Jennette Arnold (AM):** Will you then say to us that today all Assembly Members of this body will be circulated that documentation?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I will ensure you get that.

**Jennette Arnold (AM):** Thank you.

**Tony Arbour (AM):** Yes, Deputy. There is a feeling that we are being marginalised on this. This is Members of the Assembly, not just members of this Committee. For 12 years, if there has been any querying about policing from the boroughs, we have been in the frontline and they have come to us. I have to say that in the years I was doing it I used to say to my borough commanders, “The one thing that I did not want was to be surprised”. What happened was that this was sent, as you say, to boroughs. The first thing the boroughs do is get on to me and say, “What is all this about?” I say, “I do not know”. But I should have known.

If you are going to say to us that we are people who, because of the abolition of the Metropolitan Police Authority (MPA), have no sort of direct locus in the matter, that is fair enough. We will know that. But I very much hope that you - and this must be addressed to Stephen as well - think that we should be in the loop. Can I have an assurance that we are going to be in the loop at the first possible stage, certainly at the stage when you are consulting other elected people in London?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes. There is no intention on our part to marginalise anyone, absolutely not in terms of doing that. But we are genuinely looking at and asking for views on some really, really difficult issues.

**Tony Arbour (AM):** I am sure you understand that they ask us.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I absolutely understand the position and what lies behind the question.

**Roger Evans (AM):** I have been briefed by both my borough commanders, although they did not let me take the documents away unlike some other people, so practice has varied from place to place. However, I am pleased with the liaison I have had with my guys.

I just wanted to ask a bit more about the future structure for managing boroughs. As someone who represents two boroughs, actually, I can see an attractiveness in having one person who is the go-to for policing for me in those two boroughs. I do not think that should be sacrosanct.

However, below that structure, are you planning to ensure that a borough structure remains in place? There is an awful lot of good partnership work with local authorities and the Fire Brigade and the other people who are aligned on a borough basis. I think the danger in this process is that we do not want to lose that.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Absolutely. In fact, I actually want to reinforce that. That is why it is actually part of that wider debate about the local policing model and trying to get more officers into neighbourhoods so we make that link. You raise an interesting point.

I welcome your comments about how you can see it working for your role. It may surprise you that one of the areas of consultation already is at the elected level below you. People do not want that sort of model. At some point it will be a debate.

**Roger Evans (AM):** Yes, and I know there is a debate or at least one of the people who briefed me told me there is a debate about whether the structure below the command point should be on a functional basis or on a geographical basis. I guess I am making the case to keep it on a geographical basis so you do not lose the partnership work that has been built up over recent years.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Just to reassure you, even in both of those ideas and concepts, the neighbourhood, the ward, the inspectors in there and the sergeants is absolutely locked at a local level.

**Caroline Pidgeon (Deputy Chair):** Specifically on this area, Craig, you are saying that this is still absolutely a consultation period that is going on but you could not confirm whether chief superintendent levels would stay at the borough commander. Is that really the case when we received an email in the last week relating to one borough, Southwark, where their newly appointed borough commander who was appointed with the firm intention to serve for three years has sadly emailed saying, "As part of the budget cuts in response to the crisis, it has not been possible for the Metropolitan Police Service (MPS) to honour their commitment to my three-year tenure", and so he is leaving tomorrow. He has only just arrived. Is that part of this process that is going on or that has already started?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** No.

**Caroline Pidgeon (Deputy Chair):** So why would a new borough commander be moved on?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** It probably would not be right for me to go into personal circumstances, but that individual was on something called the 30 Plus scheme which has been available for officers where they can draw their pension and remain working.

**Joanne McCartney (Chair):** Can I ask is the Metropolitan Police Service now instituting Regulation A19?



**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** No, the two are completely separate. 30 Plus is a scheme that exists and has existed for a number of years across policing where people can draw a pension as part of a lump sum of their pension and remain working. From 1 January 2014 we will no longer have that scheme in the MPS for anyone above constable, so there are some individual decisions that people have made. I really would not want to talk about an individual.

**Caroline Pidgeon (Deputy Chair):** No, but potentially if you are withdrawing that scheme, that may impact on people who have been in these positions and promised that they would serve several years.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** There are not that many in the 30 Plus scheme.

**Caroline Pidgeon (Deputy Chair):** OK, but this is completely separate to the consultation going on at the moment?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes.

**Caroline Pidgeon (Deputy Chair):** That is reassuring because the email that has been sent around certainly does not imply that. Thank you.

**Joanne McCartney (Chair):** Can I ask on the consultation: is it going to go on to be a full public consultation at some point?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** At the point at which we have reached the stage where we have something cohesive to land collectively as a package, I think the plan is for one of the Challenge Days in October with the MOPAC Challenge to be around the local policing model and the work we have done. That is the point at which we will be in a position to say, "Here is where we are and here are the proposals".

**Joanne McCartney (Chair):** Then, Deputy Mayor, will you do a public consultation yourself?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We will undergo the MOPAC Challenge which as you know is in public and clearly there is going to be intensive stakeholder engagement and consultation and fulfil whatever statutory requirements we have to do. Communication and consultation are essential for ensuring that we have the general consent of London.

I would have to say that from what I understand of the principles behind neighbourhood policing, I think Assembly Members on this Committee should be encouraged. The numbers that I have seen indicate that there will be more police officers certainly in most of the ranks I could see in neighbourhood policing across London. That means that some of the things that we are saying are not just empty words. We can say that you can structure a neighbourhood policing model around 630 wards and you can maintain a structure that serves boroughs.

I think what the Deputy Commissioner is quite rightly saying - and we see this in local government - is that a sensible way of taking cost out that does not affect, and in fact in some ways can improve the operation around territorial policing, is a sharing of particular services. We started doing this in local government. We were not mandated to do this, but Southwark for instance is, as Caroline Pidgeon will know, sharing services with Westminster around communications. Wandsworth is sharing services with us. We are sharing a chief executive. It is not the norm in London to share a local government chief executive with another borough but my view when I was a council leader was that I wanted 50% of the time of the best chief executive in London rather than 100% of the time of someone that was not so good. That was a choice that we made and has the consent certainly of all the elected members in both boroughs and also, frankly, the population have not seen a decrease in services.

I think we had the understanding that we are looking at sharing services around custody, intelligence and back-office and that there will be 32 points of accountability. However, you cannot make the statement and write in stone today that that will be 32 chief superintendents. I think in Westminster you have a commander anyway, do you not?

**Joanne McCartney (Chair):** We do have this scheduled in our programme to look at this. Can I just go back to the question I asked? Will this be a full public consultation?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We will go through a consultation that we have to undergo and we will ensure that there is adequate -- I do not know what you mean. Can you define to me what you mean by a "full public consultation"?

**Joanne McCartney (Chair):** I think, for example, last time - I do not want to go into front counters - but front counters were debated and there was a borough plan that went out and that was led by the borough commanders about the police estate in a particular borough. The public were invited to comment. It went to all the elected representatives and residents groups. That is the sort of consultation I am asking about. Is that going to take place?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. I think the Deputy Commissioner has outlined that at this stage we do not have a working proposal for the local policing model and the first unveiling of that will be later next month. At that point, of course, that local policing model will be there for discussion and input, which you can describe as full public consultation.

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

**James Cleverly (AM):** Thank you, Chair. Again, I am not quite sure who is probably best placed to answer this one, so I will throw it roughly halfway between and see who catches it.

If we move away from having a chief superintendent as the nominated go-to person at borough level, I do not actually have any instinctive problems with that because of the huge variation of size of policing function borough by borough. It is going to mean that senior borough players - chief executives, borough leaders, other members of the partnership - will be dealing with someone of a lower rank than they are used to.

What plans are in place to ensure that those officers, whatever rank they may be, are able to speak with enough confidence and enough credibility so that those other players in the partnership are not constantly saying, "Actually, if you do not know, let me talk to your boss"? Otherwise, what is going to happen is that we are going to by default revert to everyone just going back to the nearest chief superintendent, whoever the BCU commander is, wherever they happen to sit. What are we doing to support the people one or two ranks down from chief superintendent to make sure they can actually speak with complete credibility and authority on local policing issues?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Can I just say from the experience of local government, just because you share a chief executive across two boroughs - and this is not the norm in London - does not mean that the chief executive does not serve both boroughs with equal vigour and attend all the meetings and meet all the elected members as required and manage their week in that way. It does mean, of course, that you have point people, if you like, if you can describe it, but we do not even have heads of paid service that are separate. You will have point people that you relate to as an elected member. However, it does not mean that you get less face time with someone who is the designated chief executive for that area or borough commander in this instance, so I do not think you would get rank diminution. In the same way if you share a function across three boroughs and you have one director, let us say, for adult social care as a function. You would still expect, even though they are sharing themselves over three boroughs, that they would perform and provide the interface.

You are quite right that within each borough, you need to have the backup person that is possibly a more frequent point of contact. However, I do not think there is a rank diminution. It is a sharing of that expertise across a wider geography.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** If I may, if you look at some of the experience already of some of the larger boroughs - so Lambeth, Southwark, Westminster - where they have three or four superintendent roles as well, those roles are already doing some of this work.

**James Cleverly (AM):** OK, thank you.

**Len Duvall (AM):** I have a couple of comments to make first. I was one of those who has not been consulted and I have to say we first learned about this - and I am surprised the Committee has not - some months ago when, clearly, some chosen people were consulted over and above others on the local policing initiative. We are now in a position where the consultation has not really started off well, so do not believe it has because of the mixed messages and almost running into a number of other consultations that will become confused.

Really my question to the MPS and really to MOPAC at some stage, because MOPAC now has the counter services in the estate: are you going to be running the consultation or is the MPS going to be running the consultation on the estate issues? It seems to me they are connected to local policing initiative but they do not seem to be running together. I know we are coming on to this. I am talking about the consultation, not the detail of some of those issues.

There seems to be some confusion here - and please disabuse me - between leadership and management issues and shared services issues and they are not the same. The crux of the matter comes about this: an amalgamation of boroughs. If you amalgamate two borough police services together - let us call it that - then you are going to be deploying the resources across those two boroughs, not on an individual basis. The boroughs will want to know and the local people will want to know: what is the policing service -- none of these wishy-washy issues around, "It is all going to be all right on the night". What is the policing service they can expect and the numbers to do the job? I think there are some real issues here for outer London boroughs versus inner city issues and we do not want to get into a situation where somehow we manage to get a settlement that actually there was a fair policing service across London at the moment and I think we are headed back.

Again - and I have said this to one of your colleagues and I am going to say this and I think it is important to say this - neighbourhood policing is not just where you say, "You have one contact. Therefore, there is a neighbourhood policing element of it". I think it is for you to outline what is the new neighbourhood policing model, which is more than just a school service and the places of worship and everything else around those issues and we will probably have further questions.

I am slightly confused here. I am not one of those who were consulted. I am told that I am about to be consulted and I have to be by Friday. On the information that I have seen from other colleagues who have been fortunate enough to be consulted, I am not sure what you are consulting me on. At this stage, when is the proper consultation going to start? When are you going to sort it out and get a grip of it so it is a properly effective consultation and so we understand - I think your phrase earlier on - what are the choices that we have to make in the future? There is my rant. Hopefully it is the last.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Let us be quite clear. In language that I understand and hopefully you understand, until you have a firm proposal it is not consultation because you are not consulting on a proposal until it is defined. What we have at this stage is what I think you can term as dialogue. I think the Deputy Commissioner has alluded to this. This should happen across all tiers of government with both Assembly Members and with councillors and I think it has done in some cases and not in others. At a point at which we have firm proposals beyond the principles that we have been talking about, then you go to further consultation. That is what you would describe as consultation. At the moment, this is a dialogue about some of the issues and ways in which you can provide the manpower and resource to ensure that crime goes down in London with more bobbies on the beat, with more people involved in neighbourhood policing than ever before and maintaining 32 points of accountability, separate structures but looking at sharing some of the services across more than one geographic boundary.

**Len Duvall (AM):** I am grateful for that clarification. In answering that question, I am very grateful for that. You can answer the earlier question that I think the Chair raised and some other Members raised around the table. I think you have both said this. There will be no

changes until there is proper consultation when you have firm proposals. Can you both say that?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think we can both say you have to have a proposal first and then you have to have consultation and then you have a final proposal.

**Len Duvall (AM):** It is yes or no. You can both say that? I am looking to the Deputy Commissioner. No changes will take place on borough until there is a formal consultation process where you have firm proposals. This period that we are in has been described by the Deputy Mayor as really about dialogue, even though the Commissioner wrote to MPs saying, "I am consulting you", and that is what MPs think they are doing, because I have spoken to a few, they are being consulted, and that is what my borough commander thinks he is doing, being consulted.

But I take the point. We are in a dialogue phase at the moment, there are no firm proposals and you will run a proper consultation process with the public and with elected members before any changes are made.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Until we get to a point where we have those firm proposals to actually say, "There you go. There are the firm proposals", and consult, yes, absolutely.

**Len Duvall (AM):** And will that be London-wide consultation or borough consultation?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I would guess it would be both because, clearly, it would be borough level as well and London-wide. But the first airing of the proposals -- and you are absolutely right. At the moment, if you look at this and you look at the entire range of work that is going on across the Metropolitan Police Service at the moment to close the budget gap, if you look at a segment, you will be completely confused. Absolutely. I can absolutely understand that. This is a colossal programme of work. The London Assembly has its first opportunity with the Budget and Performance Committee later on in October. There is a budget meeting here again in November where the totality of this -- because I absolutely agree with your point around if you see it as, "Well, that bit is about front offices and estate. That is about where our buildings are. That is around local policing. That is around how we do investigative services", but it is actually one piece.

**Len Duvall (AM):** Sorry to push you a bit further. October is a bit of a milestone for you?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes, it is.

**Len Duvall (AM):** So is October a milestone when we would think that there would be proper consultation with clearly laid-out choices and decisions and you are going to go out to the public with some choices around those issues?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** At this stage, as you understand having been a local government leader, at this stage --

**Len Duvall (AM):** It is not a question about whether I understand because local government is not like policing, Stephen. You keep referring to it. It is not like policing. There are some elements that are similar. This is not like your council. I have been a council leader. I understand that. I have also some experience with the police. It is not the same.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Can I address the point? At this stage, you can influence in the dialogue phase how you think we should be consulting effectively on something as fundamental as a change to the local policing model. You can only start what we describe as more formal consultation when there are firm proposals. I think that is pretty clear and I have said it now two times in three different ways.

**Len Duvall (AM):** I have said it a number of times. I would love to, but no one has bothered to speak to me and no one has given me the information to be part of that dialogue or consultation, whichever they think is going on. There are some mixed messages going on here and that needs to be stopped now because it will make the final decisions the wrong decisions. You have to get the basics right and the consultation is the basic bit. Engaging with people about the choices they have in the future; I have no problem at all. Even if you have not come down to firm decisions, I think people will understand that. However, if you cannot get it right at the first stage, what confidence have you got in the bigger bits of going on to the later stages?

**Joanne McCartney (Chair):** From my point of view, I had been given the PowerPoint and was asked what the benefits of the model are. I had to respond, "I cannot possibly tell you what the benefits of the models are because I do not know how many officers are going to be in my borough. I do not know about the police estate, what you are closing or not closing, what the alternatives are", so to be asked for my opinion on the benefits of something when I have been given no detail is very difficult to do. I think we will move on to Caroline.

**Caroline Pidgeon (Deputy Chair):** Thank you. I want to move on to looking at some of the police estate issues. Craig, you were going to talk about that earlier. I wonder from this initial dialogue you have been having, though maybe I would call it mood music rather than perhaps dialogue, what are the common issues that are coming up so far particularly relating to front counters?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I have not been sighted on the direct issues around front counters. I have seen a couple of the letters around front counters and the stories about particular front counters in terms of where we go. We are looking at it.

Let me start on the wider issue of the estate and bring it down to front counters. We have in the Metropolitan Police Service probably about 900,000 square metres of estate across the whole of the Metropolitan Police Service. We probably need 600,000 square metres of estate,

so we are looking at how the estate will look two, three and five years out in terms of how we re-stack around the estate.

In relation to front counters, we have some front counters where the level of footfall - and I am more than happy to provide you with the details of footfall for each of the front counters - is sometimes as low as six and eight people a day. We have others that are incredibly busy with hundreds of people a day, so that does raise an issue about where we keep people and counters available.

Why is it an issue? Well, it goes back to a number of things. If you look at the moment on a daily basis across London when we parade officers on duty, we probably extract between 100 and 200 officers to go in and do front counters, so those are people who are not available, not working in the community and not out there providing a service. There is a whole range of history and issues about how we have reached that position, but that is where we are.

We look at front counters, where they work, where they are needed and also very much saying, you know, is there a different way of doing this? Our front counter service as it currently exists across London was long before we had 101, the non-emergency number, long before we moved to offering every victim of crime a visit, long before we moved to diary cars and the whole sort of things around scheduled visits to people. It is absolutely right that we ask those questions.

Now, we may reach the point, all of us collectively, when we have done that and say, "You know what? It is more important to keep the front counter open and keep that service in X, Y or Z in London than it is to save that piece of money, in which case we go look somewhere else in the budget to save money. However, those are the sorts of choices we are going to have to make.

**Caroline Pidgeon (Deputy Chair):** OK. One of the challenges you have is saying 100 to 200 officers a day are staffing front counters. Part of that is because the police staff are gone and so you are having to pull in officers to do that. However, you could also argue that the front counter service is a frontline service to the public.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I would, but if you put an expensive police officer in there for eight hours a day to see six people, I think you would say, "Hang on, MPS. What on earth are you doing having one person sitting at a front counter to see six or seven people", absolutely, when you have - as you have in some of the stations - hundreds of people and we probably need to look at a better service or different ways of doing it. It is that mismatch of demand. The front counter debate and where front counters are is literally an accident of history in terms of where buildings and estates are and often does not bear any resemblance to the way our communities across London work.

**Caroline Pidgeon (Deputy Chair):** The other questions I have are to the Deputy Mayor in this area. You have obviously talked in detail about the consultation process that you are going to be having with Len [Duvall]. It is said in this initial document that you are going to develop a public access plan for each borough. I am assuming that is what you are going to be taking out to consult.

What is the process behind producing these public access plans and will there perhaps be a range of options per borough for people to consult? Deputy Mayor, would you like to answer that?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I have gone back into the archives and have been presented with what is the MPA and MPS estate strategy from 2010-2014. It has a delightful picture of the Empress State Building on the front cover and lots of words. It is a useful start point but I think we have to recognise the problem that we face.

I would like to answer your question by first stating that the problem that we face is that I think the Metropolitan Police Service has around 800 buildings and that equates to around 900,000 square metres of property, obviously properties owned by MOPAC. The latest estimate is actually well over 50,000 people in the estate using on average of between 12 and 15 square metres per person. Frankly, a lot of those assets are under-utilised.

I had a meeting with the wider GLA family about property held and that includes the Fire Service. We were trying to aggregate the costs of running the real estate, the running costs, and I think we totalled up to about £250 million to run Transport for London's (TfL's) estate, the Fire Brigade and the Metropolitan Police Service. The problem is that £200 million of that is directly going to the Metropolitan Police Service to run buildings and not particularly nice buildings or ones that people who are victims of crime or members of the public want to report crime, not the right environment.

Frankly, I am all for change. I do not believe the principle of how we accessed the police service in the 19th century should be the model for the 21st century. That does provide a difficulty because the easiest thing is obviously just to continue with the status quo and maintain the estate as it is. It is quite clear there needs to be dramatic change and also a significant reduction in the running costs of real estate.

However, what I would like to do is to work with you as elected members but also with anybody interested in London to see that change being positive for the benefit of Londoners to ensure that we improve public access to the first public service of London. That engagement requires a strategy that does not just have a picture of the Empress State Building and some warm words but also has some numbers and some direction and numbers of access points and how the public can engage with this important service that keeps them safe and cuts crime. That is the approach I am going to take. We need a document that embraces how the public can access the service as part of a wider estate strategy.

**Caroline Pidgeon (Deputy Chair):** So these borough public access plans are going to provide a number of options and are going to have numbers and costings alongside it that you will be consulting on?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think there is a huge opportunity for creativity with people who know the lay of the land to improve public access and drive down the running costs of this service so that we can put more bobbies on the beat



and get more police officers into neighbourhoods and not run it on buildings that are ill-equipped to serve the public or the service, yes.

**Caroline Pidgeon (Deputy Chair):** I will take that as a yes. Then in this document you also talk, and you have to us before, about your idea of increasing policing presence as part of this in places like supermarkets and so on. I know Tony [Arbour] made his views known on that at the time. I am just wondering what actual evidence you have that demonstrates that shopping centres and libraries can be an effective replacement for front counters at police stations.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I am sorry to disappoint you but, for me, it is important to have a strategy that shows it is the right strategy based on what works. That strategy will contain evidence, it has to be the right direction in terms of being able to serve all of London, not just parts of London, and it has to be something that we can afford with the difficult budgetary envelope that we have. That will all be in the strategy.

There is huge room for creativity and to think about, now we are in the 21st century, how we can use buildings, how we can think about a 24/7 public sector. This Committee has done the work as well looking at how we can weave together accident and emergency (A&E), police stations and also fire stations to provide 24/7 cover in a more cost-effective way that saves money and actually probably is better and looks at co-location. Then we look at public access points on the high street that are very visible and in the face of the general public rather than tired, old counters that are only visited by often only half a dozen people a day. I am sure you would agree with me that that is a more uplifting vision: to raise the flag of criminal justice in the high street rather than maintain the infrastructure of the Victorian era. I need your help because you know your patch to show how that could work best for London.

**Caroline Pidgeon (Deputy Chair):** OK, I had asked about the evidence but you are just saying you do have evidence or not?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** The evidence goes in the strategy which you will be able to review and comment on and, I am sure, improve.

**Caroline Pidgeon (Deputy Chair):** Good, welcome to see that evidence in that that we can look at. Then I also want to ask you about the savings you are looking at from the whole of this estate strategy. I think it was planned about £40 million. Is that still what you are aiming for or are you looking for additional savings from it?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Again, there is what you can call what the professionals advise you and what you could call a stretch target. But, no, the number that we believe we can take out in terms of -- this is, again, driven also by the Metropolitan Police Service saying, "These stations are not required operationally and therefore you can release the property without worrying about the service". As the MPA did with the Metropolitan Police Service, you have to take a lead from the service. I think the figure that the professionals at the moment are working to in the first instance is £50 million but it could be more than that. It is in that order.

**Caroline Pidgeon (Deputy Chair):** It could be more?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It could be more. It could be significantly more.

**Caroline Pidgeon (Deputy Chair):** OK. Could I just ask on the wider estate - I meant to ask on a previous question - the issue of Dean Farrar Street where the offices of the MOPAC are based. I think you said it was one of your key success factors in your business plan to relocate all of those staff to City Hall. Is that still the case and what savings are you planning to make from that?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. I have announced that. We fully intend to do that. My understanding for people who manage this building is that there will be a decant, if you like, of those people that were brought on board for the Olympic period and then the vast majority of MOPAC officials will be moving over to City Hall in due course. That is a matter of weeks away.

**Caroline Pidgeon (Chair):** Right, just because the Head of Paid Service at City Hall to a question I asked him last year --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Last year?

**Caroline Pidgeon (Deputy Chair):** -- at the Business Management Committee said that there is no way MOPAC could move in here given the potential demands for accommodation with the Mayor's additional responsibilities and the fact that there had been a significant extension to the lease at Dean Farrar Street.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Well, I take my instructions from the Mayor, of course. One of those instructions was to move MOPAC to City Hall. I guess the Head of Paid Service is working to the ambition of doing that and I understand from those who manage the floor plate that it is possible to move I think 65 of the 100-odd staff, which is excluding the shared audit function, to this building. However, if you have more up-to-date knowledge than that, then I would be delighted to look at it.

**Caroline Pidgeon (Deputy Chair):** No, so 65 staff are going to be moving over? Great. Thank you.

**Roger Evans (AM):** This is another of those cases I am afraid where there has been leakage in some parts of town and there are protests already springing up around various sites and people are hearing different things. Obviously, we appreciate you have a difficult job to do. I had one case at Wanstead where the police station was actually closed ten years ago and opened again because it was found to be necessary.

I guess my question to you is how will you make sure in this strategy that you do not find yourself in a situation again where something is closed and then has to be reopened with all the attendant costs?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I take the point and I cannot comment on specific cases. At this point I know there has been a previous programme of disposals signed off and I at this stage have not signed any because I would like to have a strategy in place with a clear understanding of what operational footprint is needed to keep London safe. At that point, we go out and we have intensive dialogue about how we can improve public access and look specifically at your patch in the way that we will right across London to get that right.

I think you point to one of the real problems, which is having the consistency of implementation. You have to have a strategy that makes a choice, you can see what you are trying to do over a number of years and then you make it happen. That takes a bit of time. At the moment, we are at the stage of refining something so we are absolutely clear what we want to with regard to the central London estate but also the territorial policing estate and also Hendon. All of that will come into effect both in how we can run the headquarters in a more efficient way but also in engaging with the public in a more sensible way. All of that will come together in the estate strategy which you will be able to be consulted on and receive your input.

**Roger Evans (AM):** Good. When you put the strategy together, will a part of the evidence in that strategy concern response times, in other words how quickly the officers can get to you and also how quickly you can get to them if you need to report something?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think you should ask the Deputy Commissioner.

**Roger Evans (AM):** Yes, please. That is the sort of fundamental question we probably need to ask now while the strategy is being produced rather than later.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Absolutely. The core business is getting to people. That is our business and the ability to access us. I think it is worth remembering we are not starting from a perfect position. If you look at where we have developed some of the estate even over the last five or ten years, we have estate in some quite unusual locations on trading estates and things which are not where you would expect estate to be. So we are in a migration phase from one strategy to another in terms of how this will work and how this will deliver.

In terms of response times and all of those sorts of things, that is absolutely part of it. That was why some of the work was done around things like patrol bases and other things earlier on because, particularly in the larger London boroughs, it is increasingly a challenge for officers.

**Roger Evans (AM):** Absolutely right, particularly in outer London boroughs where your footfall and your crime levels may not be particularly high. The key question is how quickly you can get to incidents.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes. Over the Olympic period I was out with an area car driver in one of the outer north London boroughs

responding to calls. That was on a Sunday morning and even at times there it is a long truck across the borough. At 9.00am in the morning when the main arterial routes are all flowing into central London, that is a real challenge and that is not about where the police station is or anything. It is just about the demographics of London.

**Roger Evans (AM):** Yes. Stephen, I was pleased to hear you talking about being creative in solving these problems because I certainly find when I visit my police station it is not a particularly pleasant experience being queued up outside, but you find you queue up with people who are there to do things other than report crime, so we have people presenting documents, for example, or handing in lost property. Are those the sort of things that do not need to be done at a police station?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** In an ideal world, yes. However, what we are seeing - and we have touched on this in other areas - is as others sort of retreat away from that public space, the one place that is available is the police station. Increasingly, things come into the police station. Increasingly the number of people who need to produce documents is reducing with things like the insurance database, so if an officer stops someone on the side of the road now and checks the vehicle, there is usually no requirement to give them a certificate to produce because you know whether they are insured, MOT'd and legally able to drive it there and then.

**Roger Evans (AM):** Another area apart from my local London background, I would be interested in is healthcare provision. I think the estate thinks about three principles and you are basically alluding to the point about access. I think the strategy will have to address access with regard to response times, public access and probably also custody. You cannot have people spending an inordinate amount of time, even if you want to centralise custody, getting to places, recognising travel times. I know as a Londoner, frankly, it is easier for me to go east to west in my patch than it is to go north to south because that is just the way London has been designed. There are not so many routes and they tend to be blocked up. I can probably get to Dorset quicker sometimes than to Brent in a car, but then I always take public transport of course. So access is a key thing.

Where the creativity comes into it is around the quality, so you can actually achieve quality of access without spending money. That has to be the solution when we look at this particular issue about how the public engage with the first public service.

Lastly, it then comes down to cost. I know Caroline Pidgeon wrote down £50 million. I personally believe it could be far more if we really get into new ways of thinking about how we allow access for this important service.

**Tony Arbour (AM):** When we have discussed in the past the problems of having an open office and a continual police presence, the last time we dealt with this we thought that the solution was going to be to have volunteers and certainly across the suburbs there were police stations that were kept open by volunteers. Hopefully that is going to remain in your creative thinking particularly as part of the Olympic legacy. There are all these people, and certainly I have them in my family, who have been imbued with their recent experience and would like to

do this. Of course they do not need to keep the old police stations open, you can have them elsewhere, and I am quite struck by your investigation of having joint access. I see no reason why there should not be a blue light place for people who want these services. I am quite certain that much of my patch is one of the places where the footfall at the police stations is very tiny indeed, and of course it makes no sense to have a full-time police officer there. It is ideal for volunteers and we have lots of volunteers. I very much hope that you are going to be looking at that and I found the absence of the word “volunteer”; well it is an absence that should not be there.

**Joanne McCartney (Chair):** Just about having to reopen stations, because I am aware that in Lambeth three police stations, Gipsy Hill, Cavendish and Union Road were closed for the Olympics and to the shock of certainly Val Shawcross AM and other elected members down there, notices have gone on them saying they are going to remain temporarily closed. It is giving the impression that you have already pre-empted your front counter decisions.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I am not sighted on the detail of that. If it would help, I will get the position and give it to you within seven days so you know what is going on.

**Caroline Pidgeon (Deputy Chair):** There are others around London like that.

**Joanne McCartney (Chair):** Yes. Notices have gone on those three police stations.

**Len Duvall (AM):** Is one of the problems that you face the quickness and the speed of some decisions? I understand some of the options being discussed now were options that were discussed and, in my understanding, were put out for disposal, Woolwich Police Station, Thamesmead, on the basis that a new patrol base was found. It was on a proviso that counter services could be found in other locations. That was back in 2005 that decision, 2006. It was then stopped when Boris Johnson took over the Mayoralty because it was obviously in the list of others around that. Do you not think that if we had got on much earlier with some of those issues that the liberation, the mismatch between deciding where you are going to have your staff based and not, would be much easier rather than the backdrop now of a major budget crisis that we face.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I think one of the frustrations, and I am sure the Deputy Mayor and Members have this, is that particularly decisions around estate seem to take an awfully long time, so some of your lead-in times you are talking about, I absolutely recognise those. I think it comes down to things like having a strategy and a vision for 5, 10, 15 years, rather than dealing with issues as they pop up. The wider point you make, I do not think anyone would choose to start a budget process where you say there is £540 million to take out; we have to look at everything and you have to do it in the timescales. But that is the reality.

**Len Duvall (AM):** Can I just ask the question, whatever the savings would be, in rough percentage, what is going to go back into dealing with the budget and what is going to be

reinvested on, I presume, new counter services or locations? Do you have any ideas around that yet?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think we have to look at net savings. Even if something has to be reinvested, we are looking at making, as we say, a significant amount, £518 million I think is the budget gap, so we are looking at net savings of £50 million plus. So, even if there is going to be reinvestment that is what we are looking at in terms of running costs. Are you asking what goes back from the disposal, the capital receipt, back into --

**Len Duvall (AM):** Some of the issues, we were told previously by Kit Malthouse [former Deputy Mayor for Policing and Crime], the reason why we were doing the asset disposal was to help out in the budgetary positions, not just in terms of we have fewer police officers now so we do not need the estate that we once had, that is one issue, but there is also some money that would go back in from the disposal of the assets, back into the budget.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. Clearly within the public sector you have running costs and we have to get the running costs down, as you have heard, considerably, by hundreds of millions. However, there is an opportunity with the estate to dispose of buildings and have capital one-off amounts of money to improve what we consider to be the things that will allow the estate to function better as a modern police service. So there are opportunities for reinvestment from the capital receipts, yes.

**Len Duvall (AM):** Some of the previous commitments about alternative counter services then, in the past, can we take it that those commitments that were given in the past fall at the moment because they need to be looked at in the melting pot, or can we still stand by those existing commitments that were given?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think I need to understand what those commitments were.

**Len Duvall (AM):** A police station closes, the police say, "We will close this police station but we will provide a counter service in a close-by location". The access issue, those sorts of commitments - I think it is fairly simple what I am saying - are those commitments no longer being honoured because you need to see the mix; is that what you are saying?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think what we have heard the Mayor say is that there is a guarantee for 24/7 access in each borough. We have also heard a commitment that we think we can improve public access and public access points, which will be by being creative. However, I do not think we are committing to do a like-for-like. This is what we have here --

**Len Duvall (AM):** No, sorry, no, no, no. Listen carefully to what I say, Stephen.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Well I need to understand it, yes.

**Len Duvall (AM):** I will say it more simply. You close a police station, there is a counter service in the police station, and you are going to replicate the counter service, not the police station, in another location. Is the counter service on the previous commitments that you have given, where you have gone out to consult, where you have told people the service is going to close, that those counter services will happen.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We use the term “police counter”, the Mayor has been on record saying that where something closes he will look for an alternative way for the public to access, which we can call a police counter. What he also said --

**Len Duvall (AM):** Is that, sorry, no, this is a very important point you have just opened up there, because some of the work that has been done by the police service in the past is a phone outside police services that are closed. Are you saying then that a counter service could be replaced by an alternative point of access, which could be a phone service?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** No, I did not say that.

**Len Duvall (AM):** Fine, OK, because I think we need to be clear about that when we are talking about it. So counter services are counter services; that is what I am asking now. I will go back very simply, are the commitments that have been made in the past, public commitments, do they not stand now, they fall because we are in a different situation? Is that -- I am just not -- it is not a catch-you-out question, I just want to know what the rules are, what will be available.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think, if you have a face-to-face contact point - which is today described as a police counter, because they all have counters - I would ascribe that you are looking for an alternative face-to-face contact point. I am not sure you would describe it as the Victorian police counter that has been replicated from A to B. I would see it as a diminution of quality to remove a face-to-face contact point and provide a payphone or a telephone. That is not going to happen.

**Len Duvall (AM):** I have that bit. All right, I will go back to my original question; sorry to be pedantic on this, Chair, but I think it is quite an important one. The commitments that have been made in the past by the Metropolitan Police Service to replace a counter service from a closure of a police station, whether it is in a supermarket, a council building, or whatever, is that a commitment that you still wish to maintain or cannot maintain.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Absolutely, how can we improve --

**Len Duvall (AM):** Fine, OK, a long time coming.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Well it is a long time in getting to understand you. I now understand you, and --

**Len Duvall (AM):** Sorry, is it my accent you do not understand or is it my straightforwardness? I think I am straightforward. I will do a straw poll of my colleagues. Did you understand what I was saying?

**All:** Yes.

**Len Duvall (AM):** It only seems to be a problem with you. I think the police officer understood that and you say that, now on behalf of the Metropolitan Police Service that is a previous commitment.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Can I just pick up on one point you made because I do think it is important and I am hopefully not being pedantic about it. You talked about the reason we can reduce the estate is because of less people. Even when we have been at our peak by every conceivable measure we have more estate than we need. All the public sector measures, all the private sector measures, and that is why I talk about restacking the estate, because you can go to stations, and you know them, you have them on your patches, where people are absolutely rammed in, and then you go to other parts of the Metropolitan Police Service estate where we have an awful lot of square metreage for every person. So it is about trying to get that mix right.

**Len Duvall (AM):** OK.

**Joanne McCartney (Chair):** We need to move on now, but I think the public consultation is going to be vital for us and we are going to be looking at that as well.

**Tom Copley (AM):** Yes, thank you, Chair. Good morning. I wanted to move on to closed-circuit television (CCTV) cameras in police vans and the issue of deaths in police custody. Of course, I am sure all of us here will welcome the inquiry into deaths in police custody. Deputy Commissioner, could you tell us what the timeline is for this review?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** The deaths in custody, are you talking about Lord Victor Adebowale's piece of work around mental health?

**Tom Copley (AM):** Yes.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes, because while it will deal with deaths in custody, it is also around a wider issue around the police interaction with mental health. The police interaction with mental health and deaths in custody, I think particularly after the end of the Sean Rigg inquest, we were particularly struck by arriving at a scenario where, as a service, just saying, "We will go away and look at our processes". It hardly seems where we wanted to be or what we wanted to do. Having someone die in a police station, every one of those is a tragedy for families and everyone affected. So we said, particularly when we are dealing with the issues around mental health - and I will touch in some detail - having done quite a bit of work on this, that we wanted to have an independent person look at how this works. Look at how the interaction between the police service, mental health



provision, people with mental illness, really works, and try and tell us, are we missing something; is there something more we could do?

It is not just a Metropolitan Police Service issue. The Association of Chief Police Officers has written to the Home Secretary and others around our concern around mental health provision in communities. It does seem that there is a real challenge for us all at the moment that we move very quickly from individuals with an illness in communities that either is not managed or they cannot access services and it becomes an acute episode far too quickly. Into that we then throw police officers, sometimes with three, four, five years' experience, and the default position in London is we end up at a custody unit where all of us involved in this debate realise and know that the issues around place of safety, the one thing we all agree on is we do not want people in police custody units. However, the lack of provision, the lack of access to services, means that increasingly that is what officers face.

Which is why we have asked to have a much wider piece of work to say, how does this all join together; what can we do in terms of the Metropolitan Police Service to help with this incredibly difficult and complex issue; and where are the lessons we need to learn in relation to it? That piece of work was literally announced this week. We are hoping it will be available to report by February. Lord Victor Adebawale will call a variety of people; it is an independent review, who he chooses to speak to and involve in it is entirely an issue for him. We just feel this issue is so important in terms of how we move forward and address these issues that that is why that piece of work has been commissioned.

Did you want to talk about CCTV as well?

**Tom Copley (AM):** Thank you for that answer. Jenny is going to ask some more questions on this particular issue in a moment, but I wanted to turn to the specific issue of CCTV, which is the measure that has already been announced to help to reduce deaths in police custody. I believe the plan was to begin fitting these by Christmas this year; is that still --

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes, the four vans in Lambeth; we are starting in Lambeth next month, so the roll-out will start next month in terms of the vans in Lambeth. It costs between £3,000 and £4,000 per vehicle to fit it but a number of us who have worked elsewhere in the country have seen this and it is part of the work around responding to this. To give you a feel for how complex some of these issues have become, and why we think it is important to look at it, the standard operating practice (SOP) around mental health is over 100 pages. The chance of an individual officer being able to understand the complexities of that in their borough, and not just as someone who is in a leadership position, does not feel a good place to be. That is why we are so keen to look at this and have a root-and-branch, "Come on then, what can we do?"

**Tom Copley (AM):** When do you anticipate this roll-out will be completed?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Realistically on timescales, during probably the first half of next year, given where we have come to in terms of both van replacement and kit. That is assuming we do not suddenly find - and I do not profess

there would be this - that there is some reason that our vans are different or something else. It is going out into the Lambeth ones next month, so we should have the feedback hopefully by the time we next meet.

**Tom Copley (AM):** Will the CCTV cameras have audio?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** They do have audio as well. They have audio and visual.

**Tom Copley (AM):** Where and how will they be monitored?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I do not know the detail, but in terms of where they are, they are for the caged areas of the vans, so the area --

**Tom Copley (AM):** Where will they be monitored from, sorry.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** As it works elsewhere, and I have not seen the details of this installation, so if you would bear with me I will tell you how it works elsewhere. They go to a drive in the front of the van and if there is an issue it is literally downloaded and is available there. There is an issue about retention time and how long the drives will hold the information on, but that is why we have done it in the Lambeth ones first.

**Tom Copley (AM):** I was going to come on to the issue of the length of time. Do you have any idea, is there a standard practice from elsewhere in the country?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Usually a bit like custody tapes, some of them are 28 days, because you reach a point where you end up with a volume that is just unmanageable, hence why we predominantly go for digital. However, I do not know. If you would like the details of our retention policy on those, I am more than happy to give it to you.

**Tom Copley (AM):** I think that would probably be useful. Just turning to Stephen finally, are there any further actions that the Mayor's Office for Policing and Crime is considering to help to reduce the number of deaths in police custody?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think the first thing that is worth noting is, by my records, and I am told that this is fairly unique, there have been no deaths in custody in 2011 and 2012, and so far in 2012 no cases of death in police custody, and that is for the first time in ten years. That is not any room for complacency of course, and I think that is why the Commissioner has called for CCTV to be piloted in Lambeth and rolled out. But what is MOPAC doing? Certainly MOPAC will have oversight over the Metropolitan Police Service custody improvement programme; we will want to see a proper business case for the roll-out of investment that is taking place in a cost-effective way.

I think actually another area that I happened to speak on, which is around women and mental health issues in custody, I think we have to shine a spotlight on I think what the Deputy Commissioner referred to, and that is almost an invisible wall from a critical service that has to engage with the criminal justice system, but also in custody. Because one of the things that our lay custody visitors are raising, and I do not know if you are seeing this with your constituents, is the inability of getting often a timely response from the mental health crisis teams when they are required. That is something that I think we need to have some idea about how we can remove some of those invisible walls to ensure that we get the integrated service provision that you need to provide an effective and safe environment for people in custody.

**Tom Copley (AM):** Thank you. I will leave it there.

**Jenny Jones (Deputy Chair):** Thank you. Mr Mackey, how many vans are there that you are going to --

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Right across the Metropolitan Police Service? I do not have the exact figure.

**Jenny Jones (Deputy Chair):** I am just wondering, roughly.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I am sorry, I would be guessing. Lambeth has four vans, so there are four going into Lambeth. It will be the vans with the prisoner cages and any where an individual can be detained.

**Jenny Jones (Deputy Chair):** Will there be live feed as well? Will the feed be watched anywhere, say in the police station?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Not in the police station as such, it is just recorded. Our practice and policy, as a result of a number of these previous incidents, it is much more the norm now to have someone in the cage with the detained individual. But no, I am not aware of a technology feed that allows a live feed from the back of the van to somewhere else.

**Jenny Jones (Deputy Chair):** I must say, the idea of keeping it for 28 days does seem a little bit short, but presumably you will consult on this.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I said 28 days because the policy in other areas is around 28 days. I will make sure you get the current policy in terms of doing it. There does become a limit on how long you can physically keep things for and the reality is tragically these incidents, when they go horribly wrong, we know about them very, very quickly.

**Jenny Jones (Deputy Chair):** OK. The independent commission you are setting up is very welcome, I think long overdue, a very good decision to do it. I am slightly concerned that you do not have a sort of rounded input into that, because, for example, Inquest, the charity, is not on the commission. You also do not have any sort of black mental health charity there, and, as

you know, half the people who die in custody are mental health services users and of course over-represented by black men who get arrested more. So do you not think there might be --

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I am more than happy to raise those issues with Lord Victor Adebowale.

**Jenny Jones (Deputy Chair):** Did he make the decisions on who would be on the commission?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** The decisions were entirely his in terms of members of the commission.

**Jenny Jones (Deputy Chair):** OK, so it would be good I think if you --

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I am more than happy to take those representations back. I am sure many of the groups you refer to are many of the individuals he will involve and will give evidence. I am trying for obvious reasons -- the idea is it is an independent commission, I really do want to emphasise --

**Jenny Jones (Deputy Chair):** Yes, no, no, absolutely, it is just that these are voices that are not always heard properly.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** No, and I think that has come over loud and clear.

**Jenny Jones (Deputy Chair):** Perhaps I will write myself as well just to reinforce it. If I am saying the same as the Metropolitan Police Service that must be a departure. What about representation for the families, because that is going to be incredibly important so that the commission understands. Is there a mechanism, do you know?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I know that we have written to all the families, explaining it is being set up. I am sure that Lord Victor Adebowale will hear from some families. The commission has to be very careful; it is not a re examination of each and every one of these incidents, coroners would have something to say if it was that; it is not. Certainly, letters have gone out to all the families of those affected.

**Jenny Jones (Deputy Chair):** Thank you, so they can get in touch. Mr Greenhalgh, you said that there have been no deaths in custody in the past, was it 18 months or 2 years?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I was given the information there have been no deaths in custody in 2011/2012, and also, so far in this calendar year, there have been no deaths in custody.

**Jenny Jones (Deputy Chair):** But of course people tend to think that a death after police contact is a death in custody. They associate the same things, and so, for example, the Mark Duggan incident, people would imagine that is something that might be called a death in

custody. Can you tell me, on that, if you are going to press for an inquest as soon as possible? It is one of the problems that people have that inquests take so long because of what they see as delays through the police and then of course they feel that justice is denied the families because the inquest is not happening fast enough.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Let me get back to you, I will reflect on that, I do not want to make policy on the hoof.

**Jenny Jones (Deputy Chair):** All right, I will write to you.

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

**Jenny Jones (Deputy Chair):** Thanks.

**Joanne McCartney (Chair):** I think in the Duggan case there are issues about what evidence can be heard and I wrote to the Home Secretary on that and I think --

**Roger Evans (AM):** There is a trial associated --

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** We have to be very careful; there is a live trial running.

**Joanne McCartney (Chair):** I think that is about the inquest process.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I understand the issues about length of times of inquests, but to some extent that is not always in the control of --

**Jenny Jones (Deputy Chair):** I know, but for example the Commissioner himself said at one point that the officers involved in that would be questioned by the Independent Police Complaints Commission (IPCC) and then that was withdrawn for some reason. Do you know the state of play about that at the moment?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I have to be very --

**Jenny Jones (Deputy Chair):** When there are confusing messages from the Metropolitan Police Service, people get very upset.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Absolutely, but you will know from the press coverage yesterday, the officers concerned are giving evidence as we speak. I do not think I should be going there.

**Jenny Jones (Deputy Chair):** No, I am sorry, no, this is not about the case itself, this is about process. This is about whether or not the IPCC, if the Metropolitan Police Service would encourage those officers to go to the IPCC to be questioned.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** The Commissioner has always been very clear on that and the Metropolitan Police Service has always been very clear on that; we encourage the officers to be involved in the process. The officers have answered a large number of questions and this issue will be dealt with undoubtedly as part of the inquest, so we cannot go there.

You asked the Deputy Mayor about figures, 13 deaths referred to the IPCC in 2011/2012. He is absolutely right, none of those deaths occurred in custody, so those are deaths following police contact. Those range from suicide, through to officers using firearms, through to road traffic collisions.

**Jennette Arnold (AM):** Yes, Chair, thank you for that. I just wanted to clarify, and it is the point that Jenny has made. To so many people, when we talk about deaths in police custody, we include deaths associated with police contact. The public does not get into the sophistication of whether somebody died in the cell, it is if the police are there and they have arrested somebody or they have something to do with it and a death occurs, then that really is what is so alarming to us generally, to us all.

If I could go specifically to members of the black and minority ethnic (BME) group community, not to say that I am speaking on behalf of them, but as a representative of three boroughs where our population of BME residents is, across my piece, about 60%. Could you not give my constituents a little bit more heart in this review by making the terms of reference public? You talk about it being independent and we all have great respect for Lord Adebawale, but more than that is required. What were the terms of reference that were set, so that is in the public domain and available from the Metropolitan Police Service. The Metropolitan Police Service must have been at that starting point. So we can see in those terms of reference, if there is no mention - it is something that Jenny has alluded to - that there should be the closest or the full engagement of families of bereaved victims, we can see that. If there is no reference to working absolutely with inquests then we can see that. So that we can know what, if you like, the product is going to be like. It is so important because this is not the first investigation of its kind, but it would be really good if it was a substantial one and that people could have faith in it, and at the moment not enough information is known. What statements can you make about making the terms of reference public so that that is a starting point for people?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I am more than happy to share the terms of reference and make them public. In terms of that, can I just pick up on a point again, because I think you make a very good point at the start around people not understanding the notion of deaths in custody, and --

**Jennette Arnold (AM):** But you would get that definition in the terms of reference.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Absolutely, no, sorry, it was a wider point than the mental health review. Sadly, and let us take a real scenario, one of us walks out of here and has a heart attack and you get the misfortune to have me trying to save your life in terms of resuscitation, if I stick you in a car and take you to hospital and you die, that is a death in custody.

**Jennette Arnold (AM):** Well you do have me in custody, or I have you in custody, if I am with a policeman, are you not a custodian of me?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** But, Jennette, I do not think people realise those sorts of incidents are captured in these numbers. I do not think people realise that, in these numbers, there are people who have been arrested for some quite nasty offences, left the police station two days ago, and decided to take their own life. I am supporting you. I think we need a much clearer debate and definitions around deaths in custody.

**Jennette Arnold (AM):** Thank you, and so that information, you are going to ensure that is made available?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes.

**Jennette Arnold (AM):** Can I just say, you said something about a document that has 100 pages and of course some operating manuals have that.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Standard operating procedures.

**Jennette Arnold (AM):** Can I just say, I have read the inquest into Mr Riggs. What that inquest highlighted was that there was a failure to uphold Mr Riggs' basic rights. Basic rights do not take 100 pages when it comes to public service; it is part and parcel of the care that is expected from every officer. I just wanted to put that on record.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** No, I absolutely understand that, and some people may be aware that tomorrow the coroner makes any potential rulings as a result of that inquest.

**Jennette Arnold (AM):** OK, thank you.

**James Cleverly (AM):** Thank you. I want to go back a couple of steps to the use of digital technology and video. There have been trials of body-worn cameras, which - on the figures I have had shared with me - indicate that they have reduced the amount of administrative time that those officers subsequently have had to get involved in, they reduce the number of complaints. What I would ask is what plans do you have in place to learn lessons from those trials and roll out body-worn cameras as widely as possible right across basically frontline policing? Stephen, I think.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think we have to just take a step back because I have been briefed by people who have been Director of Resources, Anne McMeel, it was at the suggestion of an Assembly Member, it was a very useful meeting. I think my start point in having to find and deliver a balanced budget, and not just do that as an optical illusion, but something that will work to get us within a constrained financial envelope, is to

recognise we spend a staggering amount of money on information technology and kit and we also employ directly, or the Metropolitan Police Service employs, 800-odd staff, and so about £103 million a year. I think we have to make some choices about how we deliver technology and applications based on what we think absolutely will produce an efficient unit, but also recognise that there are other things that we simply cannot do.

There is a cost to CCTV roll-out in what will probably be about 100-odd vans, and that sounds like that is a sensible IT investment. What you are suggesting could also be something that would ultimately improve productivity, but then you have to take the cost out somewhere else and work that out and deliver casual savings, otherwise all they become are a series of investments that add more to the costs base and widen the budget gap that has to be closed. I would like to know more about the technology and how it can be used to actually make London safer and also reduce the running costs of the Metropolitan Police Service.

**James Cleverly (AM):** Yes, that is a very fair point. I am thinking that, with the imminent replacement of the air wave system, there is an opportunity, and I think this will take almost a kind of a psychological shift in UK policing from what I think has historically -- I mean I want to have a conversation about this. I hear people talk about the air-wave replacement, the police radios, and that is very much still thought of as primarily a communications device. However, as we are going to be looking at replacement options, might it be possible for us to at least investigate taking a bold jump forward and having something that gives us GO tracking of where the officers are so we get a snail trail of officers on foot as well as officers in vehicles, the integration of what becomes increasingly a cheap technology, which is widely available in the commercial sector. I suppose the ultimate gutsy call is, if we are saving an awful lot of time when officers are not basically available for frontline duty - that is when they are filling in forms, when they are appearing at professional standards hearings because there is contradictory evidence about their conduct or otherwise - then actually there is a piece dividend there. We may, through the better utilisation of technology, and I appreciate there is a cost overhead, we may get to a position where we can get more policing output for a smaller human cost of policing input. I know police numbers is one of those holy grails, but if - and it is a big if - we can have a grown-up discussion about policing outputs rather than just pure policing input, there may be some big wins there.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That sounds like you have a lot of expertise about how you would wrap this to be a broader discussion about how you effectively equip the frontline police officer to be more productive and deployed more effectively and I wholly agree with you that police numbers are important. I think they are important, but equally important is the productivity, the visibility, the availability of police officers on the streets of London. The point is, it is what we can afford, and I start off with that envelope. As I understand, the Home Office give a capital grant of about £20 million to £30 million a year. Currently the Metropolitan Police Service, in terms of capital or one-off costs, is often spending in excess of £200 million, often £300 million. This goes back to having an envelope that we can afford. For me there is getting the basic running costs, basic IT infrastructure costs, to run at a level that we can afford and still maintain the operational capability that we need to keep London safe, and then look at the sort of special projects over time that can transform London policing. We have to do it in a way that we recognise we cannot



have it all at once, and we have to do it within that budgetary envelope. That requires a bit of a vision and a longer-term view more than three months, six months, a year, it is two or three years, four years, about having a picture of how we want to equip the bobby on the beat for the 21st century. I think that debate, as the Commissioner has said yesterday - his anniversary - that is happening now. All of those ideas have to be brought to the table so we can have a clear idea of where we are trying to get to, even if it does not happen in three months or six months.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Just to absolutely support you on that vision and view, I met with operational officers yesterday at Hounslow, and talking about the sort of equipment they have at the moment, they have an airwave radio, they have a personal digital assistant (PDA), they may have a little fingerprint reader that yet again is separate, it is not beyond the wit of all of us to say, "Actually, bring those together, it would be far more efficient in terms of doing it". Also, the body-worn video is an interesting thing in London. London relatively is in a different place around body-worn video than the other 42 forces in the UK where it is quite extensively used. It is very common to walk up to officers in other parts of the UK and for them to have a body-worn video on their vest or on an outer garment, and it does bring some real benefits. So we are keen about this, as the money envelope allows, and part of the work around change is very clear about using technology in a much, much smarter way. One of the real frustrations of officers at the moment, here we are in 2012 and they take a crime report, they have to go back to the police station to fill the thing in on the computer. Once we break that link and get some remote working and all that, you can free up very different ways of working. That is very much part of the vision of the change programme.

**James Cleverly (AM):** So there is no philosophical hurdle?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Absolutely not.

**James Cleverly (AM):** It is more about the logistics.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** It is more about logistics; it is the logistics, it is reliability of some of the technology, it is now the plethora of, not free technology, but very different technology, so apps and those sorts of things. It is making use and being just a bit more open-minded and saying, "Look, we could do this very differently if we used X or Y".

**James Cleverly (AM):** Could I encourage you, this is more of a request than a question, historically the organisation has been wedded to a single technology to provide a capability. Could we look this time around at specifying the capability and thus not tying ourselves too tightly into one particular technology provider, because I cannot help but think there is a real cost saving opportunity to have a bit of market flexibility.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** That is where we are, part of the work around the change that is very much integrated in it. We have a group of about 100 people who just across the organisation are prepared to think quite differently and we bring

them together and sort of say, "Go on, what could the world look like?" and then put in people from the private sector in terms of technology and thinking, some of the people who are at the forefront of where technology is going as a use in the public sector. On exactly that point about saying, "Don't start from saying it is an X type of structure and work backwards", say, "What do we want the technology to do for the 8.2 million people of London? All right, what could it then look like?"

**Onkar Sahota (AM):** Just briefly, Deputy Commissioner, the cameras in the vans, will they be playing all the time or will the officers be turning them on and off?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I do not know the technology of that, whether there is an on or off switch on them, I will get back to you in --

**Onkar Sahota (AM):** It would be very important that they play all the time, because if you depend upon the officers putting them on or off, you defeat the whole object.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** No, and exactly the same, having had experience of it elsewhere in the country, it is exactly the same when the stuff goes out of service, what is our instruction? If the stuff goes out of service, do you use the van or not? So absolutely no way of committing on that, so --

**Onkar Sahota (AM):** Thank you.

**Caroline Pidgeon (Deputy Chair):** I just want to pick up that with the big redevelopment of your training facilities up at Hendon, I was just wondering, there are huge challenges there I think over the next three years. You are going to have to take staff and trainees off that site while it is rebuilt. A very brief update - you might want to send more details in writing - on progress so far. For the Deputy Mayor, do you think you have the relevant staff within your Mayor's Office for Policing and Crime to manage a project on this scale? I am wondering what discussions you have had with other forces potentially about sharing facilities and what learning there is from, for example, the Gravesend site that certainly I went to visit with the Chair previously and it is a very underused facility, though excellent what is there.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I will take the question in two parts. I understand the opportunity, which is that this is an important regeneration site for Barnet and people in Hendon, but the Metropolitan Police Service has a requirement for a world-class training facility and with more effective use of land there is an opportunity to have a win-win, as I understand it. There is an opportunity for something that will invigorate that part of Hendon, with jobs, homes, as well as businesses, as well as a world-class training facility, but on a smaller footprint, is the vision. I think that is to be applauded as an objective.

The second point, I think it is a good question about, do we have the capability within MOPAC? I think, no, we do need to have help, both within the wider GLA family, as well as with the property professionals, when you are working on something as fundamental as master-planning a part of London. I know that I have been in discussions myself, brought together by the Deputy Mayor for Housing, Land and Property [Richard Blakeway], and I have also had

conversations with the Deputy Mayor for Business and Enterprise [Kit Malthouse]. There are in place ways in which you can work with particular partners around a framework contract to be able to do development and work out who we can involve to ensure we maximise that opportunity and deliver those jobs and homes, but also ensure that the Metropolitan Police Service has its operational requirements for Hendon. We look beyond the boundaries of MOPAC, in answer to your question, to do that.

**Caroline Pidgeon (Deputy Chair):** What about the point about -- have you looked at potentially sharing with other forces and what can be learned from other facilities such as Gravesend?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I have not been to Gravesend yet. I have heard that it is not well used as well, and it is a private finance initiative (PFI) contract and that does cost the Metropolitan Police Service. That issue has been raised and I will go and visit it. I have also been - within the short three and a bit months, or is it four months now, in post - I have been to the national police training facility, the National Policing Improvement Agency (NPIA) facility, I cannot remember exactly where it was, but it was lovely. I guess that we need to have a view about what the police services across the country will use. All too often people say, "We can create a national facility and we can share facilities, and open the doors to the world and no one walks through them", so I look to the service to guide us on what the vision and ambition should be in terms of training. Certainly my understanding is that there is an opportunity to provide the world-class facilities that the Metropolitan Police Service needs, but also regenerate that part of London. I am driven by what perhaps the Deputy Commissioner has to say on that.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** You raise an interesting point. I think what we are trying to do is not build a business case that is based on earnings from the thing, because I think, as the Deputy Mayor highlighted, all too often you have probably had a business case presented where we say, "Do not worry, the books will balance, because we will get hundreds of people coming in". On volume, it is probably unlikely that other forces would come in. For the basic training of officers and those sorts of things, given that probably - and some Members who were MPA members will probably remember - about 10 or 15 years ago the regional training structure in the UK was dismantled and forces were required to train locally, that was about the ability of officers to engage with local communities that they were going to work in and they were going to police. I think at that end there is probably - if I am realistic - limited opportunity for income.

Where there is a real opportunity is around things like the Crime Academy and some of our specialist areas of training. The Metropolitan Police Service quite obviously has a national and international reputation around those and what this does for the estate is actually bring those facilities up to the very best in the country. Certainly there would be national and international opportunities, but I am always a bit cautious and maybe have been around the block too many times to worry when people say, "I will get you lots of money from this particular facility and we will be able to sell stuff from it". I think there will be an income stream but I would not like to say to you, "It will be X and it will offset this amount of revenue".

**Caroline Pidgeon (Deputy Chair):** Thank you.

**Joanne McCartney (Chair):** Thank you. Before I bring James in, could I just ask, I am aware that, because it is such a large site, there is now a local campaign to try and retain some of the green space and the playing fields there. Are you engaging with the local community?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** We are. I did not know about that particular campaign.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** The answer is that we are just engaging in the early stages of consulting on some of the ideas, and of course any successful place-shaping or regeneration requires intensive negotiation with the people that live in the area. That will be ongoing and take months, if not years in some cases, but that is an essential part of getting things right.

**Joanne McCartney (Chair):** So you will engage with those local community groups while that is going on?

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

**Joanne McCartney (Chair):** Lovely, wonderful. James.

**James Cleverly (AM):** In the United States of America, it is completely common for initial police training to be delivered through community colleges. Ironically enough, and I had no idea the topic was coming up, but I was having a conversation with the principal of a community college in London, just talking through the practicalities of delivering public service training, emergency service training, through community colleges, and the feedback I had was very positive. May there be an opportunity for us to make a huge overhead saving by delivering large chunks of the curriculum through the pre-existing structure of community colleges, with the additional benefit of having probably much better opportunities to get certainly ethnic diversity into the recruitment pool, and then concentrate in-house on doing the bits of specialist technical training that could not practically be delivered through what is a civilian non-policing college?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** You are absolutely describing the model that everyone is moving to.

**James Cleverly (AM):** I will still claim credit for it.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** You can claim credit for that one, but the current way it works, if you want to be a constable in the Metropolitan Police Service - as Members will be aware - you come in as either a Police Community Support Officer, or a member of the Metropolitan Police Service Special Constabulary, and we have just opened up a graduate recruitment stream as well. So that is how you come in. People do something called a Police Learning Certificate. We provide that. What will happen during next year, and as part of the wider reform that has been going on around police terms and conditions

and all that, and the way we work training a recruit, is we will move, only the initials will change, to a Police Knowledge Certificate, which we hope will be delivered by local community colleges, colleges across London, and it is a real opportunity, having spoken to a college principal quite recently about it. If you like, that hard area of knowledge about law and those sorts of things would be delivered in a classroom environment.

The application would then be delivered in the Metropolitan Police Service. For instance, you know what the offence of burglary is, what does it look like, how do we prevent it, how do we investigate it? So that model is coming forward.

**Joanne McCartney (Chair):** We are now going to move to talk about the Metropolitan Police Service's employee vetting scheme, and, Roger, you are going to lead us on this.

**Roger Evans (AM):** Yes, thank you, Chair. Can I ask the Deputy Mayor, in the light of the PC Harwood episode, are you now satisfied with the vetting procedures for employees of the Metropolitan Police Service?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think we can say that the vetting procedures have improved based on that experience, but you should never be satisfied, I think that is probably the wrong way of phrasing it. I understand what you are saying, but I am satisfied that they have improved and they require constant oversight.

**Roger Evans (AM):** So, would you be able to assure the Committee that there are no other PC Harwood type individuals that are still within the force?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I would certainly hope that would be the case, but --

**Roger Evans (AM):** Hope is not a reassurance. What does the Deputy Commissioner say about this, because you are a step closer to the problem?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** We have made a lot of changes in the vetting processes and procedures since then. Since 2003, all applicants applying for a new appointment or changing roles are formally vetted, including complaints and discipline checks, which you will remember were part of the issues. In 2007, we again improved the supervision and process, and in 2010 there was a new national policy on vetting, which the Metropolitan Police Service follows.

Like you, on the back of the PC Harwood case, I have asked, through the auditors, if part of their work during the coming audit programme will be to sample the vetting process. I am as confident as I can be that the checks and balances have been put in place and those lessons have been learned. In fact, if I look at where I am getting the complaints at the moment, it is the length of time we take to vet people, and then, conversely, some of the refusals we do on vetting. I think vetting does have to be seen as part of the wider checks and balances process, because sadly, however good your vetting process works, it is only as good as the day it is done. The ability to bring things up and raise things afterwards is vitally important.

To give you a bit of a feel in terms of numbers, since 2004, 2,727 police officers have transferred into the Metropolitan Police Service and been vetted, and 1,813 officers have transferred out. That is the sort of flow that has gone on around that. We have done a range of things to improve the vetting process. As I say, now, just asked the auditors as part of their audit work, when you look at risk and areas of risk, to say, "You check it now".

**Roger Evans (AM):** If you had an officer with ten allegations of violent conduct against them how would that be flagged up now?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** By the vetting as they come in, there is actually a check around, "Have we checked their professional standards record in the other force?"

**Roger Evans (AM):** Is there a level of complaints against an officer that raises a red flag and tells you they --

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** We look at every individual officer on their case. I think anyone would be concerned about a pattern of behaviour. Also whether they are public complaints or conduct matters, it is going to be very different. Some of it also depends on the roles that they currently hold and where they are particularly coming from. But, no, every single one, in terms of the vetting, is looking at. As I say, I now particularly see the converse, the letters from people where they say, "I have been told I failed vetting and I am aggrieved".

**Roger Evans (AM):** Do we tell people why they have failed vetting?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** If we can. That is not a strange answer. You can imagine a scenario where, say, we hold information on me that came from a sensitive source. There is no way we would share that with someone. It is not a right. Vetting is the gate-keeping. If you fail vetting, you are not coming in.

**Roger Evans (AM):** Very clear, thank you.

**Joanne McCartney (Chair):** Can I ask, in the case of PC Harwood, for example, he had conduct against him and he left before that was resolved, which he was allowed to do, then joined another force, and then transferred back in. Are you saying --

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** That was our failure.

**Joanne McCartney (Chair):** -- at the different stages of that now that would be flagged and it would come up when he went outside and when he returned back?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I will start with the first instance. Now, if an officer, a member of the special constabulary, wants to resign while under investigation, there is only one person in the force who can make that decision, and that

is me. They all come through me. I look at both the public interest in it, the cost to the public purse, but most people end up going before a panel. That is the default position.

**Joanne McCartney (Chair):** But if you do allow an officer to resign, would the fact there is an outstanding issue be marked --

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** It is on their vetting, yes. It is now on our vetting, so if they turned up somewhere else they would know exactly what the issue was. I spend about usually two or three times a week with people, with a pile of people saying they are under investigation and they want to resign.

**Caroline Pidgeon (Deputy Chair):** I just want to ask, you are saying these things would be flagged now, but given you have had this case, I want to know what you have done, going back over these few thousand people, particularly who transferred between forces, have you gone back and looked at each and every one of them to assure yourselves that you do not have anyone else like this PC in the force?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes, there is a review ongoing in relation to each and every case, so we know that we do not have somebody there. That is why I have also asked for the external view as well, to say to the auditors, "Come and have a look. You have the national vetting policy; you have that. Help me."

**Roger Evans (AM):** So it was a one-off incident and not a well-worn path that people followed?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I am never confident to always say something is a one-off incident. There was a lapse in processes and procedures that led to that scenario. We have done a range of work since that time to put measures in place. That is why we are doing the review work again and why we have asked the auditors to say, "We have done this; is this reasonable?" Any check that involves human people and will involve at least ringing or contacting 42 forces, potentially people who have been in different countries, could you miss something? Yes, of course you could miss something. However, we think we have all the measures in place to avoid that happening.

**Jenny Jones (Deputy Chair):** Are you saying that you have reduced the number of people now who are allowed to resign?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes.

**Jenny Jones (Deputy Chair):** You have reduced that number?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes.

**Roger Evans (AM):** We are coming on to supervision really, as well as vetting. What are the lessons that you have learned from the Operation Sapphire case?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Well I think the lessons first of all were that the individual concerned -- I mean clearly that case has been before the courts and there is sentencing later this month in terms of doing it. The IPCC review is quite helpful in terms of highlighting some of the issues around it, because the question that we all had is, is it a system problem or an individual problem? It is quite clear that some of it is an individual problem. We have done a lot of work with Sapphire and the Rape Command in terms of supervision, in terms of leadership of those teams, and in terms of trying to pick up and highlight problems. It also fits with the wider work we have been doing around the culture of the organisation, the role of first and second-line supervisors, and their ability and willingness to intervene. But if someone chooses to falsify records, it is always going to be difficult to pick some of those things up.

**Roger Evans (AM):** Is it not going to look like that person is perhaps behaving in a different way to the other people, the people in the group, are there not some sort of indicators around their clear-up rate and that type of thing?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I am absolutely with you, but I think that goes back to this importance that we have set around supervisors, around saying, actually, part of the role with the team is picking up those things. "Why does Craig behave differently?" It is the confidence, it is those things that come with rank, comes responsibility to intervene in and engage in those sorts of processes. I do emphasise, in relation to this case, the IPCC view and the review was very much around this was a rogue individual rather than the system.

**Roger Evans (AM):** Will action be taken against the supervising officer?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Clearly we will look at that, but we are still in the court case process with the individual who has left the Metropolitan Police Service.

**Len Duvall (AM):** I cannot think of a service of the police that is really - for all the changes, and things have changed from bad days in the past - but things have not really got better in terms of confidence in policing for a major section of society. Women cannot have much confidence with the different things going on. I think you alluded to the issue of the cultural changes, the supervision changes, we have done structural changes. Is it time now, with everything going on, to step back and think, "Actually, let us rethink this completely"?

We know that some of the prosecution cases is not just about the policing side, it is about the criminal justice system as well. However, is it not to give some confidence back to people, because people are working very hard in the police to bring people to justice, I have no questions about that. But the question mark is always going to be for women about confidence, about reporting, and about having faith in the system -- it does diddley-squat, you know what I mean. Where do we go from here, when do we say, "OK, let's keep going on", but something bigger has to happen, some bigger overall, some real question about all those, and bringing those together, because we have done the restructuring; I think you are working on some of the cultural attitudinal issues, and, yes, there is some individual failure, but something



is not quite right here and it is the policing confidence bit. What generates confidence? Results do, of course, but somehow a stocktake. A stocktake that is not just the police doing it themselves, it has to be a bit wider. It has to have some confidence of people around it that generally want to see if we are doing everything we can.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes. Absolutely, and confidence particularly around sexual crimes is always an issue that we wrestle with. This is a very personal view, but I think some of it is demonstrated by actions, as you say, around outcomes. It is interesting if you look at the early signs of what is happening around the Sapphire and the Rape Command, particularly this year. An awful lot of work we know around victims of rape and victims of sexual assault, the timelines really affect a trip, so long, long timelines.

What we have seen this year - and you will know in the past that we have looked at things like rape sanction detection rates - the reality around rape sanction detection rates always depends on reporting rates, so we have gone to pure numbers. We have seen a 30% uplift in detections around rape this year. In fairness, that has been by colleagues at the Crown Prosecution Service (CPS) and the Rape Command working much closer together, getting those cases through the system, keeping that wraparound to support to it. My personal view is I think we need a period of really steady progress around those, and that brings with it, I hope, a confidence that the things are taken seriously, that when you make allegations that there is evidence and others who support you and that the whole criminal justice process recognises the importance of these issues. I think it is early days, but I think some of the stuff that is starting to be done gives me real hope for the future. However, I do not underestimate the point you made around confidence.

**Len Duvall (AM):** As a senior manager then, after a period of progress would you then institute a proper review without acting like in crisis? When would you do a stocktake? It would be appropriate. Responses have always been to problems.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes.

**Len Duvall (AM):** I think if we looked at every issue - and some issues crop up time and time again - when do we stop, when the steady progress is, let us just take a stocktake. Are we still on the right track? Is there more we can improve?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** There are new Operational Command Unit (OCU) Commanders in that area - hence the progress that has been made - and there is a new team in terms of the senior management around it. Give them 12 months, let them do the work. I am absolutely with you around, let us learn lessons as we go along rather than respond to crisis. I think we would all welcome that.

**Len Duvall (AM):** Just two issues around supervision. I am always torn between this: the moving on of people that get experience, the stability of staying in place, learning a specialism, trying to get the balance right. Where do you stand on that? What would be the thinking around those issues around senior managers?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Some of it is around the performance of the unit, the performance of the team. You look at that, because people do get stale. It is a perfectly human reaction around it. We are also very keen at the moment at looking at issues around things like detective rotation. You know - you have covered it in reports in the past, and those sorts of things - that what we tend to have in the Metropolitan Police is that specialist units suck the experienced detectives in, and then they end up in there for a long period of time. That is not healthy for them and it is certainly not healthy for a borough where, at 2 o'clock in the morning, they have a stabbing and they are looking for an experienced detective. We are looking at the detective rotation policy and those sorts of things to say, "Let's be realistic about your expectations. You're coming into this very specialised area of policing that - I will make it up - will cost £200,000 to get you trained to that level". What is the point at which we say, "Thank you, that's very good. You've done that. We need you back doing something else"? That is something we wrestle with continuously.

**Len Duvall (AM):** My last point is, in terms of corrupting data and auditing, of course falsifying documents and all the rest of it. The rest of the supervisory issue, the desktop not the walk in the job. How confident are you that your checks and balances, and the data that we are recording, is relevant, and that we are not making mistakes around some of those issues and that we are seeing the reality in terms of reported crime?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** In terms of reported crime I think we are seeing the reality around that, as it is reported to us but particularly with sex crimes. People like Rape Crisis and other groups are probably better to be asked this question. We know there is a percentage - and it will vary from place to place - of things that just do not get reported to us, for a whole variety of reasons. I am much more confident, particularly in terms of rape and sex crime, that things like no crime rates are under control and that data is right. Some of the issues then about individual levels of supervision and the sort of desktop will entirely depend on the systems. Some of our systems are absolutely world class, some are very clunky.

**Len Duvall (AM):** OK. Thank you.

**Jenny Jones (Deputy Chair):** Thank you. You have just been talking about supervision, and of course supervision of undercover officers has been a problematic area. Her Majesty's Inspectorate of Constabulary (HMIC) did put a report together and made some recommendations. Have those been taken up by the Met?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes, they have. I think, first of all, on behalf of the Met I owe you an apology. I believe, looking at the briefing I have, you wrote to us and we took nine months to respond to you.

**Jenny Jones (Deputy Chair):** Months ago; months ago.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Sorry?

**Jenny Jones (Deputy Chair):** Months ago.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** A month ago?

**Jenny Jones (Deputy Chair):** Months.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes. I believe we took nine months to respond to you. So, apologies, that is not acceptable and we will pick that up.

Yes, both the HMIC review, in relation to that, but also - as some Members will be aware - we are currently doing our own review in relation to the activities and work of Special Demonstration Squad (SDS) and undercover officers.

**Jenny Jones (Deputy Chair):** Is that the one you started in October last year?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes.

**Jenny Jones (Deputy Chair):** It is still going, is it?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Well, there are 30 years of information and data. That undercover unit ran for nearly 30 years, so we are looking at all of it. There will be millions and millions of pieces of paper to look at and review, and that is Operation Herne.

**Jenny Jones (Deputy Chair):** Can you spell that for me?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I think it is as it sounds, but --

**Jenny Jones (Deputy Chair):** No, do not worry.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes. H-E-R-N-E.

**Jenny Jones (Deputy Chair):** Right. I have been asking questions about it but that is the first time I have heard the term. One of the HMIC recommendations is about pre-authorisation. As you know, at the moment there is an ongoing legal case where five women are alleging that undercover officers instigated long-term sexual relationships with them. I am curious with pre-authorisation, would a serving police officer be given that sort of authorisation to start a sexual relationship with an activist while using a false identity?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Not ordinarily, no.

**Jenny Jones (Deputy Chair):** What do you mean "not ordinarily"?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** You cannot write a rule for every particular scenario. They will give a pre-authorisation for deployment, but a pre-

authorisation for deployment would cover conduct and code. It would not get down into the level of detail of saying you can or cannot.

**Jenny Jones (Deputy Chair):** Would that officer have to report back to his supervisor on that relationship if there was pre-authorisation?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes. If there was a relationship they would have to report back.

**Jenny Jones (Deputy Chair):** I am absolutely staggered by this that you say that because what happens if a child is born, as has been alleged? What happens? Where is the responsibility for that?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Those individual cases are clearly going to be explored by the court.

**Jenny Jones (Deputy Chair):** I know. I am not asking about any particular case, I am asking generally. What obligations are there for the Met if a child were from a pre-authorised liaison?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** You are taking my words in a slightly different way. I did say, absolutely, that pre-authorisation, we do not do pre-authorisation about relationships.

**Jenny Jones (Deputy Chair):** Not ordinarily.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Sorry?

**Jenny Jones (Deputy Chair):** You said "Not ordinarily".

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** If people are involved or become involved in a relationship, it has to come back to the supervisor straightaway.

**Len Duvall (AM):** That begs the question what happens with what the supervisor does? What advice does the supervisor give in those circumstances to the officer to protect the employee as well as the other party involved, who may well be a suspect but more likely might not be a suspect because the relationship is there. What advice is the supervisor meant to have given to the operative then?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** It is not covered in detail in the guidance. Let me write to you on the advice. I am not a supervising officer.

**Jenny Jones (Deputy Chair):** The thing is, if a supervising officer knows about a sexual relationship and a child is born from that relationship, then the Met has some responsibility. Also, because of course the police officer will be using a false name, that child has some sort of right to know the correct legal name of its father.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Our expectation is people will not engage in long-term relationships, but if you are saying --

**Jenny Jones (Deputy Chair):** Apparently --

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I am telling you where we are now. Our expectations are they will not engage in long-term relationships and get involved in the sort of things that you are describing and are well documented in terms of those sorts of things. If you are saying to me "is there a scenario where it could never happen that, effectively, we end up with - I will make it up - that undercover officers are all subjected to a sexual test", it is very, very hard to sit and write those rules sitting here. If you said that I am a member of a group and I decide to test whether X or Y is an undercover officer by some sort of sexual test that is an incredibly difficult thing to sit and write at the centre. Let me be clear, those long-term relationships you are describing are not where undercover officers should be.

**Jenny Jones (Deputy Chair):** No, I know they should not be there. Are you saying now it could not happen?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Providing the supervisor works right it could not happen, but it absolutely relies on individual supervision. That is why we have put all the work in.

**Jenny Jones (Deputy Chair):** I think we have established that supervision is a little bit dodgy generally, have we not?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** No.

**Jenny Jones (Deputy Chair):** Or can be.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** It can be, but undercover officers and the work and the focus that has gone on, on the back of both the HMIC report and the work we have done, has brought a load of those things much more into line around how it is managed, how it works and the individual role of that supervisor because, for an undercover officer, the supervisor is the crucial link.

**Jenny Jones (Deputy Chair):** I am just wondering, Mr Greenhalgh, are you happy with what you are hearing?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think you are getting a factual account from the Deputy Commissioner and, clearly, we need to ensure that there are robust processes, procedures and guidelines to the supervising officer. It is something that I would look to the Audit and Risk Committee to have strong oversight over, to ensure that the scenario you paint does not happen again. The answer is at this stage I cannot say that I am satisfied but I think it is something that I would want to be satisfied on, and all the process issues that have been raised around vetting and other areas, that there are robust processes put in place by the Met and they are being overseen by those that are looking at audit risk issues.

**Jenny Jones (Deputy Chair):** Will you take my point about any child born of any relationship, and what responsibility the Met might have to that child?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I will take that specific point away, but I think looking forward you have had the assurance of the Deputy Commissioner that that should not happen again if the processes are properly adhered to. If it has happened in the past, I am not aware of this.

**Joanne McCartney (Chair):** The HMIC report also recommended that the National Code of Conduct for undercover officers should be rewritten, and now the Met is the lead on undercover officers in effect.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Yes.

**Joanne McCartney (Chair):** First of all, is that Code being rewritten and, secondly, would it cover the instances that Jenny has talked about, about personal relationships and so forth?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** I do not know the exact detail. I would have to get back to you on are we as specific as that in the Code. I genuinely do not know. It is being rewritten. The work around that has gone into specialist operations, SO15, and that is currently underway, but whether it goes to that level of detail I am happy to answer to you in writing. I do not have that in front of me.

**Jenny Jones (Deputy Chair):** I just feel what I would like to hear from you is a blanket assurance that that permission, pre-authorisation for a sexual relationship with an activist, is never given because I just cannot see that HMIC would think very much of pre-authorisation for something like that either.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** That is why I said to you I cannot see that scenario happening now. I cannot see that scenario happening now but what I cannot do is give you a written guarantee on that. Let me come back to you on that, on the new Code, and if it is as specific as that then I will let you know.

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

**Len Duvall (AM):** Moving away from the sexual relationship side then, on pre-authorisation I presume there would be no pre-authorisation for an undercover officer to undertake criminal activity.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** No.

**Len Duvall (AM):** If that officer strays across that line, would that be reported back to the supervisory officer?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** It should be.

**Len Duvall (AM):** It should be, and of course if there is evidence that undercover officer would face ...?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Either criminal misconduct or any of the processes.

**Len Duvall (AM):** Presumably when briefing someone - I know the salacious details and the real issues, I think, that need to be dealt with on previous cases - people ought to remember that some of the undercover officers are putting themselves in great danger, in terms of the work they are doing on our behalf.

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Absolutely.

**Len Duvall (AM):** I take it that in any pre-briefing of deployment of those officers they are told about those issues. I am not wishing to pre-judge issues, but are there any issues that if the HMIC are saying, "Re-write the Code of Practice" is there not some nudge, nudge, wink, wink, "Of course, we'll send you under cover and to maintain your cover you might have to indulge in some practices going on". Would that also be behind HMIC re-writing the rules to reemphasise the rules?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** No. Exactly as you describe, undercover officers walk a very difficult line. They do not engage in criminal activity and stuff should get reported back. I do not think the re-write of the rules are anything about a nudge, nudge, wink, wink. It is not that sort of approach. It is to try to provide real clarity to people who are stepping into an incredibly difficult situation, and to try and write something that survives. It would be easy for us collectively to sit here and write what the Code of Conduct should look like, but it has to survive first touch with reality. It has to be something that actually means something to someone who might be on a long-term undercover process, so that is why that work is going on like that.

**Len Duvall (AM):** The advice to the undercover officers, in terms of those situations, "Through your cover you might have to join and take part in criminal activity", is to pull out, is to get out?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Everything will come back through the supervisor. The regular contact is back in through the supervisor.

**Len Duvall (AM):** They make the judgement to pull someone out from under cover, or if I was an undercover officer do I make the judgement because I can see where this is going because I do not want to do criminal activity? Who makes the judgement?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** In fairness, I personally do not know it at that level of detail. Every officer would clearly always have an individual judgement call to make. Whether they are an undercover officer, whether they are a surveillance officer, they have always got that. That is why the supervision role - and that is

why the HMIC report and others focus on that - and the pre-authorisation are so important, because the supervision is about keeping that overview and perspective to say, "You know, what, Len, you have gone too far" or "You're actually not where we need you to be". That is why that role is so crucial.

**Len Duvall (AM):** I am not sure if someone else is going to deal with this, the international co-operation and deployment overseas and the protection of those undercover officers when operating in other jurisdictions. I understand there is a secret document between police services, states, that allow this to happen, and I presume these are European. Could you just expand a little bit about how that would happen in terms of an undercover officer working, and we have provided information to other police services, is that through the normal Interpol?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** It is through law enforcement agencies' co-operation.

**Len Duvall (AM):** Would that be, presumably, through Interpol or through some other body for European --

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** It would depend which body the undercover officer comes from. There are very different jurisdictions around the world, but it is at an international level and it is jointly managed.

**Len Duvall (AM):** If that police officer did stray into issues of criminality under the jurisdiction of someone else then who would be responsible?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Gosh. My honest answer is I do not know in that level of detail. Clearly, the supervision and the decisions about any deployment outside of the country that would be part of the considerations.

**Len Duvall (AM):** Thank you.

**Onkar Sahota (AM):** This is a question about the anti-gang strategy. The merits of enforcement against gang members before prevention and diversion programmes are fully established. Can you update us about what is happening, please?

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** By all means. As Members will probably be aware and have seen, we have done a large amount of work with the gangs command, in terms of the work around the enforcement side of gangs and gangs activity, and we have seen stabbings and shootings start to fall. We have arrested in this time over 1,500 gang members, in terms of the work around it. What the strategy is, and the work around the Local Crime Reduction Board now and the area particularly focused on is: what are the other interventions we can do collectively across London? I think we are fairly clear on our role, if you like, and the work we have to do around enforcement and those more hard-edged areas of gang activity. What we need is some work around diversion and other sorts of schemes and opportunities to intervene far earlier with gang activity. That is what the draft strategy, which is



out for consultation - I think it is 19 October consultation ends on that - is out for with partners across London to say, "How do we work collectively on this issue?"

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** If I could just add to that. I think the Deputy Commissioner is exactly right, this is an issue where enforcement alone is not going to get us to the place where we need to be. It is not going to deal with the issue, and it is important to come up with the right interventions that prevent the gang culture growing and escalating, but also having effective diversion as well.

I have been struck by the unanimity across London. This is a top three issue for the London Crime Reduction Board, and also the commonality of the view that we have to get a much better handle on how money is spent in this area, particularly for prevention and diversion. There is money that is literally coming in in small pots, drizzled from different parts of Whitehall, and also through the GLA and through councils. At the moment we need a far more robust approach to corralling the money, if you like, into a single pot so that it is easier for the schemes to be able to build and sustain over more than six months, a year, two years, three years. Equally, having a very clear evidence base that we do not just fund things that make us feel good but the schemes are actually delivering the things that we want to see on the ground.

Those have to be preventative schemes, but also looking at diversion. Some of that is not just about money. It is about weaving together public services, looking at housing and employment issues in the round, so that when gang members that have been arrested by Trident come back on the streets, we are giving them the pathways into employment and to get on the right track, if you like. Housing particularly as well. The presentation I went to yesterday showed a snapshot in time, the lack of opportunity for people to get into housing.

I visited the Heron unit for the first time just a couple of weeks ago and was struck that some of the interventions really do seem to work. I mean the concept of resettlement brokers - one of the young guys I saw in the Heron unit has actually got a job as a TfL track engineer, he has just done his interview - literally weaving together and having someone to navigate that array of different services and getting them into a job. We have to find out where those gaps are that make a real difference as well. This has to be one of the biggest issues that we face in London in the next few years. We cannot be complacent, and I have been asked by the media, "Oh all this success, can we all ...?" No we cannot. There are very, very encouraging signs of enforcement going well, but we have to do better and we have to collect the evidence base to be better on prevention and better on diversion.

**Onkar Sahota (AM):** Thank you.

**Joanne McCartney (Chair):** Thank you. We have had a draft of the London Crime Reduction Board anti-gang strategy. Can I just ask Stephen? I understand that, although it is part of the Crime Reduction Board, that MOPAC wrote the strategy so could I just have some clarity on whose strategy is it going to be at the end of the day?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It has to be shared by the London Crime Reduction Board. That is one of three priorities. I would describe it as a starter

for 10 and something on which we would really want your active support and help, pointing to the things that work so that we can get the money that we do have, to work as effectively as possible to deal with this critical issue in London.

**Joanne McCartney (Chair):** Presumably, this is going to link into the Police and Crime Plan as well that you are developing?

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

**Craig Mackey (Deputy Commissioner of the Metropolitan Police):** Sorry, Chair, I would just emphasise the point. As the person who chairs the delivery group, if you have got feedback on it please let us know. We do need feedback and colleagues from other elected bodies across London are looking at it and doing it, so please we need some feedback on that.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Actually, one of the things that you could actually help with is there is a lot of stuff going on on the ground. I know parts of London, Hammersmith and Fulham, after the tragic death of Kodjo Yenga we formed the Street Outreach Service. We believe in that as an intervention. Westminster are talking about Your Choice. I am hearing about interventions from Jules Pipe [Mayor of Hackney], what they are doing in Hackney that tends to work. All of these things, we need to start to collect the evidence base of schemes that have been on the ground for the last 9 months/12 months, the things that they are achieving, and to start to understand what we must continue to build on, what programmes need to be scaled up, which ones need to be scaled back. I personally will be writing to every single borough leader, and to all of you, to try and collect much more than we currently have. We have a lot, but much more than we currently have of the programmes that are actually making a difference.

**Joanne McCartney (Chair):** Yes. That would be useful. We are in the middle of some work as well, so hopefully we can do our work to fit into your timescales as well. That would be useful. I think, Murad, you have the last set of questions today.

**Murad Qureshi (AM):** It concerns search procedures after the tragic murder of Tia Sharpe in South London. Incredibly, it took more than four occasions to discover the body at the particular house where the murder clearly happened. I just want to know what role MOPAC will be taking in monitoring the robustness of search procedures in future, and that you will be assuring us that there will be the correct procedures put in place.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We have had a statement from the Commissioner that he is going to be reviewing the search procedures. We would want to have oversight of any changes to those procedures, understanding the role of human error relative to operating procedures, and have confidence that the failure in this instance is not something that becomes systemic in any way, and is kept to the absolute minimum or does not happen at all.

**Murad Qureshi (AM):** OK. I think it is important, whatever comes of the MPS review, that it is released to the public to reassure them that such things will not be happening again. Can we get that commitment from yourselves to that?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I see no reason why we would not be able to make these things public.

**Murad Qureshi (AM):** Thank you.

**Joanne McCartney (Chair):** Thank you. Can I thank both of you for your attendance this morning. It has been a very productive meeting, so thank you for that.

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