

***Transcript of Item 7: Question and Answer Session with the proposed Deputy Mayor for Policing***

**Joanne McCartney (Chair):** This is part 2 of our meeting and it is the Confirmation Hearing for the proposed Deputy Mayor for Policing and Crime. Can I just welcome Councillor Greenhalgh to the meeting this morning.

Can I just ask Members to confirm that Councillor Greenhalgh's CV and additional information was circulated to you all.

**Assembly Members:** Yes.

**Joanne McCartney (Chair):** Thank you. It is now our job to question you, Councillor Greenhalgh. The Mayor has notified us of his intention to appoint you to the role of Deputy Mayor for Policing and Crime. Before we start the formal questions, can I just clear up one bit of confusion that was at the start of this process, and that was, that in actual fact, if you are confirmed in this post that you will be stepping down from the role of Councillor for Hammersmith and Fulham, because there was some debate about that to start with.

**Cllr Stephen Greenhalgh:** Yes, thank you, Chair. There was some debate. It is fair to say that I first knew of the Mayor's intention to propose my nomination after the election on 4 May and I am somewhat of an old-fashioned politician in the sense that I had made some pre-existing commitments to participate in an unpaid role to help with a neighbourhood community budget in White City. That would have required me to continue as a back-bench councillor. I had already announced my resignation, if you like, or standing-down as council leader. That happened last night. I do not recommend it to anyone. It is quite daunting to leave the front row and go to the furthest seat at the back. That did happen last night.

I wanted to continue with that pre-existing commitment that I had made, but it is quite clear that the legislation is unequivocal and that I must resign as a councillor should this Committee confirm me.

**Joanne McCartney (Chair):** Thank you for that clarification. Now, the way that we are going to run this Committee is to ask you a range of questions and the legislation is quite clear about the range of areas with which we need to concern ourselves. I am planning to start first with issues facing the Metropolitan Police Service, looking at its responsibility and current issues for the organisation. We will start with some of the internal issues and then move to the external issues. Then we will move on to issues about yourself, your experience, capability and capacity in terms of time to do the actual role.

Can I ask who would like to start? Perhaps I could ask the first question, actually. That is, Councillor, what do you see as the challenges and opportunities of the role of Deputy Mayor for Policing and Crime and what value would you personally bring to that role?

**Cllr Stephen Greenhalgh:** That is a very broad question. I would start off with what should be the shared vision for this capital city. Let us understand that London is quite unique. It generates £5.4 billion in business rates. If we compare that to our second city, Birmingham, which raises £360 million, or the city of Manchester, £270 million: this is important to recognise because this is the engine of the nation's economy. For that to prosper and for us to be able to provide important public services we need the economy to be resilient here. It is a very mobile economy. Financial services could move to any capital city. The creative industries could move. We must ensure that London is safe for all Londoners.

And so the Mayor has made a commitment that London must become safer. I feel we also have to have a vision for a city where the Metropolitan Police Service, the oldest police service in the world, becomes more effective, more efficient, the most respected and perhaps the most loved service in the world. Certainly, we want to see a capital city where the public agencies deliver across the continuum to ensure that we see reductions in crime work together, rather than services in silos.

I think there are three challenges for this new office that I believe was created first at the beginning of the year. The first is, obviously, to create an executive accountable body that delivers the Mayor's commitments. Obviously, mayors will change and come and go, but this office has to deliver the manifesto commitments. Equally, the important job, as it says in the Act, is to secure the maintenance of the Metropolitan Police Service and secure that the Metropolitan force is efficient and effective.

That leads on to the second challenge, which is to ensure in the Metropolitan Police Service - which is a huge organisation of 50,000 people - that we secure value for money for the London taxpayer and also that we address the budgetary challenges that were outlined in the previous session. I think £243 million is the figure.

The third challenge is that we tackle the causes of crime in every respect and that we not only focus on policing, but on the wider broader issues that I think you also discussed in the previous session. There are huge opportunities and challenges in that role.

**Len Duvall (AM):** Can I just say I am grateful for the answer you gave. Can I just return to the documentation you provided the Committee, which was quite limited. The CV is fine. You provided the Corporate Plan Review for 2012 of Hammersmith and Fulham Council. Are you suggesting Hammersmith and Fulham Council is like the Metropolitan Police Service, or was there some other intention that you want to alert the Committee to around why you provided that document?

**Cllr Stephen Greenhalgh:** I have no record with regard to this particular role and I have only just been nominated. I had the similar experience when I became leader of the council. I had no record as a council leader. We all start where we start. I have spent, since being told by the Mayor that he was considering me for this role, some time collecting the facts. This is a rather large fact file that I have in front of me, rather like a novice at the job: collecting information, listening, trying to understand the complexities of the role.

I wanted to give this Committee an understanding of what I have achieved, admittedly in an outpost of London, what I have achieved as council leader over six years. It has come to an end with brutal finality last night, but I am very proud of what we have achieved in Hammersmith and Fulham. I thought that would be useful to the Committee, but certainly it is no indication of what I think this role demands, which frankly humbles me. It is a very, very big role. It is one that I will give 24 hours a day, 7 days a week to, should you confirm me.

**Len Duvall (AM):** Thank you very much for that. Can I then just ask you a question really about your view of the police service. Is it a police service or a police force?

**Cllr Stephen Greenhalgh :** Is that a trick question?

**Len Duvall (AM):** *[Did not respond]*

**Cllr Stephen Greenhalgh:** I think it is very important. I have my father in the audience, who could have worked all his life in Harley Street, but chose to work in the National Health Service (NHS). I think public service is important. We need to recognise that. Whatever we call it, we must recognise these are professionals and public servants. They go into danger, when many of us hide in our homes. We must recognise that. Whatever we call them, we must respect them at all times.

**Steve O'Connell (AM):** Thank you very much. Welcome, Stephen. You touched upon, in your introduction, some of the challenges you will have to face over the next period of time should you be confirmed today. Your predecessor equally had some challenging roles around balancing the getting more for less, much reduced budget, but still protecting the front line. To his credit, he had some success around that. These are the challenges you are going to face and more plus that.

What in your background and what in your experience gives you that skill set to address the financial aspects of it, while also understanding the needs of Londoners around their safety? What is in your back story that will convince us that you have this skill set?

**Cllr Stephen Greenhalgh:** What is in my back story? I think, when we face challenges, there are only two ways to balance the books. The first way is to make money. The second way is to save money. I have some experience both in my business career and in public administration of doing both. I think it is important to recognise

that it is much harder in public service, which is why businessmen do not always translate very well into public administration. You have to work with officials and officers and respect the process of delivering public services.

I spent 16.5 years to this date as a councillor. It is an inner city part of London, where crime and the fear of crime is absolutely the number one issue. It is something that we campaign on as politicians and we recognise how important it is to our residents to feel safe and to our local economies, the town centres, that they are secure and safe. It is one of the reasons why our borough spent more than pretty much any borough. Unfortunately, Robin Wales [Mayor of Newham] has stolen the crown, potentially, with the Olympic Games in mind, but we spent more money on additional police resources over the last six years.

It has given me an understanding of the issues and concerns, having been an elected local politician for that period of time. I am not saying that our part of London is the same as many of your areas, but it gives us an understanding in connection with local people.

We have also had to find savings within local government, very tough challenging savings, and we have had to be creative.

I like to use acronyms. One of them is the 3 Rs of common sense government. The first R is to Release underutilised assets. The Metropolitan Police Service owns about £1.5 billion. I think it is the MOPC that has the responsibility for about £1.5 billion assets. Perhaps not all of those are needed to ensure a very efficient and effective police service. We will need to review if we can release under-utilised assets.

The second R is Restructuring, because all public services have overheads in delivering public services. Can we reduce the overheads? Do we really need 93 business units, which require 93 management structures, to keep Londoners safe? Is that the right structure over the next four or five years? That is the second R.

The third R, which is the hardest to do, because it does not happen quickly and politicians are impatient, is to think about how you can Reform the way you deliver the service. I think you have heard from the Commissioner that he is new into the job and he is prepared to see changes that will be positive for London, hopefully. Those are some of the things that we should apply, I think, as the MOPC encourage the Metropolitan Police Service not only to be effective, but also to be efficient.

**Richard Tracey (AM):** Thank you, Chair. Stephen, I rather disagree with Len Duvall about your CV and your Corporate Plan Review for Hammersmith and Fulham Council, because I think first of all the Corporate Plan Review tells me why Hammersmith and Fulham Council is one of the foremost successful councils under your leadership over these years. In your CV, I noticed you have had a pretty impressive career in business too, apart from what you have done as a councillor. Obviously you are, in my view, well-equipped to do the job we are asking.

On policing, what do you think are the main points that the public worry about in London as regards the Metropolitan Police Service or force, whatever we might call it?

**Cllr Stephen Greenhalgh:** I listened in the public gallery to the discussion and I think Assembly Members here raised a lot of the issues that are important to Londoners. I think it is interesting that safer neighbourhood policing is absolutely critical. Beat policing is so important. Perhaps one of the reasons why public confidence in the Metropolitan Police Service is not as high as we would like is that 55% of Londoners rate the police good or excellent. That is barely one in two. If you are a black or minority ethnic Londoner, the figures are, I gather, lower than that.

We have to focus on the importance of beat policing. I had a discussion at the annual council meeting with my Borough Commander who said, to progress in the Metropolitan Police Service, you did not walk the beat, as often as you do in the United States, for a long period of time. I have been a councillor for 16.5 years and I know my ward inside out. I walk from where I live to where my business is based. I take my children to school. I know the place very, very well. I think it is very sad that we see people only spending a short period of time knowing a particular patch and that advancement and promotion in a hierarchical organisation does not come necessarily from being in a Safer Neighbourhood team, but being part of projects that normally have a Greek mythological name, project Trojan or something.

We have to think about a career structure that rewards beat policing, because that is at the heart of being close to the public. As Robert Peel said, "The police are the public and the public are the police". We must prioritise beat policing at all costs in my view in this capital.

**Richard Tracey (AM):** You rate the concept of safer neighbourhood teams, do you?

**Cllr Stephen Greenhalgh:** I do. I have to say, let us go and see how other global cities have applied this model. We tried to apply the Chicago model, but we did not apply it, I believe, appropriately in all cases, which is why we as a council put more resource in our town centre wards, where you can see crime - violent crime as well - fuelled by alcohol or even drugs. We felt we needed a more visible and intensive presence 24 hours a day, 7 days a week, in our town centres and that we needed a flexible workforce that worked at the time that people finished drinking in those bars or when kids left schools. People could stay safe at those times and our economy could thrive.

What we need to have are flexible structures that work for the different fabric and challenges that we face in this capital. They are very different from place to place. In our borough, they are very different. Across London, they are very different.

**Richard Tracey (AM):** You said earlier that you had not had specific experience of policing, except of course in Hammersmith and Fulham. What do you reckon particularly you achieved in Hammersmith and Fulham to make the place safer?

**Cllr Stephen Greenhalgh:** I do not claim any credit, other than that we found the money. It is tough to find growth items when you are trying to reduce council tax. The only growth item that was not enforced on us because of pay inflation or anything else was finding money to pay for police. You know, Len, because you came to our town hall when we were asking for those police, it required flexibility in the workforce structure and it required your support to be able to get those police officers at the time. That has proven incredibly successful. The opening of the largest shopping centre in Western Europe with crowds twice a day the size of an FA Cup final coming to our borough, we needed to ensure Shepherd's Bush was safe. We needed to ensure 24-hour day, 7-day week policing. It has made a difference in Shepherd's Bush. It has made a difference in Fulham. It meant that we brought that out in Hammersmith.

That was right for Hammersmith and Fulham. I am not saying it is right for every borough, but we had the support to be able to do that. Finding the money was no mean feat, but that is what I managed to do. It ruined my summer holidays, always coming to do budget meetings through July and August. I am always staggered at council leaders who started doing the budgeting process in September, because I would nail my budget in July and August. I promise that I will be working as hard to ensure that we have an effective, efficient police service and that the MOPC makes effective use of its resources, but also that the Metropolitan Police Service does as well.

**Caroline Pidgeon (Deputy Chair):** I wanted to pick up on the point you have been making about being efficient and effective. You talked about releasing under-utilised assets. Does that mean that you would envision a part of your plans to save money would be to sell off police stations across London?

**Cllr Stephen Greenhalgh:** The question is too premature, because I do not have a good enough feel for which assets are under-utilised. I understand we own three helicopters, obviously the police counters, but also housing stock that we own within that, within the £1 billion, and other areas.

I think the first thing to do is to work closely with the Commissioner on a review. Certainly, in the last four years as leader, we created something called the Leader's Asset Management Panel. The first thing I discovered is that public services are not particularly good at marshalling the evidence about the assets they needed to deliver the services. If you carry debt and too many assets, then you are spending money, obviously, servicing the debts.

I think we need to call for a thorough review and review the assets that are needed and not needed to deliver a safe place for Londoners. I am not making any promises or ruling anything in or out at this time. Maybe where police counters are located today is not necessarily the best place. Maybe not shutting the numbers, but you can make use

of shared resources, to be able to provide access and not reduce access for Londoners. That does not mean necessarily that there will not be change.

**Caroline Pidgeon (Deputy Chair):** Also, in terms of looking at how you can make some of these savings, will you be looking at the area of some of the perks that some senior officers particularly get. We have talked a long time, my colleagues and I, about the issue of chauffeured cars for senior police officers, business and first-class flights, free accommodation.

**Cllr Stephen Greenhalgh:** First-class flights?

**Caroline Pidgeon (Deputy Chair):** Business and first-class flights. Will you be having a look at that area to try to squeeze out some savings there with the perks?

**Cllr Stephen Greenhalgh:** I think, although that might not in itself save lots of money, it is an important symbol to people that you do not have these perks, that you drive around almost like royalty. It is bad. As council leader, I never made use of the Mayor's car unless the Mayor was going to an event and then I might catch a lift. As you can see, I am not a terribly fit individual, although I once was a competitive sportsman. Yet I cycle around the place. I expect our public servants to not be chauffeured unnecessarily from place to place. It does not enable them to be in contact with the public if they do. It is good to walk the beat, even if you are head of the service or whether that is part of your day-to-day job. Certainly, first-class flights everywhere does not seem to be an appropriate use of resources either.

**Caroline Pidgeon (Deputy Chair):** I welcome hearing you on that and perhaps making some progress in that area. You also talked about reforming the way that you deliver services. I know that, in preparing for this, you co-authored a document called *The Magna Carta for Localism* and within that you talked about that beat policing should actually be devolved to councils. As part of reforming the way that you deliver service, do you still think that police patrolling should be under the control of councils, rather than the Metropolitan Police Service?

**Cllr Stephen Greenhalgh:** That is a very good question. I have to get used to this role and I am someone who has always had a view and conviction. I listened to a great professional, Bill Bratton [Former chief of police of the Los Angeles Police Department and advisor to Prime Minister David Cameron following the August 2011 riots], talk about policing. He had three messages. The first was the importance of decentralisation. The second one was the importance of accountability. The third one was around transparency. I feel that the Metropolitan Police Service is best when it is able to decentralise to the appropriate level. His phrase was, "You have to trust your precinct commanders".

The thing that I found out in the document - because I was the junior author, the other authors being older and wiser than me, it meant that I had to do all the work - the thing I discovered was that a borough command in Hammersmith and Fulham would cost

about £50 million to the taxpayer. Yet the part we are all talking about and have spent large quantities of time discussing, the Safer Neighbourhood team part, was about £5 or 6 million of the budget, so a relatively small proportion of the budget, yet so important to residents.

Equally, the council would spend about £5 or 6 million on its community safety budgets. I felt there could be a creative way of devolving the responsibilities, if you like, for that important part of the borough command to locally elected politicians and also joint-tasking, bringing together or integrating the community safety departments and also the resources within the Metropolitan Police Service and having an almost local commissioning provider role. I have not changed my mind simply because I am sitting here before you, but unfortunately it is not in the Mayor's manifesto. My job is to deliver the Mayor's manifesto, hold the Metropolitan Police Service to account and deliver his commitments. It is something I believe in, though, because I wrote it.

**Caroline Pidgeon (Deputy Chair):** Is it something you will be trying to persuade the Mayor to perhaps look at piloting in parts of London?

**Cllr Stephen Greenhalgh:** Well, first of all, I am going to get him to read the chapter. I am glad you have done so.

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

**Jennette Arnold (AM):** Thank you. Councillor, can I take you to an area that you have not touched on yet, that is about trust and confidence, and community engagement. You will have heard this morning, because I saw you sitting in the gallery, that there were very clear concerns about equality and diversity, especially the issue about allegations of racism and proven racism in the Metropolitan Police Service. We also have a new Commissioner who is on record as saying "There is no place for racism in the Metropolitan Police Service". The Chief Executive of MOPC has released a statement deploring racist behaviour. Do you want to use this opportunity to say to us what your position is? If you are appointed, what will be your first action on this very critical area?

**Cllr Stephen Greenhalgh:** Let us say that I am not yet appointed. As we heard in the first session this morning, the Mayor has announced a review of the progress to date. I want to go on record that, if any officer in a public service displays racism or homophobia or any kind of unacceptable behaviour, they should have no future within that service. They should seek employment elsewhere. Racism cannot be tolerated.

As I said, I used the words of Robert Peel, "The police are the public and the public are the police". London is a great capital city that has people that were not necessarily born in London or they may be second generation Londoners whose parents came to London to seek a better life. We must have a police service that reflects the face of London and we must stamp out racism at all costs and do all we can. I lend my support



to the Commissioner, who has made this one of his top three priorities, to make sure that that happens.

**Jennette Arnold (AM):** Can I just also add that you talked about our city, as you say, diverse and made up of people who came here? Can we just add that a good proportion of the city's population from BME communities are born here?

**Cllr Stephen Greenhalgh:** Yes, absolutely, I am sorry. Yes, obviously.

**Jennette Arnold (AM):** That is your starting point. This is a city, a multicultural city.

**Cllr Stephen Greenhalgh:** It is a global city that provides opportunity for people. Generations of Londoners need to know that the police service can be trusted and that the service that they receive does not differ because of the colour of their skin. We need a police service that reflects London and its large BME population.

**Jennette Arnold (AM):** Do you see yourself, as chair of MOPC, taking this as a leadership role that you will drive and support or will you be delegating this to someone else?

**Cllr Stephen Greenhalgh:** It is not something you can delegate. It is something that you have to work with the Commissioner to address. You cannot tolerate a culture that tolerates racism and bigotry. That is something that we need to iron out. I do not have all of the solutions today. It is not something that I think that I can make anything other than a key priority, should I be confirmed. You have my assurance that I think it is something that we do not want to see continue. We need to learn the lessons from the past, not make the same mistake twice, and put it down to experience. I will need help; I will need your help; I will need other Assembly Members' help to ensure that we are successful in having a Metropolitan Police Service where this is simply no longer a question. That the bigotry and racist incidents that we have heard about this morning and in the papers over the last few months are a thing of the past, not a thing of the future. That is what we have to achieve over the next couple of years.

**Jennette Arnold (AM):** Well, Councillor, we have your word. We look forward to your actions.

**Cllr Stephen Greenhalgh:** That is why I am in politics. You have my commitment that I take the matter seriously and that we need to stamp this out.

**Tony Arbour (AM):** Some people would say that there are actually four Rs.

**Cllr Stephen Greenhalgh:** Tony, it is my phrase, not yours. It is 3 Rs, but we will continue.

**Tony Arbour (AM):** Okay, mine is 4 Rs. The fourth R, in the context you have put it, would be to be Radical. One of the things that you certainly did in Hammersmith and

Fulham was to be radical. Principally, if I can suggest as a neighbour of yours, it was that you did not go native. One of the features of the Metropolitan Police Service is the rapidity with which commissioners have gone native. I could have said the same as chairmen of the MPA [Metropolitan Police Authority], but Len is here.

**Jennette Arnold (AM):** You could have said the same about members of the MPA.

**Tony Arbour (AM):** You have told us it is a very big organisation in terms of the assets. Do you think you might go native?

**Cllr Stephen Greenhalgh:** Well, what you do think, Tony? Whatever I say is ...

**Tony Arbour (AM):** Based on what you did in Hammersmith, I think that you will not go native. I would like to explore, if I may, for a couple of minutes, ways in which I suggest that you ought to not go native. You kind of hinted at it. One of the things, for example, would be that you preside over a much smaller organisation. There are many roles that the Metropolitan Police Service undertakes, which might properly not be the function of the police service. It might, perhaps, be something, that boroughs should do. In speaking to Caroline, you said you sort of hinted at that in your little booklet on the matter. Would that be one of the things that you would look at, tasks that the police are doing now that they ought not to be doing, even though it might diminish your role in the long run?

**Cllr Stephen Greenhalgh:** We are going to have to be creative and we are going to have to be radical. On the premise with which you started the question: will I go native? No, I will not. I have always tended to be, in my mindset, someone who wants to listen and form an opinion, and have that challenged. You can have that challenged. I know under the new structures and the new legislation that you have a duty to hold MOPC to account, but I will not go native. I think we are going to have to be clear-sighted and radical in a way that ensures that the police service is more efficient and more effective. I do not rule anything out. I think it is very premature for me, based on where I am at the moment, to start to say how I think that might happen.

I do make this point: I am surprised at the workforce structure of the Metropolitan Police Service. I think Members have alluded to this. The numbers of civilian staff and the number of police officers; the number of supervisory staff and the people at the front line; workforce structure is very, very important, I think, to deliver efficiency. We have to think about that.

Equally, the first job of work, should you confirm me, is to think about how we create a MOPC that will outlast me and will serve London and different mayors in the future. That is a job of work. However, the way I prepare for any role when I have no experience is to talk to people who know and understand the challenges of the role. You have not been prepared to talk to me, Len, up to now. I hope should I be confirmed, you can do.

I spent yesterday speaking to two former Home Secretaries on very different wings to try to understand some of the issues. They approached the role very, very differently. Certainly, I will bring my own flavour, should I be confirmed, to the challenges. We must be radical. We must be clear-sighted.

The other thing I think I have learnt from my own experience of public administration to date is to not promise too much and focus on the two or three key success factors that really make a difference, rather than trying to do everything all at once.

**Tony Arbour (AM):** One of the things that you are going to come up against is the innate conservatism of the Metropolitan Police Service. If I give you an example, one of the things that all parties sitting around this table have been having a go at is the reluctance of the Metropolitan Police Service to see itself as part of the Greater London Authority (GLA) family. For example, the Fire Authority has only been too willing to share services with the rest of the GLA family. The police have not been terribly keen on that. You say you do not want to make too many promises now, but the truth of the matter is that this is our only chance.

**Cllr Stephen Greenhalgh:** You will get me every month.

**Tony Arbour (AM):** No, no, no. You are vulnerable! While you are there now, you are vulnerable.

**Cllr Stephen Greenhalgh:** Kick a man while he is down, Tony! That is what you are doing, is it not?

**Tony Arbour (AM):** That is exactly right. I think that one thing all of us, irrespective of our political backgrounds, would like a commitment from you on is that the Metropolitan Police Service will play a full part in being part of the GLA family and, where savings can be made and where it is sensible, there will be shared services.

**Cllr Stephen Greenhalgh:** You have to work closely with the Commissioner. He wears the uniform. However, I would hope that the Metropolitan Police Service that he wants to lead will be far more outward-looking than the inward-looking organisation that we may have inherited today. That goes back to the core principles of what Sir Robert Peel would have wanted: an outward-looking organisation that is prepared to share and do things for the benefit of the public, for the taxpayer. Certainly, I will bear in mind your wise advice and will do all I can to ensure that, where we can share and do things together, the Metropolitan Police Service is prepared to do that.

**Tony Arbour (AM):** A corollary of sharing, in light of what you have said, does mean perhaps a diminution of power, which is the very first thing that I raised with you. One of the areas that, seems to me, is an obvious thing you should be looking at is to see that Borough Commanders have far more authority devolved to them. Let me give you a simple example. The thing which is exercising all of us, and you heard a bit of it this morning, is the future of Safer Neighbour Teams. Now, it is the centre that decided

how Safer Neighbourhood Teams should be set up and managed - I am sure it happened in Hammersmith & Fulham but certainly it is self-evident to me that that is not something that should be decided from the centre, it should be decided from the boroughs. The best way in which that can be decided is if a budget for Safer Neighbourhood Teams could be devolved as a whole and the Borough Commander is held to account for dealing with that. What do you think?

**Cllr Stephen Greenhalgh:** Correct. I completely agree with you.

**Murad Qureshi (AM):** Thank you. Councillor, just looking at your CV I see you have your sporting achievements.

**Cllr Stephen Greenhalgh:** That was decades ago! I just wanted to show that some time I used to be fit.

**Murad Qureshi (AM):** Okay, well that is good because I can imagine you as a rugby player but not as an athlete.

**Cllr Stephen Greenhalgh:** I was a shot putter.

**Murad Qureshi (AM):** Shot putter, yes; I had a funny feeling you were going to say that. Anyway, the serious issue I wanted to raise is actually what do you consider your style of leadership that you have had so far?

**Cllr Stephen Greenhalgh:** Well, very meek and mild.

**Murad Qureshi (AM):** Do you think that is your reputation in Hammersmith & Fulham since being leader?

**Cllr Stephen Greenhalgh:** I always understand the relationship between executive people, politicians and officials. You must always listen to advice. It is no good being just drifted by events. You have to go in with a clear plan that you formulate over time and then stick to it. It is so easy to keep shifting and being driven by whatever the latest story is and I think that is the key thing; understand. I was trying to say in the opening statement that I understand now the challenges and that is not something you can get your head round in a few weeks. How you meet those challenges is something that I am going to require your help and support on. That is something that will take a little longer and a good understanding of the work programmes and the issues. My style, if you like, is not to shirk the bullets, and people judge you in leadership positions by not just how you deal with the good times but how you deal with the difficult times. That is what we need to understand, that this is a difficult job. It is quite interesting that no one around the Mayor clearly had volunteered for this role and it is going to be a difficult job. The eyes of the world are on us - maybe they did, I just do not know about it - in this city and my style will be as it has been in the past. It is for you to judge whether it will work in the future.

**Murad Qureshi (AM):** Well, that is interesting because you said you are not going to be led by events but your style is going to be much the same. Is the style you used in Hammersmith & Fulham appropriate for the whole of London?

**Cllr Stephen Greenhalgh:** Well, no, I think that is a good question. I have never had one style. I think we all, as individuals, have to use the right and appropriate approach for the situation we find ourselves in; otherwise, you become one-trick-ponies. I understand here that in order to be successful the relationship with the Commissioner is absolutely critical. I think having an understanding of public administration is critical, but I cannot change who I am. That is what I meant. How I will approach the role -- I cannot change who I am but I have tried to give you a flavour of who I am through the CV and what we have achieved in Hammersmith & Fulham, but I do not just have one style, if you like.

**Murad Qureshi (AM):** Okay. Just an area of policy possibly, which I think is relevant, is public order management. There is a balance there between the freedoms that we want to protest, and what have you, and policing and keeping public order. How do you see that balance being maintained?

**Cllr Stephen Greenhalgh:** Well, it is a difficult balance but it is a very important one. As a young schoolboy I was fascinated by the Gordon Riots of 1780 [An anti-Catholic protest against the Papists Act 1778]. I cannot remember anything about it but it was just an amazing breakdown in public order. In order for any capital to function you must maintain order. It was interesting as in those four days in August 2011 it was not just the big stores, the multiples, the successful stores that suffered, it was people for whom the property in their shops was a significant part of their livelihood that they lost in those four days in August. The people who committed those crimes came from many backgrounds. I think maintaining order is the first duty. As I tried to say in the opening statement, unless we maintain order the city will not thrive, but you are right there is always this balance between that. You need to be judicious in allowing people the freedom and the right to demonstrate and to protest, but equally they do not have the right to smash people's windows and steal people's property. So maintenance of order is absolutely essential, particular in this capital.

**Jenny Jones (Deputy Chair):** An appropriate moment because democracy and public protest, and peaceful protest, does involve disorder sometimes - it does - because even peaceful protests can stop the traffic or prevent people getting through.

**Cllr Stephen Greenhalgh:** Yes, I think you are doing the right thing in exploring what the line is, and I think I have tried to express where I think the line has been crossed. I think smashing windows and taking people's property is completely unacceptable. What we have to establish is what is an acceptable form of demonstration? I have to say, at this stage, I think that is something where I do not want to make a statement and I think we need to be thoughtful about that. You are right to highlight the difficulties of getting that balance right.

**Murad Qureshi (AM):** The Metropolitan Police Service has to do that more than us.

**Jenny Jones (Deputy Chair):** I wanted to ask you more broadly about issues of trust. I am sure you have realised in the short time you have been involved that there are problems of trust within the Metropolitan Police Service and outside. There is a problem within that the Metropolitan Police Service is feeling pretty buffeted at the moment and morale in some places is not particularly good. Then outside the Metropolitan Police Service there is the issue of public trust, which has probably broken down even further because of the racism allegations that have been happening. How are you going to rebuild the trust inside and outside?

**Cllr Stephen Greenhalgh:** Well, it is a very good question. When I took over as leader of the council, I will just make this analogy, I was trying to find a number that was really important to get the officials, the people that deliver the services within the council, to focus on how they could improve. That number was overall satisfaction with council services. At the time it stood around a, sort of, average for London. Approaching this and the first few weeks of research the thing I was struck by, Jenny, was the relatively low level of public confidence. What I have tried to then do is unpeel that. I have been shown some information that is done by Betsy Stanko, who is a borough resident, on what drives public confidence. So, I would envisage that it is working with the Commissioner to understand how, over time, we can see confidence increase. I think it is unacceptable that you only have about half of London as confident in the Metropolitan Police Service. You want to see at least three-quarters of Londoners confident in the Metropolitan Police Service. About 74% in my own borough, Kensington & Chelsea; in the City of Westminster, which is an important part of the economy, it is 74%, but in other places it is far lower than that. We have to understand how we shift that and get them in the right direction. I do not have the answers today but I think it is an absolute critical challenge.

**Jenny Jones (Deputy Chair):** Can you give us an example of where you were able to generate trust or rebuild trust in whatever situation between an organisation or a body and local people?

**Cllr Stephen Greenhalgh:** I will give you a personal example that came to policing. First rule of politics is to be there and the second one is to be lucky. I happened to take an easyJet flight --

**Jenny Jones (Deputy Chair):** It is funny because I have it the other way round.

**Cllr Stephen Greenhalgh:** Well, maybe that is the other way round but I have forgotten it. I just vaguely remember it. I happened to be out of the country in August, as many people were - we take holidays - I came back on an easyJet flight and it was on the Monday of the disorder and I just thought, "Are we at war or something?" I was in the theatre and I was getting all these inbound messages about disorder in our borough. My first thought was I was worried about our police. I got home and I eventually - because you get back from the West End and it must have been about -- I do not

normally call the Borough Commander in the early hours of the morning, but I called her and she had been in an unmarked police car in her uniform attacked by young people. She used some expletives that I will not share with the Committee but she did lock them up and we had 10 public order offences and Ealing had 300. I was there to give her a call and an assurance that we would support her at a very difficult time. She was lucky, in that part of London, to have enough officers to act. I think the duty for us is to support the professionals when they have those difficult decisions to make and I was lucky enough to make that call at the right time.

**Jenny Jones (Deputy Chair):** I was thinking more about you personally when you have been able to -- I understand your supporting the experts is very important, but at various times trust must be broken down --

**Cllr Stephen Greenhalgh:** Jenny, I will give you an example that is nothing to do with policing, but it is a way of getting the trust of officers. Now, I would not have been able to achieve anything without the trust of officers, most of whom I think probably vote Green in private.

**Jenny Jones (Deputy Chair):** You are just saying that.

**Cllr Stephen Greenhalgh:** I am just saying that to get your support; you are quite right. I am so blatant. It is a matter of honour for me that people say things and do things and do not lie or be disingenuous and then suddenly try to hide behind their officers. There was one case very early on in my time as council leader where they saw that I was unhappy with the way a particular Cabinet member had done something. I remembered that and I eventually removed them out of the Cabinet because I did not like the way they were trying to hide behind officers and get them to take the blame. That is how you build trust because they may not always agree with you. I am the son of a surgeon, who is sitting in the audience, and he always says, "Sometimes right, sometimes wrong but never in doubt". You should never be dishonourable or dishonest because that is the way you break trust.

**Jenny Jones (Deputy Chair):** Okay, thank you.

**Tom Copley (AM):** Thank you, Chairman. Councillor Greenhalgh, I wanted to ask you a couple of questions relating to your time as leader of the council, which I think will be relevant if you are confirmed in this position. You said earlier about the importance of respecting processes and officials. When you were leader of the council a number of planning applications have been rejected through judicial review because the proper processes were not followed. How can we be confident that if you are confirmed in this position you will respect officials and processes?

**Cllr Stephen Greenhalgh:** Well, I think you can understand that I recognise, as an experienced local councillor, that making the decision is not just the only thing you have to do. You have to respect the processes, understand the equalities legislation, understand and do proper impact assessments. The process is very important and

adhering to that is very important. Now, Hammersmith & Fulham underwent significant amounts of change over six years and we had a significant number of judicial reviews. Now, my answer to you is we won almost all our judicial reviews and the one we just lost recently is one of those things where we have to learn from that and move on and not make the same mistake twice. I understand that process is very important but they do not guarantee that you do not make mistakes. That would be naïve, but you have to learn from those mistakes and always respect the process as well as getting the decision right.

**Tom Copley (AM):** Another issue relating to your time as leader - I think you are probably most well known for your views on social housing - I think you said that social housing was warehousing poorer people in inner cities. Obviously as Deputy Mayor you need to be a Deputy Mayor for all Londoners, whether or not they are rich or poor. Can you provide assurance to us that you will be a Deputy Mayor who represents all Londoners?

**Cllr Stephen Greenhalgh:** I can make that assurance. My views on public housing are a matter of public record. Everything I have ever uttered about public housing was released under a Freedom of Information Act (FOIA) and sent to the local MP. As a good opposition politician he made much of it. Some of what was attributed to me was attributed unfairly because there were redacted passages in there and statements that I had never made. I understand the importance of having stable housing and a good housing environment. I understand the importance of having top-quality education. Like many people I want to see a London, irrespective of where you start, where you have the opportunity to get on in life. I am the son of someone who was a refugee from Central Europe and my oldest child is seven and she, at seven years of age, had the ignominy of having to beg for food. I am the son of someone who did not come and start the world with an easy life but was able to get on in life. So, I can say that in many respects I understand that we all start in different places but this capital has to give us the opportunity to succeed irrespective of where we start. You have my commitment that I will bring that ethos to this role, should you confirm me.

**Tom Copley (AM):** Thank you, no further questions.

**Joanne McCartney (Chair):** Thank you. I just have a range of issues. Could I just say we are still on the pressures and challenges facing the Metropolitan Police Service. Navin, would you ask one with internal challenges?

**Navin Shah (AM):** Chairman, if I can ask you just broadly a question about equal opportunities, something you have in a sense alluded to in response to Tom's question. What are your views on equality and can you tell us what your track record on that particular issue is?

**Cllr Stephen Greenhalgh:** Well, I understand that it is important that we have a tolerant society, that there is no discrimination and that we have opportunity. I remember being called by a *The Guardian* journalist and I was on holiday at the time. I



made the great mistake of opening my mouth and I learnt that you should always engage your brain before operating mouth, but I am going to try to explain what I was trying to get across. I do not believe that we can create equality, but we should create equality of opportunity. That is my belief and that is certainly the ethos that I will bring to this job.

**Navin Shah (AM):** How would you relate those principles you have mentioned, whether in terms of equality or equality of opportunity as you would like to see it, to the police in terms of both the Metropolitan Police Service as well as in relation to the service they offer to the community?

**Cllr Stephen Greenhalgh:** I think in the previous session you were discussing a little bit about how we can see change, change in the make-up of the Metropolitan Police Service and how we can provide opportunities for people irrespective of where they come from, irrespective of whether they are a black and minority ethnic Londoner. There needs to be that equality of opportunity. I think the multi-point entry idea that came out of the Race and Faith Inquiry sounds a very interesting one that needs to now be turned into action. I think symbols are very important in life. We all know that the election of a black president of the United States has had a huge impact, that there is no ceiling in public life in the United States. I think we need to have those symbols within the Metropolitan Police Service as well as seeing the increase in the number of black and minority ethnic officers. The rising was 8% to 10% but it is still far too low if it is going to represent London. So symbolism and results on the ground are what matter in life and not talking about it.

**Navin Shah (AM):** What about representation of BME officers at the senior most level, which is the biggest challenge?

**Cllr Stephen Greenhalgh:** I think we need them. That is what I meant by symbols. My experience as a young university postgraduate in my first job was I did not believe that there was a glass ceiling on women being in senior management positions. My first boss was a woman, her boss was a woman and the general manager in the late 1980s was a woman from Mexico running a very successful part of Procter & Gamble where I learnt some of my business skills. I think we also need to see leadership positions filled by black and minority ethnic police officers. That is very important to show that there is no ceiling on calibre and quality. We should not reduce what we expect from those professionals because of the colour of their skin but they need to have opportunities to be at the very top of the service.

**Navin Shah (AM):** Thank you.

**Victoria Borwick (AM):** Thank you. Stephen, a couple of things.. You mentioned earlier two questions: "I walk my children to school" and then you also said earlier on that you would be giving this job 7 days a week and 24 hours a day. Good luck.

**Cllr Stephen Greenhalgh:** Sorry, this is one reason why I did not say yes when the Mayor called immediately and I needed the consent of my wife and that took two days. It is difficult because this will be an all-consuming role for whoever fills it and I just cannot stop thinking about things - that is just the way I am. But I also can switch off because I have a young family that draw you to think about other things, just the ritual of getting ready for school or having holidays together, so that does enable you to switch off but I find it difficult. That is just being honest about it. That does not mean to say that I will not switch off but it is just something you have to work at.

**Victoria Borwick (AM):** The work that you described in that sentence, is that other paid work or was that being a councillor?

**Cllr Stephen Greenhalgh:** In the finest Italian tradition, although I do not have any Italian blood, we have a family business. My father and I -- well, he had the ideas and I helped implement them. My father is in the gallery because he is a fellow director. I have instructed him to live for another four years and run the business on a day-to-day basis. Should you confirm me and should there be an abrupt end I can spend more time with my business. We do have a family business -- the business is based around allowing people from around the world to come to this city and be educated. It is an academic symposium he started when he was younger than me that attracts over 3,600 people; we also publish six newspapers and we are collectively the Murdochs (Owners of News Corporation] of medical technology. If you read Vascular News it is very interesting or Spinal News. We also do other research projects. It is a small business but it is a family business and clearly I am going to be very reliant on his input on a day-to-day basis should you confirm me.

**Victoria Borwick (AM):** Thank you. I think it is important for an opportunity like today to clarify exactly what your other commitments are and I think it is much better that we should talk about those today rather than have anything come up later. Sorry.

So, perhaps, if we could hold that and we can come back to that in a moment that would be great.

**Len Duvall (AM):** You talked about being radical and reforming issues in terms of the Metropolitan Police Service, where does privatisation come into operational policing? What are your views on that and your approaches?

**Cllr Stephen Greenhalgh:** I think they go hand in hand with a comment of recognising that in something as complicated as the Metropolitan Police Service there is a role for warranted police officers, there is a role for the professionals, but there is also a role for the civilian staff. I think the point that was made in your cross-examination to the Mayor is that the civilian staff cost less per head than the Metropolitan Police Service. We have to get the right balance. So there has to be the right balance of civilianisation and the right balance of ... Now, how you can figure and run things, I have not given that a lot of thought. We found, as you will have found running

Greenwich, that there are some areas that do lend themselves to competitive tendering and you can get value. That does help in making services more efficient but it is not something that you apply just ideologically. You apply it practically. We certainly, within our council, have seen some services that are now commissioned by the council, so there is still a public-service ethos where you hold people to account, but delivered by private sector organisations or voluntary sector organisations. They are often delivered better and more efficiently than they would be by in-house council staff.

Now, there are other areas within a council where that is not the case. I do not know enough about the job yet to have an answer for that or a plan, but it is something to think about.

**Len Duvall (AM):** You would not see that traditionally encroaching on the warranted police officers' tasks?

**Cllr Stephen Greenhalgh:** Well, as the son of a professional I respect the professionalism of the uniform and I think that is something where we cannot see a civilianisation creep in to reduce that where that professional ethos is essential.

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

**Jennette Arnold OBE (AM):** Chairman, I just wanted to come back with a quick question that has caught my thinking. Stephen, it is about your relationship with Londoners.

**Cllr Stephen Greenhalgh:** Well, I am one.

**Jennette Arnold OBE (AM):** No, Londoners that will be looking to you if you are appointed in this hugely important role. They have been supported previously by the chairs of the Metropolitan Police Service, Metropolitan Police Authority and Kit Malthouse (Former Deputy Mayor for Policing) did a wonderful job in, almost, receiving the delegation from families whose cases are unresolved. I am thinking of the Morgan family, which is an outstanding issue; and there are other families. Do you accept that that is part of your responsibility because it has been to date? I would like it clarified now because there are families out there that will be thinking, "Is this man going to allow us to have not an audience with him but to meet with him just as if we are meeting with the Secretary of State, or whatever, so that he can be on our side?"

**Cllr Stephen Greenhalgh:** Well, it has always been my approach, to go out and meet people and be prepared to meet people. It is the only way you can carry out this job with any diligence or any chance of success; to always be open, to meet people, to listen and to learn.

**Jennette Arnold OBE (AM):** Right, so you will carry on that tradition that has been established?

**Cllr Stephen Greenhalgh :** Absolutely, you have my assurance.

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

**Jenny Jones (Deputy Chair):** I just wanted to point out that you mentioned civilian versus professional police, but actually quite often the civilian or police staff are the professionals - the properly trained professionals - who stay in a job longer, do it better, and do it because they understand the wider sweep. It is often the police in those roles who should not be there who are actually the amateurs. So, please do not think there is a professional chasm between the police staff and police officers; they have different roles. That is the thrust of the questioning I was doing earlier.

**Cllr Stephen Greenhalgh:** Okay, thanks for that clarification.

**Joanne McCartney (Chair):** Thank you. We are going to move to external challenges and pressures.

**Steve O'Connell (AM):** Yes, thank you. If confirmed for the role, Stephen, you need to (a) deliver the Mayoral commitments, and by extension (b) be a champion of Londoners. The previous incumbent was successful in doing that because that will often bring you into some tension with Government. You can see where I am coming from on this one. You will be expected to be able to influence Government Ministers, have contact with Government Ministers and, if need be, have "fistycuffs" with Government Ministers on behalf of Londoners. Tell me your approach to that and your thoughts around that.

**Len Duvall (AM):** Bare knuckles?

**Steve O'Connell (AM):** Are you prepared, do you have that skill-set, so you have the relationship, do you have that will?

**Cllr Stephen Greenhalgh:** Well, one of the reasons I circulated the CV is because despite being a lowly council leader I have been asked by people who are now in the Cabinet to perform roles for them. One of the things that is not on the CV is I was asked by the Youth Minister, Tim Loughton, to be one of his critical friends based on just one meeting when he came to Hammersmith & Fulham. So I am a member of his critical friends group and that has taught me a lot about what's happening up and down the country. He made the important point that social media is not just a force for ill and causing public disorder, it can be a force for good. He talked about what had happened in the city of Sheffield and how young children had worked together to say, "Sheffield is a city of steel not a city that steals" and how young people had come together in a positive way to do things. He has been part of the positive youth programme. I have been asked by Michael Gove [Secretary of State for Education] to look at schools' systems reform just before I understood Boris [Johnson] was thinking about me in this role. So, I have relationships with people in Government. I do know Nick Herbert [Minister for State for Policing and Criminal Justice], he came and talked about police

reform at Hammersmith Town Hall. I have these relationships and I promise you that I will use every single relationship I have within my own party and other political parties. I have a relationship with Andrew Adonis [former Secretary of State for Transport] as we have set up academies together and we campaigned for pro high-speed rail. I will use every trick in the book to deliver for London.

**Steve O'Connell (AM):** You will need these relationships with the boroughs as well and clearly --

**Cllr Stephen Greenhalgh:** I have obviously had good relationships with the boroughs being a borough leader.

**Steve O'Connell (AM):** Clearly the boroughs are being led by individuals of different parties.

**Cllr Stephen Greenhalgh:** Yes, I have been a full member of London Councils and I know all the borough leaders very, very well irrespective of their party.

**Steve O'Connell (AM):** So you are very confident you will be able to work with other borough leaders when there will be times of tension and frustration on both sides.

**Cllr Stephen Greenhalgh:** Essential.

**Steve O'Connell (AM):** Last thing really on that point, because it is important for you to function to be able to deliver the funding package particularly, which I must admit I keep referring to, which the Mayor's success will be predicated upon. Tell me your thoughts around how you will be approaching the Government when it comes to getting a fair share of budget for Londoners to be able to deliver those manifesto commitments.

**Cllr Stephen Greenhalgh:** Well that is one part of the thing. We are going to have to make a case for London. What I find very often, and I think you have been alluding to this, is the lack of transparency about how this funding comes about. I think Len was questioning the resource allocation formula, which I think is an issue for how police resources are allocated. You are right. We have to make sure we get a fair shake out of the Exchequer. Remember, I talked about that £5.4 billion business rates; £1 billion goes out to CLG [Department for Communities and Local Government] to be redistributed elsewhere or on other projects. We have to make a case that London benefits, therefore, the country benefits and that we do need a fair slice for maintaining order in the capital city. Ensuring that Londoners feel safe is absolutely essential to the success of the metropolis. Then we have to make sure that when we get the money it is spent wisely and well, and I will give you my commitment that I will work on both issues.

**Steve O'Connell (AM):** So you would be happy to take a position that London should get perhaps even more than its fair share of resources --

**Tony Arbour (AM):** No, no, just its fair share.

**Steve O'Connell (AM):** No, I would say disproportionately London should get more than its fair share of resources when we consider the importance of it as a strategic place.

**Cllr Stephen Greenhalgh:** Well, I think it is in the interests of the nation that London does very well and has the money it needs to ensure that it prospers.

**Steve O'Connell (AM):** You are prepared to fight that corner?

**Cllr Stephen Greenhalgh:** I will always fight for London. I have given up Hammersmith & Fulham Council as of yesterday and I am always thinking about London.

**Steve O'Connell (AM):** Thank you.

**Caroline Pidgeon (Deputy Chair):** I have two areas I want to ask you about. One is in terms of external factors that you need to be working with other agencies, and one of them I think particularly is the National Health Service. Are you aware of the Cardiff model?

**Cllr Stephen Greenhalgh:** No, I am not.

**Caroline Pidgeon (Deputy Chair):** It is about persuading Accident & Emergencies (A&Es) to share anonymised data around knife incidences and so on, to help the police tackle crime. It has been very, very successful in Cardiff. Yet, in the letter I had - I have been raising this for a while - from the Mayor earlier in the year, 16 A&E departments in London share information with their local safety partnerships but the remaining 12 have not yet fully engaged with this. Is that something you would see as important to work with the NHS to get that anonymised data to be able to really try to tackle some of this violent crime?

**Cllr Stephen Greenhalgh:** I think you are alluding to a broader problem that we see because of how centralised we are as a nation. One of the points I would make is that we are more centralised than even France, which had Napoleon Bonaparte, and every decision is literally coming down from the centre; and then you see these devolved expenditure bodies lower down, and I think that is unhealthy. We need to see greater fiscal decentralisation so that London taxes and London spends, and equally at borough level that happens.

The other problem that we are seeing is too many services by silos, and we do need a broader approach and to use the data that we have and co-ordinate it far better, so I will be very interested in learning more about the Cardiff model and seeing how we can reapply that. It sounds very, very interesting, because of course you are right; I am, again, a son of a surgeon that would often have to go in the middle of the night when

someone had been stabbed and he would operate on them, and you learn something from that, don't you. There will have been data within that A&E that will help the police and provide good intelligence. What other trends did you find out from Cardiff?

**Caroline Pidgeon (Deputy Chair):** Well, it is a model that, as I say, some A&Es are using, and they have actually then seen, I think, a fall in tackling some of the violent issues in those particular boroughs, so I think there is a lot we can learn, but it is how you persuade every Trust in London to sign up to it and keep signed up to it, because some of them want to then drop out of it. So I think it is how you can show the use of that data. Do you have experience of working closely with NHS Trusts?

**Cllr Stephen Greenhalgh:** I do have some close experience of working with Imperial College NHS Trust. I had a meeting with Anne Rainsberry [Deputy Chief Executive, NHS London] yesterday because I was very concerned about what I consider to be a top-down reorganisation of A&E services in north-west London. I actually know some of the people who are the trust chief executives across London: Sir Robert Naylor [Chief Executive, University College London Hospital NHS Foundation Trust], Mark Davies [Chief Executive, Imperial College Healthcare NHS Trust] at Imperial, I have always been interested in hospital provision. My first article, which was not exactly career-building, criticised the then Conservative Government around their top-down reorganisation of the acute sector; it was entitled "The Future Charing Cross Hospital". So I have those contacts within the NHS. I think the point you raise is a very good one, and where we can get available information and it can improve and make Londoners safer - whether it is within the NHS, within probation or within the court system - we need to bring that together, and within youth departments of councils. We need to make sure that we can bring that together to ensure that we are tackling these issues in a more sensible way.

**Caroline Pidgeon (Deputy Chair):** The other area I want to touch on, in terms of externally, is the communities of London; I know other members have been touching on this. The Mayor today talked about building better relations with the communities that the Metropolitan Police Service serves, and listening, really, is key to that. I think you said earlier that you think it is important to meet people, to listen and learn, and to learn from mistakes, but, as has already been touched on today, as leader of Hammersmith & Fulham Council you lost a judicial review brought by residents and businesses unhappy with your plans around Shepherd's Bush Market. You had to halt plans to redevelop properties on Goldhawk Road because residents were unhappy. When we came to the people's question time, people I met there and since are very unhappy at all sorts of regeneration and other plans that the Council had, more than I have experienced in any other part of London. So my question is: how on earth are you going to genuinely listen to Londoners and have the confidence of the communities of London when in your own borough, where you have been leader, it would appear that actually you have divided the communities?

**Cllr Stephen Greenhalgh:** Appearances can be deceptive. I spent a considerable amount of time learning a trick from another council leader, doing something called "leader listens", and it meant that I went round every single ward, whether it was a --

and we do not have any Liberal Democrats in Hammersmith & Fulham representing any wards, but I went round all the wards of Hammersmith & Fulham meeting local residents. We invited a cross-section of the audience, and it really helped me understand the parts of my borough, whether it is College Park and all the way up in the north, right down to Sands End in the south where I first stood, unsuccessfully, for election and my wife stood, unsuccessfully, for election, but it is now a Conservative-held ward. It really gave me an understanding of the very different issues ward by ward; that was called "leader listens".

I would judge my record in Hammersmith & Fulham on the fact that after 20 years of Labour control we took that council with over 50% of the popular vote. That was in 2006, and in 2010, where many councils turned back to Labour, Hammersmith & Fulham Council was held with a resounding majority on a General Election turnout, and we received another mandate. We do get things wrong and judicial reviews are brought by people, supported by their local MP, where they believe that processes have not been followed properly. But I would point to my record that, where judicial reviews have challenged the process, overwhelmingly we won those judicial reviews. I regret the fact that we have lost one and I would expect my successor as the leader of the council to learn from that and move on. I make no apology for having the vision and ambition to regenerate the more deprived parts of our borough and bring opportunity. That is all we can do in life.

**Caroline Pidgeon (Deputy Chair):** Earlier, you talked about developing a plan, and that is what you stick to and that is your vision that you are going to implement. What if you come up with your plan that you want to see for policing in London and actually, talking to the communities, the message back is very different to how perhaps you should go about something? Will you then change, or are you saying, "This is the course we are going on; no matter what, we are not going to turn"?

**Cllr Stephen Greenhalgh:** Well, you must not bash your head against a brick wall. This is a very different role, in the sense that I am here being offered a role where I am accountable to the Mayor, who has nominated me and put me forward, but I have to be open to scrutiny from this body and the MOPC has to be open to scrutiny on a monthly basis from this body. You have to be able to ask and delve, and I understand that the transparency question is a real issue. You have to have access to the information for you to do that.

The important point, which is the hardest challenge, is how does this new executive body communicate with London, and that is something that I think is a real challenge and we need to get right, and I do not have a plan yet, but my plan would be to involve the people that are interested in that to work out how that is going to happen for the Mayor's Office, but also how the Metropolitan Police Service could communicate effectively with London. That is the real central question.

**Caroline Pidgeon (Deputy Chair):** Yes, but what I am asking about is it is not just communicating; it is about listening and a two-way process.



**Cllr Stephen Greenhalgh:** Well, I agree with you, but when I use the word “communicate”, a core part of communication is the ability to listen. That is what I mean by “communicate”, and that is what I meant in my response to you: not that you do not listen, you should always listen. It always helps to listen to people first and form a view based on listening actively.

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

**Victoria Borwick (AM):** Well, I think that takes us neatly on to talking about the different people you are going to communicate with, because around this table, as elected Members, we have had the opportunity to work with local community policing and engagement groups and the various other groups. They are called different things in different boroughs, but they are basically local people, the ears and eyes on the ground - and I know there are obviously some changes afoot there, some of which were touched on in the earlier meeting - and we as elected Members around this horseshoe have acted as link Members. How are you envisaging using our elected assembly members if you are confirmed in this role? What role do you see for the members of the GLA?

**Cllr Stephen Greenhalgh:** This is within the new safer neighbourhood board structure --

**Victoria Borwick (AM):** I am leaving you with a blank sheet of paper to say: how are you going to use the experience and the fact that we are elected, and some of us community leaders in our own right?

**Cllr Stephen Greenhalgh:** Well, you are a critical layer of London government. I have not had the opportunity to talk to you, because you would not let me. Well, I did get a chance to have a brief chat with you, but not with as many people as I would like. I think we just want to make experience -- we have to hear from you about how we can maximise your role and contribution and make use of you. I think evolution is better than revolution, but sometimes - Tony’s shaking his head - revolution is good too. It is horses for courses. So, you tell me what you think it should be, because at the moment I have not formulated a clear view.

**Victoria Borwick (AM):** I do think that in the past many of us have performed quite a useful function as link Members, being able, perhaps, to alert things, because, with the best will in the world and even with the various skills that you have explained to us this morning, you cannot be in every borough every day. So, realistically, obviously I think some of us would like to feel that the opportunity we have of liaising with CPEGs [Community and Policing Engagement Groups] and other groups and then bringing that information to you can be useful. Obviously you need to look at how the structures -- and you have talked about that already.

**Cllr Stephen Greenhalgh:** Thank you for that; just talking about that, that has helped me understand the issues. You cannot just do it through one individual. Should I be confirmed, I would be a member of staff with MOPC leading that particular office, but, as I understand, one of the benefits of the old MPA was to have this layer of people that could infiltrate London and be the eyes and ears. I think that is a real challenge and we need to make sure that we make proper use of Assembly Members but also local borough councillors and other interested people to ensure that we do not lose that network of eyes and ears that can draw your attention to issues. So I think that is certainly something that we need to ensure that we establish, and thank you for making that point.

**Victoria Borwick (AM):** Thank you.

**Joanne McCartney (Chair):** I think there is a division between our role of scrutiny as well that has to be borne in mind there.

**Jenny Jones (Deputy Chair):** We did bump into each other, and you told me we could not talk. I just remember that.

**Cllr Stephen Greenhalgh:** Oh, sorry, Jenny. Sorry about that.

**Jenny Jones (Deputy Chair):** No, no, that is fine. It is a huge job, as Victoria's just described, and you cannot do it all on your own, so you have to listen to people outside, but where are you going to get the majority of your advice from, because you cannot get it all from the Metropolitan Police Service.

**Cllr Stephen Greenhalgh:** I think we have talked a little bit about having to have that intelligence, if you like, that network that connects with the fabric of the city, and making use of elected members, whether they are local borough councillors, MPs, even Members of the European Parliament get around the place and see things. We have to make use of all of that and think about formal structures that maximise those capabilities. I find it is important to make it a priority for me personally not just to get and receive the advice that is offered to me but to get out and about - to sit in canteens and listen to the mood of people that are working within the Metropolitan Police Service - and for you to do that, and feel that you are open and you can come and talk about real issues that are important to you and the areas that you represent in London. That will be a critical part of being able to fulfil this job.

**Jenny Jones (Deputy Chair):** What about a formal structure of the board, or something like that? Have you thought about that?

**Cllr Stephen Greenhalgh:** At the moment I cannot even get into this building without having to go through security, and I am trying to think about how the structure around me, like secretary or personal assistant, so at the moment I recognise it is a job of work to be done, but I do not have the answers to that yet, and I would be very open to your views.

**Jenny Jones (Deputy Chair):** I would have thought you would have talked to the Mayor about this, about the sort of needs that you would have for advice and a bit more, perhaps, institutional memory of --

**Cllr Stephen Greenhalgh:** Well, the institutional memory that I have had is -- I have had conversations, obviously, with the Mayor, and I have had a lot of in-depth conversations with my predecessor, and I have some ideas at the moment, but they are not cast in stone, and I think two or three weeks in to thinking about this challenge it would be wrong to cast those ideas in stone or make firm commitments; but there will be a structure, and I am still open to advice, is what I am saying.

**Jenny Jones (Deputy Chair):** One of the points that the Government made when it set up the MOPC - the police and crime commissioner - was that it was a money-saving measure, but actually so far we have not seen very much money-saving, because the MPA secretariat still exists, but now it is MOPC. I am sure you will be aware of the need for saving money, but you do need the advice, and it is going to be very difficult for you to cover all the territory and all the topics.

**Cllr Stephen Greenhalgh:** I completely agree with the challenge, and you are right, because as I understand it, based on all the briefings that I have had with people, this came into being in January and we are already in the slipstream for elections, and typically without political direction and leadership these things get put on hold. The first job of work to do is to create that body that will perform this important executive function on behalf of Londoners but also has the appropriate networks within the tiers of Government and makes best use of Assembly Members to ensure that it is successful and that it is open.

**Richard Tracey (AM):** Thank you, Chair. Stephen, one thing, you have been talking about all these people that you are prepared to liaise with. Can I recommend to you also that you keep in close touch with the Cabinet members for community safety in the boroughs, because there are different levels of views, unquestionably, about whether the police are succeeding or not in their individual boroughs; so I think that will be useful for you.

Actually, I wanted to follow up what Steve was talking to you about on lobbying, because you are probably very well aware, as a highly involved politician, that there are feelings developing from, particularly northern Members of Parliament, and, I guess, possibly Midlands ones too, that London does too well. That actually they are claiming that resources should be going far more to the north and the Midlands, and obviously you are going to come across that. There was a strong belief of course, you know, that the £90 million that the Government and the Home Secretary gave to the Mayor was some sort of election sweetener - that is the level of understanding that they have in the north about what our needs are in London. Of course the Mayor and yourself will be big beasts in the policing world of the country, but you are still going to come across

that. How are you going to deal with that sort of lobbying, and presumably from chairmen of police committees too?

**Cllr Stephen Greenhalgh:** Well, I think the question is a very good one, and I look to my mentor, Sir Edward [Lister, Chief of Staff and Deputy Mayor for Planning], who gave me my advice when I took over in Hammersmith & Fulham; I learnt a lot from him.

**Richard Tracey (AM):** A very wise man!

**Joanne McCartney (Chair):** I do not know whether you know; he is here watching you!

**Cllr Stephen Greenhalgh:** Well, we have the challenge of securing the resources for London, and that has to be led by the Mayor and supported by Edward, and that is really that we have the appropriate resources of London. And that is a real challenge and a job of work, and I will support that and play my part. Equally, I will hopefully play my part to say that the bedrock of a successful London is a safe and secure London and that we have appropriate resources, and that people can see that there is an equal commitment towards efficiency and making good use of those resources but that we have enough money to do the job at the time.

That £90 million: we are hosting something that will happen once in our lifetime, the London Olympics. I am wearing my badge; it was, unfortunately, designed by Neale Coleman [Director of London 2012 at GLA], which is why it has too much red in it! I am only joking. This is a one-in-a-lifetime opportunity and this is something for us to enjoy as Londoners, and it is a hugely complex operation in policing terms and the threats that that involves. We want to make sure that this is a summer of fun. You heard from the Commissioner about how this puts things on hold and is disruptive for large organisations, but it is one where the whole country's police service is going to be involved in ensuring that. So I think we just have to make that case, and we cannot let core cities lobbying for a different part of the country always win the argument, we have to make the case for London at all times.

**Richard Tracey (AM):** Well, I absolutely agree with you, but in front of the Budget Committee in the past we have heard police academics, and indeed I seem to recollect one of them a former Chief Constable of a county, arguing really that the Metropolitan Police Service was too fat, inefficient and so on. That is what you are going to come up against, and obviously you will need to be, you will have to argue --

**Cllr Stephen Greenhalgh:** I got this letter from someone who works within Avon and Somerset who I know personally. He wrote to me and the first thing he said was, "Are you aware that the Met is a population of four-and-a-half times that of Avon and Somerset but has 14 times the budget?" That is immediately in the in-tray. I understand that and am aware of that, but we shall always fight for London, and I hope that we can fight across the whole spectrum here - the whole horseshoe, in fact - to ensure that London gets the resources it needs as the metropolis and the capital city.

**Richard Tracey (AM):** Thank you.

**Joanne McCartney (Chair):** Thank you. I think we will move on now to your personal qualifications and capacity for the role. Perhaps I could start, then, by going to Steve; but can I start -- you started the confirmation hearing by saying that you had no record with this particular role and that you were a novice at the job. So, can I just clarify, with the experience you have had, are you quite certain that you will be able to get up to speed and it will serve you well in this role?

**Cllr Stephen Greenhalgh:** I remember a comment that I made that was unfortunate about how important it is to understand public administration, and I think it is important to state that, having been a councillor for 16.5 years and leader of a council for six years, but also having been in opposition for an awfully long time, I am not an apprentice when it comes to public administration. I understand the rhythm of government. I understand how budgets are set and how difficult it is often to deliver those budgets; that is something I have lived with for the last six years, and I bring that experience to bear. I bring the experience of being a relatively successful family entrepreneur and understanding what it is like to directly employ people and the issues of having that business background, if you like.

That is what I bring to the role. I do not pretend to be someone that is an expert in operational policing matters. Maybe that is not a disadvantage, because you don't come in with a set idea about how things happen. You cannot, effectively, sometimes question things, and there is obviously a policing protocol that says, "Do not interfere in operational matters". I think, in an era where we are going to be struggling to deliver balanced budgets, I have some experience of how to try to take cost out judiciously.

**Joanne McCartney (Chair):** Can I ask Members if there are any particular questions on qualifications for the role that are outstanding? Steve?

**Steve O'Connell (AM):** We have talked about the qualification at length, but I have the misfortune sometimes to sit on borough selection committees. I am the bad guy and why I am a bad guy is because people come along to be interviewed and I say to them, "If you want to be a councillor, you are going to have to give something up. The time of being a successful councillor may be 20 hours a week. You probably have a family, you probably have a business, career, or whatever. Something has to give".

You have already touched upon that you are a busy guy up to now: you have your business, you have your family, and you were a leader of the council. Are you quite happy that you will have the time to do this job? As you said, you will be thinking about it seven days a week, 24 hours a day. What capacity do you have to build into your busy week and time? What do you have to give up, or what can you give up or will you give up, to make sure you do this properly?

**Cllr Stephen Greenhalgh:** I was a very, very full-on council leader, and that finished last night, and Victoria was there. I think your mayoral car was dented, unfortunately, we discovered! That was a finality and a closure to a period of my life. The first two years of any new role are incredibly hard, to get the course right. I have given that up, and that is something.

What is also very hard is the prospect of giving up being a councillor. It is quite difficult for me. I have been a councillor for, as I said, 16.5 years. It is the ward where I live, it is the ward where my business is based, and it is a ward that means a lot to me, but this role is so important for the capital that I am prepared to give that up as well. With regard to my business commitments, it is a family business and it is a straightforward business. My business partner is my father and he will take on the day-to-day running of that.

What is more, my family do not understand the confirmation process, so my five-year-old thinks I have got the job. Every day that I come home she says, "How are the police, Daddy?" So if you do not confirm me I will have a very, very disappointed five-year-old!

**Joanne McCartney (Chair):** I am not sure that is a relevant consideration, I must say! Victoria, did you want to follow up on anything?

**Victoria Borwick (AM):** I think we had asked for a clarification earlier, because it was not absolutely clear, about the family business in your CV. And I do think these meetings are an opportunity for you to be quite full with all of us, because it is much, much better to tell everybody any other commitments you have now than for them to turn up or be revealed unexpectedly at any future occasion, so I think it is sensible. Presumably you are going to have to find someone to help your father continue on with the traditions you have set?

**Cllr Stephen Greenhalgh:** I am hiring three people, that is how difficult it is to replace me!

**Joanne McCartney (Chair):** Any further questions on time commitments? Any further questions on anything else, Members? No? Well, Councillor Greenhalgh, can I just thank you for spending quite a long time with us this morning. We have a wealth of information that we now have to consider, so if I can kindly ask you to excuse yourself; but thank you very much for your time this morning.

Members, just to confirm that our deliberations now are in public, so we will continue those in one moment.

Thank you. Members, we were also equipped with a legal note of the exact procedure that we now have to follow; so, can I call on any Member to make any recommendations or any comments first about the candidate we have seen? Who wants to start? Steve?

**Steve O'Connell (AM):** I think we spent a lot of time there; some very, very good questions. Colleagues, I think, had every opportunity to cover any doubts or challenges they had. I, personally, was reassured with the answers that Stephen gave me. There were early concerns about time commitment. He talked a lot about his experiences not just in Hammersmith & Fulham but elsewhere. I was particularly keen about addressing the budget and the challenges around that. I was very satisfied with his responses and, speaking for myself, I would have no hesitation in supporting him.

**Joanne McCartney (Chair):** Okay. Len?

**Len Duvall (AM):** I thought it was a very engaging exchange between us. I thought he was very refreshingly honest about the experience he brings in that sense and the experience he has around policing and those issues. I think following the performance of the Mayor this morning anything would be better than having the Mayor in his role, to be honest, and I thought the way he answered the questions was much more refreshing than the Mayor in that sense.

I think we should agree not to object to the candidate's appointment but indicate in writing to the Mayor that the weaknesses around the appointment as to what the candidate's already identified himself during our engagement, to be honest.

**Jenny Jones (Deputy Chair):** I agree. I thought he was incredibly open and honest; I liked that. I liked the fact he is proud of his family and there was definitely less waffle than the Mayor and Kit. I am a little bit more worried than you are about what is a massive learning curve, and fair enough he does not have any plans, but I would have thought, actually, a few more ideas would have been appropriate for today - knowing that he is coming before us, knowing that we are responsible for confirming somebody who has a massive job - I would have liked to have seen a little bit more thought-through stuff.

Can he do the job on day one? Well, he cannot, I would say. Can he do the job on day 100? I do not know. Can London wait for him to be up to speed? I do not know. I am not sure I got from him that he was clear about the size of the job, because the job is huge. You have to have advice. How is he going to cover issues like operational policing, domestic violence, raids policing and public order? How is he going to deal with all these incredibly sensitive topics?

The size of the job also includes real emergencies. Obviously, as a council leader he has had a huge impact on lots of people's lives, but when you are dealing with the police you are actually dealing with matters of life and death immediately. So I have, clearly, more concerns than you do.

**Jennette Arnold (AM):** Let me say, firstly, I absolutely welcomed his honesty and it was refreshing to get somebody answering questions in this chamber; so I welcome that.

I then went on, as you remember, to asking questions about equality, diversity and these pressing issues that we face now in terms of the relationship between the police and Londoners. I thought his statement on record was very good; I think that was equal to the Chief Executive's and the Commissioner's and I welcome that.

Listening to his response to other questions, I was left with the feeling that Jenny has, and that is the job that he is going to is not sort of scaled up 32 times from the borough of Hammersmith & Fulham; it is more like 3,000 times. I think he does have a steep learning curve. I think that we should note that. I think we should be wanting to see how he deals with the advisory bodies around him. I think that there are areas that we have concern about; Victoria raised one that we have not explored and that is going to be the relationship between MOPC and the public. I think these are areas that we have not had the time to get to the bottom of and he has not had any time to do any work on. I think we have heard enough this morning to make a list of areas where we would be wanting to say, we will be looking for you to develop strategies and ways of working so that when we meet you, should we agree that he is appointable, that he can then dig deeper and give us a better explanation about what he intends to do about this. I mean, it is a super job. Tony called him a big beast; I would not go there. I would say that this has to be one of the biggest jobs in the UK and I wish him well, but he has a lot of learning to do.

I welcome the fact that he had his mentor here today, but he also has a big job. And then they have a Mayor to deal with who, as Len says, does not do himself much good when he is let out on his own. So I wish him well, but it is a huge job, and he has a steep learning curve.

**Caroline Pidgeon (Deputy Chair):** I agree with quite a lot of the comments other members have made. I think no one probably could ever have done a job of this size before, so it is quite harsh for us to say, "Well, he has not necessarily got the skills", because actually, who has been in a similar type of job? I think it would be very few people indeed. His performance was far better than I was expecting, if I am really honest, today. And I thought his answers on racism and equality were very robust and very strong, and I thought that was positive.

The area I felt he was weak, and I would want to put in any correspondence, is this issue about listening to Londoners and listening to communities, because, I am afraid, despite his answers, Hammersmith & Fulham does not have the best reputation in terms of bringing communities along, particularly on regeneration projects and others. I have been involved for years in regeneration in different areas, and I know, yes of course you have a handful of people who will never like, perhaps, what you are doing, but to have virtually every community in London pitched against you in your borough rather seems to me that something is going wrong and actually genuinely listening and sometimes changing your course if actually what you are proposing really is not going to work, I think, is essential, and particularly in this job. So I would really want to see something written in around that.



I would also like absolute confirmation that his work outside, which is the family business, that he is not going to be having anything to do with that. He said that they were going to employ some other people; just to get that absolutely clarified, because this is such a huge job.

Listening to communities and genuinely engaging with them is the area that I felt he was weakest.

**Richard Tracey (AM):** I have complete confidence in him, not because of the fact that he is in the same party as me, but quite frankly Hammersmith & Fulham Council is a very well-run council, recognised by independent authorities like the Audit Commission and so on. Within the local government firmament it is, frankly, a very good council, and I think that Stephen Greenhalgh has had a lot to do with that success as its leader and its leader when it was in opposition.

I think as far as any qualifications are concerned, and I am sure you, Chair, as a lawyer will have read what we are empowered to do, we do have to comply with Wednesbury reasonableness, and we also have to be quite careful, I think, that we are supporting what we say with some specific evidence. I am sure you know that, but it is very clear to me that we have to comply with some pretty strict rules in whatever we say and whatever we advise that Stephen Greenhalgh should “learn” - I think has been the term - before he is really capable of doing the job. He is a highly capable guy and a highly intelligent guy, clearly, from his academic record apart from anything else, and his business record. So I am very confident.

**Joanne McCartney (Chair):** Dick, can I thank you for reminding me. Just to say to Members and to those members of the public who are listening, we have three options now, one of which would be to exercise a veto against the candidate’s appointment by a two-thirds majority, but, from what I am hearing from people, there is no indication that anyone wants to move that motion. Is that correct? Right, then we can rule that one out.

So, it is clear that Councillor Greenhalgh is going to be appointed. The second question, then, is for us to decide whether we want to recommend the appointment, or whether we want to agree not to object to the appointment and put down some concerns.

**Len Duvall (AM):** Chair, maybe I should have formally moved. I was recommending to agree not to object to the candidate’s appointment, based on issues not about that I have fewer concerns, I think there is a risk in any appointment of an individual, but we all come with different experiences, and Hammersmith & Fulham Council had a proud record under Labour in that 20 years under the Audit Commission, before your party chose to abolish it. The issue before us is, based on the evidence that has been presented, I thought it was a very honest approach about what his weaknesses were in relation to the role of the Metropolitan Police Service. I thought he articulated some of those issues. I think there were some issues, that are taken about maybe the

engagement issue; I think he said he wanted to learn and talk to people about how the new MOPC should engage. I thought that was honest. I do not think it is lessons learned; it is concerns about whether it is procedural issues - I think he answered those, but we might have some concerns about the issue about procedures - or the engagement issue, which is a key issue for this new organisation of MOPC to engage with.

So I think he articulated rather well what I think would have been all our concerns himself, because I think in his answers he had got that far, but he did not have all the answers. I think there are some issues there; and yes, Jenny, I think he could have brought some more to it, but I thought at this stage it was quite a good approach at where we are, day whatever, of the administration the way it is. I thought it was quite an interesting approach, to say the least. Proof will be in the pudding when we receive that back in the engagement. As I said, they are all risks. That is what I thought I had moved, Chair, in terms of moving on the debate --

**Joanne McCartney (Chair):** I will second it, Len.

**Len Duvall (AM):** -- and we want him to succeed because we want all Londoners to be safe in terms of those issues and where we can agree it, we will. It is about approaches and I thought he sought to define those approaches.

**Joanne McCartney (Chair):** This suggestion that we agree not to object to --

**Steve O'Connell (AM):** Before we go, I would agree with that, but we are going to, presumably, vote, and that will be fine. I agree with the principle, but this is obviously conditional on what the comments are going to be. So we are agreeing now to not object, and then we will have a conversation about the sort of comments you are putting in that letter, correct?

**Joanne McCartney (Chair):** Can I just ask, is that a unanimous --

**All:** Yes.

**Joanne McCartney (Chair):** Then the legal advice is that the standard letter would state that - if I can find it; here it is - the Committee agrees unanimously not to object to the candidate's appointment and we can put some comments down there about some of the things we liked - would that be suitable to do, yes? - that we thought he answered questions openly and we look forward to continued transparency; Steve, you are trying to give me legal advice.

**Steve Gee (Principal Legal Adviser):** No, just to point out, as you have already mentioned, by taking this decision, that we will have reached the end of the confirmation hearing process on Monday, 4 June, which is when three weeks expires from the date on which the Mayor was given notice of the appointment. So without

making a recommendation, the Mayor is then free on Monday to make the appointment.

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

**Steve Gee (Principal Legal Adviser):** Just to clarify; you have mentioned it, but I just thought I would clarify.

**Joanne McCartney (Chair):** That's fine; we need to sign off a letter this week.

**Len Duvall (AM):** Chair, can I just seek clarification, I think, in terms of what Steve O'Connell is suggesting, which is that he was okay with that, subject to seeking some of the final detail in the letter that maybe could be done outside these comments, by which, I think, we understand the parameters involved.

**Joanne McCartney (Chair):** Would you be happy to delegate responsibility for the drafting of the letter to me in consultation with the Group leads.

**All:** Yes.

**Joanne McCartney (Chair):** Yes? Thank you. Well, can I thank you all for what has been a very long session today, but I think it was a very worthwhile session. Could you just note that the date of the next meeting is on 14 June at 2.30pm, and I have no other items of urgent business. Thank you.