

**Date:** Thursday, 28 February 2013

**Location:** The Chamber, City Hall

**Hearing:** MOPAC Challenge Board

**Start time:** 2.00pm

**Finish time:** 3.35pm

**Members:**

Stephen Greenhalgh (Deputy Mayor for Policing and Crime)

Steve O'Connell (MOPAC Non-Executive Adviser)

Jeremy Mayhew (MOPAC Non-Executive Adviser)

Faith Boardman (MOPAC Non-Executive Adviser)

Linda Burton (Chair of the MOPAC/MPS Audit Panel)

**Guests:**

Jim Maddan (Chair, London Neighbourhood Watch Association)

Philip Dundon (Chair, Cann Hall Safer Neighbourhood Panel)

Hubert Mensah (MPS Volunteer Police Cadet)

Gwanwyn Mason (Head of MPS Youth Strategy and Engagement)

Steve Burton (Director of Community Safety and Policing, Transport for London)

Dave Page (Assistant Director of Safer Communities, London Borough of Hammersmith & Fulham)

Claire Rai (Head of Community Safety, London Borough of Hammersmith & Fulham)

Tom Smith (Policy Programme Manager, Alcohol Concern)

Alison Keating (London Manager, National Treatment Agency)

Lynn Bransby (Head of Delivery South, National Treatment Agency)

**MOPAC staff:**

Helen Bailey (Chief Operating Officer, MOPAC)

**MPS Officers:**

Deputy Assistant Commissioner Helen Ball (Territorial Policing, Metropolitan Police Service)

Detective Chief Superintendent Simon Letchford (Territorial Policing, Metropolitan Police Service)

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** This is our seventh monthly MOPAC challenge meetings. We have picked a time of the week when not much is happening to me personally - that was probably not true; as you know there is quite a lot going on. We are right in the middle of the consultation for London's first Police and Crime Plan. I am really pleased we can shine a spotlight and a focus on something that I think is incredibly important - part of the Police and Crime Plan - but also very important for Londoners; how we prevent crime happening in the first place. Going back to the first tenet of policing it was Robert Peel who said the basic mission for which the police exist is to prevent crime and disorder. Equally, that mission extends far beyond policing but how we relate to neighbourhoods right across London.

I am so pleased that there are many experts here today that are going to share their thoughts and recommendations that hopefully we can take stock and use to improve our Police and Crime Plan. We are focused on three aspects. The first is to look at people, and then places and problems. Each section is going to have half an hour on each section. People are going to be providing expert evidence. Please if we can hear from the people here. We have James - Jim - Maddan from Neighbourhood Watch, who is the National Neighbourhood Watch Chair -- I thought you were only London; you are the National Neighbourhood Watch Chair. Great to hear from Jim. Also Philip Dundon from the Safer Neighbourhood Panel Chair of Waltham Forest. We are looking forward to hearing from you as well. A special thank you to Hubert Mensah, the Metropolitan Police Service (MPS) volunteer police cadet, who is going to talk a little bit about -- I think this will be very exciting for Londoners to hear the voice of you as an MPS volunteer police cadet. Gwanwyn I know you are there as well.

Perhaps I could ask you to say some opening remarks and we will ask some questions. Can I start with you, Jim, as you are in the middle for some reason? Can you start off talking a little bit about your thoughts on how we can prevent crime?

**Jim Maddan (Chair, London Neighbourhood Watch Association):** Thank you, Stephen, for inviting me along this afternoon. As you have indicated I am the Chair of the London Neighbourhood Watch Association and we are the representative organisation for neighbourhood watch groups and associations in each of the 32 London boroughs and also the City. As you have indicated I am also the National Chair so if I lapse into national speak then please I apologise.

Neighbourhood Watch has a proven track record in the field of crime prevention. It is accepted that we played a significant role in reducing domestic burglary in the 1980s and 1990s through what is technically known as target hardening, making our homes safer, and property marking, as well as developing community cohesion to create an environment where people look out for each other. We are concerned about people's quality of life, the things that affect us all and the things that might dissuade a potential purchaser from buying our house if it was on the market.

The first point I would make is that some boroughs have a more formalised structure than others and we would hope that MOPAC, through their borough support officers who already provide us with invaluable support, can continue to lead the way towards a time where every borough has a truly representative organisation looking after Neighbourhood Watch.

Added to this is the need to balance our membership in line with the diversity of London. As you would expect we are strong in the suburbs amongst owner occupiers. Junior Neighbourhood Watch is on the increase but we need to expand within areas with high levels of immigrants. We need to convince the black and minority ethnic (BME) groups that we are not part of a police state. Many have come here to escape such regimes. We currently do that by working with local authorities as well as resident and tenants' associations.

We have changed in the last 30 years since we were formed. The image of curtain twitchers and nosey parkers has been replaced by a move into the digital age and we have become tweeters, not twitchers! Members no longer get their information, which might have been a couple of months out of date, at meetings in draughty church halls. Now they rely on the internet and social media sites such as Facebook. Instant messaging is the norm. We are constantly updating our website and it is important that up to date crime statistics and information are made available. Just as automatic number plate recognition (ANPR) is a valuable tool for the police in their fight against the criminal, so Neighbourhood Watch members can be their eyes and ears if they know what they are looking for. The success rate arising from the instant circulation via text of information including vehicle registration numbers pays a significant dividend in the recovery of stolen property and, perhaps more importantly, the apprehension of potential child abductors.

The second plea I would make is that under the new regime neighbourhood inspectors are fully briefed on the capabilities of volunteers of all types and that they and their officers use them at every opportunity, whether as witnesses or information gatherers, and they should be measured on their involvement with volunteers.

The third point I would like to make is, like any large organisation - and we are the largest voluntary organisation in England and Wales - there are a few undesirables who have become involved for all the wrong reasons. A simple local intelligence check and a police national computer (PNC) check - not the full Criminal Records Bureau (CRB) - has, where it has been introduced, identified a hatful of totally unsuitable characters who have put themselves forward as scheme coordinators and some have ended up being arrested. So we would like to see that expanded throughout every borough in London.

We are moving forward, working with our key partners. We are leading for the Home Office on citizen patrols and we are working with social care agencies on our neighbourhood return project. One of the pilot areas is in Waltham Forest.

Before I finish just two very quick thoughts if we do not remember anything else from today. Just because we are volunteers and do not get paid does not make us worthless; it makes us priceless. In modern day policing there are two sides of the equation. There are demands and there are resources. Neighbourhood Watch is a resource but if they are not managed effectively there is a real danger that they will become a demand. Thank you.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Jim, thank you very much. I have to say it would be great if we could have that as a formal submission to the Police and Crime Plan because some of the thinking there is really very, very good and very powerful. I know, Steve you wanted to ask some questions. I think we should take questions to each particular area. That would be great.

**Steve O'Connell (MOPAC Non-Executive Adviser):** That makes lots of sense. Thank you very much. We had a quick conversation beforehand. I, like the Chair, am a great fan of Neighbourhood Watch. That does not mean it is completely fit for purpose across London - and I am talking about London now. One of the challenges - and we spoke about it earlier - is that, as you said, in certain parts of certain boroughs it is very strong, there might be coverage of 70% or 80% in some of the leafy parts of the borough, and there are also other parts of boroughs and other boroughs where it is not particularly strong. That is a challenge, and you identified it as a challenge, but I do not think you really expressed one or two ideas of how we can overcome that. Have you got any thoughts how we can extend our coverage in the parts which we do not reach at the moment?

**Jim Maddan (Chair, London Neighbourhood Watch Association):** I think I indicated that by using meetings of residents' associations and tenants' associations it is possible to inject into those meetings some element of what you might call "Neighbourhood Watch". By doing that and having police officers coming along and having mentors who run successful watches coming along and explaining what it is all about, then that can work. Historically a lot of areas individuals were frightened/scared to put their head above the parapet.

We worked very closely in Westminster in Churchill Gardens. We had an underground system of resistance movement where we encouraged individuals to sign up but not to say they were because they were frightened they would get a brick through the window or something like that. So at 5pm on a Saturday night at a pre-arranged signal everybody put up the signs in their windows and we put signs up. By doing it that way the area became immersed in Neighbourhood Watch and we were able to do that as a successful scheme. It still is successful in Churchill Gardens.

**Steve O'Connell (MOPAC Non-Executive Adviser):** Thank you. I was particularly interested in your point around a generic volunteer so rather than a volunteer just being badged as Neighbourhood Watch or Ward Panel - we will get on to Ward Panels slightly later. It is an interesting point you raised about -- with the local policing model (LPM) coming in - and Stephen [Greenhalgh] has been one of the architects with the police of the way that the

engagement will be – it is an interesting thought that you have identified around the inspector, the sheriff, for the area who will come in and one of his tasks will be to identify the volunteer stock he has got within his area that are not necessarily badged up. Could you just expand very slightly on that possibly?

**Jim Maddan (Chair, London Neighbourhood Watch Association):** There are a number of things that people might be quite enthused to do. There are the citizen patrols which are something that -- if borough commanders feel that it is right to have people who patrol in a particular area with a certain remit. We got some funding from the Home Office to identify all the ones in the country. Whether it is people who are currently called street angels or street pastors, anybody who is prepared to be out there on the public facing side of things, to be in a position, then volunteers can join whichever scheme is appropriate for them.

**Steve O’Connell (MOPAC Non-Executive Adviser):** A cross pollination. I am also a fan of street pastors and very supportive of those. Rather than working in silos some sort of cross pollination of membership across perhaps identified by the inspector and others?

**Jim Maddan (Chair, London Neighbourhood Watch Association):** Yes, indeed.

**Steve O’Connell (MOPAC Non-Executive Adviser):** OK. Thank you, Chair.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Jim, very quickly, I think you were advocating that we try to ensure that building up public involvement through Neighbourhood Watch and volunteering is essentially part of how a neighbourhood inspector gets evaluated effectively. That is a key message; that it is part of their performance framework. You used to be a police officer. Any tips on how we would make that work? Is it how many? It is very easy to get the wrong measures. What would be the right measures to ensure that this works?

**Jim Maddan (Chair, London Neighbourhood Watch Association):** I think I said at the meeting I was at on Tuesday that there was a touch of déjà vu about the new proposals, which I think are fantastic. Going back to the 1990s when sector policing, as it was called then, was introduced and I was a sector inspector for the equivalent of what would be a neighbourhood inspector’s remit now -- I had six wards but I also had the home beat officers who were targeted to go out and make contact with people and, if necessary, set up a Neighbourhood Watch or that sort of thing because that was successful. I am not saying it should be all target driven because I think sometimes, if it is target driven, it can have the wrong effect, but I still go along with the mantra that Neighbourhood Watch coordinators make the best cups of tea!

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** OK. I think I will go on to Philip if I can because we really do want to make sure we get accountability right and another key issue is getting things right with regard to Safer Neighbourhood Panels and Safer Neighbourhood Boards eventually. Perhaps we could hear from you, Philip?

**Philip Dundon (Chair, Cann Hall Safer Neighbourhood Panel):** Thank you, Stephen, and thank you from the invitation to the Panel this afternoon. I am Philip Dundon and I am Chair of Cann Hall Safer Neighbourhood Panel, since its inception in 2005/06. I belonged to, and been involved in, a myriad of organisations, voluntary, in the borough since about 1981 - tenants', residents' etc - and very largely throughout the Community Safety Boards and their predecessors before that. I am currently the Chair of the Community Safety Board for Waltham Forest.

The ward has a resident population of just fewer than 12,000. It is ethnically more diverse than average with 60% being black, Asian and ethnic minority, and that is an important feature of our Panel which is very diverse and has been very diverse from the start.

At the time that we commenced in 2005/06 I think it is fair to say that we were undergoing a crisis in the borough generally speaking and in the ward in particular, particularly with regard to street crime. Both my aunt by adoption, who was 79, and my good self, who was at the time about 55, and my nephews, who were in their late teens, had all been mugged within the space of six months within 15 minutes of their homes. It did not matter whether it was 10.30am or 10.30pm. It was completely random. There appeared to be no way of protecting yourself so it was quite a frightening position to be in, particularly if you were a public transport user, as I have always been.

We have found it extremely valuable, within that context, to share facts rather than rumours. So it is not the same incident that happened in three different places in the same week. It is just one incident and it was not as serious as the reports and the rumours that are going about are concerned.

Even from the very start, before we got started, we had a referral about a witch doctor. This was because his patients were turning up and misusing the street as in over parking and also sitting on the walls outside people's houses. So we referred the matter to the health authority who discovered that he did not have a licence to practice. To this day I doubt that he knows how and whom made the refer. That is an important aspect also of what I try to do; I try to be, if not the invisible man, as low profile as possible. That goes for between meetings as well in the sense that if people come to me and make me aware of something that applies to planning, rather than policing, matters then I will refer it to planning and I will follow up on the matter until it is resolved to the satisfaction of the referrer or referrers.

We have had some success for the police within the organisation as well. We have had an acting sergeant who has gone on to be an inspector. We have had three police community support officers (PCSOs) who have gone on to train as police officers. That has been very good for morale within the group; we are all succeeding, we are all learning. There is no template for what we are doing or what we are trying to do.

In that respect I would like to suggest that, as far as the future is concerned, we might consider support for people in these roles in relation to training. For instance, I know, as a lay visitor in the late 1980s, that the lay visitor is now called the custody visitor and they have gone on to greater things; they have their own association, they have their own conferences and, by all accounts, it appears to work very well because we do not hear anything about it in the negative. If we are going to step up for the future to greater capacity and dealing with more sophisticated crime then we are going to have to have some training input. At the moment the training comes out of the experience and also we have a borough-wide group which meets on a twice yearly basis to share information and share practice and to be advised of changes in policy and consulted around matters such as the police plan etc. That has been very helpful and, with the new clustering arrangements, obviously the chairs are going to have to keep in touch with each other across the wards because otherwise we are going to start, in my view anyway, setting contrary goals and targets for the police which will not hang together across even part of a borough, let alone a whole borough. Thank you.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is great. Thank you. Steve, do you want to start off?

**Steve O’Connell (MOPAC Non-Executive Adviser):** Yes. Again, thank you and, again, we spoke beforehand. Perhaps I can comment on some of your very thoughtful contributions particularly identifying around resource and training. Yes, we are looking at enhancing and redesigning Panels because we want to build engagement from the bottom up and we recognise that Panels have been a success but different levels across London. We want to make them more empowered and we will be asking more of probably the people and the leaders in them. I think it is absolutely right we identify a potential of training needs.

Also to pick up on your point around priorities I will ask you a little bit about how you feel the effectiveness of those priorities has been around crime prevention. What we would want to do with the incoming new policing model and the areas is to actually bring those three or four or five Ward Panels together in some form within those areas and set priorities that reflect those Panels. Often the priorities will have a commonality across the board. You have identified that. Thank you for those contributions and no doubt you will contribute towards the Deputy Mayor’s plan with your thoughts.

I would like to ask, going back to basics, if you could tell me one thing particularly that is not working well in the Panels at the moment, something that you could change going forward? We will have conversations but is there something that you would say, “This has probably been dysfunctional and we’d like to change it”?

**Philip Dundon (Chair, Cann Hall Safer Neighbourhood Panel):** Yes, I think the biggest challenge to us as a Panel, having moved into a community school, the largest community school in the area, with some casualties - if I could put it that way; some people who were not able to make the move and were not able to make the change and did not feel comfortable

about going into a local community school in the evenings etc. We now need to address the issue of having young people involved. We have to think that one through in the sense that if I am a young person I have to think about, if I am involved in this kind of activity, what kind of peer pressure, for instance, am I going to come under from my fellows in the school to reveal the conversations that have been going on in the Panel. Equally, we have to think about people who may or may not have had difficulty with youths in the past. How are they going to feel about having them in the same room and sharing the issues with them? That is a big challenge.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Philip, we are in danger of people thinking this has been choreographed because that is an excellent segue way into the next portion. I am delighted -- you are bringing the average age down quite considerably! Hubert, it is great because we are also keen to hear -- I have to say, having now gone round 30 individual boroughs and the role of the MPS volunteers has been incredible. I think the meetings have gone far better because everybody has had a fantastic attitude and everyone has behaved themselves slightly better with you being present, I have to say! Hubert, it would be great to hear from you about the experiences of what it has meant to be a MPS volunteer police cadet so over to you.

**Hubert Mensah (MPS Volunteer Police Cadet):** Firstly, my name is Hubert. I am from the borough of Merton. The reason I joined police cadets was I was arrested by an inspector and I thanked that inspector for arresting me because if it was not for him arresting me I would never have joined police cadets. He gave me a second chance. I can say he was my guardian angel. He stopped me and said, "No, you're not leaving this station. Take my card. Call me." He got me into policing, volunteer police cadets. I can say honestly that it is the best thing I have done with my life. Because of that I actually want to become a police officer. I want to help young people.

I think it is a thing with young people where, when you see them, we stereotype them as soon as we see them. For example, me. If I was to walk into a bank, hood up, looking like that, people think, "OK. What is here to do?" Stereotype. Security would probably be on to me thinking, "OK, he's here to do something wrong" but, no, I am actually here to do something right; I am going into the bank, I am here to take out some money.

I also feel young people are misinterpreted. We are not understood. I feel if you talk to more young people we will come out and tell you all of our problems, our issues, and how we feel. Honestly I was not a fan of the police. My area where I grew up we were anti-police. But thanks to that inspector arresting me and changing me I love the police. I can honestly say I love the police. I want to do everything, anything I can, to become a police officer and hopefully do what he did for me to another individual.

Cadets. We are volunteers. We are all volunteers. We are problem solvers. We go into communities and we talk to them. I think it is easier for you to come to us to solve the

problems. We are all young people. We can communicate with young people. We know the street lingo and what is happening. We help identify and solve problems. We do street leafleting so marking bikes and marking phones if phones are stolen. Young people would be more approachable to come to us than to come to someone middle aged or older. If they see a young person, "OK, what's that young person doing? Let me go and have a chat with him". By doing that we can get more people engaged with the volunteer police cadets.

From police cadets, I, personally, have gained so many skills. I have solved problems that I probably would have never believed I could solve. Confrontations between people. I have stepped in and managed to defuse the whole situation from it escalating.

I personally feel that volunteer police cadets need more funding. There are a lot of things that we talk as a unit and to other units that we would like to do but unfortunately funding is not really there for us to do it. On another front we help the police dramatically. We save money. We are using volunteer police cadets. From us doing leafleting and things like that we are saving police officers money from actually being out there and bringing them back into the station, doing jobs that they could be doing. We could be the face of the police.

A lot of young people see the police as enemies. I go to a college where you mention the police and straightaway you are in the bad books. I go to young people, I try to educate them about the police, and I put scenarios and situations to them. For example, two groups of people. One of them going out for a night out to go and have fun. Another group are not going out for a night out. They have got knives and weapons with them. The police stop them; they find the weapons and arrest them. The other group, nothing is turned in and they let them go away. By the police stopping that group they have saved the lives of the other individuals but they do not know it. All they see it as, "The police have stopped us, they are harassing us, and they are picking on us". It is not like that. It is prevention is better than cure. That is how I see it. If we can nip it in the bud, try to communicate with young people and understand what they want, I feel that will change young people, crime committed out here, change everything about young people. If we actually communicate with young people.

In college I am a young leader. We run meetings fortnightly. Speaking to some of the people that I have been involved with - gangs, weapons, and drugs - they are scared. That is why they do it. They fear for the future. They feel they have nothing for them in the future so they feel, "OK, if we do this, if we do that, I might end up in prison. At least I've got a secure place in prison. I've got three meals a day. I'm happy. No one's going to touch me. If I get into a fight in prison security's there, they'll stop it." Young people are frightened.

We need to understand why young people do certain things in certain areas. For example, I am not saying that it is a good thing, street crime, robberies. Why do young people do it? Me speaking to young people in my college they have all replied to me, "We don't have money. We need jobs. We want to feel valued. We need to do things with our lives". I feel London as a

whole society/community we do not value young people. We just see them as the low and the rest of us as high.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I have to say that was fantastic evidence and hearing your personal story is very invigorating in understanding the importance of the MPS volunteer police cadets and that decision by that inspector, probably a young version of Jim to the right of you!, is up lifting. I want you to know that we are very excited. The Mayor, Boris Johnson, is very passionate about the volunteer cadet scheme and I know Gwanwyn, who is also next to you, we have got plans to ensure that we can expand that. At the moment I know there are hundreds of young Londoners that want to join. Can you give some figures of where we are and where we want to try to get to?

**Gwanwyn Mason (Head of MPS Youth Strategy and Engagement):** Yes, we have got about 680 people on our waiting list at the moment. We have got about 2,450 cadets in the programme and we are going to get to 4,000 by April or May 2014.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Great. So plans for expansion. Can I take some thoughts really from Helen or Simon because, particularly given the structure of the local policing model, you have got a young Londoner whose life has been turned around because of the cadets and, equally, some thoughts around the importance of Ward Panels to set specific priorities? I am always conscious of how each ward is very different across London and you cannot have this one size fits all but, equally, that whole volunteering instinct trying to make sure that we can broaden that and deepen that across London. Is it possible to build that into the model? How do we pick up? What are your thoughts on how we can make sure we connect the police as closely to the public as possible?

**Deputy Assistant Commissioner Helen Ball (Territorial Policing, Metropolitan Police Service):** I think it is certainly possible to build in pretty well all of the ideas that have been raised today and I would very much want to do that. It is a longstanding principle that the police are merely citizens in uniform and I think that volunteering means that there are an enormous number of people who are all mobilising to support a particular community, the police being part of it, but the different sorts of volunteers being very much a part of it. Some of the ideas that I will want to build in, as we develop and implement the local policing model, is making sure that we have invigorated and functioning Neighbourhood Watches and support them on each borough.

I very much would like to develop your idea of the neighbourhood inspector. Someone having not just a role to play which they will already do around the volunteers group but actually having some form of valuation as to how they manage that. Really thinking hard about how they manage their volunteers. We are already placing special constables at ward level within the local policing model which is going to be a real help and Gwanwyn is working on problem solving between Safer Neighbourhood Panels, volunteer cadets and Neighbourhood Watch so bringing that range of different people to problem solve will be very beneficial, and will inspire. Most neighbourhood inspectors are extremely keen to use volunteers and involve them and

build them, as testament the volunteer police cadet troops that they are all expanding. The more we can mobilise the better.

Around the Safer Neighbourhood Panels themselves I agree that the greater involvement of young people will certainly invigorate the Panels themselves. It will break down some of those barriers between younger and older people and that is all to the good. That joint problem solving would be really beneficial. I have been excited to hear from Gwanwyn about what she is developing.

Then, finally, there is something about Neighbourhood Watch being eyes and ears, Panels being advisers and volunteer police cadets being communicators and building that bridge between some of the communities that the police historically find hard to communicate with. They can do that for us. Being with us operationally while we are taking the operational activity and decisions and then helping us to communicate to the people we are working with would be a good way forward.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Great. That is a very good summary actually, particularly the last bit. We are going to have to move on to the next section but thank you very much indeed for coming along, all four of you, and it has been very, very helpful indeed. Some very strong messages to us about how we can work closely with the public to ensure that we make London safer. Thank you, Hubert. Thank you, Jim. Thank you, Philip. Thank you, Gwanwyn, too. On to the next section if we may.

**Gwanwyn Mason (Head of MPS Youth Strategy and Engagement):** That is fine, Chair.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We move from people to more inert things; places. We have people to bring that to life. I am delighted that we are going to hear from Steve Burton, the Director of Community Safety at Transport for London, and some of my old friends and colleagues from Hammersmith and Fulham. It is great to see you both - Dave Page and Claire Rai - to talk about closed circuit television (CCTV). We will perhaps hear from Steve to start with. I know transport and transportation systems have huge challenges with regard to public safety but it would be good to hear your thoughts on how we can make London safer in particularly preventing crime.

**Steve Burton (Director of Community Safety and Policing, TfL):** As you say, in Transport for London (TfL), we have a high priority around this. It is one of our key priorities; reducing crime and anti-social behaviour. We are also very interested in fear because that is one of the issues that does drive people's travel decisions.

Probably the bedrock for our approach is we fund over 2,000 officers, both police officers and PCSOs, on the network. Over half of those are in local teams so we are very much structured on a local basis. We also invest in CCTV and other infrastructure improvements like good lighting. That is really the bedrock upon which we believe we prevent crime.

On top of that we then do a number of activities within all of our teams. We focus all of our teams on crime prevention. Since 2005/06 we have halved the crime rate in London so we think we are doing something pretty right on this. That leads to about 21,000 fewer crimes a year. We think that our approach is having a real impact on the network.

Probably the three key principles that we base that on - and they are principles that I am very keen on taking forward - are problem solving, which was mentioned earlier -- I really believe problem solving is the way forward. That is about having good intelligence analysis about having an evidence based approach so you start basing your tactics on evidence and base your activities on evidence.

The second thing for us really is partnership. Again it has been mentioned earlier. Again I am a great believer in that the police cannot solve all of our problems in the community and it is up to other people to step up - both volunteers and the community - and we very much believe in delivering solutions effectively through partnership with the police, with the community, with other local stakeholders and, indeed, with local boroughs.

The third thing for us on that is about performance management. We implemented a system within our area of interest based on Compstat which is a performance management framework from America. We softened it because the Americans are rather abrupt when they do some of this and we are British so we do not take that approach! Again, it is about rigorous performance management, setting clear targets and managing problem solving and partnership through that practice.

The final thing before I wrap up is, underneath that, we again believe in a theory called Broken Windows - which also came out of America - which is very much if you deal with the small things then you start to deal with the bigger issues. We focus on graffiti, we focus on broken windows and all that low level interference that drives our passengers insane in many ways and makes them choose not to use the public transport system or not to do what is their right in the community which is to travel round the network safely and securely. We build on that through all our activities. We are very clear with our police partners and we are very clear with the community that that is that basis on which we approach crime prevention. That is very much the way we have driven the crime reductions we have had on the network.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Steve, for our three Ps you have now introduced three Ps to deal with the problem - we have now got six Ps in our partnership solutions and performance management! Jeremy [Mayhew] is going to ask a load of questions on this but I am really interested in the issue around what we would call quality of life crime as we do in the draft Police and Crime Plan, or anti-social behaviour. How do you measure that? How have you been able to measure progress against that?

**Steve Burton (Director of Community Safety and Policing, TfL):** It is incredibly difficult to measure actually and we have spent six years trying to get a good measure of this. We use a basket of approaches. The first one is we talk to the public. We are pretty good at market research in TfL - being a transport industry that is one of our areas of focus. We do a lot of market research. That is really interesting because you often find what concerns the public actually is not the thing that, as a professional, I think should concern them. You get some real interesting results out of that. We do a number of focus groups and community engagement activities. We ask our police partners to go out and talk to the public on the streets and on the buses and in the stations. We collect a lot of information from our staff. Our staff are in uniform located out on the ground and they probably know the area better than I would in my ivory tower at the centre. Again, we talk to them about that.

There are some crimes and some indicators you can get so we monitor vandalism of bus stops and we monitor graffiti on Tube trains. If you build that up you can build a fairly good intelligence picture of what is going on. Over five or six years we have got pretty good at starting to assess how you build up a local picture of issues.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Great. I would like to see your session in action. Your version of Compstat. I have been to crime fighters and I do not think they have toned it down; I thought it was quite adversarial! Anyway, I would like to see your take on it. It sounds fascinating. Jeremy?

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** Interested to hear you refer to broken windows - (inaudible) article by an American conservative sociologist. Actually I wanted to start with your middle P, partnerships, because I think there is a general perception that one of the problems is getting different agencies to work together. I have a sense - you may wish to correct me - that actually TfL has managed to find a very constructive way of working with the various police forces, whether it be the MPS or the City of London Police or British Transport Police, and local authorities. I would welcome contributions from the others as well.

I just wonder whether we can take anything out of that about the way in which partnerships can be made to work. I believe there is something called the TfL fusion centre, which you did not refer to. I am not sure where you are on that but I believe it has been going 18 months/2 years maybe now. What progress have you made on that? As ever, rather like in the last session, what is not going so well and what could we do to help?

**Steve Burton (Director of Community Safety and Policing, TfL):** On partnership it is good to go into a partnership with recognition that there may be times when you do not agree and there may be times when it will be difficult. You cannot sleep walk into a partnership. The approach we have very much taken is being open and honest with each other up front. We have searched very hard for common priorities and common objectives and we are very lucky that, with the police and with the community, quite often, especially around crime, you can find common areas of ground and common areas of activity.

We are great believers in joint priorities, joint activities - share the workload, share the funding. Going back to the final P, performance, it is really important you are not shy of trying to performance manage that. Try to assess whether you have been successful. Partnership is not a be all and end all. Partnership is there to deliver something. It is being very clear about what you want to deliver out.

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** Presumably that is having clear measurable objectives upfront that you can then track against?

**Steve Burton (Director of Community Safety and Policing, TfL):** Absolutely. We would do that. We have local priorities that would be delivered by partnerships. We will be clear about the measures and we will manage those through some sort of performance management Compstat process.

The fusion centre was an attempt that we made two years ago to start trying to bring all the different data sources together. Again, we all have lots of information. I believe we all have far too much information and we do not quite know what to do with it.

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** We being who ...?

**Steve Burton (Director of Community Safety and Policing, TfL):** Ourselves, the MPS and the British Transport Police have started to try to fuse some of the information together. Again, a moment of honesty. That was one of our more difficult partnerships. We struggled with data sharing legislation. I think we suffered early on that we did not have clarity about what we were doing it for. We all thought it was a good idea. We are trying to revisit that now and actually do our partnership work focused on issues. So we are looking at fear of crime this year as part of our ongoing partnership with the police and other transport agencies. We will try to fuse the information together on fear of crime because there is a clear reason for doing that. Again, it is about commonality of objectives and clear outcomes.

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** When it comes to identifying what are sometimes called crime hot spots is that one of the things that lay behind that and, even if it was not, can you talk a bit about how - and others can come in I guess - you go about identifying them, targeting resources on them and getting progress so that they are no longer hot spots preferably?

**Steve Burton (Director of Community Safety and Policing, TfL):** I am a simple person and most of this is not rocket science. If you plot crimes in London on the transport system geographically on a map you find that certain areas have higher levels of crimes than others. In analytical jargon we call those hot spots. We also have hot times where times have high crime propensity. Again, very much around hot places.

We target our resources in conjunction with our police partners around those times and those places. Every sensible person would say that is a common sense approach to what you do. But being a transport organisation we are very much based on geography so our hot places we like to map them, we identify them and then we target our resources there. That is really what starts to deliver crime reduction in those areas I think.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is a very strong message. It is a message you get from every city where it is about targeting the resources in the places where you need them to be. That is how you can prevent crime as well as respond when crime happens.

We need to move on to the next section. David and Claire. The approach to CCTV. We know technology makes a difference in making places safer. We talk a lot about automatic number plate recognition but not so often about how CCTV can work or sometimes does not work. I know not every borough is in the position of Hammersmith and Fulham of having a control centre with the network that you have got and three town centres where it plays a big part. Perhaps you can take us through the lessons that we can draw on that to prevent crime?

**Dave Page (Assistant Director of Safer Communities, LB of Hammersmith & Fulham):** Thank you, Stephen. I will paint a picture very quickly of what we have got in Hammersmith and Fulham and then we can go forward from there. We have got a very traditional 24/7 CCTV monitoring suite. About 750 cameras are piped into that. Three main areas. Community safety so they are the town centres and the places that we have just been hearing about. The shopping centres. Quite a lot of traffic enforcement. Most recently a lot of our housing estates are beginning to be CCTV enabled and they are being bought into it as well. That suite is linked directly with the local (inaudible) pay centre and the MPS special operations room so it can be used for any critical incidents.

We have just been going through a benchmarking exercise as part of the service review of the whole of CCTV and we asked the 32 London boroughs what they did. We got 26 responses, of which 22 have some kind of CCTV facility. Nine are fully in-house like ours, most are mixed and four are totally outsourced; Richmond, Sutton, Enfield and Bexley. So you can see there is quite a spectrum of what CCTV means across London.

We think we are slightly ahead of the game. We have invested heavily in the last six or seven years, but probably started a little before that as well. We use technology -- I would not go quite so far as to say cutting edge but as far as we can do it. We have got our own professional witnesses which are two officers who do covert work that is regulated under RIPA. Maybe combatting anti-social behaviour and low level crime on our housing estates. It is the quality of life crime that we heard about earlier on.

We have got overt neighbourhood warden vehicles and, post the disorder of August two years ago; we do a lot of joint patrols with the police. They have got overt CCTV on them and the

police will jointly patrol with our neighbourhood wardens. They did it yesterday in the big wing operation. They did it leading up to Christmas and things like that.

Two things that we are just beginning to work our way through at the moment. Fulham has got six or seven roads that, if you can control them through the use of technology, you control effectively everyone who goes in and out of Fulham unless you use some of the real rat runs which tend to get quite busy. There is going to be a bid going in this week to get some money to put ANPR cameras on those roads - this is working between us and the local police - to a) get intelligence of who is coming in to use it to --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** These are east west roads essentially?

**Dave Page (Assistant Director of Safer Communities, LB of Hammersmith & Fulham):** They are. The two bridges - Putney Bridge and Wandsworth Bridge - Lillie Road, Fulham Palace Road. The key roads that anyone who goes into the southern half of Hammersmith and Fulham would probably go down. There is a bid going in this week for some money to do that.

The other thing we are looking at is using body worn cameras for our police officers in the instant response vehicles for when they are going to, mainly, domestic violence incidents to get best evidence first off so they can give that to a prosecutor. That is part of another bid that will be going in this week. Not too innovative but we are working through some of the issues of doing it. We have had it with our civil enforcement officers for about seven or eight months now and we have had no problems with the kit or the usage of it. It seems to be working quite well.

As far as our suite goes we are looking at going bi-borough so we are working with our colleagues from Kensington and Chelsea to see how their town centres and their system could be put into ours. When I took over, probably four or five years ago, a lot of my staff were spending a lot of time doing downloads for police evidence or requests for evidence and we did not think it was being used so we have stopped that. We have given the police the kit and they do it in their intelligence unit so it is quicker for the police, it means my officers, who are paid to monitor the system, monitor it, rather than do that. We think that works quite well. We are going to do the same at Kensington.

We have built in the new suite a complete discrete area for the police to do their operations away from us so that we do not need to know or interfere with them. We think that is quite good.

Looking forward on the development of CCTV and where we think it is going we now task from our CCTV suite. It works quite closely with the MPS Grip and Pace centre. They are speaking all the time on the radio or on the phone. What is going on? We monitor each other's radio

channels so we can task our officers. We share intelligence briefings every week. My officers go to the internal meeting and the tasking meeting at the local police station.

We are looking, to reduce costs, at selling our fibre network - we have got our own fibre network around the borough - to commercial enterprises to reduce cost of operating the whole system.

If you ask me for one ask I would say we get a lot of questions, when we are doing a service review, to justify the value of CCTV. It is an expensive resource both in officer time and in hardware and it is very hard to say that X amount of times CCTV evidence helped a successful prosecution or made someone plead guilty. I am not quite sure how that can be done; whether it could be a crime reporting information system (CRIS) flag or something like that on the MPS system. We hand it over. We sometimes hear because we get told or read it in the paper but we are never quite sure. It would help me to go to some of the doubters who say, "Why am I spending £500,000 a year on CCTV?"

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** One thing I picked up which is really interesting is the ability to get the information from the cameras and making that as easy as possible, rather than creating a false silo. I know, certainly from talking to people who are looking to build cases and files, state prosecution, getting that information from cameras is often very difficult and troublesome. I would be interested. Do we monitor the extent to which we get cases through the system based on CCTV evidence? Certainly I have only been on a jury once. I was naturally elected foreman! One was convicted and one was let off. It was one of those complex cases. I have to say it was the camera that told the story, effectively. As long as they are the standard you need for evidence they are very, very useful. It is hard to argue with a camera. Perhaps you could talk a little bit about the importance of that?

**Simon:** I absolutely agree. The MPS is at the forefront of video technology. Within the local policing model we are going to standardise it across the whole of the MPS so you will have dedicated officers with the equipment that is needed to download the images into an evidential format.

The thing for us that is critical is that people can identify the time period when we are likely to capture that evidence so that we do not waste officers' time looking through video that does not show anything. There are some real massive benefits around using technology. Some of the automated processes. So using CCTV to do ANPR. What it allows is a significant amount of checks to be undertaken without any human input. Then we only react to the positive hits on those ANPR checks.

CCTV is more effective when offenders know they are being monitored as well so there is some really good practice around using police radios and potentially embedding police officers in

CCTV control rooms. That fast time response to incidents. That is where it works really, really effectively.

In terms of the number of positive outcomes clearly CCTV is sought in every criminal investigation because it is the first thing the officer would look for. Whether that is the reason for the prosecution is often quite hard to evidence. So I would suggest that where we use CCTV it is absolutely critical in most investigations. We probably need to go back and have a look at letting you know -- there is a key bit about letting partners know where the benefits have come from their intervention.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Sorry, we have lots of questions. I would have thought, personally, intuitively, cameras are also deterring crime. I would be interested to see the impact of the CCTV expansion that has taken place in Hammersmith and Fulham over the last six and a half years, Dave - no more than that!

**Dave Page (Assistant Director of Safer Communities, LB of Hammersmith & Fulham):** Exactly six and a half year, Steve!

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Particularly in our town centres. Also on housing estates. Clearly it is the deterrent effect that is very important to measure - not just the ability to get successful prosecutions. We would love to see your survey. I know colleagues have also got questions. Can I turn to Steve and then to Jeremy.

**Steve O'Connell (MOPAC Non-Executive Adviser):** Simon picked on accessibility. This is one for Steve really. This is about when there are incidents on the TfL network, perhaps at weekends, when it is captured on CCTV. It is getting that information directly at fast time over to the police. You may remember - and I know you helped us - particularly there was a difficulty a while ago in my borough where there was a terrible incident on a Saturday night on one of our buses and it was very difficult to get those graphics to the police and to partners very soon afterwards. Has that been cured now? Hopefully that is not a problem any more is it, Steve?

**Steve Burton (Director of Community Safety and Policing, TfL):** It is not as much of a problem as it was. One of the challenges with this - and the key success to putting CCTV in - is thinking about how you are going to use the information rather than just putting it in.

We have got cameras on all 8,000 buses in London and some of those buses have got up to 12 cameras so the level of coverage is incredibly high. That is all downloaded at the moment at the bus garages and the challenge is getting it from the garage to the police. Our solution has been, thus far, to create a specialist unit of officers we fund, called Bus Tag, but they become specialists in CCTV, they deal with the retrieval and make sure it is of evidential quality. We have got an interesting project going on at the moment looking at the feasibility, now that bandwidth is a lot cheaper, of uploading that information straight into a server at the centre,

where it can be downloaded more effectively. We have already done that at train and Tube stations effectively so the information can be taken direct by the police.

**Steve O’Connell (MOPAC Non-Executive Adviser):** Cutting across you, it was not just the technology; it was there was a barrier. Somebody had to agree to that release of information from the private company aspect to it out to the public sector. Strangely we had to find somebody to sign it off that weekend to say it was OK.

**Steve Burton (Director of Community Safety and Policing, TfL):** We have learned from that and we have simplified that process.

**Steve O’Connell (MOPAC Non-Executive Adviser):** Some good came out of it then.

**Steve Burton (Director of Community Safety and Policing, TfL):** Absolutely.

**Steve O’Connell (MOPAC Non-Executive Adviser):** Thank you, Chair.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Jeremy?

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** One question moving on from CCTV although it is obviously related. Anti-social behaviour. I believe that Her Majesty’s Inspectorate of Constabulary (HMIC) produced a report - A Step in the Right Direction - The Policing of Anti-Social Behaviour - with various recommendations. How far are you in progressing implementation of those recommendations?

**Deputy Assistant Commissioner Helen Ball (Territorial Policing, Metropolitan Police Service):** There are 27 recommendations in that report. They have all been implemented. We have a plan that shows the course of that implementation. Our processes have been changed since that report was published and they now take into account the recommendations in that report. We are bringing in a system called Air Space which will help us to monitor and track the actions that we have taken.

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** That was my next question - and is it working?!

**Deputy Assistant Commissioner Helen Ball (Territorial Policing, Metropolitan Police Service):** It is. It has been piloted on two boroughs and we are starting now to roll it out to all the other boroughs. I was speaking to an inspector last night in Islington who said that their staff had had the training and it was such an intuitive system that actually he felt it could roll out very quickly, which is really good because it will help us to say, “Yes, we’ve received that report”, to analyse whether it is a repeat victim or there are other issues in the general area and to know how it is being tasked and to know that that task has been completed.

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** I suspect we might want to see a bit more of that detail outside this about the implementation and tracking and I suspect we will come back to anti-social behaviour at another ...

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Absolutely critical. I am struck by how anti-social behaviour is one of those ones where you are trying to not only look to the police but so many public services to work together coherently. All of us can come up with anecdotes - and I can come up with a personal anecdote - of trying to navigate agencies between the police, the community safety department, the noise line, mental health and social services. It is quite hard, actually, to solve problems like that. What are the steps - I would like to hear from all of you - that you think are best to be able to bring people together and establish that joint tasking for something which, on the face of it, is often not considered criminal although it has a huge impact on quality of life?

**Claire Rai (Head of Community Safety, Safer Neighbourhoods Division, LB of Hammersmith & Fulham):** It reminds me of domestic violence. I have been heavily involved in domestic violence in Hammersmith and Fulham and a coordinated community response to it. All of these issues or crimes that may fall between gaps in agency practice present real risk. It is that common pattern which, for the person involved at the heart of it, is really, really hard to navigate their way through these systems. It needs agencies to focus in on the problem so not talking about the partnership but talking about the problem and getting signed up to really reducing anti-social behaviour.

I like the performance management approach as well. I am a performance manager. To know that you have been specific and action focused, that an action has been tasked, it has been done and that there are actual reductions happening. If you do not monitor that then you do not know if you are really making an impact.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Great. Those are very helpful comments. Thank you all of you. Thank you, Claire, David and Steve for coming along.

We are going on to the last one which is to look at problems around alcohol related crime and also drug related crime. I am delighted that we have got Tom Smith, the Policy Programme Manager for Alcohol Concern, Alison Keating, the London Manager, National Treatment Agency, and Lynn Bransby, the Head of Delivery South - is that the south of England or the south of London?

**Lynn Bransby (Head of Delivery South, National Treatment Agency):** South of England.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** South of England for the National Treatment Agency. Thank you all of you for coming along today. Perhaps a quick introduction and a discussion really helping us focus on how we can deal with these issues around these particular problems. Perhaps we can start with Tom.

**Tom Smith (Policy Programme Manager, Alcohol Concern):** Hi. My name is Tom Smith, Policy Programme Manager, Alcohol Concern. Alcohol Concern is the leading national charity working on alcohol issues. We work at a national level to campaign and influence for more effective alcohol policy, we champion best practice and we support professionals of organisations in introducing measures that will reduce alcohol harm effectively. We have a long term goal to live in a society that has a more balanced and better relationship with alcohol. Shall I talk about our work priorities now?

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

**Tom Smith (Policy Programme Manager, Alcohol Concern):** One of our key work strands is obviously working around the issues of alcohol and young people. We aim to give young people a voice around alcohol issues because we feel that they are strongly missing from some of the top level policy debates and we currently manage a research project looking at the relationship between alcohol and crime and the youth justice system. We promote the tackling of alcohol through the work place and we are also campaigning for the introduction of the minimum unit price which would, it is estimated, have quite a significant impact on crime and reducing crime levels.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Great. Faith [Boardman], do you want to ask some questions of Tom?

**Faith Boardman (MOPAC Non-Executive Adviser):** Yes. I think it is generally acknowledged that alcohol is one of the key problems along with general addiction but it is particularly related to violence. In your experience what would you say has proved to be the most effective antidote particularly around trying to inhibit violence occurring as a direct result of alcohol?

**Tom Smith (Policy Programme Manager, Alcohol Concern):** I think the relationship between crime and alcohol is complex but strong and, as you say, it clearly is a key contributor to violence. It is estimated that around 45% of violent crimes are alcohol related.

We would point to data sharing and information sharing channels as a really effective way of trying to adjust alcohol related violence. Particularly we point to the Cardiff model which is a very well celebrated and well known model of information sharing set up in Cardiff where data collected by Accident and Emergency was shared with the police and licensing departments in order to target resources very effectively at specific crime hot spots and for the licensing departments to introduce measures that really got control over particularly challenging -- and establishments that had significant levels of disorder. What we saw was a really positive drop in particular types of violent crime.

We strongly think that that is a model that could and should be rolled out elsewhere, and particularly in London. It is not without its challenges clearly. Any kind of joint working and multi agency working but there are really very clear benefits from this model of sharing.

**Faith Boardman (MOPAC Non-Executive Adviser):** We are obviously looking at this particularly from the point of view of the police and crime commissioners and the role which we can play in this element of prevention. It is as long as a piece of string in a sense so where do we start? If you wanted to point us towards short term priorities and long term priorities what would be the key one for the short term and the key one for the long term?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** One for the mid term as well!

**Tom Smith (Policy Programme Manager, Alcohol Concern):** In the short term, in terms of the problem, or the opportunity depending on how you might want to frame it, we think restricting access and availability of alcohol would be a key short term priority. That includes active enforcement of existing powers, particularly around sales to underage young people. We know the message that conveys. It includes preventing licensed premises selling to people that are already drunk on site. It also includes the responsibilities that local authorities have around licensing. Clearly there are public health implications around that and there are some community safety perspectives as well. We would like to see local authorities grasping the opportunities powered by data from the police and health to introduce measures that get a grip on the density and availability of alcohol in certain areas of London particularly, through cumulative impact policies.

In the longer term I think we really need - and this is a short, medium and long term priority! - investment in treatment and the prioritisation of pathways between crime enforcement and treatment and support. There is a very clear investor save case for funding treatment and this is an absolute priority.

I would add to that we also need to see wider use of targeting of at risk people, particularly young people, with front line staff having the skills and confidence to address alcohol issues where the threshold level is not high enough to warrant a referral to treatment but for front line staff in all spheres, particularly those working with young people, feeling confident to deliver brief advice and interventions around alcohol to reduce the risks of alcohol misuse and therefore reduce the likelihood of crime.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Linda do you want to ask a question on this section or do you want to wait? The points both of you raised are very, very apt and pertinent. I met with the Secretary of State for Health. I have seen in my time in local government effective working between licensing departments and the police, particularly in town centres, and isolating those premises that are a problem. Not all licensed premises are a problem. You have rights and responsibilities as a licensed premise. It is those ones where you

can seriously see that there is an issue and then you act. You need that cross agency working. I have seen, when you add in the power of the data that you get from Accident and Emergency departments and casualty departments that is really powerful stuff. But not always available and not because you cannot but because it has not always been customer practice. That is really important.

The case you say that is intuitively there, which I am sure is the case, around investment in treatment to stop a revolving door effect, certainly the Mayor's Office of Policing and Crime is looking at Project Sobriety as a way of testing that out in parts. Please make a formal submission because I know that the Secretary of State himself wants to make the investment. This also goes around drug issues as well as alcohol. The case for where the National Health Service (NHS) can play its part in ensuring we spend wisely not to then have a disproportionate impact down the line on things that cost far more later on. That case is in a position where we can make one and ensure we bring health to the table if we show the payback from treatment and appropriate interventions sooner rather than later.

Linda, do you want a quick question on this section?

**Linda Burton (Chair of the MOPAC/MPS Audit Panel):** Yes, thank you. Obviously the data from every partner in this is critical to being able to measure the outcomes of the success of the programmes. I wonder what your view was on the best way of gathering that data and whose responsibility you believe it to be to measure the outcomes and potential improvements in dealing with capacity?

**Tom Smith (Policy Programme Manager, Alcohol Concern):** Everybody has got a responsibility and, as we have just said, Accident and Emergency (A&E) has got to be key to that and there needs to be more consistent and standardised recording of attendances at A&E and the role of alcohol within those attendances.

I also think the police and community safety teams need to be recording that data and feeding that in. There is a very good example of this joint working in Brighton where a whole range of different agencies - police, community safety officers, youth services and substance misuse services - have worked together to address unsupervised drinking in Brighton which was a cause of high levels of anti-social behaviour. Through that joint working and doing joint patrols and data sharing they were able to reduce anti-social behaviour in half. They were not able to reduce the drinking at all but the anti-social behaviour went down. We know it works, we know it is a challenge and everyone has got a responsibility to contribute to that, although it clearly does add to workload. The case needs to be clear why these extra boxes need to be ticked.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Before we move on to the next section I know you could potentially get cadets in to problem licensed premises and do a sting operation on them. Do you have any comments to make? Identify where the problems are and not assume everything is a problem.

**Gwanwyn Mason (Head of MPS Youth Strategy and Engagement):** Absolutely. Cadets do a lot of what we call Mystery Shopping or Test Purchasing, where cadets work with officers and trading standards to visit and attempt to purchase products from shops known to be selling harmful things to under age young people, particularly knives, alcohol, fireworks and cigarettes. This allows us to identify shops selling these things to young people, and proceed with appropriate prosecutions to prevent further such sales of things which we know contribute to anti-social behaviour and youth violence. We have Operation Condor in the MPS which is a large scale operation of licensing and test purchasing activity across London, and every single one of our borough Volunteer Police Cadet units are involved in that which is a good example of the fact that we are always looking for ways to involve young people in helping us to solve and prevent the crimes that affect them most. We also run volunteer breath test operations at peak town centres in London where people travelling from office parties etc. who are likely to have had a drink or two and are possibly planning to get in their car at the other end of the tube journey have the opportunity to take a voluntary breath test. They are quite often very surprised at the results! We do work closely with Safer Neighbourhood Teams in every borough to run this kind of activity and support their work.

There is also work going on with our Safer Schools teams to enhance the training that all of our safer-schools officers get, in our schools and we are working with Mentor UK which is a drug and alcohol abuse charity to educate school officers, but also to educate our cadets, encourage them to go into schools and make sure that young people are good role models for other young people. The Volunteer Police Cadet programme will soon largely be based on this kind of problem-solving programme which is led by young people in the VPC, and ensure our cadets and volunteers are preventing crime to reduce the need for enforcement later down the line.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Great. That is very helpful. Thank you for that. We now move from alcohol related crime - obviously a problem in London and some really good messages there - to drug related issues. I do not know which one of you would like to introduce?

**Alison Keating (London Manager, National Treatment Agency):** Hello. I am Alison Keating. I am the London Manager of the National Treatment Agency and I am very pleased to have the opportunity to speak to you this afternoon. I am particularly pleased because the Chair has actually picked up on a couple of the points that I wanted to raise so we are obviously all on the same page which is a good message!

First of all I want to say a little bit about our role. We work with the boroughs and we also work with strategic partners across London to ensure that there is effective drug treatment in every borough in London. It is important to sign we are talking about prevention here and there is evidence, lots of evidence, much of which has been cited by the National Audit Office, that indicates that drug treatment is one of the most cost effective ways of bringing down drug related offending. In fact the National Audit Office has indicated that for every £1 spent actually about £2.50 is saved in public sector costs. In London we estimate about 700,000

crimes a year are actually saved by the 31,500 people who are in drug treatment currently. That realises a benefit of about £135 million.

The things we particularly wanted to raise at this point are we are of course about to go into one of the biggest changes in terms of the spending and the governance of drug treatment. A lot of the benefits that I am talking about have really been on the basis of a ring fenced budget and that ring fenced budget is about to go at the end of March and the money that has previously been funding drug treatment is going to be part of the overall public health grant available to local authorities.

I am going straight to asks and we have got an ask of both MOPAC and of the police. One of the key asks we have got of MOPAC is that you use your influence to really work with the boroughs to ensure that there continues to be effective access in to drug treatment. We know that it is actually at the point of people entering treatment that we get the crime reduction and we think that is absolutely key. I am very aware that part of the Police and Crime Plan is a 20% reduction in acquisitive crime and drug treatment has a big part to play in that. Using your own influence and of course a little bit of leverage from the crime prevention fund is going to be absolutely key in working with the boroughs to ensure that that access continues.

In terms of the police the police have always been really positive partners with us and have been absolutely vital in the years that we have built up the drug treatment system across London. We have made sure there is access and very short waiting times. We do not really want to get complacent at this stage during this particular change. What is absolutely key for us is having local police representatives at the key meetings where the decisions are being made about the public health grants so that when decisions are made the actual impact on offending is also taken into account and not just the impact on cuts. The benefit there as well is that that offers the police the opportunity at the same time to look at the performance data, of which there is a lot, to ensure that the money that is being spent is being spent to best effect and is supporting you in the way that you would want to see it supporting you in terms of reducing crime.

Those are the key messages that we wanted to start with.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Thank you. Very clear and apposite. Can you help me understand? I know that within the London crime prevention fund you never get new money these days - you just get recycled money - and the £21 million that we are spending -- and we decided to spend that alongside councils. We thought that was the best way of binding in different agencies as a way of acting as co-commissioners with councils. We think that is the right way to go. Clearly a large part of that used to be drug intervention programme money. That was to support the testing as I understood it. What is the total budget in London on drug intervention programmes in the ring fenced era and how much went through the Home Office and how much was the Department of Health? I want to get a sense of the money.

**Alison Keating (London Manager, National Treatment Agency):** Of the crime prevention fund that you are currently putting out about £7 million of that was to support DIP and offender access to treatment. About twice that again, £14 million pound was in the DH funding to support offender access to treatment, this was part of the pooled treatment budget, which in total added up to £88million. On top of this there was local monies which we estimate was about £30million. The Drug Interventions Programme (DIP) money, as it is, is really the money that supports the access into treatment. The evidence is it is treatment itself which is the bit of the system that results in reduced reoffending

If I can say in total, to include what was the Department of Health part of the DIP money and the treatment budget previously, about £88 million was given this year in terms of --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is treatment, not as access to treatment?

**Alison Keating (London Manager, National Treatment Agency):** That was a bit of the access and the treatment not including the £14 million that is currently with MOPAC. That is £88 million not including the £14 million that is currently with MOPAC. The £88 million that I have quoted does not include the local monies that would have been put in, which we estimate might have been another £30 million on top of that.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It would be quite useful to have that in writing so we understand where the money was spent and lay against that the evidence that you have both in terms of reduction of offending but also thinking about health issues. We can make that information then available and MOPAC can use its influence to write to all the individual local Health and Wellbeing Boards that they need to understand and have that picture. Equally it helps us make the case to ensure that the funding is a public gain in the way that you described it.

Any questions from colleagues? Faith?

**Faith Boardman (MOPAC Non-Executive Adviser):** Yes. I would like to ask you again about partnership issues because we are particularly interested in how those can add value. Clearly you have made a very eloquent case around the necessity for properly funding and supporting treatment as such. I think there is also evidence that the value of that can be added to if the holistic needs of the individual are also taken care of at the same time. Not simply the chemical addiction. Thinking about it from that point of view can you give us some examples of approaches that you know have been proven to work in tackling that, in a whole person sense, and explain to us why you think those have actually proved successful?

**Alison Keating (London Manager, National Treatment Agency):** I am going to slightly alter your question mainly to put another ask in because I am good at doing that! What I would say is we know that drug treatment does support the reduction of offending but we also know

that many people are offenders before they start using drugs so drug treatment will support the reduction of offending but it is not going to --

**Faith Boardman (MOPAC Non-Executive Adviser):** It can be a circular thing here can it not?

**Alison Keating (London Manager, National Treatment Agency):** Absolutely. It is really important that what we have is a range of supports that support the social factors that also impact on both drug using and offending. The things that we know that support people in reducing their offending and reducing their drug use are things like effective employment, education, training and housing - the social factors that we know impact on people and change people's lives.

The evidence that we have from our data suggests very clearly that just one day's working per week supports somebody remaining in drug treatment and, at the same time, also remaining drug free. That is one part of the evidence that we have got.

We are able across London to benchmark which partnerships are doing particularly well in supporting people completing from treatment and people coming into treatment. From what I have seen very clearly they are often the partnerships that have got the best working relationships with their local Jobcentre Plus and with training advisers but also with peer support organisations like Narcotics Anonymous (NA), Cocaine Anonymous (CA) and Alcoholics Anonymous (AA) and are working to support the person in finding something to do with their time and having neutral peers.

I did say I would come back to an ask. I will come back to an ask because I think it is really important from our perspective that the Mayor's Office of Policing and Crime uses its influence - and I have to say we know that some of this has started already - to bring together the key people who can support employment and housing come into this group to support them in making changes and maintaining those changes as they move forward. As you say, it is one thing to address the chemical dependency and it is something else to sustain that change and make a real difference in their lives.

**Faith Boardman (MOPAC Non-Executive Adviser):** It would be really helpful if we could have in writing perhaps two, three or four examples of where you think those partnerships are working in the way that you would want them to so that we can follow that up and really get under the skin and understand what we need to encourage elsewhere.

**Alison Keating (London Manager, National Treatment Agency):** That would be fine.

**Lynn Bransby (Head of Delivery South, National Treatment Agency):** It might be useful to add as well that we have tried for some time to interest other Government departments and other bits of local authority around what we would term as the jobs and houses and it has been

quite tough and it has been quite difficult. What our hope is, in relation to the challenges, when we move to the Health and Wellbeing Boards having an oversight and the move of the public health grant and the responsibilities for public health into the local authority actually that might be easier because some of those things are within the gift of the local authority so we should see --

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is the advantage of the un-ring fenced approach to this. There are some downsides and some risks but there are some opportunities and you are pointing to an opportunity of more holistic thinking around the housing issues and employment issues as well as all the other things. That is a good thought.

**Lynn Bransby (Head of Delivery South, National Treatment Agency):** Yes. That is something else that it would be useful to be promoted because, as Alison said, those kinds of wider social determinants are the things that are actually going to make a difference. It moves from treatment to recovery because the language very much now for anybody who comes into treatment addicted would be that there is an aspiration for their recovery. The public health outcome framework, the metric for that, is that people not only leave treatment but that they do not come back. It is the additional support that they need in order to do that to stop that revolving door that you mentioned earlier.

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** I do not know whether this is a question for another session but I am wondering whether the police have any views about this. When people have committed crimes which are, to some extent, explained - I am not saying excused by - addiction I do not know to what extent the courts in particular deliver remedies that are not just about punishment but about some conditions about treatment and whether there is more that could be done in that area which is very much part of a theme here about getting the agencies to work together. Otherwise one has a sense that the addict will come back, for whatever reason, either because they are having to get the money to feed the addiction which, as I understand it, is as much the problem as any other, and I wonder whether you have a perception about to what extent there is mitigation in what the courts hand out as well as punishment?

**Detective Chief Superintendent Simon Letchford (Territorial Policing, Metropolitan Police Service):** The obvious answer would be it depends on what the offence is. Now clearly there have to be consequences in offending and that is what makes people stop offending. There are real opportunities around the conditional cautioning that people can seek treatment and completion of treatment then means that they get a caution rather than going in front of the courts.

I think there are some fantastic opportunities of working closely together to work with offenders to stop them reoffending because we know that acquisitive crime is driven significantly by drug misuse. Round about 34% of everybody we test who comes in each month tests positive. If we let them go back out again and carry on taking drugs and reoffending we get that cycle. Anything we can do to prevent that reoffending I absolutely support 100%.

**Jeremy Mayhew (MOPAC Non-Executive Adviser):** It may be sticks and carrots.

**Detective Chief Superintendent Simon Letchford (Territorial Policing, Metropolitan Police Service):** Absolutely. One of the things we have done at a local level is that if somebody tests positive they have to come back within seven days. There is an element there of enforcement; if they do not return then the police take active steps to try to recover them. There has been some really successful work done in Newham where they send out text messages to offenders who have not reported back within the seven day period and they have seen a significant increase in those then coming back into treatment, which is what we are trying to achieve.

**Alison Keating (London Manager, National Treatment Agency):** I wonder if I could just add something to that because some of the work we have also done with the MPS has been in supporting them in working at a local partnership level using the data that we produce to support the identification of people who have not taken the opportunity of the carrot. That will help the police identify in the probation who should be part of the integrated offender management system who then get a bit of stick that encourages them to take the opportunity that treatment offers them. We have worked quite well with the MPS in bringing that information together at a local level to support the identification of people who are not taking the opportunities offered.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** In my mind it would be quite interesting to come up with a metric of how performance might be variable across London so you look at the areas where you know drug and alcohol -- you both mentioned violent crime in the case of alcohol, the linkage, but here acquisitive crime. Looking at the variability across London, whether things are going up or down, and tying it in, often to the money, around drug treatment. That would be an interesting thing to throw up some issues. Perhaps that is an area where MOPAC can play a role in shining a spotlight on some unexplained variations.

I have one thought on my mind and I feel I am almost asking the wrong agency. I never got drawn to drug use but I am wondering how do you prevent that? I eat too much. You can tell! This is a bit about prevention. Any thoughts, even though you are the National Treatment Agency, on the whole issue around how we might prevent this being something that is a problem that we stop at infancy, rather than get to the stage where you become addicted? Any thoughts on what we should do there?

**Alison Keating (London Manager, National Treatment Agency):** I will say something and then Lynn will, I am sure, add to that. The key thing I would like to talk about is the inter generational transmission. One of the things we know is that you are much more likely to misuse substances if there is substance misuse within your family. There is something about thinking about how we work much more holistically, as you said, and looking at, once we have got people in treatment or we have identified people through various means, that we are supporting the right kinds of messages going into the families, the children and the peers of the people who we are coming across. Certainly that is one of the ways that we could really make a bigger impact.

**Lynn Bransby (Head of Delivery South, National Treatment Agency):** I would choose parental substance misuse in young people. We would deal with those differently. Alison has described the issue around parental substance misuse. A third of the people in treatment at any one time have a child living with them, either their own or somebody else's, so this is not a minority interest; this is mainstream work.

What we know is that people who are living with their own children who are in treatment do as well in terms of recovery as others. It is something that has a measure of success and I think that is primary prevention at its best; with people particularly with young children being encouraged into treatment and recovery that breaks that cycle of inter generational transmission. So the early intervention work is really important.

Again, we have come with some risks and some asks. There is a risk around that. There is a great onus on local authorities to think about how they spend the public health grant and how they spend the monies that were the early intervention grants which are now un-ring fenced properly and collectively in order to have an impact on this particular group.

One of the things we highlighted a couple of years ago was we give data to people locally, decision makers and planners, that tell them about what the outcomes are for people who are parents and we give them information each quarter about people who are pregnant coming into their service. We hope that that information informs what they do, particularly through the joint strategic needs assessment. That is really important to us as a piece of work.

We are going to get the report soon of an Ofsted inspection of the work between drug and alcohol services and children's services so we are quite interested to see how far -- we have made a start but it is definitely a work in progress and an area which could be taken on. The Director of Children's Services is going to be a statutory member of the Health and Wellbeing Board as well as the Director of Public Health. If they do not focus on this together now it will be a missed opportunity.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Those are all very, very good points. In fact the whole session has been great. Any final questions before I wrap up? We are five minutes over in fact. Poor timekeeping by me. Thank you very much indeed for coming along and addressing the issues around both alcohol related problems and also drug related crimes and being so wide ranging and so thoughtful and having just enough asks for us! That has been very, very helpful.

I am minded that on this particular area around problems we think about some guidance potentially for these very new Health and Wellbeing Boards to think about these issues in the round so they do not immediately spend the money they think they have got against smoking cessation and obesity and think that is it. Some of these other really important issues, if we get

it wrong and misdirect the money; frankly, we will pay for it down the line. We need to get the guidance out to help Health and Wellbeing Boards.

On the sections beforehand people. Hubert, I want to ask the question how many licensed premises have you test purchased?! It is on my mind!

**Hubert Mensah (MPS Volunteer Police Cadet):** Two.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Only two. Victory! Well done. Jim thanks for coming on about how it is so important to engage with the wider public and volunteering and the role that plays. Also on 'Places' my old friends from Hammersmith and Fulham and TfL and others are using technology. It has been a really good session. We are very keen to make sure that London's first Police and Crime Plan really does shine a light and focus on how we can prevent crime happening in the first place and you have added to our understanding and thank you very much for coming along.

Thank you, also, to our colleagues from the MPS.