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Location: CR5, City Hall

Hearing: MOPAC Challenge – Performance & Confidence

Start time: 10.00am

Finish time: 11.30am

Stephen Greenhalgh, Deputy Mayor for Policing and Crime

Faith Boardman, MOPAC Challenge Member

Jonathan Glanz, MOPAC Challenge Member

Steve O'Connell, MOPAC Challenge Member

Keith Prince, MOPAC Challenge Member

Linda Duncan, Chair MPS/MOPAC Audit Panel

Helen Bailey, Chief Operating Officer, MOPAC

Rebecca Lawrence, Director of Strategy, MOPAC

Assistant Commissioner Helen King, Metropolitan Police Service

Commander Mak Chishty, Metropolitan Police Service

Stephen Otter, HMIC

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Good morning. Welcome to this MOPAC Challenge on performance. Obviously we have timed it perfectly to coincide with the last budget of the coalition government for maximum publicity. Nonetheless, we are focused on the fight against crime, dropping and driving down the MOPAC seven crimes across London, as well as the challenge to see a rise in public confidence in the Metropolitan Police Service. This is not that long since we last looked at these figures. So it is good to see how progress is going on both confidence and crime, because I am just looking at both of you. You are both here to do both, aren't you? You have got to be able to do both, haven't you? We will look at both.

Actually, Rebecca Lawrence is going to take us through some information, but before you do, I want to first make a point that there is photographic evidence, that we are now at 32,000 officers. The Mayor gave me a very, very strict brief that lasted all of three minutes. He said, "I want to have 32,000 officers." Tick, we have 32,000 police officers, more of them in neighbourhoods than ever before. More police constables than in the Metropolitan Police Service's history. The rest of the country cutting police left right and centre, aren't they, Steve? Cutting police numbers, but we are at 32,000. Look at that, HMIC cannot quite believe it.

Steve O'Connell (MOPAC Challenge Member): What is a picture of?

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): A picture of 32,000 police officers. I have to say the parade ground in Hendon have done its very best representation of 32,000. No more riots to date, which I think is a very good thing. That is ultimate measure of the public's confidence in the Metropolitan Police Service. We have got no rioting, no severe public disorder, although obviously, another year to go, but that is a very good thing, and we are seeing crime come down. The target was 20% and we can quibble about the point two, but let us say that 19.8% still rounds up, in my book, to 20%. To be able to be at 20% reduction for these victim-based neighbourhood crimes, because you broke the back of burglary in particular, which is down 44%. A 44% reduction in burglary, I think is extremely impressive, and is pretty groundbreaking when it compares with all the other forces. So a reduction in crime, securing police officer numbers and not having a riot.

The thing the Mayor did not tell me was can you find £600 million worth of savings between 2012 and 2016, which is the toughest budget the Metropolitan Police Service has had to meet. Also the budgetary challenge, which was quite unprecedented in the Metropolitan Police Service's history. I think the performance is quite unprecedented. It does not mean that 16 to 20 is going to be easy. I think it is going to be extremely hard, but today, I think we can celebrate a real achievement, both in terms of crime reduction, maintaining officer numbers and dealing with the financial and budgetary challenge facing the Metropolitan Police Service. So over to you.

Rebecca Lawrence (MOPAC Director of Strategy): Thank you, Stephen. If we start with this is "MOPAC's Interactive Dashboard" on the MOPAC 7. You will see there the line in which we are well on track. We are at 19.8% based on February figures continuing to come down. So we are achieving that 20%.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): A year early?

Rebecca Lawrence (MOPAC Director of Strategy): A year ahead of plan. Interestingly here, the bottom bubbles and bar charts, which shows that the Metropolitan Police Service's performance here on the MOPAC 7, is driving the crime reduction nationally. So the Metropolitan Police Service makes up 26.9% of the contribution of those forces recording a reduction. If you took out the Metropolitan Police Service's performance, crime would be going up by 0.2%. You see there that big green block that the Metropolitan Police Service is reducing by 3.2%. So we are driving the national crime reduction there.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Rebecca, just go back to that blob again. The blue blob is the proportion of the national crime reduction driven by the Metropolitan Police Service. How big is that blob, because I cannot read the writing.

Rebecca Lawrence (MOPAC Director of Strategy): 26.9%.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): So 26.9% of the reduction is coming from the Metropolitan Police Service?

Rebecca Lawrence (MOPAC Director of Strategy): Yes.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): We are 14% of the population. That is extraordinary.

Rebecca Lawrence (MOPAC Director of Strategy): So it is a very strong performance with a high-level of volume neighbourhood crimes, with the Metropolitan Police Service doing very well there.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): How many forces are seeing any kind of reduction? That is not 43 blobs, is it? There are quite a lot that are seeing an increase.

Stephen Otter (HMIC): More than half are showing an increase at the moment. I would have to count them.

Rebecca Lawrence (MOPAC Director of Strategy): The dashboard shows if you take out the Metropolitan Police Service, then the combination of all the other forces in the country are actually seeing a 0.2% increase in crime.

Stephen Otter (HMIC): I have got 17 forces showing a reduction out of 43.

Rebecca Lawrence (MOPAC Director of Strategy): Of course, we are interested in borough performance as well. So if you go to the second tab of the dashboard, this is borough performance across the different MOPAC 7 crimes. You see the differential trends there. Very significant reductions in burglary, but in the second part of this presentation we will focus on the driver in the other direction, which is the violence offences. We also see, as you say, Stephen, quite a variation in borough performance. So we have 16 of the 32 boroughs are currently seeing reductions of the MOPAC 7 of 20% or more and 16 below. If you click to the

third tab, there are the changes against the MOPAC 7 by different boroughs. It shows those which are above and those which are below. I think we should really celebrate the performance of those that are really busting through the MOPAC 7, like Waltham Forest at a 28% reduction. If you look at some of those that are seeing smaller reductions, perhaps, Kensington and Chelsea, that is low volume crime in total, big reductions in burglary, but the violence piece, which we come to in the next part of this is meaning that you are seeing softer reductions across the MOPAC 7 compared to other boroughs.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): That is pretty clear. Helen, I go through these numbers with a magnifying glass, and I've got to say, the last time I looked at these numbers, 17 boroughs were over the 20%. That was in January with the Mayor. Only 16 are now over 20%. Using the Metropolitan Police Service's statistical approach, 20%, which is you have to be at 20% or higher. One borough was at 21% when we looked at this, and that is the London Borough of Merton, and now it is 19.7%, which means it has gone backwards. Other boroughs are seeing very marginal increases, and in another case they have gone backwards, which is Kingston-Upon-Thames: was 25%, is now 23.9% when we last looked at this. Another one, Hounslow was 27%, is now 26.2%, which, to use the Metropolitan Police Service's approach to statistics, is down the wrong way. So at least three boroughs are heading the wrong way when it comes to cumulative reduction in crime.

I would also point, not just to Kensington and Chelsea, although it is a very special royal borough, we do not want to just pick on K & C, what about Bexley? What about Islington? What about Tower Hamlets? What about Hackney? All of which are well below 10% in terms of cumulative reduction since the baseline. Our challenge to you, as you approach the last year is can we see far more boroughs achieve a cumulative reduction of 20%? That should be possible in about 25 or more. 25 or more are well over 15%, so they probably can get to the 20% over the last year. That is better than having 16, if you can get to 25 or 26 out of 32. Equally, for those ones, which are the backmarkers, can there be a push to grapple with the issues that are holding them back to get at least to a cumulative 10% reduction? So they get halfway there.

So we could finish this with London boroughs at least getting halfway there as a minimum and the vast majority getting to the cumulative 20%. Broadly speaking that means getting on top of violence. The last challenge, surely, is that rather than having the cumulative reduction achieved by the seismic reductions in burglary, excellent figures on robbery, can we deal with the violence with injury, which has increased by 13.3% since baseline? So that at least behind the figures, irrespective of whether it is a recording a CAD (Computer Aided Despatching) to CRIS (Crime Recording Information System) of all the other issues you have raised, but can we see a real reduction in violence with injury by your own measure over the last year? That is quite a big ask, but that would be something we would like. It is a reasonable challenge given where we started from.

Helen King (Assistant Commissioner, Metropolitan Police Service): Clearly we have determined for every community in London to benefit from the falls in these crime types. We recognise, just as you and the Mayor clearly do, that these are the crimes that have a really big impact on people's lives in all sorts of different ways. I know we are going to go into the particular challenges around violence shortly, as we did at the last MOPAC Challenge. We also spoke about some of the emerging trends around motor vehicles as well. Clearly, as we all

know, each London borough is different, has its own particular make-up and that goes for crime types as well. The mixture and balance of those crime types, but be assured that borough commanders are absolutely focused on this. Area commanders on a monthly basis, I am working with them in a great deal of detail about what is driving their crime at a local level. Also at Crime Fighters, as we look across the board. This month we are joining with our specialist colleagues for CS&O, in fact, tomorrow to look at violence in the way it impacts right across London, both in terms of the volume crime, domestic violence and gang related and serious violence as well. So all of the Metropolitan Police Service are committed to it.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): I have to say, we have got to step back and say it is remarkable what you have achieved. It is you that have achieved it. It is not politicians who have achieved it. I think the Mayor and I were trying to find a way of giving you a specific measurable, achievable, realistic, timed, because it is very dramatically for May 2016. Then there is a challenge for a future Mayor. We would like you to go for the last year thinking about getting at least 25 or more boroughs over the cumulative 20%. I think it is achievable if 26 of them are at 15%-plus cumulatively. Get the backmarkers to at least 10% cumulative reductions, as opposed to having a 3.5% reduction, which is hardly anything. Now that may not be possible, and that does then require dealing with violence, as violence with injury is part of the problem, or some of the backmarkers that have not got on top of the burglary issue. We have not seen the reductions in burglary in some of the smaller reduction boroughs you have seen in other boroughs. That again, requires a bit of focus as well. That is our challenge to you. I am not saying you are going to hit it, but that is our challenge.

Helen King (Assistant Commissioner, Metropolitan Police Service): We always want to be ambitious, as I know you do and I know the commissioner is absolutely committed to drive down crime to the maximum that we can.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Sure. Great.

Rebecca Lawrence (MOPAC Director of Strategy): If we turn to the slide pack, what we have done here is really try to analyse it in quite a degree of depth. What is driving some of the changes, not just within the MOPAC 7, but the wider total notifiable offences in the UK. This slide shows the total notifiable offences have reduced. So we have a 13.6% fall in total offending in London compared to March 2012. You can see there from this trend line that that is starting to rise. Indeed, in February 2015 total notifiable offences recorded an increase of 0.6% compared to the preceding year. Now, when you see trends like that, you ask yourself, is this specific to London or what is going on in the wider country? Then you ask yourself, what offence types are driving that change in trend? If you go onto the next slide, that asks ourselves is this happening across the whole of England and Wales? The answer is, yes, across the whole of England and Wales TNO trends are beginning to flat line, most recent quarter seeing only a 0.5% decrease in offending. The trends in England and Wales beginning to increase at a faster rate than the Metropolitan Police Service.

If we go to the next slide we look at what is driving those? Those are the different crime types on those lines. You will see that robbery, drugs, burglary, fraud, forgery, theft and handling are flat. That the big increase is in the violence against the person. In the year February 2015 there has been an increase in 28% of that compared to February 2014, and this is really driving the

numbers. Is this the case in the rest of the country as well? If you switch to the next slide, violence without injury, this is the precursor to violence, has increased both in the Metropolitan Police Service and across England and Wales. The categories there are listed out. These are the harassment crimes.

If we turn to the next slide, we have looked at is there something dramatically different going on there in harassment? This slide shows the demographics of the victims of harassment during the period February 2014 to January 2015. These harassments are people primarily reporting into 999, evenly divided with females taking up a slightly higher proportion. Nearly half of all the victims between 25 and 45 years old and the majority of offences taking place within a dwelling. We do not see the victim profile dramatically changing. This is a particularly stable trend.

If we move onto the next slide, we have asked ourselves, given that harassment is really important and is driving these trends, given that we know something about these kinds of violence, there are other parts of the police and crime plan where we have quite clear strategies targeting the drivers of that violence. This is a little snapshot to our dashboard on the other areas, which you, deputy Mayor, have been leading, gangs and violence against women and girls. The suggestion is that we use this part of the Challenge discussion to get under the skin of those violence trends and that in future MOPAC Performance Challenges, as well as looking at the MOPAC 7, we will want to have a particular focus on those broad strategies that encompass some of the violence we are seeing. So we will look in future at the violence against women and girl's dashboard and the gang's dashboard alongside MOPAC 7.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): I think it is up to me to start off some of the questioning. My view, having done two of the problem solving challenges, in both Croydon, and most recently on Monday in Brixton in Lambeth, is that it is not one thing that drives violence when you look at a particular borough. It is quite focal and there is a strand of work which tends to be night time economy based and very linked to transport hubs and the concentrations of bars and clubs. You see that in the first two boroughs that I have been to. Particularly Vauxhall, which I did not realise, but there are members of my team that know about the clubbing opportunities until 4.00 in the morning. In Vauxhall, allegedly that is where you can go clubbing until 4.00 in the morning.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Faith knows about clubbing until 4.00 in the morning. It starts at 4.00 in the morning.

Faith Boardman (MOPAC Challenge Member): That is quite early.

Jonathan Glanz (MOPAC Challenge Member): Finishes Sunday afternoon.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): I personally, am having a damn good sleep at that time. I gather in Vauxhall there are some concerns about what is going to happen with the 24-hour Tube, which is a good thing for London, but again, there are night time economies based issues. Clapham that tends to be earlier in the evening, that again is night time economy based. When we went to Croydon, again there were issues that were night time, which is the Fairfield ward – again town centre based on top of that. That was one strand and the other strand was clearly gang and serious violence. That was more

complex and more localised about the issues. In Lambeth there were some cross-border issues between gangs between Lambeth and Southwark. How are you proposing to deal with violence when it is clearly something that requires local leadership?

Helen King (Assistant Commissioner, Metropolitan Police Service): That is why with Operation Equinox, although it is a Metropolitan Police Service wide operation with Commander Lucy D'Orsi leading it, which has central performance meetings. What we required each borough to do is to produce a local plan. That is a local plan for each of the 32 boroughs, so that they can address the specific local issues, because as you say, they are not the same everywhere and they are not equally spread. We also identified those top 30 wards where we got the highest density of non-domestic abuse and related violence with injury. We believe you need to have those really local plans in place with officers out on the streets in the right places at the right times to prevent violence, as well as to deal with it as it happens. What is working in one place, we roll out to similar places where it should have a similar effect.

I think we have spoken in the past about the work that Kingston did probably 18 months or two years ago now, with the likes of ScanNet at the clubs that they have got there, where people have to scan either their driving licence or their passport in order to gain access. That both controls entry, so if someone is banned they cannot get in. It also means that if an incident happens, you can identify witnesses, offenders and so on, because you have got that record there. I have been out and seen a detective use it to identify a suspect in a case very effectively. I think you may also have been briefed on the devices that door staff can use now, in effect to breath test people on their way into a club or premises. People who go out clubbing these days, tend to preload. We all feel very middle-aged talking about the younger generation here, but this sense that you should not be entering licensed premises if you have already had a considerable amount to drink. Although door staff can stop people coming in already, having a device that objectively says, "No, you are over our predetermined limit," prevents conflict at the doors. It also sends out a very strong message as well that we expect people to be in a fit state to conduct themselves and look after themselves. In this way, this is not just the place, it is very much licensees and other people out on the streets and in these premises that are working with us.

In relation to Operation Equinox, the other point that is really worth us mentioning here, though I know we have gone over it in the past, is in relation to violence. We are clear a significant proportion of the increase is because of the way that we have tackled the concerns raised by HMIC and others around recording issues, so our conversion rates. Incidents that come in generally by telephone, that appear to be violent at that first assessment, going right through to them hitting our crime recording system, that conversion rate continues to increase to get higher. The Office of National Statistics has recognised that that is a major driver for the increase in violence we are seeing nationally. We continue to check with our colleagues in the London Ambulance Service and in A&E departments in hospitals. They are actually seeing a decline in admissions and in telephone calls in relation to assaults and violence. Clearly we know that London is more violent than we would want it to be.

As a result of Operation Equinox, we have been looking at the 17-week period prior to us putting the operation in place and the 17-week period afterwards. Bearing in mind this included Christmas, where you tend to see a peak in assaults and the New Year, and that increasing in improved recording. In the 17 weeks prior to the operation starting, we were seeing 938 offences per week. In the 17 weeks afterwards we have been averaging 904. So it is

slowing down. It is not the kind of decrease that I would like to see, as yet, but clearly, we are determined to make sure this is a real decrease out on the streets by putting in tactics and ways of working that are sustainable to prevent people from getting hurt. Whilst making sure we are recording everything that we should be, because that means we can focus in the areas where we need to.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Good.

Keith Prince (MOPAC Challenge Member): Just a quick one on the breath testing device, which is very effective. I have been around a number of areas now, and a lot of the managers say it is very helpful, because it is subjective as to whether or not somebody is drunk. If they have got a breath test and it is set at about three times the legal limit for driving, it does away with all the arguments. The issue that I am finding though, I will not embarrass them today, but there is a very large pub chain, that is very resistant from a management level. The managers at the ground level are quite keen to introduce these breath testing machines, but I understand the senior management at this large organisation are very resistant. I wonder whether we can jointly approach them to explain to them the benefits of having them.

Helen King (Assistant Commissioner, Metropolitan Police Service): I am absolutely sure that we can. I know there are a number of locations across London where, although we are introducing it at this point, as something that responsible licensees would want to take on board. There are options moving forward to potentially have it as a condition of the licence, so they may not have any choice. Clearly in the first instance, where we can, we would rather work with businesses because at the end of the day, a good business is not one where people are getting hurt and violence is happening. Clearly, we are more than happy to speak to senior management in any organisations that need to understand what we are trying to achieve a bit more clearly.

Keith Prince (MOPAC Challenge Member): Thank you.

Faith Boardman (MOPAC Challenge Member): As the team expert in clubbing at Vauxhall.

Keith Prince (MOPAC Challenge Member): Allegedly.

Faith Boardman (MOPAC Challenge Member): As far as we had one, I am it. One of the problems there has been the increase in taking of legal highs outside some of the clubs. I think that is a wider trend, although it has been very obvious in Vauxhall. It has led to considerable problems actually in the streets and on the roads and open spaces. Is that a general issue and are you legally prevented from dealing with those? How do you tackle that sort of issue?

Helen King (Assistant Commissioner, Metropolitan Police Service): What I would say is there is a mixed picture across London. I would not want to say that all of London is overrun with issues coming out of legal highs. Certainly in specific areas, it is part of the overall picture. I think our concern clearly is about how it affects people's behaviour, and if people are behaving in a way that is outside the bounds of legality, then we can deal with it. Although clearly if the substances they are carrying are legal, that does not give us some of the options we would have around illegal drugs. Our concerns are equally around the health impacts, as well as the crime

ones. I think anything we can do to get the message out to people, who are considering using these legal highs, that actually for their own benefit, as well as the people around them, it really is not the wise choice. I am sure our health colleagues would support us in that. This is not just an issue for us, but for other agencies as well. Just as the solutions are not all within our hands, but also for partners and members of the public to play their parts as well.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Linda.

Linda Duncan (Chair MPS/MOPAC Audit Panel): You have explained very clearly, I think in your previous response that the overall TNO increase is largely attributable to the changes in crime recording. I would like you though to just focus for a moment on the harassment numbers, because that has clearly been shown to be a driver of subsequent violence. What is your thought on the increasing numbers in harassment? Is that something that can equally be attributed to better recording or more confidence in coming forward to report harassment, or are we really seeing an actual increase in harassment and is that likely to be following through with an actual increase in violence?

Helen King (Assistant Commissioner, Metropolitan Police Service): The harassment picture is quite complex. So probably the first thing it is important to do, as your slide showed, is that harassment, depending on the context, sometimes refers to Harassment Act offences, and I will talk about those in a minute. Also to Public Order Act offences in some contexts, so section 4 and section 4a of the Public Order Act. So I will just deal with those briefly, and then I will come back to the Harassment Act.

Linda Duncan (Chair MPS/MOPAC Audit Panel): Sure.

Helen King (Assistant Commissioner, Metropolitan Police Service): In terms of the Public Order Act offences, these are largely used by the police when dealing with people in a public place, generally drunk, maybe affected by drugs or other issues. As part of operation Equinox, we have been encouraging officers who are out on the streets dealing with night time economy issues in particular, that where they are dealing with people who are drunk or otherwise affected, not acting reasonably, quite aggressive in their demeanour, not taking advice, I would much rather those people were arrested or made to leave the area early in the evening, before they potentially go onto cause serious injury later on in the evening. I think that is an appropriate use of tactic to take people who are behaving in unsocial and aggressive manner early on. Either bring them into police custody or warn them out of the area early on. Those section 4, section 4a offences, they can be used in other contexts as well, but particularly in that context. They are also on occasions used for things like neighbour disputes, which get reported to us later on.

In terms of Harassment Act offences, again, there is a mixture of scenarios wrapped up in here. This is where there is a cause of conduct, two or more incidences, where a person feels harassed. The kind of scenario that you may be referring to, is those that are potentially linked to domestic abuse, either at the time or later on. So either in a relationship or after a relationship breakdown, maybe unwanted texts, social media communication or other approaches that are not wanted. The Harassment Act gives us an opportunity to step in early and either deal with people formally, or if there is any doubt about whether it is clear the offender knew that this was unwelcome, then police forces, ourselves included on occasions,

serve harassment notices, which lay out very clearly expectations moving forward. That is a good preventative step to stop it escalating to something more serious.

Obviously, with all the training and work we have done with our officers around being really aware of the issues around domestic abuse and stalking that this also relates to, I would expect that to be part of the driver. As well as our real scrutiny around incidents coming in, which a few years ago, might have been written off as a neighbour dispute or social media insults flying in different directions. They will be hitting crime records more frequently now than they were a few years ago. Again, we see that in our conversion rates of incidents into crimes. It is very difficult to pin down whether it is only a recording issue or to what extent there is a real increase. Probably, all the work that is done by third sector groups, some high profile cases, have raised the public's awareness as well, that something in the past they might have thought the police were not interested in, we are happy to get involved in to take those steps to keep people safe.

Linda Duncan (Chair MPS/MOPAC Audit Panel): If I understand what you are saying, we might expect to see an increase in the harassment numbers going forward with the correlation of the reduction of the more serious violent crime, as a result of strategy?

Helen King (Assistant Commissioner, Metropolitan Police Service): We could do, indeed.

Linda Duncan (Chair MPS/MOPAC Audit Panel): May I just ask a question of Steve? Just from all that you have heard from what you have heard we are doing in London, how does this compare to the rest of England and Wales and the strategies? Are we seeing the same pattern?

Stephen Otter (HMIC): Yes, there are the same patterns, if you look at violent crime in particular, we are seeing big increases across England and Wales. Not always the same reasons for the reason why. We believe there is an actual increase in violent crimes, not just the recording of them. However, we do not know to what extent that increase is, because there is no doubt, as Helen just said, the Office of National Statistics has said that they accept that the changes in recording practice will affect these figures in particular. We are really pleased the police are recording more violent crime, because this violent crime is actually happening. It is not new crimes, but the police now know more about them and they can actually decide what their strategies are in a more informed way.

The other area that the Metropolitan Police Service is consistent with the national picture of sexual offences, big increases nationally, which started just after the Jimmy Savile allegations. There is quite a lot of consensus to say that is very much linked with the historical allegations that are now being made and the new inquiries. Again, the Office for National Statistics actually support that view. Of course, the more work the Metropolitan Police Service do, and the more proactive they are, the more likely people are going to come forward. That again is found in urban areas in particular, and this is very common across the country at the moment, specific initiatives in alcohol related violence will actual increase the numbers of allegations. Again, it is a good thing. It is something that then can be tackled. That linked to alcohol is a problem factor nationally. In terms of trends the Metropolitan Police Service is very similar to the trends nationally, particularly in big urban areas and particular environments.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Although the overall reduction is out of kilter. The overall reduction, not in violence statistics, but comparable numbers, it is out of kilter. The Metropolitan Police Service is ahead in overall numbers.

Stephen Otter (HMIC): Overall numbers, but not in violence.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): When it comes to violence, you are showing a similar trend to the rest of the country.

Stephen Otter (HMIC): That is really helpful. I just wanted to get that context.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): It means that when we see this rise it is a uniform rise across the country, as opposed to just London.

Stephen Otter (HMIC): Yes.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Also the similarities with some other urban areas. That is important to know. We have to look at confidence next, but I do want to reiterate, because repetition is a very good principle. We have basically said, extremely well done. It is an extremely good achievement that we quibble about how we reach the 20%, because it is 19.8% today. It will be 20%, but the challenge, we think, for the last year needs to be slightly more nuanced than before, which is can we get more boroughs to hit that 20%? Can we move from 16% to 25% plus by the end of the year? I think that is perfectly possible.

Every single borough down to Enfield at 15.2% looks like that is achievable, that would be 26 boroughs. If we look at the bottom six boroughs that are not yet 10%, can we get those to more than 10%? Bexley is at 3.7%, Hackney is at 7.6%, can we get them over 10%? So no borough has achieved less than half the target. More boroughs achieved the 20% target. So it is a more uniform reduction across London, is essentially the outcome. To do that means tackling the violence figures. Equinox alone is not going to get you there, but how can we get below a figure, which at least is lower than where we started from in our baseline year in March 2012? Which would be a difficult one, but at the moment it is 13% higher than the baseline. Can we get it down to lower than the baseline? That is a tough ask, but certainly we are going to ask it. Let us look at confidence.

Rebecca Lawrence (MOPAC Director of Strategy): The next set of slides looks at confidence. The first one shows that it will be a challenge to meet the confidence target by the 2016 deadline. It highlights the trend in both London's Public Attitude Survey, that is the green line and the crime survey in England and Wales. It shows that the London level is higher than the national results, with confidence 4% higher than the national results. The Metropolitan Police Service has the highest confidence within its most similar group of forces, which is GMP, West Yorks and West Midlands. So a challenging target but good relative to similar forces. Indeed, the most recent available comparative data with England and Wales shows the Metropolitan Police Service has slightly higher confidence than England and Wales as a whole, 62.4% compared to 61.4%. So good relative to the rest of the country, but still a way to go.

If we move onto the next slide that shows the level of confidence of respondents to London's Public Attitude Survey in terms of both local and London-wide policing. It shows that it has remained fairly unchanged in the most recent quarter of results. 67% confidence is local policing, 66% in policing London as a whole. It also shows the types of crimes that people report.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Can I stop you there?

Rebecca Lawrence (MOPAC Director of Strategy): Yes.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): The figure on the Metropolitan Police Service brand, because London-wide policing is actually a Metropolitan Police Service brand confidence figure. That is down 3% from a peak, because it was about 58% when I looked at the Metropolitan Police Service brand figure. It went up to 69% and it has gone back to 66%. That is the Metropolitan Police Service brand figure. So actually there is a change, the Metropolitan Police Service brand figure has definitely gone down. It is a fact because I know the curves. 67% is broadly up, because it was around the low 60s, and it has gone up to 67%. What you had was a premium to the Metropolitan Police Service brand for a while. That has now disappeared.

Helen King (Assistant Commissioner, Metropolitan Police Service): We had a quarter that particularly pushed us down. I think our latest figures would suggest that has flattened as we come out with the rolling data. We are confident and we know we need to keep driving that up, but we did not get some of the seasonal dip over the winter that we thought we might.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): The message of 66% is flat, is wrong. It may be the last quarter was at 66%, but it has been higher than that. That is the point I want to make. One is flat, one has come down a level.

Rebecca Lawrence (MOPAC Director of Strategy): The remainder of this slide reminds us of the drivers of confidence, effectiveness in dealing with crime, engagement with the community, fair treatment and alleviating local antisocial behaviour. It pulls out the top three concerns that survey respondents are talking about, which is drugs and drug related crime, ASB and burglary. If you move onto the next slide, this is what are the characteristics of individual Londoners and how that drives confidence. Generally women and older people and people who self-classify as white or other ethnic background, have more favourable attitudes to the police. Slight variance in terms of gender, women 1% higher. There has been an increase in confidence in the 25-34 age groups. Also an increase there by ethnicity.

If we move through to the next slide, there are big variations in confidence by boroughs, with an east/west divide. Richmond has the highest level of confidence at 80% and Tower Hamlets the lowest with only 51% of respondents to the Public Attitude Survey saying the police do a good job locally. We have got some real changes in differences in boroughs across rates of improvement. Haringey has seen the biggest improvement, a 5% increase from 63% to 68%.

If you go to the next slide, of course, we launched in December the new confidence clicker, which allows you to look not just by borough, but compare most similar neighbourhoods across London. With neighbourhoods grouped into different typings, this slide shows the variation of the confidence levels between the highest and lowest confidence neighbourhoods in each of those groupings. So if you look at the central affluence group, and the text there in the green, this is a relatively small number of communities, Kensington, Chelsea and Westminster, but you see they have the highest and relatively low spread there from 85% in Kensington to 74% in Westminster. If you compare that with the neighbourhood grouping that we call the deprived multi-ethnic, you see quite a wide spread of confidence from communities with similar characteristics. 25% difference between the highest and lowest. That grouping contains 13 neighbourhoods with an average of 62% confidence. You have got Waltham Forest Central right up there at the top at 75%, and Newham East with very similar demographics and wider characteristics down at 50%.

If you move onto the next slide this is an extract from our interactive tool, which is publicly available and which Metropolitan Police Service officers are also equipped with. This tool allows for the comparison of these similar neighbourhoods, and it allows you to look per neighbourhood at the specific drivers, such as the drivers of confidence, engagement, fair treatment and ASB, as well as crime levels. So it allows you to look in quite a lot of depth.

If we switch to the next slide, this shows a deeper dive still. This slide compares Waltham Forest Central and Newham East, and it looks at the relative rankings within that neighbourhood type. Waltham Forest Central is within the top three of all similar neighbourhoods for all of those drivers of confidence. Conversely, Newham East is ranked lowest in the majority of these, except for communication. So the communication is OK, but it is the treating everyone fairly perceptions of ASB, how safe people feel and physical policing presence, which is dragging it down.

In the final slide, "Local policing is most affected by the key drivers of engagement with the community and fair treatment." The tool should allow people to understand and see where their position is. This summarises on this slide, the key points from our evidence based research and the work of Betsy and the team, which is newsletters work, social media works, but it does not replace the need for traditional engagement, as patrols on their own are not enough.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Great. Thank you. I have got some questions. Clearly it is a variable picture on confidence as well. What is staggering is that, in somewhere like Waltham Forest, a very diverse borough, socially deprived in parts, crime coming down seismically, but confidence rising seismically. Yet other boroughs that is not happening and a big range, if you like, between Newham East on confidence the Waltham Forest figures are staggering. I mean a 25% difference. What is your reaction to why we are seeing such big differences on confidence and that link to a failure to engage with some neighbourhoods?

Helen King (Assistant Commissioner, Metropolitan Police Service): It illustrates the point again, that a standard approach at the centre does not work for all of London. We have taken the confidence model developed by Professor Stanko, very much as our template for work in this area and all the boroughs have a plan. With Commander Chishti as our engagement lead. What I have asked him to particularly do is to concentrate on those bottom boroughs -

the bottom six at this point - to get out and find out what is actually happening on the ground and to take what we have learnt from places like Waltham Forest that have made some very significant improvements. Then to make sure we are taking that learning to the areas with the lowest confidence levels. Maybe I could ask Mak to talk a bit about what he has found, as he has gone out to those boroughs, and the specific things that we believe are going to make a real difference there. As I say, each borough does have a confidence plan, and that is very much what Mak has been scrutinising.

Mak Chishty (Commander, Metropolitan Police Service): Chair. It might be helpful if I set out our drive for greater confidence and engagement started in quarter two. In quarter two, if you look at the PAS data, we lost three points. The normal trajectory would have been going into darker nights, we expect to see a further decline. I think because of the work done by Metropolitan Police Service and our partners in the summer months, we actually increased by four points in quarter three. Which means that instead of declining, we saw some positive green shoots, which I think is important to recognise. In relation to the bottom six boroughs, I spent a day reviewing those boroughs. I have reviewed four out of the six so far, and the neighbourhood comparator opportunity that we have got from the clicker helps us to get into some more of the detail to help us understand exactly what is going on.

If I just take out Newham East. 71% of people in Newham East feel quite well informed. So that is not the issue. What the issue is, is how well we understand their issues and how well we are dealing with those issues. We are getting really focused into what activity we are going to pinpoint and how we are going to do it. From 30 March, just taking that example for a whole month, there is a concerted effort around Newham East, where it is going to be about knocking on doors. We call Street-a-Week, we knock on each and every door in those neighbourhoods, ask what the concerns are, take those concerns, take some action and then knock on those doors again. So we are telling people what we have done. So we are telling them exactly what we have done in relation to the problems they have described to us. That is part of the confidence model that we are doing, because it is not just about being present. It is not just about being visible. We are trying to form a relationship in those neighbourhoods. We are using the existing structures that we have got, such as ward panels. I am pleased to say the ward panels are functioning pretty well in Newham and have been for the last nine months.

So I can go onto describe a range of problems that we have discovered and that we are doing, but overall, I must say that, our drive has been different from the summer. Where the model that we have introduced has been about engagement. It has been about relationship and it has been about reporting back. The style that we are employing is "Shine", so we are smiling, handshaking, introducing, telling people our names and showing empathy. So we are trying to appear friendly and be friendly. In terms of understanding our issues and understanding our communities, we have mapped all 624 of our wards, so we know exactly who lives in our communities, who work in our communities, who visit our communities, and surprisingly, and I am pleased about this, we have challenged our own assumptions. So we have found communities we were not aware of that are present in our communities. So we have had different reach programmes.

Over and above that, we know that communities are not all located in neighbourhoods. So we have defined into 16 different sets of communities with the lowest amount of confidence across London and ways in which to reach them by new models. So the Pakistani community, which will be dotted across London, we will not be able to just go into them. So we are dealing with

communities in a different way. To emphasise more of that, we are also reaching elder members of the communities, and where there are youth engagement programmes, and a whole host of programmes around schools as well.

Helen King (Assistant Commissioner, Metropolitan Police Service): In relation to those 16 communities, Martin Fewell, Head of Media and Communications, commissioned some research a little while ago to identify those least confident communities. Also importantly find out their preferred ways of receiving information, because they do not necessarily use the same media channels and so on. It has identified a number of radio channels in different languages, with SAMURAI, our overarching organisation of internal support networks, we have identified a number of volunteers, who have a first language other than English. Who are now, for instance, doing slots on those radio channels, acting as ambassadors for us, because we know language can be a real barrier sometimes. In not just getting facts over, but getting over a sense of the sometimes unrecognisable human face of the Metropolitan Police Service.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): What are the 16 communities? You listed some of them, the Pakistani community. Do you have a list of them?

Mak Chishty (Commander, Metropolitan Police Service): I have got a list, not on me, but there will be the Bangladesh community. There will be the Pakistani community. There will be the Indian community and the Tamil community. You have got the Somali community, but I can provide you with a full list of all 16 communities and the research done.

Helen King (Assistant Commissioner, Metropolitan Police Service): I imagine we shared the research.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): When you mentioned the 16, I would like to know what we are talking about to see if there are any other omissions. We should also share with you, there has been a survey done by TNS recently, that does show that people feel safer. Not only is crime coming down, Londoners views around public safety are improving and the confidence level, and they believe you are doing a good job, seems to be increasing according to this survey. Also encouragingly BME communities are positive. There are many ways of measuring how confident London feels about the Metropolitan Police Service. There is some positive news in that recent survey, because that can be compared to where we were back in 2010. So it gives you a longer timeframe. What you have just described in the short-term, saying it is quite hard work to stand still, given when you move to shorter days and longer nights, but actually you saw an improvement in Q3 and Q4. That bears out some of the more positive surveys we have had from TNS.

Mak Chishty (Commander, Metropolitan Police Service): If we share a little snippet with you. Some of the Leading for London community work, the 16 communities, which actually tells us how to communicate and what channels of communication should be used, is quite interesting. So if I take the Afro Caribbean community, I would not have thought that the magazine called Hair & Beauty, which has got a circulation list of about 300, would be a good means to reach the Afro Caribbean community, because of its small circulation.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): It is in every single shop where they have their hair done, so they all read it. It is not circulation, but how many people read it.

Mak Chishty (Commander, Metropolitan Police Service): Exactly. That is a point where the Afro Caribbean community tell me they go specifically not for the haircut, but to read the magazine. So they get the messages out of it.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): They do not pay for a haircut, they read the magazine.

Mak Chishty (Commander, Metropolitan Police Service): They may not need a haircut. The point is that they are going to read the magazine. So if I want to reach that community, then I will certainly be using articles in those.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): That is very important to know how to reach the community. I have lost my train of thought, allegedly going to have your haircut and reading a magazine.

Steve O'Connell (MOPAC Challenge Member): Mak, you and I, with Marie, have been speaking and working on this for some time. I am pleased we are using these excellent tools, this comparator tool, which I think there are some comments on later. You picked out these certain low performing boroughs and mentioned those. You are going out to visit them.

Mak Chishty (Commander, Metropolitan Police Service): Yes.

Steve O'Connell (MOPAC Challenge Member): You set them a challenge and support.

Mak Chishty (Commander, Metropolitan Police Service): Yes.

Steve O'Connell (MOPAC Challenge Member): How do you monitor that going forward? What is your plan once you have been there and supported them? What happens after that?

Mak Chishty (Commander, Metropolitan Police Service): Can I just quickly describe my day? I go in, I have a one-to-one with the borough commander for an hour. I personally hold a focus group with the whole SLT, because I want to get a feel for their understanding and how real that is. We then have focus groups with CID, SNT and response officers and inspectors taking place. At the end of the day I get all of that information and give a hot debrief back. So, for example, with one borough commander, where I think the workforce is well keyed into confidence, but I am not so sure if his mission is completely known. I have asked for a personal action plan from that borough commander, saying how is he going to make sure that his message and priority about confidence is known? Each borough has got its own confidence plan, which is based on the confidence comparative clicker. So we can correlate the two.

Steve O'Connell (MOPAC Challenge Member): Because of this excellent tool, are you then also challenging them about neighbouring boroughs and neighbours in essence, because often they will say to me and you, "Confidence has gone up 2% since the last quarter, we are going in

the right direction." Now we have this rather excellent tool, you are able to say, "Yes, but the comparable neighbourhoods are actually doing much better."

Helen King (Assistant Commissioner, Metropolitan Police Service): We are doing that at a number of levels with the borough commanders, both in terms of Mak's visits, but also again, just as I described crime, particularly MOPAC 7 crimes being a focus at the area commander's Crime Fighters and issues around confidence and satisfaction. Obviously if you are not providing a decent service to people, you are not going to have high levels of confidence. It is not just for the borough commanders, and I do believe neighbourhood inspectors have an absolute key role to play around confidence.

Steve O'Connell (MOPAC Challenge Member): Are you embedding that very much in their performance? My experience is that they will come along to ward panels and board meetings and be very forceful about MOPAC 7, how well they are doing. When we challenge lack of confidence often they will retreat.

Helen King (Assistant Commissioner, Metropolitan Police Service): That was what I was going on to describe. You will remember we brought all the neighbourhood inspectors here for the launch of the confidence clicker. Was it two or three weeks ago we had them all at New Scotland Yard for a full day? Which had a focus on a range of issues, but again we grouped them in the same groups as the confidence clicker. So as well as challenging each other, and us challenging them, they are learning from each other. So they are literally sat next to, for the whole day, the people who are doing better than them or worse than them within the same group. So they can share their experiences of what is working within their local community. I know some of them then follow that up with visits or with sharing tools that they have developed locally. That very local responsibility to know your community, to make sure you understand what their concerns are, that you are acting on those concerns, and then feeding back to them. The neighbourhood model in effect is being really, reinforced at the moment at that inspector level.

Steve O'Connell (MOPAC Challenge Member): It is a very good challenge, and I will come back to another question, Mak. If you use the tool, and I think Keith had a couple of questions on the tool. If you compare Croydon South West to a Bexley, same neighbourhoods, white and Asian, that is me, apparently, there is great disparity and that is helpful. Just last question back to Mak is, you are drilling down on those six at the bottom, quite rightly. I understand that. Equally across London even those that are not in the bottom six, still remain 10% behind the target. So what is your plan around those other boroughs? You have got Waltham Forest at the top, which is succeeding, but there are swathes underneath that are behind speed. So what is your plan on those others, Mak?

Mak Chishty (Commander, Metropolitan Police Service): Well, Stephen, each one has now got a plan. I have quality assured each plan. Each borough has now got a confidence board, which is now chaired by the borough commander. I expect them to use the confidence clicker together with the PAS data and make sure that plan is refreshed every quarter. Rising just above that, we have got a 12-month programme of work at a Metropolitan Police Service wide level in terms of the work we can do to support that as well. Then we will be monitoring progress in terms of performance inquiry through our crime fighters' process. The first one I will be checking into will be in May.

Steve O’Connell (MOPAC Challenge Member): Can you reassure us that is trickled down and directed down to the ward sergeants and skippers, so that they understand their responsibilities at ward level?

Mak Chishty (Commander, Metropolitan Police Service): If I just take Redbridge South for example. My understanding of Redbridge South, which I have not got to yet, is they are able to tell me the issues around prostitution, which leads to ASB. In Clements Wood, a ward within Redbridge South it is about violence associated with night time economy and a particular public house. I know the sergeants have all got personal PDR objectives around that. Also some of the work that the neighbourhood office and PCs are doing.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): What are PDR objectives?

Mak Chishty (Commander, Metropolitan Police Service): Personal Development Reviews.

Helen King (Assistant Commissioner, Metropolitan Police Service): It is their appraisal.

Mak Chishty (Commander, Metropolitan Police Service): So they have to drive to get confidence. Then there is very localised information that is given to local residents around leaflet drops. In addition to that, we have got posters around that area, where we are telling our public how many kerb crawlers we have arrested in the last so many weeks. So I am quite satisfied that it is targeted and focused in all round confidence and in dealing with the problem and the confidence factor as well.

Jonathan Glanz (MOPAC Challenge Member): Thank you. Just picking up on one or two of the general concerns, it seems to me the public are concerned about drugs crime, ASB, burglary. There is a really good story to tell there. I just want to understand how that story is being translated both internally, which you touched on in your answer to Steve, but also in terms of the messaging to get that translated into an uplift in confidence.

Mak Chishty (Commander, Metropolitan Police Service): One of the ways to get the message across that was quite effective last year, are bus stop posters. You may have seen those around London. I have just commissioned a piece of work, which I have just had the early results back. I need to check them again, is actually where are we going to focus those messages in the lowest confidence boroughs, so we get the maximum amount of benefit for the amount of money that we spend? So last year we spent £1 million on doing this. This year we want to spend exactly the same amount of money but make it focused in those areas where they need that information the most. So that is one way of doing it.

The other way we are doing it is, actually we have now ring fenced our dedicated ward officers in line with the neighbourhood review. We will make sure our neighbourhood panels are attended and serviced. It is on their agenda, so we can use that as a way. Going slightly more forward, we have just introduced the pilot for the neighbourhood link, which is a two-way communication around the Neighbourhood Watch, which can reach massive amounts of people. We have two-way communication, and we get feedback, giving them positive messages as well.

I am working on leaflets across London. So this will not be all of London. Again, this is going to be targeted in the most needy areas. So leaflet, which are corporate, consistent and timely, and they will go out to neighbourhoods where confidence is least. So there are a number of things that we are doing. At a corporate level, my own messaging through the media and press. We also use quite a lot of social media, but we are not reliant on social media, we are trying to build a relationship first.

Jonathan Glanz (MOPAC Challenge Member): Interestingly, I see that is not the preferred option of some of the younger generation. I would have thought that was counter intuitive. Just coming back to the leaflets you referred to, to getting focus on the 16 communities. Do those leaflets go out in local languages, and if so, how cost effective is that in terms of getting that message out? Is that something you are working with, with officers who have the ability to speak various languages relating to those communities?

Mak Chishty (Commander, Metropolitan Police Service): We have got officers with different language skills in different boroughs. So typically we have got more Bangladeshi officers in Tower Hamlets. We have got officers, I think in Waltham Forest with Tamil languages. So we have got that and we work with our colleagues in CT to help us with that.

Jonathan Glanz (MOPAC Challenge Member): It worked very well with the Chinese community in Central London.

Mak Chishty (Commander, Metropolitan Police Service): Yes. The leaflets themselves are going to be in English, because predominantly people to understand English and the communication will be quite simple in getting that across. The whole idea was, in the past, when we have done leaflets, they have been not timely, so the information has been old and it has not been specific enough to people's local ward, as opposed to a wide area. That how I am hoping to do it. Doing it across 624 different wards across London is going to be an impossible task, so we are focusing in on those wards with the least amount of confidence to get it out quickly.

Helen King (Assistant Commissioner, Metropolitan Police Service): Another opportunity we have got is that we will shortly be taking Met Trace, which is the traceable liquids into 444,000 homes across London, which is a way of driving down burglary. It also an opportunity to talk to people, as their property is being marked and so on. To give them the stickers to show in their windows, because there is this dilemma, you do not want people to be so convinced that crime is low in London, so we are in a really safe place, that they do not take sensible precautions themselves. Everyone has a role to play in driving down crime. I think things like practical initiatives like that, we will use it as an opportunity to get more people signed up for Neighbourhood Watch. Get people onto Neighbourhood Link or Twitter or signed up for electronic newsletters and all those things. So that as Mak said, we have got an ongoing relationship with people. So that you do not get just one message, which you may or may not remember in a few weeks' or months' time, but you have got a sense the Met police are here, understanding what is going on and being effective in dealing with it. Also working with you to make your area safer.

Steve O'Connell (MOPAC Challenge Member): I do not think we can overstate the importance to chair of modelling Neighbourhood Link, which is being piloted at the moment, that you are aware of.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): This is the Neighbourhood Watch?

Steve O'Connell (MOPAC Challenge Member): Neighbourhood Watch has an event tonight, and if we can perfect a model for 32 boroughs that will improve Neighbourhood Watch, that is going in leaps and bounds towards our confidence.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): I hope you are tuned into all of that because they can be your eyes and ears. Any more questions? Looking to my far left, Keith.

Keith Prince (MOPAC Challenge Member): Not usually my position in meetings. Some of the feedback I have had around borough commanders' attendance at safer neighbourhood boards. I just wondered what your position on that was. I know it is Steve's area, but I have got some connections with that. I just wondered whether it was a requirement on the borough commander to do that?

Helen King (Assistant Commissioner, Metropolitan Police Service): My view is, I would expect the borough to be represented at an appropriate level. I am very conscious of the pressure that our senior officers are working under. We have done some work with the superintendent's association recently, and I do want to make sure that they get the odd day off and the occasional day, which is a reasonable working length. So on occasions I would expect it to be the borough commander, but I would absolutely expect the borough commander to make sure that he or she felt they were appropriately represented by somebody who has the knowledge and ability to make decisions.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): The expectation would be the borough commander, if they cannot for obvious reasons, they are human, they may be ill, they would send a representative?

Helen King (Assistant Commissioner, Metropolitan Police Service): Yes.

Keith Prince (MOPAC Challenge Member): My feedback is they had good feedback for you, as the borough commanders have, in the main, have been supporting and attending.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Do you want an example of something specific?

Keith Prince (MOPAC Challenge Member): I will not use an example that I have, but as Steve says, in general there is a very good response and borough commanders taking steps. I just think there are instances where borough commanders, perhaps need reminding.

Helen King (Assistant Commissioner, Metropolitan Police Service): If you have a specific incident I would be really grateful to know that outside this meeting.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): I have an example I should have talked to you about last week. It was about Enfield.

Helen King (Assistant Commissioner, Metropolitan Police Service): Our borough commanders, our officers and staff and PCSOs working right across the 32 boroughs are a tremendously committed and professional group of people who I am very proud to lead. In terms of ward panels, I would not expect senior officers to be at those. Certainly the feedback I am getting is that dedicated ward officers, since they have been ring fenced, are attending those, and absolutely should be.

Steve O'Connell (MOPAC Challenge Member): Often it is the sergeant, but as long as it is the dedicated officer without fail, then I think we are where we need to be, chair.

Helen King (Assistant Commissioner, Metropolitan Police Service): That is good to hear, because I know there was a spell when it was not as reliable as it should have been.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): We are trying to attempt the impossible, which is to finish the meeting early. Steve, when you were a chief constable, you showed me the graph on your wall in your office, that the confidence surging, was it Avon and Somerset?

Stephen Otter (HMIC): Devon and Cornwall.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): I knew it was somewhere down there. Toenail of the country. It had a confidence surge. What is going on nationally and what is your take on how we get this boost? We are not seeing the boost we would like, even though we are making progress. What are your thoughts on the national picture and what can we do?

Stephen Otter (HMIC): Devon and Cornwall was very different from the Metropolitan Police Service, as I say. The approach we used was exactly the approach that is being used here, probably modified because Betsy Stanko designed the approach we used in Devon and Cornwall and she is designing the approach you are using here. Everything that I have heard from Mak today, I thought was impressive if it can be made to happen. The Metropolitan Police Service is doing some very good work in the dedication you have got to raise confidence. There is not a target everywhere across the country that looks at confidence and satisfaction any more. Certainly victim satisfaction is very important and we believe that the future legitimacy issues around policing rely on the public to be confident that the police are doing the right things in their local areas.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): I think victim satisfaction is now over 80% in the Metropolitan Police Service for the first time.

Helen King (Assistant Commissioner, Metropolitan Police Service): Satisfaction around fair treatment is going up as well, which I think is very important because that is a driver of confidence.

Stephen Otter (HMIC): One thing I would say in the Metropolitan Police Service you still need to do a lot of work on, is the victim satisfaction. You know that does rely heavily on the whole criminal justice system.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): My view is, there is always danger meeting people who know something, because you might come back. It is interesting talking to the people who did victim stuff in New York, our sister global capital city, they would consciously tell you they are very victim-led and not every victim wants a police officer to trudge and go and visit them. There needs to be some purpose for the visit. It needs to be really thought through and victim-led. They might just want a quick phone call and an explicit way of being able to report it. So it might just be very driven by the victims would be the message. There is even a book that Martin Tunstall has got which says, "You see the process of victim and offender in parallel and totally separate." So the whole journey of the victim has got to be managed in a victim centred way. Then the whole grip of offenders has got to be managed in a separate way. Of course, challenge there is across the wider criminal justice system. I thought that was interesting, because success is not that they all get a visit. They can be offered a visit, but actually it might not be what a lot of them want. That is the point I took away from my discussion with the Assistant Commissioner there.

Can I come back to slide 17? Can you put it back up? Brilliant that was so fast. Look at the speed of the MOPAC officials at the back. I have seven circles, and Mak and Helen, I would like to be briefed on those seven circles. Essentially why I have picked seven is because it is where there is a big gap between the top of the bar and the bottom of the bar. I am interested, not in the top of the bar, although that may be informative, but I am interested in the bottom of the bar. In Haringey West to have an aspirational bustle, in such a large divergence, indicates to me we need to understand what is driving that in Haringey West.

Engagement is a good place to start, and that communication is not enough. So it would be quite helpful to know. Redbridge West compared to suburban villages. Now I grew up in a suburban village according to this chart. There is a pretty big difference between Redbridge West and Richmond and Twickenham. Lewisham South again and Croydon Central in stressed urban, big difference. Redbridge South and Hounslow in the settled multi ethnic. Massive gap between Newham East and Waltham Forest Central, a deprived multi ethnic. Barking and Dagenham, again looking at green city fringe. Did not really think D & B was green city fringe, but it has been categorised as green city fringe. Redbridge Central, crowded outer suburbia compared to Harrow. I really think we need to understand the differences and get into the detail around the figures that drive engagement.

We move now to slide 19. Are you still awake? Yes, you are. What I took from this was, actually the leafleting may be very interesting Mak, but it will not shift it. If this chart is right you can do amazingly well in communication, but you are not shifting the dial. You are actually ranked higher for communication than Waltham Central. The first thing, which I was really interested in, when you are knocking on people's doors and asking them about the issues, because clearly understanding issues that are affecting the community requires you to talk to the community. So if that is not happening in those ones that are at the bottom end of those segmented wards, they are not going to get anywhere, are they? That is the first thing, do they understand the issues of that community? Then do they deal with the things that matter to those communities? Are they going to take that information? It is a bit like politics, do you

understand the concerns of the voter? I do not want to make too much of an analogy, then you go back and deal with those concerns. In policing are those the issues? Those two seem really important.

The other thing, which is staggering, you talk about Shine, but what is going on in Newham East relative to Waltham Forest Central? What are the attitudes of police officers that they feel so much friendlier, approachable? Is it a few police officers giving that vibe at particular meetings? That is an issue for me, that you need to understand why there is such a divergence. Is it significant? Can it be understood? I completely understand what you are trying to do, to get this whole approach and sympathetic, empathetic, a lot of hand shaking, a lot of eye contact.

It used to be name, rank and serial number, otherwise I will arrest you. That sort of stuff is probably not what you mean, but something like "my name is, I am a human being, I like to talk to you", blah, blah, blah. All of that is great, but there is clearly a massive diversion about how the public perceive that in particular boroughs. Although this may not be the answer, but I would like to know in Waltham Forest are there more local police from Waltham Forest that know Waltham Forest, that police Waltham Forest? Maybe not, but they certainly seem to know more about it. How many police from Newham policing Newham? These kinds of things are interesting things to think about. For me, that is a killer slide, 19, getting to think about why there are differences and doing something about it.

Helen King (Assistant Commissioner, Metropolitan Police Service): Is it just worth mentioning the current training that we are doing on the professional development days, which is very much about this?

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

Helen King (Assistant Commissioner, Metropolitan Police Service): It is not just a front load. This is why it is good to be approachable, to engage, to be friendly, but actually requires all officers to go out for two hours, not tasked to go out and arrest people, unless they need to, but to talk to local people and to come back and say what they found out. It is an essential part of being a police officer, and actually I believe it is a real privilege that we can walk down the street in uniform and by the way, you are with people, that you make them feel better about where they live and work.

Mak Chishty (Commander, Metropolitan Police Service): Just on Newham specifically. I do not want to do him a disservice, but a borough commander has produced a 15-minute video, which has taken ten sets of slots to the XL, which takes people away for a whole afternoon or morning. He has shown this video and asked his own people, his workforce to understand what more can be done. It is a real feel-good video and makes you feel proud. Makes you look at Newham in a completely different way. I think what he is trying to do there is to get people into a different mindset, because you can get into a mindset, I & S calls and dealing with lots of misery. Look at Newham in a completely different way and that is a good start.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): Can I make a point that is a bit dangerous to make? I happened to go into Paddington Station and it was really interesting to see everyone muster and then focus on the North Westminster thing. It would be

for the late turn, so 2.00 when we bring everyone in. Quite appropriately there is a focus on officer's safety, because it is a difficult business and you need to get that right. I understand that. Quite appropriately there was a focus on catching the bad guys. We know the volume offenders are often a few hundred in a particular area, and if they are out and about and you do not catch them, they are the ones who will cause the mayhem in neighbourhoods. I quite understand that. What I found interesting, is nowhere in that briefing was all about preventative stuff. About the problem solving, local stuff that really could make a massive difference for the longer-term. It was quite reactive, if you like. So is there a bit of air space, a bit of sharing of preventative type policing, as part of the team ethic? I don't know if that is appropriate.

Helen King (Assistant Commissioner, Metropolitan Police Service): It can be. Certainly I have been on parades where things like street prostitution being a good one, "This is where you need to be at this time, and this is our approach we are taking." Things like the predictive patrolling, which is very much based on preventing, so people being tasked to be in a particular area at particular times, again to prevent crime from happening. The other bit that helps with this is the London base recruitment we have gone to in terms of people understanding local communities. So the 216 officers you inspected last Friday, all of whom were from London.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): The Mayor inspected.

Helen King (Assistant Commissioner, Metropolitan Police Service): The Mayor inspected.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): I looked at them very closely from afar.

Helen King (Assistant Commissioner, Metropolitan Police Service): Those were part of our London residency requirement recruiting. So 18% of them were from black and minority ethnic communities, 35% were women. That looking and feeling like London is a key part of this as well, and one of the reasons why it is so important.

Stephen Greenhalgh (Deputy Mayor for Policing and Crime) (Chair): I agree. We are finishing five minutes early, but we have got the job done. I know it is a stretch what we have asked, but it is an intelligent ask. I am not saying you will achieve it, but we are still going to ask it anyway. Some of it is achievable. Some of it will be really hard. It will be a real battle of how you get on top of the violence conundrum. I think you will go some of the way with Equinox. You will need more than that to get there. The confidence challenge, it sounds like you are making really good inroads. It is a case of having to take that even further. The challenge around some of those areas that are performing less well once they are segmented, it will be interesting to see what drives that. It sounds like it is being looked at carefully. That gives us a lot of confidence we may meet the overall target. If in a year's time more boroughs have hit that 20% mark, if in a year's time we are making shift in the right direction on public confidence, while seeing the budget reduction, we will be really pleased with what has been achieved in the last four years. That is what we are really aiming for in the last 12 months in my time as deputy Mayor. Thank you very much, everybody.