

Annual Governance Statement 2017/18

1. Introduction

The 2017/18 Annual Governance Statement (AGS) is drawn up in line with the *CIPFA - Delivering Good Governance in Local Government*¹ guidelines, which build on the Nolan principles². It gives us the opportunity to explain the framework, processes and procedures in place to enable the Mayor's Office for Policing and Crime (MOPAC) to carry out its functions effectively whilst ensuring the organisation continues to achieve value for money.

2017-18 was the first full year of delivery under the new Police and Crime Plan (PCP) to which our business plan and governance arrangements are aligned. These ensure that the appropriate oversight is exercised in all key areas of business, both in terms of effectively discharging statutory and regulatory requirements including those in the 2011 Act and in meeting the requirements of the PCP.

Within the Statement is a review against our governance framework, a review of effectiveness of our governance arrangements and an action plan to address the governance issues raised.

2. Scope of Responsibilities

The business to be conducted by MOPAC is principally set out in the Police Reform and Social Responsibility Act 2011, with other statutory requirements set out in other Acts of Parliament. The Financial Management Code of Practice requires that MOPAC, similar to other Police and Crime Commissioners, ensures that the Good Governance principles are embedded within the way that MOPAC operates. The requirements on MOPAC, and its governance structures are summarised below.

Overarching Duties

MOPAC must secure the maintenance of the Metropolitan Police Service and ensure that it is efficient and effective. It does this by holding the Commissioner to account for the exercise of the functions of the Commissioner, including: the duty to have regard to the Police and Crime Plan; the duty to have regard to national Strategic Policing Requirement; the effectiveness and efficiency of the Commissioner's arrangements for co-operating with other persons in the exercise of the Commissioner's functions; the effectiveness and efficiency of the Commissioner's arrangements under section 34 (engagement with local people); the exercise of the Commissioner's functions under Part 2 of the Police Reform Act 2002 in relation to the handling of complaints; the extent to which the Commissioner has complied with section 35 (value for money); the exercise of duties relating to equality and diversity imposed on the Commissioner; and the exercise of duties in relation to the safeguarding of children and the promotion of child welfare that are imposed on the Commissioner by sections 10 and 11 of the Children Act 2004. MOPAC is responsible for handling complaints against the Commissioner.

¹ <http://www.cipfa.org/policy-and-guidance/publications/d/delivering-good-governance-in-local-government-framework-2016-edition>

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

Information

MOPAC is required by legislation to publish information which it considers to be necessary to enable the persons who live in London to assess:

- the performance of MOPAC in exercising its functions, and
- the performance of the Commissioner in exercising the Commissioner's functions.

Where the manner and timing of publication are specified in legislation MOPAC must comply with this. The information necessary to enable this must be published as soon as practicable after that time or the end of that period.

- MOPAC may provide (whether by publication or other means) information about:
 - the exercise of the body's functions, and
 - the exercise of the functions of the Commissioner

Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS)

MOPAC is required to formally respond to recommendations included within HMICFRS force reports on the Metropolitan Police Service. MOPAC's response must be published with 56 days of the publication of any report. These are placed on MOPAC's website. MOPAC comments must include an explanation of:

- the action the MPS has taken or proposes to take in response to the recommendation, or
- why the MPS has not taken, or does not propose to take, any action in response.

Custody

MOPAC must make arrangements for detainees to be visited by persons appointed under the arrangements ("independent custody visitors"); and keep those arrangements under review and from time to time revise them as they think fit. The arrangements must secure that the persons appointed under the arrangements are independent of both MOPAC and the Commissioner

MOPAC is required to publish information as to the operation of the arrangements.

Governance

MOPAC is a corporation sole that ensures that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and that the value for money (VfM) principles of economy, efficiency and effectiveness are strongly adhered to. The Mayor of London's PCP outlines the strategic priorities for policing and community safety in London, against which the Commissioner is held to account. To deliver the PCP launched in March 2017, MOPAC is clear about its priorities:

- A better police service for London,
- A better criminal justice service for London;
- Keeping children and young people safe;
- Tackling Violence Against Women and Girls and
- Standing together against hatred, intolerance and extremism.

These priorities were agreed following a significant consultation with the public, and in line with the requirements under section 6 (6) of the Police Reform and Social Responsibility Act 2011

(PRSR 2011), the consultation also included consulting with the Commissioner of Police of the Metropolis in developing the draft Plan, and consulting with the Commissioner on the amended Plan (further to responses to the consultation) In accordance with section 6 (6) of the PRSR the Plan was also sent to the Police and Crime Committee, who had the opportunity to question the DMPC at the Police and Crime Committee in January and February 2017. The Committee responded by way of a report, to which MOPAC provided a public response. Further statutory consultation took place (further to section 42 (1) of the Greater London Authority Act 1999 (“the GLA Act 1999”)) which included consulting with other functional bodies, the London Borough Councils and the Common Council.

The agreed objectives are supported by a business plan.

The Mayor delegates day to day running of MOPAC to the Deputy Mayor for Policing and Crime (DMPC), whose role is similar to that of an elected Police and Crime Commissioner elsewhere. The Commissioner of Police of the Metropolis is an independent legal entity and also a corporation sole. The Commissioner is accountable in law to MOPAC for the delivery of efficient and effective policing, management of resources and expenditure by the Metropolitan Police Service (MPS). He or she is also responsible for delivering operational policing. The MPS has its own Annual Governance Statement supporting its own internal control and risk management framework.

MOPAC uses a variety of governance structures to execute its functions.

The London Crime Reduction Board (LCRB), Chaired by the Mayor, was established as a means of rationalising a number of establishing pan-London partnership boards and to improve accountability between partners through the delivery of an agreed partnership plan.

The Delivery Management Group (DMG) is chaired by the Deputy Commissioner of the MPS and the Deputy Mayor for Policing and Crime. It meets quarterly to establish a work plan based on input from members of the LCRB sub-boards. It reports on key issues of strategic importance to the delivery of the LCRB; aims to maximise capabilities and efforts of partners; to assesses impact through regular analysis; and, commission services where performance gaps are identified.

MOPAC also convenes other partnership Boards to drive activity on key statutory requirements and Police and Crime Plan Commitments. The Serious and Organised Crime Partnership Group has been established to aid the disruption and enforcement against serious organised crime networks in London by increasing awareness, information sharing and multi-agency disruption activity by London-wide and local partners. The London Modern Slavery Partnership Board brings together leadership to set strategic direction for tackling modern slavery in London. It aims to convene key London partners to understand response, shape future strategy and facilitate a shared vision and approach.

MOPAC has also convened further partnership activity and oversight on the delivery of the Mayor’s Knife Crime Strategy, which is in place and operational for 2018/19. The DMPC Chairs a Knife Crime Strategy Executive Board with criminal justice service, Health and Local Authority partners, with a number of subgroups to lead specific workstreams. In addition to this the DMPC chairs the City Hall Violence Reduction Group which co-ordinates activity across City Hall in support of the Knife Crime Executive Board. A review is underway to incorporate this structure more closely into the LCRB framework.

The Metropolitan Police Service (MPS) operates a number of Police Act 1996 s22 collaboration arrangements, including the hosting of the National Police Chiefs’ Council (NPCC). A s22

collaboration agreement enables chief officers of police and local policing bodies and other parties to make an agreement about the discharge of functions by officers and staff where it is in the interests of value for money of their own and other police force areas. MOPAC has the responsibility to approve proposed s22 collaboration agreements involving MOPAC and the MPS.

Since the creation of MOPAC under the Police Reform and Social Responsibility Act (PRSRA) 2011 there has been a Scheme of Delegation and Consent to ensure that decisions are made at the lowest level consistent with efficient and effective decision making whilst ensuring that MOPAC, DMPC and the MPS are properly protected for the risks associated with being the individual held to account for all decisions made.

MOPAC's published Scheme of Delegation and Consent sets out approval delegations and in particular, states business cases for revenue and capital expenditure, budget virements and/or movements above £500,000 be delegated to the DMPC.

Under the Local Government Act 1999, MOPAC has a statutory duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. In discharging this overall responsibility, MOPAC is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the exercise of its functions, including a sound system of internal control and management of risk.

MOPAC is required to produce an Annual Report in compliance with the Police Reform and Social Responsibility Act 2011. This is also an opportunity to report on progress in relation to activities, achievements, the financial position, performance against PCP priorities and objectives and ensure that it is communicated publicly.

The 2017/18 Annual MOPAC report will be published in Summer 2018, to sit alongside the final AGS and the MOPAC accounts. It will be presented to a future PCC meeting for scrutiny.

3. Governance provisions - Governance Framework, Code of Governance and Governance Arrangements

The MOPAC Governance Framework (see figure 2) is modelled on the CIPFA produced *International Framework: Good Governance in the Public Sector* (the framework). It remains dynamic and subject to continuous improvement.

The Framework includes seven principles of a well-governed organisation. These are:

- a) Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- b) Ensuring openness and comprehensive stakeholder engagement
- c) Defining outcomes in terms of sustainable economic, social and environmental benefits
- d) Determining the interventions necessary to achieve the intended outcomes
- e) Developing MOPAC's capacity, including the capability of its leadership and of individuals in it
- f) Managing risks and performance through robust internal control and strong public financial management
- g) Implementing good practices in transparency, reporting and audit to deliver effective accountability

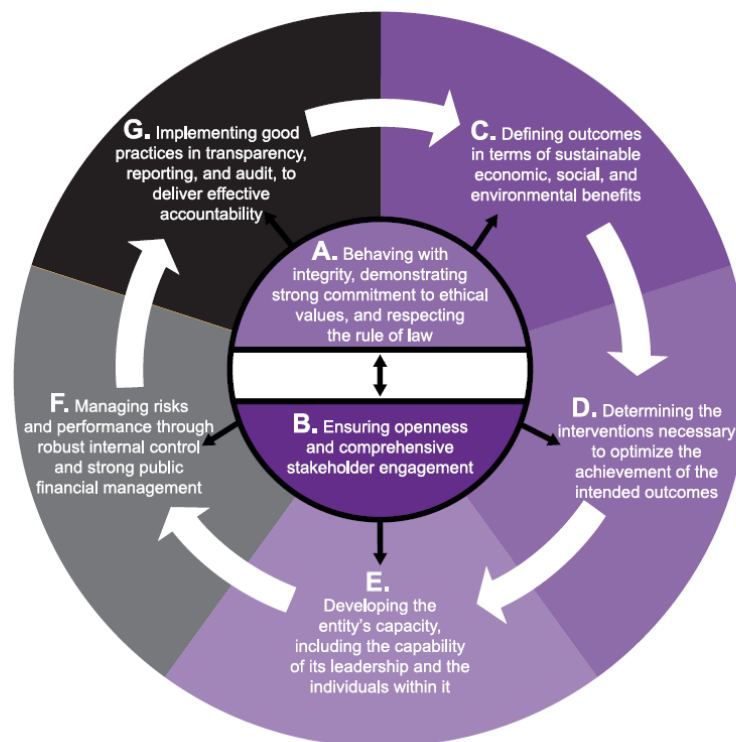
The framework enables MOPAC to monitor and evaluate achievements against its strategic objectives – outlined in the business plan and PCP – and it is against this framework we have evaluated effectiveness in this document for the year 2017-18.

Similarly to colleagues within the MPS, we are keen to apply these principles as they are seen in the diagram. C-G as the core principles of governance with A and B – key principles – underpinning it all.

The MOPAC code of governance uses the framework as its base and ensures its principles are integrated into how MOPAC conducts business locally.

MOPAC's governance arrangements – outlined in Appendix 1 – are how we effectively deliver our governance and scrutiny of objectives, operations and delivery.

Figure 2- International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2014)



MOPAC can demonstrate that the systems and processes in place to support these governance provisions are:

- monitored for their effectiveness in practice via the Quarterly Reports to the Audit Committee and annually via this Annual Governance Statement
- Subject to scheduled reviews by the Directorate of Audit, Risk and Assurance (DARA) to ensure it remains up to date and fit for purpose
- Improved and actioned through the organisation via the Governance Improvement Plan

4. Review against the Framework 2017/18

The following section provides an assessment of where MOPAC is placed against the seven principles of the CIPFA framework. As previously discussed, our reporting on this is against the principles C-G and then A and B, as key principles which underpin the rest.

Defining outcomes in terms of sustainable economic, social and environmental benefits

What is working well?

The publication of the PCP in March 2017 in line with the required timetable was a key moment for MOPAC. The PCP is the cornerstone document which sets the Mayor's vision for policing and crime in London and defines the outcomes and ambitions for the coming term of office. It is against these outcomes that we plan and resource accordingly.

The MPS published an annual Business Plan for 2017/18 which was aligned to the Police and Crime Plan, and demonstrated how operational resources and transformational programmes would support the Plan's key outcomes.

We went on to publish more detailed strategies in key areas of the Police and Crime Plan, including the London Knife Crime Strategy in June 2017, the Public Access Strategy in November 2017, and the Violence Against Women and Girls Strategy in March 2018. The research and consultation that went into the development of these strategies provided a strong evidence base to identify effective interventions against the higher-level outcomes defined in the PCP. These strategies provide an essential framework for delivering in partnership with the MPS, criminal justice service, health and local government.

MOPAC has strong working relationships across the GLA and GLA family at all levels. In the last year, we have embedded strong working relationships with all the Deputy Mayors across the full range of GLA responsibilities. We also work closely with shared services such as marketing, legal, technology and HR.

We continue to support the delivery of the PCP with the commissioning of relevant programmes of work; our commissioning budget in 2017-18 stood at £42.3m. We work closely with partners to define the outcomes required from commissioned services, and introduced new approaches to co-commissioning and pooled funding, including through the London Crime Reduction Board and its delivery structures. This has ensured that our reach to local communities and London Boroughs has improved as well as developing improved regional and national arrangements to drive forward better services in London responding to the PCP.

How did we respond to last year's recommendations?

Last year we identified the need to implement and embed a sound integrated planning and performance framework in support of the PCP and recently developed MPS Business Plan. We made significant progress in defining more specific action in significant areas of the PCP, as set out above, and regularly tracked our achievement of key PCP commitments through the year.

We used the performance framework defined in the PCP to inform quarterly reviews of performance and delivery of the MPS Business Plan at the Oversight Board, and published the data packs for each meeting.

What could be improved?

The consultation on Public Access and Engagement plans, covering the closure of police front counters and contact points throughout London, and ways of to improve public engagement launched on 14 July 2017 and closed on 6 October 2017. During the consultation, we invited Londoners to share their views via a survey, by email, post and at public meetings held in every Borough. Around 2,600 people and organisations responded via survey, email and post, and around 1,500 people attended public consultation meetings.

Judicial Reviews of the process were launched in December 2017 and were resolved in July 2018. In large part, the court agreed that the decision to close 36 front counters was lawful and remitted the decision in relation to Wimbledon Police Station back to the Deputy Mayor for reconsideration. The court also made some general points highlighting concerns about the

consultation process. MOPAC is a learning organisation and we will take the lessons of this process to inform any future consultations with Londoners.

MOPAC is embedding more systematic programme management processes to track delivery across this portfolio. This will also add to the effectiveness of business planning and risk management.

Determining the interventions necessary to achieve the intended outcomes

What is working well?

MOPAC has a mature and well embedded decision-making process. The governance framework, including the Scheme of Delegation and Consent, decision making framework and supporting financial and contract regulations, define and document the roles and responsibilities of MOPAC and MPS. All MOPAC decisions are published and available for public scrutiny.

The investment decisions recommended to MOPAC by the MPS are scrutinised at the Investment Advisory Board in order to ensure they are aligned with the Police and Crime Plan and/or other statutory requirements for policing, and that they contribute to achieving an effective and efficient police service for London. We put considerable focus in this area, particularly given the significant decisions required in many areas of the MPS transformation programme: for example, strengthening local policing, transforming investigations and prosecution, and transforming the MPS estate.

Evidence and Insight (E&I) are the dedicated analysis and research function within MOPAC. The team work across the organisation, providing in-depth analysis and evidence base across the breadth of our work. The research and analytics within E&I are varied, and includes innovative analysis of crime and criminal justice, data visualisation and dashboards, large-scale surveys, data analysis, social research and evaluations. The Strategic Finance and Resource Management team (SFRM) is fully resourced and able to offer enhanced service for the organisation on matters that need financial insight.

How did we respond to last year's recommendations?

In last year's AGS, we identified the broad improvement areas of giving greater clarity to accountabilities and roles and responsibilities in decision making. We have revised the terms of reference and ways of working that support our Investment Advisory Board.

Last year we noted the importance of updating our information sharing agreements (DSAs). MOPAC has reviewed all agreements that are in place with the MPS and its partners to ensure that they are up to date and comply with current legislation, and has worked with the Information Commissioner's Office to underpin our arrangements for data sharing.

What could be improved?

We will continue to focus on the effectiveness of arrangements for investment decision-making between the MPS and MOPAC. Over the last year we worked closely together to support a process of continual organisational learning from a range of major decisions within the transformation and commercial portfolios, drawing on DARA's reporting and the scrutiny of key

decisions through the Investment Advisory Board. We will continue to embed this process going forward.

Feedback on how we engage with stakeholders and the public continues to be welcomed. MOPAC will be looking at ways to enhance the range of opportunities for stakeholder input. This feedback circle should help us to continually improve and the way we engage with partners across the board.

We continue to improve our processes which will ensure that we fulfil our responsibilities to respond to Reports published by HMICFRS that concern the Metropolitan Police. In particular we ensure that any recommendations that are contained within reports about the MPS are specifically addressed, explaining what action is being taken to address the issue raised. These responses are sent to the Secretary of State, and are published on our website.

MOPAC will utilise its increased capacity and expertise in commissioning and contract management to enhance the evaluation and reporting of outcomes from key commissioning activity.

Developing MOPAC's capacity, including the capability of its leadership and staff

What is working well?

MOPAC has a clear and transparent recruitment process. We are committed to the Mayor's standard on Diversity and Inclusion and want to ensure that our staff team reflects the city they service. We abide by all the necessary legislation and continue to invite applications from across the community.

This year MOPAC undertook a restructure across two departments – Strategy and IOM (Integrated Offender Management). This was to align our business operating model with the new PCP priorities and address the additional responsibilities MOPAC has gained since inception – these include additional commissioning, contract management, community engagement and responsibilities around Victims.

This year, in line with the GLA and other government departments, MOPAC undertook a staff survey. This will now be an annual process. Overall MOPAC staff scored the organisation a 74% for Employee Engagement Score – that is a score that is more than just satisfaction. It's an indicator of how connected they feel to the organisation and achieving its collective goals.

We promoted strong staff engagement and internal communications through regular start the week meetings, and quarterly all-staff meetings which concentrated on leadership and elements of staff training throughout the year.

How did we respond to last year's recommendations?

Our AGS last year identified the need to improve skills and capacity to meet the requirements of the new Police and Crime Plan and the continuing commercial and financial challenge.

We also highlighted some specific actions, including the need for a formal Code of Conduct and review of our disciplinary policy. The Code of Conduct has been developed and issued to staff. We reviewed our disciplinary policy and determined that it remained legally compliant, but fell short of best practice in a small number of areas. This will be further reviewed alongside the areas for improvement below.

We also identified the need to refresh our business continuity arrangements; we have done this and are now exploring options for a more advanced digital or software solution to facilitate contact with staff in emergency situations.

What could be improved?

MOPAC is developing a People Strategy which will include:

- Building an inclusive culture and a workforce that is as diverse as the city we serve, and that we hold ourselves to the same standards of inclusion as we do the MPS;
- Developing core training in areas such as information governance and unconscious bias;
- Embedding new induction processes and creating a new staff handbook, making it easier for staff – existing and new – to find, use and understand policy, procedures and code of conduct;
- Managing and developing our people through effective performance management, reward and recognition and learning and development, and;
- Developing great managers and leaders through talent management and building management capability.

One of the key elements of this will be carrying out a learning needs analysis to determine our learning and development strategy. This will help to ensure we have the skills and capabilities to deliver the PCP and other strategic objectives. This work will continue through 2018/19.

Managing risks and performance through robust internal control and financial management

What is working well?

MOPAC has an effective system for scrutiny of MPS performance and financial management, and for internal financial control.

Our risk management processes and risk register are reviewed at a monthly Governance and Risk Working Group, attended by MOPAC and MPS staff. We aligned the risk registers of the two organisations and worked to define more clearly our respective roles in managing those risks; for example, while both organisations recognise safeguarding to be a critical risk, the mitigating actions for MOPAC must encompass our oversight of the MPS through our Child Protection Oversight Board and the use of our convening power across policing and wider partners through the Children and Young People's Board, whereas the focus of mitigation within the MPS focuses on operational processes. We have reported quarterly to the Audit Panel on the alignment of our risks.

One of the key joint risks identified in the past year is around the rise in violent crime – in particular serious youth violence and knife crime. The Knife Crime Strategy Executive board has been established to focus joint working between MOPAC, the Met and key partners around this issue and keep pressure up on the activity across the city.

For this financial year, we introduced a new consolidated quarterly pack that brings together performance and finance reporting in a consistent format. This pack, along with the MPS quarterly report on performance against its business plan, forms the core agenda of the quarterly Oversight Board meetings chaired by the DMPC, and is issued to the Police and Crime Committee

to support wider scrutiny by Assembly Members. The Oversight Board has also considered exceptional items, including information governance in the MPS and use of force.

We have maintained effective internal budgetary controls, and offered training and guidance to non-finance staff, including those involved in commissioning and contracting. We clearly identified the need to prepare for the introduction of the General Data Protection Regulations (GDPR), and developed and implemented a strong plan of action.

We rely on a range of sources of assurance for our work in managing risk and ensuring the effectiveness of our internal controls. DARA plays a critical role as the internal auditor to MOPAC and is also the internal auditor to the MPS. We also work closely with our external auditor, Grant Thornton, to absorb the recommendations made in their annual report on value for money. The MPS Transformation Directorate has also implemented a systematic approach to internal and external assurance of the One Met Model transformation programmes, including inviting external review from the Infrastructure Projects Authority for the largest, most complex programmes. MOPAC attends the MPS Risk and Assurance Board, in order to support our oversight of the MPS' own processes for monitoring and escalating strategic risks and for tracking the implementation of HMICFRS and DARA recommendations.

How did we respond to last year's recommendations?

In last year's AGS, we identified broad improvement areas including aligning MOPAC and MPS governance arrangements, ensuring they are properly supported and operated effectively; increasing the effectiveness of the risk management and assurance framework to ensure it would; reliably inform key decisions and performance discussions, increase compliance with agreed strategy and policy, and enhance oversight, and the need to take prompt action to address areas of improvement identified as a result of internal audit review activity. Our work this year has addressed these recommendations.

We have worked hard to develop the capacity and capability of our commissioning directorate to improve the consistency of our commissioning approach, putting in place improved assurance with a view to ensuring even better value for money.

In addition, we have strengthened our communication with staff on corporate governance issues and reviewed the Finance and Contract Regulations and ensured that they remain legally compliant.

What could be improved?

We will continue to increase the maturity of our risk management framework; integrating our business planning and revised programme management approach with an increased focus on risk mitigation and sources of assurance.

We will continue to work closely with the MPS to align our management of key strategic risks and assurance framework, and will keep our risk register under constant review in the light of the changing external environment.

We will also work with the MPS to consider whether to adapt our approach to performance and operational oversight in the light of the templates introduced by HMICFRS for the first year of

the new Force Management Statements, recognising that this is an emerging area that will take time to mature.

We will continue to implement further action to maintain and strengthen our compliance with GDPR. MOPAC will continue to work closely with the ICO to ensure our own data is in order and compliant to the new GDPR laws as well as having a strengthened oversight of the MPS processes and systems.

Work continues to bring together a single view of performance of commissioned services as well the transparency of this to Londoners and stakeholders. We keep our external reporting, dashboards and quarterly reports under constant review and will consider whether any further additions are required.

Implementing good practices in transparency, reporting and audit to deliver effective accountability

What is working well?

Core to MOPAC's role is effective accountability. We have well established lines of accountability and scrutiny for MOPAC – these include the Police and Crime Committee of the London Assembly, the Audit Panel and monthly MQs. We pride ourselves in working closely with the mechanisms around these forums to provide clear, concise and timely information about MOPAC in line with our duties on transparency and accountability.

To ensure transparency MOPAC produces a suite of interactive data dashboards on its website, enabling the public and partners to engage with and interpret data on policing and crime in London. Spending data, financial information and minutes of meetings are also published on the website.

In the year 2017/18, we answered 9047 enquiries, 96% of which were answered on time, in line with our agreed service levels. We answered 968 Mayor's Questions, of which 85% were submitted ahead of, or on time. We answered 65 Freedom of Information requests, 98% of which were responded to on time. Each month we produce a comprehensive monthly report to the Police and Crime Committee. The DMPC attended 8 meetings of the PCC, MOPAC's Chief Executive and Directors attended a PCC session in January 2017 focused on the management of the organisation. In addition, the DMPC and CFO appear as required by the Budget and Performance Committee.

MOPAC aims to conduct its business with honesty and integrity. In order to maintain high standards, it is essential that everyone working for the MOPAC shares this aim and feels able to raise any concerns they have about the way business is being conducted. In accordance with the Employment Rights Act 1996, MOPAC has a whistle blowing policy in effect. Workers who suspect wrongdoing in the workplace and disclose their concerns (i.e. a "Whistle Blower") are protected from dismissal and from being subjected to detrimental treatment or victimisation.

MOPAC aims to ensure that the process for raising such concerns is simple, effective and confidential wherever possible. MOPAC aims to create an environment in which staff feel able to follow the process without fear of any reprisals being taken against them.

We also have strong complaint escalation procedure for staff matters and internal working practices. For example, within the year 2017/18 there was a data leak which was identified when a confidential internal paper was referenced by a journalist. An informal investigation was instigated immediately and all staff involved were fully compliant when a formal investigation by Counter Fraud Officers from DARA was started. MOPAC, and the MOPAC staff team, were exonerated in this investigation but the fact remained the escalation and resolution processes surrounding this breach were effective.

To support and ensure scrutiny of the MPS, the law requires MOPAC to abide by certain regulations in matters relating to statutory functions carried out by MOPAC Professional Standards which are prescribed within Police Pensions Regulations 1987, Police (Conduct) (Amendment) Regulations 2015 and Police Appeals Tribunals (Amendment) Rules 2015. MOPAC have developed effective plans to anticipate the changes to be enacted under the Policing and Crime Act (PCA) including providing MOPAC with an increased role in the oversight of complaints about police and taking on responsibility for police appeals.

We continue to have a strong working relationship with our internal auditors, DARA, taking their formal advice and recommendations through their reports and informally through our internal governance structures and meetings. We report on our internal governance improvement actions on a quarterly basis to the Audit Panel.

How have we responded to last year's recommendations?

In line with a recommendation from the Annual Audit Letter to agree key metrics to monitor and measure performance by MPS, and ensure reporting to the public is easily digestible and conveys key achievements, we developed the new the quarterly reporting pack and have reviewed and improved it through the year, for example to provide additional transparency on response times and on stop and search.

What could be improved?

We hold ourselves to high standards and the public expect high standards from us which is why we aim to ensure a swift turnaround on public enquires, questions and letters and that board minutes, FOIs and decisions are published quickly, in an accessible format.

We will be publishing a Reserves Strategy to provide greater detail about the planned use of MPS resources over the medium term.

We are strengthening the governance arrangements for Custody Visiting, and plan to include regular reports on the Scheme in the Deputy Mayor's monthly report to the Police and Crime Committee. We will be conducting a review of the delivery arrangements to ensure we are providing the most effective service to the ICV Scheme.

We will be conducting a review of the delivery arrangements to ensure we are providing the most effective service to the ICV scheme.

Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

What is working well?

Fundamental to MOPAC's role as oversight of the Metropolitan Police is the duty to ensure that it acts in accordance with the law. This responsibility is fulfilled through the MOPAC governance framework and compliance is reviewed at the quarterly Audit Panel Meetings. The Deputy Mayor for Policing and Crime (DPMC) meets with the Chair of Audit Panel and had regular meets with the Director of Audit, Risk and Assurance, the Head of Internal Audit for MOPAC

Supporting our oversight, the new membership of the London Policing Ethics Panel was finalised this year, with a new work programme set out. The Ethics Panel provides independent advice on complex issues facing policing, and the moral and ethical implications of them. This year, the Panel will be considering the use of facial recognition technology by policing, and issues around the prioritisation of police resources.

In accordance with paragraph 3.7.4.3 of the Code of Practice on Local Authority Accounting, it is noted that MOPAC's financial management arrangements conform with the governance requirements of the CIPFA *Statement on the Role of the Chief Financial Officer in Local Government* (2010) as set out in the Application Note to *Delivering Good Governance in Local Government Framework*.

There is a comprehensive list of statutory requirements which is monitored. All MOPAC decisions consider the legal and risk implications amongst other implications and are published in compliance with the Elected Local Policing Bodies Orders 2011 and 2012 relating to transparency – satisfying the specified order.

MOPAC has a statutory duty to make arrangements for police custody detainees to be visited by independent persons to ensure their welfare, rights and entitlements are upheld. We do this through the Independent Custody Visiting Scheme, which recruits, trains and manages a pool of approximately 200 Independent Custody Visitors (ICVs). In line with the Code of Practice, the Scheme is led by a senior MOPAC officer and ICVs provide written reports to MOPAC.

MOPAC has an anti-fraud policy, and its Directorate of Audit, Risk and Assurance provides an effective counter-fraud service to MOPAC and the MPS.

MOPAC has recently updated its code of conduct for staff in which is outlined the highest standards to which MOPAC Staff should conduct themselves. Additionally, the MOPAC values were developed last year with staff and management as a key set of value based behaviours which the organisation aspires to conduct itself.

What could be improved?

MOPAC's values are now being embedded into people processes and ways of working across the organisation. The new induction process will make sure these elements are integral to the welcome to MOPAC. The values are also being embedded in the personal performance and development framework.

MOPAC is updating its anti-fraud strategy and will want to raise awareness of the update policy amongst staff.

Ensuring openness and comprehensive Stakeholder Engagement

What is working well?

MOPAC has worked successfully and effectively with a wide and diverse range of stakeholders over the past year to ensure openness and transparency and to work to tackle complex police and crime issues. Stakeholders include citizens, communities, voluntary and community sector organisations, public sector agencies and wider government.

MOPAC continues to reach out to the public to ask their opinions and get their views through a variety of robust measures. In particular, our Evidence and Insight team oversee a variety of surveys to capture the voices of Londoners – be they members of the public or victims of crime.

This includes the Public Attitude Survey (a representative sample of 12,800 Londoners per year including questions around victimisation, fear of crime & crime concerns, attitudes to policing, contact with police) and the User Satisfaction Survey (a survey capturing perceptions of 12,800 victims of crime about the service provided to them by the Metropolitan Police Service).

MOPAC ran four of its regular public forums in 2017/18, *Justice Matters*, covering Violence Against Women and Girls, victims of crime, disproportionality in the justice service and knife crime.

The Mayor has appointed London's first Independent Victims' Commissioner, Claire Waxman, to champion the interests of victims of crime across the justice service. The Victims Commissioner chairs a Victims Board and has established a Victims Reference Group, which ensures the victims' voice is considered across all areas of business and also informs the work of our key partners. This includes an extensive engagement with survivors of VAWG to inform our Violence Against Women and Girls Strategy, and a Victims Summit in 2017, to bring together victims and stakeholders and discuss the next steps in ensuring a victim-focused justice service.

2017/18 saw three large scale consultations with the public and stakeholders prior to publication of core Mayoral strategies. These were for *Public Access and Engagement*, *Knife Crime* and *Tackling Violence Against Women and Girls*. Following the success of the public and stakeholder consultation MOPAC ran for the Police and Crime Plan in 2016, these subsequent consultations took lessons learned from that consultation and built on it.

MOPAC brought together key stakeholders and subject experts to advise and debate around key policy issues with each topic. While there were lessons learned from each of these consultations – as detailed below in what could be improved – generally our communication on consultations is good, well publicised and where possible, evaluated by our evidence and insight function.

S14 of the Police Reform and Social Responsibility Act 2011, requires MOPAC to make arrangements for obtaining the views of the community on policing and for obtaining the views of victims of crime in that area about matters concerning the policing of the area.

One of the ways in which we discharge these functions is the borough-based Safer Neighbourhood Boards (SNBs). SNBs are an accountability and engagement mechanism established by the Mayor of London to ensure the police focus on the priorities of local communities. Their role is to contribute, along with borough partners, to the establishment of local policing and crime priorities, monitor police performance and confidence, and to provide feedback to MOPAC about issues of local concern. We support the SNBs through a pan-London forum, the provision of a bespoke data dashboard, and by providing development opportunities in key skills, such as chairing public meetings and understanding crime statistics.

Code A of the Police and Criminal Evidence Act, sets out specific duties for MOPAC in monitoring and supervising the use of stop and search powers. s5.4 specifically says that “to promote public confidence in the use of the powers, forces, in consultation with police and crime commissioners,

must make arrangements for the records to be scrutinised by representatives of the community, and to explain the use of the powers” at a local level. (See Note 19.). In London, we have a well-established network of borough-based Stop and Search Community Monitoring Groups (CMGs). Comprising independent members of the public, CMGs monitor police performance on stop and search, examining local stop and search performance data, including rates of disproportionality and positive outcomes, allowing them to challenge their borough police to explain data that causes concern. We support the local groups by facilitating a pan-London network and provide training to CMG/CMN members in examining and interpreting data and the broader community engagement potential for their groups. MOPAC is the only PCC that supports community monitoring to this extent and the most recent independent HMICFRS inspection in to the legitimacy of the MPS made a clear statement that *“All aspects of the force’s arrangements for the use and scrutiny of stop and search are impressive”*; this included the stop and search CMGs.

What could be improved?

MOPAC is committed to continue to exercise the Mayor’s power to convene stakeholders to support delivery of police and crime plan commitments. We recognise the importance of relationships at the local, regional and national levels to tackle police and crime issues that matter to Londoners. We will continue to develop our work to engage creatively across the capital as we are acutely aware that given the significant increases in demand coupled with financial pressures faced by all public services, system leadership will be key to brigading efforts and resources on the issues that really matter.

In 2018/19, we will be developing our approach to active citizenship and engagement. We continue to aim for effective communications to hard to reach communities and those disproportionately affected by crime, and are considering what further arrangements would support this. We will include consideration of how we further develop the SNBs to ensure they are aligned to our active citizenship engagement principles and have greater flexibility in how to apply funding to respond to the local context.

The Victims Commissioner continues to develop her engagement with victims of crime and key stakeholders, to inform future policy and service delivery. A survey has been launched to gather views from a wide cross section of crime victims in London to inform the Victims’ Commissioner’s review of compliance with the Victims’ Code of Practice and the provision of support services in London. A second Victims’ Summit is to be convened to update partners on that work and agree next steps.

Over the coming year we will be investing in the development of CMGs to increase transparency, for example through ensuring they have a web presence, and integration with MOPAC governance. This will further diversify the involvement and engagement of the public in these mechanisms, focussing on those who are most affected by the use of the powers, in particular though engagement with young people.

5. Reviewing the effectiveness of MOPAC's governance arrangements

The governance arrangements for MOPAC – outlined in Appendix 1 – have been developed in line with the 2011 Police Reform and Social Responsibility Act, Statutory Policing Protocol, Home Office Financial Management Code of Practice and existing guidance on financial and governance regulations. There are defined lines of accountability, roles and responsibilities.

The reporting mechanisms between the respective MOPAC boards and management meetings through the Scheme of Delegation and Consent and respective terms of reference are clear and remain fit for purpose.

Our code of Governance has been amended to fully reflect the *CIPFA - Delivering Good Governance in Local Government*. A new version is available in the appendix.

The Chief Executive and Directors have reviewed the effectiveness of our governance arrangements and their views have been reflected in the areas identified for improvement above.

6. Governance issues for improvement

The Director of Audit, Risk and Assurance has given her opinion (as per MOPAC and MPS Internal Audit Annual Report 2017/18), which informs the Governance Improvement Plan.

The opinion is stated below.

The MOPAC and MPS internal control environments continue to improve but are not yet fully effective. Progress has been made during the year and effective plans to enhance oversight and embed sound governance have been developed, and are working towards securing a fully effective internal control environment in support of crime reduction and policing priorities and objectives.

As part of last year's DARA annual report the following were identified as key to strengthening the internal control environment in support of achieving policing priorities and objectives. A degree of improvement has been demonstrated in each area but further progress is needed and planned in 2018/19;

- Aligning MOPAC and MPS governance arrangements, ensuring they are properly supported and operated effectively.
- Implementing and embedding a sound integrated planning and performance framework in support of the PCP and MPS Business Plan.
- Giving greater clarity to accountabilities and roles and responsibilities in the framework supporting decision making.
- Increasing the effectiveness of the risk management and assurance framework to; reliably inform key decisions and performance discussions, increase compliance with agreed strategy and policy, and enhance oversight.
- Improving skills and capacity, supported by sound systems and reliable information, to meet the requirements of the Police and Crime Plan, MPS Strategic Plan and the continuing commercial and financial challenge.
- Taking prompt action to address areas of improvement identified as a result of internal audit review activity.

Action on the improvement areas set out by DARA above will further enhance MOPAC's governance arrangements and together with on-going actions from the Governance Improvement Plan will be monitored by the Audit Panel on a quarterly basis.

There are areas of improvement which have been identified by the *Grant Thornton Joint Value for Money Report*. The overall conclusion of the report is that "MOPAC and MPS both have proper arrangements in all significant respects to ensure they delivered value for money in their use of resources". While heartening, the areas from improvement identified which involve MOPAC will be added to the Governance Improvement Plan.

	Recommendation	Priority
1	MOPAC should build on the progress made in building its capacity and capability to commission and monitor delivered services, and prioritise reporting transparently the performance of these services against priority outcomes.	High
6	Consideration of issues fundamental to major decisions should take place as early as possible in the governance process and, once considered, should be signed up to by all decision makers. Whilst re-consideration of fundamental issues at a later date should never be ruled out, this should be triggered by new information or material changes in internal or external environments, rather than a lack of detailed focus, or limited participation by decision makers, earlier in the decision making life-cycle. Decision makers need to remain open to each others' challenge to ensure the level or focus of scrutiny of investment / business cases is always is appropriate to each stage of the investment appraisal process. Decisions made earlier in the process should be documented, along with the key judgements informing those decisions, to minimise the risk of these decisions being revisited unnecessarily at a later date. This may help minimise delay, disruption and cost later in the investment appraisal process.	Medium

Governance Improvement Plan 2018/19

The areas outlined in Section 4 of this document as needing improvement, will be added to our Governance Improvement Plan 2018/19.

The Governance Improvement Plan outlines all improvement areas and steps necessary to further enhance our governance arrangements and ensure that MOPAC's governance continues to improve.

It identifies and tracks more detailed actions against outstanding improvements.

For reference, the key improvement areas have been highlighted in the table below.

<i>Principle</i>	MOPAC
<i>Defining outcomes in terms of social economic and environmental benefits</i>	MOPAC is embedding more systematic programme management processes to track delivery across this portfolio. This will also add to the effectiveness of business planning and risk management.
<i>Determining the interventions necessary to achieve the intended outcomes</i>	<p>We will continue to focus on the effectiveness of arrangements for investment decision-making between the MPS and MOPAC. Over the last year we worked closely together to support a process of continual organisational learning from a range of major decisions within the transformation and commercial portfolios, drawing on DARA's reporting and the scrutiny of key decisions through the Investment Advisory Board. We will continue to embed this process going forward.</p> <p>Feedback on how we engage with stakeholders and the public continues to be welcomed. MOPAC will be looking at ways to enhance the range of opportunities for stakeholder input. This feedback circle should help us to continually improve and the way we engage with partners across the board.</p> <p>We continue to improve our processes which will ensure that we fulfil our responsibilities to respond to Reports published by HMICFRS that concern the Metropolitan Police. In particular we ensure that any recommendations that are contained within reports about the MPS are specifically addressed, explaining what action is being taken to address the issue raised. These responses are sent to the Secretary of State, and are published on our website.</p> <p>MOPAC will utilise its increased capacity and expertise in commissioning and contract</p>

	<p>management to enhance the evaluation and reporting of outcomes from key commissioning activity.</p>
<p><i>Developing MOPAC's capacity, including the capability of its leadership and of individuals in it.</i></p>	<p>MOPAC is developing a People Strategy which will include:</p> <ul style="list-style-type: none"> • Building an inclusive culture and a workforce that is as diverse as the city we serve, and that we hold ourselves to the same standards of inclusion as we do the MPS; • Developing core training in areas such as information governance and unconscious bias; • Embedding new induction processes and creating a new staff handbook, making it easier for staff – existing and new – to find, use and understand policy, procedures and code of conduct; • Managing and developing our people through effective performance management, reward and recognition and learning and development, and; • Developing great managers and leaders through talent management and building management capability. <p>One of the key elements of this will be carrying out a learning needs analysis to determine our learning and development strategy. This will help to ensure we have the skills and capabilities to deliver the PCP and other strategic objectives. This work will continue through 2018/19.</p>
<p><i>Managing risks and performance through robust internal control and strong public financial management</i></p>	<p>We will continue to increase the maturity of our risk management framework; integrating our business planning and revised programme management approach with an increased focus on risk mitigation and sources of assurance.</p> <p>We will continue to work closely with the MPS to align our management of key strategic risks and assurance framework, and will keep our risk register under constant review in the light of the changing external environment.</p> <p>We will also work with the MPS to consider whether to adapt our approach to performance</p>

	<p>and operational oversight in the light of the templates introduced by HMICFRS for the first year of the new Force Management Statements, recognising that this is an emerging area that will take time to mature.</p> <p>We will continue to implement further action to maintain and strengthen our compliance with GDPR. MOPAC will continue to work closely with the ICO to ensure our own data is in order and compliant to the new GDPR laws as well as having a strengthened oversight of the MPS processes and systems.</p> <p>Work continues to bring together a single view of performance of commissioned services as well the transparency of this to Londoners and stakeholders. We keep our external reporting, dashboards and quarterly reports under constant review and will consider whether any further additions are required.</p>
<p>Implementing good practices in transparency, reporting and audit to deliver effective accountability</p>	<p>We hold ourselves to high standards and the public expect high standards from us which is why we aim to ensure a swift turnaround on public enquires, questions and letters and that board minutes, FOIs and decisions are published quickly, in an accessible format.</p> <p>We will be publishing a Reserves Strategy to provide greater detail about the planned use of MPS resources over the medium term.</p> <p>We are strengthening the governance arrangements for Custody Visiting, and plan to include regular reports on the Scheme in the Deputy Mayor’s monthly report to the Police and Crime Committee. We will be conducting a review of the delivery arrangements to ensure we are providing the most effective service to the ICV Scheme.</p> <p>We will be conducting a review of the delivery arrangements to ensure we are providing the most effective service to the ICV scheme.</p>

<p>Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law</p>	<p>MOPAC’s values are now being embedded into people processes and ways of working across the organisation. The new induction process will make sure these elements are integral to the welcome to MOPAC. The values are also being embedded in the personal performance and development framework.</p> <p>MOPAC is updating its anti-fraud strategy and will want to raise awareness of the update policy amongst staff.</p>
<p>Ensuring openness and comprehensive stakeholder engagement</p>	<p>MOPAC is committed to continue to exercise the Mayor’s power to convene stakeholders to support delivery of police and crime plan commitments. We recognise the importance of relationships at the local, regional and national levels to tackle police and crime issues that matter to Londoners. We will continue to develop our work to engage creatively across the capital as we are acutely aware that given the significant increases in demand coupled with financial pressures faced by all public services, system leadership will be key to brigading efforts and resources on the issues that really matter.</p> <p>In 2018/19, we will be developing our approach to active citizenship and engagement. We continue to aim for effective communications to hard to reach communities and those disproportionately affected by crime, and are considering what further arrangements would support this. We will include consideration of how we further develop the SNBs to ensure they are aligned to our active citizenship engagement principles.</p> <p>The Victims Commissioner continues to develop her engagement with victims of crime and key stakeholders, to inform future policy and service delivery. A survey has been launched to gather views from a wide cross section of crime victims in London to inform the Victims’ Commissioner’s review of compliance with the Victims’ Code of Practice and the provision of support services in London. A second Victims’ Summit is to be convened to update partners on that work and agree next steps.</p>

	<p>Over the coming year we will be further developing the CMGs to increase transparency, integration with MOPAC governance, and to further diversify the involvement and engagement of the public in these mechanisms, particularly focussing on those who are most affected by the use of the powers.</p>
--	--

7. Identification of further governance improvement initiatives in 2018/19

It is proposed that over the coming year, Internal Audit will review the following areas, which are aligned to MOPAC strategic objectives and risks, and MOPAC will take steps as appropriate to address any governance and control issues that arise:

Implementation of the Police and Crime Plan

- Operational Oversight
- Victims Strategy and Implementation
- Evidence and Insight Strategic Framework
- Follow Up Reviews:
 - o MOPAC Business Planning and Performance Framework
 - o Risk Management – Alignment and Management of Strategic Risks to PCP (MOPAC and MPS)

Governance

- Transparency and Reporting
- GDPR Governance Framework
- Funding Partner Organisations – MOPAC Governance
- Treasury Management
- Follow Up Reviews:
 - o MOPAC Financial Oversight
 - o Decision Making Framework (MOPAC and MPS)
- Commissioning Framework - Evaluation

8. Statement of Assurance

MOPAC's governance arrangements are designed to ensure that we take an appropriate and proportionate approach to managing risk. The arrangements are not designed to eliminate all risks but rather provide a reasonable degree of assurance of our effectiveness in managing the risks.

We are satisfied that the steps set out above have addressed the need for improvements that were identified in the review of effectiveness. We will continue to monitor their implementation and operation during the year and as part of our next annual review.

Date – 23/7/2018

Date – 23/7/2018

Signed *Sophie Linden*

Signed *R. Lawrence*

Sophie Linden
Deputy Mayor for Policing and Crime

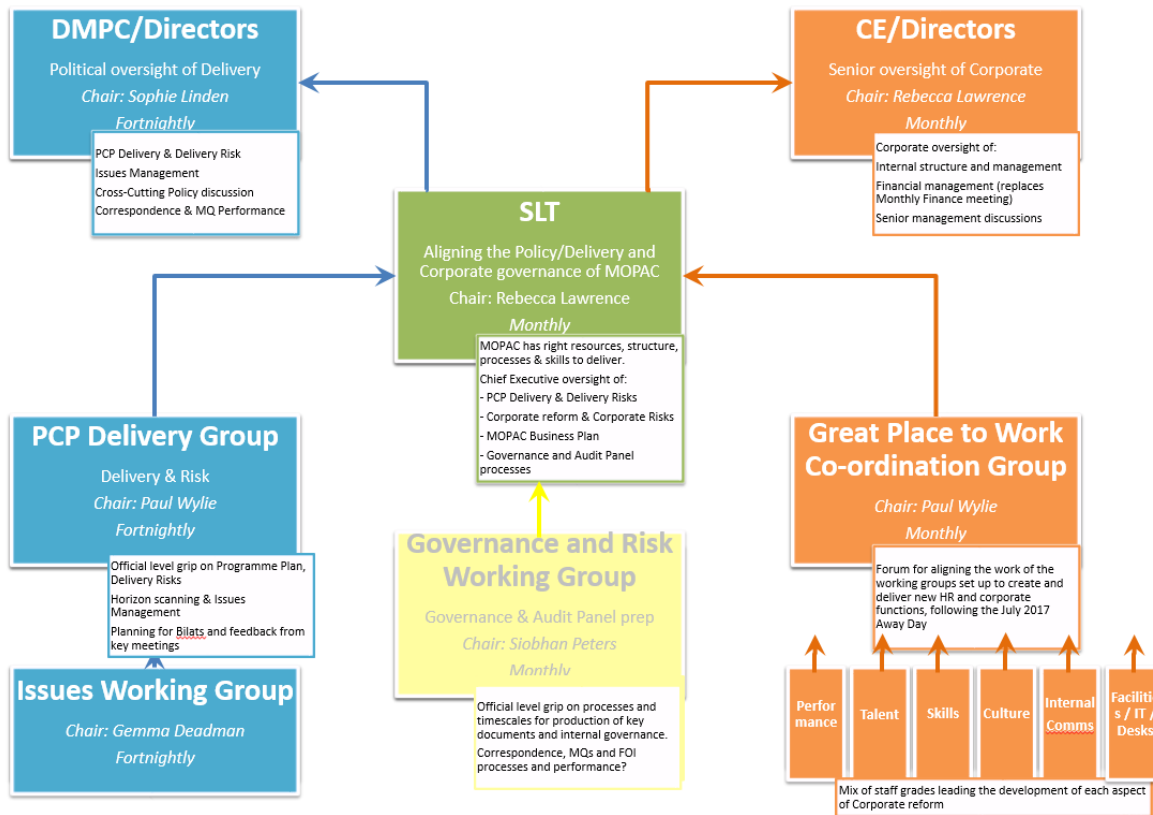
Rebecca Lawrence
Chief Executive

APPENDIX 1

Governance Arrangements

Following the launch of the PCP in March 2017, the internal governance arrangement was reviewed to ensure effective monitoring. MOPAC’s internal governance arrangements are set out in figure 1.

Figure 1 – MOPAC Internal Governance Arrangement



MOPAC is held to account over its objectives, operations and delivery of the PCP through various Boards and Panels, which are detailed below.

Holding the MPS and partners to account

i. Oversight Board

The Oversight Board enables the DMPC to effectively exercise the role and duties of the Police and Crime Commissioner for the Metropolis, as delegated by the Mayor of London.

The functions of the Oversight Board are to

- Scrutinise MPS delivery against the Police and Crime Plan on behalf of the Mayor, and performance against agreed priorities
- Have oversight of value for money through economy, efficiency and effectiveness
- Undertake, at the request of the DMPC, assurance on key priorities and specific issues of concern to the public and PCP
- Approve and review the Mid-Term Financial Strategy (MTFS) in line with Mayoral priorities and
- Monitor progress, delivery and risks against the MPS Business Plan.

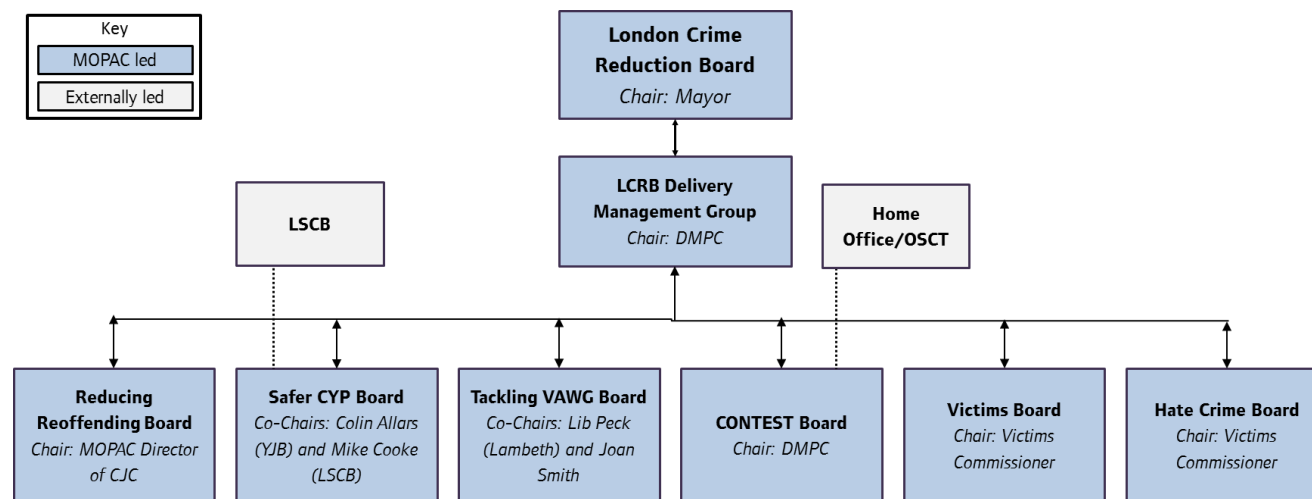
ii. The London Crime Reduction Board (LCRB)

At LCRB, the Mayor, DMPC, the Commissioner, representations from across the Criminal Justice Service and London boroughs come together to agree a coordinated approach to crime reduction and community safety in London. High-level intelligence on crime and public concerns about safety is also reviewed. This board is key to utilising the Mayor's convening powers to work with a number of partners to deliver policing and crime priorities within the Police and Crime Plan for London. The structure has been reviewed and now reflects the implementation needed for the new PCP.

iii. Child Protection Policing Oversight Group

MOPAC has now established this group to support and oversee the MPS in their response to the HMIC inspection report on child protection. MOPAC and the Directorate of Audit and Assurance (DARA) have carried out extensive work with the MPS to oversee development of a wide-ranging action plan. As a key part of this detailed plan, the DMPC has established an improvement scrutiny group, which met for the first time on the 7 December 2016. In addition, MOPAC takes a risk based approach to Governance, introducing bespoke oversight mechanisms in response to issues representing

a high-level risk. In response to weaknesses identified by MPS, audit and HMIC the remit of this group is to ensure that the MPS respond appropriately and effectively to each of the recommendations set out by Her Majesty's Inspectorate of Constabulary (HMIC).



iv. Knife Crime Strategy Executive Board

MOPAC has also convened further partnership activity and oversight on the delivery of the Mayor's Knife Crime Strategy, which is in place and operational for 2018/19. The DMPC Chairs a Knife Crime Strategy Executive Board with Criminal Justice Service, Health and Local Authority partners, with a number of subgroups to lead specific workstreams. A review is underway to incorporate this structure more closely into the LCRB framework.

v. Bi-laterals

The Mayor routinely meets with the Commissioner and her team, including specialist operations, to discuss policing in London and to be briefed on counter terrorism.

The DMPC and the Commissioner hold regular meetings to provide in depth scrutiny of the effectiveness and efficiency of the MPS and to consider issues of importance to policing and crime reduction in London.

vi. Informal One to Ones

On an informal basis, the DMPC meets regularly with MPS Assistant Commissioners, the Deputy Assistant Commissioners and Commanders and other members of the MPS Management Board.

vii. Justice Matters

Justice Matters is a mechanism whereby the Deputy Mayor brings London partners together in a transparent manner, to problem solve issues for London and bring accountability for those solutions by partners. The meetings are webcast and held in public on a quarterly basis.

Experts in the field are invited to explore different themes from across the spectrum. Areas that have been investigated include Tackling Sexual Violence and Offender Management in London.

viii. Investment Advisory Board (IAB)

IAB is an advisory board to the DMPC, to inform decisions subsequently taken and published. It ensures that MPS investment decisions deliver the police and crime plan and are founded on a sound business case, contributing to efficiency and effectiveness of the MPS. The business case proposals supporting key investments in the MPS transformational change programme are considered at this board.

ix. Corporate Investment Board (CIB)

In addition to the MOPAC governance, as part of the wider GLA corporate governance and to ensure consistency across the GLA, MOPAC investment decisions are at the GLA Corporate Investment Board (CIB). The Deputy Mayor for Policing and Crime is a member of this board. The board is an internal forum chaired by the Mayor's Chief of Staff. Further information on and the public minutes of CIB meetings can be accessed here: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decision-making>.

External

The Police Reform and Social Responsibility Act 2011 requires the establishment of an ordinary Committee of the Assembly to be the Police and Crime Panel. This function is and will continue to be carried out by the Police and Crime Committee (PCC). MOPAC is scrutinised via the following avenues:

i. Police and Crime Committee

The London Assembly's Police and Crime Committee (PCC) is the statutory body that examines the work of MOPAC and meets twenty times a year. Ten of those meetings are used principally to hold question and answer sessions with the DMPC and Commissioner or their representative. The Committee can require the DMPC and / or staff from MOPAC to attend its meetings for the purpose of giving evidence and provide documents to it.

The Committee also investigates key issues relating to policing and crime in London as part of this scrutiny.

ii. Mayor's Questions

The Mayor's Question Time (MQT) meetings take place ten times a year. Assembly Members as part of their role in holding the Mayor and his functional bodies to account ask the Mayor a range of questions within the remit of his role, which includes policing.

Questions which are not answered at the meeting receive written responses. A number of policing questions are asked of the Mayor during MQT.

iii. Functional Body Question Time

At least once a year, Functional Body Question Time (FBQT) or Plenary sessions on Policing issues are held with the Mayor and the Commissioner. This forms another opportunity for Assembly Members to hold both the Mayor and the Commissioner to account and examine policing matters in London.

iv. Budget and Performance Committee

The London Assembly's Budget and Performance Committee scrutinises the Mayor's budget for the financial year and the implications for services and council taxes in London. It also examines, monitors and reports on the budgets and performance of the GLA and Functional Bodies which includes MOPAC

The Budget Monitoring Sub-Committee, is a Sub-Committee of the Budget and Performance Committee, which considers reports on its behalf. This mainly involves scrutinising the quarterly monitoring reports provided by the GLA and its functional bodies including MOPAC.

v. Oversight Committee

The Greater London Authority (GLA) Oversight Committee is responsible for a range of matters and sometimes examines the work of MOPAC as it pertains to their terms of reference.

APPENDIX 2

Independent Panels and Individuals

i) Audit Panel

In line with the Home Office Financial Management Code of Practice established to support the implementation of the Police Reform and Social Responsibility Act 2011, a joint MOPAC/MPS Audit Panel, performing the functionality of an Audit Committee, was established.

The Audit Panel is responsible for enhancing public trust and confidence in MOPAC and the MPS. It also assists MOPAC in discharging its statutory responsibility to hold the MPS to account. It advises MOPAC and the MPS Commissioner according to good governance principles and provides independent assurance on the adequacy and effectiveness of MOPAC and the MPS internal control environments and risk management frameworks.

The Audit Panel held its first meeting on 31 March 2017. It receives regular reports at its quarterly meeting, including MOPAC governance and risk matters and the respective improvement plans.

MOPAC has responsibility for conducting regular reviews of the effectiveness of the governance framework, including the system of internal audit and the system of internal control. The review is continuous with a programme of reviews of governance policies to ensure they meet the demands and needs of MOPAC. DARA provides assurance on the effectiveness of the MOPAC governance framework and highlight areas for improvement which are reported to senior management. Internal reviews tend to include research into best practice, update of the framework and provision or update of policies and procedures. Changes are subject of a decision and will be published. The effectiveness of the framework is also reviewed in drawing up the Annual Governance Statement.

ii) Ethics Panel

The London Policing Ethics Panel (LPEP) is an advisory panel that is independent of the mayoralty, defines its own work plan and publishes its own findings, that are then sent to the Mayor, Deputy Mayor for Policing and Crime and Commissioner of the MPS.

In March 2018, the new membership of LPEP was announced. Dr Suzanne Shale was announced as the new chair. The Panel will examine the use by the Metropolitan Police of facial recognition technology, and how the MPS prioritise in the face of Government cuts to their budgets.

iii) Victims Commissioner

On 12th June 2017, Claire Waxman took up the role of London's first independent Victims' Commissioner. The Victims' Commissioner stands up for survivors of crime across the capital, making sure their voice is heard and that their needs are at the heart of our policing and criminal services. As the new Victim's Commissioner, Claire will report directly to the DMPC and will play a significant role in stakeholder engagement and oversee the delivery and performance of MOPAC's Victims commissioning service.