

# MAYOR OF LONDON

**Gareth Bacon AM**

Chairman  
Budget and Performance Committee  
City Hall  
The Queen's Walk  
More London  
London SE1 2AA

**Our ref:** MGLA160118-0650

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## **Response to my draft consultation budget 2018-19**

Thank you for your letter of 16 January and I set out below answers to the recommendations in your response to my draft consultation budget for 2018-19. I apologise for the delay in replying.

### **Recommendation 1 - The Met should provide more detail on the expected impact of Borough Command Unit mergers – particularly in terms of financial savings and operational performance.**

The Metropolitan Police Service (MPS) has produced a full business case and thorough evaluation to underpin the Strengthening Local Policing programme. The Evaluation has already been shared with key stakeholders and published on the MPS website.

The full business case will be published alongside the Deputy Mayor for Policing and Crime's decision to agree the spend necessary to further roll out the BCU model across London. The detail of the savings and anticipated operational benefits are outlined within the Business case.

The changes are being made to ensure the MPS is able to maintain the key services that Londoners require, despite the challenge of huge government spending cuts, which are driving down police numbers in London and across the country at a time when crime across England and Wales is rising in volume and complexity.

It is a decision that has been driven by cuts from central Government to the MPS budget, and the need to improve policing to meet the demands of London. But I want to reassure Londoners that the new units have been designed with their safety as the absolute priority. That is why they have been tested since January 2017 and they will only be taken forward in a measured way. The new units will be designed for every area of London in order to meet the needs of local people and tackle local priorities.

Merging Borough Commands creates larger, more resilient Basic Command Units (BCUs); improved strategic leadership; and incorporate a focused safeguarding capability integrated with local services. They will bring together local services relating to domestic abuse, mental health and missing persons with currently centralised sexual offence investigation and child protection to provide a joined up, accessible and local specialist service.

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## **Recommendation 2 - The Met needs to clearly set out what collaborative projects it will pursue in the next year with other police forces, together with the level of Police Transformation Fund it has applied to receive.**

The MPS are already involved in national projects funded through the Transformation Fund and its predecessor, the Innovation Fund. These include previous programmes such as the national expansion of the Police Now graduate conversion route to policing, sharing practice gained from the Online Hate Crime Hub, and playing a leading role in the national Collaborative Procurement Programme. The Commissioner of the MPS and the Chief Executive Officer of my Office for Policing And Crime (MOPAC) sit on the Police Reform and Transformation Board (PRTB) which has a key role in shaping the programme.

The MPS is participating in a project on Digital Forensics, in collaboration with West Yorkshire Police as the lead force for the PRTB funded Transforming Forensics project. The MPS contract for the provision of Digital Forensics services is open to other forces in the UK. Amongst other benefits, this model will enable efficient collaboration with other government agencies.

The MPS is taking part in a Home Office proof of concept for a single online home for policing which is looking at using the MPS website and content management system as the basis for rolling out an identical service to other forces. The proposed service would offer the public a locally-branded service with local content, while using the MPS design and functionality, guaranteeing a consistent standard of service across all participating forces.

MOPAC and the MPS have previously been awarded a total of £8.880m from the Police Transformation Fund in 2018-19. This funding has been allocated to MOPAC as the lead PCC, with a number of the projects involving high levels of collaboration between PCC's and other partners. The projects that have currently been awarded funding in 2018-19 include projects which seek to tackle vulnerability, including; Child House; an initiative to combat stalking (Multi Agency Stalking); and domestic violence, 'The Drive project'. Further projects include Transforming Police Training and Development, promoting commercial collaboration between forces and exploring options for a joint contact centre (emergency call handling) in London. There has been no announcement on the process for accessing new funding from 2018-19 onwards. MOPAC are awaiting formal confirmation around this.

## **Recommendation 3 - MOPAC should collect robust evidence on how the digital policing strategy is expected to improve efficiency and performance in future, and report back to the committee within six months.**

The MPS's ambitious investment in transformation will deliver significant additional technology to support front line policing and a new integrated policing system. These will enable savings and efficiencies in the MPS.

- The Mobile Devices project will deliver a tablet or laptop device to every officer and supporting infrastructure that will provide the technical capabilities to support flexible working within the MPS. It will provide frontline and operational officers and staff with a mobile device which will allow them to deliver services more efficiently and effectively at the first point of contact, including providing them with the functionality to capture accurate crime data, take evidential photos, conduct intelligence searches, access email and task response officers whilst on patrol, in real time. This project will additionally significantly reduce the reliance on fixed desktop availability at predefined locations. The introduction of mobile technology is a critical enabler to supporting the wider transformation of the MPS including the One Met Model (OMM) and the Estates Transformation programme.

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- Body-worn video cameras have been rolled out to police officers and staff. This is providing improved public confidence in policing by increasing transparency, accountability and improving criminal justice outcomes by securing best evidence.
- The MPS is deploying a new internet platform, which provides an enhanced website allowing the public to report crime, through an intuitive and friendly interface. This has been recognised by the Home Office as leading practice and they are funding a proof of concept to build on the MPS design for rolling out to other police forces.
- The MPS is developing a new integrated policing platform to help officers and staff respond to crime more effectively through bringing different data sources together into a single data store, improving accuracy of data and enhancing search facilities. This will improve efficiency, maximising time for active policing, and improve the quality of service to the public. It will bring together information from custody, investigation, intelligence and prosecution, replacing a number of ageing systems, saving time which can be better spent on operational policing, improving the quality of investigations and providing smarter ways of working, irrespective of location or device.

MOPAC will report back to the Committee within six months, providing further details on the roll out and impact of these investments in improving efficiency and performance in future.

#### **Recommendation 4 - TfL should carry out and publish detailed research on future passenger numbers, travelling habits and fares revenue.**

Transport for London (TfL) bases passenger numbers and fares revenue projections on a number of economic forecasts made by independent bodies such as the Office for Budget Responsibility and GLA Economics, along with data from the Bank of England and Office for National Statistics. These include the latest trends for employment, inflation relative to wages, net household savings and retail sales. By using these economic forecasts and data sets, TfL has been within three per cent of its passenger income revenue, which any FTSE100 company would regard as being very close to forecast.

TfL also publishes an in depth annual report - 'Travel in London' - which examines trends relating to travel and transport and which helps identify how those trends might develop. It includes, among other things, passenger numbers by mode for the past five years. The latest edition is available at <http://content.tfl.gov.uk/travel-in-london-report-10.pdf>.

Given the removal of government grant, TfL will rely on fare revenue, and its other major sources of revenue from property and advertising assets, to a greater extent making it more important than ever that TfL makes well-founded forecasts in an environment with many economic and other variables. This is why, considering the lower passenger numbers on London Underground in recent months, TfL has initiated research to examine whether structural changes are influencing this and, if so, what these are and how they can respond to them. More details on this analysis will be published in regular public performance reports to the TfL Board as this work progresses. There are a number of further innovative trials helping TfL understand the bigger picture of how its customers use its network, including the results from the Wi-Fi information trials. TfL also analyses data published on National Rail journeys into London, which are a major influence on demand.

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## **Recommendation 5 - TfL should provide further analysis on plans for its bus service, including a breakdown of bus service mileage in central, inner and outer London for each year from 2016-17 to 2022-23**

As set out in my draft Transport Strategy, the bus network has a critical role to ensure that, by 2041, 80 per cent of journeys are made by walking, cycling or on public transport. In order to achieve this target, bus patronage will need to rise significantly, particularly in outer London where there is the most scope for growth.

With the arrival of the Elizabeth line from the end of next year, schemes such as the proposed transformation of Oxford Street, new cycling routes and broader changes to travel patterns, TfL has identified it needs to review the bus network to make sure the service is matching demand. Where demand has fallen, for example in some parts of central London, some capacity will be reduced, but in other areas where we need to support greater public transport use and a growing population, bus capacity will grow.

In addition, my draft Transport Strategy sets out the need to reconfigure the bus network so that it runs more efficiently and reliably to help stimulate ridership. Any changes also need to support a wider plan for central London's streets, including helping to manage congestion (including bus congestion), reducing air pollution, and enabling wider improvements for walking, cycling and place-making.

TfL is developing this programme and will continue to do so over the next 12 months, including through consultation on potential changes, so it is not possible to give a breakdown of forecast mileage by area at this stage. TfL will provide an initial forecast of bus mileage in different parts of London at the time of its next Business Plan in late 2018.

## **Recommendation 6 - In response to this report, TfL should write to us to explain how it measures road conditions and what level of deterioration is expected each year to 2021-22 due to the budgeted cut in road maintenance and renewals.**

The "road" covers a wide range of assets including carriageway, footway, bridges, tunnels, lighting, traffic signals and drainage. In addition, bus shelters, stations and river piers are included as road maintenance. All assets have well-defined inspection regimes that collect condition and performance data, which in turn is used to generate condition indicators. There are number of methods that TfL uses to inspect the assets, including:

- Safety inspection: regular walked (or driven where walking is not possible) visual inspections of the network, where the inspector looks at all highway assets.
- Detailed Visual Inspection (DVI) Survey: a walked survey used to identify carriageway and footway defects.
- Surface Condition Assessment for the National Network of Roads (SCANNER) Survey: a vehicle-mounted machine survey that uses an electronic 'scanner' to take measurements of road surface condition. SCANNER picks up a number of defects that DVI does not.
- Sideways-force Coefficient Routine Investigation Machine Survey: a vehicle-mounted machine survey that measures skid resistance.

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- TfL uses data from DVI and SCANNER surveys to predict how the asset will behave in the future, depending on investment levels, treatment selections, changes of usage and prevailing weather conditions. Our assessments indicate the following changes in asset condition will occur between 2017-18 and 2021-22:
  - The proportion of Transport for London Road Network (TLRN) carriageway in need of repair or renewal is expected to increase from 8.2 per cent to 12.5 per cent.
  - The proportion of TLRN footway in need of repair or renewal is expected to increase from 4.6 per cent to 10.1 per cent.
  - 12 per cent of traffic signal equipment would become outdated, meaning repair times could increase if faults occur.

Although the above points illustrate that asset condition will slightly deteriorate, TfL's operational budgets will ensure safety is maintained at all times. It is clear that a sufficient and reliable source of funding to maintain London's roads is required in the medium-term.

### **Recommendation 7 - The Mayor should provide a list of Housing Infrastructure Fund bids made across the GLA Group, detailing the value of each bid and giving a brief explanation of what it is hoping to achieve.**

I am seeking to maximise the level of investment available to support the delivery of new homes for Londoners via the Government's Housing Infrastructure Fund. An internal Project Board was set up to co-ordinate the bidding process in July 2017 and reports were considered by the Homes for Londoners Board and Local Enterprise Partnership (LEAP) Investment Committee prior to submission of Expressions of Interest in September 2017.

Initial feedback from the Ministry of Housing, Communities and Local Government (MHCLG) indicates that the programme was significantly oversubscribed. Additional funding was announced in the November Budget Statement providing a total funding pot of £3.2bn for the first round and over £2bn for future years. MHCLG expects to inform applicants whether Expressions of Interest have been shortlisted for the co-development phase in March.

Shortlisted schemes will enter a co-development stage with the deadline for full bids to be confirmed. Dialogue with MHCLG is ongoing and the GLA Group are continuing to develop their schemes. Releasing information on individual schemes at this stage could inhibit the effective appraisal of options for delivery and/or prejudice the GLA Group's commercial position. Further updates will be provided to the Homes for Londoners Board and LEAP Investment Committee at full bid stage and information shared with Assembly Members once the GLA's funding allocation is confirmed by MHCLG. In the meantime, I enclose a summary schedule of bids.

### **Recommendation 8 - Once the January deadline has passed, the Mayor should provide a list of the successful Housing Zones, giving the name of each zone, the level of funding agreed, and a narrative explaining what the zone is expected to deliver. For Housing Zones without funding, the Mayor should provide an explanation of next steps.**

Whilst the Housing Zones programme is on-track to deliver in excess of 75,000 starts by 2026 it is too early to be precise as to the extent of the success of each individual Housing Zone, given the relatively long-term nature of many of the projects. The key measures of their success will be the numbers and pace of new homes constructed, especially those that are genuinely affordable.

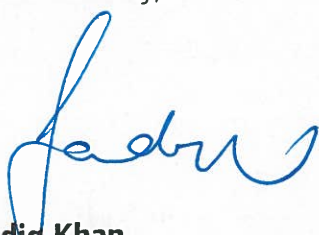
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My Assistant Director – Housing will write to you with an update on Housing Zones contracting. This will provide a breakdown of committed funding, expected housing delivery and a narrative of next steps and other key outcomes for all 30 Housing Zones.

**Recommendation 9 - The LLDC's Chief Restructuring Officer should write to the committee within six months, setting out a clear and detailed action plan to improve the finances of the Stadium.**

The LLDC's new Chief Executive Officer will write to the Committee as part of her taking on responsibility for the organisation. We should avoid situations where external consultants write direct to Committees. This will also give the opportunity to define what information can be provided because detailed action plans contain far too much commercial detail to be released publicly, given the nature of the negotiations.

Yours sincerely,



**Sadig Khan**  
Mayor of London

Enc.

Cc: David Bellamy, Chief of Staff  
Martin Clarke, Executive Director of Resources  
David Gallie, Assistant Director – Group Finance

## HIF Forward Funding Expressions of Interest

<b>Scheme Name</b>	<b>Boroughs</b>
DLR	Various
East London Line (London Overground)	Various
Land Value Capture	Various
London Riverside	Barking and Dagenham
Meridian Water	Enfield
Morden	Merton
NHS Estates	Various
OPDC	Hammersmith and Fulham, Ealing, Brent
Royal Docks	Newham
Thamesmead	Greenwich, Bexley
Tottenham	Haringey

**Total Funding Requested: £1.73 Bn**