



**Susan Hall AM**  
**Chair of the Police and Crime Committee**

Kaya Comer-Schwartz  
Deputy Mayor for Policing and Crime  
Mayor's Office for Policing and Crime

(Sent by email)

20 March 2025

Dear Deputy Mayor,

I am writing to you as Chairman of the London Assembly Police and Crime Committee following our meeting held on 4 December 2024 in which we scrutinised the commissioning budget of the Mayor's Office for Policing and Crime (MOPAC) and Violence Reduction Unit (VRU). Given the size of this budget, which this year the Committee was told sits at around £90 million,<sup>1</sup> we wanted to gain a better understanding of how this money is being managed.

We heard about some important and valuable work that commissioned services do, including the MyEnds programme<sup>2</sup> and Integrated Offender Management<sup>3</sup> work. Yet, the Committee believes there are some improvements that could be made to increase transparency and demonstrate that money is being used effectively and delivering for Londoners.

When the Committee last looked at this topic in 2020, it heard about the difficulties for organisations in navigating the commissioning landscape in London,<sup>4</sup> which is complex and often unclear. While we heard that some positive work has been undertaken since 2020 to rectify this, the Committee believes that there is some way to go to improve the visibility and accessibility of commissioned services.

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<sup>1</sup> London Assembly Police and Crime Committee, [Transcript of Agenda Item 5 – Panel 2](#), 4 December 2024, p. 8

<sup>2</sup> London Assembly Police and Crime Committee meeting, [Transcript of Agenda Item 5 – Panel 1](#), 4 December 2024, p.10

<sup>3</sup> London Assembly Police and Crime Committee, [Transcript of Agenda Item 5 – Panel 2](#), 4 December 2024, p. 3

<sup>4</sup> Sherry Peck, Chief Executive of Safer London, told the previous PCC Committee in January 2020: "It has been a perennial problem of people never knowing quite what is in their patch. A variety of different mapping activities have taken place and, almost as soon as you have got it online, it is out of date." (Source: London Assembly Police and Crime Committee, [Transcript of Item 4 Agenda – Panel 2](#), 22 January 2020, p.12)

## Mapping of MOPAC services

In 2020, the Committee was concerned that MOPAC did not publish sufficient information on the services that it funds. It heard about the challenge in identifying services funded by MOPAC and accessing potential funding opportunities. It recommended that MOPAC considers how it can provide a map or directory of funded services to be updated on a regular basis.<sup>5</sup>

The Committee is pleased to see that MOPAC now publishes additional information in its quarterly reports on its commissioned services, including some outcomes.<sup>6</sup> However, while a map of London Crime Prevention Fund (LCPF) funded services exists, it does not seem to have been updated for some years since it was launched in 2018-19, and a map of services directly commissioned by MOPAC has not been published.<sup>7</sup> At our meeting in December 2024, the Committee asked MOPAC to commit to creating a live digital map of MOPAC commissioned services across the city.<sup>8</sup>

The Committee notes that much of this information is held on MOPAC's website. However, it is not currently available in one easy-to-access location, and can be complex and hard to navigate.

The Committee was encouraged to hear from Will Balakrishnan, MOPAC's Director of Commissioning and Partnerships, that in line with the Mayor's new Police and Crime Plan 2025-29, there will be a refresh of "everything that MOPAC has in the public domain", including "what all our commissioned services do".<sup>9</sup> The Committee believes, that as part of this refresh, MOPAC should publish an easily accessible London-wide digital map of all MOPAC commissioned services, including areas covered, details of the service provider and upcoming funding opportunities. It is the Committee's view that this would be a welcome step to simplifying the commissioning process.

At the meeting on 4 December 2024, the Committee also suggested that MOPAC works closely with London boroughs so that they can include details of MOPAC's, and the VRU's, commissioned services in their local directories. Will Balakrishnan agreed with the principle and committed to look into it.<sup>10</sup>

**Recommendation 1: MOPAC should develop and publish a digital map of MOPAC-commissioned services across London by the end of December 2025. It should also undertake scoping work on the feasibility of including funding opportunities in this map, searchable by location and the specific area of service provision. This must include reliable mechanisms for keeping information up-to-date.**

## VRU dashboard

The Committee was pleased to hear about the recent development of the VRU's live internal performance dashboards.<sup>11</sup> Lib Peck, Director of the VRU, told the Committee: "*The live dashboards*

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<sup>5</sup> London Assembly Police and Crime Committee, [MOPAC Commissioning – Long-term funding essential for victims' services](#), 11 March 2020

<sup>6</sup> MOPAC, [MOPAC Q2 Report 2024-25](#), 18 November 2024

<sup>7</sup> [LCPF Map](#)

<sup>8</sup> London Assembly Police and Crime Committee, [Transcript of Agenda Item 5 – Panel 2](#), 4 December 2024, p. 22

<sup>9</sup> London Assembly Police and Crime Committee, [Transcript of Agenda Item 5 – Panel 2](#), 4 December 2024, p. 22

<sup>10</sup> London Assembly Police and Crime Committee, [Transcript of Agenda Item 5 – Panel 2](#), 4 December 2024, p. 22

<sup>11</sup> VRU, [Partnership Reference Group Work Programme](#), 12 September 2024

*are a really accessible way for us to be able to see who we are helping, where we are helping them, how it relates to the KPI, how it relates to the money that we are investing.”<sup>12</sup>*

The Committee urges the VRU to accelerate work to make these dashboards accessible to the public, as we believe they would provide a valuable tool for evaluating services.

The Committee also heard how the VRU is starting to build in cost-benefit analysis to some of its programmes, starting with DIVERT in 2025.<sup>13</sup> The Committee recommends that this work is published as soon as possible, and extended to other services, to ensure transparency in the VRU’s commissioned services.

**Recommendation 2: The VRU should accelerate work to make currently internal live performance dashboards available publicly. This should be prioritised following the publication of the Mayor's Police and Crime Plan 2025-29. The VRU should report back to the Committee on progress made towards this by 31 May 2025.**

The Committee appreciates the presentation slides from MOPAC sent to us before the meeting, which contain very useful information regarding commissioned services. As discussed at the meeting, the Committee asks that MOPAC updates the slides with details of the funding for, and duration of, each of the commissioned services included.<sup>14</sup> We also recommend that these slides are updated with a red-amber-green (RAG) rating for each service commissioned.

The importance of RAG rating was discussed at the Committee’s meeting. It is vital for transparency in the use of public funds that MOPAC publishes the RAG ratings for all services it commissions. The Committee specifically asked your officials whether they would provide this information. In response, Will Balakrishnan said: “I am happy to provide you a measure for every service and RAG rate it, absolutely.”<sup>15</sup>

**Recommendation 3: MOPAC should provide the Committee with the performance measures and RAG rating for every service MOPAC commissions by 31 May 2025. This should be updated and provided every six months as part of MOPAC’s regular monthly report to the Committee, for publication with the Committee’s agenda.**

### **London Crime Prevention Fund**

During its previous investigation in 2020, the Committee heard evidence from some outer London boroughs that the London Crime Prevention Fund (LCPF) formula underfunded certain outer London areas relative to the levels of crime.<sup>16</sup>

Will Balakrishnan told the Committee that MOPAC did a “lot of work on thinking about how the fund could be different” and explored a range of options with, predominantly, London heads of

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<sup>12</sup> London Assembly Police and Crime Committee, [Transcript of Agenda Item 5 – Panel 1](#), 4 December 2024,, p.12

<sup>13</sup> London Assembly Police and Crime Committee, [Transcript of Agenda Item 5 – Panel 1](#), 4 December 2024, p.11

<sup>14</sup> London Assembly Police and Crime Committee, [Transcript](#), 4 December 2024, p.21

<sup>15</sup> London Assembly Police and Crime Committee, [Transcript of Agenda Item 5 – Panel 2](#), 4 December 2024, p. 19

<sup>16</sup> London Assembly Police and Crime Committee, [MOPAC Commissioning – Long-term funding essential for victims’ services](#), 11 March 2020

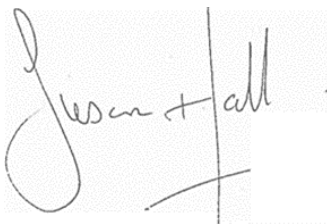
community safety.<sup>17</sup> However, we were told MOPAC has no plans to review this formula,<sup>18</sup> and therefore outer London boroughs will continue to receive “a lower allocation based on need”.<sup>19</sup> The Committee asks MOPAC to provide it with further details of what consultation was undertaken, including consultation with outer London boroughs and the feedback it received from these, and the range of options explored.

**Recommendation 4: MOPAC should provide the Committee with further details of the consultation undertaken on the delivery of the London Crime Prevention Fund by 31 May 2025.**

**Further evaluation of the London Crime Prevention Fund should also be undertaken. This should include consultation with representatives from outer London boroughs to understand whether the current funding formula delivers for those boroughs. MOPAC should complete the evaluation and report back to the Committee by 31 December 2025.**

We would welcome a response to this letter by 20 April 2025. Please copy your reply to Janette Roker, the Committee’s Senior Policy Advisor ([janette.roker@london.gov.uk](mailto:janette.roker@london.gov.uk)). Do not hesitate to contact Janette to discuss in more detail.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Susan Hall', is positioned above a horizontal line.

Susan Hall AM  
**Chairman of the Police and Crime Committee**

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<sup>17</sup> London Assembly Police and Crime Committee, [Transcript of Agenda Item 5 – Panel 2](#), 4 December 2024, p. 11

<sup>18</sup> London Assembly Police and Crime Committee, [Transcript of Agenda Item 5 – Panel 2](#), 4 December 2024, p. 9

<sup>19</sup> London Assembly Police and Crime Committee, [Transcript of Agenda Item 5 – Panel 2](#), 4 December 2024, p. 14