

# MOPAC

**MAYOR OF LONDON**  
OFFICE FOR POLICING AND CRIME

## MOPAC Challenge

Date: Tuesday, 30 October 2012

Location: Chamber, City Hall

## MOPAC Members:

Stephen Greenhalgh, Deputy Mayor for Policing and Crime

Blair Gibbs, Principal Advisor, MOPAC

Steve O'Connell, MOPAC Non-Executive Advisor

Jonathan Glanz, MOPAC Non-Executive Advisor

Faith Boardman, MOPAC Non-Executive Advisor

Jeremy Mayhew, MOPAC Non-Executive Advisor

Bob Atkins, Chief Finance Officer, MOPAC

Siobhan Coldwell, MOPAC

## Witnesses:

Craig Mackey, Deputy Commissioner, Metropolitan Police Service

Simon Byrne, Assistant Commissioner Territorial Policing, Metropolitan Police Service

Simon Duckworth, Chair, joint MOPAC/MPS Audit Panel

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**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Welcome to I think this is the third MOPAC Challenge, and today it is looking at the local policing model and the issue of public access. Perhaps you could introduce yourself, Deputy Commissioner?

**Craig Mackey (Deputy Commissioner):** Yes, good morning, thank you, Deputy Mayor. Craig Mackey, Deputy Commissioner.

**Simon Byrne (Assistant Commissioner Territorial Policing):** And Simon Byrne, Assistant Commissioner for Territorial Policing.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Thank you both for coming along. I think we are going to try and cover the ground quite quickly in about an hour, and I know you have some slides that you want to present to us. I think you know most of the people around the table, because this is now the third iteration, the second with our MOPAC advisers, so without further ado could you take us through some of the material that you prepared for today?

**Craig Mackey (Deputy Commissioner):** Good morning, ladies and gentlemen. What I want to do first off is just set out a bit of the context of why we are talking about the local policing model as part of the change programme today. I think we have been fairly clear that the challenges for us as the Metropolitan Police Service are to tackle the work around crime -- crime is still too high in London -- clear targets around public confidence and satisfaction, and to try and raise overall performance, but at the same time we also have to cut costs. We have to reduce our budget by 500 million and continue the work around changing culture, and we are very clear and the Commissioner has been very clear, as has everyone in the Metropolitan Police Service, that we want the Metropolitan Police Service to be the best police force in the world and in the country, so the challenge is real for us and the need for change is real.

If I just cover where we are on the work around budget and the work around budget gap. From our £3.4 billion budget, by 2015 we need to have taken out £514 million. As part of the work we have been doing preparing for this change, we have been focusing on those areas of cost where we think we can make savings and enhance the work we do around operational policing and the service to the people of London, so we are targeting 220 million in non-pay costs, trying to take 30 per cent out of that.

At the moment, the Metropolitan Police Service has an estate of over 900,000 square metres of building, both HQ and support buildings across London. Interestingly, our HQ and support buildings account for about 25 per cent of the 200 million per year running costs and we are aiming to reduce our running costs by 60 million.

As part of the work we are doing around change, we are looking at the size and structures of HQ and some of the functions that we currently run from headquarters across London, and we are looking to move Scotland Yard, that is to move out of the current building that we are in and return closer to its origins in central London of a Scotland Yard building. This would reduce our estate by 50,000 square

metres and would save at least 6.5 million per annum. That is about actually looking at the functions we currently have in headquarters buildings and looking how we can do them differently, how we can reduce the number of people doing them, and more particularly, how we can get some of those officer roles into the areas that we know the people of London want them: out on the streets and front-facing roles.

We will bring proposals to the Deputy Mayor later this year, but clearly in relation to the estate, you have the final sign-off in terms of it.

So where is our ambition and where is the work we are doing that sets the context for what comes around --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Sorry, do you think we could just hold it there because before we get on to the ambitions, because that pre-empts the local policing model. Can we just ask a couple of questions on that?

**Craig Mackey (Deputy Commissioner):** By all means.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, I just think that would be helpful. Just so we understand the ambition around headquarters in relation to the Metropolitan Police Service budget, clearly you can only release property, headquarter buildings, if you are going to have a slimmer HQ.

**Craig Mackey (Deputy Commissioner):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Perhaps you could just give us an understanding of what the HQ will look like in two or three years' time as part of the Metropolitan Police Service change programme.

**Craig Mackey (Deputy Commissioner):** As part of the Metropolitan Police Service change programme, we are aiming to approximately halve the size of headquarters' functions and estate, to have a much smaller corporate centre that does those things that only need to be done at a corporate centre in any organisation, so that is the strategic planning of the organisation, the people who run the organisation. Our aim is to take out most of those functions and to look to make them as slim as possible so we can actually move both officers and resources away from headquarters functions to operational policing roles.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So the aim is a far slimmer headquarters. The Commissioner has gone on record saying, "And the ambition is to have more bobbies on the beat".

**Craig Mackey (Deputy Commissioner):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** More than in the history of the Metropolitan Police Service, so around 25,000.

**Craig Mackey (Deputy Commissioner):** We are aiming, with the model we are building for the budget, which will come to you, to try and get the Metropolitan Police Service to 25,000 constables.

That will be the most constables the Metropolitan Police Service has ever had, and then with lower management overheads and costs above it, so looking at ranks and roles like mine through to ranks and roles like superintendents, chief superintendents, inspectors, chief inspectors, actually looking to say, right, reducing management overheads, can we invest more in the thing that matters to the people of London, ie operation of constables, be it in a role around local policing models or in Sapphire teams, murder teams, those things that we know matter?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Just the figures that I have had on headquarters staff is not quite halving it, but it is certainly halving the support functions and a significant reduction in the number of police officers that are in the headquarters, so I think it is around 1,600 going down to about 1,000. Is that about right?

**Craig Mackey (Deputy Commissioner):** Yes, that is about right and it is really around driving those things and looking at those things that we do currently that may be done by officers that we can either do differently or not at all, and it is also about reducing duplication. The way we are currently structured as the Metropolitan Police Service, there is duplication in there. We saw from the publication of the HMIC data last week that some of our overheads and basic costs are higher than other police forces in the UK. The challenge for us, quite rightly, is to look at why that is so, because everything we have built in an overhead cost is a pound we either cannot spend on policing or another pound we have to save as part of the budget.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** In terms of squaring the circles, we share this, if you like, responsibility of setting a budget that we can achieve, that is MOPAC and MPS, but I think we need to understand where we are with the building. The building was bought when? In 2008, as I understand it?

**Craig Mackey (Deputy Commissioner):** I think from the history of the building, 2008 it was bought, and obviously the Metropolitan Police Service have been there since 1967. I think it is the third building to have the Scotland Yard name.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** So that would have been the MPA before MOPAC?

**Craig Mackey (Deputy Commissioner):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It was bought for £124.5 million.

**Craig Mackey (Deputy Commissioner):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Effectively what we are saying is that the money that was used to buy it has left our balance sheet and bought this building, and how much do you think it would take to bring that building to make it fit for purpose? What would you need to spend on it to make it useful to you as a headquarters building?

**Craig Mackey (Deputy Commissioner):** Conservatively, if you look at the forward plans around maintenance and just the basics around a 1960s building, we estimate there is at least £50 million to spend on that building, and that is probably a fairly conservative estimate. It is a 1960s building, so the infrastructure and support services that are in the building, everything from the heating and

ventilation through to the IT provision is from the 1960s, despite the money we have spent on it over the years. It is an asset that we could use differently and better invest the money in policing.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It does not really sound like an asset at all. It is a building that we have spent £124.5 million worth of cash, you require 50 million of additional cash to bring up to speed, and you do not need as much headquarters space in the first place. It sounds like a liability rather than an asset.

**Craig Mackey (Deputy Commissioner):** I suspect it is an asset in terms of having it at the moment on the balance sheet and the ability to do things differently with it. Certainly in terms of would you want to continue investing lots of money in the maintain of a 1960s building? No, you would not.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Just on the running costs, the figures that I am given, it costs around £11 million a year to run.

**Craig Mackey (Deputy Commissioner):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Presumably the savings potentially are more than 6.5 million if it costs 11.5 million to run.

**Craig Mackey (Deputy Commissioner):** That is a minimum. It is an expensive building to run, it is an expensive building to maintain, and increasingly as we go through this change programme it is going to have space in it we do not need, and in central London, that is a very expensive luxury.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes. Any questions on HQ? Because I would say I think this has our full support. Obviously our form process is you have to take this to management board, MOPAC has to then make a decision, but given where we find ourselves and the challenges we have ahead, and your plans to slim down the HQ and get more police officers into neighbourhoods, I think it makes an awful lot of sense to rethink our estate. As you point out, Scotland Yard has moved an awful -- well, it only moved once in the 20th century, but it moved several times in the 19th century and in many ways the opportunity is now for it to go back closer to where it was in the 19th century and slim down the HQ, go back to one of the original Scotland Yards, so I think that is important.

**Speaker 1:** The one thing we might just press you on is timetable. When do you expect to be out of New Scotland Yard and when do you expect to be into your new headquarters building?

**Craig Mackey (Deputy Commissioner):** Clearly there are approvals and local authority engagement.

**Speaker 1:** Of course. Subject to approval.

**Craig Mackey (Deputy Commissioner):** I think, subject to approval, once you have all the approvals you could do it in two years, but that is once you have the approvals.

**Speaker 1:** So end of 2014 or thereabouts?

**Craig Mackey (Deputy Commissioner):** Yes, or depending on how long it takes to get the

approvals. I think there are two years of transition work once you have the approvals all lined up.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is very helpful. Sorry to interrupt, but shall we move on now to the local policing model?

**Craig Mackey (Deputy Commissioner):** Thank you.

**Simon Byrne (Assistant Commissioner Territorial Policing):** I have three areas I want to cover in the next few minutes, really, in terms of surfacing some of the changes we want to make to how we deliver local policing across London. I will explain the detail behind this slide in a minute, sort of tease out some issues that I know have attracted a lot of interest behind the scenes around leadership and partnership working, and then finalise with the issue of how Londoners access the Metropolitan Police Service, be it by phone, front counter, et cetera, so those are the chunks I am going to cover.

In terms of explaining what is behind this slide as well, I have assumed some sort of prior knowledge, if you will, about broadly how we are structured on a borough basis, because at the moment, as you are aware, we have 32 key operational units of delivery, so the things I am going to talk about -- and you may come back with questions -- I have assumed that the 999 service will remain pretty much the same. How we investigate serious crime, pretty much the same for the purposes of what I want to tease out this morning.

If I try and liken where we are trying to go with this, I try and put ourselves in another place and imagine -- I was thinking about this yesterday -- the sort of analogy I draw, if you remember a few years ago with Sainsbury's were trying to compete with Tesco's to improve market share, so Sainsbury's saw itself as doing reasonably well but wanted to get better, and it has done a modernisation programme.

I see the thing on the screen in front of you I want to see in that sort of same context. So we have a very strong brand across London in terms of the Safer Neighbourhood teams, people familiar with their local officers and CSOs and what they do, but the opportunity of coming fresh into this challenge lets us bring ideas from elsewhere, and modernise and reform how we deliver local policing across London.

The first strand in this proposal of change is about a significant investment and rebrigading of resource into local neighbourhood policing teams. At the moment, they are relatively small, as a percentage of our overall headcount, and you will see here that we want to rebrigade a whole raft of roles across London to enable us to put an extra 2,000 officers into these teams. We want to support that with a more consistent use of the special constabulary, and you will see here as well we estimate at least 4,600 special constables being put into neighbourhood policing teams.

There is a price to pay, and you will see here that we want to reduce the CSO headcount by nearly 900 and the reasons about that is about a change in emphasis. At the moment, if you see the way that London is policed, we have these 32 operational units and, frankly, the way we deliver service often is slightly different from one to another. In the world we are going into, where we need to both improve performance, as the deputy was saying and cut costs, but lack of standardisation, lack of emphasis on what works in good practice is not efficient, so we want to develop a more standardised offer in terms of what neighbourhood policing looks like and shift it from one that is solely based on something we call reassurance, ie being seen and visible, attending meetings and understanding community

concerns, to put crime fighting more on the front foot.

The Commissioner, when he came here, talked about total policing and the three strands. One of those is about a war on crime and we want to take that war on crime right into neighbourhoods, so we will expect a stronger enforcement focus from neighbourhood policing teams and we would also expect them to carry out low-level crime investigation. If you are going to do that, we need to make sure we have the skill base right in those teams and that is the critical issue that means we want to effectively reduce the number of CSOs who are good for visibility and reassurance but only have limited enforcement powers and cannot broadly investigate crime to reflect that change in emphasis. That is why you will see the realignment of 2,000 people into neighbourhood policing teams from the mainstream force, and as I say, nearly 5,000 from volunteers that at the moment are split up in different ways across London. Some will work on response teams, some will work in specialist units, some will work outwith that. It is a complete potpourri and we want to simplify that.

To make this work, it is all about the sum of the parts, because for those of you who have experience of dealing with local policing issues back in boroughs, there is a constant frustration that even if we say there are X number of people in a neighbourhood policing team, then on a Saturday morning you will find someone has gone off to football match to police that, someone is at a demonstration in central London, so we want to make a commitment as we develop this model about a minimum level of abstraction from those teams, and we have a working depose(?) at the moment of no more than 5 per cent at any one time. To do that we need an operational unit to soak up the demands of policing London, because obviously where today is a relatively benign day, there is not a lot going on, but on other days we have a lot of demonstrations, we have seen that even recently, or other significant events where we need to mobilise a large number of officers, so we want to create this second plank called borough support units, which will operate in every borough and will be made up of police officers that both tackle local crime problems and could be deployed at a neighbourhood to support, for example, drug raids or particular robbery hot spots, problems like that where you want visible fast-time response to an emerging issue, but also they will be the core that we call upon when we need to send officers to police London in a different way, and that will give us enough resilience to stop having to denude neighbourhood policing teams of people that are skilled and equipped to deal with public order issues, football matches and such like.

The next sort of strand of difference compared to where we are -- and this is an iteration that has already taken shape across London -- if we want to have a war on crime, we need a war room to make it tick and this is the notion of Grip and Pace Centres. They are very much an iteration of ideas developed in my previous force, but effectively we want to move to a world where both across London but also locally someone has their hands on the tiller in a far more intrusive way than we have seen in the past. So we want a senior leader very much understanding what emerging issues are coming in to a borough or across London, so that might be a critical incident that is going to need different resources to police it, to soak up community concern or actually to seize opportunities and speed up our fight against crime.

For example, at the moment, rather than a DNA hit or fingerprint result coming into a borough that goes to a specialist team, if they come into one place, we can quickly identify that actually that is for Simon Byrne, he is our top burglar, we want an arrest team now to go and capture him, rather than leave it to chance where it goes. We want to tighten all that up and that will be part of demonstrating that, despite the spectre of austerity, we are confident we can still improve our performance in terms of the number of people we investigate and bring to book.

That all has to sit in an operating context, which is the fourth bit, that we recognise absolutely how sacrosanct both wards are to local policing in the context of neighbourhood policing teams and boroughs are in terms of a unit of identity that Londoners and partners still need to identify with, so despite some of the issues that have already been reported about our ideas of merging and shared service, we recognise that boroughs will always remain a distinct identity. There is a conversation to be had with partners and other people about what the back office might look like to support a borough and how it is led, but clearly, if we are going to make change, we have some difficult choices.

The difficult choice bit again has started to attract a lot of interest where people have picked up on exploratory ideas about different models for leading boroughs. Does it have to be a chief superintendent? Could it be a different rank? If you look at the differentiation across London at the moment, in Sutton we have just over 200 police officers on the books there policing that part of London, whereas in Westminster it is over 1,000. Do you actually need the same command structure to deploy in two different parts of London the same --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Can you just repeat that? Sorry, I missed that. Between Sutton and Westminster?

**Simon Byrne (Assistant Commissioner Territorial Policing):** If I use the two extremes, we have 226 PCs in actual fact that police the streets of Sutton. We have over 1,000, I think it is 1,034, that police the streets of Westminster, but broadly the leadership model looks the same, so you have a chief superintendent, you actually have a chief officer in Westminster as well, but you also have a chief superintendent in Sutton and all the infrastructure that goes around him or her --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** In Westminster you have a commander, do you not, for that?

**Simon Byrne (Assistant Commissioner Territorial Policing):** We do as well, yes, and there are reasons why, for example, in Westminster you would want that, but broadly the point I am making is we want to explore if it always has to be a chief superintendent that runs a borough. Can you have a different rank in a smaller place that still has that clear line of accountability into the community safety partnership, is the figure head in the community? If we are trying to cut costs, we have to look at some different models delivering leadership.

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

**Simon Byrne (Assistant Commissioner Territorial Policing):** The second point is actually the reinforcement of the role of inspector. Somebody has to lead the neighbourhood policing team. Clearly there are already neighbourhood inspectors in the Safer Neighbourhood model, but this is, from my own point of view, the person charged by the Commissioner of delivering day-to-day performance across London. I want to raise the game and the standard and the level of expectation of the inspector that runs the neighbourhood team so they are the clear person responsible not just for reassurance but the person I go looking for when I want to know what the burglary rate is like, why are we not reducing robbery faster, what the anti-social behaviour picture is and so on and so forth. It is this principle that is riven right through the change, which I will come onto at the end but reinforce now, about clear lines of accountability and control. If we get that right, as the deputy says, it helps us across London reduce duplication and wasted effort, but it also means on a Tuesday morning when



I want to know what is going on in Lambeth, there are certain numbers of people I can quickly ring to say, "That is your patch, you are mini chief constable", however you sort of visualise it, "of that part of London, this problem sits with you."

Clearly there are a whole load of other things that could sit above that person at times of criticality to help them, but we think the neighbourhood inspector has been a key role in both public-facing contact with London but also in terms of accountability for improving performance rather than at the moment we have a very differentiated model across London and again a potpourri mix of who is in charge of burglary, reducing that, or who needs to bring that fight against crime quicker to that part of London. We think that by making that expectation far clearer, we can improve performance and it is a model that has been tried and tested elsewhere.

Clearly that person, whether working at a borough level or a neighbourhood level, has a crucial role to build on the CSPs, so we are not suggesting anything that will change our contribution to Community Safety Partnerships or, indeed, some of the other things we actually deliver across London. Already in recent months you have seen how we have been able to bring some proposals to you, for example, to roll out a drug intervention programme across London, so there is an example of one thing that makes a difference in terms of tackling chaotic drug-ridden crime. In an amount of weeks, we were able to bring a proposal to you that says this needs to work differently and we have moved that. There are other examples we want to bring in the coming months, for example, our approach to domestic violence and how we can standardise that to build on this notion of simplify, standardise and share across London.

I will emphasise the point, because I know it is one that has caused a lot of anxiety, about the foundation of deliver through wards and boroughs.

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

**Simon Byrne (Assistant Commissioner Territorial Policing):** The next thing I want to come onto is --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Can I just hold you there because I think it is important we focus -- it is such a big piece and such a change, it is fair to say that this is a fundamental shift in the way that you approach local policing. This does not happen every year, so this is a proposal that will shift the pattern. I think we need to just ask some questions around that and then we can look at the other part later.

I want to throw it open to colleagues on the local policing model. Steve?

**Steve O'Connell (MOPAC Non-Executive Advisor):** Thank you very much, Simon and Craig, thank you very much for your presentation.

I am reassured about your continued commitment to boroughs, and thank you for that. Talking about the basic command units, however, you went into some detail about what functions would not be shared, so to confirm that, that is particularly around the investigative piece, the 999 response piece, these would not be shared, these would be still designated within boroughs. However, what do you see as the prime services that really would lend themselves very much to be shared?

**Simon Byrne (Assistant Commissioner Territorial Policing):** Depending on where you land this,

because this is about scalability, really, across geography, because I probably did not make myself exactly clear, which would be my issue. Even on the response bit, if we got to a world where we had two boroughs still with that leader, you could see a world where you ran response across the two boroughs. You would still have two operational bases, so if -- I would not dare pick anywhere, because that will become the de facto it is going to happen, but if you imagine two parts of London with two headquarters in the current model, you would still deploy out of those because, frankly, if we are trying to get to 90 per cent of our 999 calls within 15 minutes, there is a sort of real-world test of geography, busy roads, and you can only be so far apart.

We already deploy across boroughs as a matter of routine, so we try to get out of this the world ends at the boundary between, I do not know, Lambeth and Southwark, or whatever it happens to be, so through the use of technology now we can get the nearest patrol car to an urgent incident. In terms of making savings in the medium term, you would want us to ask questions, I would suggest, about would you eventually need two inspectors running a team across two boroughs? Could you do it with one if the complexity and the scale worked? Similarly, for the volume investigation of crime, you could see that working again across two, but we have no firm plans and proposals at the moment.

The ones with most legs, clearly, in terms of this year going forward in terms of what we could share is anything to do with the admin functions that support a borough, so that at the moment we are working our way through an issue about the number of police officers that are still stuck in offices planning for next week's events, so in our sort of parlance, duties officers where we have to roster officers to actually determine that there are so many people on a morning, afternoon and evening shift. Going back to the point about mobilisation, if we need to send 21 officers up to London for a football match, someone has to plan all that and make it happen, and we think we have too many people sat in those back office roles. There are a lot of co-ordinators and gatekeepers in the system, which again it is not about them as individual.

If you look at, for example, the criminal justice process, when Craig and I joined as sergeants, we were the gatekeepers, we set the tone on a team, we approved paperwork that went into the criminal justice system. We have now invented roles called evidence review officers, which is not just a London thing, they were a national programme, where I might be a detective with 20 years' service and I still now have to go to an evidence review officer for permission to submit my file about what a burglary looks like. There are examples of those discrete roles we think we can attack and cash in to make sure that the number of people on the streets of London go up and the bureaucracy behind it and the headquarters functions, as Craig said, is reduced.

**Steve O'Connell (MOPAC Non-Executive Advisor):** But also, for example, I would suggest you would be talking about custody services?

**Simon Byrne (Assistant Commissioner Territorial Policing):** Yes.

**Steve O'Connell (MOPAC Non-Executive Advisor):** Which are already quite far advanced. What would be your thoughts around that?

**Simon Byrne (Assistant Commissioner Territorial Policing):** Again, as you are aware, we are going through a programme at the moment of modernisation and moving away from some centres that are frankly very small. If you take somewhere like Hounslow, whilst it is important to that locality, a building with six cells in it is not efficient, so we are building bigger centres as we speak. We have

opened some in recent months. There is one not too far from here in Wandsworth. Where you end up with a custody centre of about 40 cells, you can get efficiencies in terms of the staffing of that so that, from an operational point of view, we do not have officers, frankly, at busy times of the day in queues waiting to get into custody centres. We can speed that whole process up so that when I make an arrest, I come off the streets to the nearest available suite, drop my prisoner off, the whole process of booking in, which is quite complex because of all the various care and risk assessments we have to do these days, can be speeded up and the officers are back out on the streets because we hand over the investigation to the team that sits behind that.

We want to move from the current position as of today of 42 operating centres across London to 37 within two years. That will mean on the borough map that broadly everywhere will still have access to a custody centre, but either they will have been modernised or we will have had new builds to get those economies of scale out and get far more efficient how we deal with one of our biggest bits of business. If we are going to improve performance, which is the challenge you have set us, my professional view is that custody is not just about welfare and bed management and logistics, it is about the engine room (inaudible - coughing). That is where we interview people, that is where we uncover the links to other crimes. We need to have that as part of the investigation process as much as it is part of the process for welfare and how we move prisoners around London, so we want to change that emphasis.

**Steve O'Connell (MOPAC Non-Executive Advisor):** The leadership point, again I am reassured that each borough will have a lead officer who is responsible and the identifiable face, responsible face of the service. But linking to that, which is your interest in developing the role of inspectors, and I partly connect that to your earlier comments about the reassurance piece because residents out there will still set great store by local reassurance, local accountability. Do you see, therefore, the emergence of the inspectors as somebody that would take that responsibility on in the locality for that point of reference for communities?

**Simon Byrne (Assistant Commissioner Territorial Policing):** Absolutely, yes. I mean, if you can shut your eyes now and imagine -- it is not the answer to everything, but an Internet web page. For that particular neighbourhood you would have Simon Byrne as the neighbourhood inspector, who I said earlier is almost like your mini chief constable, the person that is accountable for the delivery of service in that part of London. They would be then supported by named individuals in each ward, pretty much like you have now, that Craig Mackey is the constable for that particular ward. There will still be police CSOs in that ward. There will be more people behind the scenes in that team to help with arresting people.

We started, for example, a campaign a few weeks ago you may be familiar with, Operation Hawk. We have now set targets each day, frankly, for the number of doors we want put in across London to change that, put the criminal on the back foot with more rigour, and we see the neighbourhood inspector as the front face of that sort of campaign and that link in the performance regime between what you set here in the policing plan through to the Commissioner at management board and the delivery of service right across London.

I think you can also imagine, you know, we have some great people doing this. I have a colleague sat behind me that is not long off the streets where he was a neighbourhood inspector, but I would see this role in the medium term for career development, so if you want to get on in the Metropolitan Police Service, you need to show that you have been a neighbourhood inspector, you have been

rooted in the heart of communities and you understand how London ticks before you get to senior ranks.

**Steve O'Connell (MOPAC Non-Executive Advisor):** That new local, in a sense, visible accountability along with the extra resource in a neighbourhood would be welcomed by residents.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Thanks, Steve. I think it is important to understand some of the numbers in more detail, because it is quite clear that you are looking to shift on what is a dwindling budget more resource from back office, the middle office, into Territorial Policing. I think it is important to get an understanding of the size of Territorial Policing and the size of these integrated Safer Neighbour teams. Certainly the figures that I had indicate that the total neighbourhood policing bit, which goes beyond these teams, is going to grow. Do you have some idea of what you are looking to put into Territorial Policing as a total?

**Simon Byrne (Assistant Commissioner Territorial Policing):** Some of this is very much indicative, I have to stress that, because as the deputy said, we realise there is the budget-setting process that we have to sign off, but some of this, as well, is also about how we just rebrigade, so we are not trying to sort of bamboozle anybody with weasel words. Effectively, if you just start with the 2,000 extra officers into neighbourhood roles, we estimate -- I am quoting figures -- about 800 of them will come from investigative roles within boroughs, because one of the things we are trying to break down at the moment in terms of the way we have built up over years is in the past virtually every initiative, which has either been something the Metropolitan Police Service has generated or been foisted upon us, has created a team, a coordinator, a leader and a remit, and at the moment you still have a world that is not efficient, where remits get in the way of common sense in terms of how you deliver the chaotic offender. So rather than Simon Byrne being gripped, because I am the most prolific burglar, if Simon Byrne is arrested for shoplifting on a Tuesday, do we actually recognise that Simon Byrne is in the cells? We do not care if it is two packets of bacon from Asda, it is actually that we have a chance to get into Simon Byrne and find out what he has been doing.

So if we break down that sort of remit squad culture, which has built up over time for understandable reasons, we free up capacity to put into neighbourhood policing teams. There are about 1,200 of those 2,000 still within the envelope marked Territorial Policing that just need, frankly, to be rebrigaded. So in some parts of London we have a Safer Neighbourhood team, we then have a town centre team, we will have different teams around gang and youth violence in some parts of London. In one borough, we found nearly 900 different roles in a big borough that people were fulfilling. If you tidy up all this potpourri and make neighbourhood policing the sort of bee's knees and we get rid of co-ordinators and niche specialists, we create that capacity.

The second bit is, overall, in the broader context of what Craig has touched on in his introduction about this ambition to get to 25,000 constables, the total policing estimate in this whole bit will only grow by 300 officers because, effectively, if what is being asked of me, I am tipping people out of office to put into neighbourhood policing teams, my bit of the cake, as part of management board -- at least take neighbourhood policing -- is broadly the same, then there are opportunities in terms of the work that Mark Rolly is doing -- he is one of my colleagues working alongside Craig -- to sort of streamline and simplify how we deliver investigation of crime and serious incidents across London with the emphasis to get more people actually out on the streets rather than sat in offices. The broad bit for me is pretty much as it is now; I would just use it differently.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Okay. I think indicating where we are on the budget-setting process, I have seen different numbers. You are modelling now, I know, a total headcount of at or around 32,000 for the long term.

**Simon Byrne (Assistant Commissioner Territorial Policing):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Certainly the total of new neighbourhood policing is not going to get a diminished share of the resource, it could get some more, but that is all down to budget setting.

**Simon Byrne (Assistant Commissioner Territorial Policing):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** You have effectively said that these integrated Safer Neighbourhood teams, you will see an increased presence as a proportion of Territorial Policing.

**Simon Byrne (Assistant Commissioner Territorial Policing):** Yes, we will.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Frankly, all the ranks look like they are going to have more resourcing, whether inspectors or -- you call them neighbourhood inspectors or sergeants or PCs, but they are going to be doing a broader role and not just essentially reassurance and so forth. I think we have understood that.

I think it has also been helpful to understand where you can look to share services around administration, duties officers, verbalisation roles, these co-ordinators and gatekeepers and also custody services. That is helpful. You are absolutely clear that you are not merging borough command units for the foreseeable future, but you are looking at potentially sharing some of these services and you are not removing someone as a point of accountability within the borough. However, it really depends on what rank, that is open to discussion in the same way you have a different rank between Westminster and other boroughs. Should it always be a chief superintendent?

**Simon Byrne (Assistant Commissioner Territorial Policing):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Are there any other questions on the local policing model?

**Speaker 2:** If I can?

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

**Speaker 2:** Obviously a lot of thought is going into this strategy, very, very sensibly, but I am also struck by the use by Simon Byrne of the word "potpourri" on a couple of occasions. Potpourri smells good. I am told it does not taste good. Now, to deliver this, you have to take a workforce with you. I think we would probably be quite interested to know how at the moment this sort of evolving strategy is being discussed, shared, with your workforce.

**Simon Byrne (Assistant Commissioner Territorial Policing):** I would put it into two bits. Firstly, within Territorial Policing itself, we do have to get to a place where this is seen as not just something

that is being done to people, but there are a number of different points of influence. If you just take neighbourhood policing, one of my commanders is working on developing that. There is the internal bit of how we bring staff with us, but also how we validate it by making sure, not just in fora like this, but that the communities of London see this as a better thing than what they currently have.

We have, for example, something like Baroness Newlove working with us to help us get an insight from her point of view as the advocate for anti-social behaviour about how we can get a better service across London. We have a series of briefings at local level involving staff and a lot we recognise we still have to do in terms of internal messaging and communication to land the neighbourhood policing message, to describe what the changes will be, but there is a sequencing to do between, if you like, the vision and some of the high-level ideas to then -- it will eventually get down to, "What is in it for me?" We have a huge HR exercise to go through, so once we have actually got through the budget process, got the numbers clarified, that will enable me to then determine across London, for example, we might need 6,000 people now in neighbourhood policing roles current to the sort of 3,000 and a bit we current have. We have to sort of select people for those roles, and that selection process will start to attract interest.

The emphasis in some critical roles in a world where we are going to have less promotions is also going to get people to prick their ears up, so if you like, as I said earlier, the critical role is the neighbourhood inspector. If you are ambitious and want to succeed, that is going to be a gateway to get through in a different world, because we are going to have less opportunities for promotion. Only, for example, next week, to give a sense of how we are going to try and bring people with us, we have already had a series of briefings within Territorial Policing involving senior leaders right down to front line staff. We have a number on Monday where effectively each of these strands are getting built, we keep road-testing them. For example, a few weeks ago we had an exercise where we took a missing-from-home case and said: from the point of a 999 call into one of our call centres at -- whether Lambeth, Bow or Hendon, let us track this through the new model and try and predict are there any sort of pinch points where, if this is a high-risk missing person and we want to find them quickly, in the new model is there any risk in terms of it being handed over from one bit to another where we could drop the ball? We have done that with low-level crime as well to try and validate what we are doing.

We do have six months left, if we keep to sort of the broad trajectory to keep reinforcing the message and bringing people with us. The broad feedback I get -- because as the chair knows, I spend quite a lot of time when I am not here on the streets -- is that people think this is a good thing. People understand the simplicity of the neighbourhood policing model and the clarity we are trying to bring and the feedback is quite consistent that people like the idea of clarity and clear lines of accountability. We are also doing a lot to improve our senior leaders not just within Territorial Policing but the whole of the Metropolitan Police Service, which you might want to --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** There are senior leaders days where the senior teams are together, there are Commissioner's roadshows, there are a whole range of events behind it, and we have just started with the 10,000 people who hold management roles across the Metropolitan Police Service, the total professionalism workshops, which is really about trying to equip people for the continuing change in culture and some of the changes that are coming along.

I think, as with every major change programme, you can never communicate enough. No matter how many times you put those messages out, you can never do enough of it, so we use every opportunity.

An innovation that was brought in quite recently every two weeks on a Friday morning we do a telephone conference and we do it with the 98 people in leadership positions and running areas of the Metropolitan Police Service across London. It is just an hour where we can say, "Look, these are some of the things that are coming up this week", and take questions, and it is just to keep reinforcing some of these things as we go forward because we have to take people with us. This is a major, major piece of change.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think those are responses which are very helpful and give us all a degree of comfort, but the extension would be, just looking at the slide in front of us, 7,500, if you total those figures, let alone the wider workforce. As an employer, there are obviously some statutory responsibilities. It would probably be useful to give us some assurance that there have been impact assessments, especially in regard to quality issues.

**Simon Byrne (Assistant Commissioner Territorial Policing):** Certainly. Obviously, as you will be aware, we do have quality impact assessments, whether it be for this or other things we are going to talk about. They either have been done historically as we have presented proposals within the Metropolitan Police Service to management board, whilst we are going forwards out of today as we sort of begin to try and reshape this locally. Each strand will need both a pan London impact assessment and one for a borough, for example, or if, as we get to the bit later about public access, if we are going to need to change that, we need to understand the impact if English is not your first language, for example, and we are going to offer a different service in London, so we do take that seriously.

There is also, without underestimating it, if we are going to change the emphasis of policing in neighbourhoods, there is a big training and capability issue for us because if we are going to suddenly say, "We want you to investigate crime", we need to make sure that first response is good, but someone understands that whole process so that forensic management improves, the swiftness in which we get people in the criminal justice system improves, and the attrition rate within the criminal justice system also improves, which I know is slightly outwith here. This whole endeavour will need a different type of leadership, which will need training and hard wiring and it will need a different type of behaviour on the streets because we actually want to pick up pace and momentum and not leave things to chance. So that requires -- back to the Grip and Pace Centre bit -- how you switch on a different operational mindset and we are not as reactionary as we have been in the past.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think colleagues are broadly supportive of the commitment to neighbourhood policing, obviously, the fact you are putting more resources into it. Personally I think it is commendable that you are trying to shift the Metropolitan Police Service from a position where effectively you hand off responsibilities to one where you have integrated Safer Neighbourhood teams. It seems to me common sense that you want to have teams that do not just provide reassurance but they also fight crime and they also enforce, and that is, I am sure, what we would expect in the policing of our neighbourhoods.

Thank you for taking us through how the resilience works when you have high demand and also the idea of the war room, because I certainly did not know until today what actually Grip and Pace meant, but I have a little bit of a better understanding of what grip you are trying to put on the situation. I can imagine Simon Byrne -- not the criminal, because you have changed roles in the course of the day from being a shoplifter, a mass murderer, but also the head of Territorial Policing and the neighbourhood inspector. I commend you for the many faces of Simon Byrne in the course of this

morning, but I can imagine you are also in the war room as well.

Can we now come on to the very important public access piece? Before you present this, I think it is fair to say that we as MOPAC have made it very clear, and I want to just reiterate this, that we will not close -- the Mayor will not approve the closure of -- and obviously all property has to come to MOPAC and the Mayor for approval. We will not approve the closure of any front counters unless an alternative or improved location has been identified. Also, we made a pledge that London has changed since the Victorian era, communities have changed. It is growing in different parts of the capital quite tremendously. We see the signs of that here in Southwark, but also in the City and also further east towards Canary Wharf that did not exist a couple of decades ago. We must recognise that we have inherited an estate of 800 buildings, 497 operational buildings, and therefore the estate needs to be slimmer but also reflect the change in communities across the capital.

We have made a commitment that in those disadvantaged areas we would look to improve, not just maintain, face-to-face access where there are language difficulties, and also we ask you to think in the broadest terms of how we can use other channels of communication and also co-locate, so we improve the presence of policing on the high streets. I am very interested to hear your thoughts on how we approach public access.

**Simon Byrne (Assistant Commissioner Territorial Policing):** Okay. I think, firstly, to play back what you have just said, chair, we understand the importance of this issue absolutely, and all those things you have mentioned we would recognise in the emerging sort of strategic thinking that has gone on behind this shift in emphasis.

This has many legs to it, and it probably goes back to the start of the presentation from the Deputy when you go back to the MOPAC challenge of the 2020, because, as I said earlier, some of this -- some of the whole as much as discrete parts. We do need to cut costs. Some of our buildings are falling down around our ears, they are over 100 years old so they lose heat through their roof and windows and all that sort of thing, and they have high costs to maintain, so part of this is an estate strategy where we want to come out of old buildings and either move into co-locations, be it with the Fire Service, local authorities, et cetera, where you still have public buildings in the locality that we can use effectively to deliver a policing service from.

I think it is important to stress this is not about closing operational bases so that the minute you open this Pandora's box of public access encounters, I think people leap to the police stations are going. In some of the sites we are looking at, we have a great variance across London in terms of the footfall in public counters so that our busiest gets about 100 visitors a day, our quietest on a good day gets two. In terms of a unit cost of delivering that service, it varies between £70 a visit down to sort of slightly under £10. If you see it in pure economic terms, whilst we recognise the importance of having a sanctuary and a haven in different parts of London, going forward with the financial pressures that we face, it cannot make economic sense to keep a building open on the off chance that a couple of times a week someone might pop in to contact the Metropolitan Police Service.

You will be aware, obviously, that in the broader scheme of things we deal with just over, in a typical year, about 5 million phone calls from the public wanting assistance, of which about 2 million are 999 calls. What we have seen, though, in recent years as the way people behave in wider society has changed, so some of the means of dealing with the Metropolitan Police Service have changed. We have seen an uplift in the number of crimes that are reported online, so, for example, the sort of thing



of a simple eBay fraud, it is probably easiest to deal with that online in the dialogue with the Metropolitan Police Service as it is to sort of send a police officer around to your house. We have also seen the growth of social media, so there are different platforms starting to emerge that we can still have contact with Londoners.

That said, the way people come into our buildings still on some days can amount to 20 per cent of the actual contact we will have with people. We can deal with, on a typical day, about 5,000 visits to police stations. Some of that can get slightly skewed, so, for example, if you have a police station aligned to a custody centre, a lot of those visits will actually be friends and relatives and sort of hangers-on of people in custody wanting to see how Simon Byrne the shoplifter, burglar or mass murder is doing, and that can sort of get in the way of someone trying to come in to report a crime or just seeking some advice about dealing with noisy neighbours or a dispute like that.

The numbers themselves, below them, there is also a whole ladder of how we sort of -- I think the jargon is channel people into getting to the Metropolitan Police Service as swiftly as possible so that we will still want to see a future where in every borough there is a police station open with a big blue lamp outside it with lights on 24/7. There is one of those in every borough, but outside of that, some of the hours we open quieter buildings we want to reduce because, frankly, we will see typically, when we have looked at this in some parts of London, after 7 o'clock at night we might have the lights switched on and someone sat behind a desk, but no one actually comes in.

It varies on a daily basis, but at the moment from an operational point of view I am putting between 150 and on some days nearly up to 500 police officers on duty in buildings that people are not coming into. I have to staff a desk just in case someone comes in to report a crime. I could have those officers out on the streets if we were able to deliver service in a different way and boost the number of people either in neighbourhood policing teams or, at the moment, the bulk of them come off the 999 response teams and you will sort of see a parlance within the Metropolitan Police Service at the moment: you either go left out to your patrol car to go out on duty on the streets, or go right to sit in an empty front office at 11 o'clock at night when no one is going to come in.

We want to understand and open a dialogue locally to say how can we better deliver public access in different parts of London? Part of that as well is also recognising that back to where we have been perhaps in the past two siload(?), we do have a big estate. As a landlord we have properties, if you like, all over London, and the traditional response has been to deliver access to the Metropolitan Police Service through buildings that effectively have a Territorial Policing badge rather than saying these are Metropolitan Police Service buildings. We are now looking at, as well as the dialogue with local authorities and other partners about if we are going to close a counter in any part of London, if there is an alternative provision nearby that would be just as good, if not better, but if we actually recognise that we might have a building at the moment that has Metropolitan Police Servicer officers in it, it just does not have a sign on the door because they are from a specialist unit. Why can you not open that building up and say if you are coming past and want to report a crime or get some just help about dealing with a difficult issue, you cannot access the Metropolitan Police Service through that route? We can put some simple measures in place, we believe, to badge those buildings differently at relatively low cost and sort of overnight change the footprint of visibility in London, which is key, I think, to raising levels of public confidence, which I know you are passionate about, because confidence is often driven by things like easier contact with the police, visibility on the street, and that general sense of care and guardianship in the community.

If we are making the best use of the buildings we already have, as well as having dialogue with local authorities and other key partners about if you want to come out of somewhere that is -- one of the buildings that I used to spend my early patrolling days in my first go of the Metropolitan Police Service was Harrow Road, which is an old building that has fallen to bits. If you move out of that, can you go somewhere locally, be it the health centre, a local authority building, where you can set up a neighbourhood policing point of contact that is staffed at certain times of the week? The public can still see the Metropolitan Police Service, but you do not need a building that really does not fit the modern age.

Those are all the sorts of issues that we want to sort of try and open up a dialogue outwith of here. We are absolutely clear how important this is to local boroughs. It is not about withdrawal. It is about the commission I will give to the 32 borough commanders that work for me about an evidence-based conversation -- back to your point about the quality impacts assessment -- that is supported by a detailed understanding of that part of London, the consequence of closing counter A to move to provisioning point B, then when we have that clarity over the next six or seven weeks, to bring that back here as part of the policing plan so that you can understand what this new offer might look like in the context of a more imaginative public access strategy.

There are a whole load of things that sit behind the scenes we are exploring at the moment that we could exploit at relatively low or no cost. For example, police stations are not on Google Maps. We are developing an app of basically "Find my police station". Some of the signage, where perhaps local authorities can help, and highways authorities, to police stations across London are not good, so even where they exist, sometimes your chance of finding them is hit and miss, frankly.

There are -- in respect of you can get lost behind we are closing, we actually want to improve, reform and modernise, so that some places where there is no one in, I do not think anyone in their right mind would say, "You keep that building open", whereas if you go to busy places, you will make them more welcoming, friendly and efficient at the same time as making sure we deliver the other promises we have made to you about officers on the streets.

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

**Simon Byrne (Assistant Commissioner Territorial Policing):** I just have one more slide that brings this into context. This is probably a bit difficult to see in detail, but this really tells the tale of where the volume of work is in relation to the current front counter model. You can see here the bulk of the visits are made to broadly half of the counter services that we offer. This is a snapshot taken a few months ago. You will see the variance here. The top one at the moment was Edmonton, the bottom one is down in Bromley. The variance is huge in terms of the amount of visits we get. You will see here it does give some signs to a conversation we have had locally about why do you want to keep 24/7 buildings open and where we might want to reduce, because that graph has not been set by the Metropolitan Police Service, it has been dictated to us by the public, so there is some opportunity to help us reshape --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think colleagues are wanting to ask some questions, Simon. Steve?

**Steve O'Connell (MOPAC Non-Executive Advisor):** Thank you very much. Simon, you mentioned something around confidence, which I thought was really helpful, because that is linked very much to visibility, reliability and accessibility, which is what we are talking about, and again I think it is

reassuring to learn that we would be increasing the number of contact points. What I did not hear in that discourse was the role of volunteers, because clearly in those contact points it would be much preferable not to have uniformed officers behind those contact points, they should be out on the streets and the neighbourhoods. What is your analysis about the role of volunteers in this model?

**Simon Byrne (Assistant Commissioner Territorial Policing):** In the proposals we are working at the moment to share with local boroughs, we actually see five police stations where we could staff on what we currently have where volunteers will come in and sit there and help us do that work. Clearly through here and the coverage it gets, if anyone wants to help support the Metropolitan Police Service and volunteer, we are here to listen, because, frankly, the more people -- particularly in some of the smaller and quieter used buildings, if we still have the building there and all the infrastructure, well, why not have the office open if the cost is relatively low? If it is on a Friday morning when it is busy at the shops and someone can come in and give that advice around crime prevention, whatever else it is, we see volunteers as being part of a strand that helps us keep that access going in places where economics might lead us down a different route.

**Steve O'Connell (MOPAC Non-Executive Advisor):** I understand that and I agree with that, but I think we should be a little bit more positive about encouraging volunteers. There are busy stations that will remain stations, perhaps one of those 24/7 stations where the front counters are at the moment being staffed by decent folk who are volunteers, and I do not feel that they are encouraged to be valued as perhaps they may be, and I think probably we need a strategy around encouraging and attracting even more volunteers, would you not agree?

**Simon Byrne (Assistant Commissioner Territorial Policing):** Yes. I absolutely agree with your point. The Deputy Mayor came to an awards ceremony recently at the Yard where we recognised some of the volunteers around the work they have done, and they really are a tremendous asset to the organisation. Part of what we talked about at the front end of this is how we get more and more Londoners involved in policing. That is absolutely a way of doing it, to use people as volunteers and to use them, building on the spirit we have seen in London throughout the summer and throughout the Olympics, to say volunteering has a real place and it is part of what we do in the MPS.

**Steve O'Connell (MOPAC Non-Executive Advisor):** Finally, I would suggest that those volunteers behind those desks should not be special MSEs because the MSEs can go into that role and declare an interest -- my son is an MSE -- because they want to have that warrant card and they want to go out there solving crime on the streets.

**Simon Byrne (Assistant Commissioner Territorial Policing):** They want to go and arrest people.

**Steve O'Connell (MOPAC Non-Executive Advisor):** And they want to particularly go and arrest people, absolutely. As much as possible.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I wanted to say, that's the definition on the nose. That award ceremony at the Yard was quite staggering, not least because I learnt about the Metropolitan Police Service volunteers. They have only been in existence for a little over 10 years and they played obviously a seminal role, an unsung role in the Olympics where they helped with the mutual aid and they did that on top of their usual shifts. It is fair to say they do not just perform a role around maintaining front counter access. They are involved in administration, there are examples of people who did some of the basic administration supporting communication, and also

roleplays, I gather, and supporting specials. I think that is something that certainly we would encourage.

We also learnt the importance of having the specials out on the street because there was that waif-like lady who won an award for arresting someone in her lunchbreak at her bank. She restrained a very large man for about 20 minutes, as we know, and I thought that was an extraordinary act of heroism that we were able to commend, so I am certainly delighted to see more specials and definitely we want to see them on the streets of London.

One of the things I would like to just ask colleagues -- Jonathan was wanting to ask some questions, and Faith.

**Jonathan Glanz (MOPAC Non-Executive Advisor):** Thank you, yes. I just wanted to say how much I welcome the commitment to utilising the existing estate in making the public access more available. Also to touch on your point about co-location, you mentioned a number of potential examples for co-location across the GLA family, with the fire brigade and others, and certainly they are the sort of opportunities that we can explore with local authorities, particularly on housing estate offices and that kind of thing, but I just wanted confirmation that the way you envisage that would be a designated branded space with MPS logos rather than some kind of booth which sort of goes around from supermarket to supermarket every other Thursday.

**Simon Byrne (Assistant Commissioner Territorial Policing):** I think there is almost a series of steps to take here, because -- one of the introductory slides -- this was dictated to us by Londoners. In a sense I would not rule out, be it Tesco's, Sainsbury's, Marks, whatever, on a Saturday morning when it is busy, someone there giving crime prevention advice because -- to give a plug at the moment -- this is one of our peak periods for burglary because of darker nights, so why would you not have crime prevention at a busy shopping area like that? So you could see a sort of deck and a pop-up stand saying, "I am the Metropolitan Police Service", and all that sort of stuff.

I think in the broader strategic sense we are beginning some other work looking at the whole notion of the visibility of the Metropolitan Police Service, and your point about buildings, well, we do not have a standardised way of advertising our buildings in public space at the moment. Safer Neighbourhood buildings have a brand, some of our headquarters do, but there are other Metropolitan Police Service buildings that, frankly, you may not know are here, including five big patrol bases that are big, huge warehouses full of police officers that it is hit and miss that you would know they actually exist. We want to change that.

We are supporting that with, for example, back to Stephen's confidence point, it will be around the visibility of the fleet, so we have made some decisions to make sure that one of our biggest assets on the streets of London is our vehicles, but they do not all look the same, either, so how do we get a more visible fleet and then a more visible patrolling presence? This all has to be seen, I think, as part of a bigger picture, but certainly the vision is to smarten all of this up and make it very recognisable so that, just as you walk down a high street and clock Marks & Spencers, you will clock a Metropolitan Police Service building and know it is a Metropolitan Police Service building and you can go in there for advice, support, care or whatever it happens to be, and also the public know these are the bases we deploy our people from. I know that has been very much seen as the fabric of a community.

**Jonathan Glanz (MOPAC Non-Executive Advisor):** Thank you. Do you anticipate including those

kind of locations within high street or shopping areas so that people will get that regular visibility of what it is you do at times that work for them?

**Simon Byrne (Assistant Commissioner Territorial Policing):** Where we can, yes. Obviously there are cost constraints, if people try and charge us exorbitant rents for a small space, but that is where it is about a good relationship with the business community as well as with other partners that hold property in the public domain that we can make better use of.

I think also it is worth remarking that we have to be careful that we do not open so many access points up that we create unreasonable expectations that we still have lots of people in sort of a new map of London sat behind desks that no one comes into. We want to make sure that we understand how and why people want to contact the Metropolitan Police Service and develop services to make it easier. So, if at 9 o'clock at night it is raining, why can I not go on online and have that question answered as much as going into a local police station? There is a lot of thinking to be done over the next few months.

**Faith Boardman (MOPAC Non-Executive Advisor):** I would just like to stress that last point, because I think we are living in an age where different generations and different communities like to have access at different times of the year. This is a 24/7 -- and they generally have different requirements, whether it is languages or practical issues.

My experience from running a council is that the point that you raised briefly, Simon, about channelling and really understanding the types of contacts that your customers want is actually a vital one, and I think one of the more important things that you have on this particular slide is the fact that visits to front counters by crime victims have decreased by nearly 20 per cent in just four years. This is a very fast-moving situation and I want to be assured about how you are thinking ahead over the next decade, how you are thinking about how IT and other more modern forms of access can be built into this.

**Simon Byrne (Assistant Commissioner Territorial Policing):** I think in other settings the deputy has talked about the work we are doing at the moment looking at the whole IT infrastructure for London and how we make that match fit, but within the context of this, I mean we can all imagine how we spend leisure time, but the benefit of being sat there with a tablet on your knees being able to access a service, as I say, at 9 o'clock on a wet Monday night, is something we have to get smarter at. If you go online at the moment, you can report a crime or incident, you can get advice from the Metropolitan Police Service website, but frankly I think there is a hell of a lot more to do. If you compared, interesting as it is, our website to a sort of blue chip big-brand retail outlet -- I will not say which one, but you can imagine some of them -- but why can it not feel like that when you touch the Metropolitan Police Service? Why can you not track your crime report online, for example? Rather than waiting for us to ring you with the ten-day update to say, "We have caught the burglar", or, "We are now sending some clothes for forensic examination", you can just log on and find out where it is in the system. If you can apply some of that commercial imagination to policing -- obviously there are constraints around cost and data sharing -- you can make that whole experience more interactive.

You go on the Metropolitan Police Service website at the moment, for example, there is an interactive house where you can visit the house and get crime prevention advice. If you feel confident in doing that, that is a bit like your NHS Direct where you work out have you got flu or a sore throat. At that level, without sort of trivialising it, there is a lot more self-help that I think we can equip people with.

There is, frankly, a lot more data we can put in the public domain to help people make decisions about safety and what is going on.

Your point I would share, really, Faith, in terms of it does get a bit managerial when you talk about channels and sort of as seen from the thick of it or something like that, but you do want to make sure that we understand how people want to interact with us and you make that experience as easy as it can be, because we could be an awful lot better because there is so much transactional work, as other big businesses have found, that if we could put that service online, people will quite happily do it.

We now self-assess tax forms and stuff like that we did not use to, and people have adjusted to that, so there are some types of service we can push that way, but, frankly, others we actually want to encourage more face-to-face contact. If you think in the last few months we now offer every victim of crime the chance to speak to and see a police officer, not just do it over the phone. We recognise, for example, in our approach to vehicle crime, that is the most second important asset people probably have outside your house, if you own your own house. Historically, our response to vehicle crime has been a bit arm's length, all over the phone: "Oh, have you lost your SatNav? Very sorry. Here your reference number. Goodbye", rather than saying, "We can get someone to you within an hour". If we do that, we can give you face-to-face about prevention, getting help to get it fixed, and also probably a better chance of catching the people in the locality that have done it, because people, as you know, tend to commit crime within about a mile of their home. We have seen significant uplift in the last few months about the numbers of victims of crime that we now support in that way, but there is still more to do, so it is that balance between online transactions, face to face and other forms of media where we can get a far better service to Londoners, in our view.

**Speaker 3:** While I hugely welcome the spirit of what you are saying, obviously it is not a substitute for physical contact, all the stuff you were talking about before, but exactly what you have been talking about, thinking about the interactions from the point at which you report a crime, track a crime, et cetera, so I do not question any of the instincts you have brought, they are exactly the right ones, it seems to me, and very welcome, but do you yet have a plan? If you do not, maybe we are putting down a marker now and we need to return to this issue because it is absolutely fundamental, as you rightly say, to our services just as it is to business. The NHS example is a good one and although it may involve investment upfront, actually it may involve saving in total in terms of running costs as well as responding, as Faith rightly says, to what people's expectations are. People want to be able to do it 24/7 and they want to be able to do it from their PC or mobile phone or whatever. Where are we in terms of getting from vision, so to speak, to delivery?

**Simon Byrne (Assistant Commissioner Territorial Policing):** Shall I cover some of that? Undoubtedly you will want to come back to technology-based change, because a lot of the stuff we are talking about and a lot of the stuff that is in the change programme requires technology to be able to do it, and I think, exactly as you highlight, some of these as we get further into this work will be around collectively do we want to invest X to get Y back in terms of either the service or potentially got -- so there is a lot of work going on in relation to those.

It is fair to say as well there is also quite a lot from industry that is developing quite organically, so locally developed apps and some of those sorts of works. We are trying to work out at the moment how the two come together, so stuff that we can do at this end as an organisation and then stuff that people are, you know, out there in the market absolutely developing, but making sure that the channel still comes in to us. That is very much a work in progress at the moment.

If you say, where is the long-term vision? Exactly as Simon says, it is actually around state-of-the-art IT that looks and feels much more like most commercial suppliers and others. It is things that actually work for the public. It is also getting mobility for operational officers. It is breaking officers away from having to go back to a desk and a computer. That is the bit that will give us some of the best and quickest business benefits.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Is that your last slide?

**Simon Byrne (Assistant Commissioner Territorial Policing):** There is just some summary, if you want us to go into that?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think I would like to finish the presentation. I agree with colleagues that the vision is fine and it is now about coming up with a plan, as I understand it.

We want to be absolutely clear, since I have been Deputy Mayor for Policing and Crime, MOPAC has not improved any closures. I am getting a lot of emails coming in around different police stations and I have not approved any closures. What is important to note is that you will now start a conversation across 32 boroughs on how we can embrace that vision, if you like, and look to a more creative way of ensuring that we improve public access that embraces both technology but also, importantly, not as a substitute, improves the face-to-face points at which the public can access this most important public service for London.

I would encourage that conversation to be very creative and to look at opportunities that are out there. For instance, I know, because I was with Jonathan at a conference, that one of the retailers where the head of security is an ex-Metropolitan Police Service officer, has opened themselves up so you can deploy from a supermarket store in Pimlico, and I am interested in visiting that. I know that Asda are building a new store in Barking and they are very keen to have Metropolitan Police Service officers not only just to have a place and a visible presence within the store, but actually the facilities for you to deploy from what is effectively a large area. It is a marginal cost for them, but they have real issues around store theft and other issues, and the fact that you are deploying from there will be, I think, a great advantage for them, and I think those arrangements are very interesting.

I also encourage you to look at other opportunities to raise the flag of criminal justice on the high street. We have had an early conversation with the Post Office. In many parts of the country, the Post Office is looking actually to host a police bureau inside Post Office branches and there are many of those across London potentially that could provide not only an opportunity for contact, but also to provide those very important transactional services that the Metropolitan Police Service probably find quite difficult to do. You can get your firearms licence sorted there, rather than waiting as a student for hours and hours at a police station you might be able to get your visa checked. We all know, and as a former borough leader I know how expensive it is to have a cash-based system at (inaudible - coughing), so if you can work to an area where you have transactional services in the DNA, as you do in Post Offices, then a lot of that transactional work can happen a lot more easily than it would do in a typical police station, certainly ones that are only seeing ten members of the public a day. I encourage you to look at this. Apparently there are 43 potential services the Post Offices can provide.

I think Jonathan's point is also important. When you have these conversations, we cannot have these

200 contact points when we really push at them being ones that are not really there, that they are only there for a couple of hours a week on a Wednesday afternoon. They have to be real points where the Metropolitan Police Service is embedded in the heart of that community. I think we are very keen that from today and to the middle of December that those conversations take place and that we can then review, as MOPAC, those plans on a borough-by-borough basis to see that we can hold the Mayor's pledge but also improve public access and certainly face-to-face public access.

Are there any final points anyone would like to make? Other than that, I want to say thank you very much for taking us through the vision to slim down the HQ, the vision to introduce integrated Safer Neighbourhood teams, but also the vision to improve public access and that conversation is going to be a very important one and we look forward to reviewing that in six weeks. Thank you very much for coming along.

**Simon Byrne (Assistant Commissioner Territorial Policing):** Thank you.