

London Assembly Police and Crime Committee – Wednesday 24 May 2023**Transcript of Agenda Item 10 - Mayor's Office for Policing and Crime - Strengthening Oversight of the Metropolitan Police Service**

Caroline Russell AM (Chair): We now move on to our main item of business, which is a discussion with the Mayor's Office for Policing and Crime (MOPAC) on its work and oversight of the Metropolitan Police [Service] (MPS). I would like to welcome our guests from MOPAC, Diana Luchford CB, who is the Chief Executive, and Kenny Bowie, who is the Director of Strategy and MPS Oversight.

Just before we get started with our questions, I want to thank Assembly Member Hall for her work chairing the Committee over the last 18 months. Just this last fortnight has shown me how much work you were doing, Susan, on all our behalf. I am sure the whole Committee will want to extend our gratitude to you for your work. We do not always agree on policing, but we both care massively about it and I look forward to working with you in your role as Deputy Chairman as we carry out our serious task as a Committee of scrutinising the MPS and MOPAC at this very critical time for policing in London.

Before we get started on the questions, I just want to mention that the Committee has received representations from people who were arrested during the Coronation. In two weeks' time we have a question and answer (Q&A) session with the MPS and Deputy Mayor [for Policing and Crime] (DMPC), Sophie Linden, where we will look at the Coronation policing. However, I just want to insert one very brief question for MOPAC about the policing of the Coronation for you, Diana. Do you have concerns about the numbers of people who were arrested at the Coronation, held for many hours in a police cell, and were subsequently released with no further action? It is just many Londoners have contacted Assembly Members with concerns about civil liberties and they would like to know what, if any, review MOPAC is conducting in its oversight role on the policing of the Coronation and its impact on the right to protest.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Thank you. On that specific question, clearly the decisions that were taken about policing during the Coronation were operational decisions. However, you will be conscious that the Mayor has expressed concern and interest in the action that was taken and indeed has written to the Commissioner [of Police of the Metropolis] about that, and that letter has been published and the Commissioner has replied. In that letter, the Commissioner said that he would be undertaking a review of the decisions that were taken. The Mayor and the Deputy Mayor are encouraging him to publish the findings of that review.

Caroline Russell AM (Chair): Do you have any sense of the process and timelines for that?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): The Mayor would like to receive that information as soon as possible, therefore I think we will be looking at weeks.

Caroline Russell AM (Chair): Thank you very much. Assembly Member Hall.

Susan Hall AM (Deputy Chairman): Can I just say, I was so proud of the way the police dealt with the Coronation, it was an incredible effort on their behalf and showed Britain up to be the great country it is, and I cannot heap enough praise upon the police for the way that they policed the Coronation.

Caroline Russell AM (Chair): Thank you, Assembly Member Hall. On to our main questions for today, the [Baroness] Casey [of Blackstock] review [into the standards of behaviour and internal culture of the Metropolitan Police Service] repeated the findings of institutional racism that go back 30 years to the Stephen Lawrence inquiry, along with entrenched homophobia and misogyny. Baroness Louise Casey set out that everyone involved in police scrutiny, including us Assembly Members, need to assess the part we play in scrutinising the MPS and ensuring that Casey's findings are addressed.

The Casey review provides us with a very powerful roadmap, and we are agreed as a Committee on focusing our work this year on following up progress on the Casey findings across a range of the MPS workstreams. Therefore, Diana, my first question is, what is your assessment of MOPAC's current oversight capacity?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Thank you, Chair. Can I welcome you to your role and can I also thank the Deputy Chairman for her contribution to the Police and Crime Committee over recent years, and also for your undoubted commitment and support for the MPS, which of course you have just articulated. I look forward to working with the Committee because, as you have said, we have an enormous programme of work in respect of MPS reform, and today we will be discussing some of those challenges. Chair, I know that you have written to me separately about how we can work together on your work programme going forward and I will reply to that in due course.

In terms of your question about my assessment of our current oversight capacity, we keep our oversight capacity under constant review. Clearly, both the MPS being placed in the Engage process and now the Casey report have caused further reflection. My overall assessment is that MOPAC has made progress in enhancing our oversight capacity, but there are still constraints and there are some identified areas of risk, which I will come on to.

Since I joined MOPAC, I have strengthened the oversight function. My initial restructure involved appointing a Director for Strategy and Oversight [Kenny Bowie]. The previous strategy function was a kind of ragbag of responsibilities, including Private Office, which I felt took the focus off the oversight function. Therefore, even before the MPS was placed in Engage, we had already recognised there was a need to review our approach. In fact, the consultation on the Police and Crime Plan (PCP) in 2021 told us that Londoners did not understand how oversight was exercised, therefore it was really important that we took action on that.

Kenny has led much of the work to take action on that, to make co-ordination of our oversight more effective. He has set up various internal systems to enable issues of concern to be effectively escalated from within the organisation, filtered up to an oversight meeting where those issues are analysed, and which we use to decide what the DMPC should focus on at bilateral meetings and also in the Oversight Boards themselves, which we have split into two. We can say more about that if you like; that was all pre-Casey.

However, with Casey on the horizon, we knew we would need more resource to enable an effective response, therefore we have increased the resource by seven people to help that. In addition, we wanted to increase capacity of oversight around misconduct and complaints, because of the increased interest in that over the last 12 months. Obviously, we knew we were going to have to respond to Casey and [Dame Elish] Angiolini will be reporting soon also [Angiolini Inquiry into the abduction, rape and murder of Sarah Everard by an off-duty Metropolitan Police officer].

However, having said that, as I say, I think a lot of progress has been made, but I would acknowledge that there are still areas where we need to strengthen our internal capability. One that I would focus on is oversight of major technology projects. You will be conscious that the MPS is implementing two very big technology

projects, CONNECT and Command and Control. I am concerned that we do not have the technological expertise that we need in MOPAC to provide the most effective oversight that we could on that. We obviously are doing the best we can, but that is something we need to address.

I am also concerned about the workload on individuals. While we have strengthened the capacity of our oversight function, those officers are also undertaking several other tasks at the same time, like answering Mayor's Questions, they are often providing briefings and information for oversight forums, and so on and so forth. Another risk that I am contemplating at the moment is the London Policing Board (LPB), because that is also going to make further demands on MOPAC, and we need to make sure that we have the resources in place to support that. We have put in place a Shared Service Agreement with the Greater London Authority (GLA), which is coming to the GLA Oversight Committee this afternoon. Therefore, we need to keep capacity under constant review, I think is the answer.

Caroline Russell AM (Chair): A lot of the things that you have mentioned we will be picking up as we go through the meeting, but I am very interested in what you said about the oversight of technology projects. Does that include facial recognition technology, use of?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We do have an officer in MOPAC who is very knowledgeable on live facial recognition and really gets under the skin of that. Therefore, I am less concerned about that than I am about the major technology projects, because there is so much public money going into those projects and there have been delays in the implementation of them, which the MPS is working through. I am not a technology expert; it is quite a difficult skill. There is a lot of demand in the market for those skills and it is quite difficult for us to get the right people in to help on that.

Caroline Russell AM (Chair): I wonder if we should maybe have a briefing on CONNECT and Command and Control, those projects, that would be incredibly helpful so that we understand.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Yes, you maybe want to ask the MPS about that at the next session. They are major delivery programmes, which are now lagging behind in terms of implementation.

Caroline Pidgeon MBE AM: And digital forensics as well, which is part of that I think as well. That whole bag, yes.

Caroline Russell AM (Chair): Indeed, indeed. Are you wanting to come in on this point?

Shaun Bailey AM: Thank you, Chair, sorry. You have talked about capacity, workload on individuals, and needing more. How large do you think your staff team should be, considering it has grown by 123 members since 2016? What would you put as the figure on the size of your staff team?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is difficult to put a figure on it because you need to flex your resources according to your priorities. However, what is important to say is that MOPAC is a small organisation. It has about 290 staff, about 40 of them are in the Violence Reduction Unit, about 25 to 30 of them are in the Directorate of Audit, Risk and Assurance (DARA), who provide the audit and assurance function. The MPS has 44,000 officers and staff. It is quite disproportionate, the comparison. I explained this at a recent meeting with boroughs and I hope Councillor Ian Edwards [Leader of Hillingdon Council] does not mind me reflecting on the surprise, he was very, very surprised when I said that, which made me think that even those partners we work closely with do not understand the scale, and

therefore the capacity, of MOPAC. Therefore, I would not put a precise figure on the numbers because that is quite arbitrary in a way. It is about having the right skills and expertise --

Shaun Bailey AM: But you must -- you must --

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): -- and being able to flex those priorities. The other thing is obviously we are constrained by how much money we have.

Shaun Bailey AM: Yes, but you -- money aside, and we will come to that I suppose, but you are making statements saying that you do not have the capacity, you must have some idea of what you would like that capacity to look like. Of course, your comparison to the size of the MPS is false because the MPS has a significantly different function to you. You are not knocking on people's doors and chasing people down the road in the same way the MPS is.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Of course.

Shaun Bailey AM: So my point is, you know, percentage terms, is it a 5% increase or is it a 205% increase? Where do you see the size of MOPAC going?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I would like to increase our capacity. I have described one area already and we could do more on financial oversight as well. I would like a few more people doing that, but you are constrained by the resource that you have. Obviously, I could make MOPAC much, much bigger, but I also have to be conscious of public money. Therefore, I am not going to put a figure on the number of people that I would like to have. We could answer Mayor's Questions quicker, we could answer correspondence quicker, if we had more people. That is self-evident really.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): All I would say is I think there are three elements to the capacity question. Firstly, what is the overall number that you need, and in all honesty that is how long is a piece of string, because it is all to do with prioritisation and what you decide you want to look at. I would say, at the moment, there is a level of scrutiny going on to the MPS, which is probably unprecedented, and rightly so. That does probably mean that we may need to go to deal with that.

There is a secondary question for me, which is about how do I and others in the organisation make better use of the capacity that we already have? Some of that has been about the work that I have been trying to do. For example, the way it works - and Diana touched on this a little bit earlier - is there is a sort of shared repository where we put all of our insights, which we get, whether that is from speaking to the Crown Prosecution Service and other partners, whether that is just from the work of Insights. We have an oversight analysis meeting, which leads into an oversight co-ordination meeting, then we decide which meetings all of those things go to. We have tried to remove layers of clearance from my team so that you free up people, try to make sure that we are not duplicating at meetings. There is lots of stuff that we can and are doing to try to increase capacity without just raising numbers, if I can put it that way.

Then there is a third element, which I would describe as how do you make better use of external resources in a way that does not require an uplift in headcount within MOPAC? We are the only Police and Crime Commissioner (PCC) where we annually commission His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to do an inspection. We just had the first one of those back last month, which was to do with the sudden deaths and looking at the follow up from Stephen Port. Again, very useful that we did

that, because we had had assurances from the MPS under the previous regime that things had been considerably better. It turns out that was not the case.

We are just in the process of finalising our second annual commission, which should be public, we are doing that fairly soon. It is looking at how can we co-ordinate better with the other oversight bodies, and Diana has been doing a lot of work personally on that to make sure that we are getting more bang for our collective buck in making sure that what [Baroness] Casey talks about as not having the hard levers, that is undoubtedly true, but how can we do that together. That is my answer and it is the elements as to how we are trying to look at the capacity side of things.

Shaun Bailey AM: OK, back to you, Chair.

Caroline Russell AM (Chair): Thank you. Now I understand Assembly Member Duvall very briefly wants to come in.

Len Duvall AM: Very briefly, Chair. Is capacity not more than just physical resources? We could all do with more and sometimes we get them and sometimes we do not. However, is the issue not, with the Casey report about capacity, the capacity for MOPAC about how they use that resource in terms of their scrutiny over the MPS's operations? Do you not accept that in terms of the issue, are you a spectator in policing accountability or are you a participant? I got from the Casey report that you are a bit of a bystander, you have a bit of a pick and mix approach about when you intervened and when you did not. Is the capacity about style and engagement of the people that you are working to have oversight over? Is that not part of the capacity debate as well?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I do not know whether I would call that capacity or style of approach. I totally recognise the question that you are asking, I think it is fair enough. I would not describe myself as a sort of bystander or a spectator in these things, if I am honest with you. I think we have tried to take a different approach. It was very clear when I started that the MPS was not particularly paying a lot of attention to the way in which MOPAC was trying to push forward its work. That is why I suggested, and we did introduce the Oversight Boards. We wrote public letters to the previous regime and we quoted the legislation requiring them to give us data, which was certainly a much more forward-leaning approach than had happened previously.

It is why we do now have an oversight analysis meeting where we try to look at what are the key things, what is going well, what is not going well, and bring that up to strategic level and bring it to force level. It is why I split and recommended, and the Mayor and the DMPC agreed that we split the Oversight Board in two, to make it a Performance and Risk Oversight Board, a Finance, Change and People Oversight Board, so that we had time to bring those together to look at the performance issues. If we identify them, you are then able to take that to Finance Board and look at how any of the budgeting is done on a priority basis. It is not, is the answer. That is something [Sir] Mark [Rowley QPM, Commissioner of Police of the Metropolis] and [Dame] Lynne [Owens, DCB CBE QPM DL, Deputy Commissioner of the Metropolitan Police Service] are looking at. Therefore, I totally accept there is an approach thing that goes with the capacity thing.

There was a question about transparency. Did the letters work? Obviously not well enough, hence the reason that we reviewed that again. [Baroness] Casey said that we should have a LPB and the Mayor has announced that is going to happen. Therefore, there will be continual evolution and improvement. I am never going to sit here and say everything I do and everything we do is perfect, because that is never the case, but I do not think I am a bystander on any of this.

Len Duvall AM: OK. Diana, if we accept, which I think you are going to accept, that more of the same is not working, that you are going to have to do things differently, what has gone wrong with some of the initial changes and approaches that I think Kenny has outlined that went there for Casey to write in the terms that she did, which was not very complimentary about MOPAC?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): What Louise Casey was very clear about was that the significant problem in the relationship was the way that the MPS was very defensive, was not open, was not transparent, and was holding us at arm's length. I would completely support Kenny in saying that we are in no way bystanders and we have made substantial efforts. However, there is a cultural defensiveness, or there was a cultural defensiveness within the MPS, which manifests itself, for example, in issues like data sharing, which we might want to come on to later. Louise described them as closed as a clam; you can take a horse to water, but you cannot make it drink. It is not that we have not been trying and we have achieved many, many things, which I could set out for you, but I know the Chair wants to move on, but I do think that is the key. That was Louise's key finding was the defensiveness of the MPS in their attitude towards MOPAC.

Caroline Russell AM (Chair): Thank you. The dysfunctionality of the relationship with the MPS was the next thing I was going to be coming to anyway and I just wonder what steps MOPAC is taking to fix that. How are you trying to make sure that relationship between the MPS and MOPAC works well?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is obviously the question that we have ourselves been reflecting on, what needs to change? Because the issues that we are addressing are deep-rooted, they stretch back decades in terms of the defensiveness of the relationship between MOPAC and the MPS, or the MPS and MOPAC, I should say. They have happened under several different systems; this is not a recent development, this is culturally embedded. As I have just said, Casey's report made that clear, where the MPS has been defensive and evasive. We are reflecting on that very, very carefully. I think it is worth saying that at a personal level many of the relationships are very good and very positive, including at the leadership level and also, particularly, further down the organisation, if I can use that description. We have many, many good working relationships between officers and Commanders and other colleagues in the MPS.

But MOPAC cannot be defensive. We look at the way that Baroness Casey criticised the MPS and we need to take the learning from that ourselves. We need to reflect on what we need to do differently. We have - I think it is fair to say - agreed with [Sir] Mark [Rowley] and [Dame] Lynne [Owens] right back at the beginning when they were appointed that we would set a new tone and we would work together as collaboratively as possible and we are already seeing evidence of that. We have held multiple meetings with the MPS on the Turnaround Plan [2023-2025: More Trust, Less Crime and High Standards], which we will probably come back to in more detail later. They have been very receptive to our suggestions and we are trying to offer them as much support as possible, particularly with engagement with Londoners. We are drawing in a broader coalition from across City Hall to support that; it is not just a MOPAC thing. We have also been working with [Dr] Debbie Weekes-Bernard [Deputy Mayor for Communities and Social Justice] and other parts of the GLA to support them.

We are seeing incremental improvements, for example, in relation to requests for data sharing. However, I still think obviously the main finding of the Casey report was around the culture of the MPS and the challenge that the senior leadership have, even though I absolutely am convinced by the genuineness of their intention, is that needs to cascade all the way down and through the organisation. That is not going to be quick because there is a kind of cultural resistance to oversight. In some ways it is understandable, nobody likes having

people breathing down their neck the whole time, even though of course they recognise our statutory duties. There are ways that we need to make our interactions with them smoother. It is fair enough for the MPS to say, "You have multiple different officers asking us for the same information", or, "You are asking about the same topics in a range of different places. You are doing it in Oversight Board, you are doing it in bilateral meetings, the Mayor is doing it in bilateral meetings, you are duplicating basically."

Therefore, we need to look at what we are doing as well and streamline our interactions with the MPS. But the cultural defensiveness is going to take longer to break down, no matter what the objectives are of the senior leadership, I think.

Caroline Russell AM (Chair): Do you think that cultural defensiveness, that they are still dealing with that cultural defensiveness, that not all MPS officers have taken on board the Casey findings, and are still resisting?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): If I can just unpick that a bit as I am not saying that the MPS as a whole has not taken on the Casey findings. What I am saying is we are trying to turn an oil tanker around and it is a cliché, but when you have people who have worked in a certain way for multiple years, being asked to change their ways of working takes more than just being told. The senior leadership messages are there and that needs to cascade through every layer of the organisation. Supervision is a really big part of that so that the leaders of the MPS can be satisfied that cultural change is happening. However, it is not going to be quick. That is not just in respect of their relationship with MOPAC; obviously that is the bit that you are asking about, but it is also about the broader and much more concerning findings around institutional racism, misogyny, homophobia, and the rest of it. That is the cultural bit that they really need to challenge and of course they are.

Caroline Russell AM (Chair): One of the things you mentioned just earlier was about data. You will know that I received this week an answer to a Mayor's Question that I submitted last July about the locations of strip searches or more thorough searches with intimate parts exposed of children. Ten months on, the MPS could not even provide the location of a fifth of those strip searches that took place, and they have revised the number of children searched like this in 2021 upwards from 99 to 271. That is nearly three times as many children. The data had not been recorded properly and that led to, given in the answer, 72 hours of officer time spent extracting an answer, and almost a year of delay to provide it.

The Commissioner told me that he felt the power of strip search had been overused and misused. So it is really important that there is good data collected and stored about the use of that very invasive power. Each of those searches represents a child traumatised by a very invasive interaction with the MPS. Do you think this case is an outlier, or in your view are the MPS's data systems simply unfit for purpose?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): There are a number of things there. One, the data systems do need to be improved. There are some basic changes, for example CONNECT is going to bring seven systems into one, but at the moment it is too easy for officers not to complete a field for you to be able to carry on. When did this technology come in about the 1500s, the dropdown where you just have to go and do some stuff like that. I was pretty horrified, I have to confess, when I saw the answer to that Mayor's Question and I did say we need to go back and see, we need to be making sure that there is a dropdown or something that requires them to record the location and that sort of stuff.

The data quality is an issue across the board, in not just the MPS, but across policing and many other organisations as well as a whole. There does need to be a two-pronged approach to it, (1) where people

understand why the data quality is genuinely important, but (2) just practical steps like dropdowns and not being able to move on before certain fields are completed, which are put in place to try and make simple steps towards improving that.

On the specifics of strip search, you will know that now they produce dashboards from this, which is something that we in MOPAC were pushing for them to do, which are now public and hopefully that does mean that there is an imperative for them to get that data right, because it is public and is updated on a quarterly basis I believe, and which will show anything that is about the power of transparency and openness to the data, which again is a theme that Louise Casey picks up in her report. The more data that is out there and the more they are required to produce that regularly, that just adds to the ability of Londoners as a whole to be able to hold them to account for what is happening with the power and ask the questions. Hopefully, it forces the MPS and us as MOPAC, when they are putting that together, to ask those same questions.

Caroline Russell AM (Chair): It also, if the data is recorded properly, it means that the MPS can see how much they are using a power that the Commissioner has said had been overused and misused.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I agree. It is down about 64% roughly year on year.

Caroline Russell AM (Chair): Yes, and that is very welcome, but it is very, very important in terms of trust and confidence that people feel that that data is being collected properly.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I agree entirely.

Caroline Russell AM (Chair): Is there anything else that MOPAC is working on with the MPS to improve the collection and handling of data?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): There is lots of work that we are doing at the moment with the MPS for them to publish dashboards related to complaints and misconduct where I think we would all agree that is a big area of focus, both just in terms of the interim Casey report, but more generally in terms of what the Commissioner talks about, high standards and rooting out the officers that are damaging the integrity of the MPS. We are doing that and we are working, we have a place on their Data Board where we do lots of work with them, both in account of trying to be supportive and make constructive suggestions, but also to hold them to account where we look at all of the work that they are doing on data.

At the moment we are also working with them on the open data strategy. I was discussing this with Darren Scates [Chief Technology Officer, MPS] in the last month about how all of the data, and they have a hell of a lot of data to be fair, on the London Data Store, whether there is stuff that we can jointly push for some sort of search function to sit over the top of that to make it again more accessible for Londoners in terms of all of the data that does go in there. So we are doing a lot.

I took over our Evidence and Insights team initially on a temporary basis last February. Since then, the access to data with the MPS and the data that goes out from the MPS and from us, it has been one of the things I have really worked on. I would say we have seen a noticeable change in the MPS's approach to all of that in the last four or five months, both in terms of our ability to get to stuff, and the approach that they are taking to what is going out and what they are willing to share more openly.

Caroline Russell AM (Chair): Thank you.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Can I just add something, Chair?

Caroline Russell AM (Chair): Yes please.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): My relief at seeing that your Mayor's Question had finally been answered was immediately tempered by seeing that the data had changed and I am very conscious of that. However, I just wanted to add that you will be aware that the MPS outsourced a lot of its transactional functions as a result of austerity and the decision to prioritise officers at the time of the Basic Command Unit (BCU) structure. That took a lot of analytical resource out of BCUs and it is one of the areas MOPAC has been very much encouraging the MPS across a range of issues to bring more external expertise in, and it is another thing that Casey has identified of course. Analysts are one of the cohorts of people that we think they need to bring more expertise in on.

Caroline Russell AM (Chair): Thank you. That is really useful. We will pick that up because we are definitely looking at BCUs and local policing and the lack of analytical resource. We will make sure that we pick that up when we get to that. Assembly Member Duvall, can I bring you in?

Len Duvall AM: Thank you very much. Can you just tell us about your thinking about where Casey describes MOPAC's approach as that you somehow do not quite get tactical oversight rather than strategic oversight and those issues? Currently, what is your thinking about that as you review the Casey report?

Diana Luchford (Chief Executive, Mayor's Office for Policing and Crime): We have already described that we are keeping our oversight structure under review and we have taken that criticism around the tactical versus the strategic. I described some of the internal mechanisms that we are using, including taking a thematic approach to our Oversight Boards, which have been split in two. Therefore, we have one on Finance, Change, and People, we have got one on Performance and Risk, to make sure that we have sufficient time for the important discussions we have. We theme those so that they are more explicitly linked to the four PCP priorities and bring greater focus to key topics such as trust and confidence. That is one of the ways that we are being more strategic.

But I would just like to mention to the Committee also that one of Casey's findings was that the oversight agencies, bodies, collectively do not have the levers required to create the types of changes that other parts of the public sector have arrangements for. The Office for Standards in Education, Children's Services and Skills (Ofsted), for example, has many more powers. My view was that we needed to work more strategically and more collaboratively with the other oversight bodies, like the Independent Office for Police Conduct (IOPC), HMICFRS, and the College of Policing, who we meet bilaterally, and we see each other regularly in lots of MPS forums, but we never come together as a group. I think we might be missing a trick there.

I wrote to the oversight bodies post-Casey and we came together last week for a first meeting to make sure we are harnessing all the knowledge collectively from the oversight bodies, when we, for example, commission HMICFRS thematic reports or whatever it might be, and discussing what our shared priorities are, including cultural change, and how we can become more than the sum of our parts.

Now this work is in its early stages because we have only had one meeting, but we intend to have more, and that could really lift the kind of strategic approach if we are working better as a group of oversight agencies, rather than just as individuals.

Len Duvall AM: Does that answer imply that you are looking at your levers that you do have in terms of using those with your, I do not know, a strategy of tough love with the MPS? Are you looking and reviewing those levers?

Diana Luchford (Chief Executive, Mayor's Office for Policing and Crime): The Mayor --

Len Duvall AM: What you have in terms of oversight of the MPS and what you can do if you are not satisfied with their performance.

Diana Luchford (Chief Executive, Mayor's Office for Policing and Crime): The Mayor has asked us to look at our accountability mechanisms. It is something we are thinking about.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): This is the work that part of my team is doing at the moment, looking at what should be the structures under the LPB and then, combined with that, what are the mechanisms that can be used to help hold the MPS to account. I would say there is a range of views on this, because without hard and fast legislative change there are no direct hard levers. The LPB, there is a pretty hard lever in that the Mayor has made it clear it is going to be held in public. We have gone out to recruitment and we are looking to bring in up to nine people with a range of backgrounds and genuine professional --

Len Duvall AM: I think we are going to go into that later on, but thank you for that as a pre-emptor and that will tee up my colleagues around that, in terms of what ways will MOPAC adapt the London PCP in light of the Casey review and what is your timescales for that. At the same time, can you just ask, just for clarity, between your existing accountability measures, and the new Board, if you think about that, when we come to the Board, maybe you will tell us how we are going to, not avoid duplication, but how they work together in driving the change that we decide? Which is not just about cultural, it is about the performance of the MPS, we should not forget about that. We are not exactly running away in the performance stakes, are we, in the MPS?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): There is quite a lot in that question. I will try my best to be brief, which is not necessarily my greatest quality. But --

Len Duvall AM: Nor me, nor me.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): On the PCP, at the moment obviously it can be revised during the year. There is a requirement to go out to consult and do lots of work. I think at the moment the priority is making sure that the LPB gets set up, that we respond to Casey in the proper way, and that we do all of the work necessary in terms of the evidence gathering and the thinking about stuff to make sure that the next PCP can just follow from the next election in the swiftest way possible.

I look at what Casey has said, I look at what is in our PCP, do I think that the priorities of violence, including violence against women and girls (VAWG), trust and confidence, how victims are treated and how we protect

people from criminal harm and exploitation, are entirely wrong? No, I do not. Do I think that the underpinning of how you have a good police service and how you change the entire culture of that probably would be strengthened if we were to be redrafting that today? Yes, absolutely I do, and I accept that. But I think at the moment, if I go back to the previous questions about the capacity of MOPAC to do stuff, I would rather that capacity was focused on helping the MPS with its reform and setting up the levers that are needed for that.

Brilliant observation about do our performance metrics, and the MPS's performance metrics, and those of the new LPB, and what Casey says, all come together; something which my team is leading on jointly with the new performance function, which has been set up in the MPS so that what we can do, when this comes up for the LPB. What gets lost a little bit, and there is a discussion about the Turnaround Plan and it just being the response to Casey, is it is obviously not just the response to Casey. This came about primarily because the MPS, out of the Engage phase with HMICFRS, it needs to deal with all of the issues identified under the HMICFRS, it needs to identify everything to do with Casey, and it also needs to keep flying the plane while they rebuild it at the same time. So, absolutely they need to come up with a performance stream that takes from everything that there is and is going to be something which I can see stands the test of time over the next three, four, five years and is something that, not only we recognise, that Londoners recognise, but that the MPS will also recognise so that they do not hold that at arm's length but are as invested in that as we are.

Len Duvall AM: Given I think we have alluded, look, you are telling us there is some green shoots here developing and we can see some changes already occurring in the relationship and the development of plans. The issue that [Baroness] Casey found was that the MPS did not really take, let us take an example, like the DARA, the internal audit risk issues and their attitude towards being presented with evidence-based material and equally dismissing that. The trouble is that problem, as Diana said, along with many, has been going on for years now. Has that changed now? Can you tell the Committee that no longer happens and there is a different sort of phoenix from the flames coming from the MPS about some of those issues? Because it seems to me a quick win for MOPAC in this relationship with the MPS.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We are seeing green shoots, we welcome those and we hope that they are going to bloom. In particular there has been some strides on data sharing, I would say. The tension with regard to data sharing was predominantly around targeted research analytics with a particular example around body-worn video research where we have been trying to obtain information about that for a number of years. We have recently held really constructive sessions on that and have been encouraged by the response. We now only have three outstanding long-term data requests with the MPS, which is positive.

On DARA, I would characterise the situation there as a kind of microcosm of the cultural resistance that exists. It is a prime example of where DARA findings have not been taken seriously. More importantly, because they have not been taken seriously, it has resulted in strategic issues. Because individual recommendations have not been acted upon, that has resulted in strategic issues being missed. It is a bit soon to say whether that is changing, but there are some things that are happening, which I hope will impact that. I personally reinforced with the Deputy Commissioner the importance of taking the DARA work seriously, which she absolutely acknowledges. I also was determined that she should be involved in the appointment of the new Audit Panel Chair because the Joint Audit Panel has been relentless in pressing the MPS to respond more promptly to recommendations.

However, the outgoing Chair was extremely frustrated by the resistance that the Audit Panel encountered, particularly around issues such as the continuity of people dealing with particular issues and the same person

turning up to Audit Panel meetings over a period of time so that the Audit Panel could assess progress. If you are always going back to square one with somebody it is not easy. Therefore, I know that she was really frustrated about that. She and the Audit Panel members did their very best, but we have an opportunity now to reset with the new Audit Panel Chair, therefore I wanted to buy the Deputy Commissioner in to who that person was, feel that was somebody that she could work with. We have now appointed Jane Scott and the Deputy Commissioner was on the panel. Jane is looking into and thinking about establishing a new framework for the Audit Panel to support the reform of the MPS, but also to enable really effective challenge.

I think there is progress being made, but Rome was not built in a day. I just do not think we can pretend, in respect of anything that we are discussing today, that this is going to be quick. It should not be quick. The MPS has to take the time to get this right because the Casey report found many things that the Macpherson Report [The Stephen Lawrence Inquiry, 1999] found, which you could even go back to the Scarman Report [The Brixton Disorders, 10-12 April 1981], some of the themes are the same. It has been decades. It is not going to be resolved in a week, but we are seeing green shoots.

Kenny sits on the Risk and Assurance Board. I do not know whether you want to add anything?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): All I would point out is that it is not a case of in the MPS not listening to MOPAC with DARA, because, while DARA are hosted in MOPAC, they are the MPS's own internal audit as well. Therefore, I do think it is very, very important. Having sat on the Risk and Assurance Board previously, I did see examples where, when reports were being presented, they got into various debates about what different levels of assurance meant rather than just simply accepting what level had been given and talking about the substance. Then the themes that came out continually - and I do not think they will object to me saying this - was one about how the MPS governs itself and manages itself across the piece. All I would say is that I know that both the Commissioner and the Deputy Commissioner have been actively looking at the new governance structure. I hope that is, as Diana says, a green shoot in response to what they have heard from some of the reports from DARA.

Len Duvall AM: Chair, there is a role for this Committee to help, I think, and support you in the internal audit work and making sure that we receive some of those issues. The reason why I say it is because it is based on evidence-based work. There is an issue of where internally where organisations, operational meets financial controls, and issues of where what the hierarchy and what drives change. If we cannot get the basics right and be satisfied with that, then what hope have we got about some of the other aspects that we are working on? I do accept that some issues will take time or will be continuous, but there should be some quick wins here if the MPS is saying what they are saying.

Chair, I have one final question, which is about transparency. Tell us about MOPAC and some of the issues and I think you allude to in your contributions around your own transparency of oversight? For example, making more information available about the Oversight Boards. Tell us, can you share your thinking with the Committee around that issue?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We have done a lot to increase our transparency and the MOPAC website has been - I would like to say - revolutionised. Maybe I should just say that it seems like it is an easy thing to do to put information on a website. I absolutely recognise the need for the scrutiny that you do to be based on information that we provide. We have discussed the fact that minutes and agendas of our Oversight Boards and the London Crime Reduction Board (LCRB) Sub-Boards as well have been behind the curve. I have taken steps to address that, as I hope you will have observed.

But it is not that simple, because there are quite a lot of rules around accessibility of information on websites, which means that they have to be formatted in a particular way, which takes a lot of officer time, you need people with training, you need Adobe licences. Believe me, it is quite complicated, it is much more complicated to put something on a website than you might think. I am not making excuses, but there are reasons. As I say, these people that are doing that are also doing the oversight of the MPS, they are answering Mayor's Questions, therefore we do what we can.

We have also done a lot to increase transparency for Londoners as well; that is the other key thing. Our data dashboards, which I hope you have also seen on the website, have been redesigned and are much more accessible. That was one of our key objectives over the past year was to increase that transparency so that Londoners can have a better understanding of the work we do.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I think we are coming on to LPB later. Obviously, that is going to be held in public, which is a big change.

Caroline Russell AM (Chair): Yes, we are coming on to that later --

Len Duvall AM: I mean can you, I mean in the spirit of that transparency, so you have recently had the Finance, Change, and People Oversight Board held in March, and the Casey and Turnaround Plans were discussed. Now of course there are some conversations that should remain confidential, but of course the inference should be that more of it should be shared out in an open and transparent way. Therefore, can you give us an insight of what those conversations look like at that meeting that took place in March?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): At the meeting in March, what we were doing was looking at the progress that the MPS had made on revising the Turnaround Plan in the light of Casey. That is work in progress because obviously they are doing a big engagement process on that, which we probably should talk about as well. They have identified various areas where they need to strengthen the Turnaround Plan. We have identified areas, you have identified areas, therefore that is what we were focusing on there. There is something there about showing the workings, if you see what I mean, it is more about when we get to the point where the Turnaround Plan is finally agreed and published --

Caroline Russell AM (Chair): Can I just interrupt, we are coming to the Turnaround Plan later, Assembly Member Duvall, we should possibly leave it so that people --

Len Duvall AM: Can I then, just seek some clarity about, there is something in me that says, look, you got off lightly on the Casey review, you are not being reviewed, you have not reviewed your organisation, but you tell me there are elements that you are reviewing yourselves. Now, Diana, when you first arrived as Chief Executive, you introduced a review and you did a review there. Do you not think that you should be offering yourself up for that review and some external look at yourself, not us doing it, I am not making a pitch for this Committee to do that, but do you not think that you should be doing that given that all levels, we in ourselves here in this Committee have decided to look at this year's work and we will be looking at how we interact with you and yourselves. Casey did not say that you needed to review yourself, but it is almost crying out for it as you read the report. What did you think about that and why did you not come to that view?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I have described the ways in which we have been internally reflecting and we do continue to do that. To be completely candid with you, I have described the pressure that the organisation is experiencing in terms of delivering, helping the MPS to

reform, and I would be reluctant to distract the whole organisation with a full-scale review, whether that was being done by an external body or whether that was being done internally. If it was being done by an external body, there would be legitimate demands for papers and interviews and all of this sort of thing, and that takes up masses of time. Ultimately, would it be worth it? It might be. It is really for other people to say whether they would wish to externally review us. Internally, we are reflecting all the time and I have described the ways that we are doing that, but I do not want to disrupt an organisation, which I want to be motivated to focus on the core issues for London by conducting an internal review, which I think people would find potentially threatening. It is really important, the wellbeing of the staff in MOPAC is a major contributor to delivery, to be honest, therefore I am not minded at this point to undertake a review.

Len Duvall AM: OK, thank you for your answers.

Caroline Russell AM (Chair): Thank you. Now I am going to bring in Assembly Member Hall briefly on this first section.

Susan Hall AM (Deputy Chairman): I am just going to very quickly say this, I understand you are trying to manage expectations with the MPS and how long it is going to take. As you know, I am very supportive of the MPS, but we have to get trust and confidence back up in our police as a matter of absolute urgency. We are all very, very disappointed that, as the major overseeing body which costs nearly £100 million, we have not picked up some of these things before. I am going to leave it there for time's sake, but we must get hits along the way that show that the MPS are improving and as quickly as possible. We cannot keep saying it is going to take forever because, quite frankly, the trust and confidence is vital for every one of us going forward. I will leave it there.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Just to say, we absolutely agree with you in terms of getting trust and confidence being absolutely vital. We also agree that we need to have some quick wins, which I think were referred to before. I do think that frontline policing is the area where best-ever neighbourhood policing is the mantra that the MPS has and that is where it is going to need to demonstrate progress.

There are review points in the Casey review, as you know, a two-year review point, a five-year review point, and we will want to be able to see real change there. One of the measures of that will be the impact on trust and confidence.

Caroline Russell AM (Chair): Thank you. I think we can all agree that the importance of trust and confidence is absolutely essential for effective policing. I am going to bring in Assembly Member Bailey to take our next questions.

Shaun Bailey AM: Thank you, Chair. As I say, I have a slight addition, I just want to pick up where my colleague Assembly Member Duvall left off. I believe MOPAC does need some kind of outside scrutiny, I really do, and you talk about the safety of Londoners, which is even above the morale of your staff, except for you, that is a very important thing. I am disappointed that will not happen, because of course you overlook nearly £100 million in income and many of the things that are wrong with the MPS are decades old and were not pointed out by you and certainly not vociferously enough. When I say you, I mean the organisation. Therefore, I think that would go a long way to aid us in solving some of the problems that MOPAC has. Too much of conversation this morning has been about the MPS. This is about you and your organisation, not the MPS, at least in my head. With that in mind, I want to start by asking are you confident that MOPAC is

ensuring effective oversight of the MPS's response to the HMICFRS Engage process and what evidence do you have to support this?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I am satisfied that we are overseeing the MPS's response to Engage. But we should not see that as divisible from the broader reform that the MPS needs to do. The response to Casey, the Turnaround Plan, getting out of Engage, they are basically part of the same problem. Therefore, the oversight arrangements that I have described in terms of our Oversight Boards are where we scrutinise the MPS's progress in delivering the transformation, which will be needed to get out of Engage. That will also contribute to the thematic objectives of the Turnaround Plan in terms of better support for victims, better frontline policing, and a range of other issues.

For example, our Oversight Board in April, we raised the issue of the quality of service that victims receive from the MPS after reporting a crime. That is not the only forum in which we hold them to account in relation to Engage. We also do so through the regular bilateral meetings and of course the ultimate responsibility for monitoring the MPS's progress on Engage lies with HMICFRS, who conduct meetings that are called Policing Performance Oversight Group (PPOG), which the Mayor, the Commissioner, and the DMPC go to regularly. There are various ways that we are supporting the MPS to exit Engage as soon as possible.

Shaun Bailey AM: Can I ask you a much more simple question? What will you do differently if that process is going awry as far as you can see? The comment has been made this morning about being a passenger observer and for me that rings alarm bells because it seems that there is some truth in that. What will you do differently? How does the public sit at home and say, "OK, the MPS is in special measures, MOPAC is aiding it in that process, what is MOPAC going to do differently?" Of course, the MPS arrived in special measures with your supervision, and your supervision to a bystander might not be worth that much unless you can demonstrate that something different is going to happen.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Obviously we have provided investment in a number of the areas, for example to improve the MPS Command and Control Centres (Met CC), and we are satisfied with the progress that is being made across that issue. The percentage of 999 calls being answered has gone up and we have seen sanction detections go up. We are seeing progress and we will keep that under review, and we will continue to scrutinise and support and challenge. One of the ways that we will do that is by continuing to encourage them to bring in external expertise in the areas that are deficient. This is something that Casey picked up on and it is something that we continue to have concerns about, that they might benefit from other organisations that have been successful in doing particular things, providing that knowledge and learning to the MPS. That is something that we do want to do differently and that we want to see bear fruit.

Shaun Bailey AM: Have you suggested this to the MPS?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Regularly.

Shaun Bailey AM: Have you told it who it could be using as an outside support?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We have certainly suggested, in terms of workforce planning, that it talks to the Army, for example. Yes, we have done that in practical terms; it is one of the things that we do regularly at the Turnaround Board. Obviously, we want to support the MPS to get out of Engage and as I say, we have done that through investment. We also need to

make sure that we challenge as well, and we will keep that under review. Kenny, is there anything that you want to add, because you are quite close to the Engage process?

Shaun Bailey AM: Before you answer, the question is what will you do differently. It is very easy to sit here and give warm words. I am not a fan of the warm words because the warm words got us to this position. What will you do differently and what will you do if encouragement is not enough?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime):

What we are doing, not just what we want to do, what are currently doing is that I recently chaired three workshops with the MPS in terms of its Turnaround Plan where it was at Assistant Commissioner level. We looked at culture and standards, we looked at VAWG and children and then we looked and strongest ever neighbourhood policing to bring together people from Violence Reduction Unit, City Hall, us and the MPS to start looking at what we thought needed to be changed. The MPS, to be fair, was very receptive to that.

We then followed that back up with a seminar with the MPS, a direct one with the Deputy Mayor and the Commissioner and others there and we were doing other stuff. We are doing lots around that. We are looking at how, through evidence and insights, we can make sure that the workplan that is developed is now done in a much more joint way with the MPS, because one of the historical problems has been that the MPS has not been open to receiving to what we have found in MOPAC. Therefore, we are now taking very actively a different way to make sure that --

Shaun Bailey AM: Sorry to interrupt you, Kenny. That is my point entirely. We fully know and accept that the MPS has not been the most welcoming partners. However, what will you do --

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): That is just what I am explaining to you, Assembly Member Bailey.

Shaun Bailey AM: I would like to hear from Diana as well when they do not -- let me rephrase it, if encouragement is not enough? That is what I want to know.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I start as an optimist that it will. If it does not, I am open to suggestions. The Mayor has made it clear to the Commissioner that there will be times when he needs to speak out about things when he sees things going wrong. We have the opportunity of writing public letters. Again, as Louise Casey found, we do not have hard levers. We have tried all sorts of different approaches in the past. It will depend very much on the circumstances what approach we will take. I know that you will think that that is me not giving you an answer, but I find it difficult, sitting here and having reflected on this quite a lot, to see exactly what other options are directly available in that way.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is quite difficult to say what we would do differently until we know what the actual problem is that we need to tackle. We are using the levers that we have available. In particular, one of the valuable things that we have done is that we have reached out to other PCCs who have been through the Engage process with their own Force area to see what we can learn in terms of our oversight of the MPS. What is the learning from those Forces? That has been very informative. MOPAC as an organisation needs to be open to a broader range of evidence, not just nationally but internationally if necessary, because some of the success factors, like from the Greater Manchester Police -- there is a particular one about being sure that you focus on the root causes of what the problems, as a result of which the MPS has done a root-cause analysis now, on the back of Casey, which is

contributing to the Turnaround Plan and being realistic about how long it is going to take to get out of Engage, recognising that the right leadership top to bottom and the right supervision is absolutely key. These are some of the findings that Greater Manchester has and that is valuable learning for us. Something that we do need to do differently is to learn more from where there has been success in other places.

Shaun Bailey AM: I am going to move on, because I can feel the Chair. I say that because I am a little bit dissatisfied with the answers, because I feel that you have a history with the MPS. The MPS has its problems, fine, they are being dealt with or not. I do not sense much of a change in you as an organisation to deal with your internal problems and your interface with the MPS.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I think that that is unjustified and I have given you -- if you have suggestions as to how we should do things differently, I am genuinely open to them. It is the function of the [Police and Crime] Committee, one of your terms of reference, to work in support of MOPAC, which of course you do, which is why I am genuinely very interested if you have other suggestions. This is part of me taking learning, so, please.

Shaun Bailey AM: Please, the suggestions will come. This is not the arena.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Please, you know.

Shaun Bailey AM: If we talk about culture, you have to have a culture where you will face the MPS a bit more and not be so accepting when it does not give you what you want.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We have not been accepting.

Shaun Bailey AM: Your history and the fact that we are at this point would suggest otherwise.

Caroline Russell AM (Chair): Assembly Member Bailey, you are making quite a lot of assertions here.

Shaun Bailey AM: I am just asking the questions. I am being told things and I am responding to those things. Let me move on to the next question but I really want people to know that that is where I stand.

What progress has been made by the MPS under the Engage process and do you expect -- when do you expect them to come out of the enhanced monitoring?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I have described some of the progress that has been made, including increasing the percentage of 999 calls that are answered in under ten seconds. That has gone from 59% to 70% in the past nine months. That is a valuable service to Londoners and to victims. There has been an increase in the sanction detection rate for rape. It is still very low and I am not trumpeting this too much, but it has gone from 4.2% to 7%. That is moving in the right direction. Obviously the MPS has launched the new Anti-Corruption and Abuse Command (ACAC). It has launched an anonymous hotline; there has been a 95% increase in misconduct cases completed. There are various ways in which the MPS is demonstrating progress and we welcome those.

In terms of when the MPS comes out of Engage, I do not want to predict that, partly because it is the decision of HMICFRS, but because it would be dangerous to then be held to that later.

Shaun Bailey AM: I accept that you cannot say - I accept that. Let me --

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It would be legitimate in terms of the two-year review point that Casey identified as being an opportunity for us to see what progress has been made. It would be legitimate for the MPS exiting Engage to be seen as a measure of success at that point. However, I am not saying that that is what I expect to happen. I am not being predictive, but I think that that would be fair.

Shaun Bailey AM: I accept that; your answer is fine on that. Can I ask a very simple question? Who in your organisation is leading on the Engage work?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): My friend here [Kenny Bowie].

Shaun Bailey AM: Have you asked HMICFRS if it could better hold the MPS to account? Have you asked that direct question?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Yes.

Shaun Bailey AM: What does it say?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): We have done a lot of work with all of HMICFRS, with the College [of Policing] and with others looking at how we can all do this work. It was Sophie Linden [DPMC] and the Mayor who had directly spoken to Andy Cooke, [QPM DL] who is His Majesty's Chief Inspector of Constabulary about how all of this works. We are now moving towards all of this. Therefore, it is about what has been said: about lifting up strategic, making sure that it looks at the root-cause analysis and making sure that we focus on this stuff, rather than just ticking off the measures, that we are focusing on the stuff that is going to make long-lasting change, which is a very different approach. Staying on top of things and making sure that new reports or new officers come in that they get embedded into the existing work rather than being seen as a separate bit of work, so that it is all embedded across the piece. Then we will be bringing the LPB, which obviously will help to do all of that. That is broadly speaking what we have been told.

Shaun Bailey AM: Has MOPAC learnt anything from its engagement with the Engage process that can better inform your own analysis, your own scrutiny of the MPS?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Yes, of course. We went up and spoke to Manchester about it there. It was considered to have done extremely well to have got out of the Engage process after just two years, which is seen as very good. If you are looking at a barometer, that is a barometer for you.

Shaun Bailey AM: Thank you.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): It spoke to us about a couple of things, which has helped us to inform. When it was looking at their Command and Control and its answering systems, it talked to us about the need to overstaff in those areas for the MPS so that the MPS could maintain the service while it was transforming the services. That again is very useful to us because otherwise you may just look at stuff and not understand why X, Y and Z is happening.

Another thing that they said to us was about the need not just to focus on the immediacy of a problem, not just the build of it but also the run side versus sustainability of what is coming through. That is something that we knew as well but it did say to us that that was one of what they had seen as being the key things when HMICFRS first were looking at oversight that it thought was helpful in helping it to exit the Engage phase. We have done that.

Shaun Bailey AM: I go back to my question about resource. We have had a lot of conversations and it is not just about money, but, again, it is nearly £100 million in public money. Do you have a plan that will increase your effectiveness and where you put that resource in moving the MPS forward? Do you as a lead on this?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Yes. Well, this is going to sound very public servant, but I have a plan for a plan. This will depend. The way that the MPS is planning to get out of Engage, the road map to this is the Turnaround Plan. At the moment we have a work programme that is helping to oversee the development of that once the Turnaround Plan is set and where they move the headings and how different stuff goes on with that. We will then align our oversight with that. At the moment we have leads on each of what is called its mandates, which is a mixture of a project initiation document and some action plans and stuff that they use to run their programmes. We have leads of each of them who then come together and feed into it. Therefore, yes, there is a plan and I am very happy to talk to you separately and take you through stuff in more detail.

Shaun Bailey AM: Yes, we will have to do it separately because the Chair is getting a bit fidgety. Back to you, Chair.

Caroline Russell AM (Chair): Thank you very much. I am going to briefly bring in Assembly Member Clarke.

Anne Clarke AM: Good morning, everyone. I want to come back a bit on victim satisfaction, because that was part of the HMICFRS report [Police Effectiveness, Efficiency and Legitimacy report]. According to your most recent quarterly report, it seems that overall victim satisfaction is at an historic low, which is clearly not a good place to be. However, it is particularly bad with telephone and online reporting. Could you update the Committee on how MOPAC is overseeing the MPS in this area and what improvements?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Yes. For example, one of the things that we done previously with MOPAC support was around a randomised control trial over call-backs within the Telephone Digital Investigation Unit (TDIU), which saw victim satisfaction in the areas that were done uplifted by something ridiculous like 45 percentage points as a whole. We then pushed for that to be implemented within the MPS. It said that it was done. That was one of the big things that we thought would make a difference in this area and that was brought in. We then waited until the second quarter, we reviewed performance and we saw that it had not led to an increase. We then sent on our evidence and insights team that had helped run the programme to look at exactly why that was the case. It turns out that programme fidelity, which is a fancy way of saying implementation, the way that it had been implemented, was not the way in which the randomised control trial had been set out, for example the use of scripts, the use of three-times call-backs as opposed to a one-time call-back if somebody does not answer.

I raised that directly with Assistant Commissioner Matt Twist and that has been subsequently raised as well with the Deputy Commissioner and others. I believe that steps have now been taken to remedy that. That links into other work that the MPS is doing and which I very, very much welcome, for the Commissioner and Deputy Commissioner to set up a sort of assurance unit to make sure that stuff like that does not happen so

that you do have assurance - that is what an Assurance Unit would do – the confidence that initiatives like that, which genuinely do show a lot of promise -- we now see the randomised control trial as the gold standard of how you want to do stuff. It is showing that level of increase. We know that TDIU historically tracks lower than the user satisfaction survey for in-person stuff anyway. It is the sort of stuff that is a no brainer, so it is important that it does get implemented properly. We have done quite a bit of work on that.

Anne Clarke AM: Just to clarify, you had a randomised call-back --

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): A randomised control trial, where what would happen was that for a small cohort of things at that time there had historically not been calls back to the individuals who had reported via telephone or online. They would then get a call back. If there was no response, they would get up to three efforts to reach them. There would then be a script that was then used to talk about it. This is published in the *Cambridge Journal of Criminology*, so we can send you stuff. When that was implemented, it was not implemented in the same way, where it was implemented only with one call back and without a script, as far as we could see. We raised that at very senior levels, and I understand that action has been taken to make sure that that is remedied.

Anne Clarke AM: It seems like you had a good system that was trialled and then not implemented in the way that it was trialled and now we are waiting for the implementation of what proves successful in your trial.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Yes.

Anne Clarke AM: How long will we be waiting for that?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): It should have been remedied now. We will be monitoring. It is probably a bit late for -- where are we at the moment? We are in May. The first full quarter of it being remedied will be the Quarter Two figures, but what we are trying to look at and what we will try to look at is whether we see an uplift in the month-on-month figures. The difficulty with looking at the month-on-month figures as opposed to quarterly figures are that you see much more random fluctuations in that because it is a much smaller control total that you are judging it against. However, we will look at that and hope that we see some great assurance there.

Anne Clarke AM: OK. I am going to write to you for further information because I am getting the eye of the Chair, who clearly wants to move things on. Thank you.

Caroline Russell AM (Chair): My powerful eyes. Just before we move on entirely from Engage, I want to ask about the information that this Committee can have about the process on the Engage process. We have not had much in the way of access to papers or briefings on the Engage process. There was a request, which the Mayor previously refused, for a quarterly update and there has been limited information over the last six months in the minutes of formal Oversight Board papers. Would it be possible to provide a quarterly informal briefing for the Committee following the Board meeting, or a quarterly written update from the Deputy Mayor on progress on Engage?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is all a bit under wraps in a way and that is deliberate on the part of HMICFRS. The PPOG meetings are closed sessions and they do not discuss publicly the outputs of those. We need to be conscious of that when we are considering what information we might share. Might we be able to provide something there, Kenny?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I spoke to Helen, who is the Executive Director [for Assembly Secretariat] in charge of the Committee and said that we are currently reviewing any and asked what sort of data packs she will produce on a monthly and quarterly basis. I am very happy to come in and speak to you about what sort of data and what sort of stuff you would find useful in that regard and see how we can tweak whatever we are doing in a way that is most useful to all of you as well.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We are keen to provide that, it is just that we are officially a bit limited in what we can share.

Caroline Russell AM (Chair): Of course, I absolutely understand. Let's explore that possibility and see what information we could have. It would help us with our understanding of the Engage process.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Absolutely, and on other issues. As you know, we are very happy to offer informal briefings or visit or whatever else might be of value to you and your support team to help your scrutiny process.

Caroline Russell AM (Chair): Thank you very much for that. We are going to move on to talk about the Turnaround Board and I am moving to Assembly Member Pidgeon.

Caroline Pidgeon MBE AM: Thank you very much. You have already touched on some of this this morning and the Turnaround Plan you described as a roadmap out of Engage. That is quite interesting. All of this is so interconnected, is it not, let's be honest, and you are going to have to merge all your processes and oversight and so on to tick all of these things. The draft Turnaround Plan that we saw, what was your initial thinking and assessment of that and what feedback and what differences have you asked to see in the final Plan?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): The first thing to say on the Turnaround Plan is that the MPS needs to get this right and we are not rushing it to publish it. It is important that it takes the time to respond to the consultation and also to test what the final Plan is going to say, with Londoners. If this lands badly with Londoners, it is not going to drive up trust and confidence, which is exactly what we need to happen, therefore, we are not rushing it. Having said that, there is also obviously a tension with not publishing something fairly soon in response to Casey, because it wants to demonstrate progress. There is a bit of internal tension there, but we are trying to work through that.

As Kenny has said, we have hosted a number of sessions with it on its latest thinking regarding changes in the Turnaround Plan and there are a number of areas that we think need strengthening. On a general level, it needs to be clear about how each of the Casey recommendations are going to be delivered. The MPS has done a massive exercise and it is a humongous task to bring together the Casey recommendations with things that are in Casey but are not recommendations, if you see what I mean. There are quite a lot of things within the Casey report that were not translated into recommendations but are still important, like over reliance on overtime, things like freezers, which got a huge amount of attention but were not the subject of a recommendation. Initiative-itis; there is a whole bundle of things. Those implicit recommendations, if you like, it has also considered.

It has also pulled together 300 other commitments and recommendations from other reviews. DARA reviews, I am pleased to say, feature among those, so do recommendations from the [Lord Toby] Harris Review, from the IOPC, from MOPAC, for HMICFRS, from the Ethics Panel. It has pulled all of that together and it has been trying to pull that all into themes for the plan. This is an ocean-boiling exercise; there is a mammoth amount

of stuff to bring together. We think that it needs to pull out some clear deliverables from all of that. It needs to have clarity on what success is going to look like and we want a clear focus on culture, cultural reform. We have touched on culture, but we want some granularity about how cultural reform is going to be achieved. There are clearly the issues around institutional discrimination, which is closely linked to cultural reform, but we need the plan to explicitly set out how it intends to tackle those. We want clarity on leadership training, on women and children, the proposed children strategy. There is a proposal in there for a stop and search charter and more detail on how they are going to bring community, bring Londoners, more closely into the development and the implementation of the plan. Those are some of the areas and some of those chime with the areas that the Committee has also written to the MPS about.

Caroline Pidgeon MBE AM: That is huge.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Yes, it is.

Caroline Pidgeon MBE AM: I presume the [Daniel] Morgan [Independent] Panel report's recommendations are also being brought in, on countercorruption?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Yes, I am sure that they have, yes, yes, yes.

Caroline Pidgeon MBE AM: The issue I have - and Louise Casey mentions this in her report - that the MPS is very good at doing a plan in response to this, because that is easy. It is action orientated: "We need to change this, we need to put another person in here, we do this, then we have ticked the box and delivered it." However, how do you get that genuine change in approach and the culture? I do not think that the leadership has that yet, I do not think that anyone has the right answer to that. You said about getting more granularity and so on in the culture; is that one of the main concerns that you have? It can do a big tick-box and grid a plan to deliver that, but that is still not going to change the MPS.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Yes, culture is absolutely front and centre. The other thing that we need to remember is that Casey identified optimism bias as being an issue within the MPS. We have to check it all the time: is it being over-optimistic, is this realistic, how is that going to be delivered? We do not want to set it up to fail again. That is the challenge.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): The approach that the MPS has taken to this as a whole, bringing together all of the recommendations, trying to look at that together, trying to look at the themes that run through each of that and bring them out. This may not be much of an endorsement, but I think that that is the right way of going about it.

Caroline Pidgeon MBE AM: It is the process, though.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): It is and it is not. The process previously would have been to take each of those individually and do some little initiative that would mean that it could tick stuff off and then it would go away, whereas at the moment it is not looking at -- there might a group of, say, ten or 15 HMICFRS recommendations and if you look at the underlying case of it, it is not that this bit did not work, it is just that supervisory issues as a whole were wrong. That is what we are trying to fix and then all the sub things. That is a very different way of it thinking about it.

On the specifics of the culture point, I would say that culture cannot just be seen as a standalone element of the plan. Culture is something that has to infuse every single bit of it. The trick for the MPS will be that it talks about the MPS values in the Turnaround Plan and it has been reviewing all of them. It is how do you get those values to genuinely be embedded throughout the MPS in the way that it runs things and what are the appropriate steps that it can take to do that without it becoming initiative-itis. That is what we have said to the MPS that we want to see. To be fair, that is what the MPS wants to see but it is a difficult thing to actually do.

Caroline Pidgeon MBE AM: It is, it is huge.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): That is where we are at. I think that it is going about it the right way. How you infuse that culture throughout everything and how it comes out in the values can be seen in each one of the sections of the plan and how that then underpins delivery and how that underpins the way that the MPS runs itself is key to how the cultural change happens.

Caroline Pidgeon MBE AM: The final Turnaround Plan is going to look quite different in some ways to the high-level document that it puts out, inevitably.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): That is question for the Commissioner or Deputy Commissioner but I would expect that there will be substantial changes, but it has gone out and done a lot of engagement, it has had a lot of feedback, it has had the Casey report. In the interim I do not think that it can or will look the same.

Caroline Pidgeon MBE AM: Your PCP - I know you touched on that earlier - that will therefore then need to be revisited at some point, presumably after next May?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Exactly.

Caroline Pidgeon MBE AM: That is fine, that is all clear. Do you have a timescale for this Turnaround Plan?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): There is a broad timescale. I know that Sir Mark Rowley is keen to demonstrate progress and of course he will have been in post by a year by September [2023]. It is his ambition -- not wanting to speak for him but he would not mind me saying that it is his ambition to get the revised Plan out before the summer recess.

Caroline Pidgeon MBE AM: That is what they are working to, that makes perfect sense. The Turnaround Board itself, looking at a structure here, was established to challenge the draft Turnaround Plan. Presumably you have been having workshops and doing all this. How many times has that body met and will it, once the Plan is published, be superseded by new structures that you are about to get into?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is a good question about the future of the Turnaround Board. Let me talk about how often it has met. It kicked off in September last year [2022] and has met five times, I think, since then. We had a so-called extraordinary meeting, as in it was not in the normal course of meetings, last week specifically to allow the Board to look at where the Turnaround Plan has got to and the response to that.

I know that Sir Mark is keen for the Turnaround Board to continue its existence after the LPB is set up. I am candid with him about this, that we will have to think about whether that makes sense and how the two dock together as part of the broader future governance framework. I absolutely understand why Sir Mark wants to have the Turnaround Board now. It has value and I get that. It is just a lot of the same people at the same meetings. Will it survive contact with the new reality? I do not know.

Caroline Pidgeon MBE AM: We will come on to the Board. Someone else is going to ask that and then I am going come back in because I want to continue this conversation. Thank you.

Caroline Russell AM (Chair): Thank you, Assembly Member Pidgeon. Assembly Member Devenish, you are going to ask a question about the LPB.

Tony Devenish AM: Thank you, Chair. I think I am the cheese in the sandwich here. When do we expect the LPB to be established and who specifically will sit on the Board, please?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): You may have seen that yesterday the recruitment campaign for the LPB was launched, which is perhaps something else we can touch on because it is an area that we are looking for your support on. We now have to go through the process of identifying and then appointing the members; we will then need to do due diligence on those members. Those members will then need to be vetted because they will have access to information about the MPS. That is going to take time, but our ambition is for the first meeting of the LPB to take place in the autumn [2023].

Tony Devenish AM: Thank you. I will pick Assembly Member Bailey's excellent point, because this Board is so important. How is the Board going to both bond and be a diverse range of experts reflective of the diverse population and experiences and how is it going to make you make the change that we all know needs to be made. I do accept that it is difficult to say what the future is going to be, but it is the biggest question that we have.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): One of the ways that it will demonstrate change is that it will be held in public. It will provide greater transparency for Londoners of the oversight of the MPS. I alluded earlier to the fact that the consultation on the PCP demonstrated that Londoners do not understand how oversight is discharged. This Board will be broadly but not precisely modelled on the Transport for London (TfL) Board. There are different statutory frameworks so it will not be exactly the same, but it will be the same in the sense that it will be in public and people will be able to see the system in action.

Tony Devenish AM: Can I pick you up on that? You have slightly contradicted yourself there. I am sad enough that I watch TfL Board meetings. Parts of them are public but a lot of it, frankly the vast majority of it, is not. I am sure that Caroline is nerdish like me and watches them as well. The reality is that 90% of the meetings are not public. Would you like to reflect on that answer?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Yes, it is a fair point because there may be aspects of the discussions that it may not be appropriate to ventilate in public. However, the principle is that the Board will provide more transparency for Londoners, and making as much of it public as it is reasonable to do so will contribute to that. However, I want to be frank with the Committee. We are in the foothills of designing the LPB and understanding exactly how it is going to operate. We will have more to say about this due course when it is more developed.

Tony Devenish AM: One final question before I ask that. You are saying autumn [2023]. Bearing in mind that it is now May, are you really saying autumn?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I am saying autumn, subject to the constraints that I have described. Vetting, for example, takes quite a long time. Even if we can prioritise these members -- understandably the MPS is prioritising officers because it also has separate challenges in relation to officer recruitment. I just cannot give a guarantee, but that is very much what we are aiming for because we need to get this up and running so that we can demonstrate progress and effective oversight.

I did not answer your question about the diversity of the Board members and this is important, so do you mind if we pause on that for a moment?

Tony Devenish AM: Yes, please.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is obviously really, really critical that the Board looks like London, basically, and reflects the diversity of our communities. We need to get the right people applying. We have appointed an executive search company, GatenbySanderson, whose website the details are on. It has a good track record in attracting diverse candidates. It did a good job for us on the External Reference Group (ERG), which is one of the reasons that we have appointed it. We are using multiple channels to attract a diverse range of candidates. As well as *The Guardian* and *The Sunday Time*, we will also be advertising in *The Municipal Journal*. We will be having a high-impact campaign on social media, including LinkedIn. We particularly want to attract people from the groups who the Casey Review identified as the communities that were being failed: women, LGBTQ+, who are a cohort that we are particularly concerned about because trust and confidence from that cohort is showing a decline; Black communities, deaf and disabled, young people. We have to use all the attraction strategies that we can to get that diverse membership now.

I sent out a load of letters yesterday. Sophie [Linden DMPC] has also written to a wide range of stakeholders and I have written to the Chair, and I am sure that she will be sharing that letter, as appropriate, with Assembly Members. We would welcome your help in encouraging applicants. Anything that you can do, because obviously we all have our own address books, and that power of that greatly enhances the more people that we can reach out to, to help promote these opportunities.

Tony Devenish AM: I would suggest a video from Mr [Sadiq] Khan or the Deputy Mayor [for Policing and Crime] on that in the media if you want to do that. I do not disagree totally. My final question I will ask you to write to me on because it is a self-evident question and you will want to reflect on it. What issues should the LPB focus on? Perhaps rather than go over all the issues that we all know, you can write to me on that.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I can, yes.

Tony Devenish AM: My final plea to you - and then I will be quiet and let Caroline take over - is please not the same individuals who we always appoint. Not the same set of suspects.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I totally agree. We want people to apply who do not normally want to talk to the police. Those are people who we need, and we do not want the usual suspects. That is why I am appealing to you to provide us what support you can in terms of

suitable members. On the terms of reference, I will write to you about that. We do have some draft terms of reference, but they will be agreed at the first meeting.

Tony Devenish AM: Thank you.

Caroline Russell AM (Chair): Thank you very much. I think that all Members can help by pushing around message about recruitment to the Board, using our social media or reaching out to people.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): LinkedIn is a really, really good mechanism.

Caroline Pidgeon MBE AM: Thank you very much, Chair. This is a very interesting discussion, but what is the purpose of this new LPB and therefore what sort of people do you want to be on it? It seems to me that you are saying all things to all people. Is the purpose of this to have real experts who have worked in industry who can bring that forensic challenge that you need to hold the MPS to delivering what it needs to, or is it that you want to have representatives of London's diverse communities who do not normally want to talk to talk to the police or whatever? That seems to me to be more about community engagement and trying to build trust and confidence.

In the last Mayor's Question Time (MQT) [18 May 2023] - as I know you will be aware because you monitor the MQT - I talked to the Mayor about the LPB. If you look at some of things that he was saying to me - convening a range of experts, reflecting the population, a forum for Londoners - it felt a bit muddled as to what the purpose is. Is this a Board where you expect experienced non-executives who have worked in different sectors who can bring that? Someone who has an expertise in cultural change who can hold the MPS to that, someone who had other expertise in digital systems. Is that what you are trying to make up, that sort of Board, or is it ticking boxes so that you have people who are going to help with the trust and confidence aspect? It seems to me that you want a sharp Board forensically holding the MPS to account - which is much more like the TfL Board - and separately looking again at all your consultative and engagement mechanisms that would feed into that?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is a bit of both, to be honest. We also need to properly define exactly what the terms of the Board will be. We are looking at a high level to hold the MPS to account for implementing the Turnaround Plan, for which you do not necessarily need specialist expertise in finance or technology or whatever it might be. We also welcome lived experience as that is an important part of this. However, there will be some people who we will need to provide expert advice to drive real and sustainable improvements. It is a bit of both, a mix.

Caroline Pidgeon MBE AM: You said you were going to appoint nine people, but you said earlier about digital. That is a huge area and you do not have the expertise.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I was talking about that in respect of MOPAC.

Caroline Pidgeon MBE AM: I know, but in terms of this Board a lot of it will be digital systems and changing processes. Having someone who has expertise in that probably would add a huge amount of value to this Board in the understanding and the challenge. If you look at TfL's Board, and I have seen that change over decades, the sort of people on it and what they bring to it is sharp interventions. I sometimes listen to the meetings and think that it is spot on, bringing it from different sectors but being able to identify those issues.

Of course, lived experience is important but I wonder whether you are confusing - and could end up with a confused Board - if you are looking at more of the community engagement and that side alongside that level of sharp forensic scrutiny that is going to turn the MPS around and support you in that.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is a fair point.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): It is a point that we have considered. What I would say in response is to help the Mayor discharge his oversight functions in this is that we clearly absolutely need the expertise - that is beyond doubt - in a range of different areas, whether you are talking finance, whether you are talking people who have experience of law enforcement, people who know about procurement, people who know about all sorts of areas. Cultural change is an absolutely vital one. I would not want to fish in a very small pool and steal people from the MPS's Director of Culture and Change.

With experience of ERG, I do not think that by saying -- it is not a tick-box exercise here because there are some many diverse communities in London that you could not have a Board of about 1,000 people and you would not get all of London's communities. There is no one big, monolithic Black community, there is not X, Y or Z. It does not work like that, as you will be very well aware. However, it is not mutually exclusive; you can have a Board of experts and a Board that represents London and people who do have lived experience. If you look at the Chair of our ERG, he is somebody who had had experience himself. He grew up in Brixton, I believe. He is a very talented, professional individual but has had lived experience with the police. These two things are in no way mutually exclusive.

The other thing that I would say is that it is very important. When we spoke to Seb Dance [Deputy Mayor for Transport] and Heidi Alexander [former Deputy Mayor for Transport] about the TfL Board, they said that it was important to get the user voice into that. What you are saying and what I totally agree with, and we have talked to the team about this, is that we need to find a mechanism to get community voice into the Board and make sure that that is heard and that the people understand. That is the genuine voice of Londoners and that is who you are trying to impact with this. That is who we are trying improve the service that the MPS provides for or that we provide from MOPAC to our commissioned services.

That is what we are trying to achieve with it and that is how we are going about it. That is why we have to review everything that sits underneath the Board and to think about our community engagement mechanisms as well for how we do get the voice of Londoners in it. It is one thing to say that we ran a brilliant survey of 19,200 Londoners. That gives a lot of high-level data, but we also need to go out and speak to people and work out what are the papers that are going to the Board and how we get community views. We are beginning that process, but I hope that provides more of an answer to that question.

Caroline Pidgeon MBE AM: I agree that it is not mutually exclusive, and I was not trying to say that, but I think that you have to be clear exactly what you are after here. I read all this and feel that it is trying to do lots of different things.

Alongside this, you are going to have this Board, hopefully sharp, focused and whatever. How is that going to strengthen the oversight that you already have on the MPS? How does this fit into your structures? Are you going to review that?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Absolutely.

Caroline Pidgeon MBE AM: Alongside that, you then have the whole issue of community engagement and input that you were just discussing, that I mentioned. The MPS has all these Independent Advisory Groups, it has other community fora and there is all the borough stuff. Is that part of this? It seems to me that if you have a proper structure there that can feed in and you have this sharp Board, that is where you might --

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): That is a very good question. In answer to your very first question, are we reviewing the structures and how stuff works, yes, we are, absolutely. The second question about the wider community engagement, if I can call it that rather than scrutiny, and how you get the voice in, the MPS has begun something called Operation Reset and our temporary Commander, Colin Wingrove, who I and my community engagement lead, Natasha Plummer, meet with frequently, I am planning to be meeting with Assistant Commissioner Barbara Gray [LVO QPM] and Commander Wingrove very soon. I would need to check my diary to see exactly when. That is so that we can set up - and this has been agreed with the Commissioner and the Deputy Mayor - some sort of joint governance over exactly what is happening, because we do need to make sure that if MOPAC and the MPS are doing something, that we are trying to do it in a joint way that works for communities rather than something that works for the MPS or works for us. Then we need to make sure that whatever we are doing there, whether that is the formal mechanism or the informal mechanism, the findings and the learning and the community voice that comes from that is able to feed not only into the LPB, but into the MPS well in advance of that, and on an ongoing basis so that they are able to action what is needed.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): There is also a point about the interface with the MPS's governance as well. It has been doing an internal review - or Deloitte has - of its governance, which I believe is just coming to fruition, which we will also need to take into account. That will include the continuation or not of the Turnaround Board and what is the future of the Management Board and all its other bits and pieces. It is quite a jigsaw.

Caroline Pidgeon MBE AM: It is, and it is all in a state of flux at the moment, but being able to focus this down -- for me I want to visualise. I want the organogram so that I can understand.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We all do; this is what this is responsible for.

Caroline Pidgeon MBE AM: This is how the community, as it were, feeds in. Also, how does this all fit with our Committee, and what our role is? How might the new LPB and others interact with the Assembly? Understanding what information will be public will help, because we are all on a road, because ultimately we all want to turn the MPS around.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I am very happy to provide that once we have it. As you say, things are at a stage of review - call it flux, call it review - and we have to do this work and get through it. Obviously we will need, in advance of autumn [2023], to have concluded said work. As soon as we do that, I am very, very happy not only to share it with you but to come and talk through how we foresee it working and how all the interactions work, equally what data there will be from there and how we can share it with you, whether it is formal briefings with interested Members or whether it is with the Secretariat. I am very, very happy to do that.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): On the interaction with the work of the Assembly, I am not too worried about there being a conflict there because obviously you have

a statutory function to hold MOPAC to account and the MPS. That is not going to change. We need to work all of this through, and we are all grasping for that schematic that you describe, and I hope that we will be able to share that before too long.

Caroline Pidgeon MBE AM: Finally from me, in terms of the metrics that I pushed the Mayor on last week, how are you going to measure the effectiveness of this Board and how do we know what success looks like? Yes, OK, the MPS coming out of the Engage process and so on is an obvious one, but making sure that that is built in so that we can measure that as well.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We are building a new performance --

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I think it was Assembly Member Duvall who I spoke to about this earlier. We are currently working with the MPS, my performance team and its performance team, that sits under [Deputy Assistant Commissioner] Alexis Boon, to look at how we can come up with a joint performance framework that would sit for the Board. Obviously, Baroness Casey has given us some the measures that she would like to use in terms of how she would be measuring reform and what success. However, we all need the day to day, what is the finance and that sort of stuff. That is what we are doing and that will be transparent and that is something that will be produced for each of the Boards. That is not agreed but I think that it is a no-brainer. You should be able to see all of that.

Caroline Pidgeon MBE AM: Lovely, thank you very much.

Caroline Russell AM (Chair): Assembly Member Bailey, you had a brief question to pick up on the diversity of the Board, but please be mindful of time.

Shaun Bailey AM: Two small points. How will you ensure the diversity of the Board, because it is very easy to tick the box. Take Assembly Member Hall and me. We look completely different. She is a woman, I am a man; Black, white and so on. We feel exactly the same on most things concerning policing. How will you make sure that Board is not lopsided in a community sense or a political sense?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We will do that through the way that we select the candidates and the way that we interview the candidates so that we have a broad range of lived experience and expertise and not too much duplication between the members. With only nine members, we need to get the maximum value out of each individual member. That is something that we will work through as part of the appointment process.

Shaun Bailey AM: The other question is: a Board is not community engagement. I sit very firmly with Assembly Member Pidgeon's view that nine people are going to have a very hard time representing communities. How are you going to ask them to do that, and should you even ask them to do that? That is something that you might need to work through.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Yes, and Kenny has described how we are doing separate work on reviewing community engagement and scrutiny. We need to bring those two things together and think about what the implications of that are for the Board. We do not see the LPB as replacing community engagement, it is a different thing.

Shaun Bailey AM: Thank you, Chair.

Caroline Russell AM (Chair): Thank you. I am now going to bring in Assembly Member Hall, who will be questioning you on oversight of leadership and management capability at the MPS.

Susan Hall AM (Deputy Chairman): Before I do that - because those questions will not take very long and we have covered a lot - I want to say that I completely echo Assembly Member Pidgeon's comment. If you only have nine people, if they can have the expertise, and keep the community stuff quite separate. We have to be very careful here as the police have to be allowed to start doing their proper jobs. If we send them off on so many diversionary things, welcome as they are, we have to allow them to get on with policing our streets, which sadly are getting worse and worse. It is right that we have community engagement, but it is also right that, if there is a Board, there is the expertise on that Board to assist them. Community stuff put separately, but we cannot have Board after Board after groups after groups. The police have to be allowed to really start policing our streets. I will just leave it at that, and I am sure that we will come back to that. They have to concentrate on what they are supposed to be doing out there.

You have touched on a lot of this so I will skim the questions and if there is anything different, then perhaps you will have. Baroness Casey found that the MPS has no workforce plan nor strategic assessment of the needs and the skills of the organisation. Do you agree with this? I think that you do, because we have covered that. How is that being addressed? I know that you have addressed some of that. Is there anything else that you want to say on that subject?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Sir Mark Rowley has acknowledged the need for the MPS to do a lot of work on understanding demand and therefore understanding where they should be putting resources in order to respond to that demand. He also described the work that is being done around the missing 8,000 officers and how they can be deployed.

There are some real fundamental issues that hamper the MPS's ability to produce a workforce plan, the first being a complete lack of accurate data and poor systems. Its payroll system does not link to the system of how it decided to deploy officers, which is called Computer Aided Resource Management System (CARMS), so it does not know exactly how many people it has where. There is a real systems issue, and this comes back to my point about technology in support of reform.

Susan Hall AM (Deputy Chairman): Diana, that is really serious. It is dreadful.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I know that it is, I recognise --

Susan Hall AM (Deputy Chairman): You have been overseeing all of this. That is absolutely atrocious.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Yes, and it is something that we have been raising with the MPS's Chief People and Resources Officer and with Human Resources (HR). However, as we know - and I have touched on this already - there was a lot of abstraction of particular skills as a result of austerity and the MPS deciding to focus on the deployment of police officers, which means that certain expertise -- HR business partners used to be embedded in BCUs and therefore had a much better grip on what people were there. When that was pulled centrally, that expertise was removed. That is one of the things that we have been very much encouraging them to look at and the MPS is now going to pilot putting HR business partners back into a number of BCUs. If we are going to get the best ever neighbourhood

policing, it is essential that the MPS understands what officers it has and the demands that they need to respond to and how they can be deployed. We absolutely accept that that is a priority.

Susan Hall AM (Deputy Chairman): Before BCUs - I think that everybody knows just how much I loved BCUs - was the HR function within each borough or was it centralised?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It was in each borough, is my understanding.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): There was no difference in terms of the links between Police Standard Operating Platform and CARMS but there were HR business partners and functions that were embedded there to help, which was then stripped out as part of the money-saving exercise, if I can call it that.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It was an austerity measure, yes.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I suspect that would have happened even if it had stayed, but you can never prove a counterfactual. That was a money-saving thing, which would have been centralised anyway even if it had stayed as Borough Command Units rather than BCUs.

Susan Hall AM (Deputy Chairman): OK. If you do not know who you have got and where they are, you cannot run a business like that. It is just --

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): The Commissioner has articulated that to the Committee before and the priority that he is placing on this.

Susan Hall AM (Deputy Chairman): I know, but --

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): To reiterate what I said earlier about how we have been encouraging them to identify good practice in other organisations like the army, this is one of the external expertise areas.

Susan Hall AM (Deputy Chairman): Do you think they are listening to that?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Yes, I do.

Susan Hall AM (Deputy Chairman): When will we see something coming from that?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Imminently, I hope. I cannot put a date on that, but I would suggest that is something you talk to the Commissioner about.

Susan Hall AM (Deputy Chairman): We certainly will. Prior to the Casey Review, did MOPAC ever raise concerns over these issues in the Finance, People and Change Oversight Board?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Yes, we did. I do not have specific details of when and where, but I can probably provide you with details of when it was raised at Oversight Boards over time.

Susan Hall AM (Deputy Chairman): That would be helpful and then perhaps if you could also add what action was taken after you had brought it up because it is the follow-through, is it not? If you had brought things up, that is good, but if you have not followed through to make sure that they have dealt with it --

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We have been. MOPAC has a staff member that sits on the People and Learning Board, so we have been monitoring progress. However, as I say, there are these fundamental impediments to the Mayor getting an effective Workforce Plan in place and it is that that they need to tackle and they are doing.

Susan Hall AM (Deputy Chairman): OK. You have answered the other question so for ease of time I will leave it at that, thank you.

Caroline Russell AM (Chair): Thank you very much, Assembly Member Hall. Now we move to Assembly Member Ahmad, who is going to be looking at local accountability and oversight structures.

Marina Ahmad AM: Thank you, Chair, and good afternoon. Before I ask my questions, Ms Luchford, you were talking earlier about "green shoots". The point really does need to be made - and you did allude to this - that these issues, as we know with [the] Casey [Review], have been there since [the] Scarman [Report]. I was very involved with the Stephen Lawrence campaign and then what happened with [the] Macpherson [Report] afterwards. I really have an issue with the "green shoots" way of looking at this because we should be way, way beyond that now. I would like that acknowledgement from you that it cannot be about green shoots at the moment; it has got to be far more than that. I would like that from you if you could comment on that right now and I would like to also move on to the questions that I want to ask you about neighbourhood policing before the Chair throws something at me.

Caroline Russell AM (Chair): Really? Am I that scary?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We absolutely do acknowledge that these are longstanding problems. However, as I said earlier, the Casey Review identified that the core problem was the defensiveness of the MPS, its culture and its refusal to share information with us to make the oversight function more effective. When I talk about "green shoots", I am in the place that Baroness Casey described of us having a "reset" now. We acknowledge that these problems have existed in the past and we have all been reflecting on our own part in that. I would not be doing my job properly if I had not questioned what part MOPAC has played in that. We have done internal reflection, which is why we have made changes, but it is about moving forward now, resetting.

That is why I refer to "green shoots". I am alluding to what I perceive as a genuine change in attitude and intention, which is being demonstrated by the leadership of the MPS now and which of course we welcome. I would like us to be looking forward. We cannot forget the history because it is there, it is so fundamental and it has contributed to the situation that we are now in, but I would like us to move forward in a spirit of collaboration. That is why I am referring to "green shoots". I definitely do not think all the problems are solved and I have been candid that it is going to take time to do that, but we are 100% committed to it and so is the whole organisation.

Marina Ahmad AM: Thank you for clarifying and acknowledging that. That is really helpful. Moving on to my first question on accountability locally and oversight structures. How will MOPAC approach its review of the BCU structures and have the scope, terms of reference and timescale for this now been agreed, given that [Baroness] Casey was very critical of the BCU structure?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Perhaps I can make a point of clarification, which is that we are not conducting a review of the BCU structure, and we have not committed to doing that at any point. What we did commit to in the PCP was to bring together the MPS and partner organisations to improve mutual understanding. We are not reviewing the structure and, in fact, Baroness Casey did not call for a review of the BCU structure. Again candidly, I rarely think that a structural solution is the answer to a cultural problem. I have worked in Whitehall for many years and seen many machinery-of-Government changes and I am yet to be convinced that any of them was particularly effective in changing culture or driving delivery. We are not reviewing the BCU structure, but we are doing what we can to improve relations between the MPS and local areas. That is what the focus is on.

Marina Ahmad AM: OK, thank you. The Casey Review paints a picture of BCUs that are under-resourced and overworked in comparison to more specialist units. How aware of this was MOPAC before the Casey Review and how are you scrutinising how the MPS allocates its staffing and resources post-Casey?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We touched on some of that when we were talking earlier about the Workforce Plan, because at the moment there is not a systematic Workforce Plan that enables that really. There is - and we recognise that there is - a genuine problem with frontline policing in that more officers are attracted to those specialist units than they are to working on the front line. Until there is a culture that helps officers to see that as a career move, then we are going to be struggling and that is one of the big cultural shifts that the leadership of the MPS needs to tackle, because it is an issue. If they want to build the strongest-ever neighbourhood policing, they need people to want to do those jobs and, more critically, to stay in those jobs. One of the things that we hear from partners is about lack of continuity within the boroughs. People are moving on all the time, so they do not get to understand the local area and the community's priorities and, even if they do, then as soon as they are dealing with it they then get shifted to something else. That is a real issue and longevity in postings would go a long way to addressing that.

Marina Ahmad AM: I met with the Deputy Commissioner last week and very specifically spoke about neighbourhood policing and raised every single one of the issues that you have just listed there, and others as well. Her responses were very clear and very much along the lines of what you have just outlined. What are you going to do to make sure all of those things happen? How are we going to have a structure where people are going to stay in the job, that culturally is not seen as a not brilliant career move, that officers want to become part of the neighbourhood team because they see that as something really effective and good for their careers? How are you going to make that happen through your oversight?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Building relations between the Borough Leaders and the BCUs is one way to do that. We now have a specific meeting before the London Crime Reduction Board (LCRB) where we bring together the Borough Leaders with the MPS so that they can hear directly from them and support that interaction. There has been a broad welcome for the MPS' introduction of a Superintendent in every borough, not in every BCU but in every borough. That was an initiative of Sir Mark's, but that is something that we strongly support and we hope that that will help to improve joint working.

The other thing that MOPAC is doing is specifically encouraging the Commissioner himself to have more direct involvement with Councillors and Leaders and he is doing that, I am pleased to say, in response to that. In June [2023], he is going to be meeting with London Councils. He is doing more meetings of local Councillors when he is visiting BCUs, so not just visiting the Officers. He has been in [the London Boroughs of] Lambeth and Southwark recently and I think he has done that there. We are encouraging the MPS in that way.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Yes, I was just going to add that there are a few other, probably more boring but equally fundamental, ways in which this can be done. The first is use of the budget, priority-based budgeting. If your frontline policing is your priority, you put your money where your mouth is, so to speak, and you would expect to see that used that way. Equally, it is the way in which the Mayor uses the budget and we have put, I think it is, £26.7 million - do not quote me - into 500 Police Community Support Officers (PCSOs). We know PCSOs are abstracted a lot less, we know they generally tend to be more diverse, and we know they tend to come more from the communities where they work. There is a lot of stuff that has been done there.

The second way is when we look at performance measures and how we develop metrics whether it is at the top level or at a level below. It maybe is not going to end up at the LPB, but you can measure metrics and show that those are the metrics you are going to measure, which drives the behaviours that you want. You need to be careful that you do not come up with perverse incentives or perverse consequences, but you can look at abstraction rates from Dedicated Ward Officers to where they take aid from. Do they take aid from the specialist teams at the same level they take aid from your frontline officers? How do they go about what they are prioritising when it comes to Promotion Boards, etc? There is quite a lot of not exactly headline-grabbing, exciting stuff, but stuff that you can do in that way, which would show a prioritisation and help make sure that did happen.

Marina Ahmad AM: Thank you for that. I know you call it "boring", but it is the nitty-gritty and it needs to be said. Mr Bowie, could you explain how that will help in terms of culture change?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): How that will help in terms of culture change is --

Marina Ahmad AM: I am sorry, by "culture change", I mean, making --

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): The front line being valued, yes.

Marina Ahmad AM: Yes, making officers think, "Neighbourhood policing is something I want to do and it is something that needs to happen. My promotion prospects will not be damaged by spending five years in a neighbourhood team".

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I can give you my unscientific view of it, which is that what tends to be valued by the top of the shop tends to be the stuff that percolates down, and which people then want to be involved with. If the Commissioner and the Deputy Commissioner are saying, "I value frontline policing, I value the neighbourhoods and I value how you engage with communities. Here's where I'm putting my money and here's where I'm putting my effort", that tends to go down when you look at what has happened. Other stuff people talk about is "Well, actually it was the Central Teams. It was Counter Terrorism (CT)". That probably was where most of the focus, arguably, could have been perceived to have been with previous leadership. People go there.

It is not an overnight thing again, but it is quite a strong signal it does send, and people will want to be where they think the action is. When Sir Mark and Dame Lynne started, they were setting up the new ACAC. Look at the number of applications that they had and the interest that there was in going there. That was in part, I suspect, because that was being signalled as the new Commissioner's real priority, that was something where he wanted people to invest and that was something where he wanted to see real change. There is some evidence that that will change perceptions, which over time will change the culture about what people think going there means for them.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): If I may just come in, I also think improving the working environment is really important as well. That is the environment, the physical buildings and making sure that officers that have repeated patterns of negative behaviours are dealt with and extracted, because then people will feel more comfortable in those settings. Much of the Casey Report was not shocking in the sense of it being a surprise, but what was genuinely shocking were the case studies in there, I thought. The idea that people going to work are on the receiving end of some of the things described in those case studies is, frankly, unbelievable to me in 21st century London. I am not surprised gay people, Black people, women and disabled people do not want to go and work in police stations if that is what they are being subjected to. Tackling that top-down with better supervision and people having confidence that negative behaviours are being rooted out, those sort of things, will also contribute.

Marina Ahmad AM: Thank you. How many people have contributed to the review of community police engagement structures and when do you expect to receive the findings from Black Thrive? Will the Black Thrive report be published or provided to this Committee?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): We currently have a first draft of the final Report with us, which we are looking at. There is a plan then before it gets finalised for the head of Black Thrive, [Dr] Jackie Dyer, and the people who have been working on that to come in and meet with the DMPC and also with [Dr] Debbie Weekes-Bernard [Deputy Mayor for Communities and Social Justice] to talk through where they are at. Then that will come in, it will certainly be published for you, and we can certainly provide it. I am just trying to get exactly what the numbers are. I am afraid I do not have that particular page open in front of me at the moment, but we can provide that for you.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): For engagement and consultation?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Yes.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): 2,278.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): There you go; you have beaten me. We will turn the wheel and it should be finalised, I will say, by the end of next month, given where we are at and diaries, etc. To try to be conservative, I would hope a little bit sooner than that.

Marina Ahmad AM: OK, relatively soon, hopefully. My final question is about Safer Neighbourhood Boards (SNBs), which in my own constituency of Lambeth and Southwark have been problematic. What role do you anticipate for SNBs under reformed community police engagement structures?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): That is something where we will need to take a look at what Black Thrive says and look at also the joint work that I said we need to do with the MPS on this. One of the early findings which is coming back from Black Thrive - well, not from Black Thrive, but from communities - when we are speaking to them is that they identified much more locally in terms of engagement with the police at a more local level than borough. They looked at it, I suppose we would call it, at ward level, but it was not quite as specific as that. When you speak to people, it is more their neighbourhood, which is not quite a ward, but you know what I mean. At the moment, we are continuing to support and work with them. We will need to look and see what the MPS is going to do because we do not want to duplicate stuff and have the same people doing the same things for different organisations, etc. I am afraid there is probably a bit more work to do on that before I can give you a really clear answer, apologies.

Marina Ahmad AM: There does seem to have been a vacuum, certainly I know, in Lambeth and Southwark where the SNBs have not been functioning now for quite some time. Certainly, residents and local people, who are involved and very much want the police to succeed and the policing of their communities to be successful, are very clear that this is absolutely a deficit at the moment, and it has been a long-term deficit.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Yes, this is of course --

Marina Ahmad AM: How quickly do you think things might be moved along?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Define "functioning", but Southwark has a SNB, which is in place and working. Lambeth has been a particular problem because the person who was the Chair, as you will no doubt be aware, has not been able to be contacted post-COVID and has control of the bank account and all sorts of stuff. We are supporting and working with the leads in Lambeth to try to resolve all of that as best we can. It is pretty difficult if I am honest with you. You probably are aware of the facts of it, and I am happy to pick up outside with you if that is helpful.

Marina Ahmad AM: Yes, that would be, thank you. Thank you very much, Chair.

Caroline Russell AM (Chair): Assembly Member Pidgeon, then Assembly Member Hall and then Assembly Member Duvall?

Caroline Pidgeon MBE AM: Thank you. I wanted to pick up on the BCU model. I accept it is criticised and the challenges in the Casey Report, but Louise Casey herself was clear that to start reorganising is not the focus. When you talk to Borough Leaders - and I know these meetings are going ahead - they understand sharing back office functions. Of course they do; they are all doing it themselves. There is something about frontline policing being directly for the boroughs rather than the merged BCU. Is there something small around that change that could then help the boroughs have confidence in their borough policing? Is there something that is not a big structural change but a small adjustment that allows them to feel they have more accountability and perhaps control and say?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): There was quite a lot in that, and it is how you bring that to life. One of the ways that the Commissioner has started to look at that is with the Superintendent, etc, and there is more to be done about when you get into local levels. This comes out in the Casey report, about the BCU Commander having full accountability for their

patch, being able to really set local priorities and drive all of that, how that is done with communities and also represent them, including councils, etc. I agree and that is one of the things which I know the MPS is looking at, at the moment.

Caroline Pidgeon MBE AM: That is the way that you might get some movement that gets more confidence --

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Yes, I agree.

Caroline Pidgeon MBE AM: -- without the big structural change.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Not necessarily. If you speak to the MPS, I am not necessarily sure they would view local policing as being at that borough level. I think they would view it at an even more localised level than that in all honesty.

Caroline Pidgeon MBE AM: OK, lovely, thank you. Thank you, Chair.

Susan Hall AM (Deputy Chairman): I will be really quick, and I want to talk about Black Thrive. What expertise does Black Thrive have with the other groups in London, such as women or LGBTQ+ people?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Black Thrive was specifically commissioned to look at engagement with Black communities because this came out of the Mayor's Action Plan for rebuilding trust and confidence following the murder of George Floyd. It has been looking at, as I have gone through, intersectionality and how all this comes together. We should be able to overlay that with all of the work which has now come out from the Casey Review and the need for us to take account of the fact that it is not just institutionalised racism, but homophobia, misogyny and some of the ableism which came out in relation to the Employment Tribunals as well.

Susan Hall AM (Deputy Chairman): OK. I did look at its website. It has three Directors, one CEO, three Location Directors and just four staff. Is it not a little top-heavy, to say the least?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): That is probably on the basis of titles, is it not? Of course --

Susan Hall AM (Deputy Chairman): I do not know; I am asking you.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Yes --

Susan Hall AM (Deputy Chairman): If you look at it, it just looks --

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): -- they are partnered with another organisation, who is leading a lot of the online engagement for them on this. It has been a joint effort and we have made the best progress that we have with them when we have engaged directly at the top of the shop with [Dr] Jackie Dyer, who is the Global Director, I believe.

Susan Hall AM (Deputy Chairman): It is good if it is producing. What sort of funding goes there?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): You mean from us?

Susan Hall AM (Deputy Chairman): Yes.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I think that the total for this was about £90,000. I would you need to write you with the precise number. It will be published in the decision though.

Susan Hall AM (Deputy Chairman): All right, thank you.

Caroline Russell AM (Chair): Assembly Member Duvall.

Len Duvall AM: Thank you very much. Can I go to you, Diana? I was very much taken by your earlier comment about structural change and what it can deliver or not, but too often some of the issues that we are facing and some of the issues that were lost in our conversations are about people. The performance we have heard at this Police [and Crime] Committee the previous time it was on was about the performance of Children's Services. We heard the impact in some of those case studies. Our failure, our collective failure, to deliver for young people in London means people get hurt and damaged around that. Somehow in that, one of the structural changes I understand that the MPS is considering is to recentralise those services to deliver around that. There is an option - I do not know where it is - around that. Is that where it is at or do we stick to where we are?

Something is terribly wrong when we are failing. It is not just that. I can name women, sexual crimes and rapes where we are failing consistently. You mentioned earlier on there are signs of improvement, but in those sections we have got to be able to prioritise the performance of these issues for this new Board and to get some very fundamental changes around a better service, a better consistency across London around that. Tell us about the thinking of that. Is the structural change issue not being considered for Children's Services? I am not sure what they can do more.

Can I just say? I thought MOPAC was exemplar and Sophie Linden [DMPC] when there was engagement from HMICFRS, your weekly meetings, trying to turn it round, trying to get to the root causes of poor performance. I am from local Government originally and quite frankly it would have been a service that would have been taken away from local Government on that failure. We are not in that situation because we are a police service.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): As we have said, we have prioritised the protection of children and the protection of women and girls as areas that we want to see strengthened in the Turnaround Plan. In terms of the MPS's structure and what it is doing about it, I think what you are alluding to is their approach to specialisation rather than their approach to centralisation. It is looking at and it has developed more specialist teams in these areas, and it is working on its Children's Strategy, which we will be supporting them with. We in MOPAC are doing work on a child-first approach and we are bringing those two things together, but I do not think it is centralising those functions.

Len Duvall AM: Does that not then lead back to the answer you gave earlier on about BCUs; that if you go to the specialisation model we start getting the mixed messages? Is the BCU Commander truly accountable for what happens on the patch and the go-to person to what is happening there because there will be another line of command that is dealing with those issues?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is a double-edged sword, yes.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): No. One of the structural changes which it did make was if you look at how it has set up frontline policing, now under Deputy Assistant Commissioner Helen Millichap. You have the Public Protection Thematic Lead, which is Commander Kevin Southworth, who now sits alongside the four quadrant Commanders. It has all been brought into the Frontline Policing space. Each BCU, as I understand it, will continue to have its own Public Protection Team, which will deal with stuff like mental health; Right Care, Right Person, etc, and they will still be responsible and report into the BCU Commander.

As I understand it, you will remember that they moved away from the specialisation - the old Sapphire Teams, for example - into omni-competent investigator. In addition, with your Emergency Response Police Team/ Emergency Response and Patrol Team (ERPT) essentially being - this is very much shorthand - a kind of crime recording incident where they would just go out and record the crime. It would be handed over and an investigator would turn up. Then they tried to move back from that, descaling to My Investigation, which did not really work either.

This is now a move to re-specialise. We have Operation Soteria coming in, which is a direct result of all the work which was done in the Rape Reviews which MOPAC did. It is to try to rebuild the specialisations within those specific areas, which I would certainly be very supportive of. That does go directly to the service that you get locally if you are victim of violence against women or girls or if you are requiring an investigation into some sort of incident involving a child.

Len Duvall AM: OK, and one last question, Chair. The elephant in the room; I am a great, passionate believer in devolution, but I am also a pragmatist around this. In all these plans, how do we take the Home Office with us around those issues? What are the communication lines going back into the Home Office? We are in the last chance saloon, are we not, if you read between the lines of where both the Mayor and the Home Office really come together about some of the problems we face. Is that your responsibility or is that MPS's responsibility? I am aware of mixed messages, but where does the Home Office fit into not signing-off plans but, of course, communication about what we are doing to recover the situation? Is that important or is it not? I do not know. You tell me.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is important, but the primary challenge for the Home Office is what the national implications are of the findings in the Casey Report. Obviously, in this forum and in London it is the MPS that is under the microscope, but a lot of the things that appear in the Casey Review also apply to police forces nationally. To be fair, the Home Office is picking that up. In respect of vetting, for example, it has a national review going on and it is doing a review of the Misconduct Regulations and all of those things will impact nationally. That is really more where its accountability and responsibility lies.

Len Duvall AM: But it has an interest in our wider plans?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Yes, of course it has, and the Commissioner meets regularly with the Home Secretary to discuss progress on the plans so she will be scrutinising it in that way. Of course, it has a stake in it because she jointly appoints the Commissioner and because of course the MPS has national responsibilities in respect of CT and --

Len Duvall AM: That is very important in terms of operational policing. However, in terms of your role, feeding through about the accountability of the police service for London, do you not think you should have a direct line into the Home Office, giving it some reporting lines about the work that we are doing?

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I think we --

Len Duvall AM: Not "reporting lines".

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): Yes. No, it is --

Len Duvall AM: It is too strong because we are not reporting.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I was going to say I do not want any words about reporting lines.

Len Duvall AM: We are not reporting. You report to the Mayor, but do you not think we share --

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): We talk to the Home Office a lot.

Len Duvall AM: You do? Yes, go on.

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): I will give you a slightly granular example. I am talking directly with the Home Office about the Daniel Morgan papers that were found in a safe, which is a whole separate world of pain. On individual issues, we talk. Kenny and I are both ex-Home Office employees and we have very, very good, established networks so we have those conversations. In terms of a more formal oversight, if you like, I am not sure there are plans to go there.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): I also think it is really important, because there is quite a common misunderstanding on the CT policing side of functions, about that being a genuinely -- it is national in the way it operates, but it is also based on a section 22(a) agreement. Look at how the legal requirements for oversight of that area based and at section 3 of the Police Reform and Social Responsibility Act along with the Policing Protocol [Order] of 2011. It is very clear that the primary responsibility for oversight of section 22 agreements in terms of value for money and effectiveness sits with the PCC. It is also a networked capability; every force essentially has a CT function and they all work in a national way of doing it, but it is not *per se* when people talk about "Well, we'll just nationalise the CT function". That would not just affect the MPS as if they did that and moved it to the National Crime Agency, for example, that would affect every force in the country. It is slightly different and there is more standalone stuff if you look at Royalty and Specialist Protection and our Parliamentary and Diplomatic Protection, which are slightly separate and weird.

Len Duvall AM: Thank you.

Caroline Russell AM (Chair): Thank you. We have questions from Assembly Member Bailey and then Assembly Member Devenish.

Shaun Bailey AM: Thank you, Chair. It is funny that Assembly Member Duvall brought up the Home Secretary and the Home Office because what I am most focused on is how MOPAC changes going forward in its dealings with the MPS. There has been a lot of talk about the culture of the MPS and I am clear that we should be focused on the culture of MOPAC. I want to ask a very basic question because, for me, it puts down a bit of a line in the sand. Have you, Diana, or the organisation ever written to the Home Secretary about your concerns in the MPS historically, not since the Casey review, but before that point? Have you written a plea on behalf of the police? Have you written a complaint on behalf of Londoners to the Home Secretary?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): The Mayor and the DMPC have had multiple interactions with the Home Secretary and the Policing Minister across a range of issues. I can provide you with specific details of what about, but that is the channel of communication.

Shaun Bailey AM: Let me rephrase the question then. Have you as an organisation or you as an individual elicited that process? Have you said to the Mayor, "We need you to say this to the Home Office and here are the details" and the Mayor has decided it is something he should do? The reason I ask the question is because you are the people scrutinising the MPS. We have had a talk about the lack of levers in here, but that strikes me as a very obvious lever which demonstrates the culture within your organisation to step out against the police if need be.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime):
Yes --

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Clearly - sorry, if I can just say. As officers, it is our responsibility to give advice to the Mayor and make recommendations, and we do that on a regular basis. That has resulted in or contributed to occasions when he has written to the Home Secretary and I would cite the review of the Misconduct Regulations as a prime example of that.

Shaun Bailey AM: But have you directly asked? The comment you made is that much of the Casey Review was not a surprise. That is a comment you made, and I think we can all agree with that, which means that these things historically should have been highlighted, championed and pushed forward by MOPAC. I am asking the question. Have you as an organisation or have either of you two as individuals made that step, pushed for something to go up to the Home Office because of course it does have the lever?

Caroline Russell AM (Chair): Assembly Member Bailey, this question has already been asked and answered --

Shaun Bailey AM: It has not been answered, Chair.

Caroline Russell AM (Chair): I think it was because --

Shaun Bailey AM: No, I have not heard the answer.

Caroline Russell AM (Chair): -- in terms of the appropriate channels for making those representations from MOPAC being through the DMPC or the Mayor.

Shaun Bailey AM: I understand that.

Caroline Russell AM (Chair): That is --

Shaun Bailey AM: I understand that, Chair --

Caroline Russell AM (Chair): Those communications were being made.

Shaun Bailey AM: -- but I asked the question. Has that been elicited by MOPAC? I understand that they have to go through the Mayor - I accept that - but I am asking for the evidence to come from the people, MOPAC, who scrutinise the MPS. Have they elicited that? Again, I am looking at the culture of MOPAC when it comes to orientation to the police. Will it take on the MPS if it feels like it should?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is our job to provide evidence-based policy advice, to make recommendations and to present options and it is then for the Mayor or the DMPC to take a decision about how they want to implement that. We can suggest they write a letter, we can suggest they have a meeting, we do that, we have done that multiple times and that is just core business.

Shaun Bailey AM: OK.

Caroline Russell AM (Chair): Thank you. We will now hear from Assembly Member Devenish.

Tony Devenish AM: Thank you. We were talking earlier about the LPB and you writing to me in terms of the initial agenda. Will there be anything about key performance indicators (KPI) in this, do you think, so we can say, perhaps linking the effectiveness of this Board to perhaps the trust and confidence in the MPS and maybe other metrics? Will that be featuring in --

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): Kenny touched on that earlier when he was talking about the performance framework. We are in the foothills of that, but we will certainly share that information with you when we can.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): It is inconceivable that trust and confidence would not be --

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): That it would not feature, yes.

Kenny Bowie (Director of Strategy and MPS Oversight, Mayor's Office for Policing and Crime): -- one of the key measures on that.

Tony Devenish AM: Thank you. Finally, has the Mayor or the DMPC, Diana, given you any specific advice in terms of what she or he is looking for for the LPB, please?

Diana Luchford CB (Chief Executive, Mayor's Office for Policing and Crime): It is what we have already described; that we want a diversity of lived experience and specialist expertise and it is what is articulated in the Mayor's foreword and on the recruitment website. Yes, they have given us direction, but we have described the membership that we are trying to attract.

Tony Devenish AM: I will leave it there, Chair, thank you.

Caroline Russell AM (Chair): Thank you and thank you, everyone. Now I really would like to thank our guests for attending this morning and for your very helpful answers to all our questions.

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