

**Date:** Tuesday, 22 January 2013

**Location:** The Chamber, City Hall

**Hearing:** MOPAC Challenge - Quarterly Performance Report

**Start time:** 2.00pm

**Finish time:** 3.20pm

**Members:**

Boris Johnson (Mayor of London) (Chair)  
Stephen Greenhalgh (Deputy Mayor for Policing and Crime)  
Faith Boardman (MOPAC Non-Executive Adviser)  
Jeremy Mayhew (MOPAC Non-Executive Adviser)  
Jonathan Glanz (MOPAC Non-Executive Adviser)  
Steve O'Connell (MOPAC Non-Executive Adviser)

**Confirmed Guests:**

Bernard Hogan-Howe (Commissioner, Metropolitan Police Service)  
Craig Mackey (Deputy Commissioner, Metropolitan Police Service)  
Simon Byrne (Assistant Commissioner responsible for Territorial Policing,  
Metropolitan Police Service)  
Stephen Otter (Her Majesty's Inspector of Constabulary)

**Officer Attending:**

Helen Bailey (MOPAC Chief Operating Officer)

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**Boris Johnson (Mayor of London) (Chair):** Good morning everybody. Thank you very much for coming along and particularly of course to the Commissioner, Bernard Hogan-Howe, and to Deputy Craig Mackey and AC Simon Byrne. We welcome you very much to City Hall. Thanks to our expert Panel as well. The Non-Execs; Steve, Faith, Jonathan and Jeremy. Thank you very much for coming along.

This is the second one I have chaired, but it may be the third. This is an opportunity for us to listen to what the Commissioner and his senior officers are up to, to get a feel for what they are doing, the challenges they face, and also for the public to see this happening and to hear a little bit of the debate about some of the figures. There is some very, very good stuff here. Some very encouraging figures here from the Metropolitan Police Service. Some real, real success across the board though, of course, inevitably, there are also some questions that we will want to ask about how to improve performance.

From my own point of view the thing I would really like to congratulate the Metropolitan Police Service on particularly to begin with is the success that you appear to be having in reducing serious youth violence which was a big problem in the consciousness of Londoners over many years. This is something that we want addressed. It is something that the people of this city care passionately about and they want the police to help us to solve. Real progress is obviously being made so massive praise for that.

It would probably be a good idea now if we turned directly to the last quarter, the most recent set of data. There are a series of slides. Perhaps, Commissioner, if you could just talk us through any salient stuff that you see on these slides and then any questions that Steve or anyone on the Panel we can direct to you, but let's try to keep the pace fairly brisk if we can.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** Mayor, that information is showing - these are quarterly comparisons - that overall crime is down. If you looked right across the crime types, with one exception, they are down. One thing you have to guard against always in three monthly comparisons is seasonal fluctuations. In the autumn period, when the darker nights come, crime of certain types will rise. One of the things we have to guard against is drawing too many conclusions -- even though these appear to be in our favour, because of the days when they will be against us and we have to acknowledge that there are seasonal fluctuations. Overall it is showing a reduction in crime.

The one that stands out obviously is the theft from person. That has gone up by about a fifth. It is part of the continuing trend over the last couple of years. It is also a similar trend to the one you have seen really across the world - particularly New York has commented on this. For the first year for many years New York has seen an increase in crime. They have put it down to exactly the same cause that we have identified which is about the loss or theft of stolen phones being available in the street. Some of that is by robbery and some of it by what is put here as theft from person which is a police way of describing somebody who runs up and snatches it without offering violence or threatening violence. That is the distinction between that and a robbery.

They are probably the initial conclusions we have drawn. It may be obviously that the Panel want to ask more questions about any of the statistics that are there.

**Boris Johnson (Mayor of London) (Chair):** OK. That is very helpful. We had a discussion yesterday about some of the circumstances in which the phones are being nicked and then handed in and what we can do to try to sort that out. There is some useful stuff to pursue there. Any questions from anybody on the (Mayor's Office for Policing and Crime) MOPAC Challenge Panel? Stephen?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Can I kick off? You have accepted from the Mayor, I think, a very challenging target of the 20% reduction of the seven crime types. If we look at this slide it is trying to take out seasonal variations so essentially it is the same time period against the same time period in 2011.

The good news is, as you say, Commissioner, a lot of crime is trending down, all bar one crime type. My concern actually, as well as theft from a person, is looking at burglary. You have got the same period but effectively it is fairly flat. I would be interested to know whether there are any strategies that you have because within the Police and Crime Plan there is the local policing model where the strategy is to tackle burglary in particular? That would be helpful.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** The primary way that we do this is to concentrate on repeat offenders, victims and locations so that means that burglars continue to burgle unless they are interrupted so one of the things that we do is to target them. There are three broad ways to detect burglary, which I referred to in the last meeting, which are either improved forensics, getting to the scene quicker -- and about one in three of the burglars we catch is caught at the scene by the officer who attends the scene so obviously it is vital that we have enough people available to attend the scenes quickly which is why we have the incident response targets. It is not just about getting there to reassure the victims; it is also about making sure we get there to arrest the offender. The third way that we do it generally is to make sure that people tell us who commits the crime. It can be informants, sometimes witnesses or sometimes complainants who are aware of who

has committed the crime. We have to maximise our impact there. That is something we have been improving.

The final way - I say final but of the major ways - that we can make an impact on crime is the work that is done around repeat victimisation. What we know is that often people are more likely to be a victim of crime once having been burgled, so within the succeeding six weeks they are many times more likely to be burgled, often by the same burglar. Two reasons. One they already know how to get into the property and, as importantly, they have actually worked out that the person often replaces the item that was stolen, often with insurance but not always, which makes it available to steal again. So the combination of the two means that if we can protect that person and the ones who live around them - because they will have worked out how to get in at that type of house - it can make a real impact.

I said they were the main ones but probably another one we are working on in Hackney which seems to be making some difference is around SmartWater marking of property in people's homes. Often what happens is you have got portable items that can be sold elsewhere. One of the biggest challenges for police officers, when they raid the home of a burglar or somebody who is handling stolen property, is attributing the property that is found there back to the scene of the crime because often people forget or do not bother to record their serial numbers or anything else. So SmartWater marking of property is a real help. I know there have been some significant results in the areas that has been experimented with in Hackney.

In the past it has been done in public locations; schools, town halls and property that is owned by local authorities. One of the breakthroughs here is to try that in many homes, rather than just in public municipal locations.

**Boris Johnson (Mayor of London) (Chair):** That works does it? Does it work, the SmartWater marking thing?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** It seems to. The first thing I would say it has got to be marked, and then the second thing --

**Boris Johnson (Mayor of London) (Chair):** Can you do a SmartWater mark on a computer or something?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** Yes. You do not make it in a very obvious place; you put it somewhere where it cannot obviously be seen. It is discovered by certain levels of light. To the naked eye it is invisible but when you use the light then you find it. Then once you have found it there is a scientific analysis that says that is from X batch and if you go back to the batch you know who used the batch and therefore you can get back to the person.

So those are some of the things that we are already doing but obviously I am sure there is more we can do. We have to divide the burglar into residential burglary and

non-residential burglary. The reductions we have seen over this period, which amount, as is said here, to less than 0.5%, about 4% of the reduction came from residential burglary, burgling people's homes. Less came from non-residential burglaries, businesses effectively, although that pattern changes around London. The pattern in Westminster is different to Croydon. I can only give you, at the moment, just the overall impression.

**Boris Johnson (Mayor of London) (Chair):** Am I right in thinking that burglary is predominantly committed by quite a small number of prolific burglars?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** I think so generally. It would be wrong to say -- there are offenders who will have only committed one burglary. I am sure that is the case. But on the whole, by the time we have caught them, they have often committed many burglaries and they sustain their lifestyle, often drug addiction, by breaking in and continuing to sell the property at a low value, for them, but obviously a terrible value for the victim of the crime. When we catch these burglars we often have taken someone out who has committed many offences and we will have prevented them committing many more.

People sometimes lack confidence in the criminal justice system but, on the whole, people who burgle people's homes go to prison - and I think quite rightly so.

**Boris Johnson (Mayor of London) (Chair):** Yes. What proportion of burglars would you say are people who are trying to feed a drug addiction, are hopeless characters and so on and what proportion are serious hardened criminals who are simply doing it for acquisitive purposes?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** It is difficult to be precise but probably three quarters of the burglary suspects live within a mile of the victims so, generally, it is the same community who, sadly, are breaking into the same property. Often you find that there is a level of drug addiction. The only research I can point you to, certainly I know we had some in Merseyside, is of all the offenders who went through the cells broadly about two thirds to a half had got a form of drug addiction. That statistic holds good right throughout the country. It varies a little but half to two thirds usually have a form of drug addiction when you are talking about acquisitive crime.

**Boris Johnson (Mayor of London) (Chair):** Right. Steve, did you want to ...?

**Steve O'Connell (MOPAC Non-Executive Adviser):** Yes, indeed. Thank you very much. Revisiting burglary and particularly residential burglary it is good that the numbers are going down but burglary, as we have said before, is a crime that reaches across all the neighbourhoods of London. We are in the process of going out and talking to Londoners about the local policing model. A fair question from most Londoners would be, "This new model of neighbourhood policing, how is this going to bring down the burglary in my particular area? What is going to be new about it?"

How are you going to improve on your performance?” What sort of response, either the Commissioner or Simon, would we give to those neighbourhoods?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** Can I respond generally and then I am sure Simon may add something. Our broad proposal is that, first of all, we have got 2,600 more police officers we will put into neighbourhoods so that is the neighbourhood teams that people should see walking around and therefore will see them more often. Number two is putting about another 1,000 officers into response. So going back to what I said; if we get there quickly we are more likely to catch the burglar. Therefore, taken together, something of the order of 3,600 more police actually committed to response and neighbourhoods.

First of all I think we can show that we are getting more patrolling and therefore that should, one, provide reassurance, and allow us to respond quickly when we get a report of a burglary ongoing. Probably, as importantly for me, is that if we build up good relationships through the neighbourhood officers with local people, they are the ones -- remember I said that there were three ways to catch criminals or detect crime; forensics, catching them at the scene or someone tells us. Our informants, people who witness things and tell us, do that because they trust us. One of the ways of building trust is to walk around and meet people. Often working with schools. One in three of our community has a child at a school so if you have a relationship with the schools, the teachers, the governors and the parents we often have a really good relationship with that community and they will tell us stuff.

There are some really primary ways in which that extra deployment prioritisation of response and neighbourhoods and uniformed patrolling will help us. It is not the total answer. There are many other things we can do. But I think people should be reassured by that. Simon?

**Simon Byrne (Assistant Commissioner responsible for Territorial Policing, Metropolitan Police Service):** Thanks, Commissioner. Just a few other bits to build on that general impetus by putting more officers into neighbourhoods. Firstly, as has been said in other places and has come out as part of the policing plan consultation, this notion of a sheriff, ie the neighbourhood inspector who is very much in charge of a patch. At the moment, because of the way the policing has grown up over time in London, sometimes neighbourhood inspectors see that as part of their core responsibility and others do not and it is laid off somewhere else within the borough. A key principle that we want to bring to this is about clearer lines of responsibility and accountability so in a locality, when someone - either me, the Commissioner, or, indeed, one of yourselves - asks, “Why has burglary gone up in Sutton?” there is one person you come looking for.

The second bit, to build on what the Commissioner is saying, is it is not just about turning up; it is, in the nicest sort of way, surveillance. I do not mean necessarily very discrete forms but giving ownership of Simon Byrne the burglar to one of the neighbourhood officers to worry about. There was a hint before in the earlier

question about burglars tending to lead chaotic lives and also they do not concentrate on one type of crime so the other bit of the policing model which is also being **reported**(?), as you know, is to remove this remit and police by crime type culture so there is not a squad for every crime in the dictionary. You will have people that target people that steal things because one day it might be a packet of bacon from Asda, Tuesday a satnav and Wednesday in somebody's home. By streamlining all that we believe we will get a better response.

Thirdly, making the link to your policing plan, I think there is a big opportunity to get smarter at offender management across London so it is not just what the Metropolitan Police Service does but how we work with other key organisations such as probation to make sure that, for example, when someone is released from prison they get somewhere to live, they get support in terms of getting on to benefits and you stop them drifting back into a life of crime. Evidence, when this works well, is that can make a big difference on reoffending rates.

**Boris Johnson (Mayor of London) (Chair):** Yes. Very helpful and interesting. Are we going to go through all the crime types just on this slide or are there other slides that you would like to show us? How are we going to do this?

**Craig Mackey (Deputy Commissioner, Metropolitan Police Service):** Let's go through the slides.

**Boris Johnson (Mayor of London) (Chair):** Shall we go through them slide by slide.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Commissioner, it is no surprise we have started with the bad news of theft from a person which is trending the wrong way. This is a map of London. Clearly there are some boroughs where it is positive and largely negative. It is important for us, and also the public, to understand what drives theft from a person and the proportion of which is theft of mobile phones and anything else you can explain and what the police can do to combat something that is obviously trending in the wrong way in London but also in New York.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** First of all, as I said, three quarters of it is down to mobile phones. We know that, within that group of mobile phones, three quarters of that is one particular type of phone. We also know that when new types of phone are produced and they become something to aspire to then it is something that gets stolen more often. As we see each batch of new types of phone issued then we get a surge of crime around that because the market value of that thing has gone up and the criminal market is no different to the general market.

We know that --

**Boris Johnson (Mayor of London) (Chair):** Do you want to specify, Commissioner, about the types of phone and the problem?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** We have tended to not talk about a particular type of phone on the basis that it is commercially sensitive for the people who own these phones. I do not think it would be any great surprise to know that the criminal market is attracted by the same thing that the general market is attracted to in terms of saleability! Sadly it is the same motivation that drives it.

**Boris Johnson (Mayor of London) (Chair):** Right.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** One of the things that we know is that, within London, there are five boroughs that are driving the largest amount of this increase; Westminster, Camden, Islington, Lambeth and Hackney. That accounts for 50% of the total. So if we can have some impact there, even though there is a generic problem, we can have a real impact on this type of crime. We are making some impact but, as yet, not far enough.

What I thought I might mention to you initially - and obviously I am happy to take questions - is two things that we are approaching this with; one at a strategic level and one giving an example locally in Camden. In terms of the strategic level we are working with the phone companies because sometimes their policies will drive this type of crime until it is worse. For example, one provider, provided you return your phone having said that it is faulty within 12 months, will take that phone and not ask any questions. Now we know that same provider -- there are at least a couple of examples this year. On one occasion they received from the same person 174 phones back, and they are not a business. That person has now been arrested. There was another occasion when somebody brought 80-odd phones in. Now of course it sounds amusing in one sense but of course it does not mean to say they are bringing it back all to the same shop. Their own systems have to recognise it is the same person. It is only on inquiry that we discover this. One of our points to this firm, and to other firms, is some kind of check at least on the credentials of the person who delivers the phone because it would be odd that this person received so many faulty phones. You might want to at least inquire into that for your own sake, let alone anyone else. We are doing something about that.

The second thing is that we need to make sure that when a phone is reported stolen or lost it is properly blocked. That is a process the provider can go through to make sure that this phone now has no value. That has been happening inconsistently.

The third is there are people who make business out of unblocking phones. Now if they do not ask too many questions the same happens about the blocked phone; it suddenly becomes a valuable item. We are working with that second hand market because there is a legitimate reason, sometimes, why phones need to be unblocked. Sadly there seem to be far more unblockers than is required.



**Boris Johnson (Mayor of London) (Chair):** Unblockers?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** Yes. Who can go through a phone and actually unblock it to enable the legitimate owner to have access but, occasionally obviously, can enable an illegitimate owner to either handle stolen goods or to be the thief trying to dispose.

They are three things at the strategic level which we know, if we can get right -- and it is not the first time we have seen some of this behaviour in the past. You might remember that when social services used to demand of people if they had got a broken front door and it was caused by accidental damage then they would not repair it. But of course if it was caused by robbery they often would repair it or replace it. There was an incentive there to claim a crime when sometimes that was not the truth. Therefore we have seen, whether it be social security benefit or whether it be damage to council property, if an expectation of crime is required then often it arrives, not always because a crime has happened. So there is something of that in some of this recording too and we need to get that sorted out. It is not just in this country.

There is hope in that area because the provider who, as I said, accounts for the majority of this type of crime, is working with us on a software solution, which we think will be a first world-wide, to make sure that they can check whether the phone is stolen and then do something about it. Something by policy they are not checking now and by software they struggle to do anyway. We think there is hope there and that should be in place by May we are told, although anything that can be done to accelerate that, for the reason we are seeing at 700 a day, will be vitally important.

Then, secondly, just to talk a little about what they are doing in Camden. They have said that in Camden there is not street theft driven; theirs is more licensed premises or cafe driven.

**Boris Johnson (Mayor of London) (Chair):** You mean people just swiping them from the next door table?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** Yes. They go into a licensed premises at night. What they are doing is concentrating, in Camden, on that type of crime and making sure they are patrolling in those areas looking round for known phone thieves. They are working with a firm called Facewatch. Facewatch has a good piece of software that when someone goes into some premises who has previously been recognised as a thief will immediately warn the owner of the place that this is a person who should probably be excluded and it makes sure that that person is excluded or challenged as they arrive.

There are things that we are doing locally but one of the things we have to acknowledge, in the same way we do with drugs, is that while the market is motivated to have a piece of property that is valuable and saleable then we will be struggling to

some extent to remedy this. We will do our best but it is a bit of a challenge right across the country but particularly in the capital city at the moment.

Simon, do you want to say anything about the local?

**Simon Byrne (Assistant Commissioner responsible for Territorial Policing, Metropolitan Police Service):** There are a few bits, to build on what the Commissioner said. Thank you. Firstly, Chair, I think you have an example that plays out both pan-London and local about good crime prevention advice. I know, again, it is key to some of the ethos of the new policing plan. You should have an example of a poster that is appearing on Tubes, buses and public places across London. It is one of a series just trying to make people recognise that you might value it but sometimes somebody else does as well. Frankly, at times, people are careless and often, coming out of Tube stations, we will see people on a phone, somewhat oblivious to the surroundings. You have got a smartphone in your hand. It is very desirable and it is very easy just to snatch it out of your hand and run off. That is usually the start of behaviour --

**Boris Johnson (Mayor of London) (Chair):** I am holding this up for the cameras.

**Simon Byrne (Assistant Commissioner responsible for Territorial Policing, Metropolitan Police Service):** Crime prevention is important because obviously that is about stopping it happening in the first place and, as the Commissioner said, a one fifth rise, 20%, is something we are concerned about.

On our website and also on Facebook pages because you are trying to tailor this to the market that is broadly affected. The bulk of victims are women. Pushing them to advice like that on how to stop you becoming a victim of crime in the first place and then steps to take if you have had your phone stolen.

We also, as the Commissioner said, on a local level, on those five boroughs, now have a senior officer, one of our commanders, running the response across the five boroughs so it is consistent, it is coordinated, it picks up the fact that lines on a map that we might recognise are not respected by criminals so you follow either the crime or the offender around London. The Commissioner has talked about some of the local tactics that work, for example, in Camden, where it seems to succeed, and that we have got that coverage right across those crime prone places.

In Westminster we found nearly 200 phones in a matter of months that are not actually stolen --

**Boris Johnson (Mayor of London) (Chair):** That are?

**Simon Byrne (Assistant Commissioner responsible for Territorial Policing, Metropolitan Police Service):** That are not.

**Boris Johnson (Mayor of London) (Chair):** What, people just think they are stolen? They have lost them?

**Simon Byrne (Assistant Commissioner responsible for Territorial Policing, Metropolitan Police Service):** You can imagine the scene sometimes in a night club where you have had a lot to drink, it is somewhat chaotic, you think your phone has gone and it is found the next morning on the floor. Increasingly, with responsible licensed premises, we will actually leave bags in the premises so that the next morning, when they are tidying up and they can see a bit better, they will recover the phone, they ring us up, we collect the phone and restore phone to owner. A lot of this can sometimes, as the Commissioner said earlier, be driven by the system that pushes you in a certain direction. By making that more sensible and tidying that area of behaviour up that can contribute to expected falls in crime in the months ahead but the key thing is making sure that where providers have gaps in their commercial model we advise them of a more sensible way of going forward.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** The Deputy is just going to add something about registration which is important.

**Craig Mackey (Deputy Commissioner, Metropolitan Police Service):** It is quite important and we have done quite a lot of encouraging people to register their phone. For those who do not know how to do it if you go on the Metropolitan Police Service website or you go to our Facebook page it will show you how to find the IMEI number which is a number that --

**Boris Johnson (Mayor of London) (Chair):** The I-M ...?

**Craig Mackey (Deputy Commissioner, Metropolitan Police Service):** -E-I number. Which is a number that --

**Boris Johnson (Mayor of London) (Chair):** I think you did this last time.

**Craig Mackey (Deputy Commissioner, Metropolitan Police Service):** There is a number within the phone that you will need to register it. Why is that important? Because it is one of the numbers that we can search on a block database so being out recently with officers where we stopped and searched an individual with a number of phones it gave us the opportunity to check those phones against the stolen database. It has a real practical value.

It also, on those websites and a number of other websites, will show you if your phone has a tracking feature - which most of the new phones do so most of the third generation, and increasingly fourth generation, phones have a tracking feature on them. It will show you both how to enable it and how to ensure that the person who steals your phone cannot turn that feature off. It works very well for us. You will remember from a previous briefing we gave part of the work we did with Simon and territorial policing was about the use of tracker equipment in our robbery cars, and

there are some real successes where they can live time track a phone and literally follow the offender down. It is worth doing. If everyone could register their phone that would be a great step forward.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** If you need to find you IMEI number it is hash zero six hash on your phone.

**Boris Johnson (Mayor of London) (Chair):** Hash zero six hash? That will produce your IMEI number?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** People often forget to check when they get the phone and do not know how to find it. Then they just carry on using it and sadly, when they need it, they have not got a record of it.

**Boris Johnson (Mayor of London) (Chair):** Jeremy?

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** I was going to ask about this because my understanding is that at least - and I will avoid using a brand name - the maker of a well known table that may also make a well know telephone has exactly that sort of app. I am wondering whether we ought to be thinking about a bit more, to use that awful phrase, awareness raising about these tracking devices. Because the blocking and unblocking you have talked about but the tracking is genuinely invaluable in actually finding the equipment and, presumably therefore, finding the criminal.

**Craig Mackey (Deputy Commissioner, Metropolitan Police Service):** The other leading maker of an alternative handset now offers a tracking application as well so it is widely available. If you follow Twitter and you look at our various Twitter feeds at various stages the boroughs and specialist teams -- quite recently some work being done in north London, one of the robbery teams, was actually tweeting out saying, "Here's how to do it". So it is around increasing that awareness of it.

Certainly at that strategic level the work with both the industry and the providers is to say, "This is a very positive part of what you can do" so if we can get it at the point of sale with the phone --

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** All I am thinking is a) you raise awareness about it and b) actually it is one of those ways in which the general public may be grateful to the police for helping them keep their equipment --

**Craig Mackey (Deputy Commissioner, Metropolitan Police Service):** Absolutely.

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** -- so it feeds to another of our objectives.

**Craig Mackey (Deputy Commissioner, Metropolitan Police Service):** Yes.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** I think it is a really good point. First of all, as Craig has said, we are working with the schools because young people particularly can be persuaded to do this. Often they are more IT literate.

The only thing we have got to be careful about -- well it is not for us to be careful about but people tell us they are concerned about is of course if you enable a tracking device you are telling an awful lot of information about yourself to the provider of the phone and some people are suspicious about that. I understand that. Anybody could be. Although it would be nice for us and we would love the assumption that it is switched on at the beginning somebody says, "Why are you, the state, tracking me?" There is that debate but the effectiveness of the tactic is clear. There are some limitations to it and it is not the perfect answer but it would be foolish to throw away that opportunity I think.

**Boris Johnson (Mayor of London) (Chair):** I want to pin this down. On the tracking device point it was my understanding that all mobile phones, let alone phones with this particular tracking device, could establish the whereabouts of the user if it was switched on. That is a standard thing in detective work isn't it at the moment?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** There are two separate things really. There is the possibility for the police and other services to do that. That is something that can only be done under warrant and under certain conditions. But --

**Boris Johnson (Mayor of London) (Chair):** There is an app you can get --

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** My only point is if we are investigating a crime and looking at a suspect, or there is a reason around safety of life around a victim, that is something that we can do under law. What an individual can do for themselves is to have this app that allows them to see where their property is; not for the police to see where they are. There is a great deal of sensitivity, quite properly, "We don't want the police tracking all of us all the time." We would not ask for that. We could not cope even if we had it! This gives people the opportunity for themselves, either for the sake of their children if they are missing or they are not sure where they are, or just for the sake of property, if it is lost or if it is stolen. It is a great idea but not everybody is persuaded that this sort of intrusion is for them all the time.

**Boris Johnson (Mayor of London) (Chair):** Any old Nokia handset that is switched on and --

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** You are not supposed to mention any names!

**Boris Johnson (Mayor of London) (Chair):** Not a new fangled tablet type phone. One from five or six years ago such as I possess. If you have got that switched on I am led to believe that my location, or the location of whoever happens to have that handset at any given time, can be established very simply.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** The only thing we say on that is we do not talk a lot about our tactics in public and that there are certain things available to the police that would not be available to members of the public. The things are technically possible but what these new phones have done is made some of these things available to the individual, should they choose to avail themselves of that opportunity.

**Boris Johnson (Mayor of London) (Chair):** Right. OK. I am a bit clearer there. Thank you very much. Has everybody had enough? Basically theft from the person has been a problem but there are particular technical reasons to do with mobile phones which account for about 70%, or maybe even more, of the volume at the moment and we have got a strategy for trying to get that.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** I would not try to avoid it is our job to still catch the thieves and the people who handle them so I am not trying to avoid that.

**Boris Johnson (Mayor of London) (Chair):** No, no.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** But I think what we can show is we are having some success against general crime types and in this area it is a challenge because of the value of the property. We are working hard to make sure that we arrest more thieves - and we have got lots of evidence that we are doing that (inaudible) - but there is an issue; if we can sort some of this systemic stuff out we will reduce its value and a year on we should hopefully see some of this. If we can get a world first in terms of how the providers are dealing with it it will make a real difference because the market will not be there in the same way.

**Boris Johnson (Mayor of London) (Chair):** Thank you very much indeed. Violence with injury. Stephen?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It looks more positive doesn't it? There are a lot more boroughs trending the right way. Overall this is very good news, isn't it, to see violence with injury coming down.

Interestingly enough some of the boroughs with the highest volume are not the same as the previous crime type. You are seeing Croydon, that Steve represents, and

Southwark. Potentially boroughs with reasonably large populations of young people. Overall it looks very positive. Any comments, Commissioner?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** There are probably two areas which you always have to think about particularly - probably three - around violence. Number one is domestic violence forms a significant proportion of the violence and that needs certain strategies to deal with it. Sometimes the reporting of more domestic violence can be seen as a positive thing because the victim, for the first time, has got the confidence to trust someone to tell them it is happening. We always have that struggle with this type of crime.

Secondly we have the violence which is associated with alcohol which generally tends to be public places so you look at the night time economy and general sale of alcohol and the controls over that.

The third one, sadly, is often about young people who have a disproportionate impact in terms of either being the victim or being the suspect. Those are the three broad areas in which we try to make progress.

Certainly in terms of our licensing enforcement we have shown a lot of evidence that we are really clamping down on that - I think in a positive sense. First of all, one of the Commanders, Matt **Chisty**(?), has had two or three operations where right across London we have looked at all licensing conditions, particularly alcohol - ie for somebody who has a licence it is a privilege and not a right and they have certain responsibilities that go with that. We have had some mass days over the last year where we have made sure that in every borough we do checks on those problem licensees, not every licensee, but the ones where, for example, an on licence or an off licence we think is being abused; young people it is being sold to or drunks are having sales. We target those people and, where appropriately, take enforcement action - together with the local authority who have a licensing responsibility particularly around alcohol.

In terms of domestic violence we are still seeing the benefits of concentrating on repeat victimisation and repeat offenders. It is a challenge. It is not an easy area because often the victims are trapped in abusive relationships and they are not always wanting to either complain or to get out of those relationships - which seems odd from a rational point of view but, of course, they have not all got easy lives, or never had easy lives. We are working hard and that has got better in our relationships with other authorities too. It is work that still needs an awful lot of work. Fortunately, one of the other indirect pieces of evidence we can show that this is getting better is that we see less murders where domestic violence was one of the precursors to the eventual offence. It is not just the police but, together, we have managed to help more and more victims of domestic violence.

No matter where you look we have to be really careful that we spot the cause - is it the night time economy, is it domestic violence, is it around young people - and then to try to target our strategies in the most appropriate way.

**Boris Johnson (Mayor of London) (Chair):** The other good news related to this is what I said earlier about serious youth violence which is also going in the right direction. Obviously it is very hard to draw conclusions from the fatalities since the numbers are not large in any event but last year London suffered the loss of eight lives of young people from knife crime - I think I am right in saying - which is obviously eight too many but it is still fewer than in recent years, certainly from my memory. That is a great credit to you and to everybody who is working on this but I wonder how and why you think that reduction is being achieved?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** I think the biggest contribution really -- there are various indicators and the Mayor has gone through a couple of them. We said right at the head of the meeting serious youth violence is down by about a third and shootings by about half. We know that most shootings are to do with gang related crime. So no matter where we look it looks like the evidence is it is going down.

We think that the biggest singular change that we made is to form a gang command. Now that is building on the good work of the past. It is not saying all of it is new. There are some boroughs who have been working really well on this in the past. What we are doing is two different things. We created a gang command which drew together 1,200 officers who are going to fight across 19 boroughs against the gangs. They have arrested now nearly 2,500 people.

**Boris Johnson (Mayor of London) (Chair):** That was the thing we launched about a year ago wasn't it?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** That is right. What I am not saying is, although we have seen some success, that that is it and we now get rid of the gang command. This is going to need sustained effort over years, I would argue probably two or three years, and hopefully then we can target another type of crime eventually.

What we can show is that the enforcement action is starting to have an effect. The thing that we also need to do alongside it, in parallel, is the diversion. We did not say we wanted to criminalise all young people; the idea was if they could be diverted from these gangs then all the better. Otherwise they get into the criminal justice system and they have had it, sadly. They are going to keep offending.

We are trying hard, with the 19 boroughs, to make sure that the diversion is not seen as a soft option; it is either enforcement or diversion and if you decide no diversion the enforcement will happen.



We can show a lot of effort. First of all at a local level; the 19 boroughs have got their own gang teams. Then we are supporting that with a gang team at the centre so making sure we have got a consistent response. Whereas we know that some of these gangs wander round different parts of London - they do not respect the boundaries either - we are as nimble as they are.

Finally, frankly, we have applied some of our tactics that we would use against the most serious of crime to these people because they are the most serious of criminals. If they are going to shoot someone or they are going to hurt somebody they deserve to be taken seriously. They may not be importing 20 kilos of heroine from another country but the thing that will kill you is a knife or a gun. They have to be tracked as ruthlessly as some of these other organised people who are making millions of pounds from some types of crime.

The combination of the central team, the 19 boroughs working consistently and adapting some of our most intrusive tactics has paid some dividends but I would not relax yet thinking that we have overcome this problem.

**Boris Johnson (Mayor of London) (Chair):** What you said, I remember, a year or so ago was we are going to give gang leaders, key nominals and gang members a very clear choice, “We’re going to provide you with the exit route, we’re going to provide you with all sorts of other things you can do but if you don’t change then we’re going to come down very tough on you”.

Could I ask about stop and search and the role that continues to play and the way you may have decided to modify the role of stop and search in dealing with knives at the moment?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** What is quite interesting - as the Panel is aware but the people of London may not be - is that we have seen a reduction in the amount of stop and search this year. The particular groups of stop and search which have seen a big reduction are the ones that I said last year we would see a reduction in, which is the Section 60 stop search. These are the ones where local superintendents, sometimes inspectors, as an emergency measure, can argue for a stop and search in a particular locality for a limited period of time.

Certainly the Deputy identified, as he arrived, that we saw a higher proportion of these in London and it seemed as though it had become a tick box response to some violence. We were not sure that that was a wise thing so we managed to reduce some of that while maintaining what is called the Section 1 stop search when an officer looks in front of them and says, “Is there good evidence that I need to stop and search this person?”

I hope that what we can show is that, even though there has been less stop search, youth violence has continued to decrease --

**Boris Johnson (Mayor of London) (Chair):** It certainly has.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** There are other tactics that can be more effective in stop search and I do not think anybody is yet arguing we should stop stop search entirely. In fact, when I have suggested that at public meetings people have said, “No. We just need you to do it properly”.

We had to do two things. The first was to reduce the overall number of these Section 60s. The second was to make sure that, where we do carry them out, we do them properly. We have had some training done in the first year but, arguing against ourselves, it has probably been a little more superficial, it has been internet based and supervisor based. Craig wants to say something about the training to come.

**Craig Mackey (Deputy Commissioner, Metropolitan Police Service):** New training for all officers in stop and search. Face to face training. That will start in the spring. That will go out to all operational officers. That is looking at the real practicalities of the interaction. We know that the quality of the interaction our officers have with people on the streets is what makes the difference around the stop and search. The quality, how that is conducted, the explanation you give in terms of why - and usually the question is, “Why is it me?” - and being very clear about those sorts of things have some real benefit.

As the Commissioner says we have seen a very large reduction in our use of Section 60. That is not to say we do not ever use it. We do use it in certain circumstances but it now has far more checks and balances than we previously had and, as I say, the focus around stop and search has been around weapons, rather than drugs and other things. So a very different tactical approach this year.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** If I add one final thing which is that our success rate - if you measure either we arrested someone or we got some intelligence or we found drugs - in the past has been below 10% and we have now got that up towards 25%. What we are saying is one of the criticisms was, “Even if you think it’s a good thing to do on its own terms it doesn’t seem to work. Not many people who are stopped are in possession of an illegal item”.

**Boris Johnson (Mayor of London) (Chair):** You have got the success rate of stop and search up?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** At its lowest across the country and in the Metropolitan Police Service it has probably been about 7% or 8%, which means that 93 times out of 100 nothing was found.

**Boris Johnson (Mayor of London) (Chair):** Which is going to lead to a lot of irritation.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** It does not always mean to say the stop search was unjustified but if it is repeatedly happening to you you want to know why.

**Boris Johnson (Mayor of London) (Chair):** Sure.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** What we have done is to say we expected a higher percentage hit rate and that has got to one in four. Now I doubt we will ever get to 98% unless we get a piece of kit that says, "You've got a gun on you or you've got a knife". We have made progress. We have got things like passive search drugs dogs that will sit down when someone has apparently got drugs on them. We try to make the stop smarter and smarter but I doubt it will ever be perfect. We can show evidence that we have tried to do less of the random stop search, where we do it we have exercised better behavioural constraints, and that can only improve in the future. We have tried to improve our hit rate so that people believe it is a fair and smart tactic. Then in the future, apart from the behavioural change, get officers to do it better than they did it in the past.

If we can get technological assistance in stop searching those people who do carry knives -- because clearly there are a lot of people still getting stabbed in London and we need to stop that. It is the random carrying of knives that we need to stop. Stop search is one tactic. It is not entirely effective with 8.2 million people. There has to be something else.

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** Can I ask one thing?

**Boris Johnson (Mayor of London) (Chair):** Yes, Jeremy?

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** When you stop and search somebody and they do not have anything on them what is the guidance in terms of how you treat them at that point because it seems to me that that is the point in which you potentially create resentment, particularly in certain communities?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** First of all there should be no difference really other than if someone has been found in possession of a weapon or drugs they may be arrested. Of course for those who are not then they are entitled to the same information and the same record as anyone else.

**Craig Mackey (Deputy Commissioner, Metropolitan Police Service):** It goes back to that point about explaining the rationale of why. Why you. I will make up a scenario. "I'm here on patrol. I've been given information that a person fitting your description has just been seen running out of the 8 Till Late store with a box of cigarettes under their arm. You've clearly got something under your coat. I'm going to search you." The more you tailor the explanation and the understanding why people will work with the rationale.

**Boris Johnson (Mayor of London) (Chair):** I am sure that is right. Shall we move on to the next crime type. Burglary. Thank you.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** The message here is trending basically flat year on year, slightly down. Interestingly enough Barnet seems to have a particular problem with burglary and Ealing closely following and Croydon. I do not know if there are any comments on the disparity in performance across London?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** I will say a little around Barnet and Simon can cover the other two. Certainly Barnet suffers more than most, but not uniquely, from cross border crime. Often people think that our criminals from London visit the surrounding area but the reverse can be true and we do see quite a lot of that in Barnet.

What we have done is we have had operations running in that area and we have supported Barnet by, for example, the Territorial Support Group (TSG) so we have Metropolitan Police Service-wide resources - we can put dogs, horses, TSG in this case - into various places to help them with their problems. We have had the traffic team up there. We have also used our automatic number plate recognition (ANPR) - you remember the number plate recognition camera - so they can work in teams and if it is cross border crime it is helpful to try to seal off the borders so far as we can. Those seem to have helped. In terms of those operations where we have targeted in the lead up to the month of December we did see a reduction of about a third where we put more resources in there. TSG executed 7 warrants and arrested 13 known burglars operating in that area.

I do not think anybody think it is entirely resolved but we have noticed there is a problem in that area and we are trying to support them by 1) getting them to do the things that routinely work and 2) putting some of our force-wide resources to help Barnet in that area. Simon?

**Simon Byrne (Assistant Commissioner responsible for Territorial Policing, Metropolitan Police Service):** Thanks, Commissioner. On the Barnet question that was a position we have now seen stabilise so as you know from the MOPAC experience Deputy Mayor we have got a new borough commander in there that has re-energised the good use of tactics. Every burglary is one too many. It is worth also remembering that this whole position conflates to two crime types so they have got businesses affected by burglary and then you have got homes affected by burglary. It is worth stressing the bigger picture for London is that homes are more safe because numbers of burglaries are falling. That is not to say we need to do more about commercial burglary but that is something often missed.

In terms of Ealing they have been pressured as well, as has Croydon as you will see from the map that is in front of you. The general premise is about replicating what works right across London so, as the Commissioner said, in broad terms what we look

for -- and I know the Deputy Mayor has come to look at some key element of our performance in the crime fighters' meeting. The basic, whether it is looking at fighting burglary or any other type of crime is, firstly, the leader of that part of London understands what is driving the problem so the phone issue before, as an example, if your theft from persons has gone up what is making it happen. Similarly we ask the same question in terms of if your burglaries are going up what is the constituent element of crime, is it in homes, is it in shops, what is being stolen, where is the market for those goods and seeing how we tailor tactics to fight the particular local problems.

Again, the Commissioner has used the phrase a number of times about looking at repeat victims because if lightning strikes twice you want to protect the vulnerable. Burglars that commit more than one crime. You will broadly see that about 4% of the offending population is responsible for about 40% of crime. It is, again, back to tactics, to get in early to strike against that sort of cohort of people.

Then also looking at the crime prone locations. This is back to earlier answers that each of these boroughs, when we test their response, look at things like in one part of London we have seen dramatic falls on a housing estate in Brent, an 80% fall in crime, density and use of SmartWater. What we have found in the past, where often we used property marking technology such as that and it is a bit hit and miss, ie if you come into a crime prevention roadshow at Tesco's people self-select whether they want a pack. We offer the whole community that sort of support. Then the burglar knows it is not a choice, as the Commissioner said earlier about whether you go in their home or not, but 800 houses, or whatever the figure is, marked in a particular part of London, supported by good signage and the follow up processes in custody centres that we are searching people and scanning them to see if they have got the property marking evidence on and if they have activated some of the technology. All as a part of a joined up process so that each of these areas where you see a rise our response is broadly similar.

Then building on the threshold test, as the Commissioner said earlier, either where the London boroughs meet other parts of the Home Counties or whether we (inaudible) each other is, when the test is met, that we need extra help, whether it is from TSG, traffic resources equipped with ANPR -- because obviously burglars will travel using cars and we are increasingly getting better at intercepting that sort of community. Then using other people who have got that, the London Crime Squad, that will target more organised networks. A great arrest, for example, in south London targeting a crime problem from south London to an organised group in South America so we are one step ahead of the more sophisticated end of the market at the same time. There is a whole range of things we will bring to bear when we see spikes in this problem.

It is also recognising, without trying to denigrate any of this, that it is a bit like the graphic equaliser from the 1980s on your home stereo; sometimes crime will fall in one part of London and it will spike in another part because people still steal things. We are never going to reduce crime to zero and our part is to equalise the rises with

efforts in parts of London and swiftly spot where crime is going up and get tactics around it to bring it down again.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** I would not like the Mayor though to think that we just get hold of the knob and it goes up in one place and down in another.

**Boris Johnson (Mayor of London) (Chair):** I never understood what those things were for anyway.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** The only thing I would add, finally, to what Simon just mentioned, particularly in terms of Ealing, it looks as though Acton and Southall have been particular problem areas and we have -- you remember I talked about targeting the hardening hotspots in those areas. Also in Croydon. At least one member of the Panel will be particularly interested in Croydon --

**Boris Johnson (Mayor of London) (Chair):** There has been a fall in Croydon.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** There has but there was a rise and what we are trying to show is that, where we see a rise, we try to do something about it. For example, TSG worked in Croydon in December and they made 53 arrests and burglary reduced in the area by about a fifth. You cannot always equate all the arrests to the burglars - that would be unrealistic - but it did seem to help in that area.

The first thing is that the 32 boroughs can do routine things routinely better. Number two is, where they cannot cope and there is some extra burden, we can expect to deploy our resources. That tasking is carried out by Deputy Assistant Commissioner (inaudible) across that map of London who deserves the most help at the moment. We try to do it led by the very statistics that you are looking at here.

**Boris Johnson (Mayor of London) (Chair):** Excellent. Anyone want to come in?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I would go through and ask a couple more questions but just for clarification on the Barnet question is the cross border crime coming from outside London, from Hertfordshire, or is it neighbouring boroughs?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** It is a combination of the two. It is the two.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** They are surrounded by a predatory environment which is causing the (inaudible) --

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** We would be better to describe them as target rich environments. The burglars will go where they perceive is the best chance of success. It is a very nice borough and often you see that burglars will be aware of that and they will target areas that are available. I am not trying to blame the people of Hertfordshire for our crime problem, although often we are blamed for (inaudible)! We have to be conscious that people do not respect boundaries any more than we do at times. We just have to be realistic of people and boundaries.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is helpful to know that the battle against residential burglary is better but you are saying, effectively, there is still a battle around commercial burglaries as well. I think that is important. We do not see that obviously when you aggregate the two together.

I think we should just flick through the other crime types because we want to get to confidence. It looks like theft from a motor vehicle has a north/south divide here with the red typically happening in the south and a lot of green in the north. Unless there are any specific comments on that and why outer London and the south is going red I would move on to confidence?

**Boris Johnson (Mayor of London) (Chair):** There might be some interesting stuff there.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** The only thing we can determine at the moment, although we are doing more work on it, is that that picture -- a common link, apart from geography, is the types of vehicles that are being stolen and it seems there are two types of van; the Mercedes Sprinter van is one and I have forgotten the name of the other one. There are two types of van that, for whatever reason, seem to be attractive to the thieves. It is a continuing battle in these areas, as in others, to make sure that people, where it is not a commercial vehicle, do not leave their keys for the car near to the letterbox where people will reach through with a rod or whatever and take the keys. The primary way to steal a car today is to use the keys. Thankfully there are not too many ways to steal a car otherwise so the way that the thief gets the car is to steal the key. We would just encourage people more and more not to leave their keys visible or anywhere near the door.

**Steve O'Connell (MOPAC Non-Executive Adviser):** It is linking these last three indicators into the confidence levels. My analysis is that crimes of vandalism, theft of and theft from motor vehicles seems to be affecting those that are not necessarily high crime boroughs. These are crimes that are across all our neighbourhoods and I would suggest that many of these crimes do have a direct affect on the confidence in those boroughs and neighbourhoods.

**Boris Johnson (Mayor of London) (Chair):** Vandalism is well down.

**Steve O'Connell (MOPAC Non-Executive Adviser):** For vandalism you could read anti-social behaviour and the effect on the high streets. Linking into the confidence piece it would suggest to me that the figures are going in the right direction and these three areas of vandalism, theft or and from motor vehicles are important very much to get right if we are going to improve our confidence level of 20% over the next three years.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** I agree. Would you mind if I just brought -- first of all, as Craig and Simon have just pointed out it is a Ford Transit which is the other type of vehicle that is being stolen disproportionately.

I think I have said this here before that although cars account for, broadly, one in three crimes the motivation in each of the crime types you have just gone through is quite different I think. The theft of a car or a vehicle only makes sense when you are going to sell it. It never goes back to the owner so therefore you have got a stolen car. We have vehicles that are taken without consent. Somebody takes the car, drives it somewhere, dumps it and eventually the owner will get it back. Quite a different motivation. Then you get the theft of something from a car which is valuable and is portable and they will take it away. People who steal cars and vehicles with a view to a business have got to have a good supply mechanism. I think distinguishing the three is really important although I do agree with you that obviously anti-social behaviour, part of that, will be around people's cars being damaged etc.

**Steve O'Connell (MOPAC Non-Executive Adviser):** My point, Chair, is the fact that in many of our neighbourhoods and boroughs that crime where somebody could leave their house in the morning, they could go out and see vandalism down the road, they could see their car pinched or they could have their stereo nicked out the car has that disproportion affect on confidence so it is very important that we do drill down on that.

**Boris Johnson (Mayor of London) (Chair):** Do not forget that vandalism is one of the crimes that seems to be down in virtually every borough.

**Steve O'Connell (MOPAC Non-Executive Adviser):** The point is they are going in the right direction but it is important that we still drill down on that.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** It is important.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Just before we move to confidence interestingly enough trending all the way through the crime types you see some boroughs which have tremendous performance. I have been to Brent with Simon Byrne and that is one of the boroughs you can see where it is all trending in the right way. Faith wants to ask a question a little bit about why we see some



boroughs going in the right direction and other boroughs which are going all in the wrong way when it comes to these crime types.

**Faith Boardman (MOPAC Non-Executive Adviser):** I do. I think the picture overall is definitely going in the right direction and there is a lot of granularity in what you have told us about individual types of crime but there are clearly some boroughs that are achieving bigger increases overall and some that are going the opposite way. Examples might be Brent and Haringey who clearly are improving across most of this and Sutton and Tower Hamlets that seem to be struggling across most of this. So how are you performance managing that? That is my question.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** I cannot answer the detail but the broad way we do it is that Simon has - and I think the Deputy Mayor has been to - every four weeks a crime fighting meeting at which it is a **comm(?) step(?)**. So in a room like this, in this case 32 borough leaders or their representatives - and I went to it only last week - they will be asked the same questions you are asking us, broadly. Why is this happening in your areas? If it is going well can you tell us why? If it is not can you tell us why?

The second area, as you know, is the boroughs of London are grouped together geographically for us under an area commander so a commander level person. We expect to work with them. In-between the four weekly meetings that commander has that smaller group, probably five or six boroughs together, to ask them exactly the same question in a slightly different way. Tell me a little more about Ealing or Tower Hamlets or whatever.

If we think that some of it is down to the quality of leadership or systems that are in place we will actually have interventions into the boroughs to say, "OK then, you may need more help and you may need more resources" but we would be expecting them at least to identify what they think the problem is. One of the things that we are looking at this year is to make sure we have got the right resources in the right areas. As I have said here before we have not moved resources around London for ten years. Yet the whole demography of the area has changed.

**Faith Boardman (MOPAC Non-Executive Adviser):** It certainly seems to me that the local policing model, as well as adding officers generally, should be very important in actually equalising the odds - if I can put it like that - and making sure they are in the right place. Which is the most important do you think; the leadership and performance management or the routing of the resources?

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** On the whole the biggest indicator of whether something is going to work or not is leadership. Provided that it is a fair playing field. If it is not a fair playing field, if suddenly there are particular local issues that no formula in the world captures, if we have not put officers in and we have left ten years to suddenly put 100 in - there is one borough in particular in London where that has happened - it is a little unfair to

(inaudible) the local leadership if they have not had the appropriate resources or the organisation that provide the right information technology (IT) or all the other things.

On the whole you would say that the starting place is to make sure the leader knows their job, is enthusing the staff and is monitoring what is happening. That old virtuous circle of setting standards, monitoring what happens and giving feedback. Just keep doing it. Finding out what is working. Say thank you. If it is not, ask why. If there is anything I can do to help we will. But if it is partly your responsibility we expect leaders to do that.

The biggest indicator of all can be that but I do not think you can assume from just a coloured chart of London that means a good or bad leader. It gives you a starting point but everybody who is in most walks of life would say that leadership is a vital component in performance management. You have got to ask the question and not assume that red ink makes a bad person.

**Boris Johnson (Mayor of London) (Chair):** Absolutely right. Is that helpful, Faith.

**Faith Boardman (MOPAC Non-Executive Adviser):** Thank you.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Shall we move on to confidence which is the other part of the challenge now?

**Boris Johnson (Mayor of London) (Chair):** Yes. Absolutely.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** A 20% reduction in crime but also a 20% boost in public confidence. The good news is it seems that confidence overall is trending in the right direction. I know Jonathan wants to link in. We can see a very high level of confidence in Westminster but not necessarily a similar reduction in crime.

**Jonathan Glanz (MOPAC Non-Executive Adviser):** Indeed. If I could pick up on that. There have been some very significant movements over the last three months in relation to the figures on confidence, up or down by 10% or more in a number of boroughs. I really would appreciate your comments as to whether or not that is something which is driven by local factors in relation to those individual boroughs or whether there are more general issues in play here. Also to relate it to the fact that presumably these confidence questions are asked of residents but in many of these boroughs, particularly in Westminster, we have a much lower number of residents than we do of visitors and tourists and people working in the borough. Perhaps their experience is the one which is more reflective of the crime figures and may have a different perception for people that are living there who are perhaps less likely to be engaged in some of the night time activity which we alluded to earlier as to being some of the focuses of some of the higher crime activity and the higher crime locations.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** We have Her Majesty's Inspector of Constabulary (HMIC) here who could talk about the science of confidence as it affects police. There are probably four main areas that we measure and are a good indication of whether confidence should get better or should get worse. This is not a perfect model. There are often things that happen in the newspapers etc that can affect confidence. We can always share with you what we think are the major measures that help with improving confidence.

The first one is the effectiveness in crime prevention and protection so is there more or less crime. It seems a very sensible thing. It is then brought down to a further six sub-sections which I will not go through here if you do not mind.

The second is in community engagement. Do the police actually talk to people? Not in a crude superficial sense but have you got a system for meeting schools? Have you got a system for meeting more mature people? What are the ways that they engage with, in Westminster terms, tens of thousands of people who live there? It is one of our least populated residential boroughs. There are still tens of thousands of people who live there.

The third way is in how do the police treat the public when they meet them. Are they arrogant or are they helpful? Are they professional or are they lax? These are the things that really make a difference.

The final one, which is really profound, is alleviating anti-social behaviour. One of the things that affects most people's lives is around anti-social behaviour either in a public place or in a home. If the police can do something about those four generally you can see that trends improve and we hope that we have done an awful lot about that this year.

One of the things that we have done -- and I am going to come to Westminster in a second. I am going to ask Simon, if you don't mind, just to say a little about the operation we have had ongoing in Westminster over the last year. First of all Westminster is unique. Every borough is unique but Westminster is unique in the sense that relatively few residents and, they tell us, a net million visitors every year to London, many of which will go into Westminster for obvious reasons. I think you make a very fair point; we tend to survey residential populations. The ones who come and go it is a little difficult -- it is not impossible to survey them but it is a little difficult to say, "How do you feel compared to your last visit six months ago?"

**Boris Johnson (Mayor of London) (Chair):** They come back. I will tell you that much. London is a very popular city in the world. 16.9 million visit London so if you want a sign of confidence from the tourists it is that they are return customers.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** We would argue they have an excellent experience. All I am saying is it is hard to survey that group so it is a fair challenge.

What we have tried to do is accept that there are two different populations but both matter and what we can do is better neighbourhood policing to help the people who live there and, in the centre of London, we need to have high levels of patrol because that does provide reassurance and obviously, if people need help, they can go and get it. We aspire to get the same type of response that they get in New York and that is something we are working out with Westminster Council too.

Simon, if you say something about the operation that we have had ongoing for a year.

The only thing I will say is that for everybody who appreciates what we do in Westminster there is a borough somewhere else saying, "Why have you taken some of our staff to help Westminster?" so it is not an easy balance to strike but we hope we have tried to do that this year.

**Simon Byrne (Assistant Commissioner responsible for Territorial Policing, Metropolitan Police Service):** One thing the Commissioner is referring to is Operation Trafalgar which some of you will have seen --

**Jonathan Glanz (MOPAC Non-Executive Adviser):** We were there together at the launch.

**Simon Byrne (Assistant Commissioner responsible for Territorial Policing, Metropolitan Police Service):** And obviously others would have read about. This really, as the Commissioner said, was building on some of what works -- back to your safer global city stuff so we compare with somewhere like New York. A lot of crime fighting in New York was about visible police presence, swift intervention and actually attacking a range of types of behaviour so you have got low level anti-social behaviour, if not challenged early, then goes into violent crime later in the day. We have been running this operation almost for 12 months now and you will see, if you go back to your earlier slides, actually Westminster being one of the boroughs seeing the biggest fall in violent crime. So that has been a particularly good quarter for them; nearly 25% down.

Part of Trafalgar is not only about visibility but being in the right place so, of the whole crime pot that you talked about before, over one in ten crimes of violence take place in licensed premises in Westminster so we have been more focused and more robust about looking at who is coming there now, challenging drunkenness and using those extra resources in the evenings to see how the patterns of behaviour change from typically, business people, people shopping to people visiting the theatre to, when you get into the early hours of the morning, the sort of behaviours that remind you sometimes of football crowds of the 1980s where you do get large numbers of people in conflict and it is quite a difficult policing challenge.

We have tried to cement those tactics now into the West End policing team which is using some of the consolidation of resources in Westminster so that people own the

turf so we are getting ahead of the policing model to come. Again, you have a defined lead in and we have had that operation in place since December.

Then it is also about making sure that, as the Commissioner said, we are wise to the fact that if we bring in resources from other parts of London that we do not denigrate the local capability to fight crime in other parts of the Metropolitan Police Service. There is that constant push/pull and we have been able to reduce the impact significantly on boroughs now. For example, the Commissioner is keen on mounted officers. They get seen from a distance more easily. Corporate support we touched on before. The territorial support group are really helpful in that added rush of people you need at 2am or 3am as people are coming out of pubs and clubs and trying to get public transport home. That is usually when the conflicts happen. There is some good stuff there.

The other thing right across London though is also when you talked about the confidence measure and a key thing to remind people of is we put a lot of effort into tackling low level problems for communities across London. We relaunched the Hawk tactics in the autumn. 4,000 warrants have been executed tackling low level drug dealing and minor crimes since the start of that operation. That is a pretty impressive tactic. Going back to Stephen's earlier comments things pretty close to your home are the sorts of crimes -- if you come out the door and you are worried about somebody dealing drugs on your way to school, all that sort of stuff, come into that mix that makes people worried and then that plays out to the figures. We have tried to get more local in what we do as well as get the best out of the Metropolitan Police Service.

The final thing is one of the things that drives this as well, whether it is in Westminster or other parts of the Metropolitan Police Service, we have struggled in what we call user satisfaction, ie those people that are actually a victim of crime in the Metropolitan Police Service from their experience. That has been a real worry for us. We are starting to see now improvements in the figures that lie behind that. Our best figures for two years. As the Commissioner said earlier in a number of these things we are complacent that the journey to improve things is over but after a lot of patient effort you are starting to see numbers of boroughs -- Barnet, from memory for example, that you touched on before with a big hike in public satisfaction in that borough after some fresh impetus. There are green shoots that sit behind some of these figures as we transfer the learning from different parts of London to deliver some of the challenges you have set us.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** Could I just mention, finally, two things, quickly? One is that one of the ways that we try to -- Westminster is clearly doing quite well in this particular survey. We were talking earlier about resource allocation. The resource allocation forms that we all have would say that on incidents alone Westminster should have very few officers because very few people live there, although they have licensed premises, but on the whole it is a very safe area and we do not see the same levels of crime per capita as you do in

the other 31 boroughs. That would miss the point that it is the showcase for the United Kingdom, people need to have a safe experience and perceive higher levels of patrolling which is one of the reasons we have so many officers in that area and when we do have to respond we have to respond in numbers. The formulas are good and we try to get that right but then we have to allow for some professional judgement and this is one of the biggest areas where we have to do that.

The final thing, since we received the challenge around confidence from the Deputy Mayor and from the Mayor, is we have over 10,000 leaders in the Metropolitan Police Service. It is a huge number of people. We have finished. We have got one more meeting to go and I have seen about 9,500 of them for a full day - barring one day when I could not make it for a day and another two or three days I could not make half a day. We have had them in a room and said two things. One is that we want to increase the confidence because we have been set a challenge to reduce costs, reduce crime and increase confidence and they have got to play a part in it. We have to get over the message that there is a need that some things we can do, which I listed, which if we do better our confidence will improve. They have been set the challenge as well. My experience from the past is when that 10,000 people feel it is part of their mission we will see a change as well. It is in their control. We have got one more of those meetings to do where the main message of the day is what can we do to improve the confidence of the people of London because clearly, at some level, it is not as good as in different parts of the country.

**Boris Johnson (Mayor of London) (Chair):** No, but the good news is that, after a long time, you are starting to see a trend in the right direction. Again, that is a very, very encouraging thing.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is quite useful to get a perspective from Stephen (inaudible), Her Majesty's Inspector of Constabulary, because London is trending down in crime levels. If we look at total notifiable offences, so all crime, going down by over 2%, 2.3%. I believe in the past in London we saw less than that, around a 1% crime reduction. How does that rank us against other areas and can you put some context perhaps on how we are doing?

**Stephen Otter (Her Majesty's Inspector of Constabulary):** Certainly, Stephen. If you look at the whole country, all 43 forces, the Metropolitan Police Service has still got the highest level of crime and over those crime types --

**Boris Johnson (Mayor of London) (Chair):** Per capita.

**Stephen Otter (Her Majesty's Inspector of Constabulary):** Yes, per capita. Over those crime types that we have just gone through - except for burglary interestingly where it is almost at the level of the average of its most similar family where actually the Metropolitan Police Service is doing very well - it is the highest in its family and in the highest quartile. So crime levels are high. We know that in London. Progress in terms of crime reduction is very encouraging. It has moved out of being an outlier

where it was only about 1% so it is actually fifth worst in the country in relation to reductions, but it is moving in the right direction. Actually all the indicators are that real progress is being made against each of the crime types.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So what you are saying is it is better than it has historically been in the level of crime reduction but it still could go further?

**Stephen Otter (Her Majesty's Inspector of Constabulary):** It is better than it has historically been and actually crime levels are very high. The ambition here, as you know, is you have got a very big ambition. What I am saying is that progress is relatively slow compared to the rest of the country but it is improving against the rest of the country. Does that make sense?

**Boris Johnson (Mayor of London) (Chair):** Yes. Though if you look at the levels of crime in London they have been falling steadily for the last ten years or so haven't they?

**Stephen Otter (Her Majesty's Inspector of Constabulary):** Burglary is at one of the best levels it has ever been but robbery has still a long way to go, for example.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think this is where national comparisons can be a bit limited because, as you know, Mayor, London is pretty special. It is our only global city. We collect £5.4 billion in business rates. The city of Birmingham collects £360 million. It is just a massive city that is going to attract and be the engine of the economy but also, unfortunately, it does attract crime. The good news is that we are seeing a dramatic change in the level of crime reduction but obviously we expect to see that sustained and improved on.

**Boris Johnson (Mayor of London) (Chair):** There is no reason, it seems to me, why London should not actually have better -- or figures that are completely comparable with anywhere else in the country. If you look at educational attainment, for instance, in London's schools where chronically historically London has been way behind London is now actually marginally ahead. That seems to be an interesting early indicator of the kind of success that we could imagine achieving in crime as well.

**Stephen Otter (Her Majesty's Inspector of Constabulary):** It is different because the way crime is measured is per head of population and it does not take into the **vista(?)** factor which is very significant. That needs to be borne in mind when you look at that data. Perhaps that might be some work that needs to be done to try to better understand how to equate London's crime levels because they will never be the same because of the millions of people that come here at the moment and I think we need to factor that in.

**Boris Johnson (Mayor of London) (Chair):** Do you mean there could be a fairer statistic that tried to abstract the visitor (inaudible) --

**Stephen Otter (Her Majesty's Inspector of Constabulary):** Clearly in London's case and there are some regions across the UK where there are large tourist populations as well that do skew the figures. In this Challenge process that needs to be borne in mind when looking at crime levels.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** There are probably two things that are worth bearing in mind. I am not sure yet whether the crime figures have been corrected for the census data which was recently published because we know that 25% of the growth in the population of this country was in London. That impacts so far as residential crime is concerned so residential burglary is unaffected by people who come in and out every day whereas, of course, crime on the street may well be affected by someone who is mugged on the street or the number of vehicles that are transiting. That could have an impact. We have to be careful to pick out those crime types which are unaffected by visitors and then there are others which -- and I say this trying to be fair because I have sat where Steve is now sat asking the same questions. It seems to me sometimes we can claim some benefits from a transient population and sometimes we have to explain why it is different. I would not say it is complex but it can be analysed.

**Jonathan Glanz (MOPAC Non-Executive Adviser):** I wonder whether we ought to try at least to have some more regular comparators with the other big urban areas. I take the point that we are not like everywhere else; the West Midlands, Yorkshire etc. I also wonder - and I do realise the simplification here - if everybody stood still and we cut crime by 20%, where would we be in the rankings?

**Stephen Otter (Her Majesty's Inspector of Constabulary):** I do not know that off the top of my head.

**Jonathan Glanz (MOPAC Non-Executive Adviser):** I was trying to get a feel for how realistic it is.

**Stephen Otter (Her Majesty's Inspector of Constabulary):** If you increase your confidence by 20% you will be by far the highest level of confidence in the country, as it currently stands, but I do not know the crime level.

Can I just say that you are compared to the major urban areas. They are your most similar family. I still think though the context is different. West Yorkshire is different from London. I would be very happy to work with MOPAC and the Deputy Mayor to look at that factor for future Challenge meetings.

**Boris Johnson (Mayor of London) (Chair):** I would be very interested in that and also whether that comparison could try to address the particular skewing that we get when looking at London figures because of visitors and the transient --



**Jonathan Glanz (MOPAC Non-Executive Adviser):** We need to benchmark but fairly.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** Do we know whether or not the crime figures have been corrected for the census?

**Stephen Otter (Her Majesty's Inspector of Constabulary):** The crime figures from the crime survey and the most recent crime figures are actually published on Thursday this week but they only go back to December and therefore they will not accommodate the survey change because that came in after December. My understanding is they will not accommodate the new census information.

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** That seems a little odd because the population has changed over the last ten years and everybody has known about it for three months. The country is growing but when 25% of the growth of this country arrived in this city that we know about. That is what is in the census. We only want to be compared on residential population which is in the census. It seems to me that is not an unreasonable thing. It is not the HMI's responsibility; this is a statistical data issue by the Home Office and the Government. But I cannot see how they can say they are not unaware of it.

**Boris Johnson (Mayor of London) (Chair):** Let's look into all that; look into the benchmarking and come up with some stuff that is both fair to London and to the Metropolitan Police Service but also --

**Bernard Hogan-Howe (Commissioner, Metropolitan Police Service):** Challenging.

**Boris Johnson (Mayor of London) (Chair):** Challenging. That is exactly right. I think that probably brings our proceedings to a close unless anybody else has got anything they want to say. Can I repeat my thanks to Sir Bernard, Craig and Simon for coming along this afternoon. Also, of course to Steve. Thanks very much indeed. Thank you.