

	Freedom of Information Act Publication Scheme
Protective Marking	Official
Publication Scheme Y/N	Yes
Title	Measures and controls in place to ensure the MPS operates ethically and lawfully
Version	1.0
Summary	This document summarises the measures and controls that are in place to ensure that we act lawfully and ethically. It outlines internal practices and policies, oversight and accountability measures. Robust internal practices and policies, and strong and intrusive oversight are critical to ensure that we deliver on our vision to become the most trusted police service in the world.
(B)OCU or Unit, Directorate	Corporate Services
Author	Corporate Services
Review Date	January 2022
Date Issued	June 2021

Briefing Note

Topic: Measures and controls in place to ensure the MPS operates ethically and lawfully

Date: 1st June 2021

Executive Summary

Our mission and purpose is to keep London safe for everyone. We contribute to making London a safe global city, we protect its unique reputation as an open and welcoming city, and we want Londoners to be proud of their police service.

We are a positive, proactive and caring organisation, with pride in the work we do. Today, the Met is made up of more than 45,000 officers, staff and volunteers. Our outstanding people are committed to offering an excellent police service and we do not tolerate bad behaviour. Our values of courage, compassion, integrity and professionalism are at the heart of everything we do, shaping and guiding the way that we work.

The British policing model, which is important to us, is built on the foundations of public trust and integrity. We involve the public in our work, they inform our decisions and hold us to account. Building and maintaining the confidence of the public, our people and our peers is crucial to ensure that we provide an effective police service.

Our vision is for the Met to be the most trusted police service in the world. For us, that is the ability to keep people safe and to do so in a way which is consistent, honest and fair. We will achieve success by reducing crime, building public confidence, increasing victim satisfaction and strengthening the pride and engagement of our officers and staff.

One of the pillars of our strategy, Met Direction, is to be 'A responsible, exemplary and ethical organisation'. Our objective is not only to behave in accordance with the values of professionalism, integrity, courage and compassion, but also to be recognised by the public, partners, and stakeholders.

This document summarises the measures and controls that are in place to ensure that we act lawfully and ethically. It outlines internal practices and policies, oversight and accountability measures. Robust internal practices and policies, and strong and intrusive oversight are critical to ensure that we deliver on our vision to become the most trusted police service in the world.

This document is not intended to cover the wider values, vocational approaches and traditions which, with the measures and controls, create the wonderful organisation that is the Metropolitan Police Service.

An executive summary of this document is summarised below:

Part 1: Internal practices and policies

- **Recruitment and vetting:** There is a robust recruitment process in place, which follows national standards set by the College of Policing. As part of the recruitment process, the MPS vet police officers, staff and volunteers to uphold public confidence, national security and safety. The MPS Vetting Unit follows national guidance and all MPS officers and staff undergo substantial vetting, with enhanced vetting procedures for sensitive posts. We recognise that vetting provides a snapshot in time and if we determine that an individual has lied during the vetting process, this would be investigated by the Directorate of Professional Standards and can lead to dismissal and criminal investigation.
- **Training:** Police officer recruit training is managed and delivered by Learning & Development, part of our Professionalism Directorate. Over the last year, recruit training has been subject to significant transformation as part of work to implement the new Police Education Qualifications Framework (PEQF), which is based on a national curriculum for policing developed by the College of Policing. Professional standards, ethics and integrity are central components, woven throughout the recruit training programme and supporting assessments.
- **Complaints, misconduct and counter-corruption:** Reducing incidents of corruption or misconduct is of vital importance. The MPS Directorate of Professional Standards (DPS) lead our response to complaints, misconduct and corruption. DPS are supported by a number of toolkits, guidance and policies to support reporting of wrongdoing and mitigate corruption threats. Our key areas of focus are sexual misconduct, theft and fraud, unauthorised disclosure of police information, drug use and supply, inappropriate associations, organised crime, and social media.
- **Media engagement:** Engagement with the media is governed by the College of Policing's Authorised Professional Practice, which forms the core of our media policy. All officers and staff must record contact with the media and must only disclose information in the proper course of duties.
- **Organisational learning:** We have a strategic objective to learn from experience, from others, and constantly strive to improve. Within the MPS Professionalism Command, there is an Organisational Learning and Research function. This function is developing an organisational learning environment within the MPS to identify, capture and turn learning into action.
- **Legal approach and advice:** We have an in house legal team which provides specialist legal advice and representation to the Met. The Directorate of Legal Services provides advice on a wide range of areas such as employment issues, policing operations, investigations, police powers such as detention or use of force, or covert investigatory powers.

Part 2: Internal oversight

- **Leadership, governance and corporate boards:** There is a substantial governance, oversight and scrutiny structure in place within the MPS and externally, to ensure we act appropriately in delivering as an efficient and effective a policing service as is possible. Our leadership team are accountable for effectively governing the organisation and making ethical decisions, and the Management Board and the wider executive team provide assurance using several formal decision-making governance meetings.
- **Internal audits (Directorate of Audit, Risk and Assurance):** DARA provides an internal audit service for MOPAC and the MPS and has a statutory responsibility to give an annual opinion on the effectiveness of the risk management, internal control and governance framework supporting the policing of London. On an ongoing basis, we review and implement DARA recommendations.

Part 3: External oversight

- **MOPAC, City Hall and government scrutiny:** We are scrutinised and held to account by MOPAC, City Hall and national government, principally the Home Office. There are several

formal meetings, boards and committees which are used to monitor how the organisation performs and to ensure we act lawfully and ethically. The majority of meeting minutes are published externally for public transparency.

- **Wider oversight:** We are overseen by independent bodies and learn from recommendations identified by these bodies. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) independently assess police effectiveness and efficiency, including the field of counter corruption. The Independent Office for Police Conduct (IOPC) conducts independent investigations of serious allegations of misconduct or criminal offences and oversee all public complaints and conduct matters.
- **Public scrutiny:** Public scrutiny is used to hold the MPS to account and ensure the MPS act appropriately. Examples of public oversight include Mayor's Questions, Freedom of Information requests, public scrutiny meetings and independent advisory groups.

Contents

Executive Summary	2
Part 1: Internal practices and policies	6
Recruitment and vetting.....	6
Training.....	6
Conduct, complaints and counter-corruption.....	8
Media engagement.....	10
Organisational learning.....	10
Legal approach and advice	11
Part 2: Internal oversight.....	11
Leadership, governance and corporate boards	11
Internal audits (Directorate of Audit, Risk and Assurance)	12
Part 3: External oversight.....	12
MOPAC, City Hall and wider government	12
Wider oversight (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services and Independent Office for Police Conduct)	14
Public scrutiny	14

Part 1: Internal practices and policies

Recruitment and vetting

We have a robust recruitment process in place, which follows national standards set by the College of Policing. As part of the recruitment process, the MPS vet police officers, staff and volunteers to uphold public confidence, national security and safety. The MPS Vetting Unit follows national guidance and all MPS officers and staff undergo substantial vetting, with enhanced vetting procedures for sensitive posts. We recognise that vetting is a snapshot in time and if we determine that an individual has lied on their vetting form, this would be investigated by the Directorate of Professional Standards and can lead to dismissal and criminal investigation.

1. Vetting provides a level of assurance as to the individuals who have access to information, intelligence, financial or operational police assets or premises. The MPS Referencing and Vetting Unit processes vetting applications and apply national guidance issued by the College of Policing Vetting Code of Practice and Authorised Professional Practice (APP).
2. All officers and staff undergo Recruit Vetting (RV) and National Security Vetting Counter Terrorism Check (CTC) vetting procedures as part of their recruitment.
3. To protect particularly sensitive roles, we have established different levels of vetting in collaboration with the Home Office. A designated list sets out posts that attract an enhanced vetting status. This is kept under change control by the Vetting Board and all personnel in posts that attract an enhanced vetting status across the MPS hold the correct current vetting clearance.
4. We recognise that vetting is a snapshot in time. If we determine that an individual has lied on their vetting form, this would be investigated by the Directorate of Professional Standards and may lead to dismissal and criminal investigation.
5. Further steps are also being taken to improve confidence in security and vetting:
 - a. We have aligned vetting practice with the HMICFRS Peel Police effectiveness, efficiency and legitimacy report.
 - b. To improve security, steps are being undertaken to ensure that all staff and officers vetting statuses are up to date. A backlog of 18,000 in May 2019 has been reduced to 428 as of March 2021.
 - c. We are rolling out an overhaul of key elements of the physical and personnel security infrastructure. To date, over 120 buildings across the MPS estate have been upgraded to enable updated access levels based on department and vetting status. All warrant cards, staff and contractor passes are being replaced with the latest technology and security features. The cards will link to vetting expiry date and vetting renewals will be required to keep cards activated.

Training

Police officer recruit training is managed and delivered by Learning & Development, part of our Professionalism Directorate. Over the last year, recruit training has been subject to significant transformation as part of work to implement the new Police Education Qualifications Framework (PEQF), which is based on a national curriculum for policing developed by the College of Policing. Professional standards, ethics and integrity are central components, woven throughout the recruit training programme and supporting assessments.

6. Police officer recruit training is managed and delivered by Learning & Development, part of our Professionalism Directorate. Over the last year, recruit training has been subject to significant

transformation as part of work to implement the new Police Education Qualifications Framework (PEQF).

7. Working in partnership with 4 London Universities, the PEQF programmes are based on a new national curriculum for policing developed by the College of Policing. Combining the build of core operational skills with the development of wider capabilities (e.g. reflective practice), our new recruit training programmes are independently accredited at degree level. Professional standards, ethics and integrity are central components, woven throughout the recruit training programme and supporting assessments.

The following are specific illustrations;

- a. All recruits experience a formal 3 day induction course led by the Commander - Learning & Development. This includes direct input from the Directorate of Professional Standards.
 - b. The first phase of recruit training is a classroom based learning block of seventeen weeks focused on the role, responsibilities and core skills of a Police Constable. Central is the National Decision Model and Code of Ethics, exercising professional discretion in line with legal frameworks and policy guidelines. At week 12, recruits spend a week out on a Basic Command Unit (BCU) to help contextualise the classroom based inputs and engage with experienced officers as well as local community stakeholders.
 - c. A key theme of week 1 is engagement and inclusion. This includes content on the theme of procedural justice, unbiased decision making as well as the consistent and transparent interpretation and application of rules and standards.
 - d. Focused training on Stop and Search, using blended learning approaches and role play activities.
 - e. Training sessions on conducting investigations and interviewing, with specific elements on ethics and integrity.
 - f. Complementing training on the ethical use of police powers, including the use of appropriate and reasonable force, the Personal & Public Safety Training input has been increased from 5 up to 8 days. This gives enhanced coverage on improving the Stop and Search encounter, conflict and stress management and situation judgement exercises.
8. The new training approach more formally recognises the level of service required of officers in today's complex and challenging policing environment. The new three year Police Constable Degree Apprenticeship (PCDA) is targeted at non-degree holders and leads to recruits gaining a BSc (Hons) degree in Professional Policing Practice on successful completion of the programme. The new two year Degree Holder Entry Programme (DHEP) is open to those who already hold a degree, and sees recruits work towards a Graduate Diploma in Professional Policing Practice.
9. The national police curriculum is formally reviewed and updated on an annual basis led by the College of Policing. Within the Met, we follow the same formal review cycle for our recruit training, supplemented by feedback from student police officers and operational line managers.
10. The Continuous Professional Development of the wider workforce places equal emphasis on ethics, integrity and lawful conduct. New training requirements, and ensuring that existing requirements are kept current and relevant, is managed through a Learning and Development 'Gateway' process. This ensures the following:
 - a. Organisational learning, recommendations and coroner's court findings are filtered through this process to ensure that continuous improvement is embedded into training programmes.
 - b. A training needs analysis is performed and the best blend of learning channels identified based on the learning outcomes required and target audience.

- c. Partnership working with Learning & Development professionals and operational subject matter experts to ensure the accuracy and relevance of all training content.
 - d. All training design activity looks at how professional standards can be most effectively reinforced in a given learning intervention.
11. As a specific intervention, all officers and frontline operational staff receive a 2 day annual refresher training in Public & Personal Safety. This is being increased to 3 days from October 2021. This core annual training includes the following:
- a. Inputs focusing on the use of force underpinned by a recap of the relevant legislation that governs this area, as well as the Code of Ethics and the National Decision Model.
 - b. A mandatory digital safety training package that focuses on the key themes of de-escalation and procedural justice framed against a stop and search scenario to contextualise.
 - c. Throughout the training, officers are taught to ensure that all their decisions are pivoted through the twin lenses of the Code of Ethics and the National Decision Model.
12. A Strategic Learning Board formed of Chief Officer level representatives and Heads of Profession is in place to prioritise training supply and proactively manage current and future skills gaps. In addition, a newly formed Learning & Development Community Reference Group is already playing a key role in stretching and developing our thinking in relation to learning and delivering against our ambition to involve community stakeholders in the design and, where appropriate, the delivery of our training

Conduct, complaints and counter-corruption

Reducing incidents of corruption or misconduct is of vital importance. The MPS Directorate of Professional Standards (DPS) lead our response to complaints, misconduct and corruption. DPS are supported by a number of toolkits, guidance and policies to encourage and support reporting of wrongdoing and mitigate corruption threats.

13. Understanding and prioritising the corruption threats is critical to devising an effective counter corruption strategy. We work closely with the National Crime Agency and wider law enforcement counter corruption community to understand and prioritise areas of focus.
14. The 2020 National Counter corruption strategy identifies seven counter corruption priorities. These form the key areas of focus for the MPS.
- a. Sexual misconduct, including abuse of position for a sexual purpose
 - b. Theft and fraud, including from police and private premises, fraudulent activity relating e.g. procurement
 - c. Unauthorised disclosure of police information
 - d. Drug use and supply
 - e. Inappropriate associations
 - f. Organised crime
 - g. Social media, the sharing of inappropriate material and messages

Directorate of Professional Standards (DPS)

15. The MPS have an organisational command dedicated to maintaining and overseeing professional standards; the Directorate of Professional Standards (DPS). DPS lead the response to complaints, misconduct and corruption, through six organisational units. They are supported by a network of Professional Standards Units (PSUs) which operate across the organisation.

16. **Anti-Corruption Command (ACC) – Covert investigations:** We have the largest anti-corruption command in the country, which operates with extensive experience and expertise in covert policing and counter corruption. ACC have established procedures in place to ensure thorough investigations and we have the capability and capacity to:
 - a. Identify and investigate suspected corrupt staff, officers and persons outside the organisation who seek to corrupt MPS employees or pose a risk to MPS assets.
 - b. Provide assistance and confidential advice to anyone with concerns about possible corruption.
 - c. Work with teams to protect operations where there is a perceived corruption risk.
17. A training regime for tradecraft and national guidance for tackling corruption is provided through the College of Policing. This includes counter corruption investigator and counter corruption lead investigator courses, which focus on the techniques, risks and considerations related to this specialised area of investigation.
18. **Intelligence Bureau (IB):** The Intelligence Bureau collect, evaluate, disseminate and develop intelligence for action. They are responsible for policing adverse intelligence and ensuring that everyone in the MPS performs to the relevant requisite standard. The IB Assurance Unit provides guidance on declared associations, conducts integrity checks and manage/mitigate risks associated with staff who present ongoing corruption risks. The IB also provide operational development support through a Tactical Team, who carry out field intelligence work in support of corruption investigations.
19. **Specialist Investigations Units (SIU) – Overt investigations:** The SIU manage overt investigations for complaints, misconduct and corruption. These include critical incident response, discrimination, death or serious injury following police contact, conduct matters, public complaints, with cause drug testing, and specialist investigations at the request of the Commissioner or National Police Chiefs Council.
20. **Prevention and Learning (P&L):** We aim to professionalise prevention and develop a culture of learning. The P&L team work closely with the pan-London Appropriate Authorities and local Professional Standards Units to ensure we learn and are proactive, to help prevent officers and staff generating complaints and being vulnerable to misconduct and corruption.
21. **Hearings and Litigation (H&L):** This unit manages the misconduct hearings process and litigation. To ensure fairness and transparency, these are chaired by an independent legally qualified chair and hearings are public.
22. **Management Support Teams:** These teams support the Directorate of Professional Standards and are responsible for oversight on several key preventative policies, including vetting and hospitality/gift registers for chief officers.
23. Where officers are under investigation, the Directorate of Professional Standards hold single decision-making roles for whether they should be suspended or restricted, to ensure consistency and transparency of approach. These decisions focus on mitigating any ongoing risk to the public, victims and community confidence.

Policies

24. The Directorate of Professional Standards has a comprehensive set of toolkits, guidance and policies designed to encourage and support reporting of wrongdoing and mitigate corruption threats. Measures that are used include; intelligence-led drug tests, notifiable debt, substance dependence, gifts and hospitality and integrity assurance measures.
25. **Whistleblowing and reporting wrongdoing policy:** We have robust reporting procedures in place to expose wrongdoing. There are numerous ways wrongdoing can be reported, including

through a confidential telephone helpline, a confidential intranet link alongside easily accessible third-party organisations.

26. **Declarable associations:** This policy requires all police officers and employees to disclose any connections with criminals or those who pose a risk of corruption. The enforcement of this policy enables a risk assessment to be undertaken and, where appropriate, for steps to be taken to mitigate the risks arising from such associations.
27. **Business interests:** MPS officers and staff have a duty to declare business interests. Clear guidance is available to officers and staff outlining what are and are not business interests compatible with employment with the MPS. A failure to notify a business interest or additional employment and a failure to cease such activity when it has been deemed to be incompatible with continued membership of the force can result in formal disciplinary action being taken.

Media engagement

28. As the largest force in the UK covering London and Westminster, we are under constant and intense media scrutiny. Engagement with the media is governed by the College of Policing's Authorised Professional Practice which forms the core of our media policy.
29. All officers and staff must record contact with media and in the case of senior officers this is published. This includes a brief record of the conversation and its subject matter.
30. The College of Policing's Code of Ethics (2016) makes clear that hospitality, gifts and gratuities should neither be accepted nor solicited where they could compromise impartiality or integrity.
31. The Code of Ethics also states that police should treat information with respect, access it and disclose it only in the proper course of duties. The police do of course still work with media, sometimes closely, but we are very clear that this should always be in the public interest and for a policing purpose.

Organisational learning

We have a strategic objective to learn from experience, from others, and constantly strive to improve. Within the MPS Professionalism Command, there is an Organisational Learning and Research function. This function is developing an organisational learning environment within the organisation to identify, capture and turn learning into action. Governance is provided through a quarterly strategic Organisational Learning Board.

32. To achieve the MPS strategic objective, recognised key processes that drive organisational learning (OL) are being developed; knowledge creation, knowledge retention and knowledge transfer. By gripping these, the understanding, routines and behaviours of the organisation and its individuals will adapt to improve policing practice.
33. Governance structures, processes and behaviours are being built to support this. Organisational learning implementation is directed at four areas:
 - a. Developing the OL framework across the MPS: We are targeting 37 'hubs' within Occupational Command Units (OCU) and Basic Command Units (BCU) where learning is captured, socialised and escalated. Implementation is currently happening in three pilot BCUs and three pilot OCUs.
 - b. Learning from high harm/risk: This is focused on MPS Gold Groups (the forum for high harm/risk problem solving); with the MPS Inquiry Review Support Command; high profile audit/inspection and assurance, such as HMICFRS, and on corporate thematic analysis of learning.

- c. Systemising information: This is focused on information flows to capture, escalate and socialise learning and to build corporate memory. Flows within scoped systems are being developed and to enable open access/retention, set within large scale information projects.
 - d. Culture of learning: This includes promoting the learning mind-set (socialised internally as a 'Blame to Praise' model), reflective practice and evidence based policing, supported through an ongoing Open University project.
34. We have been defining a more robust level 2 (corporate) assurance environment to complement the level 3 (external) assurance provided through the Directorate of Risk and Assurance, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services and the Independent Office for Police Conduct amongst other bodies.

Within the level 2 environment, the core practice teams in the Professionalism Continuous Policing Improvement Command (CPIC), which lead best practice, policy and improvement within their thematic areas such as Domestic Abuse, will develop more active intervention across the MPS. Level 2 assurance activity is already integral to the Organisational Learning and Research Centre of Expertise, and in the Continuous Improvement and Policy Centre of Expertise.

Legal approach and advice

35. We have an in house legal team which provides specialist legal advice and representation to the Met. The Directorate of Legal Services provides advice on a wide range of areas such as policing operations, investigations, police powers such as detention or use of force, or covert investigatory powers. Advice can also be provided about a contract or commercial issue. Lawyers will often sit on Gold Groups and advise on legal and strategic issues. Representation is also provided in legal proceedings such as civil claims against the Met, judicial review, or inquests and public inquiries.
36. A number of lawyers in the Directorate of Legal Services are specialists; some are experts in the policing of protest; counter terrorism; there are specialist employment lawyers who deal with claims in Employment Tribunals and advise on employment related issues, regulatory lawyers who help the Met navigate its way through complex police misconduct regulations; and data and information law.

Part 2: Internal oversight

Leadership, governance and corporate boards

Within the MPS, the leadership team are accountable for making decisions and effectively governing and overseeing the organisation. The Management Board comprises of the Commissioner, Deputy Commissioner, five Assistant Commissioners, the Chief of Corporate Services, the Chief Digital and Technology Officer, the Director of Finance and the Director of Strategy and Governance. The Management Board and wider executive team provide assurance using several formal decision-making governance meetings.

37. **Management Board overview:** The Management Board are responsible for the strategic direction of the organisation and all strategic decision-making. The Board comprises of the Commissioner, the Deputy Commissioner, the Assistant Commissioners for Frontline Policing, Specialist Operations, Met Operations, Professionalism and Transformation, the Chief of Corporate Services, the Chief Digital and Technology Officer, the Director of Finance and the Director of Strategy and Governance.

38. **Management Board governance:** Management Board meetings provide assurance and governance for strategic decisions. There are several core Management Board meetings, which are underpinned by additional governance meetings and boards.
- a. Strategic Management Board: This Board sets strategic direction, approves business and portfolio plans and recommends the draft budget to the Deputy Mayor. This is chaired by the Commissioner and occurs bi-monthly.
 - b. Inclusion, Diversity and Engagement Board: This Board sets direction on inclusion and diversity, including building trust and making the MPS more reflective. This is chaired by the Commissioner and meets every six weeks.
 - c. Portfolio and Investment Board (PIB): This Board ensures that investments and business cases are formally governed and recommends investment approvals to MOPAC and the Deputy Mayor. This is chaired by the Chief of Corporate Services and occurs monthly.
 - d. Risk and Assurance Board: This Board manages an effective risk management framework. This is chaired by the Chief of Corporate Services and occurs quarterly.
 - e. Performance Board: The Performance Board reviews and monitors performance towards delivery of our strategy, Met Direction. This includes measures to ensure the MPS is 'responsible, exemplary and ethical', by dealing with audit recommendations, improving public satisfaction and responding to reports of corruption. This is chaired by the Deputy Commissioner and occurs every six weeks.
39. **Wider Executive Structure:** Within the wider MPS Executive Structure, there are Deputy Assistant Commissioners (DACs), Commanders and Directors with responsibilities for each area of the organisation. Each of these units have governance processes and performance meetings.

Internal audits (Directorate of Audit, Risk and Assurance)

40. **Directorate of Audit, Risk and Assurance (DARA):** DARA provides an internal audit service for MOPAC and the MPS and has a statutory responsibility to give an annual opinion on the effectiveness of the risk management, internal control and governance framework supporting the policing of London. DARA provides an independent and objective opinion to the Commissioner on the MPS control environment, including how effectively risks are being managed. They are a source of independent assurance which informs and advises management on the steps that can be taken to manage risks and resources effectively. On an ongoing basis, we review and implement DARA recommendations.

Part 3: External oversight

MOPAC, City Hall and wider government

We are scrutinised and held to account by MOPAC, City Hall and wider government. There are several formal meetings, boards and committees which are used to monitor how we perform and to ensure we act lawful and ethically. The majority of meeting minutes are published externally for public transparency.

MOPAC/City Hall

41. **MPS and Mayor/Deputy Mayor meetings:** There are routine weekly meetings between the Commissioner, Deputy Commissioner and the Mayor's Office, which alternate between the Mayor and Deputy Mayor. There are standard agenda items, including an operational update and issues of note from the previous week. Summary minutes from these meetings appear on the public website to aid public trust and transparency.

To provide oversight, regular meetings are also held every 4-6 weeks between Assistant Commissioners and several Management Board members with the Deputy Mayor. Additionally, regular meetings take place with the Mayor's Office for Policing and Crime (MOPAC) CEO and senior members of the MPS leadership team.

42. **Oversight Board:** The Oversight Board enables the Deputy Mayor for Policing and Crime to effectively exercise the role and duties of the Police and Crime Commissioner, as delegated by the Mayor of London. This operates quarterly with core agenda items, including business plan update, finance update, and other regular reviews of key areas including criminal justice, use of force, community engagement. From the MPS, this is attended by the Commissioner, Deputy Commissioner, Chief of Corporate Services and the Director of Strategy and Governance. MOPAC attendance includes the Deputy Mayor for Policing and Crime, MOPAC CEO, Director of Strategy, Director of Finance and Director of Commissioning.
43. **Police and Crime Committee:** The Police and Crime Committee is part of the London Assembly and examines the work of MOPAC and investigates key issues. The MPS Commissioner, Deputy Commissioner or an Assistant Commissioner, and the Deputy Mayor for Policing and Crime, appear before the committee ten times a year.
44. **Joint Audit Panel:** The Joint MPS/MOPAC audit panel advises MOPAC and the MPS on good governance, holds the MPS to account and oversees the work on internal audits to enhance public trust and confidence. The meeting takes place quarterly, with an independently appointed chair and panel members.
45. **London Policing Ethics Panel:** The 'London Policing Ethics Panel' (LPEP) is an independent panel set up by the Mayor of London to provide ethical advice on policing issues that may impact on public confidence. The panel provides in-depth consideration of ethical issues around current and future policing practice in London.
46. **Finance - Investment Advisory and Monitoring (IAM):** We seek approval from the Deputy Mayor for all significant decisions. This meeting is used for the Deputy Mayor to scrutinise investments and key decisions.
47. **Additional MOPAC / MPS Boards:** Additional City Hall / MOPAC meetings are used to ensure we act properly and work effectively with key partners. Amongst others, they include the Crime Reduction Board and the London Victims' Board.

Wider government

48. **Home Secretary / Policing Minister:** The Commissioner has regular meetings with the Home Secretary, Permanent Secretary and the Policing Minister. In these meetings key operational updates are shared and we are held to account.
49. **National Policing Board:** The Home Secretary holds the policing sector, including the MPS, to account for the delivery of the government's key policing commitments. The Home Secretary chairs this Board four times per year and the Commissioner is a standing attendee of the Board.
50. **Other Home Office governance:** The Home Office also chair the Strategic Capabilities Board and the Home Office Performance Meeting. The purpose of these meetings are to share and collaborate on key policing priorities.
51. **Home Affairs Select Committee:** The select committee is a cross-party committee of MPs responsible for scrutinising and providing oversight of the Home Office and associated bodies. The MPS Commissioner has historically been called to give evidence.

52. Crime and Justice Taskforce: The Prime Minister and Home Secretary leads a cross-Whitehall national taskforce. We are involved in and scrutinised through this.

Wider oversight (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services and Independent Office for Police Conduct)

53. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections: We are scrutinised by independent audits and inspections, and learn from recommendations identified by these reports. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) independently assess police effectiveness and efficiency, including the field of counter corruption. We are subject to annual inspections by HMICFRS, which cover a range of policies and procedures, including the field of counter corruption. There are currently 118 open recommendations on HMICFRS's Monitoring Portal which we are currently delivering.

54. Independent Office for Police Conduct (IOPC): Independent oversight is provided by the Independent Office for Police Conduct (IOPC). They have oversight on all public complaints, recordable conduct matters, corruption matters and incidents whereby a death or serious injury occurs following police contact. The IOPC conducts independent investigations of serious allegations of misconduct or criminal offences.

Public scrutiny

Public scrutiny is used to hold us to account and ensure we act appropriately. Examples of wider public scrutiny include Mayor's Questions, Freedom of Information requests, public scrutiny meetings and independent advisory groups.

55. Mayor's Questions: Mayor's Questions are used to hold the Mayor, MOPAC and the MPS to account. A session takes place approximately ten times per year, with 30-80 questions per session.

56. Public scrutiny: The public are able to access information held by us by raising a request under the Freedom of Information Act 2000. We also embed public scrutiny into ways of working through Independent Advisory Groups, Stop and Search Community Monitoring Groups and through MOPAC's public scrutiny meetings (which are held at regular intervals throughout the year).