

## Annual Governance Statement 2024/25

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## 1. Introduction

This Annual Governance Statement (AGS) sets out how MOPAC's governance arrangements supported the delivery of its responsibilities during 2024 to 2025. It explains how MOPAC managed risk, maintained internal control, and provided effective oversight, particularly in a complex and changing environment.

The AGS is an opportunity to reflect on how MOPAC applied the principles of good governance in practice. It draws on evidence from internal and external audit, performance reports, senior leadership self-assessment, and staff feedback. It highlights the progress made, the challenges faced, and how MOPAC intends to continue improving.

This statement covers both MOPAC and VRU, recognising their shared governance framework. It is published alongside the Statement of Accounts and follows the principles set out in the CIPFA Delivering Good Governance in Local Government Framework.

## 2. Context

The Mayor's Office for Policing and Crime (MOPAC) oversees the Metropolitan Police Service (MPS) to secure professional, efficient, and effective policing in London. MOPAC sets priorities for policing and community safety, commissions services, agrees the policing budget, and; holds the MPS Commissioner accountable for service delivery.

The Mayor, as Police and Crime Commissioner, is responsible for setting the strategic direction and holding the Met to account. This includes formal oversight of the MPS, performance scrutiny, and strategic policy development.

Kaya Comer-Schwartz was appointed London's new Deputy Mayor for Policing and Crime (DMPC) in October 2024, following the resignation of Sophie Linden who served in office between 2016-2024.

In March 2025, a new Police and Crime Plan (PCP) was published. It sets out the Mayor's high-level priorities for policing, crime, and community safety in London from 2025 to 2029. The Mayor's aim is to make London safer for all, by being tough on crime and on its underlying causes.

## 3. MOPAC's Strategic Objectives

The Mayor's PCP 2025 to 2029 sets the direction for policing and crime reduction across London. MOPAC supports the Mayor in delivering this plan through strategic oversight, commissioning, and coordination of services that reduce harm and improve public confidence in policing.

The strategic priorities for the period are:

- Reducing violence and criminal exploitation

- Building safer and more confident communities
- Supporting and overseeing the MPS to deliver trusted, effective policing
- Improving the criminal justice service and supporting victims

These are underpinned by our statutory duty to ensure the efficiency, effectiveness, and maintenance of the MPS. MOPAC delivers its responsibilities through:

- Oversight and scrutiny
- Strategic commissioning
- Performance management
- Partnerships and collaboration
- Evidence and insight

MOPAC and the VRU has around 300 staff, organised across directorates including Commissioning and Partnerships, Finance and Corporate Services, HR and Secretariat, Strategy and MPS Oversight, and the Directorate of Audit, Risk and Assurance (DARA). Specialist teams hosted by MOPAC include the Violence Reduction Unit (VRU) and the Independent Victims Commissioner for London.

#### **Directorate of Audit, Risk and Assurance (DARA)**

DARA is the lead internal audit provider to the GLA group supporting the Mayor's collaboration agenda by delivering shared services to the GLA, London Fire Brigade, London Legacy Development Corporation, Old Oak and Park Royal Development Corporation, and provides a service to the National Police Chiefs Council. As a result, overheads are reduced, and more efficient use made of audit resources. DARA work in partnership with the private sector drawing on skills available in specialist areas.

#### **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.

### **3.1 How we work**

**Oversight:** We hold the MPS responsible for providing a professional and effective service.

**Partnership Boards:** We collaborate with partners on various areas including crime, victims, and safety.

**Community Scrutiny:** We help communities review the work of the MPS.

**Commissioning:** We commission crime prevention and reduction services (pan-London and in collaboration with London boroughs). We also commission a range of services supporting victims of crime, tackling perpetrators of crime, and reducing reoffending.

**Advisory Functions:** Independent advisors help us enhance MPS services.

**Scrutiny of MOPAC:** The Police and Crime Committee holds us accountable for overseeing the MPS.

**Assurance:** We work with independent bodies that audit and provide assurance to MOPAC and the MPS.

**National MPS Oversight:** We collaborate with other bodies overseeing the MPS.

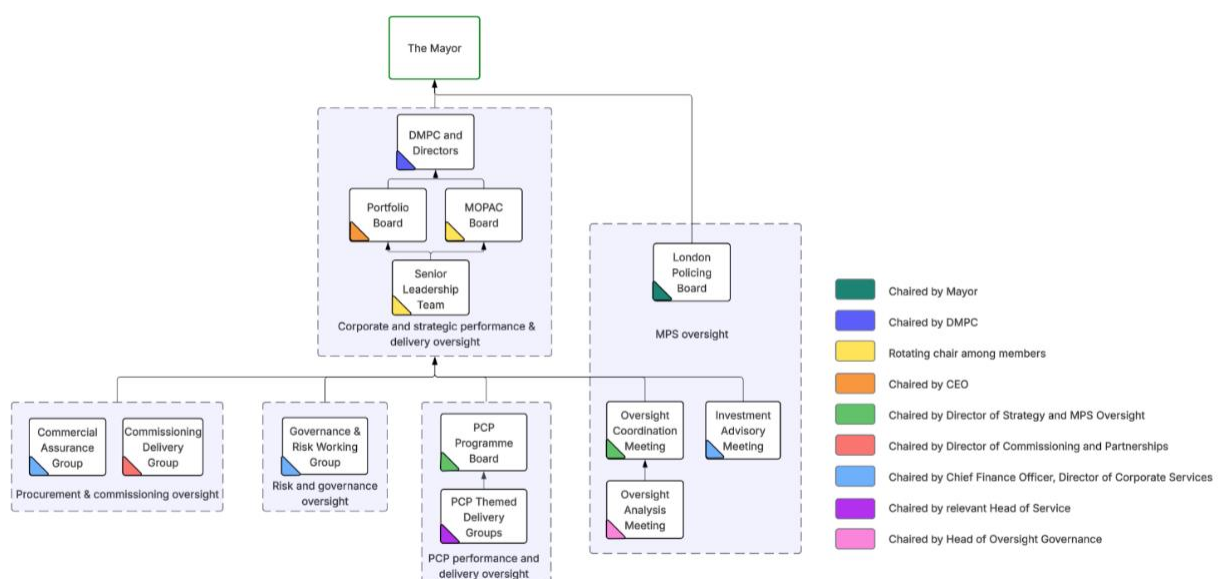
This framework ensures governance, decision making, and risk oversight are embedded throughout MOPAC.

### 3.2 Internal governance framework and management structure

MOPAC's key internal Governance Boards (2024/2025)	
<b>DMPC and Directors</b>  <b>Chair:</b> DMPC  <b>Frequency:</b> Fortnightly  <b>Purpose:</b> To gain DMPC approval of delegated Decisions and issues escalated from MOPAC Board; To agree Budget, Decisions, Mayoral Policy, and Delivery Unit (MPDU) reporting and work plan proposals, For the Board to be accountable to the DMPC.	<b>MOPAC Board</b>  <b>Chair:</b> Rotating – Director level  <b>Frequency:</b> Weekly  <b>Purpose:</b> Strategic and operational leadership of MOPAC to approve Decisions under the Scheme of Delegation and/or escalate Decisions as appropriate to DMPC, Budget, performance, and risk monitoring, Ensuring MOPAC has the capability to deliver current and future business needs including workforce planning and infrastructure considerations.
<b>Portfolio Board</b>  <b>Chair:</b> CEO  <b>Frequency:</b> Monthly  <b>Purpose:</b> To oversees core programmes and projects, balancing changes with business as usual to optimise outcomes for Londoners. It manages strategic benefits and operational efficiency, focusing on the PCP and MOPAC Change Programme, prioritising resources based on strategic direction and cross-portfolio risks.	<b>Police &amp; Crime Plan Programme Board</b>  <b>Chair:</b> Director of Strategy/MPS Oversight  <b>Frequency:</b> Quarterly  <b>Purpose:</b> To ensure MOPAC and partners' work aligned with 2022-25 PCP outcomes, addresses delivery issues, and escalates strategic impacts to the Portfolio Board. Meetings report successes, challenges, and next quarter priorities, with updates to the Portfolio Board and DMPC.
<b>Commercial Assurance Group (CAG)</b>  <b>Chair:</b> CFO	<b>Commissioning Delivery Group (CDG)</b>  <b>Chair:</b> Director of C&P

<p><b>Frequency:</b> Fortnightly</p> <p><b>Purpose:</b> Brings together representatives from MOPAC and VRU to provide assurance on procurement and commercial activities. It serves as a pre-decision scrutiny advisory meeting, offering recommendations and guidance, but does not make decisions. It is a source of assurance to the Board.</p>	<p><b>Frequency:</b> Monthly</p> <p><b>Purpose:</b> Oversees key areas within Commissioning and Partnerships (C&amp;P) linked to the Mayor's PCP. It ensures effective delivery of projects, manages risks, and provides strategic direction. CDG assures all commissioning activity aligns with MOPAC's principles but does not make formal decisions.</p>
<p><b>Senior Leadership Team</b></p> <p><b>Chair:</b> Rotating – SLT level</p> <p><b>Frequency:</b> Monthly</p> <p><b>Purpose:</b> Discuss corporate business matters and their impact on the organisation, explores delegated decision power (e.g., Delegated Decision Records - DtRs), and considers the reporting mechanism based on these discussions.</p>	<p><b>Governance &amp; Risk Working Group</b></p> <p><b>Chair:</b> CFO</p> <p><b>Frequency:</b> Bi-monthly</p> <p><b>Purpose:</b> To support continuous improvement and provide strategic oversight to identify, assess, and manage responses to internal and external audits and cross-cutting corporate risks, ensuring robust risk management, regulatory compliance, and effective delivery of strategic objectives. Corporate risks are serious organisational threats that could impact MOPAC's mission, efficiency, MPS oversight, and reputation.</p>

### ***MOPAC's internal governance structure 2024/25:***



## 4. VRU Strategic Objectives

In 2023, London’s Violence Reduction Unit (VRU) published its refreshed strategy, emphasising the collective role we all play in sustainably reducing violence and ensuring everyone feels safe in the city. The VRU’s vision is to work alongside communities to create change and opportunities for all.

The VRU’s three impact goals set out what we need to change in our communities and how we'll work in partnership to achieve them.



## 5. Assessment of current position

A 2024/25 Directorate of Audit, Risk and Assurance (DARA) led audit into MOPAC’s internal governance arrangements concluded in the final report shared in May 2025 that an **adequate control framework supports the internal governance of MOPAC.**

The audit provided recommendations for additional key controls that need improvement to enhance and facilitate decision-making, provide greater assurance over the delivery of strategic priorities and objectives, and increase the efficiency and effectiveness of governance operations. The findings were anticipated, and measures have already been approved by MOPAC Board to directly respond to the recommendations.

The following section assesses MOPAC’s position against each of the seven principles of the CIPFA framework for good governance in the public sector. To support this an anonymous survey was conducted of the MOPAC Board and Senior Leadership Team (SLT)

## 5.1 Risk Management & Financial Planning

We have refreshed MOPAC's approach to risk management to align with Government's *Orange Book*<sup>1</sup> ensuring consistency with government practice, strengthening accountability, and supporting more informed, evidence-based decision making.

We have in place a Risk Management Framework and Risk Appetite Statement, which are embedded through quarterly 'Get to Know' sessions with staff. The Framework sets out MOPAC's strategic approach and provides practical guidance on how risks and issues are identified, assessed, and managed across MOPAC.

Risk processes, including the corporate risk register, are reviewed bi-monthly by the Governance and Risk Working Group (GRWG), which includes representatives from Board. The VRU contributes to the corporate risk register and maintains its own overarching risk register, reviewed quarterly, with programme-level risk registers for specific initiatives.

The GRWG supports continuous improvement across MOPAC by overseeing delivery against the Governance Improvement Plan (GIP). The GIP outlines specific actions to address areas for improvement identified through the AGS self-assessment, the MOPAC business continuity plan, and internal/external audit recommendations, ensuring that enhancements to governance, risk management, and internal control arrangements are delivered effectively.

### ***Corporate Risk Register***

MOPAC's corporate risks are reported quarterly to the Joint Audit Committee<sup>2</sup>. We have refreshed our templates to provide an increased focus on risks which have a cross-departmental, organisational-wide impact, highlighting how interconnected different parts of the business are and interdependencies. This approach allows us to better understand how risks build up across different areas, how they might combine, and what the overall impact could be. It also enables collaboration across teams, so they don't work in isolation and use the corporate register to inform decision-making at a leadership level.

During the reporting period, particular attention was given to managing business continuity and cyber resilience risks, following the Transport for London (TfL) cyber security threat. These risks are managed within the frameworks of the MOPAC Business Continuity Plan, which was reviewed following the incident, in September 2024. They are also included in MOPAC's corporate risk register and GIP. These documents are reviewed regularly to ensure that appropriate mitigations are in place.

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<sup>1</sup> <https://www.gov.uk/government/publications/orange-book>









<sup>2</sup> <https://www.london.gov.uk/programmes-strategies/mayors-office-policing-and-crime/governance-and-decision-making/mopac-finance-and-audit/mopacmps-audit-panel>

## Risk Assessment 2024-25



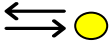


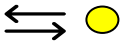
We use a 5x5 scoring methodology to assess the impact and likelihood of risks materialising, ensuring consistent risk assessment. This approach also enables risk-informed decision-making and allows us to focus our resources on the most significant risks. MOPAC's top six risks are listed below.

- Three risks rated high in impact. Three additional risks have been included as part of the top risks. While their potential impact is medium, they remain plausible and need to be monitored closely due to the likelihood of occurrence.

Key										
Risk Assessment end of March 2025	HL		Likely		Possible		Unlikely		HU	
Risk Trend	Risk Increase		Risk Decrease		No risk movement					
										
Links to other corporate risks	Pe [People]		Com [Compliance]		Rep [Reputational]		Op [Operational]		Fi [Financial]	
			Stra [Strategic]		Inf [Information]					

Risk description	Examples of Activities to manage risk
<b>R1 Strategic</b> - This risk is about MOPAC's ability to respond to existing and new challenges and priorities amidst reducing budgets and the impact of this on headcount, including delivering the PCP. It also highlights concerns that staff morale and well-being may be negatively affected. <b>Pe, Com, Fi, Op, Rep</b> ↔ ●	Frequent MOPAC board oversight addresses resourcing needs and capacity issues through strategic workforce planning, critical activity tracking and appropriate PMO tracking of key projects. The People Strategy 23- 26 sets out objectives and actions to drive high performance and staff engagement including consideration of wellbeing. A new Planning and Performance Manager will join next month to enhance business planning, performance analysis,



	and resource allocation to meet various requirements.
<p><b>R2 Reputational</b> - This risk is about the possibility that the follow-up to Baroness Casey's review may not demonstrate the desired improvements in the MPS/MOPAC relationship and wider system performance, potentially leading to worse outcomes for Londoners.</p> <p><b>Stra, Op</b>  </p>	<p>MOPAC established the London Policing Board (LPB) to hold the MPS accountable for progress on Casey review recommendations. An external review of the LPB's effectiveness ensures independence, with findings guiding improvements and follow-up on Casey's recommendations. MOPAC representatives sit on various important governance committees of the MPS such as EXCO, the Investment &amp; Portfolio Group and the Audit, Risk &amp; Assurance Committee which allows sight of progress in delivering MPS reform.</p>
<p><b>R3 Technology</b> - This risk is about IT system failures that continue to hinder MOPAC's ability to conduct its business efficiently and effectively, following the TfL cyber threat in September 2024, causing knock-on impacts on all work done and staff engagement.</p> <p><b>Pe, Op, Stra</b>  </p>	<p>These risks are managed within the MOPAC Business Continuity Plan, reviewed in September 2024 following the attack, and included in the corporate risk register and Governance Improvement Plan (GIP). Both are regularly reviewed to ensure appropriate mitigations.</p>
<p><b>R4 Operational</b> - This risk is about MOPAC's dependence on third parties (including within the Criminal Justice System, other statutory parties, and volunteers) to provide numerous services. Due to the challenging economic situation, some partners may be unable to fulfil their obligations, negatively impacting MOPAC's ability to improve outcomes for Londoners.</p> <p><b>Stra, Rep</b>  </p>	<p>This risk is being managed through ongoing partnership engagement and joint planning mechanisms, but remains one of MOPAC's top six risks, given the interdependent nature of MOPAC's service delivery.</p>
<p><b>R5 Strategic</b> - This risk is about the possibility that the MOPAC/MPS relationship may not function optimally from either or both perspectives, leading to a weakening of MOPAC's oversight and, consequently, the transparency and accountability expected by Londoners.</p> <p><b>Inf, Com, Fi</b>  </p>	<p>MOPAC and the MPS will enhance strategic alignment through frequent leadership engagement to agree on shared priorities. MOPAC's oversight, including the London Policing Board (LPB), will continue to monitor progress against the New Met for London (NMFL) plan, Baroness Casey's findings, and the PCP.</p>
<p><b>R6 Financial</b> - This risk is about the sustainability and resilience of MOPAC's mid-</p>	<p>MOPAC has a three-year Mid-term financial plan (MTFP), and action is underway to</p>

<p>term financial plan, especially due to the uncertainty regarding the continuity and amount of external funding, which could impact MOPAC's ability to deliver on the PCP effectively.</p> <p>Rep, Op, Stra</p> <p>^ ●</p>	<p>address the deficit forecast in years 2 and 3. MOPAC has a Reserves Strategy which includes a General Reserve which has been bolstered for three consecutive financial years.</p>
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### ***Financial Management (full details in Annual Statement of Accounts)***

MOPAC operates within a defined budgetary framework that is aligned to the Mayor's consolidated GLA budget and subject to Assembly scrutiny.

Internal controls include quarterly financial reporting, value for money (VfM) reviews and oversight from the Chief Finance Officer, Directorate of Audit, Risk and Assurance (DARA) and external auditors. These controls help ensure economy, efficiency, and effectiveness in the use of public funds.

In June 2024, DARA reviewed MOPAC's Budgetary Control Framework and concluded an adequate control framework was in place with some controls needing to improve.

### ***Value for Money (VfM)***

We demonstrated VfM during 2024/25 through effective budget management, the careful reprofiling of commissioned services and the prudent, planned use of reserves. MOPAC's approach to financial planning and management in 2025/26 aligns to the governance principles set out in this Statement.

MOPAC's full year approved budget for 2024/25 was £76.788 million. Subject to the approval of all carry forwards, the final outturn is £73.017 million, resulting in an underspend of £3.771 million. This includes £2.840 million within MOPAC (excluding the VRU) and £0.932 million in the VRU. The underspend is largely due to the reprofiling of commissioning programmes and lower demand led services.

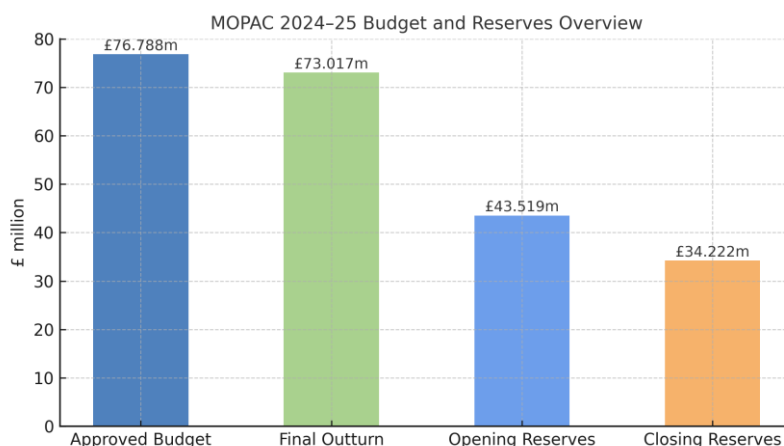
### ***Financial Planning and Sustainability***

MOPAC's opening reserves balance for 2024/25 was £43.519 million. Assuming the proposed carry forwards and transfers are agreed, the closing reserves balance will be £34.222 million, representing a net drawdown of £9.298 million. This supports multi-year commissioning and provides budget resilience.

A balanced budget has been set for 2025/26, with ongoing reliance on reserves. MOPAC and MPS continue to monitor reserve level, with the aim of maintaining total reserves above £125 million across the medium term to ensure financial sustainability and resilience.

The chart below presents MOPAC's approved budget and final outturn for 2024/25, alongside the opening and closing reserve positions. It highlights the overall underspend

during the year and the drawdown from reserves to support commissioned activity and financial resilience.



An internal survey among the MOPAC Board and Senior Leadership Team (SLT) revealed mixed awareness of value for money processes. Addressing this inconsistency will be a focus for 2025/26.

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

### Performance Reporting (MOPAC)

We send a comprehensive monthly report<sup>3</sup> to the Police and Crime Committee (PCC), detailing key performance information against agreed objectives and outcomes. The DMPC and MOPAC officers regularly attend PCC meetings, and the DMPC, CEO, and CFO appear as required by the Budget and Performance Committee. MOPAC publishes both MPS and MOPAC operational and financial performance reports<sup>4</sup> on a quarterly basis.

In the year 2024/25, MOPAC:



answered 752 written Mayor's Questions, of which 51% were submitted ahead of, or on time. To provide some context, most of these questions require input from the MPS and therefore MOPAC does not have complete control over the response rates. **This is an increase from 39% in the 2023/24 reporting year which stood at 91%.**



answered 106 Freedom of Information requests, 73% of which were responded to on time. **This is a decrease from 79% in the 2023/24 reporting year.**

<sup>3</sup> <https://www.london.gov.uk/about-us/londonassembly/meetings/documents/s116213/06a%20Appendix%201%20-%20Report%20to%20the%20Police%20and%20Crime%20Committee.pdf>

<sup>4</sup> <https://www.london.gov.uk/programmes-strategies/mayors-office-policing-and-crime-mopac/keep-date-mopac-work/mopac-publications>

Performance against FOI and MQs is reviewed regularly by the MOPAC SLT and DMPC. Mayoral and DMPC Decisions, Oversight Board agendas and minutes continue to be published on the website.

### **MOPAC London Policing Board (LPB)**

In last year's Annual Governance Statement, we committed to reviewing MOPAC's internal governance to ensure a more strategic approach to overseeing the efficiency and effectiveness of the MPS. This review focuses on assessing the LPB's performance against its objectives, evaluating its strategic direction, Board practices, Terms of Reference, and overall goals. It will also identify successes, challenges, lessons learned, and opportunities for improvement. The findings will inform a follow-up review of progress against Baroness Casey's recommendations, highlighting the proactive steps taken by the LPB and MOPAC to enhance Board effectiveness. The review is expected to conclude by the end of May 2025, with MOPAC receiving the final report shortly thereafter.

### **MPS Exits Engage Process with MOPAC's Oversight**

The MPS successfully exited the Engage process in January 2025, following significant improvements in areas such as call handling, child exploitation, public protection, and workforce planning. MOPAC played a crucial role in overseeing these enhancements, ensuring that the MPS met the necessary standards and continued to progress towards sustainable improvements.

HMICFRS were clear that exiting Engage does not mean all areas of concern have been resolved. But the inspectorate was assured the force has credible and sustainable plans in place to address the issues identified and these are starting to see impact. Therefore, the same level of intense monitoring that takes place under Engage is not needed.

In explaining his decision at Police Performance Oversight Group (PPOG), Sir Andy Cooke cited the public scrutiny taking place through MOPAC as a key factor in his decision to move MPS out of Engage. Through MOPAC's oversight, including the LPB, we will continue to monitor progress against the New Met for London (NMFL) plan, Baroness Casey's findings, and the PCP.

### **Overhaul of Community Scrutiny & Engagement**

In our last Annual Governance Statement, we committed to identify a preferred target operating model for removing duplication and streamlining MOPAC's approach to community scrutiny mechanisms. This has now been completed with costed options for delivery. A pilot has also been underway in Hackney, testing some of the key principles, and the learning from this will feed into the final implementation. This work is now being taken forward through the joint MOPAC/MPS Community Scrutiny Transformation Programme.

### **Partnership Reference Group (VRU)**

The VRU Partnership Reference Group (PRG), established in September 2018, aims to reduce violence across London. Chaired by the Mayor, it includes representatives from various sectors such as voluntary, community, youth groups, health, education, police, probation, and local government. The 32 London boroughs are represented by the London Councils Executive Member for Community Safety.

The PRG meets quarterly, with agendas, reports, and minutes available online. The VRU Director reports to the PRG. Additionally, a PRG executive board meets beforehand to enhance service coordination across London, involving the MPS, local authorities, youth services, health services, criminal justice agencies, and City Hall. This board focuses on effective practices, identifying challenges, guiding actions, and sharing best practices.

### **Young Futures Prevention Partnerships (VRU)**

London's VRU has responsibility for establishing and overseeing the implementation of the Government's Young Futures Prevention Partnerships, a key delivery programme for its broader Safer Streets mission. This initiative will work to ensure the right referral routes and the latest evidence on risk factors for young people are being used; and addressing local systemic challenges.

### **Enhancing Transparency and VRU/MOPAC Collaboration**

In our last Annual Governance Statement, we committed to MOPAC and the VRU working together to increase transparency and provide greater oversight for the DMPC and the Director of the VRU. This ongoing collaboration has led to enhanced internal transparency through the development of analytical outputs, such as monthly and quarterly violence trends.

The VRU's Research, Monitoring, Evaluation & Learning (RMEL) team regularly meets with MOPAC's E&I team to share insights and signpost relevant publications. The VRU's performance reporting and Evidence Hub ensure public transparency.

### **Contracts and Grants**

Police and Crime Commissioners must publish information<sup>5</sup> to be held accountable, as mandated by the Police Reform and Social Responsibility Act 2011. This includes spending details. MOPAC has enhanced transparency by publishing more detailed information on its website, allowing the public to view MOPAC's contracts and grants register, 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.



An internal survey among the MOPAC Board and SLT highlighted the need for a better framework to publish documents in a timely manner. Addressing this inconsistency will be a focus for 2025/26.

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<sup>5</sup> <https://www.london.gov.uk/programmes-strategies/mayors-office-policing-and-crime/governance-and-decision-making/mopac-finance-and-audit>

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

#### **Governance and Compliance at MOPAC**

MOPAC ensures the MPS acts lawfully through its governance framework, supported by the London Policing Ethics Panel, which provides independent advice on complex policing issues. This advice informs oversight and supports DMPC meetings with the MPS.

- MOPAC's financial management aligns with the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010), as noted in the Code of Practice on Local Authority Accounting.
- MOPAC complies with various statutory requirements, publishing decisions in line with transparency orders. New requirements are monitored by MOPAC's Governance and Risk Working Group.
- MOPAC has an anti-fraud policy, with DARA providing counter-fraud services. Both MOPAC and the VRU have a code of conduct and values promoting integrity. MOPAC's whistleblowing policy allows staff to raise concerns about honesty and integrity.

#### **Information Governance**

Resource in the Information Governance team has been strengthened with the recruitment of a permanent Data Protection Officer (DPO) and a Data and Information Governance Officer, eliminating reliance on external support. All staff are required to complete annual mandatory data protection training, as per the NHS Data Security and Protection Toolkit, and new starters must complete an e-learning course on information security and data protection during induction.

Since the data breach in 2023/24, MOPAC has received no further reprimands or regulatory action. All data protection policies and processes have been reviewed and updated, with annual reviews planned. The DPO ensures compliance with data protection legislation, including monitoring programmes. The Information Governance team collaborates with Data Protection Champions to improve documentation, processes, and raise awareness. They are reviewing Records of Processing Activities, DPIAs, and data processing agreements, while supporting various projects and colleagues.

#### **Commissioning Improvement Activity**

MOPAC's approach to commissioning is reinforced within the new Police and Crime (25-29) and is grounded within five core principles: Londoners are the driving force of our work. Through listening to Londoners, London's victims of crime and London's service users we can understand how to make a positive impact with real meaning, from policy development through to commissioning, service delivery and service evaluation.

- We are relentless in our pursuit of equality, inclusion and diversity.
- We recognise all assets and strengths of London's diverse communities, leading through empowering others and enabling outcomes.

- We foster collaboration and co-production with partners, providers and service users.
- We use a broad range of evidence to inform commissioning and contributing our own insight evidence through reflection and evaluation.

The Commissioning Improvement Group (CIG), established following the completion of the Commissioning Academy training programme in late 2021, continues to drive the continuous improvement of MOPAC's approach to commissioning. This commitment to continuous improvement reflects MOPAC's dedication to integrity and ethical values.

In Q3 2024/25, CIG initiated a review of MOPAC's grant and contract management processes, which will continue into 2025/26. This review, conducted in collaboration with the Procurement, Contracts, and Grants team, aims to share good practices across MOPAC and identify opportunities for further development, ensuring that our processes are transparent and ethically sound.



An internal survey among the MOPAC Board and SLT highlighted that ethical policies were not easily accessible, resulting in low awareness of this documentation. This has recently been addressed through a new draft Corporate Policy Framework, which provides a structured approach for developing, reviewing, approving, and maintaining organisational policies.

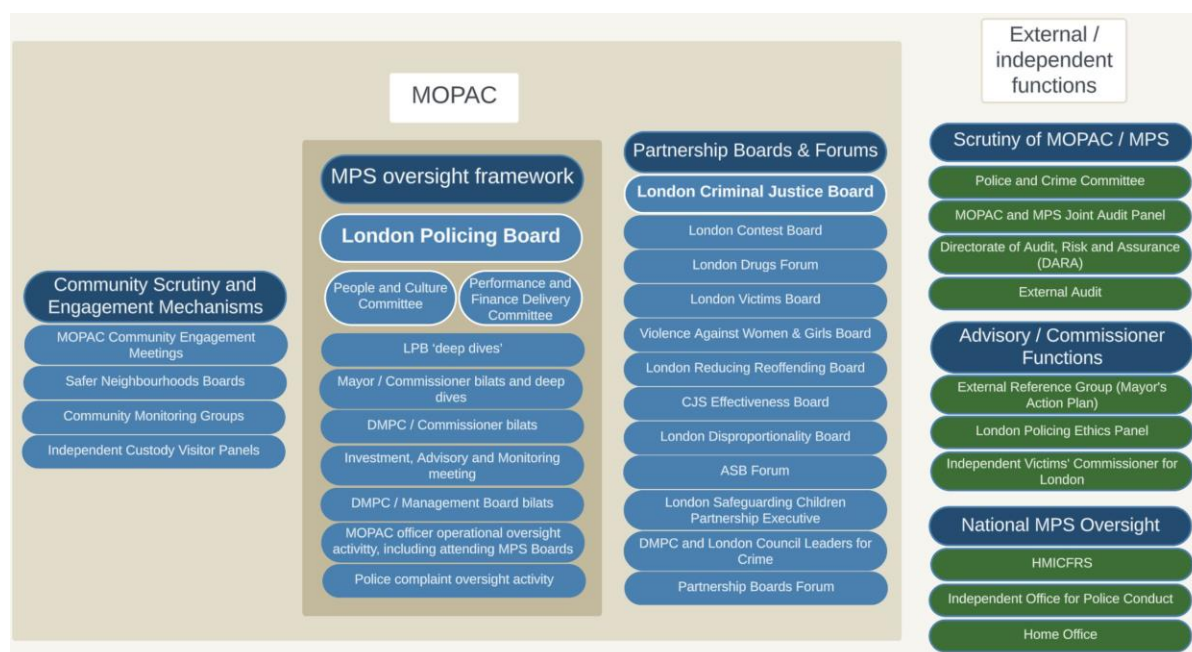
## **5.4 Ensuring openness and comprehensive Stakeholder Engagement**

Collaborating with partners is essential for delivering the Mayor's PCP objectives. MOPAC has a statutory duty to work with stakeholders, including criminal justice agencies, local authorities, voluntary sector, and private sector organisations to reduce crime and oversee the MPS.

### **MOPACs new Partnership Strategy**

In our last Annual Governance Statement, we committed to defining MOPAC's overarching approach to stakeholder relationships across MOPAC through a new Partnership Strategy. This has been completed, and we have developed a draft Stakeholder Engagement Strategy outlining processes and actions to embed. The strategy will be launched in summer/spring 2025.

## MOPAC Partnership, Oversight and Advisory Arrangements 2024/25



### MPS Oversight Governance

To support continual improvement, MOPAC has shifted from individual MPS Assistant Commissioner (AC) portfolio-led bilats to monthly thematic oversight sessions and ad hoc briefings as needed. During this AGS reporting period, MOPAC officer assessments identified that the previous format did not allow for in-depth analysis of issues, often covering multiple areas that the AC was not fully immersed in. This meant the right actions were not always identified or followed through. Baroness Casey noted that MOPAC had been 'pushed into the tactical, away from the strategic' in its oversight. By shifting to a pre-agreed list of 12 areas for thematic oversight, we aim to adopt a more strategic approach. This will create opportunities for more candid and direct oversight of the MPS, allowing for a deeper focus on specific areas to better understand what is working well, what is not, and to identify challenges, barriers, and opportunities.

### Consultation Process for the Mayor's PCP 2025-2029

In developing the Mayor's PCP 2025-2029, a comprehensive consultation process was undertaken to ensure the PCP reflects the priorities and concerns of Londoners. Over 4,000 residents participated through surveys and public meetings, providing valuable insights into community needs and expectations. Key partners, including the MPS, local authorities, health services, criminal justice partners, and voluntary groups, were also consulted. This collaborative approach ensured that the PCP is well-informed and aligned with the strategic objectives of all stakeholders, fostering a safer and more confident community.

### Community scrutiny and engagement

Increasing trust and confidence in the MPS is a key MOPAC priority, and we know both are associated with effective police engagement. Transparency and accountability are also important factors in building public trust. In line with this, MOPAC has carried forward work



to overhaul community scrutiny and engagement through the Community Scrutiny Transformation Programme, which aims to ensure our mechanisms are as transparent, inclusive, and effective as possible.

#### **Outcomes:**

##### **Hackney Community Police Scrutiny Panel Pilot:**

- Continued to meet and review stop and search encounters, including Body Worn Video.
- Provided opportunities to test key principles within the London-wide community scrutiny transformation programme.

##### **London Independent Custody Visiting Scheme:**

- Forms an important part of our community scrutiny structure and informs police custody practice.

##### **Volunteer Independent Custody Visitors:**

- Made 510 visits to police custody suites across London.
- Engaged with over 1800 detainees to check on their rights and entitlements.

##### **Capacity Building:**

- Recruited 45 new Independent Custody Visitors during the year.

##### **London Policing Board Engagement:**

- Worked with designated Board members to bring the voice of Londoners into the London Policing Board.
- Included members attending local community engagement events and meetings of the London-wide Stop and Search Community Monitoring Network.
- Brought together the Chairs of the local community monitoring groups.

#### **VRU Key Activities**

<b>Theme</b>	<b>Output</b>
<b>Embedding Youth Voice</b>	<p><b>Young People's Action Group (YPAG):</b> Ages 16-24, lived experience of violence or school exclusion.</p> <p><b>Roles:</b> Shape programmes, promote inclusive practices, tackle online harms, increase opportunities, advocate for young women and girls.</p> <p><b>Activities:</b> Co-develop strategy, design interventions, influence systems, champion youth participation.</p>
<b>Embedding and Championing the Role of Youth Practitioners</b>	<p><b>Youth Practitioners' Advisory Board (YPAB):</b> Co-chaired by London Youth, experienced frontline youth workers.</p> <p><b>Roles:</b> Guide VRU's work, provide expertise, maintain sector relationships, centralise youth practitioners' voices.</p>
<b>Working in Partnership with Stakeholders and Communities</b>	<p><b>Approach:</b> Partnership rooted in prevention and early intervention.</p> <p><b>Stakeholders:</b> Young people, NHS, schools, MPS, local</p>

	authorities, various organisations.
<b>Education</b>	<b>Initiative:</b> London's first Inclusion Charter. <b>Support:</b> Nearly all London boroughs, 20 national charities. <b>Engagement:</b> Pan-London network, best practice.
<b>Health</b>	<b>NHS London:</b> Violence Reduction lead appointed. <b>Representation:</b> VRU's Partnership Reference Group. <b>Steering Group:</b> Co-chaired by NHS Violence Reduction Lead and VRU Director.
<b>Community Safety Partnerships</b>	<b>Collaboration:</b> All London borough community safety teams. <b>Coordination:</b> Quarterly meetings, outreach after critical incidents. <b>Updates:</b> Trends, funding, collaborative projects, voluntary and community sector support.
<b>The MPS</b>	<b>Partnership:</b> Shared objectives to tackle violence. <b>Support:</b> Full-time Chief Inspector embedding violence reduction work.
<b>Working with Charities and the Voluntary Sector</b>	<b>Network:</b> Top 15 VCS organisations in London. <b>Leverage:</b> Local knowledge and insights to respond to community needs.



An internal survey among the MOPAC Board and SLT revealed that respondents felt MOPAC is open and transparent. However, they identified the need for more accessible, regular, and proactive publications. Resourcing this work was noted as a challenge. Addressing this inconsistency will be an area of focus for 2025/26.

## 5.5 Defining outcomes, sustainable economic, social, and environmental benefits

### Serious Violence Duty (VRU)

The Serious Violence Duty (SVD) came into effect nationally in January 2023, ensuring that councils and local services collaborate to better understand, develop, and implement plans that prevent violence and reduce harm to communities. In London, Community Safety Partnerships (CSPs) are responsible for delivering the SVD at a local level.

#### Key Outcomes:

##### Support for Local Authorities:

- Development of Serious Violence Strategic Needs Assessments and Serious Violence Strategies.
- Allocation of Home Office funding across all London boroughs to enhance the reach and impact of prevention work.

**Research and Strategic Assessment:**

- Conducted further research to support a new pan-London strategic assessment of violence.
- Explored improvements in analysis to assist London boroughs.

**Violence and Vulnerability Reduction Action Plans:**

- Each of the 32 London boroughs has developed Violence and Vulnerability Reduction Action Plans.
- Ensured consistency in efforts to reduce violence across London.
- Provided opportunities to share good practice, research, and evidence.

**Annual Review and Support:**

- The VRU will continue to support local CSPs in annually reviewing and refreshing their plans.

**Improvement of Data Access:**

- MOPAC and the VRU will work to improve community safety partners' access to a range of pan-London community safety data covering policing, health, transport, and fire safety.
- Enhanced understanding of local issues and trends.

**Outcomes Focused Performance Framework (VRU)**

The VRU established an Outcomes Focused Performance Framework that embodies its public health approach and commitment to community-led responses to violence. By using a data-driven, evidence-based approach supported by robust measures, the Framework ensures the VRU is maximising its impact, with clearly defined, measurable outcomes that guarantee transparency and value for money.

VRU work is organised into priority areas, with the first five areas reflecting the contexts within which violence occurs, and the sixth priority area, 'Systems and Sector,' capturing research, data insights, and policy advocacy work. All programmes are aligned to the Framework, with practitioner guidance ensuring the approach is embedded into commissioning processes.

**Data Standardisation & Performance Reporting for our Commissioned Services**

In our last Annual Governance Statement, we committed to implement a project that would improve the way we collect, analyse, and manage data from our commissioned services to better understand their impact. Over the past 12 months, we have made significant progress in this area by standardising management information (MI) metrics across key areas such as referrals, starts, demographics, needs, interventions, and exits.

**Key Outcomes:****Standardisation of MI Metrics:**

- Standardised metrics across key areas including referrals, starts, demographics, needs, interventions, and exits.
- Enabled meaningful analysis and strategic oversight.

**Enhanced Insight:**

- Facilitated better insight into service usage and outcomes.
- Improved understanding of the impact of commissioned services.

### **New Phase of Data Collection:**

- Focused on person-level data collection.
- Further enhanced MOPAC's ability to make evidence-based commissioning decisions.
- Addressed inequalities more effectively.

### **Oversight and Alignment:**

- Work overseen by a cross-organisational steering group.
- Aligned with broader strategic priorities, including business planning and organisational transformation.

### **Commitment To Sustainability and Reducing Carbon Emissions**

As referenced in MOPAC's final budget report 2025-26, in 2024/25, the MPS made significant strides towards achieving Carbon Net Zero by 2030.

- **Decarbonisation Projects:** The MPS invested £30 million in decarbonisation projects and energy efficiency measures, reducing carbon emissions by over 1,800 tonnes CO<sub>2</sub>e annually across 21 buildings. Additionally, £15 million worth of projects are underway to decarbonise seven more buildings, expected to reduce annual carbon emissions by 880 tonnes CO<sub>2</sub>e.
- **Grant Funding:** The GLA awarded the MPS a grant of just under £1 million to develop an innovative design for decarbonising the Empress State Building.
- **Public Sector Decarbonisation Scheme (PSDS):** The MPS delivered 13 projects under PSDS 3b, costing approximately £30 million, and started six projects under PSDS 3c, with forecast costs of around £15 million.
- **Electric Vehicle Initiatives:** The MPS initiated three fully electric Incident Response Vehicle trials and launched an ultra-rapid charging pilot for various response vehicle types.
- **Project Winston:** Continued rollout of vehicle telematics, with 1,000 vehicles now fitted.
- **LED Replacement Programme:** Progressed further with the estate-wide LED replacement programme.
- **ULEZ Compliance:** Ensured the MPS fleet within the Ultra-Low Emission Zone (ULEZ) remains fully compliant, with over 1,200 electric, hybrid, or hydrogen vehicles.

These initiatives reflect the Mayor's commitment to sustainability and reducing carbon emissions. In 2025/26, we will continue to build on these achievements, focusing on further decarbonisation efforts and enhancing the electric vehicle infrastructure to support the transition to a greener future.



An internal survey of the MOPAC Board and Senior Leadership Team suggested that the organisation can sometimes adopt a reactive approach, which may limit long-term planning. A strong focus on the current financial year was seen to contribute to short-term thinking. Some respondents also noted that environmental and economic impacts are not always fully considered in decision-making. Addressing these areas will be a priority for 2025/26.

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

### **MPS Oversight Analysis Group**

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 outputs. Insights are gathered from across the organisation and recurring concerns are discussed to agree an oversight plan to take forward. A new monthly oversight note has been developed, which highlights the highest oversight risks for the organisation and is presented to the Board and the DMPC. Where required, discussion to agree escalation will take place at this level to ensure that we are continuing to have the right tools to oversee the MPS. 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.

### **Evaluation and Management of Commissioned Services**

MOPAC actively manages all its commissioned services to understand how they are meeting the outputs and the outcomes they were commissioned to deliver. For all services and projects where there is a provider there are formal grant and contract management arrangements in place which enable officers to monitor service delivery effectively and work with providers to identify any areas for improvement and how to respond to challenges they may face. This includes how to manage increases in demand which can put services under strain. Shared management arrangements are in place with other statutory organisations where MOPAC co-commissions services, to ensure there are clear governance arrangements

In addition MOPAC continues to formally evaluate/ and undertake research into its commissioned services to assess how they meeting the outcome, deliver impact and to gain learning to support improvements in future delivery. Their impact and these evaluations are carried out by MOPAC's Evidence and Insight team or external independent evaluators and are published on MOPAC's website.

### **Key Outcomes:**

#### **Formal Evaluations:**

- Conducted by MOPAC's Evidence and Insight team or external independent evaluators.
- Published on MOPAC's website for transparency.

#### **Ongoing Monitoring:**

- Effective monitoring of service delivery through grant and contract management.
- Collaboration with providers to identify areas for improvement and respond to challenges.

#### **Continuous Improvement:**

- Emphasis on determining necessary interventions to achieve intended outcomes.
- Thorough analysis of evaluation findings and ongoing monitoring data to identify effective strategies and practices.
- Ensures commissioned services are adaptable to emerging needs and challenges.

**Collaboration with Procurement:**

- The Commissioning and Partnerships directorate works closely with the Procurement, Contracts, and Grants team.
- Collation of lessons learned and dissemination of good practice in procurement.
- Preparation for the introduction of the new Procurement Act in Q4 2024/25 and 2025/26 to ensure compliance and brief commissioned service providers on any changes.

**Procurement Transformation Strategy**

In last year's Annual Governance Statement, we committed to mirror the national transformation of public sector procurement policy and develop MOPAC's procurement capabilities. We published the internal MOPAC Procurement Transformation Strategy 2024, setting out roles and responsibilities for procurement, and progress the actions in the Indicative Corporate Procurement Team Development Plan. The Improvement Plan is due to close in June 2025 moving towards business as usual.

**Improvements to VRU procurement processes**

The VRU also committed to developing a Research, Evaluation, and Learning Partner Framework to streamline procurements, aiming to increase capacity, reduce risk, and enhance user experience. This is ongoing. The VRU paused this development due to the Procurement Act 2023 but continues to improve commissioning and procurement processes to ensure value for money.

**VRU Commitment to Performance Monitoring and Alignment**

In our last Annual Governance Statement, the VRU committed to agreeing a key performance indicator for each priority area, highlighting outcomes that will benefit Londoners the most.

This commitment has been fulfilled. The VRU now tracks intervention, priority area, and VRU level KPIs within a comprehensive performance monitoring framework. This framework has informed the refreshed GLA performance framework, with ongoing work to align with GLA and Police & Crime Plan reporting mechanisms.

**Dashboards and Tools (VRU)**

Interactive performance dashboards are now live across the team, with a public-facing version expected in 2025. The VRU has published an Evidence Hub, a platform designed to share learning from its substantial portfolio of research and evaluation, aiming to be a one-stop shop for evidence and learning around violence reduction interventions.

In collaboration with GLA Intelligence and MOPAC E&I, the VRU has developed an Area Prioritisation Tool, which integrates a range of indicators across violent crime, public health, and public perception metrics to inform strategic commissioning both internally and across our partners.



An internal survey among the MOPAC Board and SLT revealed that missing or unavailable data limits evidence-based decision making. Addressing this inconsistency will be an area of focus for 2025/26.

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

### Leading Workforce Excellence - MOPAC's Commitment to Diversity and Development

The CEO leads the MOPAC Board, through which the current MOPAC People Strategy was agreed, and its progress reviewed and iterated as required. Organisation development and design are regularly considered alongside leadership and skills requirement to deliver MOPAC's vision. MOPAC Board work with the wider senior leadership team to ensure strategic input and operational delivery whilst developing this cross-leadership group. In 2024 the People Managers Forum has become embedded enabling all managers to work together, provide peer support and develop their management calibre. MOPAC appraises and develops its staff through annual performance reviews with a learning and development approach set out to consider and deliver group or individual learning.

The MOPAC People Strategy aim is to develop a high-performing, inclusive, and engaged workforce to support MOPAC's and the VRU's joint vision of London as a safe city for all. Our priorities continue to evolve following the publication of the Police and Crime Plan 2025-2029, which inform MOPAC's future strategic focus. This is set out in three main objectives with the key developments in 24/25 being:

- **Strengthening Organisational Identity, Culture & Connection:** Resetting the MOPAC vision and mission and working on a strategic business plan and directorate plans so staff understand their part in delivering the overall vision.
- **Equipping Individuals & the Organisation for Success:** Improving probation and onboarding processes, developing whole organisation policy framework including guidance, policy register, review requirements and forward plan and importantly simple, easy navigable access for all staff, revising workplace adjustment policy, and delivering targeted training such as Power BI and Leading with Impact courses.
- **Becoming an Adaptable & Resilient Organisation:** Implementing corporate services redesign, reducing the vacancy factor, embedding the Priority Projects team enabling flexible targeted resourcing, and collaborating and creating a GLA group People Strategy and interventions, including talent development.
- **Promoting Equality, Diversity, and Inclusion:** Fundamental to these is the achievement of MOPAC's EDI Strategy including a prime objective to achieve a diverse workforce representative of London. In the last year we launched an EDI frame *Inclusion – Everyone's Responsibility* setting out the various roles, responsibilities and activities of all employees, leadership, managers, staff networks, inclusion champions and HR. This is supported by new tools including maturity assessment, and Inclusion Impact Assessment. Staff demographics and diversity pay gaps are tracked with resultant action plans or iterations to the Strategy. With a focus on disability, we have seen self-reporting increase, a thriving disability staff network and the provision of neurodiversity briefings to all staff.

These efforts ensure that MOPAC remains equipped to meet its strategic priorities and continues to foster a supportive and effective working environment



An internal survey among the MOPAC Board and SLT showed agreement that MOPAC has a learning culture, but the documentation or process to consider learning needs across groups and individuals needs to be more explicit. Respondents noted the lack of formal succession planning for leadership roles and associated leadership development. This insight will feed into the People Strategy plans for 2025/26.

## 6. Significant control challenges in 2024/25

### ***TfL Cyber Incident***

In September 2024, TfL (MOPAC's IT supplier) was attacked by a sophisticated threat actor, as reported by the National Crime Agency (NCA) and National Cyber Security Centre (NCSC). The attacker breached TfL's network, gaining privileged access to some systems. TfL contained the incident and took robust steps to respond and investigate.

As MOPAC's data processor, this affected MOPAC in several ways: personal data of MOPAC staff was compromised, including emails and names, and staff passwords were affected. The incident was reported to the ICO, which did not take regulatory action against MOPAC or TfL.

The MOPAC Business Continuity Plan was reviewed in September 2024 following the attack. We are currently working through recovery plans, responding to lessons learnt, and reviewing practices to reduce future risks.

## 7. Areas for improvement - MOPAC

The self-assessment of MOPAC's governance, risk management and internal control arrangements have confirmed that the overall framework remains sound and supports the achievement of strategic objectives.

However, as part of a commitment to continuous improvement, MOPAC have identified are six principal areas of improvement that this year's assessment has highlighted:

### **1. Risk Management**

Improve integration of risk into governance and decision making by aligning risk registers across directorates and introducing more structured risk reporting including quarterly performance reports.

### **2. Financial Planning and Value for Money**

Respond to internal audit recommendations by better integrating budget and performance considerations at MOPAC Board and DMPC meetings, through the development of an integrated planning and performance mechanism.



### **3. Transparency and Stakeholder Engagement**

Strengthen publication processes and external communications, including the development of a coordinated approach to stakeholder engagement and the introduction of a more focused thematic oversight programme for the London Policing Board.

### **4. Evidence-Based Decision Making**

Address gaps in data availability and strategic focus to ensure governance is underpinned by robust evidence and long-term planning. Improve integration with VRU within formal governance and decision-making structures.

### **5. Leadership and Organisational Capacity**

Formalise succession planning and consider associated leadership development requirements supporting organisational resilience and capability across MOPAC.

### **6. Internal Governance and Decision Making**

Implement improvements to MOPAC's internal governance arrangements through the revised Scheme of Corporate Delegation<sup>6</sup>, strengthening the assurance framework and ensuring risk is built into all formal decision points.

These areas for improvement will be included in Governance Improvement Plan (GIP). Progress will be monitored through MOPAC's internal governance structures and will form part of the regular assurance and reporting cycle.

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<sup>6</sup> [https://www.london.gov.uk/sites/default/files/mopac\\_scheme\\_of\\_delegation\\_october\\_2016.pdf](https://www.london.gov.uk/sites/default/files/mopac_scheme_of_delegation_october_2016.pdf)

## 8. Governance Improvement Plan 2025-26

Principle of good governance	Improvement action
<b>Ensuring openness and comprehensive Stakeholder Engagement</b>	Develop a defined and pragmatic approach to coordinated external stakeholder engagement and improve the accessibility and regularity of published information.
<b>Effective Interventions and Decision Making</b>	Strengthen evidence-based decision making by improving data availability, Impact Assessments (IA's), developing a robust assurance framework for decision making, and implementing the revised Scheme of Corporate Delegation (ScoD) to ensure effective internal governance arrangements.
	Improve integration of VRU and MOPAC within joint governance and reporting frameworks to enhance transparency, decision making, reporting, and accountability.
	The VRU will support effective interventions and evidence-based decision making by a continued focus exploring the needs of groups disproportionately impacted by violence. This includes implementing the recommendations from the recently completed Pan London Strategic Needs Assessment for serious violence.
<b>Leadership, Capacity, and Staff Capability</b>	Formalise succession planning and consider associated leadership development requirements supporting organisational resilience and capability across MOPAC.
<b>Risk Management, Financial Control, and Performance Assurance</b>	Improve risk integration into governance through clear ownership, enhanced risk reporting, alignment of directorate and corporate risks, the introduction of an AI early warning system and ensuring risk considerations are built into key decision points.
<b>Risk Management, Financial Control, and Performance Assurance</b>	Respond to internal audit recommendations by integrating budget and performance considerations into governance structures to improve value for money oversight.
<b>Transparency, Reporting, and Audit</b>	Develop effective MPS oversight with clarity of scope, approach, and impact for London Policing Board (LPB), which will include a new work programme, clarified areas of focus. A reduction in Bi-Lateral meetings with a move towards thematic oversight.
	The VRU will work towards increased transparency and public accountability with the continued development and external publication of interactive performance dashboards in 2025.

**Defining Outcomes and Ensuring Sustainability**

The VRU will continue its commitment to ensuring sustainability through its evidence informed approach and emphasis on capacity building across its delivery partners and the wider sector. The VRU will seek to explore innovative approaches to commissioning (e.g. such as the use of Learning Partners) to enhance the evidence base.

## 9. 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 MOPAC's 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 MOPAC's next annual review.

Signed

Signed

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Kaya Comer-Schwartz  
Deputy Mayor for Policing and Crime

Darren Mephram  
Chief Executive

## **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 PCP;
- 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.