

**MOPAC**MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

## MPS-MOPAC JOINT AUDIT PANEL

### 8 January 2020

### MOPAC Commissioning Framework Update

Report by: Director of Criminal Justice and Commissioning, MOPAC

#### Report Summary

##### **Overall Summary of the Purpose of the Report**

This report updates the panel on work carried out by MOPAC to deliver on the recommendations of the audit by DARA on MOPAC's Grants and Commissioning Framework. This follows a previous report given to the panel in September 2018.

A presentation pack is attached at Appendix 1, which provides more detailed information about MOPAC's commissioning activity and an update on progress since the last report to the Audit Panel. This presentation was also given to members of the Audit Panel in November 2019.

##### **Key Considerations for the Panel**

DARA's follow up review, in June 2019, of their Risk and Assurance Review of MOPAC's Grants and Commissioning Framework (completed in March 2018) identified additional actions MOPAC should take to fully address the risks identified in the original report.

This report provides an update on work being carried out in response to the review and to strengthen the commissioning framework further. The panel is requested to review the report and accompanying Appendix 1 and note the progress made.

##### **Interdependencies/Cross Cutting Issues**

Improvement actions in relation to MOPAC's Commissioning Framework are also included in the Governance Improvement Plan that is submitted to the Audit Panel.

##### **Recommendations**

The Audit Panel is recommended to:

- a. note the report and Appendix 1 and the progress made since the last report submitted to the Audit Panel in September 2018; and
- b. note the work which is continuing to further strengthen MOPAC's commissioning framework.

## 1. Supporting Information

- 1.1. The Mayor's Office for Policing and Crime's role as a commissioner has continued to develop and expand since September 2018, and expenditure related to commissioned services accounts for a significant proportion of MOPAC's total expenditure, accounting for £53.6m 2019/20, an increase from £46.1m in 2018/19.
- 1.2. In June 2019, DARA carried out a follow-up review of their Risk and Assurance Review of MOPAC's Grants and Commissioning Framework (completed in March 2018). The audit provided an update on progress made in implementing actions agreed in the 2018 review. Overall, the review concluded that the control framework was adequate, and that it had continued to develop and improve. The review also identified further actions required to address the risks in the original report. These were:
- the development and implementation of a training plan to support commissioning activities (see 1.10);
  - the development of templates to support the consistent monitoring of provider returns, which is being addressed as part of the rollout of the Standard Operating Procedures (SOPs) (see 1.5);
  - the inclusion of performance and outcomes information on the contracts register (see 1.8); and
  - the conclusion of work strengthening the grants and commissioning process (see 1.7 and 1.9).
- 1.3. A presentation is attached at Appendix 1, which provides more detailed information about MOPAC's commissioning activity. It also provides an update on progress since the last report to the Audit Panel in September 2018, and the paragraphs below highlight some of the key achievements and ongoing developments in this area.

### ***Key Achievements***

- 1.4. The Contracts Management Team (CMT) has been fully established and has been developing a set of SOPs for use across the Criminal Justice and Commissioning Directorate. These SOPs are due to be rolled out to the directorate in the new year and training provided to all teams on their use.
- 1.5. The CMT are also overseeing the rollout of the GLA 'Open Project System' (GLA-OPS) grant management software, to support effective contract management and reporting across all MOPAC grants and contracts. To date, the London Crime Prevention Fund projects and the Home Office funded Early Intervention Youth Fund projects have been migrated to the system and a plan is in place to load the remainder of MOPAC grants and contracts onto the system in 2020.
- 1.6. The internal governance processes within the Criminal Justice and Commissioning Directorate (CJC) have been further strengthened in 2019 through the creation of the Victims and Offenders portfolio groups. The purpose

of these is to oversee programme delivery, including by monitoring progress against team programme plans, which set out each team's delivery priorities for 2019/20, and by the discussion of associated risks and issues.

### ***Further Developments***

- 1.7. An internal report, linked to the contracts register, on the performance of all MOPAC Grants and Contracts was produced for the end of 2018/19, and is updated quarterly. An external version of this report is in development and will be published as part of the MOPAC Quarterly Performance Report from the end of Q3 onwards. It will provide an overview of the performance of all key MOPAC commissioned services, as well as information on key delivery objectives, risks and issues. A sample of the content for this report is included as an Annex to Appendix 1.
  - 1.8. Over the last 12 months MOPAC has developed its capabilities in relation to formal procurement, including by strengthening links with Transport for London's Collaborative Procurement team to explore how they can provide greater support to MOPAC, in line with that provided to the GLA. MOPAC has recently commissioned a provider to conduct a review of its procurement arrangements, to identify where improvements can be made and what long-term structures are required to support MOPAC effectively in future. This review is due to conclude by April 2019 and is part of work being undertaken to plan for the next Mayoral term.
  - 1.9. Work is ongoing on a training plan for CJC. The focus in 2019/20 has been on completing the roll out of core training across MOPAC, including on GDPR, safeguarding and Unconscious Bias, as well as on embedding individual development plans. A CJC working group has been set up to develop a longer-term learning and development strategy encompassing more specialist training for CJC. This working group will report back in early 2020 and the strategy will be implemented in 2020/21.
2. **Equality and Diversity Impact**  
There are no equality and diversity implications arising directly from this report. Equality and diversity considerations form part of MOPAC's commissioning processes, including through research and consultation activity to ensure that the diverse needs of service users are understood and that their voices inform the specification for services.
  3. **Financial Implications**  
There are no financial implications arising directly from this report. However, there are costs associated with the development and rollout of the GLA-OPS system. These will be addressed through a CEO Decision.
  4. **Legal Implications**  
The Police Reform and Social Responsibility Act 2011 provides MOPAC with power and duties beyond policing, including responsibility for the delivery of community safety, reducing crime and consulting victims, alongside an ability to commission crime and disorder grants.

In addition, Section 143 (1) (b) of the Anti-Social Behaviour Crime and Policing Act 2014 provides an express power for MOPAC, as a local policing body, to provide or commission services “intended by the local policing body to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour.” Section 143(3) specifically allows MOPAC to make grants in connection with such arrangements and any grant may be made subject to any conditions that MOPAC thinks appropriate. MOPAC assumed devolved responsibility from the Ministry of Justice (MoJ) for commissioning the majority of victims’ services in London from 1 October 2014.

**5. Risk Implications**

The paper sets out the actions identified by DARA required to address risks in relation to MOPAC’s Commissioning Framework and shows how these are being addressed.

The management of risks relating to the delivery of MOPAC’s commissioned services is embedded into MOPAC’s internal governance processes, including through budget meetings, the Victims and Offenders portfolio groups and the monthly Contracts and Commissioning Group.

**6. Contact Details**

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**7. Appendices and Background Papers**

**Appendix 1 - MOPAC Commissioning: Update for Audit Panel November 2019**

# **MOPAC Commissioning Update for Audit Panel November 2019**



# MOPAC Commissioning Responsibilities

- The **Police Reform and Social Responsibility Act 2011** provides MOPAC with power and duties beyond policing, including responsibility for the delivery of community safety, reducing crime and consulting victims, alongside an ability to commission crime and disorder grants
- **MOPAC's role as a Commissioner has developed significantly over the last 4 years.**
- From 1<sup>st</sup> October 2014 MOPAC assumed responsibility for the commissioning of majority of victims' services in London and annual funding is granted to MOPAC by the MoJ for this purpose
- Discussions with the MoJ continue regarding criminal justice devolution, and in 2019/20 MOPAC received additional monies from the MoJ as part of its annual grant to support the devolution of pre-trial support for witnesses, and a pilot around the devolution of funding for support for victims of sexual violence
- MOPAC has also been successful in bidding for grants from the Home Office and the GLA for specific purposes, as set out in following slides
- In the budgeting process for 2019/20, MOPAC received an additional £20.4m (to be spent across FYs 19/20, 20/21 and 21/22) in Mayoral funds for initiatives tackling serious violence, of which £15m is being invested in delivery of the Mayor's VAWG Fund
- Additionally MOPAC has received funding from the Violence Reduction Unit (VRU) in 2019/20 and 2020/21 to support the delivery of a number of programmes

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# MOPAC's Strategic Commissioning Principles

## **MOPAC's commissioning approach is based on the following principles:**

- Ensuring value for money
- Based on evidence-based and need (qualitative and quantitative)
- Focused on achieving the PCP outcomes
- Service users engaged and focused on benefits to the user
- To exploit opportunities for cross-borough and regional co-commissioning models to improve the access, quality and sustainability of services
- Working with providers where appropriate to develop/change services in line with review and evaluation
- Empowering local areas to commission and deliver
- Commitment to continuous improvement embedded into grant and contract management
- Committed to transparency & publishing information on MOPAC's commissioned services

## **MOPACs commissioning operates a two pronged approach:**

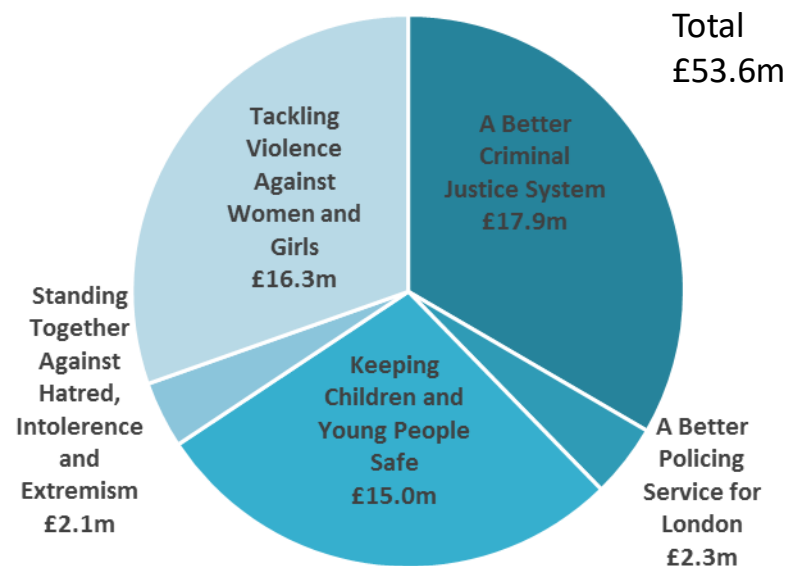
- Local commissioning model (*enabling local delivery*)
- Regional/sub regional commissioning model (*supporting regional demand/need*)



# Overview of MOPAC Commissioning in 2019/20

- MOPAC expenditure related to commissioned services accounts for a significant proportion of MOPAC's total expenditure, accounting for £53.6m 2019/20, an increase from £46.1m in 2018/19
- This provides the capacity to deliver victims services and crime prevention activity in line with the Mayor's Police and Crime Plan, published in March 2017. The split of spending against the 5 priority areas within the PCP is set out below

- MOPAC's commissioning activity has aided the development of regional and local partnerships, attracting match funding with a focus on efficient and effective services
- This partnering process continues to develop and MOPAC is a key partner of the Violence Reduction Unit in their innovative public health approach to tackle violent crime



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# Key MOPAC Commissioning Activities for 2019/20 (1)

## Keeping Children and Young People Safe (£15.0m)

- £1.4m to the children and young people's victim and witness service
- £1.1m of YLF funding for gang exit projects and major trauma centres
- £1.0m to the response and rescue project
- £0.8m to continue Redthread youth support services
- £0.7m to the Taith project to tackle sexual violence and reduce reoffending
- £0.6m on young peoples advocates
- £0.5m on Child House
- £2.1m on other small projects
- £2.7m Early Intervention Youth Funding to a variety of projects
- £4.1m through the London Crime Prevention Fund

## A Better Criminal Justice Service (£17.9m)

- £7.7m to the newly commissioned London Victims and Witnesses Service
- £1.9m to the Small Grants Victims Fund and Safer Neighbourhood Boards
- £1.8m for commissioning of women's centres in London to reduce female reoffending
- £0.8m in trialling the use of GPS tags
- £0.8m to tackle drugs abuse and offender management
- £0.6m on Victims Code of Practice implementation
- £0.9m on other small projects
- £3.6m through the London Crime Prevention Fund

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# Key MOPAC Commissioning Activities for 2019/20 (2)

## **A Better Policing Service for London (£2.3m)**

- £0.4m for public engagement in crime reduction
- £0.3m for police training
- £1.5m through the London Crime Prevention Fund

## **Standing Together Against Hatred, Intolerance and Extremism (£2.1m)**

- £1.2m for countering violent extremism and hate crime, including a small grants programme for civil society groups and direct funding to London boroughs
- £0.3m to support LGBT and male survivors of sexual violence
- £0.4m on other small projects
- £0.3m through the London Crime Prevention Fund

## **Tackling Violence Against Women and Girls (VAWG) (£16.3m)**

- £4.1m for innovation and transformation programmes: Drive (focused on domestic violence perpetrators); MASIP (focused on stalking intervention), and Sexual Violence Triage
- £3.1m to commission new services, manage demand and ensure sustainability
- £2.4m to sexual assault referral services in London
- £1.9m for rape crisis provision in London
- £1.2m on other small projects
- £3.6m through the London Crime Prevention Fund

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# Supporting the Delivery of the VRU

- Services funded by MOPAC have received additional funding from the VRU in 2019/20 and 2020/21 for a number of violence reduction initiatives which are being delivered through extensions to existing MOPAC-funded services. An overview is set out below:

MOPAC Service / Programme	VRU Extension	2019/20 Budget £m	2020/21 Budget £m
Children & Young People's Victim Support Service	• Provision of additional specialist support for young people affected by domestic violence	£0.35m	£0.6m
	• Additional support for young people bereaved by homicide (pilot working with MoJ commissioned national Homicide Service)	£0.4m	£0.74m
London Gang Exit	• Provision of additional specialist mental health & well-being support for young people involved in serious violence	£0.06m	-
Rape Crisis Centres	• Parenting support for vulnerable women who are victims of sexual violence	£0.2m	-
London Female Offender Services	• Delivery of family focused programmes including advocacy and counselling services for women	£0.29m	-
Prison Pathfinder	• Extension of pilot testing violence reduction initiatives in prison into an additional prison in London	£0.08m	£0.2m
Embedded Youth Work in MTCs & A&Es	• Extension of embedded youth work provision in London Major Trauma Centres and A&Es	£0.4m	£1.1m
<b>Total</b>		<b>£1.8m</b>	<b>£2.6m</b>

- Review of any risks and issues relating to delivery of these initiatives is embedded into MOPAC's internal governance processes, including through budget meetings and VRU attendance at the Contracts and Commissioning Group
- Additionally, quarterly performance review meetings are being set up with the VRU to review and discuss the performance of each of these programmes

# London Crime Prevention Fund

LCPF Allocation to Boroughs	Allocation £m	Forecast £m	Variance £m
Barking and Dagenham	0.5	0.5	0.0
Barnet	0.3	0.3	0.0
Bexley	0.2	0.2	0.0
Brent	0.5	0.5	0.0
Bromley	0.3	0.3	0.0
Camden	0.5	0.5	0.0
Croydon	0.6	0.6	0.0
Ealing	0.5	0.5	0.0
Enfield	0.5	0.5	0.0
Greenwich	0.5	0.5	0.0
Hackney	0.6	0.6	0.0
Hammersmith and Fulham	0.4	0.4	0.0
Haringey	0.6	0.6	0.0
Harrow	0.2	0.2	0.0
Havering	0.3	0.3	0.0
Hillingdon	0.4	0.4	0.0
Hounslow	0.4	0.4	0.0
Islington	0.5	0.5	0.0
Kensington and Chelsea	0.2	0.2	0.0
Kingston upon Thames	0.1	0.1	0.0
Lambeth	0.7	0.7	0.0
Lewisham	0.6	0.6	0.0
Merton	0.2	0.2	0.0
Newham	0.6	0.6	0.0
Redbridge	0.4	0.4	0.0
Richmond upon Thames	0.6	0.6	0.0
Southwark	0.2	0.2	0.0
Sutton	0.7	0.7	0.0
Tower Hamlets	0.5	0.5	0.0
Waltham Forest	0.3	0.3	0.0
Wandsworth	0.3	0.3	0.0
Westminster	0.6	0.6	0.0
LCPF Re-profiling	0.0	-1.0	-1.0
<b>Total</b>	<b>13.4</b>	<b>12.4</b>	<b>-1.0</b>

- The London Crime Prevention Fund (LCPF) enables MOPAC to continue to support local community safety and prevention services whilst also recognising that some London challenges relating to the Police and Crime Plan priorities are better addressed through greater collaboration.
- This funding is committed for two 2 year periods to afford boroughs greater flexibility and improve forward planning.
- 2019/20 is the first year of the second two year period.
- A total of £18.7m has been allocated to LCPF delivery in 2019/20, of which £13.4m will be delivered through borough projects and the remaining £5.3m through the co-commissioning fund projects (see next slide).

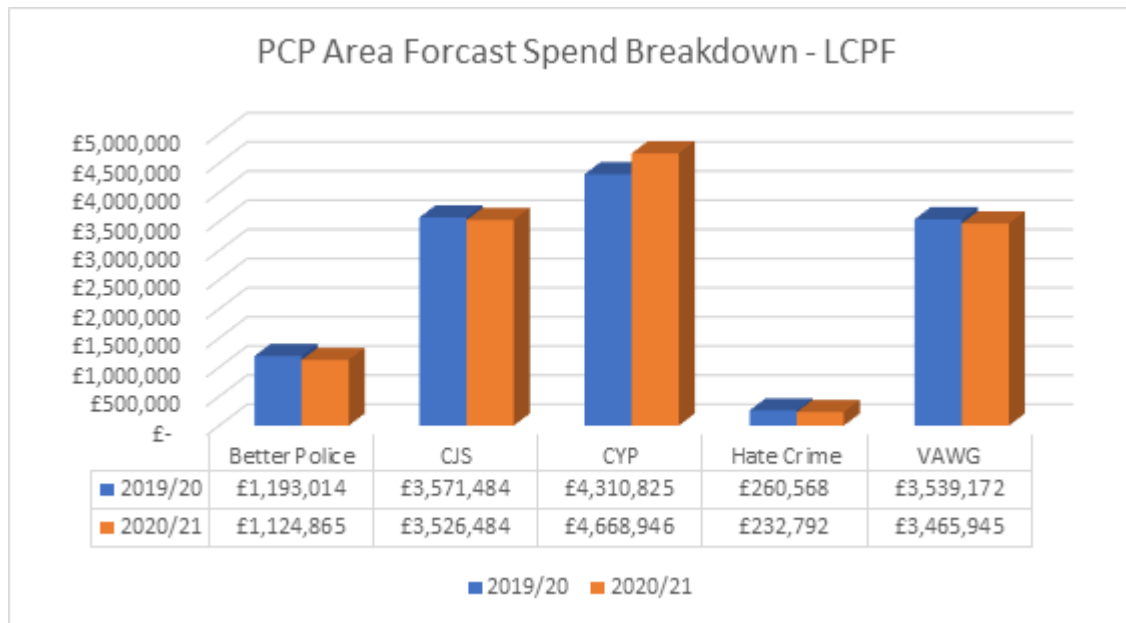
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# London Crime Prevention Fund (cont.)

## Developments in management of LCPF in 2019/20

- The GLA Open Project System (GLA OPS) is a web-based system for organisations to submit bids to MOPAC for funding, and reports on performance and delivery
- Boroughs were asked to submit bids for LCPF funding for 19/20 and 20/21 via this system, and are using it to submit their quarterly financial and performance returns
- GLA-OPS also has a separate reporting tool attached to it, which MOPAC is able to use to support detailed analysis of spend (an example is provided below)



- £3.4m in additional funding (across 19/20 and 20/21) has also gone out to boroughs from the VRU, utilising the LCPF grants process
- MOPAC has started a review of LCPF, and its impact to date, which will inform future spending decisions in 20/21, for delivery in 21/22 & beyond

# London Crime Prevention Fund (cont.)

## LCPF – Co-Commissioning Fund (CCF)

- Through the Co-Commissioning fund (CCF), MOPAC is providing funds to groups of partners to work together to deliver solutions to entrenched or emerging crime and community safety issues. The purpose of the fund is to drive innovation, new approaches and to extend the reach of existing effective services in London through the co-design, co-commissioning and co-delivery of services.
- The CCF was developed in consultation with London boroughs and wider partners.

LCPF Co-commissioning fund	Allocation £m	Forecast £m	Variance £m
Out There Response and Rescue	1.0	1.0	0.0
Taith (Journey) London	0.7	0.7	0.0
Specialist Support to LGBT and Male Survivors of Sexual Violence	0.3	0.3	0.0
South London Alliance Female Offenders Service	0.6	0.6	0.0
Advance Minerva Wrap Around Female Offenders Service	1.0	1.0	0.0
CCF set aside for VRU (£1.1m will be transferred to reserves to be re-profiled into year 2021)	1.7	0.6	-1.1
<b>Total</b>	<b>5.3</b>	<b>4.2</b>	<b>-1.1</b>

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# Mayoral Funding for Tackling Violence Against Women & Girls

- The Mayor's 2019/20 budget provided MOPAC with a £20.4 million uplift over the period 2019/20 to 2021/22 to increase measures aimed at tackling serious violence.
- Of this, £15 million has been allocated to a dedicated fund for tackling Violence Against Women and Girls (VAWG), which will run over 2019/20, 2020/21 and 2021/22.
- The £15.0m VAWG funding consists of four tranches:
  - **Tranche 1: Maintain existing investments:** £1.4m for existing MOPAC funded services with a focus on increasing advocacy support, counselling provision and future proofing forensic medical services.
  - **Tranche 2: Sustain current innovation:** £3.4m for programmes of work that aim to better meet the needs of survivors of sexual violence and tackle repeat perpetrators of stalking and domestic abuse.
  - **Tranche 3: Competitive grant allocation:** £3.4m for developing grass-roots based provision. Competitive grant allocation will focus on grassroots provision to develop and support the growth and networking of community-based organisations responding to VAWG in London.
  - **Tranche 4: Managing an increase in demand:** £6.9m has been awarded following a bidding process to voluntary and community sector providers to projects addressing the surging demand on services in London. This will recognise the increase in the complexity of cases and the severity of violence faced by victims and survivors.
- The remaining £5.4m has been allocated to initiatives tackling serious violence, including domestic abuse, youth violence and hate crime.

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# GLA Young Londoners Fund (YLF)

- The YLF was announced by the Mayor in February 2018. The fund, managed by the GLA, is targeted at a wider range of activities, not just those delivered through MOPAC.
- The YLF helps children and young people fulfil their potential, particularly those at risk of getting caught up in crime. The YLF supports a range of education, sport, cultural and other activities for children and young people, and contributes funding to a number of MOPAC programmes.

## London Gang Exit Support Service (LGE)

- LGE helps young Londoners to exit gangs – both those involved in youth violence and those who are exploited by them. It works with people involved in gangs who use weapons, including working to improve their employability and increase their access to job opportunities.

## Major Trauma Centre (MTC) & A&E Youth Work

- MOPAC funds specialist services for young victims of violence and sexual exploitation in all four London MTCs, ensuring young victims of knife and gang crime are supported at a most critical time.
- MOPAC extended this programme into 2 key A&E departments in London in 2018/19 that have high levels of knife crime, to maximise the power and value of this ‘teachable moment’, and in 2019/20 is extending this provision into a further 5 A&E departments.

Programme	2019/20 Budget £m	2019/20 Forecast £m	2019/20 Variance £m
London Gang Exit	0.5	0.5	0
Major Trauma Centre and A&E Youth Work	0.64	0.64	0
<b>Total</b>	<b>1.14</b>	<b>1.14</b>	<b>0</b>

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# Home Office Police Transformation Fund: Budget Overview

- MOPAC has also been increasingly successful in bidding for external funding in recent years, including from the Home Office Police Transformation Fund (PTF). The projects involve high levels of collaboration between PCCs and other partners
- It is a multi-year fund, with funding covering financial years 2017 to 2020. The projects with match funding attached include funding from various partners including other PCCs and NHSE (London)

Project	Home Office	MOPAC
	2019/20 Budget £m	2019/20 Budget £m
Child House	0.0	1.7
Drive	1.6	1.0
Multi-Agency Stalking Intervention Programme	2.0	0.0
Police Training and Development	0.3	0.0
Sexual Violence Triage	0.5	0.1
<b>Total</b>	<b>4.4</b>	<b>2.8</b>

- Discussions are ongoing regarding the continuation of these projects, and decisions relating to funding for the 3 VAWG projects forms part of delivery of the Mayor's VAWG Fund (slide 11)
- *See next slide for further information on the programmes*

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# Home Office Police Transformation Fund: Programmes Overview

## Child House

- The project ensures that children who have been victims of sexual abuse or exploitation are able to access a complete range of support services from dedicated experts under one roof. This multi-agency approach helps gather better evidence as well as offering longer term support to victims of child sexual abuse in the criminal justice system.
- Home Office funding for this programme was front loaded into earlier years. MOPAC and other partners provide the necessary funding in 2019-20. The project is planned to end in September 2020 and MOPAC is currently exploring options for sustainability.

## Drive

- An innovative response to domestic abuse that aims to reduce the number of child and adult victims of domestic abuse by deterring perpetrator behaviour.

## Multi-agency stalking intervention

- Improving responses to stalking across the criminal justice system and the health sector through rehabilitative treatment for stalkers.

## Sexual Violence Triage (SVT), publicly known as London Survivors Gateway

- The SVT model is piloting a new way for survivors to access support in terms of advocacy, counselling and wider advice across the services commissioned in London across the voluntary and statutory sector.

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# Home Office Early Intervention Youth Fund

- The Home Office Early Intervention Youth Fund launched on 30th July 2018. £22m was available nationally, for the two years covering last (2018/19) and this (2019/20). The fund was open to PCCs in England and Wales and they were required to work with Community Safety Partnerships (or similar) to bid for funding to support targeted early intervention and prevention activity for young people (and in some instances young adults).
- MOPAC was awarded £4.2m over 10 projects. This funding was allocated across 2018/19 and 2019/20.
- The 2019/20 allocation is shown in the table below with all projects currently on forecasting to meet the planned budget.

Project	2019/20 Budget £m	2019/20 Forecast £m	2019/20 Variance £m
Pan London Rescue and Response County Lines project	-0.36	-0.36	0.00
Your Voice - Your Future	-0.32	-0.32	0.00
Harrow Borough	-0.34	-0.34	0.00
Breaking Barriers Southwark	-0.31	-0.31	0.00
Westminster, Kensington and Chelsea and Hammersmith & Fulham boroughs	-0.34	-0.34	0.00
Crime Prevention Pathway	-0.33	-0.33	0.00
Divert	-0.32	-0.32	0.00
Responsive Community Engagement Team	-0.27	-0.27	0.00
Camden Borough	-0.15	-0.15	0.00
Safe Haven projects in New Cross/Deptford	-0.10	-0.10	0.00
<b>Total</b>	<b>-2.84</b>	<b>-2.84</b>	<b>0.00</b>

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# Summary of Audit Recommendations

## • Summary of audit findings from June 2017

- DARA carried out a Risk and Assurance Review of MOPAC's Grant Allocation and Management process (September 2016). Overall the audit found:
- *The control framework is adequate and controls to mitigate key risks are generally operating effectively, although a number of controls need to improve to ensure business objectives are met.*
- The audit identified 11 Key action points for improvement, the MOPAC Top 3 actions points summarised below:
  1. Need for greater consistency of contract management approach including policies and procedures
  2. Greater capacity and capability including a separate contract management function and training
  3. Collation of quarterly performance information across our commissioned services

Recent Control Improvement evidences how this is implemented.

## Mitigations identified in June 2017

- Growth in staffing budget to support the creation of a separate contract manager and supporting team within the IOM Directorate – implemented by Autumn 2017
- Development of standard monitoring quarterly approach to align to MOPAC quarterly budget reporting approach in place by end of 2017
- Training to managers approved by Autumn 2017 following IOM directorate planned restructure
- Integration of contract performance and risk into MOPAC's overall risk register

## Actions identified in follow-up review (June 19)

- DARA carried out a follow up review in 2019. Overall the audit found:

*The control framework supporting grants and commissioning activity within MOPAC has continued to develop and improve, with key risk generally being effectively managed.*

*Since our original follow up review of the seven partly implemented actions, four actions have now been fully implemented and three partly implemented, where action is planned and currently underway.*

- The review identified further actions for improvement, and the key points are summarised below:
  - A training plan to be developed and implemented to support commissioning
  - Monitoring of grant returns and outcomes to be captured on the contracts register
  - Conclude implementation of work undertaken with SFRM to strengthen grant and commissioning process

- The following slides provide an update on the implementation of these and other improvements

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# Updates since progress review (June 2019)

## **Establishment of Contracts Management Team**

- Contracts Management team fully established, with Head of Contracts Management and 2 Contract and Performance Officers in place
- Contracts Register published on MOPAC's website in Q1 2019
- Standard Operating Procedures developed: been subject to consultation with Criminal Justice & Commissioning Directorate and reviewed by Contracts & Commissioning Group & will be signed off in Dec 2019 and formally rolled out in Jan 2020

## **Development of Procurement Management Arrangements**

- Procurement Management appointed and working with TfL management structures to ensure procurement processes conducted in compliance with PCR2015
- Review of procurement processes & arrangements is being commissioned to further strengthen ways of working across MOPAC and the VRU, and discussions are ongoing with TfL to establish permanent arrangements to support ongoing management of commissioning process

## **Consistent Approach & Documentation for Contract Monitoring**

- Roll out of GLA 'Open Project System' (GLA-OPS) is underway, with LCPF projects for 19/20 and 20/21, and EIYF projects, managed through this.
- A plan is in development for the migration of other programmes onto this grant management software in 19/20 and 2020/21

# Progress since progress review (June 2019)

## Training plan for CJC

- Focus across MOPAC in 19/20 on embedding individual development plans and new quarterly manager review process rolled out to support decision-making in response to training requests
- Training planned for early 2020 to support roll out of SOPs once signed off in Dec 2019

## Strengthening of CJC governance and planning arrangements

- Annual programme plans in place for each team within CJC to identify delivery priorities for 19/20 and to enable robust monitoring of delivery
- Internal CJC governance arrangements strengthened through creation of Victims and Offenders portfolio groups, the purpose of which is to oversee programme delivery, including by monitoring progress against team programme plans, and discussion of associated risks and issues
- ‘Surgery’ sessions established for all members of CJC, to allow individual programme managers/officers to get advice and support from CJC Heads of Service (see below), Head of Contract Management and SFRM to resolve queries relating to commissioning, grant and contract management
- Formal integration of evaluations into the Contracts and Commissioning Group, to further embed the principles of evidence based commissioning

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# Progress since progress review (June 2019)

## **Increase in Capacity**

- Resource review completed at the beginning of 19/20 to identify additional resources required to support commissioning for time limited programmes of work, linked to external and Mayoral uplift funding, which has enabled CJC to deliver on time
- Creation of 2 Heads of Service roles from December 2019, to increase the management capacity within CJC, providing greater oversight and assurance in relation to commissioning, grant and contract management.

## **Embedding new ways of working with finance**

- New activity codes & financial reporting system embedded across CJC, providing increased assurance regarding monitoring of spend in year

## **MOPAC Commissioning Performance Report**

- A report providing information on the performance of MOPAC's commissioned services is being developed, which will sit alongside the Contracts Register and will be published as part of MOPAC's Quarterly Performance Report from Q3 onwards
- See annex for some example content from the draft report

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# Annex – Extract from Draft MOPAC Commissioning Performance Report

*Performance report to be published at end of Quarter 3 as part of MOPAC's  
Quarterly Report*

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