

Dr Suzanne Shale

Chair

London Policing Ethics Panel

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Date: 23 October 2024

Dear Suzanne,

Re: Publication of the London Policing Ethics Panel's commentary on the Police Foundation's Principles for Accountable Policing and the creation of the new London Policing Board

Many thanks to you and your fellow Panel members for producing and sharing the commentary on the Police Foundation's Principles for Accountable Policing and how this relates to the London Policing Board. The independent London Policing Ethics Panel (the Panel) brings significant value to the Mayor's Office for Policing and Crime's (MOPAC) oversight of the Metropolitan Police Service (MPS), by complementing the existing structures in place in the capital to oversee the way London is policed and by providing in-depth consideration of ethical issues around current and future policing practices in London.

Baroness Louise Casey's report into the institutional standards and culture of the MPS is a critical juncture, not only for UK policing, but also for MOPAC, to reflect upon our oversight and accountability mechanisms. The Mayor has accepted all of Baroness Casey's recommendations, including the establishment of the London Policing Board (LPB) to oversee and scrutinise the changes needed to ensure full transparency and accountability to Londoners, while maintaining the operational independence of the Commissioner. Chaired by the Mayor, the public facing LPB convenes a range of experts, reflective of London's diverse population, to provide specialist advice to help deliver real and sustainable improvements across the MPS, including wider cultural reform. The LPB further supports MOPAC in holding the MPS to account as part of our wider strategic oversight framework, in line with MOPAC's statutory duties under the Police Reform and Social Responsibility Act 2011.

The Panel's expertise brings immense value to MOPAC as we work to establish and embed the LPB as the apex of our strategic oversight of the MPS. The report highlights the need to ensure that the core principles of accountability provide a firm foundation for the LPB's oversight and scrutiny functions. MOPAC continues to reinforce such principles within the implementation of the LPB and use them as guiding principles for our overall oversight of the MPS.

The LPB demonstrates the principles directly detailed in the panel's report, such as transparency, pluralism and multi-level participation. As the strategic apex of MOPAC's oversight, the LPB is bringing together the knowledge and lived experience of board members with the democratic mandate of the Mayor in a transparent way. By establishing this balance in the LPB's governance structure, MOPAC is consolidating its role in holding the MPS to account and publicly demonstrating to Londoners how we do this.

To demonstrate the principle of clarity, we have also developed a performance framework to underpin the LPB, using the same top-level measures outlined in the MPS's New Met for London Plan, to measure progress against its reform programme in line with the Commissioner's mission of More Trust, Less Crime and High Standards. An outline of this framework was made publicly available at the first LPB meeting on 26 September 2023.

The Panel's thoughts on the balance between being responsive to the concerns and needs of the public and combatting what Casey termed as 'initiative-itis' is also hugely important. It is clear that the MPS's institutional and cultural reform must be underpinned by sustainable efforts to achieve far-reaching and long-term success. The LPB is a key element of achieving sustainable reform, and MOPAC has been strongly influenced by the principle of clarity when reviewing its governance structure, with the aim of maximising the LPB's potential and consolidating our oversight functions.

In this vein, MOPAC's Oversight Board meetings have been replaced by the LPB and its two committees: People and Culture, and Performance and Finance Delivery. The Terms of References for both committees can be found via the LPB's [web page](#). The committee structure was revised in consultation with LPB members, following feedback from Baroness Casey at the first meeting in September. As such, the LPB now sits at the top of the governance structure by which the Mayor discharges his statutory duty to 'secure the maintenance of the Metropolitan Police Service', ensure that it 'is efficient and effective', and 'to hold the Commissioner of Police to account for the exercise of his functions', as part of MOPAC's existing strategic oversight framework. To further avoid 'initiative-itis' and ensure clarity in the LPB's work, MOPAC are developing a forward-looking work programme so the LPB focuses on addressing the most important issues in a sustainable and targeted manner.

By upholding the principles of transparency and clarity, the Mayor and MOPAC are committed to making the work of the LPB contribute to improving the transparency and accountability of the MPS to Londoners. To consolidate this, members of the public can attend LPB meetings and committee meetings in person at City Hall or watch a live stream or recording of the meeting on london.gov.uk. The papers and minutes for each meeting are also published online on the LPB webpage, which also includes information on the LPB, its membership and Terms of Reference.

MOPAC continues to develop its work to ensure that the voices of London's diverse communities are reflected in the work of the LPB to further embed the principles of pluralism and multi-level participation. We are creating opportunities for LPB members to engage directly with London's communities, including those with lived experience of policing in the capital. This activity will be aligned to the LPB's work programme, which, once finalised, will enable more targeted engagement, informed by evidence and focused on areas of greatest concern to Londoners. This is in line with the principle of reason detailed in the Panel's report.

MOPAC continues to support local scrutiny and accountability arrangements, including community scrutiny panels, independent custody visitors and Safer Neighbourhoods Boards. Our review of Community Scrutiny Mechanisms is well underway with a successful pilot running in Hackney bringing together a much more representative group of local community leaders reviewing a much wider range of policing data and practice on behalf of our most marginalised communities. Our pan-London consultation into what the future of a more robust and effective system of community scrutiny and engagement of policing should look

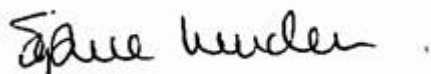
like was led by Black Thrive and completed in September 2023. Since then we have been working with a team of expert consultants in Ernst & Young to develop some costed modelling on how we can bring this work to life, in light also of the Casey recommendations. All of this will contribute to the work we are doing to develop more robust internal processes for collating insights, including creating clear feedback loops between local and strategic oversight activity so we can show Londoners that their insights are informing our oversight, and contributing to improvements.

To better understand the perceptions of Londoners, in terms of their views on MPS reform, we have added in questions about MPS reform in the Public Attitude Survey (PAS) to gauge what Londoners think about policing and crime in the capital. PAS is an ongoing survey on 19,200 Londoners a year. The random sampling and face-to-face methodology employed by PAS, alongside statistical weighting, helps to ensure it is representative across London Boroughs and demographics. PAS provides a continuous measure of Londoners' confidence and trust in the MPS but also gathers views across wider crime and policing topics. It enables trends to be tracked and monitored, and differences in perceptions and experiences between different demographic groups to be understood. Alongside PAS, MOPAC also conducts two continuous surveys of victims of high-volume crime in London (the User Satisfaction Survey and Telephone Digital Investigation Unit Survey) to understand victims' experiences and perceptions of reporting to the MPS. These two surveys combined speak with around 20,000 victims a year and allow trends to be tracked over time and differences in experience to be explored between different groups of people. This robust approach to measuring changing perceptions as a basis of informing our oversight focus aligns closely with the reason principle.

Thank you again for the Panel's paper. The report has been shared with all officers involved in redesigning our oversight structures and we have used its insights to inform the development of the London Policing Board.

We are continuing to explore and address several questions posed in the Panel's report and will provide the Panel with a further update in due course as we continue to further embed the London Policing Board. MOPAC officials are also available to speak to the Panel if they have further questions or points of discussion in the interim.

Yours sincerely,



Sophie Linden
Deputy Mayor for Policing And Crime