

London Policing Board Terms of Reference

1. Context and purpose

- 1.1. Baroness Casey's review into the culture and standards of the Metropolitan Police Service ("MPS") found that the MPS lacks transparency and accountability to Londoners. To address this concern, she recommended that "a new, quarterly Policing Board for London – chaired by the Mayor of London, similar to the model used for Transport for London – should be created" to "oversee and scrutinise the changes needed and ensure full transparency and accountability to Londoners, while maintaining the operational independence of the Commissioner".¹
- 1.2. The London Policing Board ('the Board') will convene a diverse range of individuals with a mix of professional and personal skills and experience. The Board will provide specialist advice and constructive challenge to effectively support the Mayor – as incumbent of the Mayor's Office for Policing and Crime ("MOPAC") - in holding the MPS to account for delivering wide-ranging MPS reforms as part of its strategic oversight framework. In so doing, the Board will contribute to MOPAC's discharging of its statutory duties under the Police Reform and Social Responsibility Act 2011² and help drive sustainable improvements in policing for the benefit of Londoners.

2. Scope and responsibilities

- 2.1. The Board, chaired by the Mayor of London, will support MOPAC to discharge its statutory and legal responsibilities to 'secure the maintenance of the MPS', 'secure that the MPS is efficient and effective', and to hold the Commissioner of Police for the Metropolis ("Commissioner") to account for the exercise of their functions, as part of MOPAC's strategic oversight framework.
- 2.2. In particular the Board will:
 - Hold the MPS to account for its delivery of the MPS-led objectives in the Mayor's Police and Crime Plan ("PCP").³

¹ <https://www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/bcr/baroness-casey-review/>

² <https://www.legislation.gov.uk/ukpga/2011/13/contents/enacted>

³ <https://www.london.gov.uk/programmes-strategies/mayors-office-policing-and-crime-mopac/keep-date-mopac-work/mopac-publications/londons-police-and-crime-plan-2022-25>

- Hold the MPS to account for addressing the findings and recommendations of the Baroness Casey Review, including the New Met for London Plan.
 - Review the identification, assessment and management of risks to delivery of the Plans referred to above.
 - Provide expert advice to the Mayor to support him in driving sustainable improvements across the MPS - including wider cultural change – in service to Londoners, in line with the MPS's Mission of More Trust, Less Crime and High Standards.
 - Scrutinise MPS finances and assets to ensure its budget is allocated in accordance with the Mayor's objectives and is used in the most efficient and effective manner.
- 2.3. The Board will strive to reflect and value London's diversity in everything it does. MOPAC will support the Board to ensure that the diversity of London's communities and considerations of equality and inclusion are acknowledged and embedded in its work. It will provide another opportunity to translate the legitimate desires and aspirations of London's diverse communities into action.

3. Membership and terms of appointment

- 3.1. The Board will comprise between 12 and 17 members, to include:
- Mayor of London, who is also the holder of the office of MOPAC (Chair)
 - Deputy Mayor for Policing and Crime (Deputy Chair)
 - London Victims Commissioner
 - Deputy Mayor for Communities and Social Justice
 - London Councils Executive Member for Community Safety
 - Between 7 and 12 independent members.
- 3.2. The terms of all independent members' appointments will be set out in writing to them at the time of their appointment.
- 3.3. Excepting those members appointed by virtue of another role they hold ('ex-officio'), members will act in an individual capacity and not as representatives of any organisation or body in which the member holds any position, including one of employment.

- 3.4. Membership is restricted to Board members. The Chair retains the right to invite outside specialist input either on a standing basis or on a specific topic or initiative.

4. Committees

- 4.1. The Chair may establish or dissolve standing or time-limited committees or other subordinate bodies to assist the work of the Board.
- 4.2. The remit, terms of reference, membership and practical arrangements for these bodies will be approved by the Chair of the Board, or the Deputy Chair on behalf of the Chair.

5. Authority

- 5.1. The powers and functions of MOPAC, including those powers and functions which have been delegated to the Deputy Mayor for Policing and Crime, cannot be delegated to the Board as a whole to exercise, nor can they be delegated to any individual members on the Board (other than the Deputy Mayor), as required by law. Board members therefore act in an advisory capacity to support the Mayor, Deputy Mayor and MOPAC in fulfilling their legal power and duty as set out in the Policing Protocol Order 2023.⁴
- 5.2. The Commissioner of the Police of the Metropolis is a corporation sole and retains operational independence over policing matters, as set out in the Policing Protocol Order 2023.
- 5.3. In conducting its business, the Board must consider any resource implications and have regard to relevant legislation and to MOPAC's governance framework.
- 5.4. These Terms of Reference may be amended at any time by agreement of the Board.

6. Meeting arrangements

- 6.1. The Board will meet on a quarterly basis and meetings will be held in public. Meetings will be called by the Chair, who reserves the right to call additional meetings as necessary. Meetings will be held in person, although hybrid

⁴ <https://www.legislation.gov.uk/ukxi/2023/649/made>

arrangements may be available. Meetings may be held virtually by exception.

6.2. Standing and additional attendees will include:

- MPS Commissioner
- MPS Deputy Commissioner
- Chief Executive Officer, MOPAC
- Director of Strategy and Oversight, MOPAC
- Chief Finance Officer, MOPAC
- Other senior MPS officers and staff (as required)
- Other senior MOPAC officers (as required)

6.3. The quorum for a meeting of the Board will be half the total current number of Board members, rounded up to the next whole number. This will include members attending virtually and must include the Chair or Deputy Chair and at least five independent members.

6.4. A meeting may not take place without the participation of the Commissioner or Deputy Commissioner of the MPS and a senior MOPAC officer, unless authorised by the Chair.

6.5. Where an independent Board member is unable to attend a meeting, substitution will not be permitted.

6.6. Whilst it should be avoided wherever possible, where it is necessary for the Board to formally consider a matter between meetings, members may be consulted via written procedures, with the outcome reported to the next meeting of the Board and published, subject to the provisions of section 8, within the next set of meeting papers.

7. Conduct and interests

7.1. When undertaking work on behalf of the Board, members must comply with their Terms of Appointment, which include a requirement to observe the [seven principles of public life \('the Nolan Principles'\)](#)⁵.

7.2. The MOPAC Code of Conduct, which defines expected standards of personal behaviour, will apply to Board members.

⁵ <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

- 7.3. Members must register and declare all relevant interests and seek advice from officers on any issue where a conflict of interest is or may be arising. Members must comply with any guidance provided by MOPAC's Monitoring Officer.
- 7.4. All Board members will be subject to the appropriate level of security vetting before being granted access to relevant MPS data.

8. Transparency

- 8.1. Baroness Casey's review found that the MPS should put into place reforms to ensure transparency and accountability to Londoners. The Board will help oversee these reforms and MOPAC is committed to making the work of the Board transparent.
- 8.2. Board meetings will be open to the public, except those elements where the information being discussed is considered exempt from disclosure for any of the reasons set out at 8.3. Public elements of Board meetings will be webcast live and recorded and made available on MOPAC's website shortly thereafter.
- 8.3. Agendas and reports will be provided to members in advance of meetings and will, wherever possible, be published on MOPAC's website five clear working days in advance of meetings. Information may be reserved from publication in cases where officers reasonably consider it may be exempt from disclosure under an applicable exemption under the Freedom of Information Act 2000. Such information will be discussed privately for reasons of confidentiality and operational security.

Draft minutes of the public elements of Board meetings will be published wherever possible within 10 working days following the meeting, with approval sought at the subsequent Board meeting.

London Policing Board Committees Terms of Reference

Introduction

1. Standing or time-limited committees or other subordinate bodies of the London Policing Board ('the Board') may be established to support its work. These bodies will operate in an advisory capacity to support the Mayor, Deputy Mayor and MOPAC in fulfilling their legal power and duty as set out in the Policing Protocol Order 2023, as set out in Section 5 (Authority) of the Board's Terms of Reference.
2. The following Committees of the Board have been established on a standing basis:
 - a) Performance and Finance Delivery Committee
 - b) People and Culture Committee.
3. Committees will be comprised primarily of members of the Board. The Chair of any Committee may also co-opt, with the agreement of the Chair of the Board, additional members to the Committee.
4. Committees will regularly report to and can make recommendations to the Board.
5. The Board will receive an update report from each Committee meeting, which will contain key discussion points and any agreed actions or recommendations.
6. Indicative work programmes setting out detailed topics for consideration at each Committee will be published separately to this document. Where the Board wishes Committees to consider an issue which falls within the scope and responsibilities of more than one Committee, the Chairs of the Committees will determine by which Committee the matter will be considered.
7. Committee Chairs may establish sub-groups, task and finish groups or convene other formal or informal groupings or meetings to support their work.
8. Committee meetings will be held in person, although hybrid arrangements may be available. Meetings may be held virtually by exception.
9. The quorum for Committee meetings will be half the current total number of Committee members, rounded up to the next whole number. This will include members attending virtually and must include the Chair. A meeting may not take place without the participation of a representative of the MPS Management Board.

10. Where a Committee member is unable to attend a meeting, substitution will not be permitted.
11. The following matters are specified in this document for each Committee at paragraph 2:
 - a) Status
 - b) Chair
 - c) membership
 - d) frequency of meetings
 - e) scope and responsibilities
12. The provisions of Section 7 (Conduct and interests) and 8 (Transparency) of the Board's Terms of Reference will also apply to its Committees.
13. This document will be published alongside the Board's Terms of Reference but may be amended separately by agreement of the Chair of the Board. The Board will be informed of any changes to Committee Terms of Reference or membership at its next meeting.

Performance and Finance Delivery Committee

Status: Standing committee

Membership:

Chair: Deputy Mayor for Policing and Crime

Between 6 and 9 additional Board members

Chief Finance Officer, MOPAC

Other attendees:

MPS Senior Officers and staff as required (including MPS Chief Finance Officer).

Senior MOPAC officers as required.

Senior GLA officers as required.

External experts, by invitation of the Chair.

Frequency of meetings: Quarterly. Additional meetings may be called by the Chair in exceptional circumstances.

Scope and responsibilities

1. The purpose of the Performance and Finance Delivery Committee is to oversee the totality of MPS performance and financial management to ensure that MPS reform supports improved service delivery and better outcomes for Londoners. The Committee will oversee all elements of operational delivery, finance, data and digital, and transformation and seek to assure that are aligned in an evidence-based way.
2. The Performance and Finance Delivery Committee will:
 - a) Ensure MPS resources are aligned with strategic priorities and will support delivery of agreed outcomes. Ensure that transformation plans are appropriately resourced and match strategic priorities.
 - b) Review MPS delivery against the Mayor's Police and Crime Plan (PCP) and other Mayoral priorities by assessing performance against agreed PCP priorities.
 - c) Review MPS progress towards implementing the New Met for London Plan and addressing the findings and recommendations of the Casey Review.
 - d) Focus on the delivery of key policing outcomes in the joint outcomes framework and ensure that these are underpinned by effective strategic financial management and an appropriate governance, risk and assurance framework.
 - e) Understand the key strategic risks to delivery of agreed policing priorities for London and advise the Chair and MPS on effective management. Review MPS financial risks and ensure mitigations are appropriate.

- f) Provide expert advice to support the MPS in driving sustainable improvements in service to Londoners, in line with the MPS's Mission of More Trust, Less Crime and High Standards.
- g) Provide strategic oversight of the MPS financial position and use of reserves to ensure that expenditure remains focussed on strategic priorities and outcomes.
 - Scrutinise and constructively challenge major MPS investment proposals and transformation plans/programmes.
 - Scrutinise and constructively challenge the MPS capital programme, including delivery, to ensure it supports outcomes and that the impact of changes are understood.
- h) Support the development of key strategies that underpin investments and the capital programme, e.g. MPS Estates Strategy.
- i) Monitor delivery of major investment programmes, including benefit realisation and delivery of cashable savings
- j) Advise the Mayor on securing the efficiency and effectiveness of the Metropolitan Police.

People and Culture Committee

Status: Standing committee

Membership:

Chair: Deputy Mayor for Policing and Crime

Between 6 and 9 additional Board members

Chair of the Mayor's External Reference Group

Other attendees:

MOPAC Chief Executive

MPS Senior Officers and staff as required.

Senior MOPAC officers as required.

Senior GLA officers as required.

External experts, by invitation of the Chair.

Frequency of meetings: At least bi-annually. Additional meetings may be called by the Chair.

Scope and responsibilities

1. The purpose of the People and Culture Committee is to oversee the MPS's work on matters relating to the people and culture of the Metropolitan Police and ensure that reform supports improved service delivery and better outcomes for Londoners. The Committee will oversee cultural reform and workforce planning and seek to assure that it is aligned to strategic priorities in an evidence-based way.
2. The People and Culture Committee will:
 - a) Review MPS delivery against the New Met for London Plan (NMfL), including implementing the wide-ranging reforms required to address the findings and recommendations of the Baroness Casey Review. Specifically, the Committee will focus on issues relating to cultural reform (including diversity, inclusion and anti-discrimination), workforce reform (including recruitment and retention) and professionalism reform (including complaints and conduct).
 - b) Review performance against the 'Higher Standards' element of the Joint Outcomes Framework.
 - c) Scrutinise MPS delivery against the Police and Crime Plan (PCP), and other Mayoral priorities related to MPS workforce, standards and culture, by reviewing performance against agreed PCP priorities.

- d) Ensure that cultural reforms are supported by an effective strategic workforce plan and approach to organisational learning and ensure that appropriate assurance processes are in place to manage this.
- e) Review key strategic policing risks related to use of the MPS workforce and culture.
- f) Provide people and standards related expert advice to the MPS to support them in driving sustainable improvements – including wider cultural change – in service to Londoners, in line with the MPS's Mission of More Trust, Less Crime and High Standards.
- g) Define information requirements for the Committee and commission reports from the MPS to support board discussions.