

## Annual Governance Statement 2022/23

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# 1. Introduction

The 2022/23 Annual Governance Statement (AGS) gives us the opportunity to explain the framework, processes and procedures in place which ensure that the Mayor's Office for Policing and Crime (MOPAC) carries out its work in accordance with the law and appropriate standards.

MOPAC is a corporation sole and has a responsibility to ensure that its business is conducted in accordance with the law and proper standards. It also has a duty to ensure 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 in order to deliver VfM for taxpayers.

MOPAC is legally accountable for the decisions and operations of both MOPAC and the Violence Reduction Unit (VRU) and both are subject to MOPAC's scheme of delegation and consent.

MOPAC aims to ensure that resources are directed in accordance with agreed policy and according to priorities within the Police and Crime Plan (PCP), that there is sound and inclusive decision making and that there is clear accountability for the use of those resources to achieve desired outcomes for London's service users and communities. Further detail of MOPAC's governance framework is in Appendix 1.

MOPAC conducts an annual review of the effectiveness of its system of internal control and publishes this statutory AGS with the Statement of Accounts. Within the AGS is a review against the governance framework, a review of effectiveness of our governance arrangements and an action plan to address the areas of focus raised.

The AGS draws on a range of input and feedback resources to capture different perspectives. These include senior management review, internal and external audit and external reviews of the Metropolitan Police Service (MPS). The HMICFRS Engage process and the report by Baroness Casey into the culture and standards of the MPS are also key considerations reflected in this document, and will be central to our oversight of the MPS' work and delivery of their Turnaround Plan in the coming year

Oversight is a key area of focus and features heavily within the improvement areas within this statement. The creation of the new London Policing Board will be an important step forward towards improving transparency of MOPAC oversight. Alongside this, internal processes are also an area in which MOPAC needs to improve and will focus resource upon over the coming year.

**Overall, we conclude that MOPAC has an adequate system of internal control which facilitates the effective exercise of its functions.**

## 2. 2022/23 Context

Following the publication of the Mayor's Police and Crime Plan for London in March 2022, 2022/23 was a year of focused delivery on the Mayor's priorities.

Trust and confidence in policing – a key Police and Crime Plan priority and the focus of the Mayor's 2020 Action Plan for Transparency, Accountability and Trust – remained a dominant issue in London during 2022/23, following a series of appalling scandals, continued declines in public confidence and the resignation of the Commissioner. In June 2022, His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) announced that it would be moving the MPS into the Engage process of monitoring, following substantial and persistent concerns about the Service's performance in key areas of its work, including investigating crime, responding to the public and protecting people from harm.

In July 2022, the Mayor and Home Secretary announced the appointment of Sir Mark Rowley QPM as the new Commissioner of the Met, and since taking up office in September 2022, he has begun an extensive programme of reform of the capital's police service. The Commissioner's draft Turnaround Plan published for consultation in January 2023, focuses on addressing the concerns raised by HMICFRS.

The importance of these reforms has been underlined by the findings of Baroness Casey's Review – the Mayor requested that this review be commissioned by the Met and be led by Baroness Casey – into the standards of behaviour and internal culture of the Met. Baroness Casey found institutional racism, misogyny and homophobia at the Met, findings that the Mayor accepted. She also described the Met as defensive, resistant to change and unwilling to engage with communities.

The Mayor continues to act to put the Met on a path of far-reaching systematic and cultural reform, with the appointment of the new Commissioner and leadership team who acknowledge the scale of the problems. In 2022/23 the number of BAME officers and women officers in the Met reached record highs, although acknowledging that this is still too low. The Mayor announced new £12m investment for a new Leadership Academy for all Met leaders to raise standards, £2.5m to improve the service Londoners receive when they first call police and new £3m annual investment to make it easier for victims to access key information about their case, increase the number of Met staff responsible for victim care and signpost victims to specialist support services.

The Mayor remains unflinching in his resolve to support and hold the new Commissioner to account as he works to overhaul the MPS and improve the service to Londoners. It is clear that there is more for MOPAC and the Met to do and we are reflecting carefully on Baroness Casey's findings and recommendations. Steps are being taken to further strengthen MOPAC oversight in 2023/24, including bringing together national oversight bodies to understand how best to apply our collective levers for reform.

Intensive efforts to reduce violence in London continued over this period. MOPAC has continued to make record investment in policing, and in 2022/23 officer numbers reached a record high in London. The MOPAC-convened Reducing Homicide Partnership has brought together the MPS and other partners to co-ordinate efforts to reduce and prevent serious violence. The Mayor continued to prioritise tackling the causes of crime through the work of his Violence Reduction Unit (VRU). With the Mayor's support and investment, the VRU has supported more than 150,000 young people over the last two years. This includes measures to support families, funding to keep young people in education, investment in the vital role played by youth workers and mentors, and support and resources for communities to tackle the issues affecting their neighbourhoods. The Mayor also announced additional investment of £2.5m to tackle the violence and harm associated with drugs, which remains a priority for communities.

This work began to show results in 2022/23. Comparing the twelve-month period to March 2023 to the twelve-month period prior to the Mayor taking office (to May 2016), knife crime with injury was down 5%, gun crime was down 15% and homicide was down 4%. In the calendar year 2022, the number of murders in London fell to its lowest since 2014, and teenage murders also reduced by more than 50 per cent compared to the previous year.

Building on the Police and Crime Plan and the Mayor's wider work to tackle violence, in June 2022 he published his refreshed tackling Violence Against Women and Girls Strategy for London. The Strategy - published after extensive consultation with Londoners, victims of crime, partner agencies and community and voluntary groups - champions a public health approach and encourages everyone in London to play their part in ending the epidemic of violence against women and girls by: placing a stronger emphasis on partnership working, prevention and education across a wide range of services in London; targeting the behaviour and actions of perpetrators of abuse and violence and making sure they are the focus for change; investing an additional £17.7m for support services- including a specialised response to support all victims; London's Victims' Commissioner has worked closely with the Metropolitan Police and Crown Prosecution Service on improvements to victim care, including by ensuring that reform work appropriately engages with victims' lived experience; recognising that violence starts with words, and we all have a responsibility to challenge the behaviour that can lead to violence and making women feel unsafe; and taking action to rebuild confidence and trust in the police and criminal justice system to ensure victims are supported and empowered to get the justice they deserve.

### **3. Strategic objectives**

The Mayor's vision is that London is a safe city for all. The Mayor wants London both to be a safe city and for Londoners to feel safe. It is important that not only do we reduce crime, but that Londoners feel the change. To deliver this vision the Police and Crime Plan has the following objectives:

- Reducing and preventing violence;
- Increasing trust and confidence in the MPS;
- Better supporting victims;
- Protecting people from exploitation and harm; and
- Being fair and inclusive in all we do

## **4. Reviewing the effectiveness of MOPAC's governance arrangements**

The review of effectiveness of MOPAC's governance arrangements is informed by the work of MOPAC Board, the Directorate of Audit, Risk and Assurance and the external auditors and other review agencies.

The roles and processes applied in maintaining and reviewing the effectiveness of the governance framework are outlined in *Appendix 1*.

MOPAC has introduced more robust and systematic governance for the delivery of key projects and programmes through a Portfolio management approach. Effective escalation from internal sub boards is included in the terms of reference of each Board.

As part of MOPAC's response to the MPS entering the ENGAGE phase of HMICFRS oversight, MOPAC officers have been looking outwards to identify and learn from promising practice relating to wider oversight frameworks. We have talked to several PCCs offices, including that of the Greater Manchester Combined Authority, and are looking more widely across the public sector, including MHS oversight and improvement frameworks. We will use this learning to inform the refresh of our own oversight framework.

## **5. Description of arrangements and review of effectiveness**

The following section assesses MOPAC's position against each of the seven principles of the CIPFA framework for good governance in the public sector.

### **5.1 Managing risks and performance through robust internal control and financial management**

#### Our arrangements

Our risk management processes, and risk register, are reviewed at a monthly Governance and Risk Working Group attended by MOPAC and MPS staff. We continue to report quarterly to the Joint Audit Panel on corporate risk and on the alignment of our risks where appropriate. MOPAC has established a risk management framework for project and programme risk through the development of a PPM approach to support the MOPAC Portfolio.

Financial sustainability is key and strong financial management arrangements have been in place throughout the year and are continuing. The budget process identified the ongoing funding needs and the 2023/24 budget reflects this. The current Medium-Term Financial Strategy (MTFS) for MOPAC is a balanced position for the next two financial years and a rigorous budget process is underway to refresh and update the medium-term financial strategy. A particular focus will be to look at the impact of potentially higher than anticipated inflation, including for pay, and also the impact of any short-term funding. An approach to dealing and mitigating the risk of short-term funding will be developed as part of the budget process.

For the 2022/23 financial year there was an underspend of £2.969m, this included the carry forward of funds into future years totaling £28.882m to ensure the continued delivery of some projects which are to be delivered across more than one financial year. The underspend has been transferred to the budget resilience reserve. Effective financial control with monthly reporting arrangements to the MOPAC Board are fully established. The out-turn position and the impact on reserves has been discussed at both Board level and with the DMPC for formal approval.

MOPAC's reserves remain healthy. The reserves policy refresh was refreshed in 2022/23 to ensure that reserves are reviewed on a regular basis and that plans are in place to ensure these are maximised. A budget smoothing reserve is in place to manage the impact of any changes in short term funding and the budget resilience reserve is available to support any new and emerging pressures and priorities. Criteria to access the budget resilience reserves are in place against which any requests must be assessed and will improve the overall management and governance of the reserve.

MOPAC's quarterly performance report 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 had deep dive sessions on information governance in the MPS, victim satisfaction, community engagement, use of force and bringing offenders to justice. The Mayor and DMPC regularly discuss serious violence and other significant areas of business in meetings with the Commissioner and Deputy Commissioner. A formal stakeholder group to discuss the partnership approach to reducing homicides in London is in place, driving a more collaborative approach across all agencies.

MOPAC relies 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 both MOPAC and the MPS. MOPAC also works closely with the appointed external auditor, Grant Thornton, to respond to the recommendations made in their annual report on value for money.

The VRU is represented on MOPAC Board and is subject to the MOPAC financial management processes. The only additional aspect to VRU internal control is a VRU risk register managed via internal VRU SLT meetings.

A significant change in MOPAC's operating systems is underway to move to a new shared service provider (TfL) for our IT services. We are assured that our governance processes are robust enough to remain fit for purpose and do not require change. However, the programme itself has been deemed a corporate risk for MOPAC and is being monitored through our internal process set out above.

### Actions and key developments in 2022/23

MOPAC had already taken steps to refresh its approach to oversight to place greater focus on key topical issues as well as ensuring that meetings cover strategic issues aligned to the PCP and its outcomes framework. Each of the oversight meetings between MOPAC and the MPS is thematically planned via regular co-ordination meetings, including working closely with the Commissioner's Office and their performance team, to ensure discussions are aligned and consistent. This approach ensures oversight is focused on those areas that will have the greatest impact in terms of driving improvement. MOPAC and the MPS also hold deep dives and seminars on various themes. Internal governance of oversight has been strengthened through establishment of an Oversight Analysis Group, which brings together colleagues from across the organisation to share intelligence from partners, providers and communities and ensures their insights are fed into oversight arrangements in the most strategic way, aligned with Mayoral priorities.

MOPAC has further developed its management of risk through defining the processes to do so at the strategic level, directorate/working level through to project level. This has been realised through the MOPAC Portfolio Board which provides assurance across the whole organisation, monitoring projects and programmes and escalating risks as appropriate. The Portfolio incorporates MOPAC's risks to ensure a fully joined up process. DARA has reviewed MOPAC's risk framework and will help develop training for staff to ensure that this is fully communicated.

Building on the improvements made by the core processes work of the Change Programme, MOPAC has worked with external consultants to create a clear set of integrated end-to-end (E2E) processes for the

organisation, a user focused 'MOPAC way' that is supported by proportionate controls and intelligent technology, utilising automation that can reduce burdens on people and enhance how we share information and intelligence. The review worked through the following stages, Discovery, Design and Implementation Planning. The Discovery Stage reviewed the 'As Is', to understand the 'pain points and identify opportunities for improvement. The work has now been incorporated into the finance and corporate services transformation programme and will take on the design and implementation stages which will include an impact assessment of the introduction of the new processes and a roadmap to ensure these are fully embedded. The result of this programme of work will be an agreed set of centrally stored and accessible process documents to support the core MOPAC processes and recommendations on potential future enhancements using new technology.

DARA reviews in 2021/22 resulted in MOPAC focussing on areas for improvement over the last 12 months. Progress has been made within the business support processes, with a more robust recording and management of IT and mobile equipment, and a review of MOPAC's asset register to ensure that it is up to date. MOPAC has also reviewed the IT shared services agreement with the Technology Group at the GLA to ensure that those staff that are working with MOPAC systems are vetted at CTC level.

An initial review of MOPAC's information governance has been completed. MOPAC has reviewed its current policy and requirements and entered into a new contract with an external provider to provide specialist advice and support to MOPAC. This has also been supported by additional resource within MOPAC. A further review of our processes and products will take place during 2023/24.

An Information Governance e-learning toolkit has been rolled out to all MOPAC staff and includes mandatory Cyber training. Separately, a training programme for all MOPAC staff is being developed with the external provider. This will be delivered remotely alongside a new toolkit as a guide to data protection and all areas of compliance to easily refer to.

In addition to this, the financial management framework within MOPAC has been enhanced with a refreshed Reserves policy and protocol that will enhance the control, management and transparency of all reserves both at MOPAC and within MPS. Consistent and standardised financial reporting will promote and enable greater financial resilience across the finance team and will provide a consistent approach for all budget holders. This approach has established a more consistent service offer to budget holders and MOPAC Board which supports the development and delivery of budget holder training across the whole of MOPAC.

A zero-based budgeting approach was applied to individual Directorate to ensure that budgets were properly aligned to support the delivery of services. Linking staffing budgets to team establishments was a key component of this process. The outcome of this work has led to a re-alignment of budgets within the budget envelope and was used as a basis for developing the 2023/24 budget.

Compliance with the Financial Management Code of Practice (FMCOP) is now a requirement and, as part of the assurance framework, a self-assessment of compliance with the code was carried out and reported to MOPAC Board.

#### Areas for focus 2023/24

A review of processes was completed in 2022/23, as detailed above. MOPAC Board agreed the primary focus from the review was the Procurement, Contracts and Grants Award and Payments Workstreams.

Complementary to this, MOPAC has identified key activities needed for a full End to End implementation to drive forward and deliver the change that is needed through a more effective Target Operating Model.

MOPAC seeks to improve the current set of core processes, to increase efficiency and improve effectiveness.

MOPAC will: -

- implement the Finance and Corporate Services transformation programme. This will include:
  - an effective and sustainable operating model that maximises resources available, creating effective enabling functions and providing resilience to MOPAC;
  - effective Procurement, Contracts and Grants Awards processes that are understood and followed
  - effective payment mechanisms and processes that are understood and followed.
  - fully trained and knowledgeable staff to increase compliance and adherence to rules
  - a refreshed Target Operating Model for Finance and Corporate Services with clear roles, responsibilities and accountabilities.

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 the MPS. All of MOPAC's major financial decisions are discussed at DMPC/Directors meetings, published online and available for public scrutiny.

MOPAC has worked closely with its legal department and the MPS over the past 18 months to review the Scheme of Delegation and Consent. A number of revisions have been identified to update the Scheme, and to streamline decision-making in specific areas. MOPAC will ensure that this remains up to date and takes into account the most recent legislation and guidance. MOPAC will continue its work to refine and update the Scheme of Delegation and Consent and will implement the updates identified following legal and DMPC approval.

MOPAC will: -

- Continue to refine and update the Scheme of Delegation and Consent to ensure it remains fit for purpose, based on the most recent legislation and guidance.

MOPAC is drafting a formal 'Casey Response Programme' with a clear scope, objectives and deliverables, to establish what needs to be achieved, and how, in response to the findings of the Casey Review. The programme – still in draft form at the time of writing - consists of seven work strands.

MOPAC will:-

- Develop the Mayoral response to Casey Review
- Establish the Mayor's new London Policing Board
- Refresh MOPAC's MPS Oversight Framework
- Refresh performance framework
- Explore wider levers to drive reform
- Support the MPS to build trust and confidence with Londoners
- Prepare for next Police and Crime Plan and progress review

In 2023 MOPAC identified a data breach relating to information submitted on webforms hosted on the london.gov.uk website. The breach was reported promptly to the Information Commissioner's Office who continue to investigate the breach and both MOPAC and the Greater London Authority's (GLA) handling of it. MOPAC and the GLA are working jointly to manage any risk arising from the data breach including commissioning specialist third party support in areas such as cyber assurance and legal incident management.



As noted above, MOPAC has already completed an initial review of information governance, and rolled out to all staff an Information Governance e-learning toolkit which includes mandatory Cyber training. We are already in the process of updating all our data protection policies and processes. Classroom based data protection training is being delivered to all MOPAC staff with additional sessions for MOPAC Board members.

MOPAC will:

- Review all service level agreements, MoUs and contracts to ensure data protection and information governance clauses are robust, and that secure controls are in place to manage personal information
- Review and update where necessary all data protection products, policies and processes, such as Data Sharing Agreements, Records of Processing Agreements, and Data Protection Impact Assessments
- Continue to strengthen its information governance resource to ensure a permanent in-house team is in place, supported if necessary by an external provider
- Deliver a mandatory programme of information governance and data protection training to all staff annually.

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

### Our arrangements

MOPAC sends a comprehensive monthly report to the Police and Crime Committee (PCC). The DMPC and CEO regularly attended meetings of the PCC and the DMPC and Chief Finance Officer appeared as required by the Budget and Performance Committee. MOPAC published both MPS and MOPAC operational and financial performance reports on a quarterly basis.

In the year 2022/23, MOPAC answered 4,825 pieces of correspondence, 93% of which were answered on time, in line with agreed service levels. MOPAC answered 659 Mayor's Questions, of which 38% were submitted ahead of, or on time. MOPAC answered 53 Freedom of Information requests, 79% of which were responded to on time. Performance against FOI, MQs and correspondence is reviewed regularly by the MOPAC Senior Leadership Team and DMPC. Mayoral and DMPC Decisions, Oversight Board agendas and minutes continue to be published on the website.

MOPAC has published a complaint escalation procedure for staff matters and internal working practices. MOPAC has a gifts and hospitality policy which is included under our code of conduct.

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 continues to have a strong working relationship with the internal auditors, DARA, taking their formal advice and recommendations through their reports and informally through our internal governance structures and meetings. MOPAC monitors its internal governance improvement actions on a monthly basis and, reports to the MPS-MOPAC Joint Audit Panel on a quarterly basis.

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 (s51 Police Reform Act, 2002 as amended). 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.

The VRU Partnership Reference Group (PRG) was established in September 2018 and provides the strategic lead, direction, support and challenge to the work of the Violence Reduction Unit. The PRG is chaired by the Mayor and includes the Deputy Mayors for Policing and Crime; Communities and Social Justice; and Children and Families. The VRU Partnership Reference Group meets four times a year. The meetings are closed but the agenda, reports and minutes are available online.

### Actions and key developments in 2022/23

MOPAC supported the MPS to produce a comprehensive recommendations tracker which identified recommendations for change or learning for the MPS from external reports including those from HMICFRS, the IOPC, the ICO and the external auditors DARA. We ensured that recommendations from other MOPAC reports were also included, as well as implicit recommendations from the Casey review so that the MPS could look across the piece when developing its Turnaround Plan. We are now able to use this tracker to identify themes

and patterns emerging from the individual recommendations and ensure that the most appropriate oversight method is applied to monitoring their implementation.

In October 2022, MOPAC established and held the first London Drugs Forum (LDF). The LDF is a jointly chaired multi-agency partnership meeting – chaired by DMPC and the Mayor’s Senior Health Advisor – bringing together criminal justice and health agencies to develop an effective response to drug related harms and crimes across the city. The Forum is committed to the vision that there will be a reduction in both drug related crime and drug related deaths in London. LDF minutes are published on MOPAC’s website to ensure that the work of the Forum is open and transparent.

#### Areas for focus 2023/24

Baroness Casey’s review into the culture and standards of the MPS concludes that the MPS lacks transparency and accountability to Londoners. It was recommended that MPS borough accountability needed to be strengthened, allowing access to high quality data for local authorities and residents to hold their local police to account. MOPAC will seek to improve access to data through greater collaboration with the MPS and MOPAC’s Evidence and Insight Team.

MOPAC will: -

- Align analytical work with the MPS and promote greater usage on the front line.
- Routine analytical products will be linked with those of the MPS and will bring about joint sessions to share workplans.
- Further develop public dashboards so that the public can directly scrutinise performance.

Police and Crime Commissioners are required to publish certain information to allow the public to hold them to account. This is set out in the Police Reform and Social Responsibility Act 2011. The requirement includes publishing details of what the PCC spends. MOPAC will improve its transparency through publishing greater detail on its website.

MOPAC will: -

- Publish MOPAC’s contracts and grants register alongside the Finance and Performance Quarterly Report.
- Develop and implement a process for all new contract awards to be published on our website

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

#### Our arrangements

Fundamental to MOPAC’s role in 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 Joint Audit Panel Meetings. The Deputy Mayor for Policing and Crime meets with the Chair of the Joint Audit Panel and has regular meetings with the Director of Audit, Risk and Assurance, the head of internal audit for MOPAC.

Supporting this oversight is the work of the London Policing Ethics Panel. The Ethics Panel provides independent advice on complex issues facing policing, and the moral and ethical implications of them.

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

MOPAC and the VRU have a code of conduct for staff in which is outlined the high standards to which staff should conduct themselves. Additionally, both organisations have a set of values that act as a key set of value-based behaviours which the organisation adheres to.

### Actions and key developments in 2022/23

In 2022/23, MOPAC renewed its arrangements for third party specialist data protection support. With the help of this new specialist provider, MOPAC reviewed its requirements for information governance, which included a review of MOPAC's Business Continuity plan, an outline compliance plan against legislation, and reintroduction of annual GDPR training for staff.

In 2022/23 MOPAC successfully recruited a new joint Audit Panel chair and three new Panel members.

### Areas for focus 2023/24

During 2022/23 MOPAC reviewed its requirements for information governance. As a result, it was identified that further improvement was needed to ensure that we remained compliant with legislation.

MOPAC will: -

- conduct a thorough overhaul of the processes and products associated with information governance. This includes data sharing agreements, records of processing activities and data protection impact assessments.
- deliver mandatory training to all staff on information governance.

## **5.4 Ensuring openness and comprehensive Stakeholder Engagement**

### Our arrangements

MOPAC continues to reach out to the public to ask their opinions and get their views in a variety of ways. In particular our Evidence and Insight team oversee various 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 19,200 Londoners per year including questions around victimisation, fear of crime & crime concerns, attitudes to policing, contact with police) and the User Satisfaction Survey (capturing perceptions of 12,800 victims of crime about the service provided to them by the Metropolitan Police Service).

MOPAC continued during 2022/23 to work with stakeholders to deliver the Mayor's Action plan to improve trust and confidence in the MPS and to address community concerns about the disproportionality in the use of certain police powers affecting Black Londoners. The Action Plan was developed following a series of consultations with more than 400 individuals and groups that either work with or within Black communities. The work was undertaken in response to concerns raised about the disproportionate use of police powers, including stop and search, the use of force and Taser. Quarterly review meetings are an opportunity for communities to hear about and contribute to the delivery of key parts of the action plan. In addition, MOPAC has established an External Reference Group to support and challenge MOPAC and the MPS in the delivery of the commitments set out in the Action Plan.

S14 of the Police Reform and Social Responsibility Act 2011 requires MOPAC to obtain the views of the community on policing and to obtain the views of victims of crime about matters concerning the policing of the area. As well as the other methods already described, MOPAC discharges these functions through 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. MOPAC supports 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. In London, there is a well-established Network of borough-based Stop and Search Community Monitoring Groups (CMGs). MOPAC supports the local groups by facilitating a pan-London network and provide training to CMG/Network members in examining and interpreting data and the broader community engagement potential for their groups.

Tackling Violence Against Women and Girls (VAWG) is a key priority in the Mayor's Policing and Crime Plan. The refreshed London VAWG Strategy set out the commitments aimed at reducing the prevalence of VAWG in London, tackling perpetrators and supporting victims and survivors.

As part of a review of the work of the MOPAC VAWG Board in 2020, it was agreed to convene a new VAWG VCS Expert Reference Group which would feed in the views of the sector to the VAWG Board. In October 2020, MOPAC was given approval to directly award a contract to Women's Resource Centre (WRC) to provide part time secretariat support to the new VAWG VCS Expert Reference Group from March 2021 to March 2022. This contract was subsequently extended to continue funding from 01 April 2022 to 31 March 2025, funded at a value of £30,000 each financial year.

The VRU was set up to lead, coordinate and embed a partnership approach to tackling violence. There is no shortage of creative and impactful interventions across London from the charity sector, community organisations and the public sector institutions but there is not enough coordination nor a shared appreciation of what works, and often the voice of young people can be lost.

In London the focus has been to galvanise those efforts and bring all of those working so hard together to collectively reduce violence. We work together with the NHS, the police, local government, the voluntary and charity sector, communities, those in education and others, to coordinate a London approach to tackling violence.

The VRU's Young People's Action Group (YPAG) works alongside us to ensure the voice, opinions and ideas of young people continue to influence policy, our programmes and our funding decisions. The YPAG is a group of young people from across London with 'lived experience of violence' or who had campaigned on youth issues. The aim of the YPAG is to amplify the voices of young Londoners whilst supporting them to lead change.

### Actions and key developments in 2022/23

During 2022/23 we commissioned Black Thrive to conduct a community review to look at the lived experiences and interaction Black Londoners have with police officers. This consultation looked to use the insights to propose improvements to existing local community oversight of policing in the capital. The consultation included both universal and targeted opportunities for communities across London to be involved either online or in person. A further series of online and a smaller number of in-person consultation events happened during February and March of 2023. There have been some delays in receiving the final Black Thrive report and recommendations and a new delivery timetable has been agreed.

Further work has been conducted during 2022/23 to review and improve community scrutiny of the MPS. MOPAC recognised that improvements needed to be made to increase representation, become more transparent and ensure that the structure fed into wider governance mechanisms. MOPAC has worked with stakeholders to develop a new approach to community oversight and will pilot this work in 3 boroughs. MOPAC will evaluate the pilots and consider a renewed London wide approach to community oversight.

MOPAC has further strengthened its oversight of ICVs with the introduction of a custody record review pilot scheme. This pilot looked at the end-to-end detainee journey and checked compliance against legislation. Monthly review meetings were put in place between ICVs and Met Detention to review the insight that was gained.

### Areas for focus 2023/24

The Baroness Casey review highlighted that “a dysfunctional relationship has developed between the Met and MOPAC, with defensive behaviours on one side and tactical rather than strategic approaches on the other.”

MOPAC will take steps to improve oversight and relations with the MPS by moving to a more strategic approach.

MOPAC is working with the MPS to develop the new Turnaround Plan, drawing on research provided by our evidence and insight unit to ensure that it focuses on the areas we know Londoners deserve a better service from the MPS, such as support for victims. MOPAC officers provided advice and support to the MPS in engaging with a broad range of stakeholders, including for example directly linking them up with VAWG sector organisations and organisations working with young people. MOPAC – and colleagues from across City Hall – continue to work with the Met to facilitate and enable further engagement with Londoners as this work progresses.

MOPAC will: -

- Focus the MPS to define strategic approaches to how the force will work going forward through its reform and transformation programme – The MPS Turnaround Plan.
- The Mayor and Deputy Mayor will then hold the commissioner to account for delivery of that plan through a revised oversight framework which will include the creation of the new London Policing Board.

Increasing trust and confidence is the foundation of our system of policing by consent and crucial to everything we want to achieve. In line with the Mayor’s Action Plan for transparency, accountability and trust in policing, MOPAC will carry forward work to overhaul community scrutiny and engagement.

MOPAC will: -

- run pilots in a small number of areas to test community scrutiny mechanisms
- develop a proposal for new approaches to community scrutiny, informed by the work of Black Thrive, the pilots and other wider relevant consideration.
- work together with the MPS to ensure our community engagement mechanisms are aligned and informed by good practice.
- improve the mechanisms for ensuring community voice informs and is brought into our oversight of the MPS, including but not limited to through the London Policing Board.

As part of the London VRU coordinating role for the implementation of the Serious Violence duty, the VRU will deliver compliance of the duty for London by ensuring all 32 boroughs Community Safety Partnerships:

- undertake an evidence-based analysis of the causes of serious violence in your area (and have effective data sharing to enable this)
- develop a strategic needs assessment based on the analysis
- develop and implement a strategy with solutions to prevent and reduce serious violence in your area, reviewed every year

The VRU Partnership Reference Group is made up of leading representatives from the Met Police, the NHS and public health, probation and education, and local authorities. The 32 London boroughs are represented by the political lead for crime and community safety and local authority officers nominated by London Councils, the cross-party organisation that works on behalf of all its member authorities. Representatives from the community, VCS and youth sector also sit alongside the public sector representatives to help ensure there is a strong community voice.

The VRU will:

- review PRG membership to ensure strengthened diversity and representation.

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

### Our arrangements

The Police and Crime Plan states: *“In line with the Mayor’s aspiration of achieving Carbon Net Zero by 2030, investment plans will be reviewed with an aim of accelerating the delivery of the three key areas in estates that have the most significant impact: power purchasing; replacement of fossil fuels to heat buildings as well as improving insulation; and roll-out of an electric car charging network.”*

The Capital Strategy 2023/24 was refreshed to include the Mayor’s ambition for Net Carbon Zero and this forms part of the prioritisation and evaluation process for new schemes. Consideration of environmental impacts are set out in all proposals that are considered including the benefits and the associated financial implications including costs and ongoing savings.

As part of the Mayor’s budget, MOPAC has detailed a set of climate measures. They focus on optimising energy consumption at MPS buildings, replacing non-LED lighting and installing 600 additional electric vehicle charging points across the MPS estate. MOPAC and the MPS report on these measures at the GLA’s Net Zero 2030 working group.

For the first time, MOPAC and the MPS has published a climate budget as part of the 2023/24 budget setting process. This sets out the cost and the carbon benefits/impacts of achieving Net Zero Carbon. How this can be achieved and funded will continue to be considered as part of the budget setting process in future years. Working together MOPAC and the MPS successfully applied for Public Sector Decarbonisation Scheme grant funding. This has already achieved the decarbonisation of three sites with £0.9m of funding and supported the current work in progress of a further two sites.

MOPAC and the MPS's commitment to the air quality policies in line with the London Environment Strategy has ensured that the MPS's fleet based within the Ultra-Low Emissions Zone (ULEZ) is fully compliant. The fleet currently includes over 800 electric, hybrid or hydrogen vehicles. By 2025, the expectation will be for the general-purpose fleet of over 800 vehicles to be hybrid and the MPS will seek to ensure that all new vehicles purchased beyond 2025 will either be hybrid or fully electric.

The VRU has listened to charity and grassroots community organisations, and through its own neighbourhood research, found that short-term funding and pilot schemes can sometimes cause more harm to communities than good. The VRU has moved to more prudent profiling of some programmes to enable multi-year funding, which is in keeping with the rationale for setting up the VRU to explore longer term approaches towards violence reduction, for more sustainable change.

### Actions and key developments in 2022/23

A refresh of the capital strategy was completed during 2022/23, which ensured that priorities were fully captured and that it aligns to the Police and Crime Plan priorities as well as the wider sustainability agenda.

In order to bring about sustained change to address the outcomes for our partnership boards, a dedicated Partnership Team has been set up to provide a more collaborative partnership response, administer the new structure of LCRB and LCJB meetings and implement the documentation through a better functioning secretariat. Significant stakeholder engagement has taken place to embed the recommendations of the LCRB sub-board governance review (which took place during 2021/22), to maximise opportunities for collaboration and delivery against partnership PCP outcomes.

### Areas for focus 2023/24

The Baroness Casey Review concluded that the Met's transparency and accountability to Londoners should be strengthened, recommending that a new quarterly board be established to oversee and scrutinise the changes needed to ensure full transparency and accountability to Londoners, whilst maintaining the operational independence of the Commissioner.

MOPAC will take steps to improve the transparency and accountability of our oversight and look to develop a framework that helps monitor sustainable reform for Londoners.

MOPAC will: -

- develop a performance framework for the London Policing Board. In doing so MOPAC will:
  - Understand and apply existing data where possible
  - Incorporate the views of partners and the public
  - Incorporate cultural change measures
  - Incorporate equality and vulnerability measures
  - Ensure absence of perverse incentives
  - Ensure process supported by evidence and insight



- Work to ensure framework aligns with that of Turnaround Plan so it is embedded within MPS governance
- Consider external validation (HMICFRS, Progress Reviews)

Ensure that the updated principles set out in the refreshed Capital Strategy are embedded in the process for developing the 2024/25 capital programme.

## **5.6 Determining the interventions necessary to achieve the intended outcomes**

### Our arrangements

The Investment, Advisory and Monitoring meetings continue to work in an effective way. This meeting scrutinises the investment decisions recommended to MOPAC by the MPS to ensure they are aligned with the PCP 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, such as strengthening local policing, transforming investigations and prosecution, and transforming the MPS estate.

The Oversight Board continues to challenge the MPS on delivery key strategic objectives. It takes place on a quarterly basis and 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. Further strengthening of this framework led to the creation of two oversight boards, one focussing on performance and risk and the other on organisational management which provides more space for discussion of organisational issues, risk, change management and assurance.

Focused conversations at Oversight Board during 2022/23 included the new Commissioner's draft Turnaround Plan, which MOPAC collaborated on to ensure that victims and partners featured more prominently. We will continue to work with the MPS on the final reform plans during 2023/24, through planned seminars and direct conversations.

MOPAC has continued to strengthen the internal Oversight Analysis group, to improve MOPAC's oversight over the MPS and improve the join up between meeting output through the sharing of readouts. Colleagues from MOPAC and the MPS meet monthly and agree focus areas for discussion between the Mayor, DMPC and senior MPS officers. Internal colleagues meet regularly to progress actions and share insights to inform oversight conversations.

### Actions and key developments in 2022/23

Evidence-based insight underpins and informs MOPAC policy and commissioning at every level. MOPAC has developed a set of principles to guide the commissioning work which directly supports the PCP outcomes. A key principle is to use a broad range of evidence to inform commissioning and contributing our own insight evidence through reflection and evaluation. MOPAC will continue to publish quarterly updates on the performance of its commissioned and grant-funded services.

During 2022/23 MOPAC developed a commissioning Outcomes Framework as a standardised process for measuring success for those services that are in place to support the strategic outcomes of the Police and Crime Plan. This has helped MOPAC demonstrate the purpose of its commissioning, have a standardised mechanism for defining and monitoring outcomes, and have consistent measures and resources across the four commissioning teams in MOPAC. A commissioning catalogue was created and includes key information for

each commissioned service to help demonstrate why the service exists, the need it demonstrates, the desired outcomes and measures of success and funding streams. This is supported by a more detailed excel output and a toolkit to support the maintenance of the catalogue.

Complimenting this work, the VRU has developed its Outcomes Framework and guidance to drive programme commissioning and management for services supporting violence reduction. This is now being used to report outcomes updates at the PRG.

- Developed a Monitoring Minimum Standards to streamline and standardise data collection and reporting.
- Developed a new Monitoring Dashboard which reflects the VRU Outcomes Framework structure.
- Enhanced our in-house analytical capabilities to ensure support is directed at those most in need.

To further improve the area of complaints management, DARA has completed an audit review and identified that although MOPAC provide feedback to the MPS on lessons learnt in a number of fora, there is no formal process in place to ensure the MPS takes appropriate action to act upon any areas of improvement identified. Actions to address this include requiring the MPS to produce action plans to address the areas of improvement identified by MOPAC. MOPAC will continue to monitor the implementation of the agreed actions and progress through the revised formal oversight mechanisms.

#### Areas for focus 2023/24

As detailed above, MOPAC and the VRU is now able to demonstrate the need, desired outcomes and success measures and provide an evidence base for its commissioned services. We will seek to improve its transparency and awareness of the reach and impact of commissioned services through publication of key performance information.

MOPAC will: -

- develop a standard set of data to improve the reporting of the work of commissioned services.
- In addition, the VRU will continue to develop its Outcomes Performance Focused Framework and will further operationalise to ensure alignment across all VRU programmes.

As previously identified in our annual governance statement, a need to improve our existing procurement resource led to discussions to formalise a shared service agreement. Work to fully implement this procurement approach has been hindered by a restructure of the provider. Discussions have re-started, but agreement of terms of reference are on hold currently.

MOPAC will: -

- progress the terms of reference for Procurement during 2023/24 and incorporate this within the Finance and Corporate Services transformation programme.

The most recent Police and Crime Plan committed to MOPAC taking a 'Child First approach' to everything it does, including in the way it commissions services and oversees the MPS. MOPAC undertook a tendering exercise to commission academics to develop an evidence-based position statement for MOPAC on Child First, grounded in the experience of young people, accompanied by a checklist for MOPAC and its partners to apply

when undertaking (or overseeing) any work with children. This work is currently underway, led by academics from the University of Salford, and should contribute to improving the delivery of our services to Londoners, as well as the services delivered by the MPS.

MOPAC will:

- Develop an evidence-based 'Child First' policy position statement and set of principles to improve delivery of its commissioned services and oversight activity as it relates to all interactions with children.

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

### Our arrangements

During 2022/23 MOPAC's corporate risk of *not having the right capability or capacity to achieve our mission and statutory function* moved to an Issue and accordingly was managed at Board level with robust short-term interventions alongside medium- and longer-term plans to ensure this risk was not realised. This work included reprioritisation of work and programmes, enhanced resource planning and delivery, effective use of talent pools, tighter controls on processes such as vetting, organisation design changes and longer-term workforce planning.

Further organisational growth has been implemented, to strengthen both Strategy and MPS Oversight Directorate and the Commissioning and Partnership Directorate. In addition, it was agreed to establish surge capacity through a new priority projects team. This will be implemented in the coming year and will enable MOPAC to flex its resources in a timely way to ensure that priority work can be progressed at pace.

Business as usual work continued throughout with a focus on staff wellbeing being prioritised, and MOPAC driving a more diverse and inclusive culture with support and training for managers to make practical improvements.

### Actions and key developments in 2022/23

MOPAC has built a more structured workforce planning approach to better understand its growth and funding opportunities and future workforce design, at directorate and organisational level to deliver its strategic vision. Incumbent in this analysis is ensuring capacity and capability, resources and skills aligned to MOPAC's business and delivery of the PCP. As described above, this work led to the strengthening of resource in Directorates.

Development of a new People Strategy 2023 – 2026 commenced which will include a strategic Talent management and learning and development approach. This work will ensure our workforce have the capabilities, skills and competencies to deliver against our vision and mission.

Year Two of the EDI strategy and the action plan focussed on consolidation and impact analysis as well as more developed work on embedding EDI through all our work. Developments included inclusive recruitment training, a revised staff network offering including new groups on 'race matters' and disability. The 2022 pay gap decreased in gender, ethnicity and disability.

In addition, the formation of the Partnership Team and the strengthened oversight governance ensured a stronger structured approach to using our levers to ensure our services meet the needs of London's diverse communities.

MOPAC conducted an organisational re-design of its Complaints Review Team. This was in response to the caseload being much higher than initially anticipated on transfer from the MPS. Whilst undergoing this

redesign work MOPAC used a third-party provider to boost output and offered overtime for existing staff. The resulting design includes clearer role and accountabilities, process efficiencies, and increased headcount and service standards for the team. The team is now working more effectively and able to make recommendations and identify learning for the MPS complaint handlers. Training is given to MPS teams based on what is found in the reviews.

#### Areas for focus 2023/24

MOPAC has an identified corporate risk around capacity and capability as well as culture. Continuous improvement and a more developed people offering, and service has ensued in recent years, but it is recognised that further strategic and operational development is required. Further to discovery, diagnostic and design work including a staff survey, business and workforce indicators, and a consideration of external and internal drivers

MOPAC will: -

- implement its People Strategy to strengthen identity, culture and connection; equip individuals and the organisation for success; and become an adaptable and resilient organisation.

## 6. Governance issues for improvement

The Director of Audit, Risk and Assurance (DARA) annual opinion of MOPAC for 2022/23 is that “MOPAC has an adequate internal control environment supporting achievement of its strategic objectives, which generally operates effectively with enhancing oversight governance a priority for the coming year.”

Areas for improvement identified by DARA to further strengthen the internal control environment are reflected in the Annual Governance Statement and associated Governance Improvement Plan.

### Governance Improvement Plan

The areas outlined in Section 5 of this document as needing improvement will be added to the MOPAC Governance Improvement Plan 2023/24. The Governance Improvement Plan outlines all areas of focus 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. The Governance Improvement Plan itself is actively managed by the MOPAC Governance and Risk Working Group which meets on a monthly basis and is chaired by the Director of Strategy & MPS Oversight.

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

<b>Principle</b>	<b>Area of focus</b>	<b>Action to take</b>
<b>Managing risks and performance through robust internal control and financial management</b>	<p>A review of processes was completed in 2022/23, as detailed above. MOPAC Board agreed the primary focus from the review was the Procurement, Contracts and Grants Award and Payments Workstreams. Complementary to this, MOPAC has identified key activities that are needed for a full End to End implementation to drive forward change and deliver the change that is needed through a more effective Target Operating Model.</p> <p>MOPAC seeks to improve the current set of core processes, to increase efficiency and improve effectiveness.</p>	<p>MOPAC will: -</p> <ul style="list-style-type: none"> <li>• implement the Finance and Corporate Services transformation programme.</li> </ul> <p>This will include:</p> <ul style="list-style-type: none"> <li>• an effective and sustainable operating model that maximises resources available, creating effective enabling functions and providing resilience to MOPAC;</li> <li>• effective Procurement, Contracts and Grants Awards processes that are understood and followed</li> <li>• effective payment mechanisms and processes that are understood and followed.</li> <li>• fully trained and knowledgeable staff to increase compliance and adherence to rules</li> <li>• a refreshed Target Operating Model for Finance and Corporate Services with clear roles, responsibilities and accountabilities.</li> </ul>

	<p>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 the MPS. All of MOPAC’s major financial decisions are discussed at DMPC/Directors meetings, published online and available for public scrutiny.</p> <p>MOPAC has worked closely with its legal department and the MPS over the past 18 months to review the Scheme of Delegation and Consent. A number of revisions have been identified to update the Scheme, and to streamline decision-making in specific areas. MOPAC will ensure that this remains up to date and takes into account the most recent legislation and guidance. MOPAC will continue its work to refine and update the Scheme of Delegation and Consent and will implement the updates identified following legal and DMPC approval.</p>	<p>MOPAC will: -</p> <ul style="list-style-type: none"> <li>• Continue to refine and update the Scheme of Delegation and Consent to ensure it remains fit for purpose, based on the most recent legislation and guidance.</li> </ul>
	<p>MOPAC is drafting a formal ‘Casey Response Programme’ with a clear scope, objectives and deliverables, to establish what needs to be achieved, and how, in response to the findings of the Casey Review. The programme – still in draft form at the time of writing - consists of seven work strands.</p>	<p>MOPAC will:-</p> <ul style="list-style-type: none"> <li>• Develop the Mayoral response to Casey Review</li> <li>• Establish the Mayor's new London Policing Board</li> <li>• Refresh MOPAC's MPS Oversight Framework</li> <li>• Refresh performance framework</li> <li>• Explore wider levers to drive reform</li> <li>• Support the MPS to build trust and confidence with Londoners</li> <li>• Prepare for next Police and Crime Plan and progress review</li> </ul>
	<p>In 2023 MOPAC identified a data breach relating to information submitted on webforms hosted on the london.gov.uk website.</p>	<p>MOPAC will:</p> <ul style="list-style-type: none"> <li>• Review all service level agreements, MoUs and contracts to ensure data</li> </ul>

	<p>The breach was reported promptly to the Information Commissioner’s Office who continue to investigate the breach and both MOPAC and the Greater London Authority’s (GLA) handling of it. MOPAC and the GLA are working jointly to manage any risk arising from the data breach including commissioning specialist third party support in areas such as cyber assurance and legal incident management. As noted above, MOPAC has already completed an initial review of information governance, and rolled out to all staff an Information Governance e-learning toolkit which includes mandatory Cyber training. We are already in the process of updating all our data protection policies and processes. Classroom based data protection training is being delivered to all MOPAC staff with additional sessions for MOPAC Board members.</p>	<p>protection and information governance clauses are robust, and that secure controls are in place to manage personal information</p> <ul style="list-style-type: none"> <li>• Review and update where necessary all data protection products, policies and processes, such as Data Sharing Agreements, Records of Processing Agreements, and Data Protection Impact Assessments</li> <li>• Continue to strengthen its information governance resource to ensure a permanent in-house team is in place, supported if necessary by an external provider</li> <li>• Deliver a mandatory programme of information governance and data protection training to all staff annually.</li> </ul>
<p><b>Implementing good practices in transparency, reporting and audit to deliver effective accountability</b></p>	<p>Baroness Casey’s review into the culture and standards of the MPS concludes that the MPS lacks transparency and accountability to Londoners. It was recommended that MPS borough accountability needed to be strengthened, allowing access to high quality data for local authorities and residents to hold their local police to account. MOPAC will seek to improve access to data through greater collaboration with the MPS and MOPAC’s Evidence and Insight Team.</p>	<p>MOPAC will: -</p> <ul style="list-style-type: none"> <li>• Align analytical work with the MPS and promote greater usage on the front line.</li> <li>• Routine analytical products will be linked with those of the MPS and will bring about joint sessions to share workplans.</li> <li>• Further develop public dashboards so that the public can directly scrutinise performance.</li> </ul>
	<p>Police and Crime Commissioners are required to publish certain information to allow the public to hold them to account. This is set out in the Police Reform and Social Responsibility Act 2011. The requirement includes publishing details of what the PCC spends.</p>	<p>MOPAC will: -</p> <ul style="list-style-type: none"> <li>• Publish MOPAC’s contracts and grants register alongside the Finance and Performance Quarterly Report.</li> <li>• Develop and implement a process for all new contract awards to be published on our website</li> </ul>

	MOPAC will improve its transparency through publishing greater detail on its website.	
<b>Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law</b>	During 2022/23 MOPAC reviewed its requirements for information governance. As a result, it was identified that further improvement was needed to ensure that we remained compliant with legislation.	MOPAC will: - <ul style="list-style-type: none"> <li>• conduct a thorough overhaul of the processes and products associated with information governance. This includes data sharing agreements, records of processing activities and data protection impact assessments.</li> <li>• deliver mandatory training to all staff on information governance.</li> </ul>
<b>Ensuring openness and comprehensive Stakeholder Engagement</b>	<p>The Baroness Casey review highlighted that “a dysfunctional relationship has developed between the Met and MOPAC, with defensive behaviours on one side and tactical rather than strategic approaches on the other.” MOPAC will take steps to improve oversight and relations with the MPS by moving to a more strategic approach.</p> <p>MOPAC has worked with the MPS around the development of the new Turnaround Plan, drawing on research provided by our evidence and insight unit to ensure that it focuses on the areas we know Londoners deserve a better service from the MPS, such as support for victims. MOPAC officers provided advice and support to the MPS in engaging with a broad range of stakeholders, including for example directly linking them up with VAWG sector organisations and organisations working with young people. MOPAC – and colleagues from across City Hall – continue to work with the Met to facilitate and enable further engagement with Londoners as this work progresses.</p>	MOPAC will: - <ul style="list-style-type: none"> <li>• Focus the MPS to define strategic approaches to how the force will work going forward through its reform and transformation programme – The MPS Turnaround Plan.</li> <li>• The Mayor and Deputy Mayor will then hold the commissioner to account for delivery of that plan through a revised oversight framework which will include the creation of the new London Policing Board.</li> </ul>
	Increasing trust and confidence is the foundation of our system of	MOPAC will: -



	<p>policing by consent and crucial to everything we want to achieve. In line with the Mayor’s Action Plan for transparency, accountability and trust in policing, MOPAC will carry forward work to overhaul community scrutiny and engagement.</p>	<ul style="list-style-type: none"> <li>• run pilots in a small number of areas to test community scrutiny mechanisms</li> <li>• develop a proposal for new approaches to community scrutiny, informed by the work of Black Thrive, the pilots and other wider relevant consideration.</li> <li>• work together with the MPS to ensure our community engagement mechanisms are aligned and informed by good practice.</li> <li>• improve the mechanisms for ensuring community voice informs and is brought into our oversight of the MPS, including but not limited to through the London Policing Board.</li> </ul>
	<p>As part of the London VRU coordinating role for the implementation of the Serious Violence duty, the VRU will deliver compliance of the duty for London by ensuring all 32 boroughs Community Safety Partnerships will</p>	<p>The VRU will:</p> <ul style="list-style-type: none"> <li>• undertake an evidence-based analysis of the causes of serious violence in your area (and have effective data sharing to enable this)</li> <li>• develop a strategic needs assessment based on the analysis</li> <li>• develop and implement a strategy with solutions to prevent and reduce serious violence in your area, reviewed every year</li> </ul>
	<p>The VRU Partnership Reference Group is made up of leading representatives from the Met Police, the NHS and public health, probation and education, and local authorities. The 32 London boroughs are represented by the political lead for crime and community safety and local authority officers nominated by London Councils, the cross-party organisation that works on behalf of all its member authorities. Representatives from the community, VCS and youth sector also sit alongside the public sector representatives to</p>	<p>The VRU will:</p> <ul style="list-style-type: none"> <li>• review PRG membership to ensure strengthened diversity and representation</li> </ul>

	help ensure there is a strong community voice.	
<b>Defining outcomes in terms of sustainable economic, social and environmental benefits</b>	<p>The Baroness Casey Review concluded that the Met's transparency and accountability to Londoners should be strengthened, recommending that a new quarterly board be established to oversee and scrutinise the changes needed to ensure full transparency and accountability to Londoners, whilst maintaining the operational independence of the Commissioner.</p> <p>MOPAC will take steps to improve the transparency and accountability of our oversight and look to develop a framework that helps monitor sustainable reform for Londoners.</p>	<p>MOPAC will: -</p> <ul style="list-style-type: none"> <li>• develop a performance framework for the London Policing Board.</li> </ul>
<b>Determining the interventions necessary to achieve the intended outcomes</b>	<p>MOPAC and the VRU is now able to demonstrate the need, desired outcomes and success measures and provide an evidence base for its commissioned services.</p> <p>MOPAC will seek to improve its transparency and awareness of the reach and impact of commissioned services through publication of key performance information.</p>	<p>MOPAC will: -</p> <ul style="list-style-type: none"> <li>• develop a standard set of data to improve the reporting of the work of commissioned services.</li> </ul> <p>The VRU will:</p> <ul style="list-style-type: none"> <li>• continue to develop its Outcomes Performance Focused Framework and will further operationalise to ensure alignment across all VRU programmes.</li> </ul>
	As previously identified in our annual governance statement, a need to improve our existing procurement resource led to discussions to formalise a shared service agreement. Work to fully implement this procurement approach has been hindered by a restructure of the provider. Discussions have re-started, but agreement of terms of reference are on hold currently.	<p>MOPAC will: -</p> <ul style="list-style-type: none"> <li>• progress the terms of reference for Procurement during 2023/24 and incorporate this within the Finance and Corporate Services transformation programme.</li> </ul>
	The most recent Police and Crime Plan committed to MOPAC taking a 'Child First approach' to everything it does, including in the way it commissions services and oversees the MPS. MOPAC	<p>MOPAC will:</p> <ul style="list-style-type: none"> <li>• Develop an evidence-based 'Child First' policy position statement and set of principles to improve delivery of its commissioned services and</li> </ul>

	<p>undertook a tendering exercise to commission academics to develop an evidence-based position statement for MOPAC on Child First, grounded in the experience of young people, accompanied by a checklist for MOPAC and its partners to apply when undertaking (or overseeing) any work with children. This work is currently underway, led by academics from the University of Salford, and should contribute to improving the delivery of our services to Londoners, as well as the services delivered by the MPS</p>	<p>oversight activity as it relates to all interactions with children.</p>
<p><b>Developing MOPAC's capacity, including the capability of its leadership and staff</b></p>	<p>MOPAC has an identified corporate risk around capacity and capability as well as culture. Continuous improvement and a more developed people offering, and service has ensued in recent years, but it is recognised that further strategic and operational development is required. Further to discovery, diagnostic and design work including a staff survey, business and workforce indicators, and a consideration of external and internal drivers</p>	<p>MOPAC will: -</p> <ul style="list-style-type: none"> <li>• implement its People Strategy to strengthen identity, culture and connection; equip individuals and the organisation for success; and become an adaptable and resilient organisation.</li> </ul>

## 7. 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.

Signed

29<sup>th</sup> April 2024

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Sophie Linden  
Deputy Mayor for Policing and Crime

Signed

29<sup>th</sup> April 2024

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Diana Luchford  
Chief Executive

## Appendix 1: Background and governance framework

### Scope of responsibilities

MOPAC's responsibilities are set out in the relevant legislation. Overarching responsibilities include:

#### **a) 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 MPS Commissioner to account for the exercise of their functions including:

- the duty to have regard to the Police and Crime Plan;
- the duty to have regard to the national Strategic Policing Requirement;
- the effectiveness and efficiency of the MPS Commissioner's arrangements for co-operating with other persons in the exercise of the MPS Commissioner's functions;
- the effectiveness and efficiency of the MPS Commissioner's arrangements under section 34 (engagement with local people);
- the exercise of the MPS Commissioner's functions under Part 2 of the Police Reform Act 2002 in relation to the handling of complaints;
- the extent to which the MPS Commissioner has complied with section 35 (value for money);
- the exercise of duties relating to equality and diversity imposed on the MPS Commissioner;
- and the exercise of duties in relation to the safeguarding of children and the promotion of child welfare that are imposed on the MPS Commissioner by sections 10 and 11 of the Children Act 2004;

#### **b) 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.

#### **c) His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS)**

MOPAC is required to respond formally to HMICFRS reports. MOPAC comments, together with any comments submitted by the Commissioner and any response to those comments by MOPAC, must be published within 56 days of the publication of any report. If the published report includes a recommendation, MOPAC comments must include an explanation of:

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

The Home Office review of PCCs conducted in 2020 has amended the Specified Information Order to include the requirement to publish a summary of the force's performance against the HMICFRS PEEL inspection.

## The Governance Framework

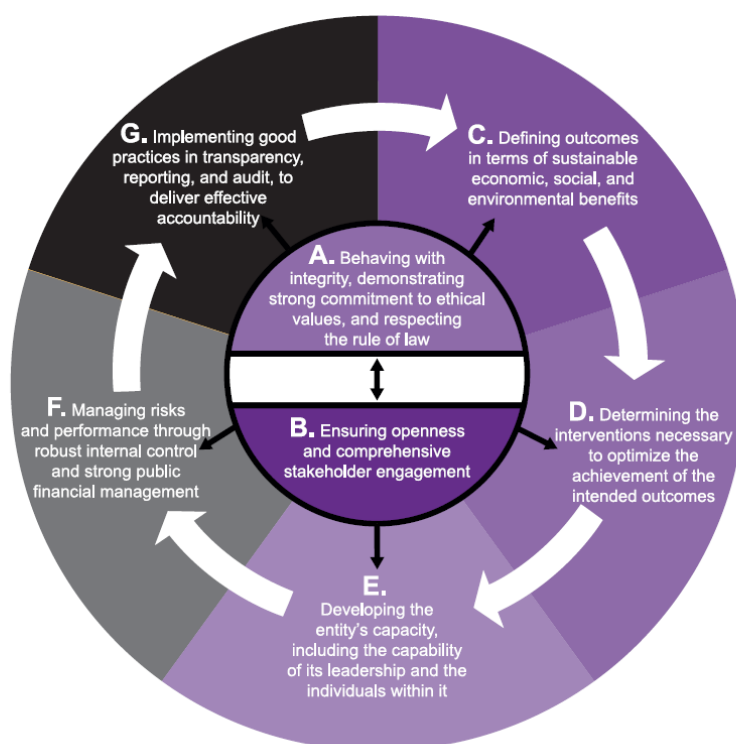
This AGS is drawn up in line with the CIPFA - *Delivering Good Governance in Local Government*<sup>1</sup> guidelines, which build on the Nolan principles<sup>2</sup>.

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

The framework enables MOPAC to monitor and evaluate achievements against its strategic objectives – outlined in the PCP – and it is against this framework we have evaluated effectiveness in this document for the year 2022/23.

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

**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 Joint MOPAC and MPS Audit Panel and annually via this AGS
- 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

The Mayor delegates day-to-day running of MOPAC to the Deputy Mayor for Policing and Crime, whose role is similar to that of an elected Police and Crime Commissioner elsewhere.

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

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

The framework governing the financial management of MOPAC is outlined in the Police Reform and Social Responsibility Act 2011, the [Financial Management Code of Practice for the Police](#), the MOPAC Scheme of Delegation and in the [MOPAC Financial Regulations and Contract Regulations](#).

MOPAC uses and publishes a [Scheme of Delegation and Consent](#) which sets out approval delegations 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 against the risks associated with being the individual held to account for all decisions made.

MOPAC ensures that the process for raising any concerns employees have about the way business is conducted is simple, effective and confidential wherever possible, as set out in its [whistle blowing policy](#).

MOPAC is required to produce an Annual 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 2022/23 Annual MOPAC report will be published to sit alongside the final AGS and the MOPAC accounts. It will be presented to a future PCC meeting for scrutiny.

### **MOPAC's internal governance structures**

MOPAC is held to account over its objectives, operations and delivery of the PCP through various Boards and Panels, which are detailed below. More information can be found on the [MOPAC website](#).

#### **Governance over the MPS and key partners**

##### **i. Oversight Board**

The quarterly MOPAC-MPS 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 creation of two oversight boards, one focusing on performance and risk and the other on organisational management provides more space for discussion of organisational issues, risk, change management and assurance.

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, representatives from across the Criminal Justice System 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.

##### **iii. Bi-laterals**

The [Mayor routinely meets with the Commissioner](#) and their 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.

##### **iv. Informal One-to-Ones**

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

**v. Investment Advisory and Monitoring (IAM)**

IAM is an advisory meeting 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.

**vi. 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, proposed MOPAC investment decisions are reported to 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.

**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.



## **The London Victims' Commissioner**

Claire Waxman was appointed by the Mayor of London as London's first Independent Victims' Commissioner in 2017 and re-appointed in May 2021. Her role is to work alongside victims and survivors, amplifying their voices and promoting their interests with criminal justice partners, to ensure that they are heard and that lessons are learnt to inform and shape practices, policies, and service provision. Claire reports directly to the DMPC and plays a significant role in stakeholder engagement and overseeing the delivery and performance of MOPAC's Victims' commissioning service. Claire's ambitious programme of work includes:

- Establishing and chairing a Victims Board comprising of justice agencies which supports the delivery of the commitments set out in the Police and Crime Plan and provides the opportunity for the victims' voice to be at the centre of decision making.
- Running a Victims Reference Group for ongoing engagement with stakeholders including victims of crime to inform her work and the work of the Victims Board, so accessible, high-quality, integrated, and tailored services are available to enable those affected by crime in London to fully cope and recover.
- Convening two London Victims' Summits, bringing together senior leaders from across justice agencies, voluntary and community groups, local councils and victims of crime, and international Ministers and Commissioners, to galvanise a partnership effort to improve victims' experiences of navigating the justice system.
- Calling on the Information Commissioner's office to investigate the practices of mobile data extraction by police forces, which resulted in the release of the ICO's report in June 2020.
- Undertaking the most comprehensive review of compliance with the Victims Code of Practice to date, which highlighted low awareness and compliance with the Code.
- Completing London's two Rape Reviews in 2019 and 2021, which helped to advance understanding of how such cases are treated in the justice system, and why so little result in conviction. As a result, Claire has been able to make a number of recommendations to strengthen the rights of victims and survivors, as well as prompting Operation Soteria Bluestone, which is now a leading national transformation programme for rape and sexual offence investigations and prosecutions.
- Convening victims' roundtables, which have been attended by senior members of the Metropolitan Police Service and Casey Review team, to allow them to hear directly from victims and survivors about their experiences and concerns.
- Lobbying the government and campaigning to influence several pieces of legislation, including the Domestic Abuse Act, and upcoming Victims and Prisoners Bill, for which Claire has been convening working groups with victims, bereaved families and victim support organisations, to ensure that the legislation reflects their needs and views.
- Working closely with the Metropolitan Police and Crown Prosecution Service on improvements to victim care, including by ensuring that reform work appropriately engages with victims' lived experience.

## **Violence Reduction Unit (VRU)**

In response to increasing violence in London, the Mayor announced the formation of the VRU in September 2018. The VRU Director, Lib Peck, was appointed in January 2019 and the unit became fully operational in early 2019/20.

The VRU is taking a fundamentally different, public health approach to violence reduction – one where the institutions and communities that make up London act together to help identify and address the underlying causes of violence. The Mayor chairs a Partnership Reference Group, to ensure that partner views are at the heart of the VRU's work. The Group met for the first time in October 2018 and met four times in 2022/23.

The VRU is a City Hall partnership with input from the Deputy Mayor for Policing and Crime, the Deputy Mayor for Communities and Social Justice; and the Deputy Mayor for Children and Families. MOPAC remains legally accountable for the decisions and operations of the VRU insofar as they relate to its' responsibilities. Where

decisions relate to MOPAC's responsibilities, the VRU is subject to MOPAC's scheme of delegation and consent. The VRU's permanent staff are employed on MOPAC terms and conditions.

## **Independent Panels**

### **i) Joint 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 Joint 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 Joint 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.

Reports it produced in 2022/23 included the [conduct of searches exposing intimate parts by the MPS](#); and a report on the [openness and transparency of the MPS](#).