

Annual Governance Statement 2021/22

1. Introduction

The 2021/22 Annual Governance Statement (AGS) gives us the opportunity to explain the framework, processes and procedures in place which ensure that the Mayor's Office for Policing and Crime (MOPAC) carries out its work in accordance with the law and appropriate standards.

MOPAC is a corporation sole and has a responsibility to ensure that its business is conducted in accordance with the law and proper standards. It also has a duty to ensure that public money is safeguarded, properly accounted for and that the value for money (VfM) principles of economy, efficiency and effectiveness are strongly adhered to in order to deliver VfM for taxpayers.

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

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

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

2. 2021/22 Context

MOPAC

The COVID-19 pandemic continued to impact on MOPAC's work in 2021/22, with national restrictions often in place to control the spread. However, by early 2022 the situation was improving and MOPAC was able to settle into a new way of hybrid working on a more consistent basis, building on the agile working practices embedded in 2019/20 and 2020/21.

In May 2021 the delayed Mayoral election took place, with the incumbent, Sadiq Khan, winning a second term in office. MOPAC collaborated closely with the GLA in the extensive preparatory work for pre- and post- election, including briefings for prospective candidates, analysis of candidate manifestos and preparations for the first weeks of an incoming administration. This work fed directly into the process of producing the next PCP for London, which must be drafted, consulted on and published within the financial year in which the Mayor is elected.

The development of the PCP 2022-25 embodied the more collaborative, whole-GLA approach MOPAC has pursued for its policy-making and delivery, with a GLA-wide delivery group helping to steer and inform the drafting from the outset. During a time of continued uncertainty and limitations on public gatherings and contact, the consultation for the Plan saw MOPAC using technology to reach out across London's diverse communities and with our stakeholders. More than 4,000 Londoners took part in consultations for the Plan, via surveys, focus groups and open discussion sessions – mostly conducted via telephone or online.

Governance and oversight are at the heart of the new PCP, with a new outcomes and performance framework providing the structure for the Plan and all of the delivery work moving forward. The Plan was published on 24th March 2022, and work is now underway on delivery.

Concerted partnership efforts to reduce crime – particularly violent crime - continued over this period. The Reducing Teenage Homicide Partnership was convened in Summer 2021 as a response to the increase in teenage homicides and to identify and support activity that would help suppress violence in the immediate term. Latest Office for National Statistics figures for the period to the end of December 2021 revealed that while overall police recorded crime is stable in London – we have seen a 7% reduction in knife crime along with significant reductions in gun crime, robbery, and burglary over the twelve months to December 2021.

Trust and confidence in policing remained a dominant issue over this period, with incidents including the conviction of MPS officer Wayne Couzens for the murder of Sarah Everard, criminal activities by officers guarding the scene of the murders of Bibaa Henry and Nicole Smallman and the findings of the IOPC into the appalling misconduct of some officers at Charing Cross Police Station further impacting Londoners' faith in the MPS. The Mayor continues to hold the MPS robustly to account on behalf of Londoners so that the deep-rooted cultural issues exposed by these incidents are addressed urgently and effectively. In February 2022 the Commissioner of the MPS indicated she would step down from her role, which she did in April 2022, and at the time of writing the recruitment of her successor is underway. MOPAC's oversight and scrutiny of the MPS in delivering the new PCP will be at the heart of driving the necessary change for Londoners.

Violence Reduction Unit (VRU)

London's Violence Reduction Unit is hosted by MOPAC and pioneers an approach to tackling violence in the capital that is rooted in prevention and early intervention. Its aim is to reduce violence, increase feelings of safety among all Londoners, promote hope and positive opportunities for young people and to put communities and young people at the heart of everything we do. Violence is deeply complex and rooted in decades of poverty and inequality. Evidence clearly shows there is a strong link between violence and poverty, deprivation, social alienation and lack of opportunity.

The VRU role is to expose these underlying causes and to work in partnership with others to tackle them. The best time to stop violence is before it starts and so the VRU work focuses on interventions that will have an impact now, and in the long-term.

Over the last year, the VRU has done this by using research, data and analysis to better understand violence and where to allocate resources, funding and support, developing existing and new partnerships across the public sector and community, advocating for policy change and investing in effective interventions.

The VRU has contributed to reductions in violence over the last year and has invested in support for families and communities, together with positive opportunities for more than 70,000 young Londoners. Violence in London started to fall before the pandemic and has continued to fall over the past year. But what was clear in 2021 is that those reductions in violence did not translate to fewer homicides, and tragically, last year 30 teenagers – aged 13 to 19 – were robbed of their futures. More needs to be done to refocus all our efforts – right across society – to promote hope and positive opportunities for our communities and to prevent a young person feeling they must carry a knife to protect themselves.

In order to reduce violence affecting young people, we must intervene at key points in their life – that includes roles for parents, schools, communities, and peers. Funding is a vital resource in enabling London's VRU to develop and invest in programmes that seek to address some of the long-term drivers of violence, such as poverty, deprivation, alienation and lack of opportunity. Investment is focused and targeted, ensuring interventions are joined up and follow the journey of a child or young person and the key relationships they hold.

London's VRU was set up by the Mayor of London in 2019 to pioneer a 'public health' approach to tackling violence in the capital. It was set up to coordinate and lead a partnership approach to tackling violence. For too long, public sector institutions, the charity sector and other community organisations were all doing effective work, but there was little coordination or access to or involvement of, young people, families or communities in discussions. Our focus, in London, has been to galvanise those efforts and bring all of those working so hard together to collectively reduce violence. The VRU work together with the NHS, the police, local government, the voluntary and charity sector, communities, those in education and others, to coordinate a London approach to tackling violence.

3. Strategic Objectives

The Mayor of London's [Police and Crime Plan \(PCP\) 2017-21](#) was extended by a year due to the delayed Mayoral elections. It is covered by this AGS and outlines the strategic priorities for policing and community safety in London for the period 2017-22.

The development of the latest [Police and Crime Plan 2022-25](#) during 2021, took a more collaborative approach, with a GLA-wide delivery group helping to steer and inform the drafting from the outset. The work of MOPAC is defined by the vision that London is a safe city for all. MOPAC seeks to achieve this by:

- Reducing and preventing violence;
- Increasing trust and confidence in the MPS;
- Better supporting victims;
- Protecting people from exploitation and harm;

And

- Being fair and inclusive in all we do

4. Reviewing the effectiveness of MOPAC's governance arrangements

The reporting mechanisms between the respective MOPAC boards and management meetings through the Scheme of Delegation and Consent and respective terms of reference are clear and remain fit for purpose. Nonetheless, we are updating them to ensure that they remain fit for purpose into the future

Our code of Governance was amended in 2018 to fully reflect the *CIPFA - Delivering Good Governance in Local Government*.

The Chief Executive and Directors have reviewed the effectiveness of the governance arrangements and their views have been reflected in the areas identified for improvement. Section 2 describes the challenges that MOPAC has been through over the past year and is assured that the governance arrangements in place are correct.

5. Review against the governance framework

The following section provides an assessment of where MOPAC is placed against the seven principles of the CIPFA framework. Our reporting on this is against the principles C-G and then A and B, as key principles which underpin the rest.

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

What is working well?	<p>One of the most significant achievements has been the work to develop the next PCP throughout 2021/22. The Plan is outcome based, with metrics and the explanation for them published online. The public will be able to track the impact of the work done to deliver the PCP. Success in making London a safer city or making Londoners feel safer will have clear societal benefits. We believe the PCP to be a sustainable plan as it is based on a comprehensive evidence base – again published online - and the views of Londoners, where our consultation reached more than 4,000 people.</p> <p>Schemes within the capital programme are developed to take account of environmental requirements, including the Mayor’s stated goal of net zero carbon by 2030. 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. The costs of environmental changes made to schemes is being captured as part of a wider approach to net zero carbon and will be considered as part of the budget process, including the development of the capital programme, to assess affordability.</p> <p>The VRU helps small grassroots organisations it funds to better evidence what works to reduce violence, measure impact and ensure it is long lasting.</p>
How did we respond to last year's recommendations?	<p>In support of the consultation for the next PCP, MOPAC’s E&I team published a comprehensive evidence base to reflect the post-COVID world. This provided the context and supported the reasoning for the priorities within the draft plan for consultation. This invaluable work continues to support the work of the PCP now that it is published, and the E&I team provide evidence to support objectives going forward.</p> <p>The LCRB sub-board governance review was completed in 2021/22. It examined whether the current structure remained fit for purpose in order to maximise future delivery against partnership PCP commitments, wider MOPAC priorities, and future PCP development. An engagement plan with key stakeholders is in place and the Partnership Team at MOPAC will implement the new sub board structure over the coming year.</p> <p>Last year’s recommendations included a focus on improving how MOPAC plans, runs, and reviews projects. Significant work has taken place to embed a systematic programme management, business planning and risk management process for projects. This has supported the MOPAC Change Programme during 2021/22 and will extend to supporting the delivery of the PCP going forward. MOPAC has an established Project Management Office that has transformed PPM for the MOPAC Change Programme and some other line of sight projects.</p>

What could we improve?	<p>A dedicated Partnership Team has been set up to provide a more collaborative partnership response, administer the new structure of LCRB and LCJB meetings and implement the documentation through a better functioning secretariat. Significant stakeholder engagement will be required to embed the recommendations of the LCRB sub-board governance review, to maximise opportunities for collaboration and delivery against partnership PCP outcomes.</p> <p>A refresh of the capital strategy is underway to make sure that priorities are fully captured and that this aligns to the Police and Crime Plan priorities as well as the wider sustainability agenda. This will be presented for formal sign off before the 2023/24 budget is set,</p>
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ii) Determining the interventions necessary to achieve the intended outcomes

What is working well?	<p>The Investment Advisory and Monitoring Meetings continue to work in an effective way. This meeting scrutinises the investment decisions recommended to MOPAC by the MPS to ensure they are aligned with the PCP and/or other statutory requirements for policing, and that they contribute to achieving an effective and efficient police service for London. We put considerable focus in this area, particularly given the significant decisions required in many areas of the MPS transformation programme, such as strengthening local policing, transforming investigations and prosecution, and transforming the MPS estate.</p> <p>The Oversight Board continues to challenge the MPS on key strategic objective areas. It takes place on a quarterly basis and enables the DMPC to effectively exercise the role and duties of the Police and Crime Commissioner for the Metropolis, as delegated by the Mayor of London. This includes oversight of value for money, approving the mid-term finance strategy in line with Mayoral priorities and monitor progress, delivery and risks against the MPS business plan.</p> <p>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. Colleagues from MOPAC and the MPS meet monthly and agree focus areas for discussion between the Mayor, DMPC and senior MPS officers.</p> <p>Evidence-based insight underpins and informs MOPAC policy and commissioning at every level. MOPAC has developed a set of principles to guide the commissioning work which directly supports the PCP outcomes. A key principle is to use a broad range of evidence to inform commissioning and contributing our own insight evidence through reflection and evaluation. MOPAC will continue to publish quarterly updates on the performance of its commissioned and grant-funded services.</p> <p>MOPAC has worked closely with the GLA and partners on the delivery of the new 'Tier 1 duty' on the GLA, which was part of the Domestic Abuse Act 2021, to provide specialist support to victims of domestic abuse in safe accommodation. This included the development and publication of the Mayor's Domestic Abuse Safe Accommodation Strategy in December 2021 and awarding contracts worth a total of £11.3m for the delivery of specialist support services across London. This built on work MOPAC undertook as part of its response to Covid 19, and to which MOPAC invested £1.5m to provide accommodation and support for those in need. A project board is in place to continue this good work and ensure that the legislation is adhered to.</p>
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	<p>The VRU has focused its attention on working to develop and further embed Research, Monitoring, Evaluation and Learning (R-MEL). Later this year, the VRU will be in a position to share a dashboard detailing the impact of all VRU programmes, aligned with relevant data. This will enable an interrogation into what works to reduce violence across London.</p> <p>The VRU is determined to put young people at the heart of our city's recovery and the first step is delivering on a commitment to provide a mentor for every young person in need of support by 2024. A mentor to help support a young person in education, training, employment and the daily challenges they face. The VRU and City Hall has kickstarted action by announcing £7.2 million of investment to expand the mentoring offer in the capital now and help young Londoners most in need get the help and support they deserve to reach their potential.</p>
How did we respond to last year's recommendations?	<p>Discussions continued over the last year between MOPAC and the MPS on a plan to improve governance and assurance. MOPAC has received legal advice and work is progressing to decouple the Scheme of Consent and Schemes of Delegations and ensure compliance with CIPFA/Home Office guidance. Discussions will continue between MOPAC and the MPS Finance Director and the new plans will be discussed with the new Commissioner once they are in post.</p> <p>In the development phase of the new PCP, MOPAC has built in portfolio planning. The core objectives of the PCP are supported by a named lead and delivery plans have been established, setting out the scope of the work to deliver against the outcome's framework. A governance model is in place to ensure oversight of delivery and assurance that risks are managed throughout.</p>
What could we improve?	<p>Work to fully implement MOPAC's procurement approach has been hindered by a restructure of the provider. Discussions have started, but agreement of terms of reference are on hold currently. This work will be progressed during 2022/23.</p> <p>To further improve the area of complaints management, DARA has completed an audit review and has identified that although MOPAC provide feedback to the MPS on lessons learnt in a number of fora, regarding the MPS handling of complaints there is no formal process in place to ensure the MPS takes appropriate action to act upon any areas of improvement identified. Actions to address this include requiring the MPS to produce action plans to address the areas of improvement identified by MOPAC. MOPAC to monitor the implementation of the agreed actions, and progress then reported through the revised formal oversight mechanisms.</p> <p>Following on the publication of the Police and Crime Plan 2021-2025 which includes an outcomes framework, MOPAC is now seeking to embed a standardised process for measuring success, including an evidence-based outcomes framework for each policy and commissioned service. MOPAC is seeking to commission a provider to support in the development, and implementation of this work. This will help in determining which interventions work.</p>

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

What is working well?	Focus for 2021/22 has been on delivering MOPAC's Change Programme, with a dedicated Programme Management Office put in place to support delivery. The development of a standardised way of managing projects and highlight reports has provided greater
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	<p>assurance. A monthly programme board has been successful in its oversight of 21 change projects, which ranged from improvements in leadership and talent management, to the development of MOPAC's oversight framework. The systems are in place to lead MOPAC through the gateway stages through to completion.</p> <p>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.</p> <p>EDI development has formed a central pillar to organisational and individual learning comprising a comprehensive programme of group training sessions to individual coaching meetings with our EDI consultants as well as a series of EDI 'minerals' bitesize sessions which focused on specific characteristics or areas of challenge, e.g. allyship, antiracism, transgender and disability. When the COVID restrictions abated, MOPAC held in person events for senior leaders and teams to ensure connection, opportunity for clarity of objectives and working together on best delivery as well as joint learning.</p> <p>In March 2022 a MOPAC team participated in a Tri Sector Challenge, a simulated senior manager learning exercise alongside local authorities and other public bodies. The MOPAC Team won two awards for best communication and leadership rising star. As the L & D strategy develops we will seek more opportunities for cross working and external learning.</p> <p>The VRU has developed a bespoke line management template for monthly or fortnightly meetings which puts self-care, EDI and development at the heart of the agenda. This has gained excellent feedback from staff.</p>
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<p>How did we respond to last year's recommendations?</p>	<p>Delivering and embedding a restructure is complex in its nature. The majority of changes were implemented quickly, and staff have transitioned into their new roles well. Some elements of change took longer to finalise but are now complete. For instance, the Partnership Team, a new team within the structure, was temporarily resourced to ensure that work progressed against the agreed agenda whilst resource was recruited permanently. These workforce planning decisions are constantly reviewed to ensure the best use of resource is in place.</p> <p>The full Learning and Development strategy refresh has not progressed as far as had been envisaged, due to a resourcing gap in HR. However, L & D consideration and interventions continue including recent commissioning training complete for the Commissioning and Partnership directorate between May and October 2021 (MOPAC's new commissioning principles, established through this training, are now embedded into the new Police and Crime Plan) and inclusive recruitment workshops. In addition, and most importantly, staff were encouraged and supported to consider learning objectives and actions in performance reviews during July and August 2021.</p> <p>Further work to develop talent and future leadership focused on developing a cohesive leadership team to engage and lead the workforce to meet the vision and mission of MOPAC identifying talent and pathways to ensure effective succession. This programme of work has progressed well. Leadership spotlight sessions are now embedded, highlighting the careers of our current SLT, and also extended to partners to share their career experiences; The new reverse mentoring scheme was rolled out in September 2021, and SLT has developed its new ways of working. A Line Managers Forum has been established to ensure peer support, understanding of and consistency of management alongside co design and joint development opportunities. Future work includes some bitesize management training and a refresh of the quarterly management review meetings.</p> <p>The wellbeing change programme project has focused on developing a fully formed Wellbeing approach and framework which considers the current challenges in workplace transformation but also maps out what we want to do as an organisation in the short, medium and longer term. MOPAC's Health and Wellbeing group has developed strongly and is actively involved in developing/offering interventions and approach. Team Charters have been developed which has enabled teams to agree their purpose, ways of working including how they support each other. MOPAC has established wellbeing drop in session for staff and has rolled out a Mental Health first aiders support scheme.</p> <p>MOPAC has refreshed its Equality Diversity and Inclusion (EDI) Strategy, considering societal and policing issues raised by the Black Lives Matter movement and the Sarah Everard murder and how these relate to the work of both the MPS and MOPAC and how it impacts the black community and black colleagues and violence against women and girls. MOPAC has prioritised diversity and inclusion and used the services of a consultancy to provide MOPAC with insight, expertise, challenge and resource to develop a programme of work emphasising on listening, lived experience, coaching and education. The EDI consultancy worked with MOPAC to help finalise and embed the EDI strategy and during 2021/22 substantial progress has been made against the four objectives of MOPACs EDI Strategy:</p> <ul style="list-style-type: none"> • A workforce that is representative of London's diversity at all levels
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| | <ul style="list-style-type: none">• An inclusive culture where all employees can thrive;• Embedding equality, diversity and inclusion into our decision making• Using our levers to help ensure services meet the needs of London's diverse communities |
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What could we improve?	<p>Over the coming 12 months, MOPAC will build a more structured approach towards workforce planning to better understand its growth, opportunities and future workforce design, working with each directorate to better understand the local needs, and working with MOPAC Board to develop its strategic vision. Ensuring that the right skills and resources are aligned to MOPAC's business to be equipped to deliver the PCP.</p> <p>Through the learning and development project within the MOPAC Change Programme, MOPAC will develop a strategic Learning and Development Plan for MOPAC and VRU in order to ensure our workforce have the capabilities, skills and competencies to deliver against our vision and mission</p> <p>Year Two of the EDI strategy and the action plan focusses on consolidation and impact analysis as well as more developed work on embedding EDI through all our work, concept to delivery through an EDI maturity model. developing a contextual approach to the EQIA process in all areas. In addition, the formation of the Partnership Team and the strengthened oversight governance will ensure a stronger structured approach to using our levers to ensure our services meet the needs of London's diverse communities.</p> <p>Assumptions relating to the caseload of MOPAC's complaints review team were lower than the actual caseload experienced. As such the work in progress has grown and where MOPAC is committed to reducing the number of outstanding reviews. In order to improve the situation, we will: use a third-party provider to boost output; use overtime for existing staff; increase the headcount to reflect the updated assumptions on caseloads; set out the service standards for the team; and. begin an organisation design review for the CRT.</p>
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iv) Managing risks and performance through robust internal control and financial management

What is working well?	<p>Our risk management processes and risk register are reviewed at a monthly Governance and Risk Working Group, attended by MOPAC and MPS staff. We continue to report quarterly to the Audit Panel on corporate risk and on the alignment of our risks where appropriate. MOPAC has introduced a risk management framework for project and programme risk through the development of a PPM approach to managing the Change Programme.</p> <p>Financial sustainability is key and strong financial management arrangements have been in place throughout the year and are continuing. The budget process identified the ongoing funding needs and the 2022/23 budget reflects this. The current Medium-Term Financial Strategy (MTFS) for MOPAC is a balanced position for the next two financial years and a rigorous budget process is underway to refresh and update the medium-term financial strategy. A particular focus will be to look at the impact of potentially higher than anticipated inflation, including for pay, and also the impact of any short-term funding. An approach to dealing and mitigating the risk of short-term funding will be developed as part of the budget process.</p> <p>For the 2021/22 financial year an underspend of £13.1m was achieved of which £10.5m has been carried forward into 2022/23 to ensure the continued delivery of some projects which are to be delivered across more than one financial year. The remaining</p>
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	<p>underspend has been transferred to the budget resilience reserve. Effective financial control with monthly reporting arrangements to the MOPAC Board are fully established. The out-turn position and the impact on reserves has been discussed at both Board level and with the DMPC for formal approval.</p> <p>MOPAC's reserves remain healthy, and a reserves policy refresh is underway that will seek to ensure that reserves are reviewed on a regular basis and that plans are in place to ensure these are maximised. A budget smoothing reserve is in place to manage the impact of any changes in short term funding and the budget resilience reserve is available to support any new and emerging pressures and priorities. Criteria to access the budget resilience reserves has been developed against which any requests must be assessed and will improve the overall management and governance of the reserve.</p> <p>MOPAC's quarterly performance report brings together performance and finance reporting in a consistent format. This pack, along with the MPS quarterly report on performance against its business plan, forms the core agenda of the quarterly Oversight Board meetings chaired by the DMPC, and is issued to the Police and Crime Committee to support wider scrutiny by Assembly Members. The Oversight Board has also considered deep dive sessions on information governance in the MPS, victim satisfaction, community engagement, use of force and bringing offenders to justice. The Mayor and DMPC regularly discuss serious violence and other significant areas of business in meetings with the Commissioner and Deputy Commissioner. A more formal stakeholder group to discuss the partnership approach to tackling the rise in teenage homicides in London is in place, driving a more collaborative approach across all agencies.</p> <p>MOPAC has a mature and well-embedded decision-making process. The governance framework, including the Scheme of Delegation and Consent, decision making framework and supporting financial and contract regulations, define and document the roles and responsibilities of MOPAC and the MPS. All of MOPAC's major financial Decisions are discussed at DMPC/Directors meetings, published online and available for public scrutiny – and this has continued virtually throughout the Covid-19 pandemic.</p> <p>MOPAC relies on a range of sources of assurance for our work in managing risk and ensuring the effectiveness of our internal controls. DARA plays a critical role as the internal auditor to MOPAC and is also the internal auditor to the MPS. MOPAC also works closely with the appointed external auditor, Grant Thornton, to absorb the recommendations made in their annual report on value for money.</p> <p>The VRU is represented on MOPAC board and utilises the MOPAC financial management processes. The only additional aspect to VRU internal control is a VRU risk register managed via internal VRU SLT meetings.</p>
How did we respond to last year's recommendations?	<p>The Embed PPM project has integrated and streamlined portfolio, programme and project management processes to increase efficiency and effectiveness and better support MOPAC's corporate aims. Specifically, it has implemented a risk management approach for project and programme risks which are reported to the Change Programme Board on a monthly basis.</p> <p>Core processes project of the MOPAC Change Programme has integrated and streamlined the core, cross cutting MOPAC processes to increase efficiency and effectiveness and better support our corporate aims. A review of the Scheme of Delegation and levels of approval will underpin the revised core processes.</p>

	<p>The Improving our Corporate Governance project within the Change Programme has simplified reporting structures and clarified the role of the various Boards. The secretariat is managed within one team. MOPAC Board will now have focused meetings on performance and risk, finance and workforce management. This will allow for more detailed discussions and drive more efficient decision making.</p>
What could we improve?	<p>MOPAC to further develop its risk management framework, setting out the processes in place to manage risk at the strategic level, directorate/working level through to project level. The escalation process will be detailed and communicated, to ensure that all staff understand how and when to escalate risk.</p> <p>Some issues with the payment of invoices were experienced during the year. A focused approach and more training and guidance to staff within MOPAC reduced the backlog considerably by the end of the year and an improvement plan is in place to ensure that effective processes are in place and that there is clarity on roles and responsibilities.</p> <p>Seeking to build on the improvements made by the core processes work of the Change Programme, MOPAC will create a clear set of integrated end-to-end (E2E) processes to follow across the organisation, a user-focussed 'MOPAC way' that is supported by proportionate controls and intelligent technology, utilising automation that can reduce burdens on people and enhance how we share information and intelligence. The result will be an agreed set of centrally stored and accessible process documents to support the core MOPAC processes and recommendations around how the approaches could potentially be enhanced by existing or new technology.</p> <p>DARA has reviewed MOPAC's business support processes which has resulted in a number of areas for improvement. The recording and management of IT and mobile equipment is currently not operating effectively. A review of MOPAC's IT asset register is required to provide an up to date account.</p> <p>The IT shared service agreement requires a certain number of staff to be vetted at CTC level to support with MOPAC IT equipment. The DARA review has identified that this is not currently being complied with. MOPAC to ensure that the correct number of staff are vetted and ensure that this level is maintained.</p> <p>MOPAC to review its business continuity plan in light of staff changes, the implementation of hybrid working arrangements and the move of office location.</p> <p>Further work on financial oversight is planned for the 2022/23 financial year. A refresh of the report will be carried out to reflect the new Police and Crime Plan and to consider how financial information can be more closely aligned to performance data.</p> <p>In addition to this, the financial management framework within MOPAC is to be enhanced with a refreshed reserves policy and protocol that will enhance the control, management and transparency of all reserves both at MOPAC and within MPS. Consistent and standardised financial reporting is also to be introduced that will promote and enable greater financial resilience across the</p>

	<p>finance team and will provide a consistent approach for all budget holders. This approach will enable a more consistent service offer to budget holders and MOPAC Board which will support the development and delivery of budget holder training across the whole of MOPAC.</p> <p>A zero-based budgeting approach is to be carried out in Q1 of 2022/23 to ensure that budgets are properly aligned to support the delivery of services. Linking staffing budgets to team establishments will be a key component of this process. The outcome of this work will mean a re-alignment of budgets within the budget envelope and will be used as a basis for developing the 2023/24 budget,</p> <p>Compliance with the Financial Management Code of Practice (FMCOP) is now a requirement and, as part of the assurance framework, a self-assessment of compliance with the code will be carried out and reported to MOPAC Board.</p>
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v) Implementing good practices in transparency, reporting and audit to deliver effective accountability

What is working well?	<p>Each month MOPAC produces a comprehensive monthly report to the Police and Crime Committee. The DMPC attended regular meetings of the PCC and the DMPC and CFO appeared as required by the Budget and Performance Committee. MOPAC published both MPS and MOPAC operational and financial performance reports on a quarterly basis, following a challenging process with the GLA to align with Mayoral reporting.</p> <p>In the year 2021/22, MOPAC answered 4,415 pieces of correspondence, 93% of which were answered on time, in line with agreed service levels. MOPAC answered 873 Mayor's Questions, of which 46% were submitted ahead of, or on time. MOPAC answered 119 Freedom of Information requests, 74% 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, Board agendas and minutes continue to be published on the website.</p> <p>MOPAC has strong complaint escalation procedure for staff matters and internal working practices. MOPAC has a gifts and hospitality policy which is included under our codes of conduct and was complied with.</p> <p>To support and ensure scrutiny of the MPS, the law requires MOPAC to abide by certain regulations in matters relating to statutory functions carried out by MOPAC Professional Standards which are prescribed within Police Pensions Regulations 1987, Police (Conduct) (Amendment) Regulations 2015 and Police Appeals Tribunals (Amendment) Rules 2015. MOPAC has effective plans to anticipate the changes to be enacted under the Policing and Crime Act (PCA) including providing MOPAC with an increased role in the oversight of complaints about police and taking on responsibility for police appeals. A new framework has been developed for overseeing MPS complaints which includes a new oversight pack to support discussions between DMPC and senior MPS colleagues. Complaints oversight featured in the Mayor's Action plan to develop more scrutiny at the local level.</p>
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	<p>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 <u>internal governance structures</u> and meetings. MOPAC monitors its internal governance improvement actions on a monthly basis and, reports to the MPS-MOPAC Audit Panel on a quarterly basis.</p> <p>MOPAC has a statutory duty to make arrangements for police custody detainees to be visited by independent persons to ensure their welfare, rights and entitlements are upheld (s51 Police Reform Act, 2002 as amended). We do this through the Independent Custody Visiting Scheme, which recruits, trains and manages a pool of approximately 200 Independent Custody Visitors (ICVs). In line with the Code of Practice, the Scheme is led by a senior MOPAC officer and ICVs provide written reports to MOPAC.</p> <p>The VRU has focused its attention on developing and further embedding research and evaluation, together with individually set KPIs across 266 grants and contracts to demonstrate impact across an extensive range of programmes.</p>
How did we respond to last year's recommendations?	<p>MOPAC adhered to COVID restrictions and suspended physical custody visits at the start of the pandemic. To ensure that it complied with the statutory duty, virtual independent custody visits were arranged, backed up by training. Face-to-face visits have now resumed in most areas and support has been provided to encourage those ICVs with specific concerns about returning to custody suites to do so as soon as possible.</p> <p>The Government's PCC Review updated the Specified Information Order to include more transparency on complaints, performance measures and HMICFRS PEEL inspection information. MOPAC conducted a review of the SIO to ensure compliance. This review highlighted areas that MOPAC needs to focus on to ensure that it continues to be transparent. Further work is required to ensure that contract information is published according to the SIO requirements. This will be progressed over the coming 12 months.</p> <p>MOPAC's oversight of HMICFRS inspections provides assurance that recommendations are being progressed and updates will be discussed at appropriate oversight meetings. This process has been extended to include Super Complaints, so that MOPAC receives an action plan from the MPS against the recommendations within 40 days of the published report. Further work is required to embed a process to identify themes across these reports and ensure that appropriate oversight occurs to drive improvement.</p>
What could we improve?	<p>MOPAC will develop further its oversight of all external reports that recommend change or learning of the MPS. Whether this is from HMICFRS, the IOPC, the ICO or the external auditors DARA. We will develop a system that analyses recommendations into key thematic areas and ensure that the most appropriate oversight method is applied.</p> <p>MOPAC is unable to drive MPS improvements in the handling of complaints as part of the Oversight role through the lack of access to complaints data. Access requirements for oversight of police complaints will be determined and agreed with the MPS.</p> <p>Later this year, the VRU will be in a position to share a dashboard detailing the impact of all VRU programmes, aligned with violence and safeguarding data. This will enable an interrogation into what works to reduce violence across London.</p>

	Improved data capture and fine-tuned feedback loops will provide decision-makers, Londoners, stakeholders and others, with timely, actionable evidence. The framework will also enable more efficient monitoring of intervention reach and activity and the impact that the unit is having.
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vi) Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

What is working well?	<p>Fundamental to MOPAC's role in oversight of the Metropolitan Police is the duty to ensure that it acts in accordance with the law. This responsibility is fulfilled through the MOPAC governance framework and compliance is reviewed at the quarterly Audit Panel Meetings. The Deputy Mayor for Policing and Crime meets with the Chair of Audit Panel and has regular meetings with the Director of Audit, Risk and Assurance, the head of internal audit for MOPAC.</p> <p>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.</p> <p>In accordance with paragraph 3.7.4.3 of the Code of Practice on Local Authority Accounting, it is noted that MOPAC's financial management arrangements conform with the governance requirements of the CIPFA <i>Statement on the Role of the Chief Financial Officer in Local Government</i> (2010) as set out in the Application Note to <i>Delivering Good Governance in Local Government Framework</i>.</p> <p>There is a comprehensive list of statutory requirements which is monitored. All MOPAC decisions consider the legal and risk implications amongst other implications and are published in compliance with the Elected Local Policing Bodies Orders 2011 and 2012 relating to transparency – satisfying the specified order.</p> <p>MOPAC has an anti-fraud policy, and its Directorate of Audit, Risk and Assurance provides an effective counter-fraud service to MOPAC and the MPS.</p> <p>MOPAC and the VRU has a code of conduct for staff in which is outlined the high standards to which staff should conduct themselves. Additionally, the MOPAC values (which were developed with staff and management) act as a key set of value-based behaviours which the organisation aspires to.</p>
How did we respond to last year's recommendations?	MOPAC maintained and built on diversity and inclusion work over the last year. The initial focus was on the format of the design and delivery of a programme of training and development for SLT and staff by an external D&I expert. This was completed in October 2021 and led to MOPAC appointing a new Inclusion and Engagement Lead to continue to take this work forward. In addition, a set of Inclusive Behaviours were developed through co design workshops involving all staff leading to inclusive objectives in individual performance plans. Inclusive recruiting training for all managers was also rolled out.
What could we improve?	MOPAC will review its requirements for information governance, which includes a review of MOPAC's Business Continuity plan, an outline compliance plan against legislation, and reintroduction of annual GDPR training for staff.

vii) Ensuring openness and comprehensive Stakeholder Engagement

What is working well?	<p>The Police Reform and Social Responsibility Act 2011 requires that each Police and Crime Commissioner, in London's case the Mayor, produce a Police and Crime Plan (PCP) by the end of the financial year in which he or she is elected and that they must consult with the Commissioner, the Police and Crime Committee, Londoners and victims of crime on a draft Plan. The consultation draft for this PCP was published on 16th November 2021, with the consultation period running until 21st January 2022. The consultation itself comprised multiple elements to ensure that we a) had a robust sample that was representative of London and b) any Londoner who wanted to take part could have a way to do so. This included surveys of a representative sample by YouGov, an additional survey of BAME Londoners, an online survey and discussions hosted on Talk London and a comprehensive package of meetings with stakeholders and members of the public. In total, nearly 4,000 responses were received.</p> <p>The public consultation for the PCP has also informed the refresh of the Mayor's Violence Against Women and Girls (VAWG) Strategy, which will be published in early 2022/23. This public consultation was supported by a series of stakeholder workshops that focussed on specific areas of VAWG and a survivor's consultation, led by the London Victims' Commissioner.</p> <p>MOPAC continues to reach out to the public to ask their opinions and get their views through a variety of robust measures. In particular, our Evidence and Insight team oversee a variety of 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 12,800 Londoners per year including questions around victimisation, fear of crime & crime concerns, attitudes to policing, contact with police) and the User Satisfaction Survey (capturing perceptions of 12,800 victims of crime about the service provided to them by the Metropolitan Police Service).</p> <p>MOPAC continued during 2021/22 to work with stakeholders to deliver the Mayor's Action plan to improve trust and confidence in the MPS and to address community concerns about the disproportionality in the use of certain police powers affecting Black Londoners. The Action Plan was developed following a series of consultations with more than 400 individuals and groups that either work with or within Black communities. The work was undertaken in response to concerns raised about the disproportionate use of police powers, including stop and search, the use of force and Taser. Quarterly review meetings are an opportunity for communities to hear about progress in delivering key parts of the action plan.</p> <p>S14 of the Police Reform and Social Responsibility Act 2011 requires MOPAC to obtaining the views of the community on policing and for obtaining the views of victims of crime in that area about matters concerning the policing of the area. As well as the other methods already described, MOPAC discharges these functions with the borough-based Safer Neighbourhood Boards (SNBs). SNBs are an accountability and engagement mechanism established by the Mayor of London to ensure the police focus on the priorities of local communities. MOPAC supports the SNBs through a pan-London forum, the provision of a bespoke data dashboard, and by providing development opportunities in key skills, such as chairing public meetings and understanding crime statistics. In response to the pandemic, SNBs quickly moved to virtual practices and were able to support communities by</p>
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	<p>disseminating key messages about COVID regulations and enforcement to help communities keep safe and were also able to either re-focus their funded projects to COVID-secure activities or to defer dispensing funds until the restrictions were lifted.</p> <p>Code A of the Police and Criminal Evidence Act sets out specific duties for MOPAC in monitoring and supervising the use of stop and search powers. In London, there is a well-established Network of borough-based Stop and Search Community Monitoring Groups (CMGs). MOPAC supports the local groups by facilitating a pan-London network and provide training to CMG/Network members in examining and interpreting data and the broader community engagement potential for their groups.</p> <p>The VRU was set up to lead, coordinate and embed a partnership approach to tackling violence. There is no shortage of creative and impactful interventions across London from the charity sector, community organisations and the public sector institutions but there is not enough coordination nor a shared appreciation of what works, and often the voice of young people can be lost. In London the focus has been to galvanise those efforts and bring all of those working so hard together to collectively reduce violence. We work together with the NHS, the police, local government, the voluntary and charity sector, communities, those in education and others, to coordinate a London approach to tackling violence.</p> <p>The VRU's Young People's Action Group (YPAG) works alongside us to ensure the voice, opinions and ideas of young people continue to influence policy, our programmes and our funding decisions. The YPAG is a group of young people from across London with 'lived experience of violence' or who had campaigned on youth issues. The aim of the YPAG is to amplify the voices of young Londoners whilst supporting them to lead change.</p> <p>The 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.</p> <p>The PRG is made up of leading representatives from the Met Police, the NHS and public health, probation and education, and local authorities. The 32 London boroughs are represented by the political lead for crime and community safety and local authority officers nominated by London Councils, the cross-party organisation that works on behalf of all its member authorities. Representatives from the community, VCS and youth sector also sit alongside the public sector representatives to help ensure there is a strong community voice.</p>
How did we respond to last year's recommendations?	<p>MOPAC has kept in close contact with partners and stakeholders throughout the last year. Work has been prioritised to assist with recovery, change and crisis management. A Partnership group convened to specifically address the rise in teenage homicides. This has proved successful in its collaboration and focus across many stakeholders to work together to find solutions.</p> <p>MOPAC prioritised community engagement to improve Londoners' trust and confidence in policing. The Mayor's Action Plan was published in November 2020 with phase one implemented. Phase two activities are well underway with five public review meetings taken place with the most recent on 24 March 2022, focussing on intersectionality.</p>

	<p>MOPAC has engaged with stakeholders throughout the PCP consultation period and has heard that more consistent 2-way communication is needed. MOPAC is working on improving communication practices with partners and community groups. We recognise that we need to communicate the benefits of the new PCP and also understand the impact of our work on boroughs. MOPAC needs to increase its presence in its relationship with London boroughs.</p> <p>Work continues to develop the Community Monitoring Groups to increase transparency and further diversify the involvement and engagement of the public, particularly focussing on those who are most affected by the use of the stop and search powers. External research was completed, and reform work will now fall within the Mayor's Action plan work.</p>
What could we improve?	<p>Further work is required to review and improve the community oversight of the MPS. MOPAC recognises that improvements need to be made to increase representation, become more transparent and ensure that the structure feeds into wider governance mechanisms. MOPAC will review its stop and search monitoring groups through piloting a new approach in 5 boroughs. MOPAC will evaluate the pilots and consider a renewed London wide approach to community oversight.</p> <p>Through the Mayor's Action Plan, Black Thrive, a partnership in Lambeth between the community and stakeholders, is conducting a review of community scrutiny more generally. The project aims to improve community relations and partnership working by creating a platform that brings together young people, the Black community, the police, statutory services and the voluntary sector to find solutions.</p> <p>MOPAC's Independent Custody Visitors, are volunteer members of the public who visit police custody centres unannounced to check on the welfare of detainees and, where needed, escalate any issues to the MPS and MOPAC to resolve. MOPAC will strengthen their oversight with the introduction of a custody record review pilot scheme. This pilot will look at the end-to-end detainee journey and check compliance against legislation.</p>

6. Governance issues for improvement

The Director of Audit, Risk and Assurance annual opinion for 2021/22 is 'MOPAC has an adequate internal control environment, which is generally operating effectively.' Areas for improvement identified by DARA to further strengthen the internal control environment are reflected in the Annual Governance Statement and being taken forward as part of the well-defined Change Programme.

Governance Improvement Plan 2022/23

The areas outlined in Section 5 of this document as needing improvement will be added to the MOPAC Governance Improvement Plan 2022/23. The Governance Improvement Plan outlines all improvement areas and steps necessary to further enhance our governance arrangements and ensure that MOPAC's governance continues to improve. It identifies and tracks more detailed actions against outstanding improvements. The Governance Improvement Plan itself is actively managed by the MOPAC Governance and Risk Working Group which meets on a monthly basis and is chaired by the Director of Strategy.

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

Principle	Improvement area
i) Defining outcomes in terms of sustainable economic, social and environmental benefits	Embed the recommendations of the LCRB sub-board governance review through stakeholder engagement, to maximise opportunities for collaboration and delivery against partnership PCP outcomes.
	MOPAC will maintain a lesson project lessons learnt log and review its effectiveness to ensure the organisation can continuously improve.
ii) Determining the interventions necessary to achieve the intended outcomes	Work to fully implement MOPAC's procurement approach have been hindered by a restructure of the provider. Discussions have started, but agreement of terms of reference are on hold currently. This work will be progressed during 2022/23.
	Implement a new process to have assurance that the MPS takes appropriate action following a complaint review and monitor the implementation of agreed actions.
	Embed a standardised process for measuring success for each policy and commissioned service.
iii) Developing MOPAC's capacity, including the capability of its leadership and staff	Over the coming 12 months, MOPAC will build a more structured approach towards workforce planning to better understand its growth, opportunities and future workforce design, working with each directorate to better understand the local needs, and working with MOPAC Board to develop its strategic vision.
	MOPAC will develop a strategic Learning and Development Plan for MOPAC and VRU in order to ensure our workforce have the capabilities, skills and competencies to deliver against our vision and mission.
	Year Two of the EDI strategy focusses on consolidation and impact analysis as well as more developed work on embedding EDI through all our work, concept to delivery through an EDI maturity

	model. MOPAC will develop a contextual approach to the EQIA process in all areas.
	Conduct an org re-design for the CRT. This will encompass new service standards, review of resources to align with caseload, overtime payments and increase headcount.
iv) Managing risks and performance through robust internal control and financial management	MOPAC to further develop its risk management framework, setting out the processes in place to manage risk at the strategic level, directorate/working level through to project level. The escalation process will be detailed and communicated, to ensure that all staff understand how and when to escalate risk.
	Seeking to build on the improvements made by the core processes work of the Change Programme, MOPAC will create a clear set of integrated end-to-end (E2E) processes to follow across the organisation, a user-focussed 'MOPAC way' that is supported by proportionate controls and intelligent technology, utilising automation that can reduce burdens on people and enhance how we share information and intelligence.
	DARA has reviewed MOPAC's business support processes which has resulted in a number of areas for improvement. The recording and management of IT and mobile equipment is currently not operating effectively. A review of MOPAC's IT asset register is required to provide an up to date account.
	MOPAC to ensure that the correct number of shared service staff are vetted and ensure that this level is maintained.
	MOPAC to review its business continuity plan in light of staff changes, the implementation of hybrid working arrangements and the move of office location.
	Compliance with the Financial Management Code of Practice (FMCOP) is now a requirement and, as part of the assurance framework, a self-assessment of compliance with the code will be carried out and reported to MOPAC Board.
	Conduct a zero-based budgeting exercise of all MOPAC budgets.
	Undertake an exercise to ensure alignment of budgets to Police and Crime Plan outcomes and priorities.
	Develop a dully documented processes to support the awarding of grant monies and the payment of invoices.
	Training and development of budget holders will also be delivered to ensure that the financial framework and processes are fully understood
	A refresh of the Scheme of Delegation is underway and will be finalised in the first half of 2022/23
	Revise the capital strategy, refreshing and updating the capital priorities in line with new PCP.

<p>v) Implementing good practices in transparency, reporting and audit to deliver effective accountability</p>	<p>MOPAC will develop further its oversight of all external reports that recommend change or learning of the MPS. Whether this is from HMICFRS, the IOPC, the ICO or the external auditors DARA. We will develop a system that analyses recommendations into key thematic areas and ensure that the most appropriate oversight method is applied.</p> <p>VRU to publish a dashboard detailing the impact of all VRU programmes, aligned with violence and safeguarding data.</p>
<p>vi) Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law</p>	<p>MOPAC will review its requirements for information governance, which includes a review of MOPAC's Business Continuity plan, an outline compliance plan against legislation, and reintroduction of annual GDPR training for staff.</p>
<p>vii) Ensuring openness and comprehensive Stakeholder Engagement</p>	<p>Further work is required to review and improve the community oversight of the MPS. MOPAC recognises that improvements needs to be made to increase representation, become more transparent and ensure that the structure feeds into wider governance mechanisms. MOPAC will review its stop and search monitoring groups through piloting a new approach in 5 boroughs. MOPAC will evaluate the pilots and consider a renewed London wide approach to community oversight.</p> <p>MOPAC will strengthen the oversight of ICVs with the introduction of a custody record review pilot scheme and continue. This pilot will look at the end-to-end detainee journey and check compliance against legislation.</p>

10. 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.

XX XXX 2022

XX XXX 2022

Signed

Sophie Linden
Deputy Mayor for Policing and Crime

Signed

Diana Luchford
Chief Executive

Appendix: Background and governance framework

Scope of responsibilities

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

a) Overarching Duties

MOPAC must secure the maintenance of the Metropolitan Police Service and ensure that it is efficient and effective. It does this by holding the 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 Commissioner's arrangements for co-operating with other persons in the exercise of the Commissioner's functions;
- the effectiveness and efficiency of the Commissioner's arrangements under section 34 (engagement with local people);
- the exercise of the Commissioner's functions under Part 2 of the Police Reform Act 2002 in relation to the handling of complaints;
- the extent to which the Commissioner has complied with section 35 (value for money);
- the exercise of duties relating to equality and diversity imposed on the Commissioner;
- and the exercise of duties in relation to the safeguarding of children and the promotion of child welfare that are imposed on the Commissioner by sections 10 and 11 of the Children Act 2004;
- Responsibility for handling complaints against the Commissioner.

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) Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS)

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

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

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

The Governance Framework

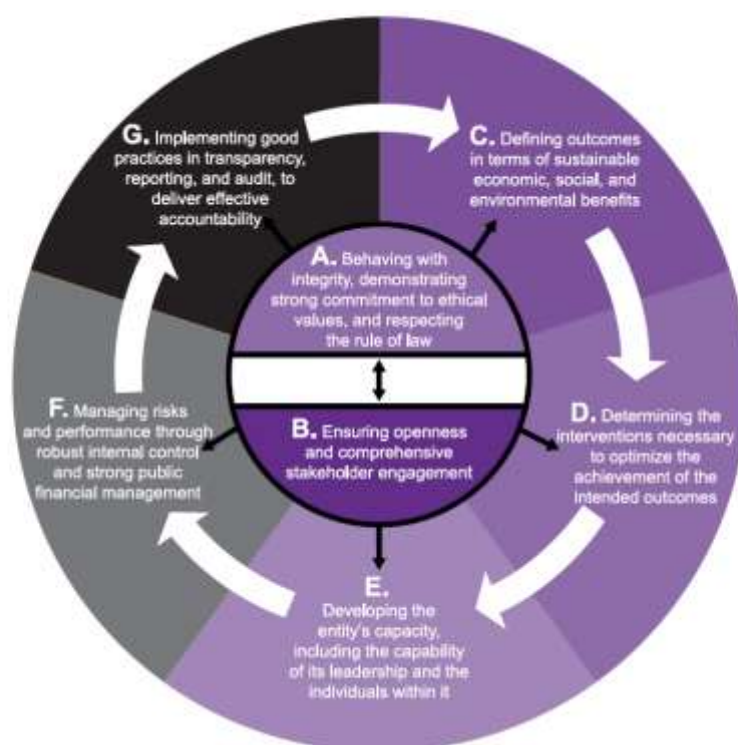
This AGS is drawn up in line with the *CIPFA - Delivering Good Governance in Local Government*¹ guidelines, which build on the Nolan principles².

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

The framework enables MOPAC to monitor and evaluate achievements against its strategic objectives – outlined in the PCP – and it is against this framework we have evaluated effectiveness in this document for the year 2021/22.

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

Figure 2- International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2014)



MOPAC can demonstrate that the systems and processes in place to support these governance provisions are:

- monitored for their effectiveness in practice via the Quarterly Reports to the Joint MOPAC and MPS Audit Panel and annually via this AGS
- Subject to scheduled reviews by the Directorate of Audit, Risk and Assurance (DARA) to ensure it remains up to date and fit for purpose
- Improved and actioned through the organisation via the Governance Improvement Plan

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

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

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

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

MOPAC uses and publishes a [Scheme of Delegation and Consent](#) which sets out approval delegations to ensure that decisions are made at the lowest level consistent with efficient and effective decision making, whilst ensuring that MOPAC, DMPC and the MPS are properly protected against the risks associated with being the individual held to account for all decisions made.

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

MOPAC is required to produce an Annual Report on progress in relation to activities, achievements, the financial position, performance against PCP priorities and objectives and ensure that it is communicated publicly. The 2021/22 Annual MOPAC report will be published to sit alongside the final AGS and the MOPAC accounts. It will be presented to a future PCC meeting for scrutiny.

MOPAC's internal governance structures

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

Governance over the MPS and key partners

i. Oversight Board

The quarterly MOPAC-MPS Oversight Board enables the DMPC to effectively exercise the role and duties of the Police and Crime Commissioner for the Metropolis, as delegated by the Mayor of London. The functions of the Oversight Board are to:

- Scrutinise MPS delivery against the Police and Crime Plan on behalf of the Mayor, and performance against agreed priorities
- Have oversight of value for money through economy, efficiency and effectiveness
- Undertake, at the request of the DMPC, assurance on key priorities and specific issues of concern to the public and PCP
- Approve and review the Mid-Term Financial Strategy (MTFS) in line with Mayoral priorities and
- Monitor progress, delivery and risks against the MPS Business Plan.

ii. The London Crime Reduction Board (LCRB)

At [LCRB](#), the Mayor, DMPC, the Commissioner, representatives from across the Criminal Justice System and London boroughs come together to agree a coordinated approach to crime reduction and community safety in London. High-level intelligence on crime and public concerns about safety is also reviewed. This board is key to utilising the Mayor's convening powers to work with a number of partners to deliver policing and crime priorities within the Police and Crime Plan for London.

iii. Bi-laterals

The [Mayor routinely meets with the Commissioner](#) and their team, including specialist operations, to discuss policing in London and to be briefed on counter terrorism.

The [DMPC and the Commissioner hold regular meetings](#) to provide in depth scrutiny of the effectiveness and efficiency of the MPS and to consider issues of importance to policing and crime reduction in London.

iv. Informal One-to-Ones

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

- v. Investment Advisory and Monitoring (IAM)**
IAM is an advisory meeting to the DMPC, to inform decisions subsequently taken and published. It ensures that MPS investment decisions deliver the police and crime plan and are founded on a sound business case, contributing to efficiency and effectiveness of the MPS. The business case proposals supporting key investments in the MPS transformational change programme are considered at this board.
- vi. Corporate Investment Board (CIB)**
In addition to the MOPAC governance, as part of the wider GLA corporate governance and to ensure consistency across the GLA, proposed MOPAC investment decisions are reported to the GLA Corporate Investment Board (CIB). The Deputy Mayor for Policing and Crime is a member of this board. The board is an internal forum chaired by the Mayor's Chief of Staff. Further information on and the public minutes of CIB meetings can be accessed here: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decision-making>.
- vii. Child Protection Policing Oversight Group**
MOPAC established this group to support and oversee the MPS in their response to the HMICFRS inspection report on child protection. MOPAC and the Directorate of Audit and Assurance (DARA) have carried out extensive work with the MPS to oversee development of a wide-ranging action plan. As a key part of this detailed plan, the DMPC has established an improvement scrutiny group, which met for the first time on the 7 December 2016. In addition, MOPAC takes a risk-based approach to Governance, introducing bespoke oversight mechanisms in response to issues representing a high-level risk. In response to weaknesses identified by MPS, audit and HMICFRS the remit of this group is to ensure that the MPS respond appropriately and effectively to each of the recommendations set out by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS).

External

The Police Reform and Social Responsibility Act 2011 requires the establishment of an ordinary Committee of the Assembly to be the Police and Crime Panel. This function is and will continue to be carried out by the Police and Crime Committee (PCC). MOPAC is scrutinised via the following avenues:

- I. Police and Crime Committee**
The [London Assembly's Police and Crime Committee \(PCC\)](#) is the statutory body that examines the work of MOPAC and meets twenty times a year. Ten of those meetings are used principally to hold question and answer sessions with the DMPC and Commissioner or their representative. The Committee can require the DMPC and / or staff from MOPAC to attend its meetings for the purpose of giving evidence and provide documents to it. The Committee also investigates key issues relating to policing and crime in London as part of this scrutiny.
- II. Mayor's Questions**
The [Mayor's Question Time \(MQT\)](#) meetings take place ten times a year. Assembly Members as part of their role in holding the Mayor and his functional bodies to account ask the Mayor a range of questions within the remit of his role, which includes policing. Questions which are not answered at the meeting receive written responses. A number of policing questions are asked of the Mayor during MQT.
- III. Functional Body Question Time**
At least once a year, Functional Body Question Time (FBQT) or Plenary sessions on Policing issues are held with the Mayor and the Commissioner. This forms another opportunity for Assembly Members to hold both the Mayor and the Commissioner to account and examine policing matters in London.
- IV. Budget and Performance Committee**
The [London Assembly's Budget and Performance Committee](#) scrutinises the Mayor's budget for the financial year and the implications for services and council taxes in London. It also examines, monitors and reports on the budgets and performance of the GLA and Functional Bodies which includes MOPAC.
- V. Oversight Committee**

The [Greater London Authority \(GLA\) Oversight Committee](#) is responsible for a range of matters and sometimes examines the work of MOPAC as it pertains to their terms of reference.

The London Victims' Commissioner

Claire Waxman was re-appointed by the Mayor of London in May 2021 as London's Independent Victims' Commissioner. 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:

- A wide-ranging consultation with survivors of violence against women and girls, to inform the Mayor's Violence Against Women and Girls Strategy (VAWG). This included further analysis of the barriers to safe reporting for victims with insecure immigration status which informed a stringent set of recommendations sent to the Home Secretary from the Mayor to increase support and protection.
- A full victims' needs assessment via an in-depth survey to gather the views and feedback of victims of crime in London to inform future service provision and ensure all victims can access the support they need.
- Establishing a Victims Board comprising of justice agencies which supports the delivery of the commitments set out in the Police and Crime Plan and provides the opportunity for the victims' voice to be at the centre of decision making.
- Forming a Victims Reference Group for ongoing engagement with stakeholders including victims of crime to inform her work and the work of the Victims Board, so accessible, high quality, integrated and tailored services are available to enable those affected by crime in London to fully cope and recover.
- Convening London's first ever Victims' Summit, bringing together 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.
- Working closely with the Metropolitan Police Service to address recent findings of the decline in victim satisfaction rates, delivering on a suite of recommendations including 14,000 frontline officers receiving specialist victims care training and improving police correspondence & communication to victims.
- Calling on the Information Commissioner's office to investigate the practices of mobile data extraction by police forces, which resulted in the release of the ICO's report in June 2020.

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 2021/22.

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) Audit Panel

In line with the Home Office Financial Management Code of Practice established to support the implementation of the Police Reform and Social Responsibility Act 2011, a joint MOPAC/MPS Audit Panel, performing the functionality of an Audit Committee, was established.

The 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 Audit Panel held its first meeting on 31 March 2017. It receives regular reports at its quarterly meeting, including MOPAC governance and risk matters and the respective improvement plans.

MOPAC has responsibility for conducting regular reviews of the effectiveness of the governance framework, including the system of internal audit and the system of internal control. The review is continuous with a programme of reviews of governance policies to ensure they meet the demands and needs of MOPAC. DARA provides assurance on the effectiveness of the MOPAC governance framework and highlight areas for improvement which are reported to senior management. Internal reviews tend to include research into best practice, update of the framework and provision or update of policies and procedures. Changes are subject of a decision and will be published. The effectiveness of the framework is also reviewed in drawing up the Annual Governance Statement.

ii) Ethics Panel

The London Policing Ethics Panel (LPEP) is an advisory panel that is independent of the mayoralty, defines its own work plan and publishes its own findings, that are then sent to the Mayor, Deputy Mayor for Policing and Crime and Commissioner of the MPS.

Reports it produced in 2020/21 included ethical considerations to guide recovery and renewal following Black Lives Matter protests and Coronavirus; ethical considerations relating to public consultation and engagement; and a review of MPS Special Case Hearings.