

Annual Governance Statement 2020/21

1. Introduction

The 2020/21 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 and 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 value for money for taxpayers.

The Accounts and Audit Regulations (2015) as amended by the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020, require MOPAC to conduct a review, at least once a year, on the effectiveness of its system of internal control. This statement represents MOPAC's report on the outcome of that review for 2020/21.

The business to be conducted by MOPAC is principally set out in the Police Reform and Social Responsibility Act 2011, with other statutory requirements set out in other Acts of Parliament. The Financial Management Code of Practice requires that MOPAC, similar to other Police and Crime Commissioners, also ensures that the good governance principles are embedded within the way that MOPAC manages its finances.

The Commissioner of Police of the Metropolis is an independent legal entity and also a corporation sole. The Commissioner is accountable in law to MOPAC for the delivery of efficient and effective policing, management of resources and expenditure by the Metropolitan Police Service (MPS). They are also responsible for delivering operational policing. The MPS has its own Annual Governance Statement supporting its own internal control and risk management framework.

Within the Statement is a review against our governance framework, a review of effectiveness of our governance arrangements and an action plan to address the governance issues raised.

2. 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.

3. Governance Framework

This Annual Governance Statement 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 includes seven principles of a well-governed organisation. These are:

- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- Ensuring openness and comprehensive stakeholder engagement
- Defining outcomes in terms of sustainable economic, social and environmental benefits
- Determining the interventions necessary to achieve the intended outcomes
- Developing MOPAC's capacity, including the capability of its leadership and of individuals in it
- Managing risks and performance through robust internal control and strong public financial management
- Implementing good practices in transparency, reporting and audit to deliver effective accountability

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 2020/21.

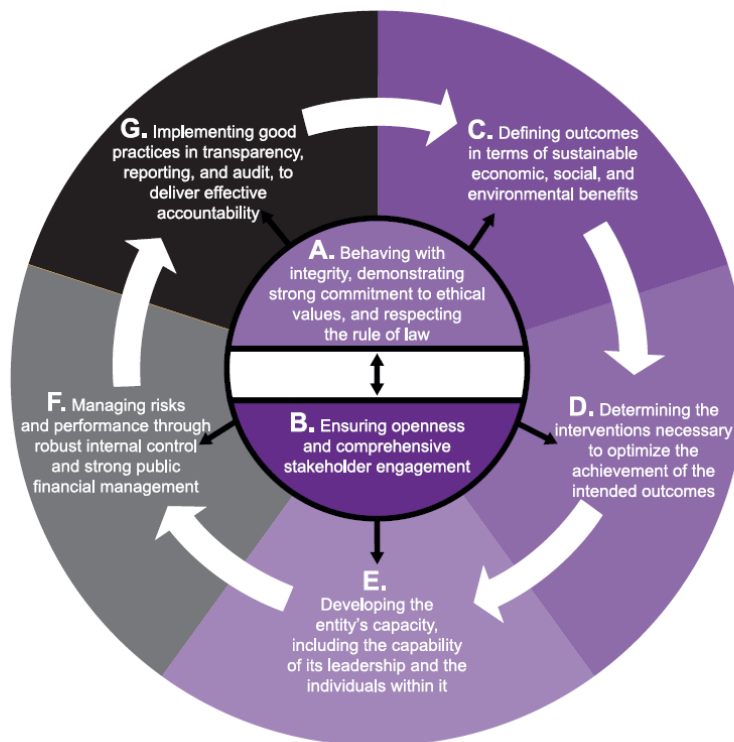
Similarly to colleagues within the MPS, we are keen to apply these principles as they are shown in the below diagram. C-G as the core principles of governance with A and B – key principles – underpinning it all.

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 **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 Annual Governance Statement
- 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

4. Governance structures

MOPAC's governance arrangements are set out in Appendix 1. These arrangements are how we effectively deliver our governance and scrutiny of objectives, operations and delivery.

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.

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.

The Metropolitan Police Service (MPS) operates a number of Police Act 1996 s22 collaboration arrangements, including the hosting of the National Police Chiefs' Council (NPCC). A **s22 Collaboration Agreement** enables chief officers of police, local policing bodies and other parties to make an agreement about the discharge of functions by officers and staff where it is in the interests of value for money of their own and other police force areas. MOPAC has the responsibility to approve proposed s22 collaboration agreements involving MOPAC and the MPS.

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 2020-21 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.

5. Strategic Objectives

The Mayor of London's Police and Crime Plan (PCP) outlines the strategic priorities for policing and community safety in London, against which the Commissioner is held to account. To deliver the PCP launched in March 2017, MOPAC is clear about its priorities:

- A better police service for London;
- A better criminal justice service for London;
- Keeping children and young people safe;
- Tackling Violence Against Women and Girls and
- Standing together against hatred, intolerance and extremism.

These priorities were agreed following a significant consultation with the public, and in line with the requirements under section 6 (6) of the Police Reform and Social Responsibility Act 2011 (PRSR 2011). The consultation also included consulting with the Commissioner of Police of the Metropolis in developing the draft Plan, and consulting with the Commissioner on the amended Plan (further to responses to the consultation).

In accordance with section 6 (6) of the PRSR 2011 the Plan was also sent to the Police and Crime Committee of the London Assembly, who had the opportunity to question the Deputy Mayor for Policing and Crime (DMPC) at the Police and Crime Committee in January and February 2017.

The Committee responded by way of a report, to which MOPAC provided a public response. Further statutory consultation took place (further to section 42 (1) of the Greater London Authority Act 1999 ("the GLA Act 1999")) which included consulting with other functional bodies, London Borough Councils and the Common Council.

The agreed objectives are supported by a business plan and achievement against those objectives is reported throughout the year.

Alongside tackling violence (including violence against women and girls), responding to Covid-19 and its impacts (supporting recovery and renewal for London and a new way of working for MOPAC staff and partners) and responding to disproportionality and the issues brought to the forefront by the Black Lives Matter movement –

are likely to be the dominant themes for 2021/22, with the deferred Mayor of London and London Assembly elections in May 2021 punctuating the end of the reporting year.

6. 2020/21 Context

In March 2020, the growing impact of the Covid-19 coronavirus pandemic resulted in unprecedented change to the way the whole country operated. MOPAC was no exception and has had to adapt its ways of working as well as play an important role in supporting London's response to the pandemic, working with the Mayor, the MPS and partner organisations.

The 2019/20 focus on agile working practices and roll out of technology to all staff, alongside testing MOPAC's business contingency plans were great contributors to the organisation being resilient in a critical situation. MOPAC has continued to operate and function well – introducing new or adapted arrangements where necessary, for example by facilitating remote working alongside new emergency structures and enhanced internal communications and support networks.

At the time the pandemic was declared, MOPAC was preparing to enter the Mayoral pre-election period, with an election scheduled in early May 2020. Due to the pandemic, this election was postponed by the Government until May 2021. This resulted in an additional year of delivery for the Mayor's Police and Crime Plan (PCP), against which our business plan and governance arrangements are aligned. These ensure that the appropriate oversight is exercised in all key areas of business, both in terms of effectively discharging statutory and regulatory requirements, including those in the 2011 Act, and in meeting the requirements of the PCP.

At an Executive level, 2020/21 was a year of considerable change within MOPAC. A new CEO was recruited and in place at the beginning of the financial year, followed by recruitment campaigns for other senior posts to create a robust MOPAC Board going forward. A MOPAC Change Programme followed, which tested the governance arrangements in place and proposed new, strengthened governance and oversight in preparation for the incoming Mayoral term. New governance was established to give assurance and ensure continuous review.

2020 saw the changes to the Police and Crime Act 2017 with regard to public complaints finally implemented. MOPAC took on responsibility for complaint reviews, described as Model 1 within the Government's reforms. This new function has taken time to develop and embed new ways of working, with demand higher than anticipated.

Violence Reduction Unit (VRU)

The formation of the VRU was announced by the Mayor in September 2018 in response to increasing violence in London since 2014. The VRU has been in full operation for 2 years now, and continues to deliver intelligence, support, and funding to help stabilise and reduce violence across London in the long term.

The VRU strategy takes 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 VRU approach to violence reduction has put communities, young people and their families at the heart of tackling the issue; and particularly in those parts of London most affected – often taking a place-based approach to violence reduction.

This includes work programme interventions to support those neighbourhoods which have experienced sustained and high levels of violence. Greater clarity on this focus has been gained from the publicised Strategic Needs Assessment, Review of Homicide Reviews, extensive community engagement programme and recent significant global challenges.

The VRU's activities are overseen by the VRU Partnership Reference Group which ensures that partner views are at the heart of the mobilisation of VRU's work. The PRG is chaired by the Mayor and includes the Deputy Mayors for Policing and Crime; Social Integration, Social Mobility and Community Engagement; and Education and Childcare. The PRG is made up of leading representatives from the MPS, 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.

MOPAC remains legally accountable for the decisions and operations of the VRU insofar as they relate to its responsibilities. The VRU is subject to MOPAC's scheme of delegation and consent. VRU staff who are employed are subject to MOPAC terms and conditions.

7. 2019/20 Review against the governance framework

The following section provides an assessment of where MOPAC is placed against the seven principles of the CIPFA framework. As previously discussed, 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

<p>What is working well?</p>	<p>A fourth full year has been dedicated to delivering the work of the Police and Crime Plan (PCP) and the Mayor’s manifesto commitments, through the extraordinary extension of the Mayoral term from 4 years to 5. There continued to be strong delivery across all programme areas, with additional focus on emergency response to the pandemic and supporting services through this time. MOPAC will provide a focus on defining better outcomes for the next PCP.</p> <p>Evidence-based insight underpins and informs MOPAC policy at every level. Work is continually tracked and measured, and MOPAC produces a suite of interactive data dashboards on its website, enabling the public and partners to engage with and interpret data on policing and crime in London. An additional weekly crime bulletin was developed to track the impact of the pandemic and lockdowns on crime in London.</p> <p>Throughout 2020/21 we continued to strengthen and develop the work of the LCRB, with a review of LCRB sub-board governance. Proposals for the reform of MOPAC’s partnership boards were presented to the LCRB in January 2021 and stakeholder engagement activity is ongoing to agree the Terms of Reference for the boards within the new structure.</p> <p>Work has commenced on the development of a new approach to the collection of core data from MOPAC’s commissioned services, to support the production of public dashboards demonstrating their reach and impact. This will be rolled out in Q1 of 2021/22. This is supported internally by the profiling and prioritising of commissioning spend and ensuring this is aligned to PCP focus areas.</p> <p>As the Covid-19 pandemic took hold in March 2020, MOPAC responded well to the unprecedented challenges it presented. This includes ongoing oversight of the MPS, supporting commissioned services to remain operational and convening partners and communities to help maintain the trust and confidence of Londoners in the policing response to Covid-19.</p> <p>The MOPAC decisions process includes consideration of sustainability and environmental impact as important factors when agreeing outcomes and approving associated spend.</p>
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	<p>VRU</p> <p>The year 2020 has been the most challenging for Londoners. It has laid bare how socio-economic disparities really are a matter of life and death. Of course, this is something we have long seen reflected in data around victims of serious violence where the links between poverty and violence are already well established. Yet the magnitude and scale of COVID-19 has forced policymakers, politicians, the public, and the police to pay more attention to these issues of inequality.</p> <p>Early into the pandemic, the VRU organised discussions with partners, providers, and stakeholders to hear directly how COVID-19 was impacting on their organisations and services.</p> <p>The impact on many community groups and service providers was significant, both in terms of service delivery and financial uncertainty. The VRU responded by enabling grassroots organisations to use grants to cover core costs and relaxed requirements around reporting on programme delivery.</p> <p>These measures were very much welcomed by organisations who were simply trying to stay afloat and couldn't deliver programmes as intended due to lockdown restrictions. The VRU was able to respond quickly and effectively to the Home Office's request to distribute funding of £568,000 to small charities working with young people in London – resulting in 50 organisations being helped.</p>
<p>How did we respond to last year's recommendations?</p>	<p>MOPAC's E&I team has provided an alternative, refreshed, evidence base to reflect the post-COVID world. This will be used to support the development of the next Police and Crime Plan, providing evidence to support objectives going forward.</p> <p>MOPAC has made good progress in the LCRB sub-board governance review, which 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. The proposed new structure will be implemented in the new Mayoral term, with TOR being drafted and final arrangements finalised.</p> <p>Last year's recommendations included a focus on project management of the PCP. Throughout 2020/21 MOPAC embedded more systematic programme management, business planning and risk management processes, initially to support the response to the pandemic, and more recently to support the MOPAC Change Programme. MOPAC has established a Project Management Office that has transformed PPM for the MOPAC Change Programme and some other line of sight projects. The specific project to embed project portfolio management structures and processes within MOPAC to make improvements to deliver the next PCP was started earlier this year and will run throughout 2021. This has already developed a project management toolkit which is in the testing phase and will bring about a standardisation of how MOPAC runs projects and report benefits for the organisation. MOPAC has developed ways of working for the PMO to support project managers through the lifecycle of a project, and a reporting structure that enables exception reporting at programme level to the CEO chaired Change Programme Board. Conversations have been had with GLA family teams to develop best practice and discuss options to establish a more permanent PMO resource at MOPAC.</p> <p>VRU</p>

	<p>Work to support young Londoners who might fall into violence post lockdown has been improved through the establishment of a group of external stakeholders to assist with this new area of work. In addition, all community safety partnerships have reflected the impact of COVID within their delivery plans and all VRU commissioned services have been provided with flexibility around service delivery.</p> <p>Further work has been done to establish the young people's strand of the social recovery block within the London Recovery Taskforce work and to that end the VRU has convened an internal group across City Hall that pulls together the different strands of work around young people. That group met regularly to finalise the evidence base, key priorities and outcomes for the New Deal for Young People recovery mission which is in place.</p>
<p>What could we improve?</p>	<p>MOPAC is good at providing evidence and statistics to support delivery of commitments but work is needed to realise the impact and benefits to Londoners. Defining better outcomes is a focus for the next Police and Crime Plan and work is progressing in the development phase to identify outcomes and appropriate measures in order for MOPAC to effectively consult on with Londoners.</p> <p>Implementation of the LCRB reform work will progress next year to improve on stakeholder engagement. Governance will be structured around the Mayor's key priorities, providing a plan with senior stakeholder to provide updates and collectively better define benefits for London. A dedicated team will be established to provide the partnership response and administer the structure of meetings and implement the documentation through a better functioning secretariat.</p> <p>The Embed PPM project will look to improve the way MOPAC plans, runs and reviews projects with better benefit realisation. It will embed the techniques within the organisation and upskill staff in project management skills.</p>

ii) Determining the interventions necessary to achieve the intended outcomes

<p>What is working well?</p>	<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. This meeting meets 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, approve the mid-term finance strategy in line with Mayoral priorities and monitor progress, deliver and risks against the MPS business plan.</p>
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An internal Oversight Analysis group has been established 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.

Evidence and Insight (E&I) is the dedicated analysis and research function within MOPAC. The team works across the organisation, providing in-depth analysis and a robust evidence base across the breadth of our work areas. The research and analytics capabilities within E&I are varied, and include innovative analysis of crime and criminal justice, data visualisation and dashboards, large-scale surveys, data analysis, social research and programme evaluations. Use of data and research is hardwired into the organisation, and evaluation and evidence-based insight underpins and informs MOPAC policy at every level.

In preparation for the next PCP and recognising the significant change to society brought about by Covid-19, MOPAC's E&I team worked with partners including the MPS, London Councils and academics to develop a refreshed evidence base and strategic assessment of crime in London.

One of the most significant interventions during 2020 was 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.

Responding at pace to emerging safety issues arising from Covid19, MOPAC has invested an additional £1.5m to provide victims of domestic abuse with safe accommodation and support if they need to flee their homes during the coronavirus pandemic. Plus, MOPAC has contributed £500,000 in emergency funding to London's Emergency Coronavirus Response Fund. New legislation is in place to continue this work and MOPAC is working closely with the GLA and partners to ensure accommodation and support are in place.

VRU

	<p>Early into the pandemic, the VRU organised discussions with our partners, providers, and stakeholders to hear how directly COVID-19 was impacting on their organisations and services. The VRU responded by enabling grassroots organisations to use grants to cover core costs and relaxed requirements around reporting on programme delivery. Being able to respond quickly and effectively to the Home Office's request to distribute funding of £568,000 to small charities working with young people in London., the VRU helped 50 organisations through this unprecedented time.</p>
<p>How did we respond to last year's recommendations?</p>	<p>MOPAC has reviewed its procurement approach and developed a plan for implementing the findings. This work will continue throughout 2021 and will determine the next steps with regards to progressing a potential SLA with TfL to help with procurement demand.</p> <p>A high-level plan has been agreed between MOPAC and the MPS to improve governance and assurance. Initial work includes a review of the Scheme of Delegation and Consent, Financial Regulations and Contracts Regulations conducted with CIPFA. Further work is planned to streamline the paperwork to support decisions with improved assurance. This will make accountability clearer and updated in line with best practice.</p> <p>Further to this work a mechanism to capture good practice and learning opportunities from the development of business cases has been agreed and MPS guidance and template is being revamped as part of the Scheme of delegation pilot work.</p> <p>MOPAC has established a Portfolio Management Office and is working to embed a PPM strategic approach across the organisation. In developing the next Police and Crime Plan have started to build portfolio planning into the development phase.</p> <p>The VRU has worked to improve the areas of programme development, partnership growth, data sharing, and evaluation and has worked with the University of Surrey on how best to evaluate the impact of its work programme in its entirety Learning will be used to improve practices.</p>
<p>What could we improve?</p>	<p>In a similar way to the work we have done on improving our performance oversight, MOPAC will work to develop an explanation of how we hold the MPS to account and extend this to finance. Specifically, this will enable MOPAC to oversee how transparency and accountability leads to improvements in interventions and services. MOPAC will articulate and publish its oversight model over MPS financial and operational performance.</p>

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

<p>What is working well?</p>	<p>Over the last year MOPAC has been through a period of change driven by internal and external factors. These include the COVID-19 pandemic and its unprecedented impact on our ways of working and work programme. It has forced us to adjust our priorities to ensure that services can respond to the demands that it places on our commissioned services and the wider Criminal Justice System. It has also caused the postponement of the 2020 Mayoral and Local Elections to May2021, affecting the timeframes around the current and future Police and Crime Plans.</p> <p>A new MOPAC Board is in place with four new members in post over the past year. This change in leadership, and the external factors highlighted above has culminated in MOPAC embarking on a Change Programme, setting out a new vision and mission and three objectives for change and three enablers. The overall Change portfolio comprises projects within a programme to deliver each of the objectives and enablers. A restructure took place between November 2020 and April 2021.</p> <p>The restructure sought to address the need for greater oversight capacity and capability by directing resource and providing more focus on oversight. Capacity was also increased within finance, which in turn has provided greater capacity to oversee the MPS.</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>VRU</p> <p>Whilst delivering on reducing violence, the first year of the VRU established its remit, programme of work, and defined staff roles and relationships. VRUs are established on the premise that a public health approach requires a long-term plan for reducing violence, especially in a city as complex as London. The mayoral multi-year funding arrangement for the VRU facilitates better delivery of interventions and engagement, provides more robust evaluation which will support and inform future strategy and direction, and ultimately helps the VRU to deliver the best outcomes for London. This has also meant that structurally, the VRU has been able to create permanent posts which helps sustainability within the unit.</p>
<p>How did we respond to last year's recommendations?</p>	<p>Over the past year there has been a focus on refreshing the MOPAC People Strategy (including Estates and IT) to focus on supporting staff capacity and capability over the next 12 months in light of COVID-19, City Hall relocation consultation and GLA</p>

	<p>group budget guidance. The learning and development offer were widened to support remote working and wellbeing initiatives. This work is being incorporated into the wider change programme for delivery over 12 months.</p> <p>MOPAC has worked over the past 12 months to refresh its Diversity and Inclusion strategy, taking into account issues raised by the Black Lives Matter (BLM) movement and the Sarah Everard murder and how those relates 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 employed a consultancy to provide MOPAC with a programme of work emphasising on listening, lived experience, coaching and education (through a set of mineral sessions). The D&I consultancy has worked with MOPAC to help finalise and embed the D&I strategy. This consultancy work will come to an end in July 2021, but the emphasis will remain a priority as MOPAC implements the EDI 5-year Strategy and Action Plan.</p>
<p>What could we improve?</p>	<p>Over the coming 12 months, MOPAC will embed the new structure and ensure that vacant roles are filled to provide a more stable structure that is fit for purpose to deliver against the new vision and mission and Mayoral objectives.</p> <p>Through the learning and development project within the MOPAC Change Programme, we 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. Improve performance management, professionalise MOPAC managers and ensure there is an effective ongoing management of the people implications of COVID-19.</p> <p>Further work to develop talent and future leadership will focus to develop a cohesive leadership team to deliver the objectives set out in the MOPAC change programme and engage and lead the workforce to meet the vision and mission of MOPAC identifying talent and pathways to ensure effective succession.</p> <p>The wellbeing change programme project will focus 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.</p> <p>The EDI strategy change programme will deliver and embed MOPAC's 5-year strategy and action plan for diversity and inclusion Specifically two main objectives and actions:</p> <ol style="list-style-type: none"> 1. Embedding equality, diversity and inclusion into our decision making. This includes: <ul style="list-style-type: none"> ☐ designing a strong feedback model with external stakeholders and community groups to contribute and share a critical lens to our thinking and decisions ☐ review, develop and embed an effective EQIA process in all areas of our work 1. Using our levers to help ensure services meet the needs of London's diverse communities

	<ul style="list-style-type: none"> ② Have a clear external understanding of the work MOPAC delivers and its role and responsibility in overseeing the Met ② To have a full understanding and overview of the Met D&I Strategy, hold the Met to account for the deliverables of their plan including greater oversight of the Met on examples of representation and misconduct
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iv) Managing risks and performance through robust internal control and financial management

<p>What is working well?</p>	<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.</p> <p>The risk register is under constant review and has adapted in light of the Covid-19 pandemic. 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 has an effective system for scrutiny of MPS performance and financial management, and for internal financial control.</p> <p>MOPAC has continued to adapt well to GDPR requirements, taking external legal advice to ensure we remain compliant. We continue to work closely with the Information Commissioner’s Office (ICO). GDPR training continues for all staff, with assurance by way of a checklist to ensure that each team understands the implications of GDPR and is compliant.</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</p>
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	<p>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.</p> <p>MOPAC has maintained effective internal budgetary controls, and offers training and guidance to non-finance staff, including those involved in commissioning and contracting.</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>No VRU specific issues identified.</p>
<p>How did we respond to last year's recommendations?</p>	<p>MOPAC continued to work closely with the MPS to align, where relevant, management of key strategic risks and assurance framework and MOPAC will keep the risk register under constant review in the light of the changing external environment. MOPAC reported to Audit Panel in January 2021 on the alignment of financial risk with the MPS.</p> <p>A more strategic approach to business and portfolio planning is being incorporated into the planning and development phase of the next PCP which has been delayed due to the postponed Mayoral election. PCP planning meetings are established and take place monthly, expanded to incorporate GLA colleagues at the end of 2020/21.</p> <p>Work continues to improve discipline around directorate budgets and financial processes such as raising purchase orders. Staff are clearer on their responsibilities on goods receipting and keeping records around spend. Tighter controls have been implemented around staff expenses, with details of all MOPAC salary and expenses now published online. Further work has been done to improve core processes within MOPAC with workshops to better understand the current issues. Improvements are being rolled out and processes will continue to be developed.</p>
<p>What could we improve?</p>	<p>The Embed PPM project will integrate and streamline portfolio, programme and project management processes to increase efficiency and effectiveness and better support MOPAC's corporate aims. Specifically, implement a risk management approach that links project and programme risk to corporate risks such that they can be managed in a joined-up way.</p>

	<p>Improvement actions</p> <p>Simplify reporting structures and reduce the reporting burden on staff (including to different organisations) and clarify the role of the various Boards</p> <p>Create an effective reporting mechanism that tracks all projects, programmes and initiatives and provides appropriately tailored communication to stakeholders, allowing decisions to be made at the appropriate time</p> <p>Provide the tools and metrics to enable all parts of MOPAC to understand the benefits that they are seeking to achieve and to assess how effectively time and other resources are being expended in delivering them; and</p> <p>Implement a risk and risk management approach that links project and programme risk to corporate risks such that they can be managed in a joined-up way.</p> <p>Core processes project of the MOPAC Change Programme will integrate and streamline 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>
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v) Implementing good practices in transparency, reporting and audit to deliver effective accountability

<p>What is working well?</p>	<p>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>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.</p> <p>In the year 2020/21, MOPAC answered 3,975 pieces of correspondence, 93% of which were answered on time, in line with agreed service levels. MOPAC answered 752 Mayor’s Questions, of which 47% were submitted ahead of, or on time.</p> <p>MOPAC answered 57 Freedom of Information requests, 98% 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>
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	<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 have developed 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.</p> <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>At the start of the Covid-19 lockdown, as physical visits were suspended, MOPAC launched virtual independent custody visits, backed up by training and detailed information for volunteers across London’s entire ICV scheme, with a weekly rota for calls with custody staff. ICVs and custody staff have responded well to the virtual visits and some custody suites have allowed ICVs to hold telephone consultations with detainees directly on these calls. ICV panel meetings have shown that volunteers have maintained the ability to robustly challenge custody staff on practices and policies. Over 60% of MOPAC's ICV scheme volunteers are vulnerable to Covid-19. These members have recognised the inclusive nature of the interim measures which have allowed them to shield or stay at home, whilst engaging with their volunteer work and by proxy their communities.</p> <p>No VRU specific issues identified.</p>
<p>How did we respond to last year's recommendations?</p>	<p>MOPAC developed its quarterly performance report to include more information on commissioned services. MOPAC’s longer-term approach to performance reporting will be developed through 2021.</p> <p>MOPAC now publishes all contract and grants in its new register online and is refreshed on a quarterly basis.</p>

	<p>And further improvements in transparency include assurance that the information on the Mayor’s Land and Asset Portfolio is up to date and reviewed regularly.</p> <p>MOPAC reviewed the ICV scheme arrangements in light of COVID-19 recovery to ensure that volunteers were able to speak directly with detainees and safely resume face-to-face visits when possible. Full risk assessments were undertaken, and the utmost care taken.</p> <p>A framework for overseeing MPS complaints has been established. A new oversight pack is used 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>
<p>What could we improve?</p>	<p>Review of transparency and implement changes to Specified Information Order to ensure MOPAC has compliant transparency process. Establish review mechanism and track through Governance and Risk Working Group meeting.</p> <p>MOPAC is reviewing its tracking of recommendations from HMICFRS inspections and Super-complaints. A new process will be developed to ensure that we continue oversight of recommendations to ensure change is embedded within the MPS.</p>

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

<p>What is working well?</p>	<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>
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	<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 has a code of conduct for staff in which is outlined the high standards to which MOPAC 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> <p>No VRU specific issues identified.</p>
<p>How did we respond to last year's recommendations?</p>	<p>MOPAC has maintained and built on the diversity and inclusion work through the design and delivery of a programme of training and development for SLT and staff by an external D&I consultancy. Awareness ‘mineral’ sessions have taken place with staff over the past 12 months. This work is supported by a new EDI Strategy and action plan that will be implemented from April 21 onwards.</p> <p>MOPAC has ensured that all staff have been trained in counter-fraud practices, this will be refreshed every two years. Safeguarding training has been completed for staff where appropriate.</p>

What could we improve?	Deliver and embed MOPAC's 5-year strategy and action plan for diversity and inclusion.
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vii) Ensuring openness and comprehensive Stakeholder Engagement

What is working well?	<p>Mayor's Action Plan – The Mayor published his Action Plan to improve trust and confidence in the Metropolitan police 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. Given the challenges of COVID at the time, consultation with stakeholders had to take a multi-pronged approach.</p> <p>The development process involved three sessions bringing together community groups and MPS officers, a session bringing together young people, the VRU and operational MPS officers, a roundtable with Black victims of crime and a final workshop bringing together all of these groups of stakeholders to review and comment on the emerging draft. The final step in the development process provided an opportunity for communities and stakeholders from across London to review the draft actions and provide final feedback and comments during a virtual meeting or in writing.</p> <p>Evidence and Insight - 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>Safer Neighbourhood Boards - S14 of the Police Reform and Social Responsibility Act 2011, requires MOPAC to make arrangements for 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.</p> <p>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. Their role is to contribute, along with borough partners, to the establishment of local</p>
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policing and crime priorities, monitor police performance and confidence, and to provide feedback to MOPAC about issues of local concern. MOPAC also provides SNBs with a small fund to support local projects to address issues that matter most to their community. 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 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.

Community Monitoring Groups (CMGs) - 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.

VRU

The causes of violence are diverse and complex, and the socio-political make up of London is just as diverse and complex. We know that we can't tackle violence from our offices in City Hall, and we certainly can't tackle violence working alone or in silos.

That's why we work with a range of key partners across the city who each have a role to play in reducing violence. These include schools, PRUs, the Metropolitan Police, health services, local authorities, prison and probation services, businesses, charities, and grassroots organisations. At its heart, the Violence Reduction Unit has to be a partnership.

Our Partnership Reference Group provides strategic direction, support and challenge to the Violence Reduction Unit. The PRG is chaired by the Mayor and includes the Deputy Mayors for Policing and Crime; Social Integration, Social Mobility and Community Engagement; and Education and Childcare. The PRG is made up of leading representatives from the MPS, 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.

Outside of the PRG the VRU has established a charities network to advise on VRU vision and values and there are regular structures in place for meetings with the health sector, the MPS, youth practitioners and local authorities.

<p>How did we respond to last year's recommendations?</p>	<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 – which has meant that a formal newsletter is yet to be developed. This will be developed following the Mayoral election.</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. This includes the delivery of the first quarterly public review meeting, publication of the Race Equality dashboard and the commissioning of independent academic research to assess the effectiveness of cannabis enforcement and the links to violence.</p> <p>Work to continue to develop the Community Monitoring Groups to increase transparency and further diversify the involvement and engagement of the public in these mechanisms, 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> <p>The VRU has deepened its engagement with parents/carers over the last year, specifically through the newly-recruited Young People’s Action Group. There are 10 young people recruited and employed on this group. The work continues to be virtual. All 32 boroughs have been provided with funding opportunities for development of a local Parenting Network.</p> <p>Further to this work, the VRU has developed a digital toolkit through which communities of local stakeholders can interact. This has become a hub for networking, collaboration and a repository for shared learning.</p>
<p>What could we improve?</p>	<p>Continue to prioritise community engagement to improve Londoners’ trust and confidence in policing. Phase 2 implementation of the Mayor’s Action Plan including a review of community engagement.</p>

8. 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.

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 above.

9. Governance issues for improvement

The Director of Audit, Risk and Assurance annual opinion for 2020/21 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 2021/22

The areas outlined in Section 4 of this document as needing improvement will be added to the MOPAC Governance Improvement Plan 2021/22.

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	MOPAC
i) Defining outcomes in terms of sustainable economic, social and environmental benefits	<p>Implementation of the LCRB reform work will progress next year to improve on stakeholder engagement, providing a plan with senior stakeholder updates. A dedicated team will be established to provide the partnership response and administer the structure of meetings and implement the documentation through a better functioning secretariat.</p> <p>The Embed PPM project will look to improve the way MOPAC plans, runs and reviews projects with better benefit realisation. It will embed the techniques within the organisation and upskill staff in project management skills.</p>

ii) Determining the interventions necessary to achieve the intended outcomes

In a similar way to the work we have done on improving our performance oversight, MOPAC will work to develop an explanation of how we hold the MPS to account and extend this to finance. MOPAC to articulate and publish its oversight model over MPS financial and operational performance.

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

Over the coming 12 months, MOPAC will work to embed the new structure and ensure that vacant roles are filled to provide a more stable structure that is fit for purpose to deliver against the new vision and mission and Mayoral objectives.

Through the learning and development project within the MOPAC Change Programme, we 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. Improve performance management, professionalise MOPAC managers and ensure there is an effective ongoing management of the people implications of COVID-19.

Further work to develop talent and future leadership will focus to develop a cohesive leadership team to deliver the objectives set out in the MOPAC change programme and engage and lead the workforce to meet the vision and mission of MOPAC identifying talent and pathways to ensure effective succession.

The wellbeing change programme project will focus on developing a fully formed Wellbeing approach and framework which takes into account 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.

The EDI strategy change programme will deliver and embed MOPAC's 5-year strategy and action plan for diversity and inclusion

Specifically two main objectives and actions:

- 1) Embedding equality, diversity and inclusion into our decision making. This includes:
 - designing a strong feedback model with external stakeholders and community groups to contribute and share a critical lens to our thinking and decisions
 - review, develop and embed an effective EQIA process in all areas of our work
- 2) Using our levers to help ensure services meet the needs of London's diverse communities

<p>iv) Managing risks and performance through robust internal control and financial management</p> <p>v) Implementing good practices in transparency, reporting and audit to deliver effective accountability</p> <p>vi) Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law</p> <p>vii) Ensuring openness and comprehensive Stakeholder Engagement</p>	<p>Have a clear external understanding of the work MOPAC delivers and its role and responsibility in overseeing the Met To have a full understanding and overview of the Met D&I Strategy, hold the Met to account for the deliverables of their plan including greater oversight of the Met on examples of representation and misconduct</p> <p>The Embed PPM project will integrate and streamline portfolio, programme and project management processes to increase efficiency and effectiveness and better support MOPAC's corporate aims. Specifically, implement a risk and risk management approach that links project and programme risk to corporate risks such that they can be managed in a joined-up way.</p> <p>Review of transparency and implement changes to Specified Information Order to ensure MOPAC has compliant transparency process. Establish review mechanism and track through Governance and Risk Working Group meeting.</p> <p>MOPAC is reviewing its tracking of recommendations from HMICFRS inspections and Super-complaints. A new process will be developed to ensure that we continue oversight of recommendations to ensure change is embedded within the MPS.</p> <p>Deliver and embed MOPAC's 5-year strategy and action plan for diversity and inclusion</p> <p>Continue to prioritise community engagement to improve Londoners' trust and confidence in policing. Phase 2 implementation of the Mayor's Action Plan including a review of community engagement.</p>
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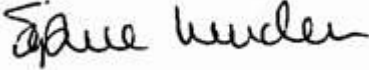
10. Statement of Assurance

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.

October 1st 2021

September 30th 2021

Signed  .

Sophie Linden
Deputy Mayor for Policing and Crime

Signed 

Diana Luchford
Chief Executive

MOPAC's internal governance structures

MOPAC's internal governance arrangement was reviewed following the launch of the PCP in 2017 to ensure effective monitoring.

MOPAC is held to account over its objectives, operations and delivery of the PCP through various Boards and Panels, which are detailed below.

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, representations from across the Criminal Justice Service 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 her 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. Justice Matters

Justice Matters is a mechanism whereby the Deputy Mayor brings London partners together in a transparent manner, to problem solve issues for London and bring accountability for those solutions by partners. The meetings are webcast and held in public on a quarterly basis. Due to COVID, these meetings were put on hold. They will be resumed during the next FY.

Experts in the field are invited to explore different themes from across the spectrum. Areas that have been investigated include Tackling Sexual Violence and Offender Management in London.

vi. 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.

vii. 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>.

viii. 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

The Budget Monitoring Sub-Committee is a Sub-Committee of the Budget and Performance Committee, which considers reports on its behalf. This mainly involves scrutinising the quarterly monitoring reports provided by the GLA and its functional bodies including 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.

APPENDIX 2

The London Victims' Commissioner

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

- **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.
- **Establishing and chairing London's Victims Board and Victims Reference Group (VRG)**. The Victims Board supports the delivery of the commitments set out in the Police and Crime Plan and provides a forum for statutory

partners to discuss key issues. Meanwhile the VRG provides ongoing engagement with stakeholders including victims of crime, informing Claire's work and that of the Victims Board.

- **Publishing the Victims Code of Practice Review.** This review across all London's criminal justice agencies was done in consultation with thousands of victims, hundreds of hours of interviews and a series of in-depth focus groups with practitioners. This work has influenced Government reform of the Code and has led to an ambitious piece of work to establish a Victim Care Hub in London.
- **Publishing the London Rape Review**, which looked at 501 allegations of rape reported in London in April 2016, providing the clearest picture to date of reported rape in the capital and the reasons why so few cases result in conviction. This work has played a major role in Government's own end-to-end rape review and the CPS' national guidance on rape and trauma.
- **Holding a series of roundtables to better understand the experiences of specific groups of victims.** A roundtable for male victims was held, to hear directly from male survivors about their experiences in accessing support and navigating the criminal justice system, with a view to develop policy proposals. More recent roundtables have been held with Black female victims, to better understand their experiences of violence, and interactions with the criminal justice system.
- **Lobbying for key changes to the Domestic Abuse Bill**, including supporting the Step-up Migrant Women! campaign to highlight the needs of migrant victims and arguing for better identification, risk assessment and understand of domestic abuse in Family Court proceedings. As part of her lobbying for these amendments, Claire convened a roundtable of domestic abuse survivors and members of the House of Lords.

APPENDIX 3

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 for a total of four times in 2018-19.

The VRU is a City Hall partnership with input from the Deputy Mayor for Policing and Crime, the Deputy Mayor for Social Integration, Social Mobility and Community Engagement (DMSI); and the Deputy Mayor for Education and Childcare (DMEC). 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.