

Police and Crime Committee – Wednesday, 29 March 2017**Transcript of Item 7 – Question and Answer Session with the Mayor’s Office for Policing and Crime and the Metropolitan Police Service**

Steve O’Connell AM (Chairman): Before we continue on to the main body of the meeting, colleagues and others will be aware that we are one week in from last week’s tragic events and, on behalf of the Committee, I would like to express our deepest sympathy for the people involved and the families affected by those tragic events on 22 [March 2017]. As ever, it reminds us that we should be extremely grateful to the emergency services protecting us and Londoners. It is a situation like that that brings that into stark relief. We must remember especially Police Constable (PC) Keith Palmer, who bravely stood as our last line of defence and tragically lost his life in doing so.

I would ask colleagues and Members, those who can stand, to stand for a minute’s silence, please.

(Silence)

Steve O’Connell AM (Chairman): Item 7 is the substantive part of this morning. Can I again welcome both of our guests this morning, Sophie Linden, Deputy Mayor for Policing and Crime - welcome, Sophie - and Craig Mackey, Acting Commissioner. Again, thank you, Craig, for coming along this morning. I know that this week has been a difficult one for you.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Thank you.

Steve O’Connell AM (Chairman): We do appreciate that you are both busy today. As a sign of respect - I know you both need to go on to other events, perhaps memorial events - we will not detain you any longer than we have to in our normal course of business today. Thank you both for coming along.

I will turn to the questions and I will start the first question or two. Clearly, this meeting today is set in two parts and the first part is reflecting upon the events of last week and other things around terrorism, particularly the report by Lord Harris [*London’s Preparedness to Respond to a Major Terrorist Incident*, October 2016] and the event that we had on the Thames the other week.

Initially, if I may ask you, Craig, can you update us on the attack that tragically took place last week and any subsequent police work or investigations around that?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Thank you, Chairman. Just a few comments, if I may, to start, please.

Steve O’Connell AM (Chairman): Please do.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Last Wednesday, we saw four people murdered in the most horrific circumstances in our city. A further 50 people from across the world were injured, some very seriously. Three of those injured are also Metropolitan Police Service (MPS) officers.

PC Keith Palmer was one of those killed. He was a father and a husband who was murdered protecting our Parliament. I have met with Keith's family. They are, as you would expect, utterly devastated.

The families of Kurt Cochran, Leslie Rhodes and Aysha Frade have also made clear the dreadful impact this cowardly act has had on them. I think all our thoughts and prayers are with those families and those affected.

This incident took just 82 seconds from the moment a car driven by [Khalid] Masood mounted the pavement on Westminster Bridge to the point he was shot by one of our armed officers. I have said over the last week that terrorists have tried in the past to tear our city apart with acts of terror. They will never succeed and they never will.

That has been shown by the way London has come together: in Trafalgar Square the day after the attack and how they are reclaiming Westminster Bridge for themselves. We returned central London to a new kind of normality as quickly as possible. On Monday, the gates at Palace Yard opened once more, with PC Palmer's colleagues protecting the palace as before. We should spare a special thought for them this week.

The attack demonstrated the risks all officers and emergency services personnel take. The method of causing large-scale carnage using little more than a vehicle and a knife will naturally lead to a consideration as to whether there is more we can sensibly do to prevent similar attacks. We certainly must do all we can to ensure that we do not allow anyone to exploit the incident to spread their version of hatred.

Last week we held a meeting with faith leaders as part of our initial effort to reassure London's community and engagement by local policing is taking place right across London. Many of our officers and staff have been working long shifts, giving a visible and reassuring presence on London's streets; so too have our investigators, who have been working around the clock to understand all that we can about this attack. Liaison officers are supporting the victims and families affected by the attack and many of our frontline staff have worked long hours making possible the work of officers on the front line. I know you will join me in showing gratitude for the commitment to our city of all the emergency services across London.

Whilst we believe at this stage that Masood acted alone in his execution of the attack, our investigation continues to establish whether there were any others involved in any way. I do emphasise that this is a live investigation. So far, we have arrested 12 people. Two remain in custody; one has been released on bail; nine have been released with no further action. We have conducted 15 searches at addresses across the country; three of these were in London.

We would continue to appeal for anyone with information about Masood to contact us. I would also urge the public to remain vigilant and contact us if there are concerns about the behaviour of anyone they see in public.

Whilst last Wednesday's attack was truly a terrible day, this city's response has also brought about a source of hope. We have seen the bravery of those who responded, the kindness of those who helped the injured and the coming together of all our citizens to reject this brutality. This shows very clearly the futility of such acts of terror and the strength of all our communities in London.

Chairman, thank you for your kind words to officers and staff involved in this investigation, which I know reflected the feelings of this Committee. Thank you.

Steve O'Connell AM (Chairman): Thank you, Craig, for that. The particular points I would like to come out are your appeal for information, which is appropriate, your appeal for continued vigilance and your reflections

that London has returned to normality so soon afterwards in the way that Londoners do, completely showing the futility - your word - of any such attack. It is worth reinforcing those comments.

Turning to the reassurance to Londoners post that attack and post other attacks that have been foiled by officers and prevented, what other steps is the MPS taking to provide reassurance, particularly around the increased presence of armed officers?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Chairman, you will be aware that with the armed uplift that we have spoken about previously here, we have increased the number of armed officers and our capability across London. We had got to a position where we were able to have that in effect by December 2016 rather than March [2017], which is when we had thought we would get to that point, and so we have more armed officers than we have had and more presence out across London.

That is about providing that immediate reassurance. What we are doing at the moment is looking at some of the learning and some of the facts from the initial scenario. One of the things that is already coming out is how quickly armed capability was available at that incident, which was an extraordinary level of capability and far beyond what we have normally seen in other incidents. We have been able to put that armed response capability out on the streets.

We have increased patrolling. Officers are getting briefings about how they work with and talk to communities. You will be aware that the Deputy Mayor [for Policing and Crime], the Mayor, the Home Secretary and I, on the day after the attack, met a group of London faith leaders so that we could get the messages to all communities about what we were doing in terms of reassurance and also, importantly, what we can do to get messages out quickly to communities.

We have seen some extraordinary levels of information going out on social media. For the first time ever, on our Twitter feed we had 34 million hits, which was quite extraordinary. The most popular thing we did in terms of social media showed the faith of our communities collectively and the faith of people across the country: 6 million people viewed our request not to circulate graphic images from the bridge. That says something quite strong about our communities and people in London.

Steve O'Connell AM (Chairman): Yes. Thank you very much. You have commented on the immediate response by police officers, but we should note the fact that the rest of the officers across London have been asked to do long hours by way of reassurance across all the boroughs and we must note and give thanks to all of those officers out there who, for some days now, have cancelled leave and worked long hours. That is worth noting, Craig. Would you agree?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Thank you. To give you some reassurance on that, the response you saw would not have been possible without each and every member of staff and every officer in the MPS doing what they did.

I was with new officers on Friday joining the service at Hendon. They were incredibly proud and wanted to remember what had happened, but they were absolutely passionate about going out and working with their communities.

I was with officers at the football on Sunday afternoon. Officers were engaging people, talking to people and were getting a lot of support and reassurance from the community. People on Wembley Way were walking up and shaking their hands and just saying, "Thank you". I know what that meant to officers. It was really important.

Steve O'Connell AM (Chairman): I was going to ask about those officers who were directly affected. There were some very close to the incident and some were injured.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Yes.

Steve O'Connell AM (Chairman): How are you and the organisation supporting those officers?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Sadly, as you know, we have been planning for a range of scenarios over the last two or three years. Included in that has been work we do around occupational health support and how quickly we get support to people.

If you just bear a thought for the normal patrol officers at Lambeth who would have responded to the south end of the bridge when that incident first came in, they would have had no idea what they were responding to. They would have had a call from the control room but, as I have often said, sadly, having been involved in a number of critical incidents myself over the years, in the first hour to two hours information is very unclear as to what has actually gone on.

What we have done is to put support around all of those officers all the way through, from the people who have to work through viewing the various closed-circuit television (CCTV) [footage] to the family liaison officers. I hope we have learned the lessons of previous scenarios and so there is a lot of support in terms of occupational health support. That is one of the things we want to review.

We have also made sure that we get information out far quicker to communities so that people know what is going on and far quicker within the organisation so that if officers are working out at Bromley or Hounslow, they are not left looking at 24-hour news to try to work out what is going on, but the organisation is telling them what is going on.

Steve O'Connell AM (Chairman): On the subject of reassuring and working with communities - thank you, Craig - I will turn to the Deputy Mayor [for Policing and Crime]. What work has the Mayor's Office for Police and Crime (MOPAC) been doing in this last week with its partners to reassure communities, Deputy Mayor?

Sophie Linden (Deputy Mayor for Policing and Crime): Can I just add to what Craig said at the beginning? I would add my own thoughts around making sure that we do remember the victims, especially PC Keith Palmer, who died and who absolutely died putting his life before others, and also those victims, some of whom have been really seriously injured and whose lives will be changed from what they witnessed, from what they went through but also from some of the physical injuries.

Also, I pay absolute tribute to the emergency services and the police, who really did respond in a professional, committed and absolutely brave manner, running towards danger as they ushered others away from danger. We cannot praise them enough for that in terms for what they did on the day. Also, I thank officers for what they are doing in terms of reassurance in the communities. I have spoken to officers who were just coming off shift in Lambeth when the call came through and they did not hesitate to go back onto Westminster Bridge to deal with the incident as it unfolded.

In terms of what we have been doing, as Craig said, we have been putting out messages of reassurance. I attended the meeting with the faith leaders to make sure that we supported them and made it very clear that this is an absolutely united front in terms of reassurance. The Mayor's office and ourselves organised the vigil that took place on Thursday afternoon.

We will continue to make sure that the message goes out that we will not be cowed by terrorism and that London is strong. It is by coming together that we will really tackle hatred and violence and attacks such as we saw last Wednesday.

Steve O'Connell AM (Chairman): Thank you very much. It is very important to reassure Londoners as a whole that London is being protected and also the fact that Londoners as a whole are resilient.

That turns, really, to my last question and it may be too early to track this because, clearly, we want to make sure - from your comments, Craig - that there are no reactions by people who would try to bend this terrible event to their own political issues around hatred and discrimination. It may be too early and we will return to this, but have we had any increased reports of hate crime at all in this last week?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): We began tracking straight away and we keep that tracking in progress as we speak today. We saw a slight uplift in what we call Islamophobic incidents the day after the event, but it was small and far smaller than we have seen after previous events.

The strength of all the faith leaders and communities coming together and putting out a very strong message will have helped. People met within 24 hours of the incident. Messages went to Friday prayers and other gatherings that weekend and religious events. That will have helped.

Clearly, we are alive to this. We watch this. Every morning, this is one of the items that we go through and check in some detail. We treat each of these, obviously, as a critical incident and look to those.

I would just urge members of the community that if they see this, if they are part of this, if they are subject to this, tell us and report it to us.

We have some data so far looking at some third-party organisations who are not yet showing any uptick in terms of data. That is another way of checking with third-party organisations who take these reports.

Steve O'Connell AM (Chairman): Thank you. I was certainly pleased and impressed by the speed at which some community leaders came out and spoke very strongly very soon after the event and that is to be welcomed. We have not always had that historically and that was absolutely --

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Yes, and we should pay some tribute to community leaders in terms of doing that. This work probably started two years ago. They are those sorts of plans you hope you are never going to have to use, but they worked incredibly well

Many of you do a lot of work with community leaders and you know that it is quite difficult sometimes to get a collective voice. You were there, Deputy Mayor. With this, it was not difficult to get a collective voice. People wanted to talk quite clearly and quite unequivocally about what had happened and what they wanted London to do.

Sophie Linden (Deputy Mayor for Policing and Crime): Can I just add to what Craig said about plans? That is testament not just to the MPS in terms of its community engagement but to all of the faith leaders and community leaders who have thought about what will happen in an incident like this and how we can show that there is strength in being together. That plan did come into action. I was really impressed by the meeting

that we had on Thursday lunchtime at New Scotland Yard and the really senior representatives of the communities, faith leaders and churches that were there.

Steve O'Connell AM (Chairman): Thank you. That was very good. Just continuing on the theme of continuing to protect London, Tony has some questions.

Len Duvall AM: Can I follow up? In terms of the aftermath of the terrible events of last week, the Association of Chief Police Officers' (ACPO) position on digital platforms and people hosting material, is there an official response from senior police officers on what their position is around that and what their expectation is of people being responsible about the publication of terrorist manuals and hatred? We know that hatred is a crime and we can deal with that bit, but for some of the other material, what is the current police thinking around that? The politicians are having their say about it, as is the Home Secretary, but what are senior police officers' views?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): We approach that in a number of ways. I will first of all deal with it from the investigative way and then the wider issue around it.

As you would expect, in investigations like this, there is a truly enormous amount of digital information. Some of that will be in secure applications. Some of that will be in a variety of formats that are more easy to analyse and work with. We work hard with the industry to highlight some of the challenges of these very secure applications. It is a challenge when we are dealing with companies that are global by their very nature because they do not always operate under the same legal framework as us, but it is something that we continually push.

In relation to the hosting, we have a team within the specialist operations (SO) world that spend most of their time taking down and trying to take down data that is hosted in the places we can get at it. These sorts of incidents and the others we have seen in Europe are probably a bit of a wakeup call for the industry in terms of trying to understand what it means to put your own house in order. If you are going to have ethical statements and talk about operating in an ethical way, it actually has to mean something. That is the sort of thing that politicians and others will push now. In policing, all we can do is provide the evidence, along with others, to say, "These are some of the challenges. These are some of the things we can do about it".

On the digital debate - as I touched on when I talk about some of our data - this is a true example of where the digital footprint has completely changed the way we as a society operate.

Len Duvall AM: Am I right in thinking, in terms of providing the evidence of the historical links - not saying in this particular case - between what has been put up on these sites and connections with other activities, you can provide that evidence and that is what you seek to persuade the owners of the sites to try to act responsibly in terms of policing themselves? Is that correct?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): That is part of it, but there is also stuff that is just purely illegal by the very nature of what is on there. It is trying to take those sorts of things down. It is a challenge. The internet was never designed to be policed, as such. That was the very nature of how it started. We are trying to put something on it now - not police it - that puts a framework around it for something that was not really designed on that basis.

Len Duvall AM: OK. What are the issues in terms of the lockdown of Parliament? This is really difficult because, as you described, the two hours after an event are pretty chaotic and we do not fully understand what is going on in different parts of geographical locations. Also, with the nature of event in 82 seconds, people had to make some judgement calls.

I do not want to go into that, but one of the issues that came through was about the number of people who were allowed in the parliamentary buildings who had not gone through security as they were escaping the unknown because they did not know what they were going to do.

Is that one of the lessons that the police will be picking up when thinking about what the response is? It is hard, is it not? If you are on the door and you do not know what is happening but you see that, you could be denying someone access to a place of safety and could also make a place of safety unsafe. Is that one of the lessons that the police will look at in the coming weeks? Is there some emergency advice to people?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Absolutely. One of the bits of work we do with the parliamentary estates is the reviews around security. In the way you described it, you highlighted the dilemma. It is at times like this that we have to be really balanced and quite objective about the level of risk.

In other parts of the world, if we look to, say, Israel's border crossing points with soldiers fully trained with automatic weapons, people are still being killed at crossing points, soldiers and police officers. It is a real challenge at any point in a perimeter where you have to have entry and exit. The other challenge is if you stack people up outside behind a level of security, sadly, do you literally make another line of people for an attacker to attack or do you create a crowd by doing that? All of those things have to be thought through quite carefully.

I have said before and I will say again with these that we have to be really careful not to rely on hindsight and we have to get to learning. Why do I say that? I say that because hindsight will allow us to address the attack we have just had, but learning will allow us to address the attack that is coming next.

Len Duvall AM: Just one last question, Chairman, and it is about that learning. You are right to raise that you are preparing for it. I know it is not a time to talk about our successes, but we should have some recognition of the 13 thwarted attacks that you have had on behalf of our community, you and the security services, and we ought to recognise that.

In terms of organisational learning through that training, going back, sometimes, whatever you put across to those that are participating in those exercises, in moments they are thinking that it is likely to be one type of attack rather than another type of attack. Is there work done on these exercises to try to say, "Hold on. You think you might get a marauding attacker, but actually you are going to get a guy in a car with a knife"? Because with those two hours afterwards, you are not quite clear what you are facing in terms of additional attacks because there are issues around the car, whether there are packages in the car and all the rest of it.

It leads into the next question, Chairman, not to take it away, but it is a follow-on. How do you, in organisational learning, prepare people to not just think singly that there is going to be one mode of attack but that it is the range of it? Is there anything in terms of police training that keeps that in your mind?

I go back to the time of previous issues around that when we were thinking it would be one. It would be Operation Crater and so we were dealing with a suicide bomber. There was only one way to deal with that and everyone was fixated on that. Learning has gone on from that and we know that, but it is difficult when dealing with the incidents. How does that work in exercises? How do you try to instil throughout the organisation from the person on the gate to the response that they could be facing not the marauding attacker they thought they were going to be facing but something else?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): There are a number of ways to do that. The purpose of the exercise is to, predominantly, train that first response and so there are some pure tactical things we need to do. As you saw - and I think we will come on to it - the training on the river the weekend before was very specific about a certain type of thing. Sometimes people look at training as a luxury but it is absolutely not; it is an essential.

By running a varied training programme, we begin to condition those who are going to respond and give them the freedom to respond and make decisions themselves. Then we train people in command roles all the way up through the organisation so that people fulfil the right role and do not - in the nicest possible way - all try to micromanage things and we put people in the right positions to do that.

Then, also, for people who are going to be in those senior command positions, we explain the experience, as I describe it, of the fact that actually getting situational awareness in that first hour is never, ever perfect. What you think at minute six could be completely different at minute 26 and will be completely different on day six. That is quite normal. Sometimes people assume that there is a perfect science to this and we can say, "There you go. That is it. That is what they have", and respond to it accordingly. If it was that, it would be a far easier thing to deal with. It is not.

I will stay away from this incident but I will talk more generally. When we have something in such a crowded place like central London, a lot of the calls are from people in genuine good faith seeing something and reading it one way when in fact it is the other. We are up to about 3,500 witnesses to this event. If you think about that, people will have just that dynamic of what they saw, what they heard and what they felt. Then we will piece all of those together with the myriad CCTV and that is the point we will begin to get a picture of what actually took place.

Len Duvall AM: Thank you.

Sian Berry AM: Just a couple of questions, if that is OK. In terms of the witnesses, you talked about the support that you have been giving to police officers who were involved. There were a large number of witnesses on the bridge who saw really terrible things and helped. The response there was fantastic, but some of those witnesses must be in need of support. Are the police providing support to those witnesses?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): We point people towards a number of people from Victim Support all the way through to other agencies in terms of the support. I do not know the direct line as to whether we are doing it. At the moment our occupational health team is quite full with dealing with emergency services personnel.

Sophie Linden (Deputy Mayor for Policing and Crime): In terms of the support for victims and witnesses, we have had discussions with the Ministry of Justice (MOJ) and Victim Support and there is a plan - and there was a plan - in place for Victim Support to step up. There are lines and ways for the public to get in touch with Victim Support if they need that support. I really would urge people, if they have witnessed something really difficult and are feeling the effects of that, to get in touch. It is something that MOPAC, the MoJ and Victim Support have worked together on.

Sian Berry AM: Those witnesses you are in touch with can be signposted to support services?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. We can let you have the details of that. There are messages going out at the moment about where you can get support if you have been a witness to the terrible events. It is part of the plans for stepping up when there is an attack like this.

Sian Berry AM: Great. Can I ask for a bit more information about the video callout that was made? It is a tourist area and there were lots of people probably already videoing when the incident happened. There was a callout made for video evidence. How did that go? It seemed like it was quite an innovative thing that you did. It was a mobile-enabled site where you could upload directly. Was it easy to reach people who were, maybe, international people who had evidence?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): I do not have data to support it because it would go straight into the investigation at this stage. It is something we have done before. Probably this time, given the nature of the site, there were more people with cameras out at the actual time. Previous calls have generated a lot of response.

Internationally, some people following the Twitter feed and others will tap into that. Will we capture everyone? Not always.

Sian Berry AM: Do you know many videos you have had uploaded?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): No, I do not. I do not have that data with me.

Sian Berry AM: Finally, just about the social messaging question that was talked about a bit earlier on, we are going to look in a more sober way later at the civil liberties versus privacy issues that occur there, but I just wanted to ask the Deputy Mayor. Would you agree with what the Mayor said yesterday, that we do not want kneejerk responses to this and that we need to look very carefully at any kind of surveillance, back doors and things that might have other implications?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. He also said that there should be no place for terrorists to hide but that we need to think carefully about what we put in place and make sure that there are careful judgements made because there is a balance, so yes.

Sian Berry AM: Thank you.

Steve O'Connell AM (Chairman): That will be a debate that will continue and we will take an interest. There certainly will be different views, I would imagine.

You touched upon resources for training and learning and armed officers. Tony, you have some questions about that? Thank you.

Tony Arbour AM: Yes, I have a couple of questions but initially relating to the instant response.

There have been - and we have had reported to us in the past - mixed responses to the criticisms there have been of armed response by police officers to crises and emergencies. It has been reported to us that you have had difficulty in recruiting armed police officers because they are worried by the fact that there might be an Independent Police Complaints Commission (IPCC) investigation into what they have done. It is a bit like that old poem of [Rudyard] Kipling: "it's Tommy this, an' Tommy that" when we are at peace, but when we are at war it is "Mister Atkins sir". I wonder whether or not we have had that same effect now when officialdom and the *bien pensants* have been concerned about armed police officers, but when an event happens as happened last week the attitude changes.

This is a question for both of you. Will you be lobbying the IPCC and those who are responsible for looking into the actions of armed police officers in an emergency for suggesting that perhaps the balance should be one not of blame but of support for our officers who respond in instant emergencies like this? Perhaps it would even reduce the difficulty of recruiting armed police officers.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Clearly, we have to see the end outcome of that part of the investigation. However, perhaps I would just say in relation to this and the role of the IPCC in this case that this is another area where we have had some quite, at times, challenging but useful conversations with the IPCC over the last two years about exactly the scenarios we are talking about: post-incident procedures following a terrorist attack. I give credit to the IPCC because that worked helped all of us last week. Having mature, adult conversations and understanding that the IPCC has a role in law in that place and that we have a role to assist will help. It is probably too soon to judge, but it will be interesting to see what the general mood music is when we get to the end of the investigation. Collectively, policing and the IPCC are making some progress on this.

I do understand the risks that we ask firearms officers to take on our behalf. It is an extraordinary challenge that has a high level of skills and we ask them to do something that most of us will never, ever have to do. It is right that they have the level of protection that they deserve and is legal in order to do that. Getting that balance right is absolutely something we will keep pushing at.

Tony Arbour AM: I was just going to come on to the resources. Deputy Mayor, do you think that perhaps, if you like, those people who are police watchdogs have been very heavy-handed on these things and do not take into account precisely what the Acting Commissioner has said about the instant response that needs to be made when people may act in our defence completely honourably but are looked at with suspicion?

Sophie Linden (Deputy Mayor for Policing and Crime): As Craig said, there have been discussions with the IPCC and the police about what would happen in an event like this. There has been a lot of progress made around that. Yes, I would reiterate that.

Can I just pick up your issue about the firearms officers? Yes, there absolutely are issues. People do hesitate to come forward into the role of a firearms officer, but in terms of firearms uplift, it is happening and it is being delivered on time. There are some issues. People do think - rightly - about the importance and the risks that they are taking, but I would like to reassure you that the uplift in the firearms officers is proceeding and is delivering. In terms of the firearms officers on the streets, it is as expected and as planned.

One of the things that was within Lord Harris's report into preparedness for a terrorist attack was some guidance, which is sitting with the Home Secretary at the moment. In terms of lobbying - and I have spoken to the IPCC about this - it would be really good to get that guidance signed off quickly from the Home Office.

Tony Arbour AM: I am relieved to hear that. If I can ask, please, about the resources that were used in this, we have seen in the report and you have said about the vast amount of resources that were thrown at this, not just London-wide but nationally, and so on. It is quite right that that should happen in moments of extreme emergency, but eventually the bills have to be paid.

Currently - and perhaps you would confirm this - after incidents like this, national emergencies that are out of the ordinary, in effect, you would submit a bill to the Home Office. Is that right?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): We can. It is probably not quite as straightforward as you make it sound there. Again, this is one of the complexities of the way the MPS

is funded. You know me well enough to know that I am not making any political point here, but we have four different funding streams. Some of those funding streams, like the counterterrorism world, have their own way of being funded, but the broad principle is that if we spend beyond a certain percentage of our budget on one particular incident, can we make a bid to the Home Office to secure funding? Yes, we can.

Tony Arbour AM: The question that I want to ask is one for the Deputy Mayor and for MOPAC and probably for us in general. When seeking resources, the MPS, no doubt, has to devote effort to recovering money from the Home Office and lots of work needs to be done on that, which might possibly lead to caution in spending whatever resources you do have.

Would it not be an appropriate thing to seek from the Home Office, given the very high levels that we have of expectation of these kinds of events, that there ought to be some fund that the Home Office should establish, which in effect could be drawn on not just by the MPS but because the MPS is counterterrorism, they would be the one that draws on it? This fund should be established so that the police in London and elsewhere would have no hesitation in using whatever resources they have in manpower and equipment without worrying that at some later date they are going to have to submit an account. In other words, will you be lobbying now in the light of this and of past history for there to be a dedicated fund - if you like, an open bank account in the Home Office's name - and it will underwrite these things and the MPS will know that it is underwritten so that there will be no hesitation in putting whatever resource is required into dealing with these matters?

Sophie Linden (Deputy Mayor for Policing and Crime): I am sure that, in terms of hesitation, the MPS did not hesitate one iota last Wednesday when making sure that the response was not only adequate but world-class in dealing with the attack and the reassurance and the patrols that needed to go out onto the streets. They should not hesitate with public safety. The safety of Londoners, its visitors, its businesses and its residents is absolutely paramount.

In terms of your question about funding, it was only a week ago and today it is week one. It is too early and I am not going to get into arguments about funding. This is a time for healing, for mourning and for London to come together. The Mayor and I are on the record on funding but, in terms of today, we need to really focus on what London needs at the moment, which is a period of healing, coming together and mourning for those who have died.

Tony Arbour AM: I do understand that and I agree with all of it, but of course there is, regrettably, the inevitability that there will be further terrorist events, as indeed we have been warned. It would be nice to know that there is going to be effort put in by you, by MOPAC and hopefully Londoners to know that this is a national matter, not just a London matter, and therefore it should be funded by the Home Office and there should be funding provided by the Home Office, which would not mean that at some later date, after reflection, there is any scrimping in the MPS and other police forces.

I pose this merely as a general thing because you are going to be working on this and you are going to be reflecting on these events and other events. I am suggesting that that is something that we should be considering now in addition, of course, to the immediate and particular problems caused by this event.

Sophie Linden (Deputy Mayor for Policing and Crime): The issue for today and for the last week has absolutely been on bringing London together in a period of healing and mourning and making sure that we stand together against hatred. Yes, in the weeks ahead we will have to look at any lessons to be learned. The Mayor and I are on record as to our views on making sure that London is adequately funded not just for the challenges it faces as a city and the communities within it but as a capital city. However, I really do not want to get into that today. We are only a week on from the attack.

Tony Arbour AM: Thank you, Chairman.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): If I may, Chairman, just to reassure you, as the person ultimately responsible last week, I never thought about money.

Steve O'Connell AM (Chairman): That does reassure Londoners - and I am going to bring in two colleagues briefly - but it is a point well made. We are a week in. However, it is an undeniable fact that, clearly, London is the target and funding must be available to the MPS to respond. Londoners would expect that.

Caroline Pidgeon MBE AM: Funding resources we will come back to and making the case for that, but in light of what happened, are you reviewing the number of Dedicated [Ward] Officers and Police Community Support Officers (PCSOs) in your Safer Neighbourhood Teams? We know that we get so much intelligence from those teams. We used to have a total team of six people per ward in London. At the moment, there are two, going up to three. Are you going to revise, perhaps in certain wards, increasing those dedicated officers in order to help with the intelligence?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Obviously, if there is a case to do it. Our commitment is clear and it is in the Police and Crime Plan in terms of what we are doing at the moment. The hard truth will come that if we put more into those, we take them from some other part of the service.

Caroline Pidgeon MBE AM: Is it something you are considering, Sophie, going forward as part of this?

Sophie Linden (Deputy Mayor for Policing and Crime): As I said, we are a week in. What we need to --

Caroline Pidgeon MBE AM: Yes, I know, Sophie. With respect --

Sophie Linden (Deputy Mayor for Policing and Crime): If you let me finish --

Caroline Pidgeon MBE AM: -- I have heard you say that. You are good at repeating. Going forward, is this something that you will look at?

Sophie Linden (Deputy Mayor for Policing and Crime): Going forward, if you would let me finish what I was going to say, of course we will have to review what is best for London given the nature of the attack. What we have said in terms of the Dedicated Ward Officers previously is that the minimum commitment is two Dedicated Ward Officers and one PCSO. The Borough Commander will have the flexibility to put extra Dedicated Ward Officers where need and vulnerability demands that. We will have to look at whether that is also around some of the threats and vulnerabilities that communities may face and whether there are some extra officers that are needed, but it really is too early to make any decisions about that or to start that review. It is something that is for the weeks ahead.

Caroline Pidgeon MBE AM: Going forward, you will be looking at that. Thank you.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Also, the important one, if we are looking at some of the lessons from this attack as well, is that the attacker had a footprint beyond London.

Caroline Pidgeon MBE AM: Yes, of course.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): To increase PCSOs or police officers in a part of London -- that is the work that Mark Rowley [Commander, MPS] leads on behalf of the country around that national counterterrorism network -- it is important for London that West Midlands, Greater Manchester, West Yorkshire and South Wales are doing their bit as it is us doing our bit. Likewise, we help them. That is one of the great strengths of the model we have in the United Kingdom (UK).

Caroline Pidgeon MBE AM: As long as it is a national issue that might need to be considered?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Yes.

Caroline Pidgeon MBE AM: Lovely. Thank you very much.

Steve O'Connell AM (Chairman): That was a well-put point, Craig - and I will bring you in, Len - and they were some good facts around it because, even if we had on this particular event six in a ward, the footprint was Birmingham.

Len Duvall AM: It is that very point that we should concentrate on and we are right to concentrate on it in terms of resources. There is the here-and-now issue and whether you have money to do the investigation. I was quite reassured by that. However, on the long-term issues, we need to understand the exercise that the MPS did. I have asked questions before but we should put it on the record again because we need to be very clear about this and very clear with the Government. My understanding is that the two streams of money -- I think the Capital and the NI--

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): The National and International Capital City (NICC) fund.

Len Duvall AM: Right, so two streams of funding and the MPS did an exercise, a very comprehensive exercise, when it said to the Government, "Actually, you are short-changing us and we need to have a proper discussion". Views are coming back from the Government that it does not recognise those figures - I am not sure of the formal response or whether you had a formal response - and what you were saying were the needs. Some of that money was not just for the MPS; it was about the money for the rest of the country in some ways around those issues.

We will talk about MOPAC's role after maybe, but is the MPS still continuing that exercise in doing the true costs of counterterrorism activity and presenting that bill to the Government or was that a one-off exercise? Are you not undertaking that work anymore to make the argument that it needs to be properly resourced and that this is what the professional judgement is about properly resourcing that work with those two revenue streams? We need to understand that when we come on to issues about future MPS funding.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): In relation to funding, we have been doing a number of areas of work.

I would just echo the comments of the Deputy Mayor. Whilst I understand the interest in this and the detail, it feels a little bit uncomfortable seven days after the event to discuss money. I absolutely get that we must not short-change Londoners.

To answer the question, this is the unique way that the MPS is funded. There is the money that comes into counterterrorism straight from the Government. That is not NICC. There is another part of that that is protection, like some of the people who are outside the Palace of Westminster and elsewhere in London. That

is another pot of money. There is then NICC, which reflects the fact that things happen in this city that are above and beyond Wolverhampton or wherever it may be elsewhere in the country. It is just different. That includes the City of London. Then there is the money we get from the MOPAC. Therefore, effectively, we have these four pots that arrive at the front end, which we knit together into a service for Londoners. That is not straightforward and that is quite complex.

Consistently - and we have spoken before this event with previous things - we have been working with officials at the Home Office on things like the review of the funding formula and the approach to the NICC. We would be more than happy at a future meeting to talk through the detail of where we have got to because we are continually pushing to make sure we get a fair share of the cake.

Len Duvall AM: Chairman, in defence of us asking those questions, if we were not facing the cuts at different levels of the policing organisation, we would not. I do not feel uncomfortable in the aftermath of the incident because I am confident that you are concentrating all of your efforts and effectiveness in terms of bringing people to justice and any associates and you are learning the lessons. I feel comfortable with that. However, we constantly need to ask to make sure - in one of our roles - that you are effectively resourced.

I am not shroud-waving. It is about understanding what we need to do in the future. If we do not get effectively resourced for those issues and you are constantly having to juggle, as you do, and robbing Peter to pay Paul, if I can use that phrase, in terms of delivering a service to Londoners and the nation - because we forget about the MPS's role still in terms of supporting other police forces in that counterterrorism duty - then we will all be letting Londoners down. I do not apologise for asking questions and nor should we --

Tony Arbour AM: Nor do I

Caroline Pidgeon MBE AM: True. Quite.

Len Duvall AM: -- about some of those wider issues because they are not necessarily relating to the events of last week. It is the importance about the future as well.

Steve O'Connell AM (Chairman): The Committee agrees with that completely. It is absolutely right that at the moment there is some real doubt that you are funded adequately to protect Londoners. The deal is yet to be announced. We all have real concerns cross-party about this. It is right that that is noted by this Committee today to support you, Craig, particularly and the Deputy Mayor [for Police and Crime] and I think those questions are appropriate.

If we can move on to the next set of questions, recently there was - and it has been referred to already - an exercise on the Thames.

Unmesh Desai AM (Deputy Chair): Acting Commissioner, you referred earlier to the training exercise on the river. In fact, it was just down the river to my left. This was on 19 March [2017]. What can you tell us about the success and the lessons learned from that exercise? We saw pictures in the press and all of that.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Yes. I am sure that Members saw the pictures from the exercise and this was part of the work. You will know that there was a theme, when you look at the Harris review and other assessments we have done around London, around what our capabilities are on the water. This was an opportunity to exercise with key partners from the Royal National Lifeboat Institution (RNLI), the Royal Navy, the Port of London Authority and the Maritime Coastguard Agency to see how we all worked together from an initial call to a reaction and an intervention. It worked well.

For some of them, it was the first time they had worked in a waterborne environment and it was an opportunity to test some of those resources in that environment. There was some really good both tactical learning and wider learning.

There were some lessons we need to learn. Often when we are working in a different environment, there are the usual things around communications because we are working in some of those environments with agencies who will use completely different types of communication systems to us. Also, there were just some of the tactical, practical and safety things about working on the river. There is quite a detailed debrief report on those areas that we need to work on in terms of our response on the river.

However, overall it was a successful exercise that allowed us to test both our firearms response and our intervention teams in a very very different environment. I hope that it provides some reassurance to Londoners that we are thinking about all of the eventualities.

Unmesh Desai AM (Deputy Chair): Thank you for that answer. Perhaps you can share some of the --

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): By all means, Chairman.

Unmesh Desai AM (Deputy Chair): -- findings of the briefing to the extent that you can - I appreciate that there might be some sensitive details - with Members of the Committee in due course.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Yes.

Unmesh Desai AM (Deputy Chair): If I can turn to you, Deputy Mayor, does this exercise form part of any wider work on the security of the river, as recommended by Lord Harris in his review? Lord Harris concluded, quote:

"... there should be a comprehensive review of safety and security on the river, commissioned by the Mayor, to report by May 2017."

Can it be a specific answer? Our next set of questions to you is about the Harris review and responses.

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, it was part of the response to that particular recommendation from Lord Harris.

Unmesh Desai AM (Deputy Chair): Thank you.

I just want to add that the day after the attack last Wednesday, Thursday morning, I spoke to two of my three Borough Commanders. The reassurance message was being spread at a grassroots borough level in Tower Hamlets and Newham.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Good. Thank you.

Unmesh Desai AM (Deputy Chair): Just to let you know, that exercise is being done at all levels.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Thank you.

Steve O'Connell AM (Chairman): Yes, I think we can all confirm that as constituency Assembly Members. In all of our boroughs, the message from the Borough Commanders and the communities was swift and consistent. We know that.

As I said, it has been referred to, the Harris report. Back in October 2016 it was published. We have one or two questions about that, Caroline, I believe.

Caroline Pidgeon MBE AM: Yes. I wanted to pick up with the Deputy Mayor. Lord Harris's report came out and it was a very thorough piece of work, but it is nearly six months on. Where is the response to it? Which actions that he recommended are you taking up? We want to know what progress you have made.

Sophie Linden (Deputy Mayor for Policing and Crime): As you have heard, the exercise on the river took place as a response to the Harris recommendations. We are at the moment going through each of the Harris recommendations. Obviously, not all of the recommendations were for City Hall. There were a number of agencies and Government departments that had recommendations that are their responsibility. We have written to all of those agencies and we are collating their responses. We will publish City Hall's response to the Harris review quite shortly.

What I can say is that nearly a quarter of the recommendations, have already been delivered and have already been completed. We are working on the others and working with agencies whose responsibility it is around how they will take forward their part of the Harris recommendations.

Caroline Pidgeon MBE AM: You are going to collect all of the responses from everyone and publish a comprehensive response to all of the recommendations?

Sophie Linden (Deputy Mayor for Policing and Crime): We will be publishing our response to the recommendations shortly.

Caroline Pidgeon MBE AM: How have the other agencies reacted? Have they generally been positive or are there some areas saying, "We just cannot afford to do that. We do not have the capacity"?

Sophie Linden (Deputy Mayor for Policing and Crime): The responses of the other agencies have all been very positive. The Harris report was, as I think everybody agrees, a very detailed, robust and very good report. They have responded positively. There are some issues around implementation and around some of the details and technicalities. We will be working through that and we will be publishing our response.

Caroline Pidgeon MBE AM: Are there any areas where he recommended but you just are not able to do that or are you generally embracing all of the recommendations?

Sophie Linden (Deputy Mayor for Policing and Crime): That is what we will be publishing and that is what we are working through at the moment having had the discussions and having written to all of the other agencies about their responsibilities and what is possible. That is what we are working through at the moment. As I said - and I know you do not like me repeating it - we will be publishing it shortly.

Caroline Pidgeon MBE AM: "Shortly"? Is it April you are expecting it to be out?

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

Steve O'Connell AM (Chairman): It has been "soon" for six months now.

Caroline Pidgeon MBE AM: I would love City Hall definitions of things like “spring”, “summer” and “soon”.

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

Caroline Pidgeon MBE AM: I am assuming you mean within the next month or so.

Sophie Linden (Deputy Mayor for Policing and Crime): It will be shortly. We will publish it shortly. As Steve said, it is important that we do and it is coming up to six months. We will be publishing it shortly.

Caroline Pidgeon MBE AM: I look forward to seeing it. Thank you.

Steve O’Connell AM (Chairman): It is so appropriate and important and pertinent to the moment, and you are already applying a quarter of the recommendations. It would seem rather odd that you do not get on with it.

Sophie Linden (Deputy Mayor for Policing and Crime): Of course. Absolutely. Given the attack last Wednesday in terms of our response, we will be looking at whether there are any lessons to be learned from last Wednesday in terms of what has moved on. Those lessons do need to be learned. We will be doing that and doing that quickly so that we can do that either if it possible as part of that response but at least flagging up that that is what is happening.

Steve O’Connell AM (Chairman): We get that completely. Thank you for that session. As I said, it is a week in but there are some questions that need to be asked to reassure Londoners across the whole range of the piece.

We are moving on to the second part of the morning’s questions, which is around the new Police and Crime Plan published only a week or so ago following the consultation, which I see was a survey of 8,000 Londoners with 500 survey responses and 200 written responses, including this Committee’s response, was taken heed of and you have responded to that.

The first question I really have to the Deputy Mayor around the Plan, which is now published, is: what are the main changes that have been made to the final published Plan as a result of the consultation process in terms of priorities and commitments, Deputy Mayor?

Sophie Linden (Deputy Mayor for Policing and Crime): The consultation threw up quite a few things for us in terms of emphasis or focus, or not enough of it, in the Plan. One of the things in my engagement and some of the consultation responses was that people felt there was not enough - and I was asked about this at this Committee - about older people. What is the Police and Crime Plan saying about older people? I hope that that is now in better focus. Although the draft that went out to consultation talked about vulnerability and older people were definitely within that umbrella of vulnerability, we wanted to make sure that that was picked up.

In terms of some of the consultation on some of the local policing priorities, one of the things that came out from an analysis of the evidence but also in terms of the discussions that we had around policing priorities was that nearly every borough said to us, “Antisocial behaviour is an absolute issue in this borough”. In responding to the consultation, that was put in as a London-wide priority, of antisocial behaviour --

Steve O’Connell AM (Chairman): Yes, an additional London-wide priority, is it not?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, absolutely. That is another one. The other thing about the consultation was that people felt that we needed to put a bit more focus on tackling drugs and drugs markets and so that is something that we have tried to put a little bit more focus on in the Police and Crime Plan as well.

Steve O'Connell AM (Chairman): Yes, thank you. I was particularly pleased about the further mention of engagement on Safer Neighbourhood Boards and ward panels that was lacking earlier. We note the comments about older people and dementia. That is helpful. Particularly on antisocial behaviour, this Committee is going to look at a potential work plan after this meeting but antisocial behaviour is something that we will be looking at over the summer and that is very helpful.

On the consultation responses, I have talked about the numbers of them and Londoners did respond in numbers. Will those consultation responses be published?

Sophie Linden (Deputy Mayor for Policing and Crime): We should publish by the end of this week a "you said, we did" response to the consultation. That should be finalised by the end of this week and so that will be there in terms of the responses, yes.

Steve O'Connell AM (Chairman): That is reassuring because I know colleagues have met other groups and I met four groups yesterday that asked to meet me, a migration group and otherwise. They had made submissions and were lobbying to say, "We do not recognise the changes within the Plan". I understand that you cannot always respond actively, but due note of the responses gives respect to those people who respond and publishing it accordingly.

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, that is important.

Steve O'Connell AM (Chairman): Sian, did you have anything? I do not want to put you on the spot but --

Sian Berry AM: I thought it was going to take much longer to discuss Lord Harris. I am so sorry.

Steve O'Connell AM (Chairman): I have just taken your questions and we have had the debate, but you may have had one or two different nuances on the questions that you may wish to ask. Do you have anything? I have taken your questions --

Sian Berry AM: Did we get reassurances about publication of the responses?

Caroline Pidgeon MBE AM: "You have said, we have done". It was not the actual responses.

Steve O'Connell AM (Chairman): Caroline, do you want to ask a supplementary question?

Caroline Pidgeon MBE AM: Yes. Deputy Mayor, you have said you are going to publish, "You have asked for this and this is what we have delivered", but you are not actually publishing everyone's full responses, which is what Transport for London (TfL) routinely does. Is that something --

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, I will double-check what we will be publishing. There will be a document. I see no reason, as long as people knew that that was the case when they put --

Caroline Pidgeon MBE AM: Normally when you put in --

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, it is normal practice. Whatever the normal practice is, we will follow it.

Caroline Pidgeon MBE AM: Wonderful. Thank you.

Sian Berry AM: I do have a supplementary question, if that is OK. I asked the Mayor about the consultation with young people as part of the consultation. It seemed like there was quite a lot of effort made to engage with young people. Can I just ask you what the main feedback you had from the young people was and what changes you made to the Plan as a result?

Sophie Linden (Deputy Mayor for Policing and Crime): We did try to engage with young people and I attended a couple of events that were specifically to talk to young people, as well as getting through to schools and community organisations that work with young people.

As you would expect, one of the major issues that we discussed was knife crime, violence and safety on the streets. The Plan was quite strong around that already and so it was really to reiterate that focus on violence and knife crime. That is what young people were saying to us and it is in the Plan. It was in the draft consultation Plan but it remains in there.

Sian Berry AM: Knife crime was the major issue that they raised with you?

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

Sian Berry AM: What solutions did they put forward?

Sophie Linden (Deputy Mayor for Policing and Crime): There were a number. No one solution was put forward.

I went to a really good event organised by Big Talk in London about talking to young people about what their views were and what they felt needed to happen. As you would expect, a lot of them talked about education, getting messages across, ensuring that young people feel safer so that they do not feel they need to carry a knife. However, people are carrying knives because they feel insecure, even if it does make them more vulnerable. Some did talk about policing and the importance of being able to trust police officers and community engagement with police officers as well. We had conversations about a number of different elements that could help to tackle knife crime. Unfortunately, there is no one simple solution or one lever that we can pull. It is going to be about working together to do that.

Sian Berry AM: Will you be publishing a summary of the feedback from those events? You will not have collected responses as such, but you will have notes, presumably.

Sophie Linden (Deputy Mayor for Policing and Crime): There will be notes. I will check what we can do in terms of briefing notes and what is appropriate because some of these were not public events. They were events where people could speak their minds. I will look at what we can publish. We will certainly be publishing the Knife Crime Strategy before the summer and we will carry on consulting about that as well.

Sian Berry AM: Thank you.

Steve O'Connell AM (Chairman): Certainly, we will be eagerly awaiting the publication of the Knife Crime Strategy. That is something that is concerning Londoners. We were both at that meeting at Sedgehill School and heard from those young people.

Sophie Linden (Deputy Mayor for Policing and Crime): Yes, it was good.

Steve O'Connell AM (Chairman): It was a very good meeting. Turning to priority setting, this Committee has had some concerns about the change from the MOPAC 7 to the new priority regime, which was a legitimate change but we had some concerns about it.

Florence Eshalomi AM: Again, Sophie, it was good that essentially we did see a number of local boroughs involved in that priority setting, even though we had concerns about the key people you were engaging on a local level.

Just in terms of that priority setting, my understanding is that there were eight volume crimes that each of the local priorities were based on. Could you expand a bit on what those eight volume crimes were?

Sophie Linden (Deputy Mayor for Policing and Crime): Yes. Sorry, just to be clear, we consulted and had a meeting with each of the 32 London boroughs about priority setting and about the Police and Crime Plan, not just priority setting. It was a discussion about the priorities and the focus of the Police and Crime Plan, but also picking up some of the local issues. That was extremely helpful in terms of partnership working between local authorities and the police and us at MOPAC to understand what some of the common local issues are that boroughs and the local police are tackling.

In terms of the volume crime, the evidence and insight team at MOPAC analysed eight of the highest volume crimes, which made up 60% of the total notifiable offences in the MPS area. Those were the volume crimes that we discussed with the boroughs for them to pick two local priorities that would make the biggest difference to the community in dealing with some of the issues that they are most concerned about. That is how we had that discussion based on the evidence of those eight crimes.

Florence Eshalomi AM: Specifically in terms of those two that each local borough then adopted, is there flexibility for them to review that as and when and making sure it is with real local partners, not just with the senior leadership at the MPS and yourselves?

Sophie Linden (Deputy Mayor for Policing and Crime): The priority setting will be an annual process - that is one of the things we have said within the Police and Crime Plan - because London is changing and the nature of crime and the challenges that local boroughs are facing changes. That will be an annual process of priority setting. It was a first time and we will look at the best way of going back around that for next year's priority setting. We did consult with the elected leaders and the Borough Commanders and, based on the evidence, those priorities were set. We will look at how we take that forward.

Florence Eshalomi AM: Great. You mentioned earlier and touched on the fact that antisocial behaviour is such a big issue in London from the feedback you were getting from boroughs and so that has been one of the main priorities highlighted in the Plan. However, as we all know here, even if we have not been involved in local government, the definition of "antisocial behaviour" is far and wide-ranging. The reality is that for a number of residents low-level antisocial behaviour, if it is not tackled by the right agencies - including the police - at the right time, can escalate. We have all seen incidents where antisocial behaviour has actually resulted in deaths.

Just in terms of antisocial behaviour being identified as a key priority across London, how is this going to be measured and what do you think success will look like?

Sophie Linden (Deputy Mayor for Policing and Crime): You are right that the definition of “antisocial behaviour” is very wide. For me, tackling antisocial behaviour and tackling it quickly and tackling the root causes of it is absolutely crucial because it can escalate and, also, it often impacts on the perception of crime and people’s fear of crime and how they feel about their local community. It is there and it is there as a priority.

We will be tracking it and we will be tracking the numbers of times that there are reports of antisocial behaviour. As we have said in the Police and Crime Plan, we do want to see year-on-year reductions. In terms of success, we would like to see year-on-year reductions not just in antisocial behaviour but in the volume crimes that the boroughs have chosen as priorities.

Steve O’Connell AM (Chairman): As I said, this Committee is going to do some work around that, hopefully, if it is agreed by the Committee. Shaun, did you have any additional questions about that? No doubt you did.

Shaun Bailey AM: Thank you, Chairman. When you say “antisocial behaviour”, it is broad. Are there any specifics? What are you looking for a reduction in? What offences or misdemeanours are you looking for a reduction in?

Sophie Linden (Deputy Mayor for Policing and Crime): These are reports of antisocial behaviour to the police and that is wide. We are not dictating which specific bits of antisocial behaviour the local boroughs will be tackling because it is a local issue, but this is about reports of antisocial behaviour and that is what we will be tracking. Also, you as Committee Members can track that because as previously - and I have had a look at it - really comprehensive dashboards are going to be put onto the MOPAC website. It is not just MOPAC that can track this. Individual residents can track it. You can track it. You can look by ward, by borough or across London at what the trends are and what is happening. Some very good work has been done on the transparency and accountability around these priorities. They will be and they should be on the website now and you can have a look at that as well.

Shaun Bailey AM: Just help me understand. You have added an additional priority, which is antisocial behaviour. How does that affect these borough mergers? Who will be reporting on it in a merged borough? How will the priorities be set year-on-year when you have now a much bigger area and a very diverse area because of a borough’s physical size when you merge it with another? What effect will that have?

Sophie Linden (Deputy Mayor for Policing and Crime): As part of the consultation, we went out looking for two priorities at a local level. Because in nearly every borough, the evidence showed, antisocial behaviour was a significant issue across London, it was made into a London priority.

In terms of the proposals for a different structure for the way the MPS structures itself, they do not affect these borough priorities. The boroughs will remain. Those local community crime-reduction partnerships will remain. These are borough priorities and they will continue to set these priorities at a borough level, whatever happens with the proposals and however boroughs and Basic Command Units are restructured and brought together. It is the local ability of the police and partners to tackle crime that is so crucial.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): To give you the reassurance, we gather that data at a very local level so that you can aggregate it and cut it any way you want. That,

hopefully, will come back to address your point, which I thought was that you can look at antisocial behaviour around places. It could be - I will make it up - people gathering outside an 8 Till Late shop or a bit of street-level drug dealing. There is a whole range of things that people can report as antisocial behaviour. It all gets captured and it all gets collected. It can be about people. Antisocial behaviour manifests itself sometimes with neighbours and those sorts of things. You can look at that data in any way you want. As the Deputy Mayor said, we gather it on an incident basis. Some of those incidents have crimes in them, some do not.

Shaun Bailey AM: I will just ask about borough mergers. How advanced are you looking at these borough mergers? For many people they are quite unpopular. Are you satisfied that you are doing enough to engage people and understand where their feeling is on borough mergers?

Sophie Linden (Deputy Mayor for Policing and Crime): As part of the meetings that we have had for the Police and Crime Plan in the local priority setting, I went with Martin Hewitt [Assistant Commissioner, MPS] and Mark Simmons [Deputy Assistant Commissioner, MPS] to discuss the proposals around the borough mergers. We had very in-depth conversations around that and the MPS is now looking at what that means in terms of its proposals, where there is some flexibility and what changes might be possible. When a view has been taken on that we need to engage more around that because it is significant change and change is always worrying and is always difficult. We will continue to engage once we have had a proper look and an assessment of what the boroughs have said to us.

In terms of the consultation, given the position we are in, everybody would like no change but most people accepted that change needs to happen, first because we need to improve the service and secondly because you do have to get some of the money and the savings out. That change does need to happen. As I said, we are looking at that and we will be taking decisions, also based on the pathfinders. We have the two pathfinders up and running. We have to evaluate that to see how that is working and then to see what that means in terms of proposals for the restructuring across London.

Shaun Bailey AM: You are saying the current proposal is not a *fait accompli*? There is room for flexibility and change in that?

Sophie Linden (Deputy Mayor for Policing and Crime): It is not a *fait accompli*, no. That is why we have consulted and went and had very in-depth conversations about what that meant for individual boroughs. What is important as well is that while people often talk about the Borough Commander and that is the focus of attention - and yes, the Borough Commander is incredibly important and there is a commitment to ensure there is a senior officer who is, de facto, the Borough Commander for a borough - for me there is learning that is very important that needs to come out of the pathfinder. That is around transformation, around protecting vulnerable people and how the MPS works with local authorities to make sure that whatever instruction happens, that that is absolutely not just about maintaining the position in terms of safeguarding vulnerable people but improves it. As you know, the MPS had a report from Her Majesty's Inspectorate of Constabulary (HMIC) before Christmas and it is absolutely crucial that there is an improvement in service.

Shaun Bailey AM: As someone who came to politics through a community group that did a lot of work with police, I understand there is a need for change but I would make a plea that that Borough Commander focus remains, whatever that mechanism is. A senior police officer who has an effect on what the local police do needs to be close to the community. You cannot underestimate the power of the reassurance when you can speak to a senior police officer who can actually get a change made.

Sophie Linden (Deputy Mayor for Policing and Crime): I completely agree with you. I had ten years as a local councillor. I know the importance of having a senior officer who is there, who is known by the

community as well as the partners, the councillors and everyone within it, and who is able to take decisions. There is that commitment to keep a senior officer who can make the decisions, can do the partnership work and is part of that borough's strategic leadership around the crime reduction partnership.

Shaun Bailey AM: Thank you.

Steve O'Connell AM (Chairman): Also, that person needs to be taking responsibility, not just the outward-facing person who speaks for the MPS. If things are not going in the right direction, boroughs and communities need to know who is responsible.

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

Steve O'Connell AM (Chairman): I will bring one or two people in on borough mergers. There has been quite a significant amount of lobbying to scrap the plans, not necessarily from this Committee, although we do have some real concerns. You are saying that you will be going forward with borough mergers, although you will be listening around possibly changing one or two of them? Is that what we are hearing?

Sophie Linden (Deputy Mayor for Policing and Crime): There will be changes to the structure of borough command units. That will happen. What we have done is had that consultation and we are looking at the results of that consultation to see where there is flexibility. We do need to make changes and make progress on changes, firstly for service transformation and secondly to ensure that the savings come out.

Steve O'Connell AM (Chairman): Is the consultation with individual London Assembly Members and lead councillors? I know you have had one visit to boroughs. I am aware of that. That was, I am sure, pertinent, good and all that sort of stuff around priorities. How widely are you consulting with elected Members?

Sophie Linden (Deputy Mayor for Policing and Crime): I intend to. Once we have had the discussions and there are some decisions around timelines and evaluation of the pathfinders - not forgetting the pathfinders in that evaluation is very important - we intend to come back and talk to Assembly Members and Members of Parliament around what the proposals will be.

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

Florence Eshalomi AM: Just to follow up on the borough mergers and the issue that Shaun [Bailey AM] raised in terms of antisocial behaviour and making sure that we do not get lost within that, would it be right to say that if you were to put - I do not know - two high-volume crime boroughs like Lambeth and Southwark together, where we seem to be in the top three, whether it is gang metrics, stabbings or gun-enabled crimes - this is going back to how it is measured and what success looks like - but essentially how it is dealt with and tackled?

Some of the feedback I am getting is around the fact that there are big areas right across the borough. We know antisocial behaviour is such a big issue but it could be a case of resources being pulled into the centre of the borough to deal with those high-volume crimes, meaning there is not as much focus on antisocial behaviour, which, again, we have all recognised is quite important. It is a key priority across London. Just going back to measurements of success, how are the police are going to respond to that if we get the borough mergers going forward?

Sophie Linden (Deputy Mayor for Policing and Crime): This is local priority-setting. Borough by borough there will be an assessment and there is transparency and accountability about the local priorities. If you are taking individual boroughs that are side by side, they will still be looked at separately.

In terms of challenges, absolutely some boroughs are more challenging than others. In some ways not much will change in terms of resource allocation because already that is built into the way that police respond to and tackle the issues. That should not change because that is already built in. The resource allocation is very much demand-led and that already happens. In terms of the proposals, that is built in.

What is built into the proposals going forward is far more transparency and accountability around where police officers are. I have heard in many boroughs the worry and the concern that police officers will be dragged into particular bits of one borough, leaving other boroughs not having police officers. First, there will be the universal coverage of community Dedicated Ward Officers and neighbourhood policing. They will not move except in an absolute emergency or for Notting Hill and possibly New Year's Eve because they are just such huge strains on resources for the MPS.

The second thing is that there will be monthly accounts so that you yourselves as Assembly Members, the leaders of the community and Safer Neighbourhood Boards will be able to see where police officers have been, not obviously individual police officers but the deployment of officers. It will be much more transparent than it is at the moment. I hope that will help allay some of these concerns about officers being sucked in. There has to be good coverage and that has been built into the model.

Florence Eshalomi AM: That is reassuring to hear.

Len Duvall AM: That is reassuring, what you are telling us in the Committee, but the reality on the ground is not. I am representing two boroughs that have been talked about in a three-borough option. Two of those boroughs were told what that three-borough option was. The third borough was given three or four different options, to be honest, and that has not been shared with the other boroughs because they are still working on the three-borough option.

In terms of transparency, I welcome it if we get there but if we are still aiming for this to be implemented in the autumn of this year. We call it the old resource allocation formula (RAF). No doubt it will be reinvented as something else.

What are the core numbers of police officers for all parts of a merged borough division, a subdivision or whatever you want to call it? What are the numbers? At this stage, that still seems to be up in the air. No one can tell me what the core complement would be in a borough merger in terms of respective boroughs or for the entire merger issue. It does worry me somewhat, the gap between what you are telling us and what is going on on the ground. There are still many things up in the air, never mind the outcome of the pilots, and we are heading towards the autumn deadline for some of this.

I just do not quite get it, really. I do not understand how different boroughs can be given different options when they are already starting to talk to each other. They thought there was another option, to be honest.

Sophie Linden (Deputy Mayor for Policing and Crime): I was in every single borough meeting. Boroughs were not given different options.

Len Duvall AM: That is interesting. That is a direct challenge.

Sophie Linden (Deputy Mayor for Policing and Crime): We talked to them about proposals. We talked to them about --

Len Duvall AM: Look, let me remind you. Let me remind you and I will name the boroughs then.

Sophie Linden (Deputy Mayor for Policing and Crime): I know which boroughs you are speaking of---

Len Duvall AM: I was hoping not to, but I will. In Greenwich, you said there is an option for Greenwich, Bexley and Lewisham. It may be Greenwich with Bexley and it may be Lewisham. I presume - I was not present - that you said the same in Bexley. When it comes to Lewisham, Lewisham were given the option of Lewisham-Bromley. Never on the agenda. That is what has been reported back to me by senior Council people who were inside the meeting. That was an option put to them. That has not been shared with Greenwich officially or with Bexley. That is an issue about some of that communication process. The key point here, Deputy Mayor, is about consistency in approach and an issue around consultation.

It is very interesting you said you would come back and talk to us about consultation. Is that genuine consultation or is that when it is finally settled, when the MPS comes to a view on what the merged options are? We were told at a meeting that there are only two-borough or three-borough options. We know that the MPS is considering a four-borough option in one part of London. It is the consistency of the approach. When are we going to hear about that? Are we genuinely going to be consulted about our views as constituency members around policing? I get consulted about most other things. I get consulted about mergers of further education colleges, which are not even in the Greater London Authority (GLA) family. On this issue, I am not clear whether I am. There are mixed messages. You might have been in the meetings but that is what has been reported back to me from Lewisham about the options for them. It is not Greenwich or Bexley. It could be Lewisham-Bromley.

Sophie Linden (Deputy Mayor for Policing and Crime): You are absolutely right that the three boroughs that you name were being proposed to be put together. In terms of the consultation committees there were discussions about, "What would you feel about other boroughs?" It was not an option being put forward. The option of the map that we were consulting on was the one that you said. We have been around talking to everybody and it is right, in order for it to be a proper consultation, that you do discuss other things. It is not a question of going to one borough and giving them this option, then going to another borough and giving them a different option. It is having a wide, frank and proper consultation process. That is what that was about.

In terms of coming back to Assembly Members, I would be very happy to come back to Assembly Members now, have that discussion around what the options we consulted on were, and come back again when there has been more discussion with the MPS around what their proposal is going forward, having had that consultation. I am more than happy to. The more consultation the better, as far as I am concerned, to make sure we get everybody's voices heard as well as an understanding of where we are and why we have to go forward.

Steve O'Connell AM (Chairman): We will pocket that one. I hear that you are offering to come back to us almost immediately or soon enough with the options that have been offered out and are on the table now.

Sophie Linden (Deputy Mayor for Policing and Crime): Of course, Mark Simmons [Deputy Assistant Commissioner, MPS] did come and brief the Police and Crime Committee about the proposals. You have had that briefing, a briefing in terms of the proposals.

Steve O'Connell AM (Chairman): Yes. If I might say, it seems to have moved on. It is muddy and confused, which is not a good thing in the world of policing.

Sophie Linden (Deputy Mayor for Policing and Crime): It is a little bit difficult, is it not? Either you get accused of it being a *fait accompli*, or you do consultation and so you do not have every single answer in front of the Police and Crime Committee today and that is then called muddy and confused. What we are doing is consulting and thinking very carefully about the next steps and also waiting for the evaluation of the pathfinder. That is right and proper, and it is not right therefore to be accused of being muddy and confused because you are consulting and waiting for an evaluation before taking decisions. That is the right course for what is significant change.

Len Duvall AM: I think you are misunderstanding the criticisms we have. We are not having it both ways. This is a proposal that was long on the table before you came. It is right for this Committee to say to the MPS, if it is a serious proposal, why at this stage are we not further ahead with some of the reasonable questions that have been posed.

I have said publicly that I do not mind mergers one way or another. There are a number of reasons why you can have mergers and some reasons why you cannot. The more I hear, the more disjointed it is and the more basic answers cannot be given to certain questions, the more I become apprehensive about some of the potential problems that could arise. It is not like we have been silent about this and, as I said, if your implementation date is autumn I would expect us to be further ahead on some of these crucial issues around how we are going to police communities in London and what the basic organisational block that is going to deliver that policing will be.

That is where I am coming from in that sense. I am not being harshly critical, but at this stage we could expect more answers, not necessarily from you in MOPAC but from the MPS moving forward. Let us be honest, we are grateful for Mark Simmons coming to brief us, but he did go away with a number of questions from those who attended where he did not have the answers and we raised some issues for him that did not seem as if they were being considered. That was relatively recent. You are investing a lot of time and energy on this. We have to get it right. Yes, there will be teething problems but the expectation on our part is that we should have some firmer answers on those. We welcome the statement you have made about the transparency but it does not feel like that at the moment.

Steve O'Connell AM (Chairman): We are moving on to the next question. Your offer is helpful. I think what is coming out is: can this Committee have regular updates from your office, partly through the regular Q&A session but also as this process goes? That would be helpful. You hear that the Committee in principle understands the concept behind --

Sophie Linden (Deputy Mayor for Policing and Crime): Certainly. Of course, yes.

Steve O'Connell AM (Chairman): Let me just continue my point, if I may. The Committee is not anti-merger *per se* but we feel a vacuum of knowledge and some mixed messaging. We can all cite examples in our constituencies of hearing something from a senior officer or something from another officer that has not been quite the same as we have heard somewhere else. If we can get that clarity then you will have supporters as opposed to critiques.

Sophie Linden (Deputy Mayor for Policing and Crime): I do want to pick up on this issue about 'a vacuum of knowledge' and 'no detailed answers'. Every single Assembly Member was informed of the meetings that were taking place. Steve [O'Connell AM] and Andrew Dismore [AM] came along to them. There

were many detailed answers to the questions that were asked at a local level around this, some of which would have given confidence and some of which do engender other questions. This is a difficult process. Change is difficult.

We have the evaluation. Do I have the answers as to what those pathfinders have shown? No, I do not. That is not an excuse; that is because the pathfinders are there in order to show that and we need to give them some time to do that. That is why you are not getting all the detailed answers, because the pathfinders are there to test it. That is right and proper.

If the decision is taken to make the changes by autumn, it is not that there is a deadline of autumn and then there is no community policing. In every part of London there is significant, substantial community policing going on. The Dedicated Ward Officers are being delivered into London. Half of wards already have the extra Dedicated Ward Officer. This is about change; it is not about a deadline where things stop.

Len Duvall AM: It is not just about community policing. I am concerned about all aspects of policing that are going to be dealt with at borough level. Do not try to pigeonhole me or this Committee into one aspect of policing. We do not pick favourites. We want policing to be effective across a whole range of issues. That is what is driving our concerns.

Steve O'Connell AM (Chairman): The points have been made about borough merger and I hope you take those points. We have a couple more questions on antisocial behaviour.

Caroline Pidgeon MBE AM: I did not hear an answer to Florence's [Eshalomi AM] question, Deputy Mayor. Can you name what the eight volume crimes were that the local priorities were based upon?

Sophie Linden (Deputy Mayor for Policing and Crime): They were burglary in a dwelling, common assault, criminal damage, harassment, non-domestic abuse, violence with injury, robbery of personal property, theft of a motor vehicle, theft from a shop and theft from a person.

Caroline Pidgeon MBE AM: Fantastic. That is very helpful. We have been talking about antisocial behaviour. Are you going to have a list of what you categorise as that? It could mean different things to different people.

Sophie Linden (Deputy Mayor for Policing and Crime): No, we do not have a list. The definition as defined by the Antisocial Behaviour Act 2003 and the Policing Reforms Act 2011 was that

"Anti-social behaviour is defined as behaviour by a person which causes or is likely to cause harassment, alarm or distress to one or more persons not of the same household as the person."

That is the definition we have.

Caroline Pidgeon MBE AM: Does graffiti count? It is not antisocial behaviour?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): It literally depends on the motivation and type of crime. It could get defined in that broad way but that is the true definition of antisocial behaviour.

Caroline Pidgeon MBE AM: We will need to pick this up to understand that.

Steve O'Connell AM (Chairman): Yes. We are going to be spending some considerable time on antisocial behaviour over the coming couple of months because there are some issues around it. Antisocial behaviour can sometimes be in the eye of the beholder.

Unmesh Desai AM (Deputy Chair): Just quick questions on antisocial behaviour, if I may. The first question is to you, Acting Commissioner. In terms of antisocial behaviour, from service, anecdote and personal experiences it has always been seen as the less glamorous side of policing. Do you see this as a major challenge in terms of the culture of the MPS, changing attitudes and so on? We can have Dedicated Ward Officers and so on.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): One of the Members put it well earlier. Over the last ten years, people have realised that persistent antisocial behaviour that is not tackled and not dealt with has a debilitating effect on those that it impacts, to the point in some extremes where we have seen it that people have ended up either taking their own life or being killed as a result of some extreme over-reaction. We are very alive to the risks around antisocial behaviour and a lot of the work that those Dedicated Ward Officers and others are doing, day in, day out, is this sort of antisocial behaviour. It is the stuff, as I commented to one of the Members, that feeling where people say, "I will not go after dark to the store to get a pint of milk because I know people gather around the store and I am absolutely petrified". Those are the sorts of things we can and do tackle. At times, can you miss antisocial behaviour? Yes, you can.

It is also where it is important, as we look at the structure and shape of policing delivery in London, that we are doing the work the Deputy Mayor talked about to make sure it actually knits together. One of the key things that we know from the experience where antisocial behaviour challenges have gone wrong is that usually one agency does not have the whole picture. We will be looking at it through the lens of, "We are not getting many calls to 46 High Street and therefore this is not a big issue". What we do not know is that the same issue has been reported in to the local authority and that the doctor has put the person on medication. Getting that more complete picture of your community is part of what this work is about.

Unmesh Desai AM (Deputy Chair): You are confident that you can overcome any cultural or institutional challenges?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): Yes.

Unmesh Desai AM (Deputy Chair): You touched upon calls reported to other authorities. My last question is to you, Sophie. You talked earlier about partnerships between the MPS and local authorities, quite rightly. What I am worried about - I do not if this surfaced in your discussions with borough leaders - is the overlapping of services. Both sectors, local authorities and the MPS, are working in a very difficult financial climate. All councils have their enforcement services. They go under different names in London. Some councils have brought in police officers to work alongside their enforcement officers. You could say that by joint working they could sort out any problems but I am genuinely worried that is quite often overlapping of services. Who does what, where, when and how?

Sophie Linden (Deputy Mayor for Policing and Crime): I completely agree with you. Public service is under massive strain at the moment. We say that in the Police and Crime Plan that not only the police have significant challenges but all the public services do. Often it is the police who pick up the --

Unmesh Desai AM (Deputy Chair): Yes. Explicitly about antisocial behaviour.

Sophie Linden (Deputy Mayor for Policing and Crime): In terms of antisocial behaviour it does matter as well. Often somebody's mental ill health or vulnerabilities can come out as antisocial behaviour and that can impact on the community. I have, in my previous life as a councillor, dealt with cases where antisocial behaviour has been caused by someone who has an issue with their mental health and a vulnerability around that but the mental health services are not able to pick them up because they do not have the capacity to do that and because the risk is not high enough. Then they turn into the victim. There is vulnerability around it, not just about those who are perpetrating antisocial behaviour but also sometimes the victimisation that comes with it. There is never that clear line.

We were talking about mental health services there but it is also sometimes around housing. It matters for each of the public services that they have the ability to respond and to respond quickly to put things right. As Florence [Eshalomi AM] said, if you can tackle it early, you can stop other, more serious harms happening to individuals as well as to the community.

Steve O'Connell AM (Chairman): We are moving on to the last set of questions. Before, I feel I do have to comment around the priorities. A lot of the criticism was around the inflexibility of the previous Mayor's priorities and the much-derided - in some corners - MOPAC 7. We now have six must-do priorities across London now that you have added antisocial behaviour. You have six across the top and then a pick list of two from a must-do of eight. We have a kind of "MOPAC 8". You have upped it by one. Well done on that. Anyway --

Sophie Linden (Deputy Mayor for Policing and Crime): No, I am sorry. It is an abuse of your position as Chairman to not let me respond to that.

Steve O'Connell AM (Chairman): Oh dear. What a thing to say, Sophie.

Sophie Linden (Deputy Mayor for Policing and Crime): I am sorry, Steve; it is. It is not about the number; it was about the inflexibility and it was also about the fact that it was only on volume crime. As the HMIC said in November, the rigidity of the fact that it was only on volume crime meant that vulnerability about domestic abuse and child sexual exploitation was not picked up sufficiently enough by the MPS. That is what we have absolutely addressed in the Police and Crime Plan and the setting of these priorities.

Steve O'Connell AM (Chairman): We will be the judge of that. We will be the commentator on that over the next two or three years.

Len Duvall AM: Questions for Sophie. On the Police and Crime Plan you have to go on a broad front but there must be some priorities and actions in the Plan that you want to emphasise and take forward in the first phase. What would they be? What does that look like? Which ones would you highlight that you really want to get further forward on, recognising that you have to go forward on that broad front?

Sophie Linden (Deputy Mayor for Policing and Crime): I am not picking favourites or saying the other priorities are not important, but what worries me the most and concerns me is knife crime and violence around children and young people and the increase in knife crime that we are seeing at the moment on the streets. It is so worrying that it is going up. The second thing for me is around child protection and child sexual abuse. We really do need to make progress on that. Those are the two things that I am very very concerned about and putting a lot of energy into to try to work with the MPS but also partners in tackling that.

Len Duvall AM: It would be welcomed by this Committee. Members who have been on here for a number of years, and have previously been trying to make violence that central thing and you have it in the Plan.

How will MOPAC oversee that implementation and delivery of the Plan? You might want to describe what exists in MOPAC to do that. Is there a special team? How do you want MOPAC to oversee this? What are its arrangements with the MPS?

Sophie Linden (Deputy Mayor for Policing and Crime): In the Police and Crime Plan we talk about our role in oversight. We have mechanisms around oversight, including an Oversight Board that meets regularly. As part of the development of the Police and Crime Plan, it has not been that we develop a Police and Crime Plan and then we go and have conversations with Craig [Mackey QPM] and his colleagues around the delivery of the Police and Crime Plan. Those delivery plans from the MPS are being aligned. We have had those discussions and continue to have those discussions to make sure that the prioritisation within the MPS is alongside and with the Police and Crime Plan. There is the oversight mechanism but there is also that joint working to make sure that we can deliver it.

Len Duvall AM: OK. In the Plan itself you talk about working with different partners on a publishing plan. It is early stages yet but what progress has been made on the joint delivery plans with partners? How are they going to be developed? You have given us a flavour of some of that but how are they going to be developed and will they be published? In the Plan it indicates that they are but what does that process look like?

Sophie Linden (Deputy Mayor for Policing and Crime): The other element that I did not just mention is around some of the governance structures that we have within MOPAC and the work that we do. There is the London Crime Reduction Board that the Mayor chairs and there are boards that sit beneath that, some that I chair, some that Craig [Mackey QPM] chairs and some that partners chair as well. There are partners on those boards as well. Each of those boards has the Police and Crime Plan and had the discussions around the Police and Crime Plan, and they are now working on how they share their joint outcomes. Part of that will be around the delivery plan.

Of course there is also the Police and Crime Plan around devolution and the fact that within the Budget - I think it was on 8 March, the Budget - we had the agreement to develop a memorandum of understanding with the MOJ around devolution. We are working towards that as well. We have to have that finished by June.

Len Duvall AM: The police do not look at it like this but politicians do. We are a year into this administration. There are three years to run. We have a good idea of the tools you have in the box.

Let us pick on violence. What does violence look like in the MPS, in terms of dealing with and reducing it over that three year period? What is new? What changes? We know about the structural changes. We have talked about those and I do not want to go down into that. What is new in terms of techniques on the horizon or further tools that are going to help us tackle the endemic violence *per se* that is creeping up? The trend started off but it is reflected in the [Police and] Crime Plan. What is different after three years? Paint me a picture of what we can look forward to.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): A "what does success look like" question. I would echo the Deputy Mayor. There are two areas in the Police and Crime Plan you would want to see us make real progress on. One is the work we do in support of the Knife Crime Strategy. Knife crime worries all Londoners, particularly anyone who is a young Londoner talks a lot about knife crime and the challenges around knives. You helpfully suggested - and our work suggested it as well - that the gangs and knife issue has probably almost clouded some of the debates around knife crime. Some of the data we have suggests probably less than 12% is gang related. There is a much bigger area of knife crime we all have to step into and tackle. The other one is the wider vulnerability piece, the work in response to the stuff that HMIC

found. If we have not made progress on that at the end of this, you rightly should be frustrated and annoyed with us. We cannot be in a place where we require improvement. We are putting a lot of work and effort into making sure that safeguarding vulnerable people in London is absolutely a good service. Those are the ones that are very different.

You have heard a lot on the structural change. There is a whole range of work going on around knife crime. There is some real tactical work in terms of the things we know that work, from weapons sweeps all the way through to understanding how some boroughs have a one in four hit rate for recovering weapons whereas in others it is one in eight or one in ten. What works well there at a practical level? Is that as straightforward as street skills? If it is, how do we pick that up and move forward? It is all the way through to some of the work we have done with marketing groups and those sorts of people. Anti-knife messages coming from the police do not land. Therefore, how do we effectively provide the information and data for others to address the education issues? There are a whole range of things we can do in that space.

At some point we will also have - but we need to track this and make sure the data is there - to look at the issues around sentencing on knife crime and whether there should be more done in that space, or even more consistency. At the moment the data is not complete enough to make a conclusion one way or the other. It cannot be right. The Deputy Mayor described earlier on that young people feel either frightened or compelled, for a whole variety of other reasons, when they go out on the streets to carry a knife. Sadly, we are seeing the outcomes of that on a nightly basis in our overnight reports. That cannot be right.

Len Duvall AM: We have had discussions and the Crime Plan has been pushing the reactive bit to the prevention bit of the policing, as in counterterrorism and also working with reduced numbers, let us accept that is going to be there. I will make a political point and a non-political point. That is the reality of it.

How do you re-energise or refocus that prevent bit while at the same, at a local level, some of the issues come back to - even though we are getting back a bit of neighbourhood resource - the quick thinking to a solution but the longer term time to talk to partners to try to solve some issues. Do you think that is going to be coming back? Does that feature in some of these actions you are talking about?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): I know the Deputy Mayor sat in on the crime-fighters session last month that was looking at exactly this issue. The Knife Crime Strategy has worked really well in terms of the work we have done in some of those specialist areas of the MPS. We have now taken it into that mainstream territorial policing. A key part of that is the prevention message. That is everything from the work we do around designing out crime through to the work we do with businesses. That is some of the work we do through the Business Improvement Districts (BIDs) and business partnerships about making places safe and about the sort of security arrangements you need to have in place to try to get to the stage where violence around knives is not as commonplace as it is now. Absolutely, prevention is a main part of it.

Len Duvall AM: Is the implementation of the plan and the interface with MOPAC through the senior management board which then cascades down or is there a special grouping that speaks to this plan and then re-energises the efforts of the MPS in terms of where it needs to go? How does that work?

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): It is both. You are describing how it is delivered and how it is overseen. The Deputy Mayor touched on it. There is a monthly oversight board where those two issues, certainly for the last couple of oversight boards, have been absolutely front and centre. We are presenting updates on our response to the HMIC report, what we are doing, what the timelines are, when they are going to be delivered and when we expect to see an effect. The Deputy Mayor came to the

deep-dive we did on knife crime across the boroughs. That is how, in the role of Deputy Mayor, you get some assurance that actually what is being said is being done.

What we are then doing on the back of the Police and Crime Plan now being done is working on what our business plan looks like to deliver that and what those elements will look like. When the new Commissioner starts, May [2017] time, we will have a business plan that says, "In this part of the MPS you are doing this and you can trace your activity to doing this all the way back up to the Police and Crime Plan".

Len Duvall AM: Thank you.

Shaun Bailey AM: I want to go back to the priorities you picked. You rightly identified knife crime but I wonder if there is a strong enough link between knife crime and antisocial behaviour. As someone who has been a youth worker for 27 years, children largely fall into two big groups: the ones who actually do the stabbing and deliver the terror and then they generate the children who feel they need to carry a knife to defend themselves. It is why the prevalence of knife crime and gangs was not as high as people believed it was. It is why we are developing this new trend of "low knife carriers", as it were.

It strikes me that if more work is done around antisocial behaviour you cut them off earlier. The messaging around not carrying a knife is one thing but this is the action around it. It is unchallenged behaviour in an antisocial sense by young people that develop them along the road. They are not challenged. Their behaviour is not dealt with and so they go further and further down the road. Then they become a victim of a knife or the carrier of a knife. I wonder if that link is strong enough.

Craig Mackey QPM (Acting Commissioner, Metropolitan Police Service): I suspect there is more work to do there. Your analysis is both persuasive and real. There is more work in terms of making these links across a number of these themes that flow through the Police and Crime Plan.

Sophie Linden (Deputy Mayor for Policing and Crime): There will clearly be a link but I would also caution - and I know you know this - that antisocial behaviour is not just about young people. It cuts across all.

Shaun Bailey AM: I am focusing on antisocial behaviour by young people. If you are involved in a community the vast majority of antisocial behaviour tends to be by older people for lots of different reasons. I know that. I am specifically talking about knife crime that young people are involved in.

Sophie Linden (Deputy Mayor for Policing and Crime): I know you know that. I just wanted to say that.

Steve O'Connell AM (Chairman): This is a debate worth having. Something that struck us when we went to Sedgehill School and more broadly was the willingness of many young people to leave home in a - I have been criticised for using the word "casual" - casual way with a knife as almost an accepted thing to do, no gang affiliation but just because they feel unsafe and because they think it is the thing to do in the neighbourhood. That, naturally, can lead to some terrible offences. That is stuff we need to think about and we will be looking at your Strategy.

We have reached the end of the question and answer session. Thank you so much for your answers.