



Annual Governance Statement 2023/24

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1. Introduction

MOPAC is responsible for conducting its business in accordance with the law and proper standards, safeguarding and properly accounting for, public money, and using resources economically, efficiently and effectively.

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. The content of this document applies equally to MOPAC and VRU.

MOPAC's governance framework comprises the systems, processes, culture and values by which the organisation is directed and controlled and how it engages with Londoners. It ensures 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. The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level.

MOPAC conducts an annual review of the effectiveness of its system of internal control and publishes this statutory Annual Governance Statement (AGS) within the annual Statement of Accounts. This Annual Governance Statement for 2023/24 demonstrates how these responsibilities have been discharged and assessed.

The AGS has been drawn up in line with the *CIPFA - Delivering Good Governance in Local Government* guidelines, which sets out the seven principles of good governance. The MOPAC Governance Framework aligns with the CIPFA's *International Framework: Good Governance in the Public Sector*, which enables MOPAC to monitor and evaluate achievements against its strategic objectives outlined in the PCP and its mission. It is against this framework that effectiveness for 2023/24 has been evaluated and areas of focus for the coming year identified.

The AGS draws on a range of inputs and feedback to capture different insights and perspectives. These include senior management review, internal and external audit and external reviews of the Metropolitan Police Service (MPS). Key policies and strategies have also been taken into consideration.

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

2. Context

The Police Reform and Social Responsibility Act 2011 established a Police and Crime Commissioner for each police force area across England and Wales. In London, the elected Mayor of London is the equivalent of the Police and Crime Commissioner and is responsible for the totality of policing in the capital (outside of the City of London).

The Mayor delivers the responsibilities given via the Act through the MOPAC, which was established as a Corporation Sole in January 2012. On 8 May 2021, Sadiq Khan was re-elected for a second term as Mayor and therefore as the occupant of the Mayor's Office for Policing and Crime for the metropolitan police district. The Mayor appointed a statutory Deputy Mayor for Policing and Crime – Sophie Linden – to lead MOPAC. Both were in their respective posts for the entirety of financial year 2023/2024. Sophie Linden left the post of Deputy Mayor for Policing and Crime on October 18th and replaced by Kaya Comer-Schwartz.

A separate body of the Commissioner of Police of the Metropolis (CPM) remains, and Sir Mark Rowley QPM was in post as Commissioner for the entirety of financial year 2023/2024.

The Mayor has several roles in his capacity of Police and Crime Commissioner - most importantly setting the strategic direction and holding the Met to account. The Mayor is responsible for the formal oversight of the Metropolitan Police Service (MPS), including budget setting, performance scrutiny and strategic policy development, and for ensuring the MPS is run efficiently and effectively, so that Londoners are getting the best service possible from their police. Operational decision-making on day-to-day policing remains the responsibility of the Commissioner.

In March 2022 the Police and Crime Plan for London 2022-25 was published, setting out the Mayor's plans to discharge his responsibilities through MOPAC and his policing and crime commitments to Londoners during his term in office.

The Plan is clear that the Mayor wants London to be a safe city and Londoners to feel safer. To achieve this, the four priorities of the Plan are: *Reducing and preventing violence; Increasing trust and confidence; Better supporting victims; and Protecting people from being exploited or harmed.*

3. MOPAC's Strategic Objectives

The Mayor's vision is that London is a safe city for all. 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

MOPAC delivers its responsibilities as follows:



MOPAC and the VRU has around 300 staff, organised across several directorates. These are:

Directorate	Description
Commissioning and Partnerships	Responsible for commissioning services to prevent crime, reduce reoffending and support victims.
Finance and Corporate Services	Supports the Mayor and DMPC to set and deliver a budget in support of the Police and Crime Plan and oversees and scrutinises how the MPS spends public money.
HR, Private Office and Secretariat	HR provide strategic and advisory support on people matters to MOPAC. The Private Office and Secretariat coordinate and advise on democratic functions, MOPAC's governance framework, including the London Assembly, Police and Crime Committee, supporting the DMPC and Chief Executive.
Strategy and MPS Oversight	Supports the Mayor and DMPC to develop their strategies and oversees and communicates the delivery of their commitments to Londoners. The Directorate is also responsible for managing the London Policing Board. It hosts the country's largest civilian policing research unit (Evidence and Insight), providing expert data analysis, capture of Londoners' perceptions, evaluations and research to inform our policy-making and oversight.
Directorate of Audit, Risk and Assurance (DARA)	DARA provides expert internal audit and counter-fraud services to MOPAC and the MPS and to other parts of the GLA Group.

MOPAC also hosts a number of specialist teams, including:

Team	Description
The Violence Reduction Unit (VRU)	Hosted by MOPAC and working across the GLA to prevent violence by identifying and working in partnership to address its root causes.
The Independent Victims' Commissioner for London	Supported by a team hosted within MOPAC, Claire Waxman OBE was appointed by the Mayor to ensure that the voice of victims of crime is heard in everything that we do.

4. Assessment of current position

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

4.1 Managing risks and performance through robust internal control and financial management

MOPAC has established a risk management framework and risk appetite statement and embedded this through a series of staff engagement sessions throughout the year. Risk management processes, and the corporate risk register, are reviewed at a monthly Governance and Risk Working Group attended by MOPAC and MPS staff. Regular deep dives review risk definitions, controls and tolerance levels. The risk management framework established for project and programme management is now embedded within MOPAC and is reported regularly to MOPAC Board to inform strategic decision making.

Reports to the Joint Audit Panel on corporate risk are presented regularly and we will continue to communicate the risk management framework to ensure it is being fully utilised across the organisation.

MOPAC's budget has been set for 2024/25 and a balanced budget was achieved through the use of reserves and from savings. A corporate approach to budget planning was adopted and there is a clearer alignment of financial resources to priorities. The 2024/25 budget recognised some corporate risks in delivery and provides for some additional capacity in key areas such as procurement, information governance, support for the newly established London Policing Board and Evidence and Insights team.

MOPAC produces a 3-year rolling Medium-Term Financial Plan (MTFP). The current MTFP covers the period 2024/25 - 2026/27. The current plan sets out a balanced position for the 2024/25 and 2025/26 financial years with a gap of c£6m emerging in 2026/27. The plan is updated and reviewed on a regular basis and informs early discussions with MOPAC Board.

As part of the overarching financial framework, the 2024/25 reserves strategy has been refreshed. This recognises the significant financial risks that exist across the wider MOPAC/MPS budget in future years and the requirement to achieve a general reserve level of 2%-3% is a key part of the budget development for future years to ensure future finances are resilient and sustainable.

Internal performance management is reported through the Portfolio Board, the membership of which comprises of MOPAC Board. More specific reporting linked to the outcomes set in the Police and Crime Plan are monitored and overseen by the PCP Programme Board. Both boards meet quarterly.

The Mayor and DMPC regularly discuss MPS performance through the oversight framework in regular bilateral meetings with the MPS Commissioner and Deputy Commissioner. To aid further, a formal stakeholder group to discuss the partnership approach to reducing homicides in London continues to operate, driving a more collaborative approach across all agencies.

MOPAC's quarterly performance report brings together performance and finance reporting in a consistent format. This report, along with the LPB performance pack, supports the oversight work conducted by the Mayor and DMPC, and is issued to the Police and Crime Committee to support wider scrutiny by Assembly Members. The report is published quarterly.

MOPAC relies on a range of sources of assurance for managing risk and ensuring the effectiveness of internal controls. Senior Managers and designated officers regularly assess controls in place to manage corporate risk and risks to delivery of PCP priorities. MOPAC commissions external reviews to provide assurance. As an example, an external organisation reviewed how MOPAC commissioned services to collect data and provided MOPAC with recommendations for standardising this through a set of data definitions.

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. Enhanced monitoring of the external auditor recommendations has been introduced for 2024/25 and will be reported to the Joint Audit Panel. Additional processes and controls to address issues raised in the audit of the 2022/23 financial accounts have been implemented as part of the account's preparation of the 2023/24 draft accounts.

As part of the development work in 2023/24, the following key activities have been delivered:

- A new Finance Operating Model was implemented which enhances MOPAC's budgetary planning, control and monitoring processes to support delivery of agreed priorities and objectives.
- Budget accountabilities, roles and responsibilities were clearly defined and targeted training developed and delivered to enhance and embed financial acumen across the organisation.

- Budget management and core finance processes were documented and are available to staff. This includes the processes for procurement and grants.
- Central and Directorate based repositories were created and are available so that key information is easily accessible.
- A self-assessment against CIPFA the Financial Management Code was completed. Some areas for development and improvement have been identified.
- A new coding structure was created and implemented in the MOPAC general ledger to improve the reporting arrangements and to create more capacity for paying our suppliers on a timely basis.
- An enhanced internal control framework was developed with MPS to provide greater control and assurance over the wider MPS financial position.
- The London Policing Board was established. The Board uses a high-level performance framework, shared with the MPS, to track MPS progress on delivery of the MPS mission of More Trust, Less Crime and High Standards, as set out in the New Met for London Plan. MOPAC will be publishing public dashboards on this over the coming year.
- A dedicated performance and finance delivery sub-committee of the London Policing Board was established. This uses data to support the Mayor in providing strong oversight of the MPS, particularly in terms of delivery of the reforms set out in the New Met for London Plan. Each committee meeting has a standing performance item.

With improvements in the overall financial processes and budgetary controls, there is an opportunity to develop further the financial literacy across MOPAC and an improvement plan that seeks to improve on the self-assessment against the Financial Management Code will be developed and reported to each meeting of the Audit Panel.

Financial Oversight of MPS

MOPAC's role on the financial oversight of MPS finances has strengthened and additional controls and oversight arrangements for 2024/25 were agreed when the budget was finalised in March 2024. The requirement for these was driven by the fact that significant savings, c£182m are required to balance the 2024/25 budget and that other levers to reduce costs may need to be deployed during the year if these are not achieved. These were set out in a separate appendix to the final budget report that was approved in March 2024 and will be monitored throughout the year. A financial resilience and sustainability assessment at the end of Q1 has been agreed as a critical task.

The Medium-Term Financial Plan forecasts a budget gap of c£300m in 2025/26 and future years for the MPS. With reducing reserves and an ambition to deliver against the New Met for London plan, the financial sustainability and resilience is a key risk for future years.

An updated reserves strategy was approved and reflected the need to build general reserves to a minimum of 2%-3% over the lifetime of the MTFP. The 2023/24 underspend

was added to general reserves. The budget and business planning for the 2025/26 and future financial years is being developed and will be introduced to consider priorities on where resources will be targeted and where savings can be made. There remains a risk that the ability to close the gap (through savings or reducing growth) cannot be achieved and with reduced reserves there is no opportunity for smoothing. Earlier conversations on the budget and a more focussed approach to business planning are being introduced by MPS so that progress can be monitored.

For 2024/25 a financial resilience index to supplement existing financial monitoring arrangements and reporting to the Deputy Mayor for Policing and Crime DMPC is being developed. This is in recognition of the significant financial challenges ahead and the need to ensure that the underlying financial risks are continually managed so that appropriate mitigations can be put in place.

The establishment of the Performance and Finance Committee provides an opportunity to bring financial and performance oversight together. This new committee was established in 2023/24 and will continue in future years.

Governance Arrangements

Governance arrangements have been updated following the introduction of the London Policing Board and the two sub-committees. In some cases, there has been a need to streamline some existing forums in order to streamline the governance arrangements. Governance arrangements will be kept under review as the new committees establish themselves. This is considered to be good governance and reflects the need for arrangements to be continually reviewed where changes have occurred. In 2023/24, the Casey review findings and recommendations necessitated a change through the establishment of the London Policing Board. The Mayor and Deputy Mayor for Policing and Crime chair the Board and the Committees respectively. However, the new arrangements are considered to be effective and fit for purpose.

Responsibility for the governance arrangements is the Chief Executive. Reviews of the arrangements and any changes are made in consultation with the Chief Finance Officer, the Director of Strategy, the Director of Audit Risk and Assurance and the Deputy Mayor for Policing and Crime.

Building on the work undertaken with MPS as part of the budget finalisation process, enhanced oversight arrangements for the monitoring of the MPS budget position are being introduced. This will include a review of the Investment Advisory and Monitoring meeting held between DMPC and senior MPS colleagues.

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

MOPAC sends a comprehensive monthly report to the Police and Crime Committee (PCC) setting out key performance information against agreed objectives/outcomes. The DMPC and MOPAC officers regularly attended meetings of the PCC, and the DMPC, CEO 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 2023/24, MOPAC:

- answered 4,548 pieces of correspondence, 91% of which were answered on time, in line with agreed service levels.
- answered 789 Mayor's Questions, of which 39% were submitted ahead of, or on time. To provide some context, the majority of these questions require input from the MPS and therefore MOPAC does not have complete control over the response rates.
- answered 101 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 in the code of conduct.

To support and ensure effective 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 6-monthly 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). This is done 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 Deputy Mayor for Policing and Crime is the Deputy Chair of the PRG. The VRU Partnership Reference Group meets four times a year. The meetings are closed but the agenda, reports and minutes are available online.

MOPAC continues to fulfil its statutory function regarding information provision and publishes information aligned to the Specified Information Order. This includes a register of interests; senior staff salaries and contracts register. Quarterly performance and finance reports and the agendas and minutes of oversight meetings are published.

As part of the development work in 2023/24, the following key activities have been delivered:

Data

Baroness Casey's review into the culture and standards of the MPS concluded that the MPS lacked transparency and accountability to Londoners and 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 has been working with the MPS to explore the most appropriate way to legally access the data required for effective oversight. Work is ongoing between MOPAC and the MPS to identify duplication and opportunities for cross working. MOPAC delivered learning days and bespoke officer meetings to present data and research to front line officers, promoting its greater use and ensure that evidence is informing operational practice. These sessions had a focus on trust and confidence, one of the mayor's priority areas.

MOPAC continues to provide a suite of analytic products, research and public dashboards that allow monitoring of recorded crimes, perception, satisfaction measures and wider insights into crime and policing. The previous year saw new analytics published on the impact of the cost-of-living crisis, disproportionality in police misconduct as well as several evaluations covering MOPAC commissioned services.

A new London Policing Board dashboard was developed alongside the MPS to allow all Londoners as well as LPB members to scrutinise MPS performance on its key measures within A New Met for London. MOPAC also developed a new data science function to enable a more sophisticated level of analytics. The commitment from the MPS to make it a data driven organisation resulted in the creation of the Data Science and Engineering team, which compliments MOPAC's approach. They further commit to enable data sharing and collaboration to service the public and external partners.

MOPAC Evidence & Insight unit has worked with the MPS to further expand the data available on the London Datastore so that the public can now access a wide range of different datasets on crime and policing in London. Following the implementation of the CONNECT system there have been some difficulties in extracting some data in the same way that it had been previously. Work to remedy this is underway and is expected to be resolved in early 2024/25.

Oversight

MOPAC focused on ensuring that accountability through the London Policing Board is transparent, using the website to publish agendas, minutes, actions and papers, whilst also ensuring that each meeting held in public is accessible in person at City Hall but also via a webcast for a wider audience in real time, or to view offline. The website hosts the terms of reference for the Board and an Equalities Impact Assessment, which has been undertaken in fulfilment of MOPAC's Public Sector Equality Duty and will continue to be used to inform the work of the London Policing Board.

The LPB Performance and Finance Committee has a specific focus on exploring the MPS's response to a range of performance issues. This is an ongoing, evidence based and public conversation.

Contracts and Grants

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 has worked to improve its transparency through publishing greater detail on its website. The public can now view MOPAC's contracts and grants register (<https://www.london.gov.uk/programmes-strategies/mayors-office-policing-and-crime/governance-and-decision-making/mopac-finance-and-audit>) alongside the Finance and Performance Quarterly Report.

Contract awards over £25k in value are published on Contracts Finder and/ or Find a Tender Service as required for compliance with legislation, therefore publication on the website is not required in addition.

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

Fundamental to MOPAC's role in oversight of the MPS is the duty to ensure that it acts in accordance with the law. This responsibility is fulfilled through the MOPAC governance framework. 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. This information is used to inform oversight and supports the Deputy Mayor's meetings with the MPS.

In accordance with paragraph 3.7.4.2 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*.

MOPAC is subject to a range of statutory requirements. All MOPAC decisions consider the legal and risk implications amongst others and are published in compliance with the Elected Local Policing Bodies Orders 2011 and 2021 relating to transparency – satisfying the specified order. Where MOPAC is subject to new requirements, these are monitored via MOPAC's Governance and Risk Working Group.

MOPAC has an anti-fraud policy, and the 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 support value-based behaviours amongst all MOPAC staff. Where staff feel that business is not being conducted with honesty and integrity, MOPAC's whistleblowing policy and procedure sets out the process for raising such concerns.

As part of the development work in 2023/24, the following key activities have been delivered:

Information Governance

Further improvements to information governance processes were highlighted when a data breach was identified in 2023. This related to information submitted on webforms hosted on the london.gov.uk website. This was subsequently investigated by the Information Commissioner's Office and a reprimand was issued. The Information Commissioner's Office recognised and welcomed the remedial action taken by MOPAC in particular the awareness and training that was delivered around permission forms.

MOPAC and the GLA worked jointly to manage the risk arising from the data breach including commissioning specialist third party support in areas such as cyber assurance and legal incident management. MOPAC had already completed an initial review of information governance and rolled out to all staff an Information Governance e-learning toolkit which included mandatory Cyber training. All data protection policies and processes were updated.

All service level agreements, Memorandum of Understandings and contracts have been reviewed to ensure that data protection and information governance clauses are robust, and that secure controls are in place to manage personal information. All data protection products, policies and processes, such as Data Sharing Agreements, Records of Processing Agreements, and Data Protection Impact Assessments have been reviewed and updated.

Resource in the Information Governance team has been strengthened and additional permanent staffing resource to ensure a permanent in-house team, supported by an external provider will be in place during 2024/25. Mandatory training packages have been developed and introduced and is embedded in the corporate induction programme. Ongoing training has also been developed and is being rolled out in 2024/25.

MOPAC, including the VRU, has also put in place a group of Information Governance Champions, to ensure that this area of work continues to be prioritised across the organisation, with experts providing advice and support where needed.

4.4 Ensuring openness and comprehensive Stakeholder Engagement

MOPAC convenes a large number of formal meetings in order to ensure it work effectively with partners. These include the London Criminal Justice Board (LCJB) and its sub-Boards, the London Drugs Forum, CONTEST Board and the ASB Forum. MOPAC officers also attend a number of formal meetings which London Councils run on specific topics, such as community safety and child safeguarding.

Given the creation of the London Policing Board in September 2023 and the DMPC now chairing the London Criminal Justice Board, MOPAC consulted on a proposal to decommission the London Crime Reduction Board (LCRB). Whilst the LCRB has now ceased, having listened to feedback from Local Authorities, MOPAC has retained a quarterly meeting between MOPAC, the MPS and Local Authorities to ensure that key issues are still addressed. The first of those meetings has now taken place and was positively received.

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.

The VRU's Young People's Action Group (YPAG) works to ensure the voice, opinions and ideas of young people continue to influence policy, MOPAC programmes and 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.

MOPAC's Evidence and Insight unit 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 MPS).

MOPAC continued during 2023/24 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. Quarterly review meetings were an opportunity for communities to hear about and contribute to the delivery of key parts of the action plan. In addition, MOPAC 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. The chair of the ERG also sits on the People and Culture committee of the London Policing Board, to ensure that relevant voices can be brought into those conversations.

Section 51 of the Police Reform Act 2002 (as amended) sets out the requirement for Police and Crime Commissioners to make arrangements for detainees to be visited by Independent Custody Visitors (ICVs). MOPAC runs the largest ICV Scheme in the United Kingdom and in 2023/24 the ICV volunteer members of the public made 645 visits to custody suites across London (the largest custody estate in the United Kingdom), interviewing and reporting on

the experiences of 2,237 detainees to ensure their rights and entitlements have been upheld. Collectively they have given nearly 2,000 hours to the Scheme, ensuring they have seen three quarters of detainees available for interview at the time of those visits.

The ICVs have had a particular focus this year on the experiences of women, children and those suffering mental ill health and have observed various examples of good practice, including around the provision of distraction items for children and neurodivergent detainees, for example. They have observed and commended the work of the embedded custody nurse practitioners operating within the custody suites and the care custody staff take in recognising the vulnerability of detainees with healthcare needs, putting in place additional safeguarding measures, such as placing detainees on constant watch to ensure their welfare and safety.

They have, however, also highlighted some areas for concern, including the availability of custody healthcare nurses across the estate, the time children spend in police custody (particularly overnight detentions), and the experiences of menopausal female detainees.

We will continue to work with the ICVs and with the MPS to ensure there are effective custody visiting arrangements in place and to both address the issues that have been highlighted and to champion good practice in police custody.

As part of the development work in 2023/24, the following key activities have been delivered:

Better working with the MPS

The Baroness Casey review highlighted that “a dysfunctional relationship has developed between the MPS and MOPAC, with defensive behaviours on one side and tactical rather than strategic approaches on the other.” As a response, MOPAC took steps to improve oversight and relations with the MPS by moving to a more strategic approach. MOPAC supported the MPS to develop its strategic reform plan, advising on the areas we know Londoners deserve a better service from the MPS, such as support for victims through research provided by our Evidence and Insight unit. 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 MPS to facilitate and enable further engagement with Londoners as it delivers reforms for the police service in London.

MOPAC worked closely with MPS performance leads to develop a shared outcomes framework for measuring MPS performance in delivering the commitments set out in the New Met for London Plan (NMfL). Having a single framework used both by the MPS and MOPAC to support internal monitoring and external oversight not only reduces duplication but helps to ensure our strategic oversight priorities are aligned with the MPS’s own strategic reform priorities.

Since the establishment of the London Policing Board, MOPAC has facilitated close working between London Policing Board members and the MPS to design a work programme for the Board aligned both with LPB strategic oversight priorities and NMfL delivery milestones to ensure the MPS is being held to account on the right reform topics at the right time. MOPAC has also been facilitating the provision of direct support to the MPS from LPB members as part of the Board's commitment to supporting, as well as challenging, the MPS. MOPAC has worked with the MPS in revising the questions within the suite of surveys MOPAC conduct to hear from Londoners; worked together on developing the London Policing Board Dashboard and sought feedback from the MPS on the wider research and analysis future work plan.

Community scrutiny and engagement

Increasing trust and confidence is the foundation of the system of policing by consent and crucial to everything MOPAC wants to achieve. In line with the Mayor's Action Plan for transparency, accountability and trust in policing, MOPAC has carried forward work to overhaul community scrutiny and engagement. This included running a pilot to test community scrutiny mechanisms; developing a proposal for new approaches to community scrutiny, informed by the work of Black Thrive; working together with the MPS to ensure community engagement mechanisms are aligned and informed by good practice; and improving 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.

Hackney Community Scrutiny Group has been used as a test site and has now met multiple times and has looked at both stop and search slips as well as Body Worn Video. MOPAC is using the findings from this work to inform the work outlined above around establishing a preferred operating model to support community oversight more generally.

MOPAC has agreed proposals with the DMPC for how the voice of Londoners will be brought into the London Policing Board. In the first instance we will be working with identified Board member(s) to develop bespoke engagement plans for them, drawing on their existing expertise in community engagement and providing wider opportunities for LPB members to directly engage with Londoners on their perceptions and experiences of policing.

Serious Violence Duty

As part of the London VRU coordinating role for the implementation of the Serious Violence duty, the VRU has ensured compliance of the duty for London by supporting all boroughs to submit the 32 Strategic Needs Assessments (SNA) and 32 strategies in line with the duty legislation to meet the requirement. Crest Advisory conducted a brief assessment, which combined with the VRU's own review of the SNAs, and the strategies to provide learning and sharing of best practice in the future. Separately to this, Crest Advisory have also been awarded the contract by the VRU to complete its next Assessment of violence across London. This will also draw upon the content of the SNAs. Needs assessment findings relating to tackling violence against women and girls (VAWG) will inform the MOPAC led refresh of the mayor's tackling VAWG strategy.

Strengthened diversity

The VRU Partnership Reference Group is made up of leading representatives from the MPS, 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.

During 2023/24, the VRU reviewed its Partnership Reference Group membership whereby it was highlighted the addition of London Fire Brigade representation, as well as additional community representation would be valued. The LFB have now been invited as a member and accepted, as well as additional community group representation and Young People from the YPAG to attend each meeting going forward.

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

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 2024/25 was refreshed to take account of mayoral priorities and ambitions including Net Zero Carbon and the delivery of 50% affordable housing on sites that are disposed of across the GLA Group and delivery of the Police and Crime Plan published in March 2022. 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 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.

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 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 continues to listen to charity and grassroots community organisations about the sustainability of longer-term schemes within the community. 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.

As part of the development work in 2023/24, the following key activities have been delivered:

The Baroness Casey Review concluded that the MPS'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.

The long-term nature and impact of the reform needed in the MPS signifies the importance of developing outcomes that are sustainable. The London Policing Board has a clear role to support the Mayor and MOPAC in overseeing the reform and ensure that any decisions made support its purpose and contribute to the intended benefits and outcomes.

In order to assist in the LPB's ability to review and analyse the progress being made by the MPS, a joint performance framework was developed, which incorporated views of partners and the public, included cultural change and equality and vulnerability measures, whilst ensuring that this aligned with the MPS's reform plan and could be embedded within MPS governance.

Progress against this framework is published before each London Policing Board meeting, and work is progressing on an interactive dashboard. Alongside the topline measures, a more detailed framework of measures was derived and presented to the Performance and Budget Committee in Dec 2023. This covered both performance and financial monitoring and will be published routinely as part of the MOPAC Quarterly Performance report.

4.6 Determining the interventions necessary to achieve the intended outcomes

The Medium-Term Financial Plan (MTFP) forms the overarching framework within which the MOPAC and MPS financial planning and management activity takes place. The annual budget is an integral part of the rolling multi-year MTFP which feeds into the wider Mayoral budget for the Greater London Authority.

MOPAC has a robust decision-making mechanism to ensure that defined outcomes can be achieved in a way that combines the best use of resources while still enabling effective and efficient operations. 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 uses the Investment, Advisory and Monitoring meetings to scrutinise 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.

In order to achieve our strategic objective of holding the MPS Commissioner to account for an efficient and effective police service, our oversight governance spans across community scrutiny and engagement mechanisms, a more formal oversight framework with the London Policing Board at its apex, through to external scrutiny by the Joint MOPAC/MPS Audit Panel and the Directorate of Audit, Risk and Assurance and the London Assembly's Police and Crime Committee.

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.

As part of the development work in 2023/24, the following key activities have been delivered:

MOPAC and the VRU has demonstrated the need, desired outcomes and success measures and provided an evidence base for its commissioned services. Over the last year further developments were made with a final aim of greater transparency and awareness through publication of key performance information.

The VRU outcomes framework and KPIs continue to embed across its programmes. The VRU internal performance dashboard is now live and actively informing strategic decision making, with further development of Programme-Level analysis to support Data Driven Performance Management. The online Evidence Hub is progressing well, bringing together a host of key learning and insights from VRU programmes – with launch anticipated in June/July 2024.

The VRU Outcomes Toolkit Pilot is due to go live in the Stronger Futures programme, with further pilots across several programmes launching across 2024.

At the front end of the commissioning cycle, the Area Prioritisation Tool - developed in collaboration with GLA Intelligence and MOPAC E&I - is now undergoing user testing, bringing together a range of indicators across violent crime, public health and public perception metrics to inform strategic commissioning.

MOPAC Commissioning outcomes framework has been supported by Ernst and Young to develop proposals to help improve its transparency and awareness of the reach and impact of commissioned services through publication of key performance information. This work has been completed but will now form an implementation programme plan that will run throughout 2024/25.

As previously identified in the annual governance statement, there is a need to improve existing procurement resource. A new team has been recruited and the procurement roles and responsibilities were reviewed. TfL has produced a draft Terms of Reference for the Collaborative Procurement Service and better join up is in place between MOPAC with regular procurement meetings. Further work will be done over the coming year to address the transformation of public sector procurement policy on a national level that is expected and how MOPAC will ensure that it remains compliant.

The current 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 commissioned 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. The Position Statement has been informed by focus groups with existing representative forums of children and young adults in London; interviews with a range of stakeholder organisations, including various sections and ranks in the MPS; workshops with stakeholders; an advisory panel of experts with high-level delivery experience in London criminal justice; and wide-reaching analysis of existing policies.

MOPAC has used this position statement to provide a starting point in assisting MOPAC in moving towards a Child First approach.

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

The Chief Executive Officer is the organisation's most senior official and leads the MOPAC Board. MOPAC Board regularly review staffing and workforce matters and have processes in place for the approval of staffing changes which are supported by MOPAC's protocol for managing change. MOPAC has clear processes for appraising and developing its staff (with completion of annual performance reviews monitored corporately), supported by a learning and development programme. A diverse workforce that is representative of London is a priority for the Mayor and the Chief Executive Officer. The People Strategy group provides challenge, advice and input into our Equality, Diversity and Inclusion (EDI) improvement work. And we publish gender and ethnicity pay gap analyses and action plans.

As part of the development work in 2023/24, the following key activities have been delivered:

With the changes to oversight requirements for MOPAC that were a result of Baroness Casey's review, robust short-term interventions to manage capacity and capability alongside medium- and longer-term plans were agreed at Board level. 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. In addition, a new priority projects team was created providing MOPAC with surge capacity and the ability to flex its resources in a timely way to ensure that priority work can be progressed at pace.

Although organisational growth had been planned for the latter part of 2023/24, to strengthen Strategy and MPS Oversight Directorate and Finance and Corporate Services Directorate, this had to be put partially on hold due to budget constraints. This work will now continue over the first half of 2024/25 and will establish a strategic oversight team and bring together all corporate services under one banner, creating a corporate centre of expertise.

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.

Continuous improvement and a more developed people offer and service have been in place 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 implemented its People Strategy in July 2024 to develop a high performing, engaged and inclusive workforce to deliver MOPAC's vision of a safe city for all. The three main objectives being: strengthen identity, culture and connection; equip individuals and the organisation for success; and become an adaptable and resilient organisation.

A working group has been established, providing the governance and assurance needed for this three-year strategy. Some key successes in year one includes:

- The corporate induction programme commenced and 'get to' know sessions on all relevant MOPAC areas of work and processes are in place.
- Sickness Deep Dive – analysis, themes, actions agreed
- MOPAC's second leadership conference in Jan 2024 facilitating consistency of role and approach and related learning
- All staff conferences held in October 2023 and March 2024 ensuring connection and cross collaboration and understanding
- Group Mentoring programme and portal launched across the GLA Group and MOPAC
- Further development of Staff Networks including new 'Race Matters' and 'LGBTQ+' networks enabling developed allyship and support to staff
- Disability training rolled out across organisation (MOPAC and VRU) to support Workplace Adjustments Policy and approach launched in 2023/24 Q1

5. Areas for improvement

The Director of Audit, Risk and Assurance (DARA) annual opinion of MOPAC for 2023/24 is that "MOPAC has an adequate internal control environment supporting achievement of its strategic objectives, which generally operates effectively. Fully embedding the revised

oversight arrangements is key to addressing the significant financial challenge and driving further progress in meeting agreed policing priorities and objectives.”

Section 4 above reviews MOPAC’s current arrangements and areas that have been improved over the last year. Set out below are further improvements identified through this annual review, which will be monitored regularly and added to the MOPAC Governance Improvement Plan 2024/25. 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 monthly and is chaired by the Director of Strategy & MPS Oversight.

There are four principal areas of improvement that this year’s assessment has highlighted

Managing risks and performance through robust internal control and financial management

Financial Management

In light of the significant financial challenges facing MOPAC/MPS in future years, enhanced governance arrangements and a strengthened internal control framework have been agreed with the MPS to drive forward stronger financial control and enhanced monitoring and oversight.

In last years’ AGS we committed to ensure that the Scheme of Delegation and Consent remained fit for purpose and was in line with legislation and guidance. A significant amount of work has been done over the last year to update the financial regulations and this is now under review before being formally adopted. These arrangements will be reflected in the refreshed scheme of delegation and consent which operates between the MPS and MOPAC, who have both agreed that these arrangements should be reviewed as part of the work to put the budget on a sustainable footing.

MOPAC will introduce more robust oversight of the MPS’s investments to provide assurance that the MPS’s revised budget plans will deliver the savings identified and provide the expected outcomes and value for money.

A financial resilience index to supplement existing financial monitoring arrangements and reporting to the Deputy Mayor for Policing and Crime DMPC) is being developed. This is in recognition of the significant financial challenges ahead and the need to ensure that the underlying financial risks are continually managed so that appropriate mitigations can be put in place.

With improvements in the overall financial processes and budgetary controls, here is an opportunity to develop further the financial literacy across MOPAC and an improvement plan that seeks to improve on the self-assessment against the Financial Management Code will be developed and reported to each meeting of the Audit Panel.

Building on the work undertaken with MPS as part of the budget finalisation process, enhanced oversight arrangements for the monitoring of the MPS budget position are being introduced. This will include a review of the Investment Advisory and Monitoring meeting held between DMPC and senior MPS colleagues.

Treasury Management practices are to be reviewed in line with the latest guidance. A small working group involving MOPAC and MPS supported by specialist officers from the GLA has been set up. It is envisaged that the work will be completed by the end of September 2024 and will provide clarity on respective roles and responsibilities as well as enhancing and improving current processes relating to Treasury Management activity.

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

Oversight

In support of the London Policing Board, MOPAC has developed a shared performance framework, and refreshed oversight framework. Now that the LPB has been established, MOPAC will review its supporting internal governance to ensure that it develops and maintains a strategic approach to overseeing the efficiency and effectiveness of the MPS. This review will include learning from other PCC offices and more widely across the public sector.

Improving openness and transparency remains a priority for MOPAC and the VRU. To ensure greater effectiveness and impact we will determine an agreed set of responsibility for key policy areas. This will also provide greater clarity for internal and external stakeholders about where the lead for an area lies.

Policy leadership

MOPAC and the VRU will work to increase transparency internally and externally on key policy areas and provide greater oversight for the DMPC and the Director of the VRU.

Ensuring openness and comprehensive Stakeholder Engagement

MOPAC convenes a large number of formal meetings in order to ensure we work effectively with partners. These include the London Criminal Justice Board (LCJB) and its sub-Boards, the London Drugs Forum, CONTEST and the ASB Forum. We also attend a number of formal meetings which London Councils run on specific topics, such as community safety and child safeguarding. We believe this provides a good basis for our work in this space.

Stakeholder engagement strategy

MOPAC Board has agreed that this is a strategic priority for the organisation. We will develop a two-fold programme to improve our engagement with stakeholders. This will define our overarching approach to stakeholder relationships across MOPAC through a new Partnership Strategy and will define and strengthen the relationship with local authorities across London.

Community Scrutiny The work to overhaul community scrutiny (4.4) has been a significant undertaking, and a commitment in last years' AGS. Following receipt of the Black Thrive report, MOPAC (jointly with the MPS) commissioned further follow-up work from Ernst and Young to consider possible different operating models and understand a rough order of magnitude costs. This work has now been received and there is broad agreement on removing duplication and streamlining the overall approach to this. Further work is now needed to identify a preferred operating model. This is expected to take approximately six months.

Determining the interventions necessary to achieve the intended outcomes

This year will see the transformation of public sector procurement policy on a national level. With the Procurement Act 2023 given royal assent at the end of last year, a new direction of travel has been set out. The new approach signals an aspiration to move towards simpler processes, better engagement with the market of providers, and greater innovation in public sector procurement at a time when economic and wider pressures provide the incentive to do so.

Procurement

MOPAC will seek to mirror the national transformation of public sector procurement policy and develop its own procurement capabilities. We will publish a Procurement Transformation Strategy 2024, setting out roles and responsibilities for procurement, and progress the actions in the Indicative Corporate Procurement Team Development Plan 2024.

The VRU will develop a Research, Evaluation and Learning Partner Framework to streamline pipeline procurements. This would hope to increase capacity, reduce risk of challenge as well as enhance user experience.

MOPAC and the VRU can already demonstrate the need, desired outcomes and success measures and provide an evidence base for its commissioned services.

Associated with the VRU outcomes framework, we committed in last year's AGS to publish a dashboard on the mayor's website. Due to technical issues this has not yet been possible, but we are working to resolve these so that we can be transparent with the outcomes to Londoners. The VRU are aiming to overcome these challenges to publish by July 2024.

To strengthen this area of work, further improvements to transparency and awareness of the reach and impact of commissioned services has been identified and will be delivered through publication of key performance information.

Commissioning Data and Management Information

To strengthen its outcomes performance framework, the VRU will agree a key performance indicator for each priority area. Providing a spotlight to the outcomes that will benefit Londoners the most.

MOPAC will implement the project that will improve the way that it collects, analyses, and manages data from its commissioned services, in order to improve understanding of the impact.

In summary, the following improvement actions will be added to the MOPAC Governance Improvement Plan and regularly monitored to ensure they are fully embedded. These actions are needed to respond to the issues raised in the main body of the report.

Principle of good governance	Area of Focus	Improvement action
Managing risks and performance through robust internal control and financial management	The financial challenges in 2024/25 and future years are significant. For 2024/25, c£180m of savings needed to be delivered in order to balance the budget. For 2025/26 and future years, there is a gap of c£300m and with reduced reserves to smoothe the impact, financial resilience and sustainability is a key risk.	<p>For 2024/25 a financial resilience index to supplement existing financial monitoring arrangements and reporting to the Deputy Mayor for Policing and Crime DMPC) is being developed. This is in recognition of the significant financial challenges ahead and the need to ensure that the underlying financial risks are continually managed so that appropriate mitigations can be put in place.</p> <p>Enhanced oversight arrangements for the monitoring of the MPS budget position, including the oversight of the effectiveness of the additional internal controls that have been agreed, are being introduced. This will include a review of the Investment Advisory and Monitoring meeting held between DMPC and senior MPS colleagues.</p> <p>MOPAC will introduce more robust oversight of the MPS's investments to provide assurance that the MPS's revised budget plans will deliver the savings identified and provide the expected outcomes and value for money.</p>
	For MOPAC, the continuation of the finance improvement plan will build on the work carried out in 2022/23 that has addressed some of the weaknesses that have previously been reported.	The financial literacy across MOPAC will be a key focus and an improvement plan that seeks to improve on findings of the self-assessment against the Financial Management Code will be developed and reported to each meeting of the Audit Panel.

	The move to greater ownership and accountability of budget holders is a key focus for 2024/25.	
Implementing good practices in transparency, reporting and audit to deliver effective accountability	Governance has changed due to the introduction of the London Policing Board following the Casey review. Ensuring that governance remains effective is a key area of focus for MOPAC.	In support of the London Policing Board, MOPAC has developed a shared performance framework, and refreshed oversight framework. Now that the LPB has been established, MOPAC will review its supporting internal governance to ensure that it develops and maintains a strategic approach to overseeing the efficiency and effectiveness of the MPS. This review will include learning from other PCC offices and more widely across the public sector.
	Improving openness and transparency remains a priority for MOPAC and the VRU. To ensure greater effectiveness and impact we will determine an agreed set of responsibility for key policy areas.	MOPAC and the VRU will work to increase transparency internally and externally on key policy areas and provide greater oversight for the DMPC and the Director of the VRU.
Ensuring openness and comprehensive Stakeholder Engagement	Partnership working is a key part of the work that MOPAC does. Following an independent review, improvements have been identified and will be implemented during the year.	We will develop a two-fold programme to improve our engagement with stakeholders. This will define our overarching approach to stakeholder relationships across MOPAC through a new Partnership Strategy and will define and strengthen the relationship with local authorities across London.
		The work to overhaul community scrutiny (set out in last year's AGS) has now been received by Ernst & Young, and there is broad agreement on removing duplication and streamlining the overall approach to this. Further work is now needed to identify a preferred operating model. This is expected to take approximately six months
Determining the interventions necessary to achieve the intended outcomes	Procurement practices are being reviewed to make sure MOPAC is compliant with new legislation. The introduction of specialist staff within MOPAC has also provided an opportunity to review	MOPAC will seek to mirror the national transformation of public sector procurement policy and develop its own procurement capabilities. We will publish a Procurement Transformation Strategy 2024, setting out roles and responsibilities for procurement, and progress the actions in the Indicative

	internal governance arrangements and working practices to ensure MOPAC is achieving value for money.	Corporate Procurement Team Development Plan 2024.
		The VRU will develop a Research, Evaluation and Learning Partner Framework to streamline pipeline procurements. This would hope to increase capacity, reduce risk of challenge as well as enhance user experience
		The VRU will agree a key performance indicator for each priority area. Providing a spotlight to the outcomes that will benefit Londoners the most.
		MOPAC will implement the project that will improve the way that it collects, analyses, and manages data from its commissioned services, in order to improve understanding of the impact.

Progress against 2022/23 AGS actions

Appendix 3 provides an update on actions that were set out in the 2022/23 Annual Governance Statement. These are reported to the Audit Panel and are included in the Governance Improvement Plan that is reviewed monthly by the MOPAC Governance and Risk Working Group.

6. 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

Signed

Kaya Comer-Schwartz

Darren Mephram

Deputy Mayor for Policing and Crime

Interim Chief Executive

19th December 2024

19th December 2024

Appendix 1 – MOPAC’s Statutory Functions

MOPAC’s functions and responsibilities

MOPAC’s functions and responsibilities are set out in the relevant legislation (including but not limited to the Police Reform and Social Responsibility Act 2011). Overarching responsibilities include:

a. Overarching Duties

MOPAC must secure the maintenance of the MPS 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. Police complaints system

Government reforms introduced in 2020 (under the Policing and Crime Act 2017 and supporting regulations) delivered significant changes to the complaints system. The focus was on delivering a less adversarial, simpler and more customer-focused process. A new right to independent review was introduced for complainants dissatisfied

at the handling or outcome of their complaint to the police. This was designed to further improve the transparency and integrity of the complaints process. MOPAC set up a Complaints Review Team to conduct this part of the regulations.

d. 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 2021 to include the requirement to publish a summary of the force's performance against the HMICFRS PEEL inspection.

Appendix 2 - MOPAC's Governance Framework

This AGS has been drawn up in line with the *CIPFA - Delivering Good Governance in Local Government*¹ guidelines, which build on the Nolan principles².

The **MOPAC Governance Framework** uses the CIPFA's *International Framework: Good Governance in the Public Sector* (the framework) (see figure 2). The framework enables MOPAC to monitor and evaluate achievements against its strategic objectives.

The [MOPAC Code of Governance](#) uses the framework as its base to ensure 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 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

¹ [Delivering Good Governance in Local Government Framework 2016 Edition | CIPFA](#)

² [The Seven Principles of Public Life - GOV.UK \(www.gov.uk\)](#)

- 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.

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 2023/24 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 is held to account for its objectives, operations and delivery of the PCP through various Boards and Panels, detailed below. More information can be found on the [MOPAC website](#).

MPS oversight governance

i. London Policing Board

[The Board](#), chaired by the Mayor of London, supports MOPAC to discharge its statutory and legal responsibilities to 'secure the maintenance of the MPS', 'secure that the MPS is efficient and effective', and to hold the Commissioner of Police for the Metropolis ("Commissioner") to account for the exercise of their functions, as part of MOPAC's strategic oversight framework.

In particular, the board: -

- Holds the MPS to account for its delivery of the MPS-led objectives in the Mayor's Police and Crime Plan ("PCP").

- Holds the MPS to account for addressing the findings and recommendations of the Baroness Casey Review, including the New Met for London Plan.
- Reviews the identification, assessment and management of risks to delivery of the Plans referred to above.
- Provides expert advice to the Mayor to support him in driving sustainable improvements across the MPS - including wider cultural change – in service to Londoners, in line with the MPS's Mission of More Trust, Less Crime and High Standards.
- Scrutinises MPS finances and assets to ensure its budget is allocated in accordance with the Mayor's objectives and is used in the most efficient and effective manner.

The LPB meets four times a year and has two committees that enable members to delve deeper into key strategic areas of the MPS.

- [The Performance and Finance delivery committee](#) oversees the totality of MPS performance and financial management to ensure that MPS reform supports improved service delivery and better outcomes for Londoners. The Committee oversees all elements of operational delivery, finance, data and digital, and transformation and seek to assure that are aligned in an evidence-based way.
- [The People and Culture committee](#) oversees the MPS's work on matters relating to the people and culture of the Metropolitan Police and ensures that reform supports improved service delivery and better outcomes for Londoners. The Committee oversees cultural reform and workforce planning and seek to assure that it is aligned to strategic priorities in an evidence-based way.

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 oversight of MOPAC

MOPAC's work is scrutinised via the following avenues:

I. Police and Crime Committee

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). 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:

- chairing the London Victims Board, comprising of justice agencies and statutory partners. The Board supports the delivery of commitments set out in the Mayor of London's Police and Crime Plan and provides the opportunity for the victims' voice to be at the centre of decision making.
- forming and co-chairing the Victims Reference Group, for ongoing engagement with victim support organisations to inform the development of policy, change in practice, and the work of the Victims Board and London Policing Board. If you are an organisation who wishes to be considered to join, please email us.
- holding the Metropolitan Police Commissioner and senior leadership team to account, through ensuring that victims are kept at the heart of all discussions through her role on the new London Policing Board.
- convening three London Victims' Summits, bringing together national and international senior leaders from all justice agencies, voluntary and community groups, local councils, and victims of crime, to galvanise a partnership effort to improve victims' experiences of navigating the justice system and support options post incident.
- advocating for an independent Victim Care Hub model in London, which would act as a navigator in a victim's justice journey, building a team of people around that victim to ensure they are well informed and supported. Claire has also visited Quebec, Canada to learn from their good practice in this area, which she has shared with Government and justice partners.
- hosting a number of roundtables, including for male victims, Black victims, and victims of violence against women and girls, to hear directly from victims and survivors about their experiences in accessing support and navigating the criminal justice system and family justice system, with a view to develop policy proposals. These roundtables have been attended by senior leaders within the Metropolitan Police, and directly influenced the Mayor's VAWG strategy, Casey Review, legislative and policy changes.
- Listening to victims and families and lobbying for key changes to Parliamentary Bills. Claire has worked closely with central Government, Members of Parliament, and Peers, to amplify and gain support for her calls including stalking legislation, better

safeguards for victims' personal data, ensuring offenders must attend sentencings or face consequences, better access to sentencing remarks for victims and bereaved families, and improved rights and entitlements for victims.

- conducting two Rape Reviews and making a number of impactful recommendations, which led to the development of Operation Soteria, a nation-wide programme aiming to use evidence and new insights to enable forces to transform their response to rape and serious sexual offences. Claire is also now looking at how the learning from Op Soteria can be embedded and engaged with judiciary and courts.
- responding to the Crown Court backlogs, working closely with Government departments, HMCTS, the judiciary, CPS, Criminal Bar Association, and victims' organisations to address the backlog and ensure victims are supported.
- working closely with the Metropolitan Police Service, to influence and help improve their response to victims, and supporting them as they work to reform their victim care programmes in order to meet the recommendations made in the Casey Review.
- working closely with the Crown Prosecution Service and Ministry of Justice to develop their key victim policies, and providing insight for their staff into the victim experience and their role in supporting victims
- improving the awareness and use of Victim Personal Statements, to ensure victims and bereaved families are given the opportunity to explain, in their own words, the impact that a crime has had upon them and their families, and to ensure these accounts are taken into consideration during charging and sentencing decisions by all criminal justice agencies.

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 three times in 2023/24.

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 is in place.

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 receives [regular reports at its quarterly meeting](#), including on MOPAC governance and risk matters and the respective improvement plans.

ii. Ethics Panel

The [London Policing Ethics Panel](#) (LPEP) is an advisory panel that is independent of the mayoralty and the MPS. It 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 2023/24 included the report on the [openness and transparency of the MPS](#), and commentary on the [Police Foundations Principles for Accountable Policing](#).

Review of the Code

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 highlights 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 that are the subject of a decision and will be published. The effectiveness of the framework is also reviewed as part of the process of drawing up the Annual Governance Statement.

PROGRESS AGAINST 2022/23 ANNUAL GOVERNANCE STATEMENT ACTIONS

Principle	Action to take	Progress
Managing risks and performance through robust internal control and financial management	<p>MOPAC will: -</p> <ul style="list-style-type: none"> • implement the Finance and Corporate Services transformation programme. <p>This will include:</p> <ul style="list-style-type: none"> • 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. 	<p>A new finance target operating model was delivered during the year. Roles and responsibilities were clarified and agreed, new processes and procedures implemented relating to procurement and payments and structural changes to the finance system were made to better facilitate finance workflows and budget management and monitoring.</p> <p>Regular finance training is provided with mandatory budget holder training introduced for all budget holders.</p>
	<p>MOPAC will: -</p> <ul style="list-style-type: none"> • 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. 	<p>A draft Scheme of Consent and Delegation has been prepared and is currently undergoing final legal checks. It will be introduced in 2024/25.</p>

	<p>MOPAC will:-</p> <ul style="list-style-type: none"> • 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 	<p>Complete. Further information set out in the main body of the AGS.</p>
	<p>MOPAC will:</p> <ul style="list-style-type: none"> • 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. • 	<p>MOPAC has conducted a thorough review of all relevant agreements to ensure they align with current data protection regulations and incorporate robust security measures. This includes updating existing contracts to address any gaps and introducing new clauses where necessary.</p> <p>Mandatory Information Governance training has been rolled out to all of MOPAC. Specific training was provided to MOPAC Board and MOPAC SLT and general training to the whole of MOPAC. Refresher training has been provided and IG training now forms part of the mandatory induction training for all new starters.</p> <p>The Corporate Services structure was agreed and additional posts to strengthen the resource in the Information Governance Team was agreed. Specialist support from a data protection provider was procured and remains in place until the new posts are fully recruited to. A review of the ongoing need for this will be carried out at that time.</p>

Implementing good practices in transparency, reporting and audit to deliver effective accountability	<p>MOPAC will: -</p> <ul style="list-style-type: none"> 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. 	<p>This work is ongoing though good progress has been made. Further detail is set out in the main body of the report.</p>
	<p>MOPAC will: -</p> <ul style="list-style-type: none"> 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 	<p>The MOPAC contracts and grants register was published during 2023/24 and processes introduced to ensure this remains up to date.</p>
Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	<p>MOPAC will: -</p> <ul style="list-style-type: none"> 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. 	<p>MOPAC has updated data protection policies and procedures to reflect the latest regulatory requirements and best practices. This includes revising our Data Sharing Agreements, Records of Processing Agreements, and Data Protection Impact Assessments to ensure they are comprehensive and effective.</p> <p>Mandatory training for all staff on Information Governance was introduced and has been actioned in full. Mandatory training is part of the induction process and refresher training will be provided at regular intervals.</p>

<p>Ensuring openness and comprehensive Stakeholder Engagement</p>	<p>MOPAC will: -</p> <ul style="list-style-type: none"> • 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. 	<p>This work has been superseded by the New Met for London Plan.</p>
	<p>MOPAC will: -</p> <ul style="list-style-type: none"> • 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. 	<p>In progress.</p>

	<p>The VRU will:</p> <ul style="list-style-type: none"> • 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 • 	<p>Complete. The VRU supported all boroughs to submit the 32 SNAs and 32 strategies in line with the duty legislation to meet the requirement.</p>
	<p>The VRU will:</p> <ul style="list-style-type: none"> • review PRG membership to ensure strengthened diversity and representation 	<p>Complete</p>
<p>Defining outcomes in terms of sustainable economic, social and environmental benefits</p>	<p>MOPAC will: -</p> <ul style="list-style-type: none"> • develop a performance framework for the London Policing Board. 	<p>A new London Policing Board dashboard was developed alongside the MPS to allow all Londoners as well as LPB members to scrutinise MPS performance on its key measures within A New Met for London. MOPAC Evidence & Insight unit has worked with the MPS to further expand the data available on the London Datastore so that the public can now access a wide range of different datasets on crime and policing in London.</p>
<p>Determining the interventions necessary to achieve the intended outcomes</p>	<p>MOPAC will: -</p> <ul style="list-style-type: none"> • develop a standard set of data to improve the reporting of the work of commissioned services. <p>The VRU will:</p>	<p>Consultation is currently underway with providers on the standard set of data to be used. This will be finalised in September and will be rolled out to new services starting in 2024/25.</p>

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	<ul style="list-style-type: none"> continue to develop its Outcomes Performance Focused Framework and will further operationalise to ensure alignment across all VRU programmes. 	
	<p>MOPAC will: -</p> <ul style="list-style-type: none"> progress the terms of reference for Procurement during 2023/24 and incorporate this within the Finance and Corporate Services transformation programme. 	<p>A new Commercial Assurance Group was created. The Terms of Reference were agreed with Board and at the inaugural meeting of the group.</p>

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	<p>MOPAC will:</p> <ul style="list-style-type: none"> • 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. 	Complete
Developing MOPAC's capacity, including the capability of its leadership and staff	<p>MOPAC will: -</p> <ul style="list-style-type: none"> • implement its People Strategy to strengthen identity, culture and connection; equip individuals and the organisation for success; and become an adaptable and resilient organisation. • 	A people strategy has been developed and approved. A steering group has been set up to implement the recommendations.