

Annual Governance Statement 2015/16

1. Introduction

The Annual Governance Statement (AGS) is a statutory document which explains the processes and procedures in place to enable the Mayor's Office for Policing And Crime (MOPAC) to carry out its functions effectively.

This Statement sets out how MOPAC complies with the requirements of the Framework of Good Corporate Governance and provides assurance that governance is being managed through a number of internal mechanisms. The MOPAC governance framework remains dynamic and subject to continuous improvement and complements the published MOPAC Code of Governance.

MOPAC's governance framework continues to develop and mature, which ensures 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 Police and Crime Plan (PCP). However, there is no complacency as all areas continue to be monitored and evaluated to ensure they remain fit for purpose.

In this last year, MOPAC has continued to review and refine its governance framework, both internally and how it connects with the MPS to deliver appropriate oversight.

Internal mechanisms and controls have been reviewed and strengthened, supported by risk and assurance systems. The 2020 Boards have been integrated in to one Internal Governance Board (IGB) and this leads on delivery of objectives within the Police and Crime Plan. The IGB supports the work of the externally facing analytics and dashboards that publish data regarding performance and progress. Risk on delivery of the Police and Crime Plan is a standing agenda item and discussed regularly with mitigating actions agreed.

The transition process between Mayoral terms is helpful in highlighting where a wider focus on organisational objectives is required and to drive through changes that cater for short, mid and long term objectives whilst still allowing for prioritisation of delivery of the Police and Crime Plan. This will be further reviewed in the coming year so that risks and controls extend beyond the Police and Crime Plan.

There has been a drive to review the mechanisms that connect the MOPAC to the MPS and support oversight. Following a DARA review, external support was sourced to give useful challenge and framework design changes to how MOPAC delivers financial oversight. This work remains ongoing but shows the potential for a more priority led approach to oversight, underpinned by risk management. Financial and management data, timely submission of forward plans and strategic action plans from the MPS will be crucial in achieving a more flexible and targeted approach to oversight. There are subsequent opportunities to extend this methodology across other areas, including workforce and professional standards.

Joint risk management work has been undertaken between both organisations and this has resulted in a more responsive governance framework and a more dynamic assurance. This gives a strong foundation for the year ahead and the transition to new mayoralty.

2. Scope of Responsibilities

The business to be conducted by MOPAC is set out in the Police Reform and Social Responsibility Act 2011. 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.

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 used economically, efficiently and effectively. The Mayor of London's Police and Crime Plan (PCP) outlines how MOPAC should hold the Metropolitan Police Service (MPS) to account, and deliver manifesto commitments and expectations.

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 the 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 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's published Scheme of Delegation and Consent sets out approval delegations and in particular, states business cases for revenue and capital expenditure, budget virement and/or movements and sponsorship 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.

3. Purpose of the Governance Framework

The Annual Governance Statement (AGS) is a statutory document that explains the governance processes and procedures in place that enable MOPAC, as a statutory body and a Corporation Sole, carry out its functions effectively.

This Statement sets out how MOPAC complies with the requirements of the guidance on good governance in the Police and provides assurance that governance is being managed through a number of internal mechanisms. It specifies the progress MOPAC has made in developing the governance framework which contributes to having an effective internal control framework. It further ensures that statutory obligations are being met.

Stakeholder engagement is part of the responsibility of MOPAC and this is particularly the case with the Metropolitan Police, where joint arrangements have been established. MOPAC governance provides for shared outcomes which are supported by effective mechanisms for monitoring and evaluation.

The MOPAC governance framework remains dynamic and subject to continuous improvement and complements the published MOPAC code of governance.

4. The Governance Framework

MOPAC came into existence in January 2012, replacing the Metropolitan Police Authority (MPA) as the organisation responsible for overseeing policing and community safety on behalf of Londoners.

MOPAC was created as part of the Police Reform and Social Responsibility Act 2011, the same legislation that created directly elected Police and Crime Commissioners across the country. Through the Mayor, Londoners have a direct democratic link with the police, putting their priorities first and holding the MPS to account.

In the years since its creation, MOPAC has established itself, developing strong relationships with the MPS and a wide range of other organisations across the city to deliver the Mayor's vision for a safer city.

The governance framework comprises the systems, processes, culture and values by which MOPAC is directed and controlled, and the activities through which it is accountable to and engages with the community. It enables MOPAC to monitor the achievement of its strategic objectives and oversight of the MPS and to consider whether the objectives have led to the delivery of appropriate, cost-effective services, which represent value for money.

The AGS specifies and provides a continuous review of the effectiveness of MOPAC's governance arrangements including internal control and risk management systems. Addressing issues raised as part of the Directorate of Audit, Risk & Assurance (DARA) Internal audit is a vital part of the process to demonstrate and ensure that improvements are being made within MOPAC.

4.1 MOPAC's Governance Arrangements

In 2015/16, MOPAC's governance arrangements comprised a number of elements of the systems and process in place to ensure that strategic oversight of the MPS was exercised as well as the other statutory obligations of MOPAC.

These were carried out through a number of Boards, Panels, Reporting and Committees, listed below. MOPAC is also involved in key strategic multi-agency boards led by Criminal Justice (CJ) partners, where MOPAC was an active member; meetings with providers to monitor grants awarded at both Borough and Regional levels. There were various meetings, including those that enabled MOPAC build stakeholder relationships, internal meetings, briefing staff, National Boards that MOPAC was involved in and took part in discussions and debates.

The key Boards, Panels and Committees that MOPAC was involved in include:

4.2 Oversight Board

The Oversight Board was established to enable 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.

It has met bi-monthly and had responsibility for commissioning the MPS strategy to support the delivery of the MOPAC PCP. All MPS strategies are jointly owned with MOPAC to facilitate

more effective working relationships with partners across the Criminal Justice (CJ) sector. MOPAC joined with the wider CJ partners to develop a far richer understanding of shared challenges and broken the impasse on sharing data.

4.3 Internal Governance Board

This Board's role is to ensure delivery of the Mayor's priorities in relation to Police, Performance and Resources. It was an internal board with actions from the meeting made public.

4.4 MOPAC Challenge

MOPAC Challenge was a mechanism through which the Mayor held the Metropolitan Police Commissioner and his top team and other CJ partners to account. The Meetings were held in public.

Each month, experts in the field were invited to explore different themes from across the spectrum. In the past year, MOPAC Challenge has focused on a range of issues, with the DMPC leading in-depth investigations into police performance, youth reoffending, substance misuse, diversity in policing and intrusive police tactics.

4.5 Joint Investment Board (JIB)

JIB has been an advisory board to the DMPC and no decisions are delegated to it. It advised the DMPC in considering how MPS investment decisions delivered the PCP and was founded on a sound business case, contributing to the budget targets set by the DMPC for the MPS.

4.6 Joint Asset Management Panel (JAMP)

JAMP has been an advisory body to the DMPC. It considered whether the estates strategy met the objectives outlined in the Police and Crime Plan and the operational requirements of the Commissioner. No decisions were delegated to it.

4.7 The London Crime Reduction Board (LCRB)

LCRB was the place where the Mayor, the Commissioner and London's boroughs came together to agree a coordinated approach to crime reduction, local policing and community safety in London. High-level intelligence on crime and public concerns about safety was also reviewed. This board was key in utilising the Mayor's convening powers to work with a number of partners to deliver policing and crime priorities for London.

4.8 Bi-laterals

The Mayor routinely met with the Commissioner to discuss policing in London.

The DMPC and the Commissioner held monthly bi-lateral 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.

4.9 Informal One to Ones

On an informal basis, the DMPC met regularly with MPS Assistant Commissioners and sometimes with the Deputy Assistant Commissioners.

4.10 Non-Executive Advisors

Non-Executive Advisors (NEAs) provided advice to the DMPC on the implementation of MOPAC's mission and priorities.

4.11 External Scrutiny

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

4.11.1 Police and Crime Committee

The London Assembly's Police and Crime Committee (PCC) is the statutory body that scrutinises 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 or his representative and the Commissioner or his 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.

It can carry out investigations on issues as part of this scrutiny.

4.11.2 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.

4.11.3 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 scrutinise policing matters in London.

4.11.4 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.

4.12 Independent Panels

There were two independent panels which provided advice to the Mayor and the DMPC.

4.12.1 Ethics Panel

The London Policing Ethics Panel (LPEP) acts independently to provide external advice to the Mayor and the DMPC, so that they may effectively discharge their duty to maintain oversight of the MPS.

It sets an annual programme of work on strategic issues with the Mayor. The Panel does not undertake casework and is not able to examine or consider individual incidents or complaints.

4.12.2 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 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 receives regular reports, including quarterly reports on MOPAC governance issues and improvement plans. This ensures that there is continuous improvement with the Panel endorsing the resulting action 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.

5 MOPAC's Achievements 2015/2016

MOPAC is working with the MPS to tackle the crimes that concern Londoners most and ensure that the MPS is ready to face the challenges of policing a global city in the digital age.

In 2015/16 Financial year:

- Neighbourhood crime had fallen by 18.6% by the end of 2015/16.
- Officer numbers were maintained at or around 32,000, with a dedicated PC and PCSO for every neighbourhood.
- By the end of 2015/16, confidence had increased to 63%. The MPS had the highest level of confidence in its Most Similar Forces Group and was above the average for England and Wales.
- In 2001, 4% of MPS officers were from a BME background. By March 2016 it was over 12%. In 2001, 16% of MPS officers were female. By March 2016 it was over 25%. London-only recruitment is accelerating this progress, with the most recent 2015/16 intake including 33% female and 27% BME recruits.
- MOPAC has commenced the largest rollout of Body-Worn Video cameras in any city in the world. Every frontline MPS officer will wear a small camera, mounted on their chest, which will film their interactions with Londoners, providing an unambiguous record of each encounter. The first phases of rolling out the 22,000 cameras began in spring 2016.
- Against a target of £500m savings, by the end of 2015/16, the MPS had exceeded this, making total savings of £573m.

- Following a successful pilot which achieved 92% compliance, MOPAC, with support from the Ministry of Justice, will be rolling Sobriety tags out across the city from April 2016.
- Positive progress has been made to reduce reoffending by young people leaving custody by nearly 20% - from 70.8% to 56.6% - and London remains on target with the latest statistics indicating a current level of 56.8%.
- Significant progress has also been made in reducing the number of young people entering the Criminal Justice System - the number of first-time entrants reduced from 7,878 in the rolling year to June 2010 to 3,132 in the rolling year to June 2015, a fall of 60%.
- In February 2016, MOPAC, together with the London Community Rehabilitation Company (who work with offenders under probation supervision), launched a £1.5m pan-London Gang Exit programme. The first programme of its kind, and running until October 2017, it aims to engage with up to 300 young people.
- The first pan-London Domestic Violence Service went live on 1st July 2015, ensuring that every victim of domestic violence in the city has access to specialist support from an Independent Domestic Violence Advocate (IDVA). The service received 2,195 referrals within the first six months.
- MOPAC, in partnership with NHS England is investing £6.5 million over 3 years in Havens. The Havens offer forensic examinations, medical care and support including Independent Sexual Violence Advocates (ISVAs) to all victims of recent rape and serious sexual assault. In 2015/16 the Service has had 4,612 face to face appointments with victims of rape and serious sexual assault.
- MOPAC has continued to fund London's four Rape Crisis Centres (£4million over 3 years) over 2015/16 and additional funding has been secured until 2017. To date 5,799 victims have been supported through the Rape Crisis Centres.
- Working with statutory partners and the business community, MOPAC launched the London Digital Security Centre (LDSC). The LDSC provides a suite of core subsidised digital services to SME sized businesses through working with the private sector and in collaboration with UK Universities who are providing ethical hacking and digital forensic students to support the initiative.
- A new reporting app was launched by MOPAC during Hate Crime Awareness Week 2015. The app enables victims' to immediately report an incident, with the information going directly to the Police via a secure server. Users can also upload photographic and video material as part of their report, providing the option to submit a verbal statement or footage of the incident.

6 Reviewing the Effectiveness of MOPAC's governance arrangements

In November 2015, an internal review was carried out on MOPAC's Statutory Compliance Framework listing gaps and making recommendations. The plan to address these gaps will be addressed in the governance controls section below. Further review is ongoing.

The governance arrangements for MOPAC are 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, including the 2013 Home Office guidance on *'Publishing Information in a Transparent Way'*. The PCP, Code of Governance, Decision Making Framework and the Scheme of Delegation and Consent continues to reflect the governance arrangements and ensure that MOPAC remains fit for purpose.

There are defined lines of accountability, roles and responsibilities. The reporting mechanisms have been made clearer between the respective MOPAC boards and management meetings through the Scheme of Delegation and Consent and respective terms of reference.

Effective audit and assurance arrangements provided the DMPC with confidence that statutory obligations and the Police and Crime Plan strategic objectives were met.

MOPAC Directorate of Audit, Risk and Assurance (DARA) provided the internal audit service for MOPAC and the MPS.

DARA is an independent source of assurance, reviewing all areas of MOPAC and MPS business, ensuring best use is made of funds and resources, and that key risks to the delivery of policing priorities and objectives.

Alongside this, ongoing reviews of oversight have taken place throughout the year. MOPAC oversight systems are now further aligned and supported by analytical products, financial analysis and risk management systems that are connected and offer dynamic risk and assurance mechanisms.

6.1 Annual Report

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.

A position Statement was produced in March 2016 and presented to the 17 March 2016 PCC meeting.

The 2016 Annual MOPAC report will be published in Summer 2016.

6.2 Annual Statement of Accounts

MOPAC publishes its statutory Annual Accounts each year comprising core financial statements – Income and Expenditure, Movements in Reserves, Cashflow, the Balance Sheet and various disclosure notes. A draft statement of accounts is made available for external audit and for public scrutiny, with the final version published after the audit is concluded. The draft accounts for 2015/16 will be published in May 2016. This is in compliance with the CIPFA disclosure, pursuant of the 2010 Local Government Act s.3.7.4.3.

The final version of the accounts is expected to be published in July.

6.3 Performance and Risk Management Frameworks

An internal planning and performance framework was put in place to support the delivery of the PCP. It provided an effective framework to monitor delivery of every aspect of the PCP and clearly defined lines of accountability, roles and responsibilities.

- MOPAC instituted a number of internal panels and meetings to ensure it was discharging its duties of providing oversight to the MPS; it ensured that internal governance arrangements were embedded and that there was compliance to statutory and regulatory requirements for MOPAC.
- The DMPC fulfilled the accountability role through a number of mechanisms including formal and informal meetings with Senior Police Officers, staff and senior stakeholders, including Criminal Justice colleagues and Ministers.
- The Chief Operating Officer (COO) is also the Head of Paid Service and the Monitoring Officer for MOPAC, and takes formal decisions in line with the Scheme of Delegation and Consent.
- The COO and Directors otherwise known as the Senior Management Team (SMT) meet on a regular basis. They are charged with overseeing the strategic and operational management of MOPAC as delegated by the DMPC and to drive the implementation of the PCP and the Mayor's priorities. Each Director leads on specific work areas and holds regular meetings with senior MPS officers and internal meetings within their directorates to drive forward delivery of strategic and operational objectives.
- The Senior Leadership Team (SLT) is chaired by the COO. It comprises Senior Managers in MOPAC and is responsible for the leadership, strategy and delivery of the priorities as defined within the PCP. It gained assurance on delivery of work streams and programmes that delivered the PCP; ensured the delivery of the Business Plan and effective management of its inherent risks and budget and the overall day to day running of MOPAC including compliance with relevant legislation.
- Heads of Service meetings were held and acted as the cohesive group that brought all areas of MOPAC together. It will continue to ensure that roles and responsibilities across directorates do not overlap and that accountabilities, roles and responsibilities for meeting statutory and regulatory requirements are defined and met.
- The Internal governance board in line with its terms of reference (formally known as the 20:20:20 Criminal Justice Board and Police Board) is part of the internal governance arrangements. Senior officers in MOPAC chair and attend the board, which drove the results in achieving the PCP priorities and delivery of objectives.
- Business Planning meetings are held with Team Managers by the Strategy & Corporate Planning Team to review progress against the business plan and ensure full compliance with transparency requirements.
- Directorate and Team meetings are held across MOPAC to ensure that there are bottom up and top down approaches. In 2015/16, part of the role of the meetings was to ensure that individual roles and responsibilities were linked to the business plan to ensure delivery of the Police and Crime Plan and that accountabilities, roles and responsibilities for meeting statutory and regulatory requirements were clear to all.
- MOPAC's risk management framework supports effective decision making and provides assurance that risk is managed effectively at all levels in MOPAC. The Framework is embedded in the business planning and corporate strategy process. The Senior Leadership Team will continue to monitor the management of risk within its role and responsibilities.

Risks and opportunities are identified in Team plans and cascaded to individuals' performance development reviews.

6.4 Setting out clear delegation arrangements and protocols for effective communication, and arrangements for challenging and scrutinising MPS' activities

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 Published Scheme of Delegation and Consent sets out approval delegations and in particular, states business cases for revenue and capital expenditure, budget virement and or movement sponsorship above £500,000 be delegated to the DMPC.

As suggested above, the respective roles of SMT and SLT are and continue to be clearly defined and adhered to.

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 they are the; Police Pensions Regulations 1987, Police (Conduct) (Amendment) Regulations 2015 and Police Appeals Tribunals (Amendment) Rules 2015.

6.5 Developing, communicating and embedding codes of conduct, defining the standards of behaviour for the Mayor as occupant of the MOPAC and the DMPC, officers and staff

The Mayor and the DMPC are governed by the Greater London Authority (GLA) code of conduct for members.

The Chief Operating Officer (COO) is the Monitoring Officer and Head of MOPAC staff and is bound by MOPAC staff policies, Code of conduct and standards.

There is a MOPAC staff handbook in place which includes a code of conduct for all staff, declaration of gifts and hospitality and staff declaration of Interest.

There is a cohesive framework governing all aspects of anti-fraud and corruption activity and integrating the identification and management of fraud risk within the existing corporate risk management framework.

6.6 Ensuring compliance with relevant laws and regulations, internal policies and procedures.

MOPAC has a duty to ensure that it acts in accordance with the law. This responsibility is fulfilled through the MOPAC governance framework and compliance is reviewed on a regular basis at SLT, Heads of Service meeting and at the quarterly Audit Panel Meetings.

Professionally qualified staff occupy key roles throughout MOPAC with external advice sought as and when needed.

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 and reported back to SLT on a regular basis. 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.

The Director of Audit Risk and Assurance reports on the effectiveness of MOPAC's systems of internal controls, making recommendations for improvement where appropriate.

6.7 Whistleblowing, receiving complaints from the public and handling citizen and other redress

MOPAC is committed to dealing with all correspondence and complaints fairly, comprehensively, and in a timely manner.

As published, complaints made about MOPAC staff are to be sent to the Chief Operating Officer who will allocate as required. Complaints against the COO to be sent to the Deputy Mayor for Policing and Crime.

MOPAC has a whistleblowing policy for its staff and DARA is one of the contact points for reporting wrongdoing within both MOPAC and the MPS.

MOPAC is also responsible for considering complaints made against the Commissioner.

Complaints made about the Mayor as occupant of MOPAC or the DMPC, are the responsibility of the London Assembly's Police and Crime Committee (PCC) in accordance with the Elected Local Policing Bodies Order 2012. The London Assembly's PCC have delegated this responsibility to the Monitoring Officer at the GLA, unless where it is a conduct matter or serious complaint in which case it gets referred to the IPCC.

7 Governance Issues for Improvement

Areas of improvement identified through DARA activity have been used to inform this statement and the improvement plan. MOPAC is also using the opportunity of a new Mayor to review and revise procedures and processes. These improvements will further enhance MOPAC's governance arrangements, and are identified below together with on-going actions carried forward from the Governance Improvement plan.

The DARA Annual Opinion is included for reference and informs the issues log below:

"The MOPAC and MPS internal control environments are not yet fully effective.

The MOPAC and MPS governance frameworks continue to develop and mature. Plans to enhance oversight and embed sound governance are working towards securing an effective internal control framework in support of policing priorities and objectives."

The following significant internal control issues have been identified and some have been included in the text above. These controls will ensure that MOPAC remains fit for purpose now and in the future.

No	Issue	Action planned
1	List of statutory and regulatory requirements	There is a comprehensive list owned by the Corporate Development Team and monitored by the Company Secretary. On a bi-annual basis, this will be reviewed at SLT meetings.
2.	Business plan activities	<p>Planned activities for achieving statutory compliance will be allocated to relevant officers and will be recorded and monitored and reported into the Company Secretary where appropriate.</p> <p>There is a risk and cost based Business Plan which is kept live and reviewed at SLT meetings.</p>
3.	Introduction of new legislation	New legislation is monitored and briefings in place from the CDO team, in Strategy, who will ensure that the Monitoring Officer is kept abreast of all new legislation.
4	Clearly published information	<p>The website has been reviewed and information on it will be kept live. External Relations team will monitor the information so that information is clearly sign-posted and easy to obtain.</p> <p>Transparency is under continual review and MOPAC publishes both performance information and all decisions.</p>
5	Embedding internal controls	This will continue to be embedded and take account of the DARA recommendations. These will be monitored by Team Managers.
6.	Management of strategic risks	<p>Work is being undertaken to improve the planning and performance management framework which will help to support a more integrated approach to the management of strategic risks.</p> <p>DARA will continue to carry out the internal audit function for MOPAC and the MPS in line with the Home Office Financial Management Code of Practice (FMCP), with the aim of minimising duplication and bureaucracy and increase value for money.</p>

No	Issue	Action planned
7.	Business processes	<p>These are reviewed constantly to monitor progress in delivering work plans in support of the PCP.</p> <p>Monthly statistics on information governance will be sent to SLT and London Assembly's PCC to ensure transparency and accountability.</p>
8.	Oversight mechanisms	<p>External resource has been brought in to assist with review of controls and mechanisms to connect both organisations via oversight. With timely submission of forward plans, financial management information and other strategic action plans from the MPS, this will further support the oversight and management of strategic risks.</p> <p>This oversight is initially focused on finance but learning from this will be broadened in to other areas of oversight and informed by the construction of the Police and Crime Plan priorities.</p>

It is proposed that over the coming year, MOPAC will take steps to address the above matters which will further enhance our governance arrangements and ensure that MOPAC's governance processes remain effective in a changing environment as we continue to monitor their implementation and operation. It will be reported in the quarterly Governance report to the MOPAC/MPS Audit Panel.

Date 20 July 2016

Date 20 July 2016

Signed

Sophie Linden
Deputy Mayor for Policing
and Crime

Signed

Helen Bailey
Chief Operating Officer