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## CODE OF GOVERNANCE

### 1. Introduction

The Mayor's Office for Policing And Crime (MOPAC) is a statutory body and a corporation sole. It is led by the Mayor of London, Sadiq Khan and is supported by the Deputy Mayor for Policing and Crime (DMPC), Sophie Linden. The Mayor's role as occupant of MOPAC is distinct from his role at the GLA. The role of DMPC in London is similar to that of an elected Police and Crime Commissioner elsewhere, although not directly elected.

MOPAC has strategic oversight of the Metropolitan Police Service (MPS). The safety of all Londoners is the highest priority of MOPAC and it implements this by supporting the police to provide a better police service for London. Performance of the MPS is scrutinised by MOPAC and the budget is set and monitored by MOPAC. MOPAC sets the targets and direction for MPS and ensures that it is run efficiently and effectively and holds it to account on behalf of Londoners.

To deliver the Police and Crime Plan, which was 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 objectives are supported by a business plan.

### 2. Governance

Governance is how MOPAC ensures it is doing the right thing, in the right way, in a timely, inclusive, open and accountable manner. It comprises the systems, processes, culture and values by which MOPAC is directed and controlled and through which it accounts to, engages with and protects Londoners from harm.

A governance framework, including a scheme of delegation, has been developed in line with the *Police Reform and Social Responsibility Act (2011)*, the *Statutory Policing Protocol*, *Home Office Financial Management Code of Practice* and existing guidance on financial and corporate governance.

### 3. Context

This code of governance sets out how MOPAC governs, using the seven good governance core principles,<sup>1</sup> which builds on the Nolan Principles, as the structure for setting out the statutory framework and local arrangements. The *Financial Management Code of Practice* requires that MOPAC embeds good governance principles in the way the organisation operates.

To achieve this, a framework has been formulated locally which ensures that these principles are integrated into the conduct of MOPAC's business.

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<sup>1</sup> Delivering good governance in local government, (CIPFA/Solace 2016)

MOPAC can also demonstrate that the systems and processes in place are:

- Monitored for their effectiveness in practice via the quarterly reports to the Audit committee and the Annual Governance Statement; and
- Subject to scheduled reviews by the Directorate of Audit, Risk and Assurance (DARA) to ensure they remain up to date and fit for purpose.

#### **4. Code of governance**

This code of governance is developed in a local context and sets out the arrangements for reviewing their effectiveness. The way in which each of the core principles are put into practice by MOPAC is set out below:

**4.1** MOPAC aims to focus on its purpose and outcomes to create and realise a vision for Londoners by implementing the updated Police and Crime Plan:

**To achieve this, MOPAC:**

- will take action to deliver the ambitions set out in the Police and Crime Plan 2017 to 2021.

To demonstrate progress against the delivery of the Police and Crime plan MOPAC will:

- communicate its activities and achievements, financial position and performance in its annual report
- publish an annual report stating the progress made on the Police and Crime Plan
- review the Police and Crime Plan on an annual basis.

**4.2** MOPAC aims to ensure officers, staff and volunteers work together to achieve a common purpose with clearly defined functions and roles:

**To achieve this, MOPAC:**

- Is defining its governance structure, outlining the decision making process, bodies and their responsibilities following the recent launch of the Police and Crime Plan (PCP)
- Ensures effective communication between staff, volunteers and Metropolitan Police Service
- Has a Business Plan that sets its priorities which are linked to the Police and Crime Plan (PCP), ensuring that all directorate and unit plans are a direct flow from the PCP
- Has a supporting Corporate Risk Matrix that manages and mitigates risk across the organisation
- Defines the individual and collective roles and responsibilities of all staff as outlined in individual job descriptions, which follows the priorities of the Business Plan.

**4.3** MOPAC aims to promote its values and demonstrate the values of good governance through upholding high standards of ethics, conduct and behaviour.

**To achieve this, MOPAC:**

- Ensures that the Senior Leadership Team sets a tone for the organisation, by creating a climate of openness, support and respect
- Has in place arrangements to ensure that systems and processes are maintained in conformity with appropriate ethical and legal standards including the gift and hospitality register, Staff declaration of Interest and the code of conduct
- Treats everyone fairly, with respect and dignity, maximising diversity and promoting equality of opportunity
- Ensures that standards of behaviour and personal conduct are defined, communicated through individual Personal Development Plans (PDP) and Team and Directorate Plans and monitored by the Senior Management Team.
- Consistently challenges unacceptable behaviour and standards within a supportive environment
- Ensures that equality issues are incorporated into planning, consultation and service delivery processes
- Ensures all staff and volunteers take personal responsibility and ownership for delivering a quality service
- Has a formal set of values, developed by staff and managers, and will be rolled out across the organisation

**4.4** MOPAC aims to take informed and transparent decisions that are subject to effective scrutiny and risk management arrangements.

**To achieve this, MOPAC has:**

- Developed and will continue to maintain effective arrangements to challenge and scrutinise its performance against the Police and Crime Plan via the *Oversight Board*, *Justice Matters* forum, compliance with the *Police Reform and Social Responsibility Act (2011)* and other requirements
- Effective, transparent and accessible arrangements for resolving correspondence and complaints received in the organisation
- Open and effective mechanisms for documenting evidence for decision making and publishes all decisions on the website
- A risk register that is reviewed and monitored by the Senior Leadership Team (SLT).

**4.5** MOPAC aims to conduct itself in a transparent and accountable way to all Stakeholders including the London Assembly.

**To achieve this, MOPAC:**

- Undertakes to present a monthly report to the *Police and Crime Committee* to assist the Committee to exercise its function in scrutinising and supporting MOPAC and to hold it to account

- Has developed and publishes series of interactive dashboards, which provide accessible data to the public, partners and stakeholders on the priorities of the police and crime plan through which MOPAC, the MPS and our criminal justice service partners can be held to account for delivery and which will be updated to reflect the priorities of the new plan
- Ensures that information about MOPAC's role is published and kept up to date on the website.

**4.6** MOPAC also aims to engage with the public and consider their views and in particular seek out views of young people, involving them in consultations and surveys.

**To achieve this, MOPAC has:**

- Meetings held in public for Londoners, who can offer their views at public events, through surveys, comment and participate in open consultations and receive invitations to consult and comment on strategies and plans
- Holds ongoing quarterly surveys on public attitudes and priorities for policing
- Other channels of engagement to reach and engage with Londoners including via newsletters and the public enquiries inbox by writing in, and through a public phone line.

**4.7** MOPAC aims to hold the Commissioner of the Metropolis to account, convene problem solving measures amongst partners and ensure everything possible is being done to meet the Mayor's priorities and objectives and to keep Londoners safe.

**To achieve this, MOPAC has:**

- Arrangements in place to host the 'Justice Matters' meetings bringing in the Metropolitan Police Service, criminal justice agencies and other key partners to discuss the issues that matter to the safety of Londoners.
- An established *London Crime Reduction Board (LCRB)*, as a means of improving accountability between partners and benefiting from the convening power of the Mayor
- Arrangements in place to both engage and scrutinise effectively via regular communications and meetings from officer level through to the DMPC.

**5. Arrangements for the review of the Code of governance**

**5.1** MOPAC has put in place the following arrangements to review the effectiveness of the Code of governance.

- Each year, MOPAC will review its governance provisions via the Annual Governance Statement (AGS), to ensure compliance with this code. The governance arrangements in place will be evaluated to ensure that accountabilities, roles and responsibilities are clearly defined and that appropriate resources are allocated
- A governance plan with timed actions and clear monitoring and reporting requirements will be produced in relation to areas of governance requiring further development, improvement or

reviewing. The improvement plan will be reviewed on a quarterly basis and reported to the Audit Committee and

- The Directorate of Audit, Risk and Assurance (DARA) will carry out an audit review on MOPAC's governance and Oversight Framework in 2017.