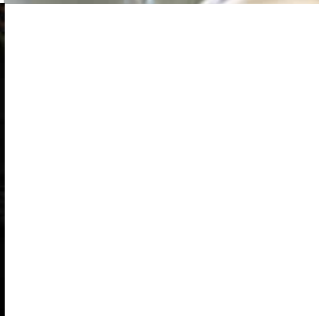
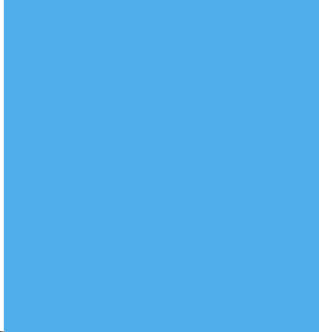


M O P A C

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME



The Mayor's Office for Policing and Crime Quarterly Finance and Performance Report Quarter 3 2025/26

1 October – 31 December 2025



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1. Introduction



"I'm ambitious about what we can achieve and I'm impatient to start delivering results for Londoners. Within the Mayor's Office for Policing and Crime (MOPAC) we have wasted no time in getting to work over the first nine months of 2025/26."

We published the Mayor's new Police and Crime Plan at the end of March 2025 and this quarter 3 report for 2025/26 is the third of this new Plan period.

The key aims of the Police and Crime Plan are:

- Reducing violence and criminal exploitation;
- Building safer, more confident communities;
- Supporting and overseeing reform of the Metropolitan Police Service (the Met); and
- Improving the criminal justice system and supporting victims.

Long-term reductions since 2016 continue across key crime types including Violence with Injury, Burglary, Homicide, and Gun Crime (Lethal Barrel Discharge).

The latest year-on-year data to January 2026 shows falls in both serious violence (Homicide, Violence with Injury, Gun Crime Lethal Barrel Discharge) and neighbourhood crime (personal robbery, theft from the person, vehicle crime and residential burglary).

The latest national Office for National Statistics (ONS) data indicates that Londoners remain less likely to experience violent crime than the England and Wales average.

Partnership is at the heart of the Mayor's Police and Crime Plan, and achieving these improvements in safety for Londoners is the result of the efforts of many thousands of people, working across organisations. In Quarter 3, I was privileged to be able to see some of that work first hand, including joint operations between the Met, councils and businesses to crack down on town centre crime ahead of Christmas; joining Tom Copley, Deputy Mayor for Housing to see how together, MOPAC and the GLA are working with VAWG organisations and housing providers to provide safe accommodation for victim/survivors of domestic abuse; and visiting Catch22's Young Londoners' Victim Service to see how Mayoral funding is helping make sure young victims of crime get the specialist help they need.

This report helps showcase even more of the work going on across London – and the impact it is making for the people we are here to serve.

I also want to pay tribute to Claire Waxman OBE, who stepped down as London's Independent Victims' Commissioner to take up the role of National Victims' Commissioner. Claire's contribution to improving the service provided to victims of crime in London has been immense, and I know she will continue to advocate and achieve with the same energy and skill for victims around the country.

I am delighted that we have announced that Andrea Simon, Director of the End Violence Against Women Coalition will be London's next Independent Victims' Commissioner, and look forward to working with her in the years ahead to make sure victims are at the heart of everything we do.

**Kaya Comer-Schwartz
Deputy Mayor for Policing and Crime (DMPC)**

"I'm grateful to everyone involved for your commitment and expertise in helping deliver our ambitious Plan for London. With the Mayor, I will continue to do everything I can to support you in your vital work."

2. The Police and Crime Plan at a Glance

The Mayor's Police and Crime Plan sets out his high-level priorities for policing, crime and community safety in London for the period 2025 to 2029. To support this work, MOPAC has published an outcomes framework which sets out the key indicators for measuring implementation. Further details on the Police and Crime priorities can be found in Chapter 10.



Improving the Criminal Justice System

Aim: decrease in the proven reoffending rate

As of Q3 reoffending rate has increased by 2.5pp**



Supporting Victims

Aim: increase in victim satisfaction

3 victim satisfaction is stable at 1pp*



Supporting and overseeing reform of the Met

Aim: increase in Londoners who believe the Met is an organisation they can trust

Q3 trust in the police is down by 2pp*



Building safer, more confident communities

Aim: decrease in Londoners worried about crime

Q3 Londoners worried about crime is down by 2pp*



Reducing Violence and Criminal Exploitation

Aim: decrease in violence with injury

Q3 violence with injury is stable at -1.1%*



*These comparisons are made against the Police and Crime Plan (PCP) baseline period of 12 months to March 2025. Each reporting cycle compares the most recent 12-month period with this baseline to assess progress and trends over time - pp stands for percentage point.

**This is in comparison with the previous year as the data for the equivalent PCP baseline is not yet available.

3. The MOPAC Group 2025/26 Budget at a Glance

The MOPAC Group budget is made up of MOPAC, the Violence Reduction Unit (VRU) and the Metropolitan Police Service (the Met).

MOPAC has a statutory role overseeing the Met on behalf of Londoners, it sets the main priorities for policing and community safety in the capital, agrees the Met's budget, commissions support services for victims of crime and funds crime prevention activities; the Met is London's police service; and the VRU works to stop violence before it happens through an approach that is rooted in prevention and early intervention.

2025/26 BUDGET AT A GLANCE & TOTAL SOURCE OF FUNDS

The original MOPAC Group budget for 2025/26 was set at £5,054.5m and includes budgeted costs for Police Officers £2,875.2m, Police Staff (including MOPAC & VRU officers) £882.0m, Police Community Support Officers (PCSOs) £85.6m, supplies and services of £675.5m plus other costs of £536.2m.



£2,632.8m
Home Office
Police Grant



£1,159.0m
Council Tax and
Business Rates



£817.9m
Specific Grants



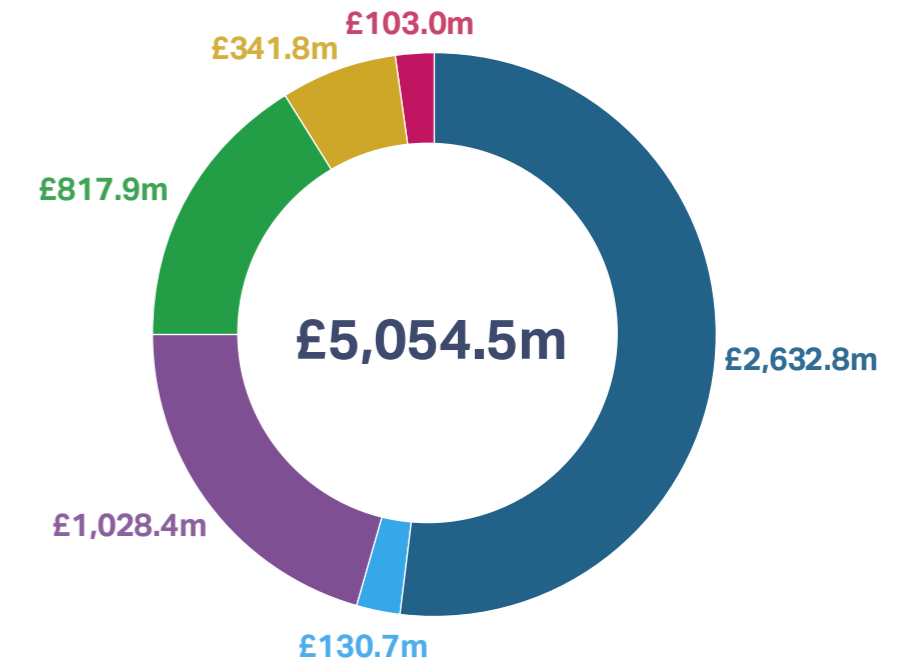
£341.8m
Other income



£103.0m
Transfer from
Reserves

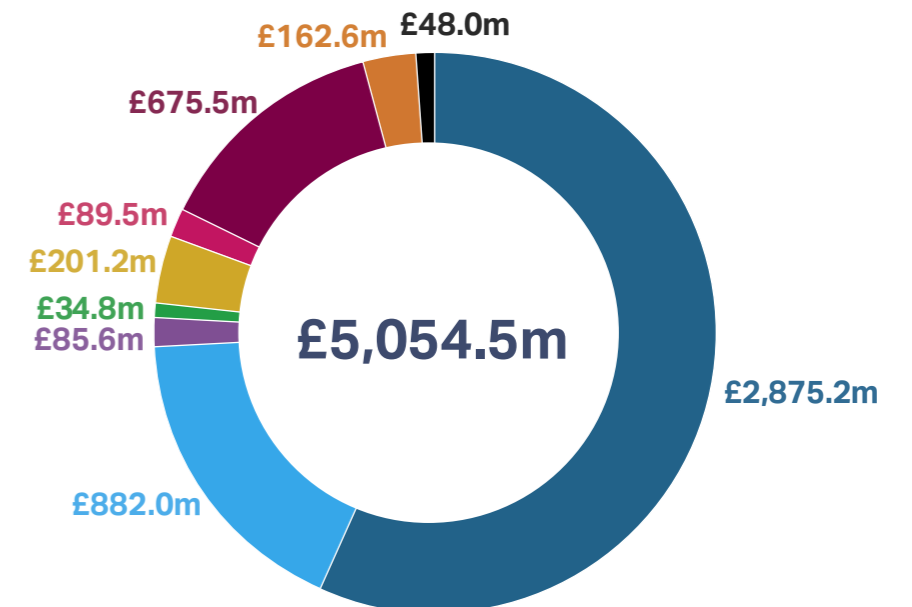
2025/26 MOPAC GROUP FUNDING BUDGET £M

- Home Office Police Grant
- Retained Business Rates
- Council Tax
- Specific Grants
- Other Income
- Transfer from Reserves



2025/26 MOPAC GROUP EXPENDITURE £M (SUBJECTIVE)

- Police Officer Costs & Overtime
- Police Staff Costs & Overtime
- PCSO Costs & Overtime
- Other Employee Related Costs
- Premises Costs
- Transport Costs
- Supplies and Services
- Capital Financing
- Third Party Payments (Pensions)



4. Full Year Forecast for the MOPAC Group

HEADLINES

- Forecast overspend of £19.6m (less than 1% of the budget) – although this is a reduction of £4.2m from quarter 2, there remains a risk of not delivering a balanced budget. However, the Met are exploring a range of options to mitigate the risk as set out below.
- Key drivers of the overspend remain unchanged from quarter 2: pay (too many officers in posts funded by core budget who need to move into posts funded by external income but delays due to vetting and training), overtime (to cover additional public order events, sickness and vacancies) and under delivery of non-workforce efficiencies.
- Specific actions to deliver a balanced budget by the end of the year include exploring income recovery from the Home Office to cover the significant costs incurred from policing public order events, as well as introducing spending controls.

QUARTER 3 FORECAST

MOPAC Group at quarter 3 is forecasting a £19.6m overspend to budget, of which £21.6m is driven by the Met offset in part by an underspend in MOPAC and the VRU of £2.0m.

The quarter 3 position has a forecast overspend of £118.6m on gross expenditure driven by pressures across pay, overtime, supplies and services, and capital financing.

The forecast overspend on pay of £37.0m is being driven by several factors including a higher than anticipated pay award (0.8% unfunded), increased pension costs, overspends in police staff due to the insourcing of previously outsourced services, increased agency costs to backfill vacant posts and police officer pay overspend due to too many officers in posts funded by core budget who need to move into posts funded by external income but delays due to vetting and training. It is offset by a small underspend in PCSO pay of £3.2m.

Overtime is forecasting a £23.4m overspend, of which £13.5m relates to Police Staff, primarily driven by the need to cover sickness and vacancies in Operations and Performance, and £9.7m for police officer overtime relating to increased public order events and covert policing activity. This is partially offset by additional income and grants received as part of cost recovery. This is an area the MPS continue to focus on and is one of the key areas they are targeting to deliver a balanced budget by the end of the year.

The overspend on running costs of £56.3m is being driven by significant overspends in supplies and services and capital financing, offset by underspends in premises and transport costs.

The overspend in supplies and services of £63.5m is due to several factors, including an increase in costs for Operation Northleigh (the Grenfell Tower investigation) which is offset by a corresponding increase in specific grants, a pressure in relation to third party claims and a shortfall of £8.3m against the savings target (further details in Chapter 7).

The underspend on premises costs is due to in-year maintenance cost savings and the reclassification of lease-related rent to capital financing, with a corresponding overspend on capital financing, and a £14.3m underspend on transport costs linked to the insourcing of fleet services.

Total income is forecasting over delivery of £166.9m. This includes over delivery of £36.0m in sales, fees and charges including income from the Forest Gate fire insurance claim, additional funding from the contracts for the Palace of Westminster and Vetting and business rebates. Interest receivable is £6.7m higher than budget following higher than expected investment balances. Specific grants are forecast at £124.2m higher than budget, including additional funding for the pay award, Counter Terrorism Policing and Protective Security and the reclassification of the £45.6m Neighbourhood Police Grant (which will be claimed in full) to Specific Grants. Home Office Police Grant is showing a corresponding reduction due to this reclassification.

Reserves are forecasting a £22.4m reduction in drawdown, reflecting revised assumptions on Home Office funding and slippage in project delivery.

There is a risk that the Met will be unable to deliver a balanced budget by the end of the year. In previous years, the forecast has improved favourably between quarter 2 and quarter 3, but the fact this has not happened this year highlights the lack of slack in the budget and the improved accuracy of forecasting. The Met are looking at a range of options to balance the budget, including exploring income recovery from the Home Office and Counter Terrorism to fund the significant additional costs incurred from policing public order events, as well as introducing spending controls such as deferring staff start dates and deferring non-essential expenditure (avoiding detrimental impacts on 2026/27 as far as possible).

2025/26 MOPAC GROUP FINANCIAL PERFORMANCE

Year to Date (YTD) Budget £m	YTD Actuals £m	YTD Variance £m	Cost Category	Original Budget 2025/26 £m	Full Year Forecast at Q1 2025/26 £m	Full Year Forecast Variance to Original Budget 2025/26 £m
2,024.8	2,029.7	4.9	Police Officer Pay	2,700.5	2,704.3	3.8
647.6	649.8	2.2	Police Staff Pay	853.1	889.5	36.4
63.3	60.7	(2.6)	PCSO Pay	85.3	82.1	(3.2)
2,735.8	2,740.3	4.5	Total Pay	3,638.9	3,675.9	37.0
132.8	142.1	9.3	Police Officer Overtime	174.7	184.4	9.7
24.4	31.6	7.2	Police Staff Overtime	28.9	42.5	13.5
0.2	0.3	0.2	PCSO Overtime	0.2	0.4	0.2
157.3	174.0	16.7	Total Overtime	203.8	227.2	23.4
24.4	21.8	(2.7)	Employee Related Expenditure	34.8	39.9	5.2
35.4	34.8	(0.6)	Supplementary Pension Costs	48.0	44.8	(3.2)
2,953.0	2,970.8	17.9	Staff costs total	3,925.6	3,987.9	62.3
143.0	133.1	(9.9)	Premises Costs	201.2	181.5	(19.7)
53.2	59.2	6.0	Transport Costs	89.5	75.2	(14.3)
415.2	428.0	12.9	Supplies & Services	571.2	634.7	63.5
57.6	56.3	(1.3)	Third Party Payments	104.3	102.5	(1.8)
160.6	159.1	(1.5)	Capital Financing Costs	162.6	191.2	28.6
829.6	835.8	6.2	Total Running Expenses	1,128.9	1,185.2	56.3
3,782.6	3,806.6	24.0	Total Gross Expenditure	5,054.5	5,173.1	118.6
(249.9)	(270.2)	(20.3)	Sales, Fees, Charges and Recharges	(328.5)	(364.5)	(36.0)
(717.6)	(711.5)	6.1	Specific Grants	(817.9)	(942.1)	(124.2)
(11.6)	(18.3)	(6.7)	Interest Receivable	(13.3)	(20.0)	(6.7)
(979.0)	(999.9)	(20.9)	Total Gross Income	(1,159.6)	(1,326.5)	(166.9)
2,803.5	2,806.7	3.1	Net Expenditure	3,894.9	3,846.5	(48.3)
(11.2)	(11.5)	(0.3)	Transfers to/(from)Reserves	(103.0)	(80.6)	22.4
2,792.3	2,795.2	2.9	Net Expenditure after Reserves	3,791.8	3,765.9	(26.0)
(1,993.8)	(1,993.8)	0.0	Home Office Police Grant	(2,632.8)	(2,587.2)	45.6
759.9	759.9	0.0	Financing requirement through GLA	1,159.0	1,159.0	0.0
(99.3)	(99.3)	0.0	Retained Business Rates	(130.7)	(130.7)	0.0
(660.6)	(660.6)	0.0	Council Tax Requirement	(1,028.4)	(1,028.4)	0.0
38.7	41.5	2.9	Net MOPAC Group Variance	0.0	19.7	19.6

5.a. Financial Summary - the Met

2025/26 MET FINANCIAL PERFORMANCE, £M

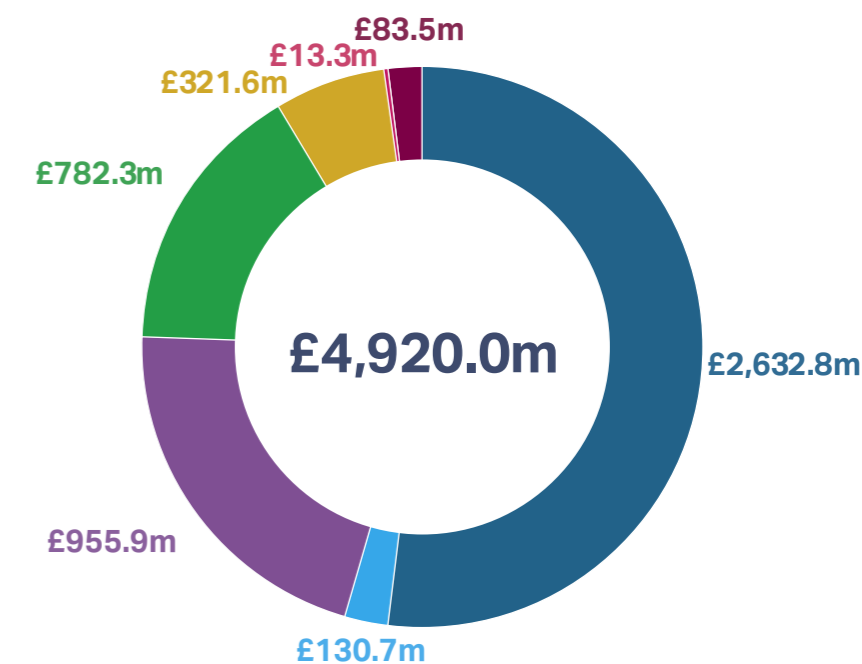
The total gross expenditure budget is £4,920.0m, with Council Tax precept and business rates funding of £1,086.6m and Police Grant of £2,632.8m, reserve funding of £83.5m and other income (including specific grants) of £1,117.1m. Reserves are forecasting a £19.8m reduction in drawdown, reflecting revised assumptions on Home Office funding and slippage of project delivery.

YTD	YTD Actuals £m	YTD Variance £m	Subjective Cost Category	Original Budget 2025/26 £m	Full Year Forecast at Q3 2025/26 £m	Full Year Forecast Variance to Original Budget 2025/26 £m
2,024.8	2,029.7	4.9	Police Officer Pay	2,700.5	2,704.3	3.8
629.4	631.7	2.3	Police Staff Pay	828.3	864.3	36.1
63.3	60.7	(2.6)	PCSO Pay	85.3	82.1	(3.2)
2,717.5	2,722.1	4.6	Total Pay	3,614.1	3,650.8	36.7
132.8	142.1	9.3	Police Officer Overtime	174.7	184.4	9.7
24.4	31.6	7.2	Police Staff Overtime	28.9	42.5	13.5
0.2	0.3	0.2	PCSO Overtime	0.2	0.4	0.2
157.3	174.0	16.7	Total Overtime	203.8	227.2	23.4
24.1	21.5	(2.7)	Employee Related Expenditure	34.3	39.5	5.1
35.4	34.8	(0.6)	Supplementary Pension Costs	48.0	44.8	(3.2)
2,934.5	2,952.4	18.0	Staff Costs Total	3,900.3	3,962.3	61.9
142.5	132.5	(9.9)	Premises Costs	200.3	180.8	(19.5)
53.2	59.2	6.0	Transport Costs	89.5	75.2	(14.3)
412.9	425.7	12.8	Supplies and Services	567.2	630.5	63.3
160.6	159.1	(1.5)	Capital Financing Costs	162.6	191.2	28.6
769.1	776.5	7.4	Total Running Expenses	1,019.7	1,077.7	58.1
3,703.6	3,728.9	25.3	Total Gross Expenditure	4,920.0	5,040.0	120.0
(246.7)	(265.6)	(18.9)	Sales Fees & Charges	(321.6)	(356.8)	(35.2)
(687.8)	(680.9)	7.0	Specific Grants	(782.3)	(904.1)	(121.8)
(11.6)	(18.3)	(6.7)	Interest Receivable	(13.3)	(20.0)	(6.7)
(946.1)	(964.7)	(18.6)	Total Gross Income	(1,117.1)	(1,280.9)	(163.7)
2,757.5	2,764.2	6.7	Net Expenditure	3,802.9	3,759.1	(43.7)
(3.8)	(3.8)	0.0	Transfer to/(from) Reserves	(83.5)	(63.7)	19.8
2,753.7	2,760.4	6.7	Net Expenditure After Reserves	3,719.4	3,695.4	(24.0)
(1,993.8)	(1,993.8)	0.0	Home Office Police Grant	(2,632.8)	(2,587.2)	45.6
759.9	759.9	0.0	Financing Requirement through GLA	1,086.6	1,108.2	21.6
(99.3)	(99.3)	0.0	Retained Business Rates	(130.7)	(130.7)	0.0
(660.6)	(660.6)	0.0	Council Tax Requirement	(955.9)	(955.9)	0.0
0.0	6.7	6.7	Overall Met Total	0.0	21.6	21.6

The Met are forecasting an overspend of £21.6m against the budget approved in March 2025. This includes a forecast overspend of £120.0m on gross expenditure offset by £163.7m of additional income. The forecast includes pressures across pay, overtime, supplies and services, and capital financing. These are offset in part through additional income, including increased specific grants.

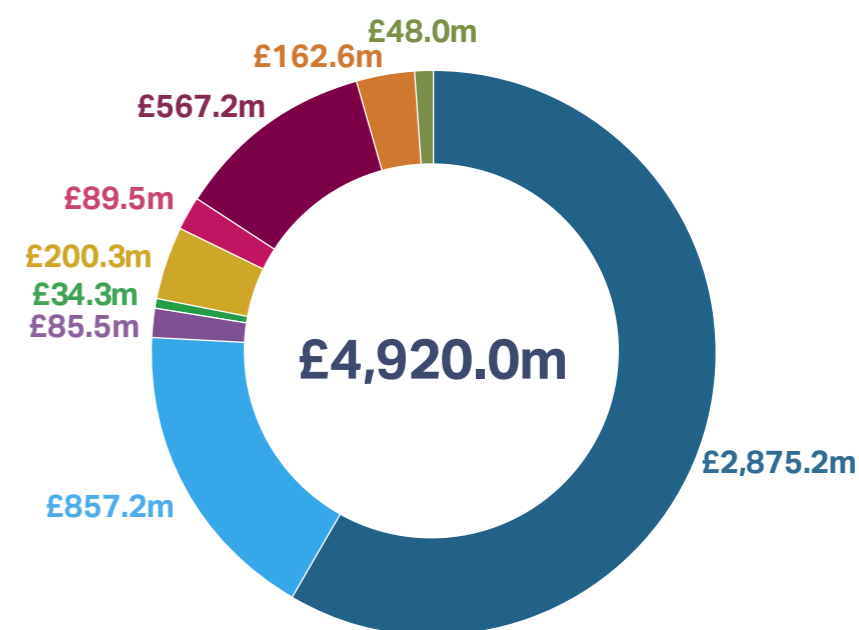
2025/26 MET FUNDING BUDGET, £M

- Home Office Police Grant
- Retained Business Rates
- Council Tax
- Specific Grants
- Other Income
- Interest Receivable
- Transfer from Reserves



2025/26 MET EXPENDITURE, £M (SUBJECTIVE)

- Police Officer Costs & Overtime
- Police Staff Costs & Overtime
- PCSO Costs & Overtime
- Employee Related Costs
- Premises Costs
- Transport Costs
- Supplies and Services
- Capital Financing
- Supplementary Pension Costs



5.b. Financial Summary - MOPAC and VRU

2025/26 MOPAC & VRU FINANCIAL PERFORMANCE, £M

The total gross expenditure budget is £134.5m, with funding from Council Tax precept and Police Grant of £72.5m, reserve funding of £19.5m and other income (including grants) of £42.5m. Included within budgeted other income is £22.3m Ministry of Justice and £13.3m Home Office grant funding.

MOPAC and VRU combined are forecasting a £2.0m underspend in 2025/26. This is due to a gross income favourable variance of £3.2m largely due to additional specific grants announcements after the budget was set. Gross expenditure is forecasting

a £1.4m underspend, this is predominately due to underspends across projects and a technical adjustment to reverse aged goods receipts which are no longer required.

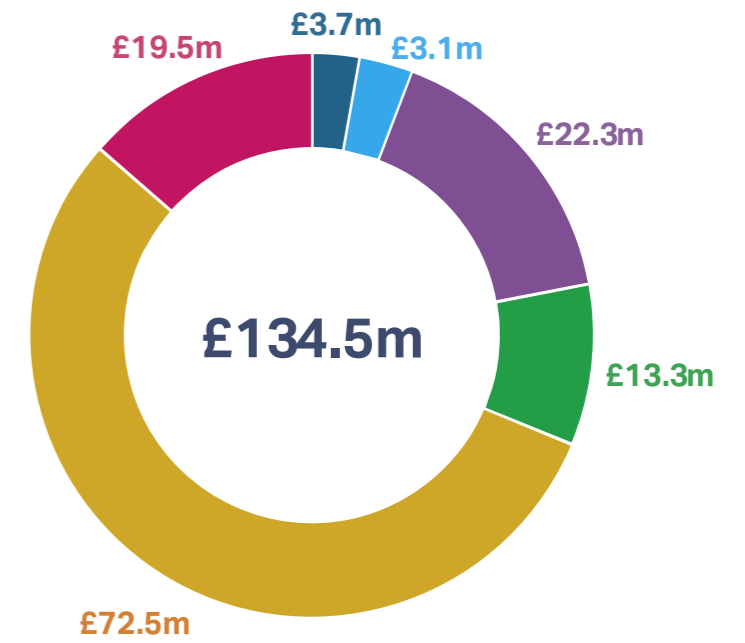
There is an adverse on reserve funding of £2.6m reflecting expenditure reprofiled into future years.

The new Police and Crime Plan was published following approval of the 2025/26 budget; therefore the approved budget has been allocated to reflected the new Police and Crime Plan priorities.

YTD Budget £m	YTD Actuals £m	YTD Variance £m	Cost Category	Original Budget 2025/26 £m	Full Year Forecast at Q3 2025/26 £m	Full Year Forecast Variance to Original Budget 2025/26 £m
18.2	18.1	(0.1)	Staff Pay	24.8	25.1	0.3
18.2	18.1	(0.1)	Total Pay	24.8	25.1	0.3
0.0	0.0	0.0	Staff Overtime	0.0	0.0	0.0
0.0	0.0	0.0	Total Overtime	0.0	0.0	0.0
0.3	0.3	0.0	Employee Related Expenditure	0.4	0.5	0.0
18.5	18.4	(0.1)	Staff Costs Total	25.3	25.6	0.4
0.6	0.6	0.0	Premises Costs	0.9	0.7	(0.2)
0.0	0.0	0.0	Transport Costs	0.0	0.0	0.0
2.3	2.3	0.1	Supplies & Services	4.0	4.2	0.2
57.6	56.3	(1.3)	Third Party Payments	104.3	102.5	(1.8)
60.5	59.3	(1.2)	Total Running Costs	109.2	107.5	(1.8)
79.0	77.7	(1.3)	Total Gross Expenditure	134.5	133.1	(1.4)
(3.1)	(4.6)	(1.5)	Sales Fees & Charges	(6.9)	(7.7)	(0.8)
(29.8)	(30.6)	(0.9)	Specific Grants	(35.6)	(38.0)	(2.4)
(32.9)	(35.2)	(2.3)	Total Gross Income	(42.5)	(45.7)	(3.2)
46.1	42.5	(3.6)	Net Expenditure	92.0	87.4	(4.6)
(7.4)	(7.7)	(0.3)	Transfers to/(from) Reserves	(19.5)	(16.9)	2.6
38.7	34.8	(3.9)	Net Expenditure after Reserves	72.5	70.5	(2.0)
		0.0	Council Tax Requirement	(72.5)	(72.5)	0.0
38.7	34.8	(3.9)	Overall MOPAC & VRU Total	0.0	(2.0)	(2.0)

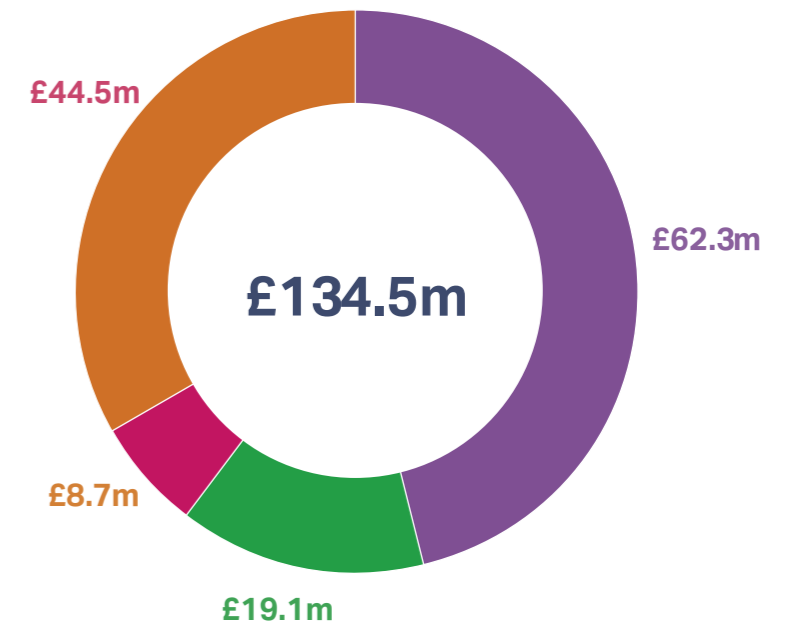
2025/26 MOPAC & VRU FUNDING

- Police Property Act Fund (PPAF)
- Other Income
- Ministry of Justice
- Home Office
- Council Tax Precept and Police Grant
- Transfer from Reserves



2025/26 MOPAC & VRU EXPENDITURE

- Reducing violence and criminal exploitation
- Building safer, more confident communities
- Supporting and overseeing reform of the Met
- Improving the criminal justice system and supporting victims



6. Capital Expenditure and Trends

The Capital Strategy supports the Mayor’s vision for London as the safest global city by investing in policing infrastructure that strengthens public trust, reduces violence, and safeguards vulnerable communities. It embeds the priorities of the New Met for London plan More Trust, Less Crime, and High Standards, and aligns with wider Mayoral objectives, including achieving Net Zero Carbon by 2030 and delivering 50% affordable housing on sites that are disposed across the Greater London Authority (GLA) Group. It focuses on five key priority areas:

Property Services: The Met’s Estate Strategy was published in December. It sets out the vision of providing a safe and efficient estate to support the Met to deliver its mission, whilst acknowledging the financial constraints, alongside ongoing maintenance and planned works delivered through Business as Usual.

Strategy and Transformation: Capital investment underpins major change initiative, including the New Met for London initiative, embedding reform across all areas to support the wider transformation agenda..

Digital, Data and Technology (DDaT): Investment in this area supports core IT infrastructure, device replacement, and systems that enable operational transformation.

As part of the 2026/27 budget setting process, the Met held a detailed capital workshop with MOPAC in October and conducted a zero-based review of the capital programme. Demand on capital budgets is growing due to pressures such as the new business services IT system, Command and Control, transition to electric vehicles and evolving technology, whilst the opportunities to fund this expenditure is reducing due to a lack of Government funding and limited opportunities for capital receipts given the reduced size of the Estate due to historical disposals. The Met are exploring increasing the revenue contributions in future years to fund capital expenditure and reduce the amount of external borrowing that is undertaken to ensure an affordable and sustainable capital programme.

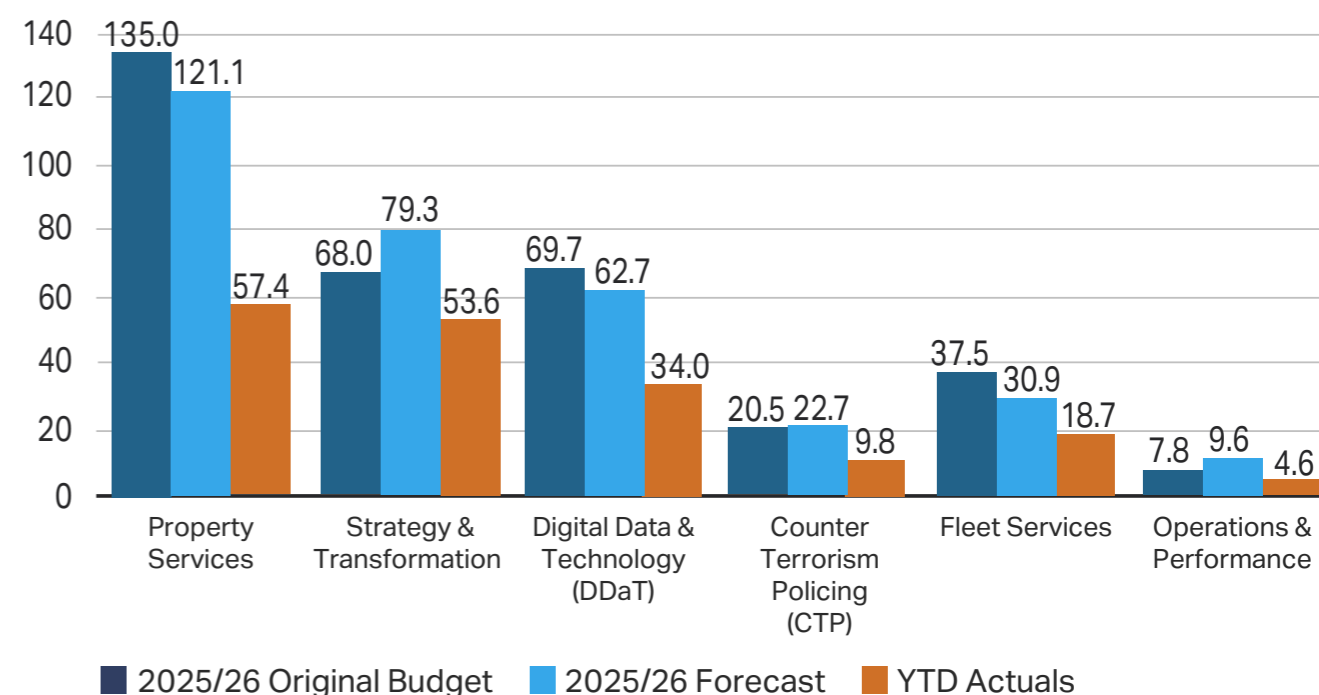
The Met also contributes to national programmes such as the Emergency Services Network.

Counter Terrorism Policing (CTP): Funding here supports technology and transformation initiatives aimed at protecting London from terrorism. All expenditure is covered by ring-fenced grants or third-party contributions.

Fleet Services: Operating a fleet of approximately 5,000 vehicles, capital investment is directed towards vehicle replacement, with additional funding for telematics and electric charging infrastructure to support sustainability goals.

YEAR TO DATE CAPITAL EXPENDITURE ACTUALS AGAINST ORIGINAL BUDGETS, £M

The 2025/26 capital programme forecast at quarter 3 of £326.3m is £12.1m under the approved published budget of £338.4m. Year to date expenditure is £178.2m. The chart summarises the year-to-date capital expenditure actuals and forecast against original budgets by priority area.

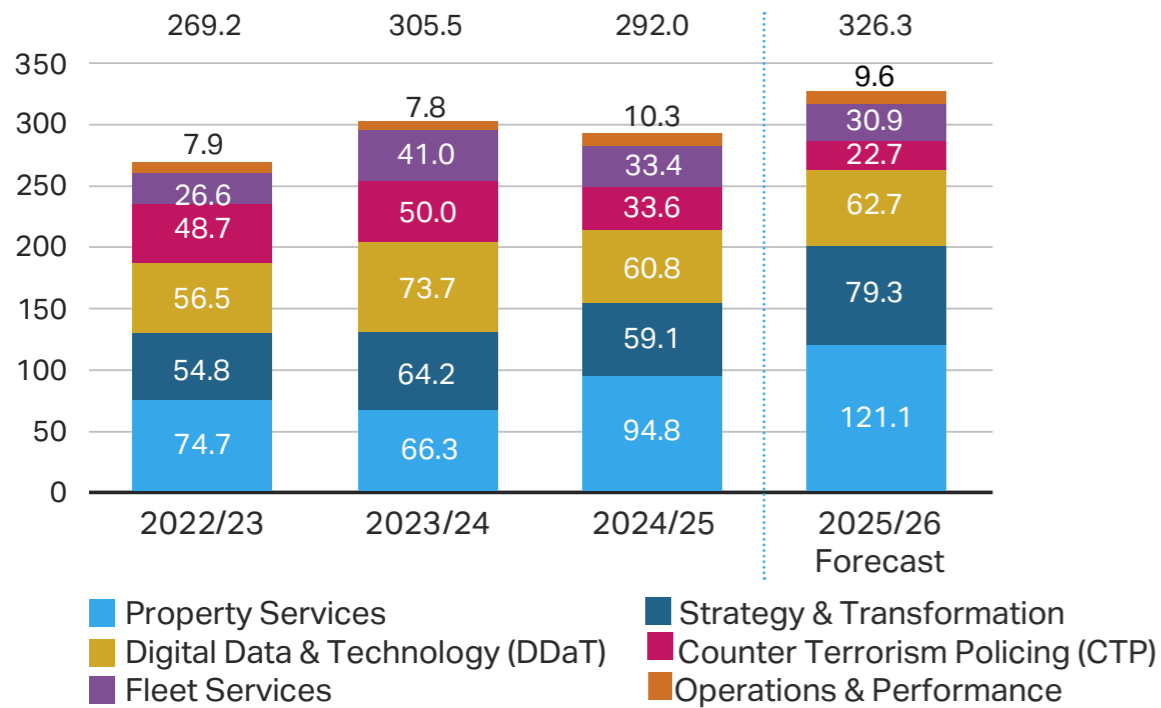


Key drivers of the £12.1m forecast underspend are:

- There are forecast underspends in Property Services (£13.9m underspend), Digital Data & Technology (£7.0m underspend) and Fleet Services £6.6m underspend).
- The Property Services underspend is driven by slippage of work into 2026/27 due to the need to align with the Estate Strategy.
- The Fleet Services underspend is due to a delay in the delivery of vehicles.
- The Digital Data & Technology underspend is due to slippage on the Networks Replacement project into 2026/27.
- These underspends are offset by an overspend of £11.2m in Strategy and Transformation primarily due to slippage of spend on Command & Control from 2024/25 offset by additional slippage into 2026/27.



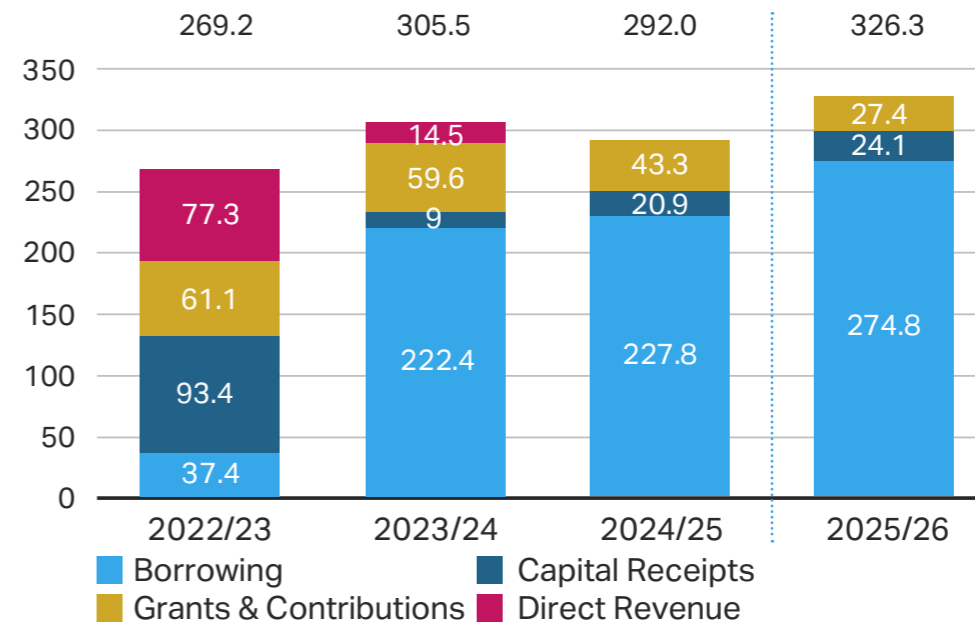
MET CAPITAL EXPENDITURE, 2022/23 TO 2025/26, £M



The graph shows actual expenditure 2022/23 to 2024/25 and the forecast for 2025/26.

The increase in spend compared to previous years has largely been driven by increased activity in Property and Strategy & Transformation.

CAPITAL FINANCING, 2022/23 TO 2025/26 £M



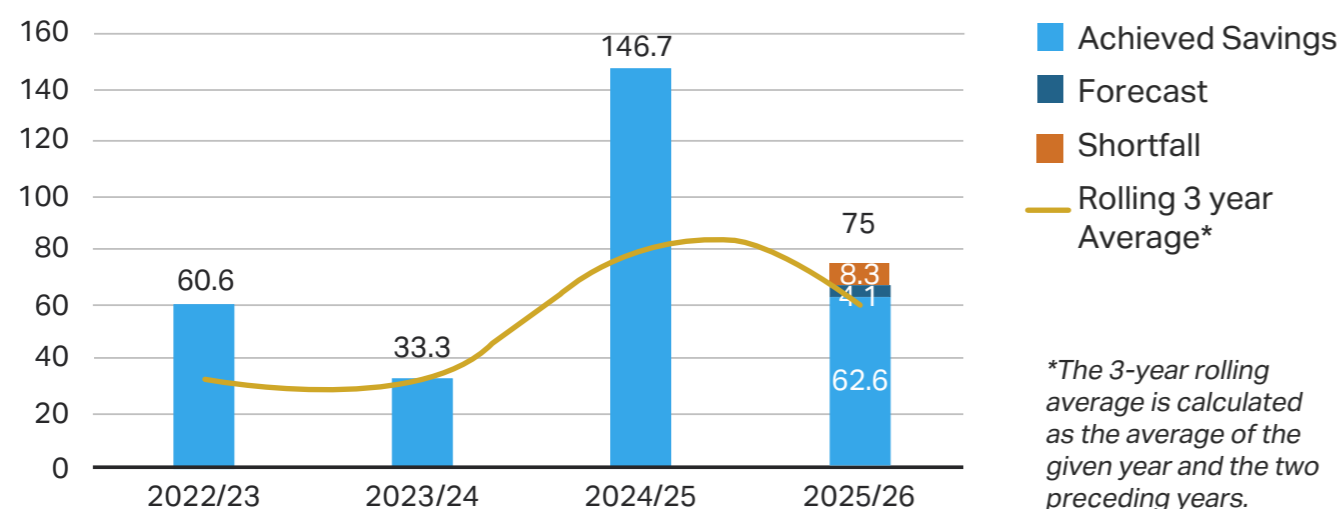
The graph shows actual financing for 2022/23 to 2024/25 and the budget for 2025/26.

Capital investment is governed by the Prudential Code, which provides MOPAC with flexibility in funding and borrowing decisions. The capital programme is increasingly dependent on borrowing due to a decline in capital receipts and limited central government grants. This shift reflects a broader reduction in funding sources, particularly from government contributions. The affordability of this borrowing is assessed annually through the Medium-Term Financial Plan (MTFP) and the Treasury Management Strategy.

7. Efficiencies and Savings

One of the three priorities for A New Met for London is to fix the Met's foundations and set it up to succeed. To deliver a balanced budget in 2025/26, the budget included the delivery of £75.0m of non-workforce savings primarily through streamlining of support services and improving the value for money of our commercial arrangements. At the end of quarter 3 2025/26, the Met are forecasting delivery of £66.7m, of which £62.6m savings have been delivered to date.

DELIVERED AND PLANNED MET ANNUAL SAVINGS, £M



Key savings delivered to date include:

- **IT & Digital:** £12.6m savings delivered to date. In addition to the original savings planned from decommissioning legacy systems and equipment, the savings target was increased by c£5m, primarily driven by a reduction in Airwave charges.
- **Managing the Supply Chain:** £8.6m savings delivered to date, primarily through contract negotiations and rebates as well as enforced agency leave over Christmas.
- **Running the Back Office:** Savings of £6.2m have been delivered through efficiencies in the Met's Business Services.

As at the end of quarter 3, the Met are forecasting to deliver £66.7m of its £75.0m target, with a risk of £3.0m against that forecast. However, they have identified £2.3m of pipeline savings; these are not currently part of the forecast as the Met is working to validate the opportunities. If validated, these savings would help close the gap against the £8.3m shortfall.

The focus for quarter 4 is to monitor delivery carefully, focus on controls and limit discretionary spend where possible.

Looking ahead to 2026/27, of the £55m recurrent savings from 2025/26 built into the budget, £30m have been confirmed and the Met are working on confirming the remaining £25m.



8. MOPAC Group Reserves

Reserves are one-off monies, or a non-recurrent fund which, once used, is not replenished as part of MOPAC's annual settlement. There is a need to balance the opportunity cost of holding reserves against the importance of long-term financial sustainability and resilience.

The MOPAC Group holds earmarked and a General Reserve. The earmarked reserves are held to meet identified spending commitments. The General Reserve is to provide for any unexpected expenditure

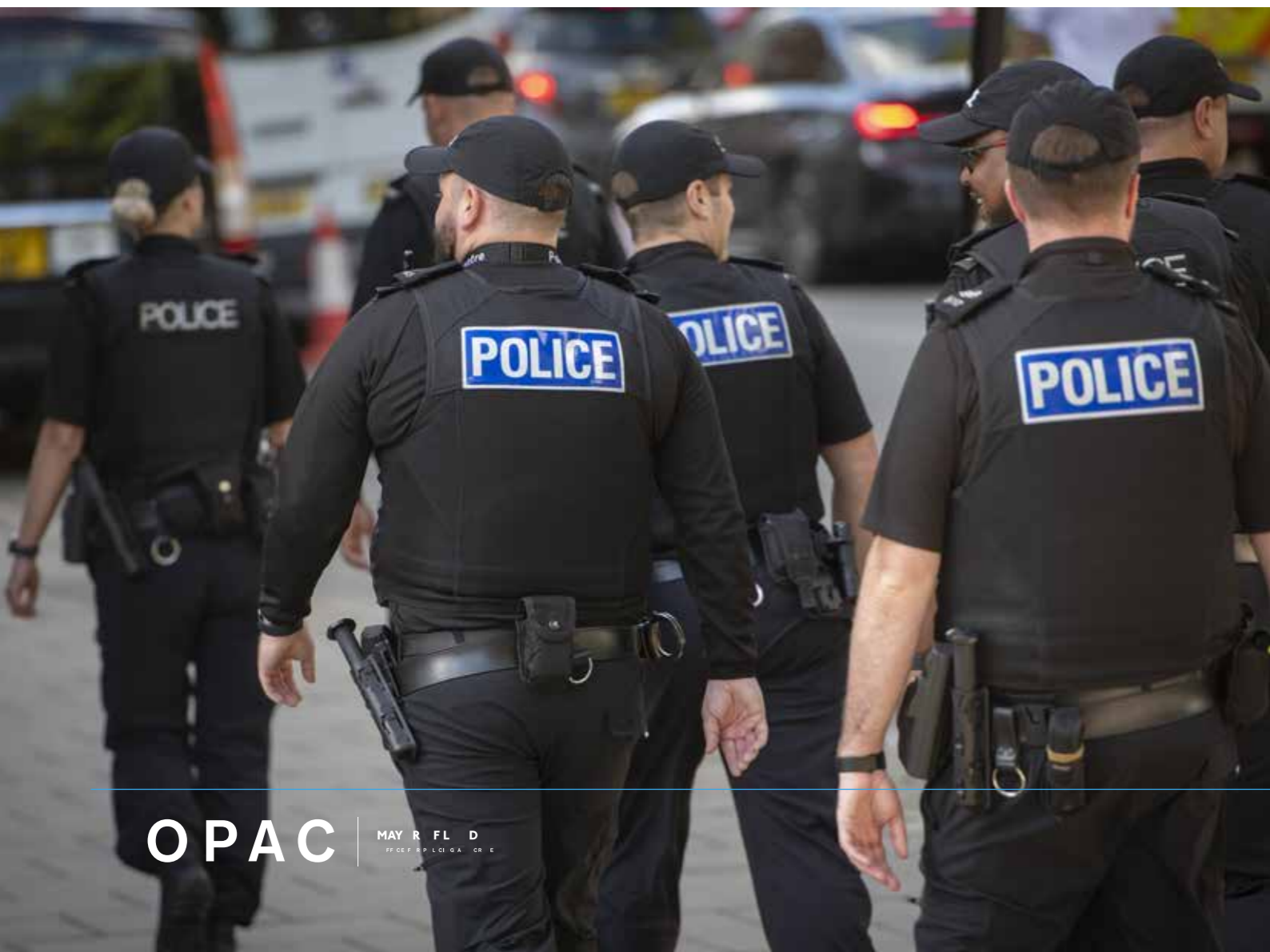
that cannot be managed within existing budgets. Such expenditure would be one-off and resulting from an extraordinary event or unforeseen financial liabilities.

Transfers to and from reserves require approval from the Deputy Mayor for Policing and Crime in line with the Scheme of Consent and Delegation and requires approval from the MOPAC Deputy Mayor and the Chief Finance Officer.

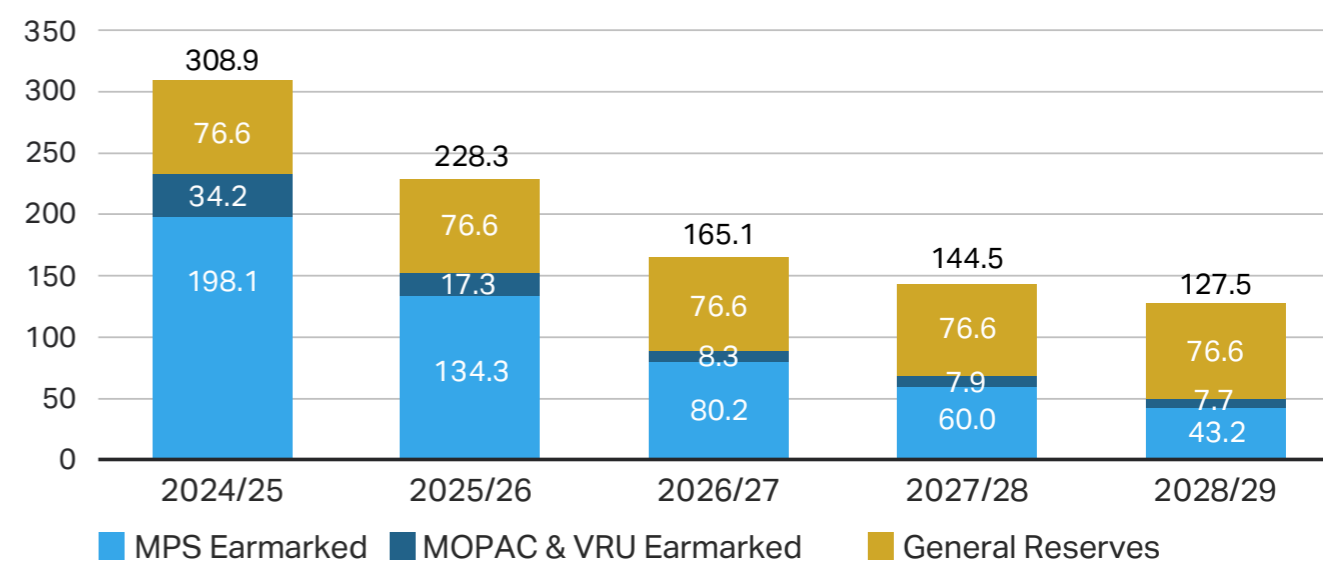
The level of the General Reserve is a matter of judgement, taking account of specific risks identified through the budget setting process and is considered on an annual basis as part of the Section 25 statement, required by the Local Government Act 2003, robustness of estimates and adequacy of reserves assessment. This assessment will also take account of the extent to which specific risks are supported through earmarked reserves.

The reserve strategy proposes that the general reserve should be 2-3% of the net revenue budget subject to the sensitivity and risks in the Medium-Term Financial Plan. For comparison, average General Reserve across Police and Crime Commissioners were 3.0 per cent at the end of the 2023/24 financial year.

The reserves strategy recommends that the General Reserve should not fall below £125 million and whilst the level of General Reserve is below the target 2-3%, this level is met when considering both general and earmarked reserves together. MOPAC and the Met should continue to ensure that the total reserves balance is proactively replenished to avoid a level below £125m across the Medium Term Financial Plan.



MOPAC GROUP EARMARKED AND GENERAL RESERVES CLOSING BALANCE 2023/24 TO 2028/29, £M



MOPAC GROUP RESERVES - 2025/26

Reserves Category	2025/26 Opening Balance, £m	2025/26 Original Budget - Planned Usage, £m	2025/26 Q3 F'cast Usage, £m	2025/26 Variance F'cast Usage to Original Budget, £m	2025/26 F'cast Closing Balance, £m
Supporting Local Change	10.9	(6.4)	(5.9)	0.5	5.0
Managing the Budget	14.3	(5.4)	(14.2)	(8.8)	0.1
Business Group Initiatives	0.9	(0.3)	(0.9)	(0.6)	0.0
Operational Costs	19.4	(6.5)	(16.1)	(9.6)	3.2
Historical Public Inquires	0.0	0.0	0.0	0.0	0.0
Workforce Pressures	64.5	(50.0)	(4.5)	45.5	60.0
Property Costs	43.6	(11.3)	(18.3)	(7.0)	25.3
POCA	22.8	(3.6)	(3.7)	(0.1)	19.0
Funded for Third Parties	21.7	0.1	0.0	(0.1)	21.7
Business Rates	0.0	0.0	0.0	0.0	0.0
Met Revenue Reserves	198.1	(83.5)	(63.7)	19.8	134.3
MOPAC & VRU Earmarked	34.2	(19.5)	(16.9)	2.6	17.3
Total Earmarked Reserves	232.3	(103.0)	(80.6)	22.4	151.7
General Reserves	76.6	0.0	0.0	0.0	76.6
Total Reserves	308.9	(103.0)	(80.6)	22.4	228.3

The forecast usage in 2025/26 includes both the in-year application of reserves as well as movements between reserves following an annual reserves review which identified a number of earmarked balances no longer required. These balances have all been transferred to the Workforce Pressures reserve, subject to approval from the Deputy Mayor for Policing and Crime in line with the Scheme of Consent and Delegation. Significant work has been undertaken on prioritising activity to be funded from this reserve and £35m has now been committed which will be reflected in quarter 4 (the £60m closing balance is comprised of £25m HO grant funding that will be used in 2026/27 plus the £35m committed to fund one-off pressures).

The variance between the original planned usage and forecast usage is mainly explained by the reserves review transfers which resulted in £20.5m moving into the Workforce Pressures reserve and so a corresponding reduction in the net planned usage. The remaining £25m variance in the Workforce Pressures reserve is related to the additional £50m Home Office Grant that the Met received in 2024/25, £25m of which has now been profiled to be drawn down in 2026/27 instead of in this financial year.reserve).

Other material variances include Managing the Budget (£8.8m transferred to the Workforce Pressures reserve), Operational Costs (£2.9m transferred to the Workforce Pressures reserve and £6.7m additional usage for a variety of projects) and Property Costs (£7.0m transferred to the Workforce Pressures reserve due to the release of the dilapidations funding held in this reserve).

GLOSSARY

Supporting Local Change - This reserve supports delivery of the various modernisation programmes in particular estates transformation.

Managing the Budget - This is a smoothing reserve to manage budget fluctuations during the year and to smooth the short term impact of funding changes and cost pressure.

Business Group Initiatives - This reserve supports the delivery of one-off projects within business groups.

Operational Costs - This reserve exists to fund a number of specific operational requirements where it has been agreed funding would be carried forward to enable the profiling of these costs in future years.

Workforce Pressures - This reserve has been created to provide some one-off financial resilience when needed to manage workforce/ pay pressure, to allow the Met to maintain as high a workforce level as possible.

Property - Application of a historic reserve created to address an unbudgeted shortfall in service charge recovery to support Property and Services Directorate Medium-Term Financial Plan financial position.

Proceeds of Crime Act 2002 (POCA) - The reserve is used to drive up performance on asset recovery work, crime reduction projects and to fund local crime fighting priorities for the benefit of the community.

Specifically Funded for Third Parties - This reserve holds monies for Counter Terrorism Capital Expenditure, future Airwave replacement requirements at Heathrow and London City Airports. The spend profile reflects the commitments for these organisations.

MOPAC Earmarked - MOPAC holds reserves for its own internal budget. MOPAC aims to draw down a managed amount from these reserves each year to fund a variety of commissioned services reflecting the priorities set out in the Mayor's Police and Crime Plan.

9. Met Transformation Finance

NEW MET FOR LONDON REVENUE EXPENDITURE, £M

YTD Budget £m	YTD Actuals £m	YTD Variance £m	Programme	Approved Budget FY 2025/26 £m	Full Year Forecast 2025/26 £m	Variance Full Year Forecast Vs Approved Budget 2025/26 £m
0.4	4.2	3.9	Command & Control	14.0	15.3	1.3
6.9	5.5	(1.4)	Met Business Services	14.7	8.8	(5.9)
2.6	1.6	(1.0)	Professionalism and Vetting	3.4	2.8	(0.6)
1.9	1.2	(0.8)	Criminal Exhibits	2.6	2.0	(0.6)
5.2	2.7	(2.5)	Digital Enablers	9.3	4.7	(4.6)
4.9	4.8	(0.1)	Frontline Policing Transformation	4.0	6.0	2.0
2.7	1.5	(1.3)	Law Enforcement Data Service (LEDS)	2.4	1.9	(0.5)
0.8	0.9	0.1	Learning & Leadership Transformation	3.5	1.0	(2.5)
2.1	1.9	(0.2)	Firearms Culture Change	0.0	2.7	2.7
2.0	2.1	0.1	Met Headquarters	0.0	3.0	3.0
0.0	0.0	0.0	Culture	0.0	0.0	0.0
1.6	1.3	(0.3)	Transport for London	0.0	1.6	1.6
0.9	0.0	(0.9)	Resourcing the Met	17.6	0.7	(16.9)
4.9	4.0	(0.9)	Engine Room	0.0	5.3	5.3
0.2	0.2	0.0	Culture Diversity & Inclusion	2.6	0.3	(2.3)
0.0	0.0	0.0	Critical Resource Transformation	4.5	0.0	(4.5)
(7.1)	0.0	7.1	Over-Programming	(12.0)	(3.3)	8.7
30.1	31.8	1.8	Expenditure in NMfL budget	66.6	52.8	(13.8)
			Professionalism - NMfL	0.0	2.5	2.5
			HR - NMfL	0.0	1.0	1.0
			Consultancy - NMfL	0.0	2.8	2.8
			Multi Agency Safeguarding Hub - NMfL	0.0	1.6	1.6
			Met CC - NMfL	0.0	7.8	7.8
			Expenditure in other budget lines	0.0	15.7	15.7
			Total Expenditure	66.6	68.5	1.9

The overall spend on New Met for London (NMfL) is forecast to be £1.9m over budget. There is forecast spend of £52.8m against the original NMfL budget of £66.6m but when the forecast spend for NMfL reform and fixing the foundations work taking place in other business areas is taken into account (shown at the bottom of the table) the forecast spend is an overspend of £1.9m. The key driver for this is Command & Control due to higher-than-expected interim system maintenance costs.





10. The Police and Crime Plan

The Mayor's Police and Crime Plan sets out his high-level priorities for policing, crime and community safety in London for the period 2025 to 2029. The Mayor's agenda is clear – to make London a safer city for all, by being tough on crime and tough on the complex causes of crime.

The key aims of the Plan are:

- Reducing violence and criminal exploitation;
- Building safer, more confident communities;
- Supporting and overseeing reform of the Metropolitan Police Service; and
- Improving the criminal justice system and supporting victims.

The police alone cannot deliver these outcomes, and the Plan sets out how MOPAC, the Met and partner agencies including local councils, health services, criminal justice partners and Transport for London (TfL)/transport operators will continue to work together to reduce and prevent crime now and over the long-term.

**This has remained stable (+1 percentage point) in comparison to the same quarter the previous year.*

***In Q3 230,383 Total Notifiable Offences were recorded, which is a reduction of -5.3% on the same quarter last year. The latest national data (end September 2025) shows that there were 103.1 offences recorded per 1,000 population in the MPS, as compared to 85.3 across England and Wales.*

The safety of London also directly supports the local and national missions for economic growth.

The Mayor is clear that:

- Safe communities are more attractive to domestic and international investors, as businesses seek stable environments to thrive and grow.
- When people feel safe, they are more likely to engage in work, innovation and education, leading to increased productivity.
- Safety ensures that public infrastructure such as transport, schools and healthcare can function without disruption.

[Read the full Police and Crime Plan.](#)

To monitor the impact of our Police and Crime Plan, we measure two high level statistics that show us how safe Londoners are:



a. Reducing violence and criminal exploitation

Taking a public health approach to preventing violent crime, led by London's VRU, supporting delivery of Prevention Partnerships and the Serious Violence Duty

The VRU has worked with London Boroughs to review their Violence and Vulnerability Reduction Action Plans (VVRAP) to ensure the plans continue to support and promote effective approaches to tackling violence and reducing harm whilst also ensuring minimum standards and a consistent approach to violence reduction work across London's Community Safety Partnerships.

The VRU continues to offer support to boroughs following critical incidents where a homicide or incidents of serious violence have occurred. The VRU Trauma Informed research report was presented to partners and stakeholders in November 2025. An Implementation and Process Evaluation of the VRU's Hospital Based Youth Work Programme was delivered in November 2025, with the final version to be published shortly.

The VRU have coordinated the implementation of the Government Young Futures Panel pilot in London. The VRU have been working with the four pilot boroughs through to implementation and all are now up and running.

The VRU has also briefed partners and wider London boroughs on progress with the pilot and will continue to share learning and insights from the delivery of the pilot to support wider prevention and early intervention work in progress across London. The VRU has also brought stakeholders together in a series of roundtable events to meet with the Home Office and Crest Advisory to understand how Young Futures Strategic Partnerships can best be developed. The VRU continues to work closely with the NHS and London ICB leads in strengthening the health response to the Serious Violence Duty

A full breakdown of performance across the VRU's commissioned programmes is [available online](#).

Supporting the Metropolitan Police to bring violent criminals to justice

The GPS Tagging Lead funded within MPS has made progress in integrating GPS data and recording into MPS systems, so that tagged knife crime and robbery offenders can have their data accessed as part of investigations or when they are wanted. This role is bringing data from both MOPAC and MoJ tagging programmes on to MPS systems to support better police outcomes and overall deterrence. Final documentation has also been completed to launch police led GPS tagging as part of Civil Orders in the next quarter.

MOPAC measures its performance against the four Police and Crime Plan priorities. This section provides a summary of key activities and highlights in this quarter towards meeting our strategic commitments in bold. This includes strategic engagement with partners across London, including the Met; policy development; and designing and managing services.

Supporting agencies to improve the response to criminal exploitation

The Reducing Criminalisation of Children Looked After and Care Leaver Protocol review has been completed and re-published, supported with a launch event.

The implementation of the MPS Children's Strategy continues including the completion of the first phase of Child First training. MPS Children's Strategy implementation progress all commitments and upcoming priorities were scrutinised at the December 2025 London Policing Board. The PCP commits to working with the MPS and partners to improve how agencies respond to missing children vulnerable to exploitation - the force's new model of response to missing people is operating across London, with a new dedicated team of officers working on missing in each BCU and linking in with other local teams.

The Violence and Exploitation Support Service (VESS) continues to mature with more than 219 children and young adults being supported in quarter 3.

Working in partnership to reduce the harms caused by the illegal drugs trade

In quarter 3, the London Drugs Forum continued to bring together criminal justice and health agencies to develop an effective response to drug related harms and crimes in London.

Operations Orochi and Yamata are Met operations to tackle county and intra London drug lines. Quarter 3 resulted in a significant increase compared to quarter 2, whereby the Met have seen the combined closure of 398 drug lines, over 280 arrests, and over 660 charges made. It also led to the removal of over 16kg of Class A drugs, more than 60 weapons, cash seizures of over £260,000, and 68 referrals into specialist support services

Project ADDER has recently seen pilots begin in North London which focus on the MPS' response to tackling cuckooing in Camden, Islington, Haringey, and Enfield - cuckooing is where people take over a person's home and use it to facilitate exploitation, which often impacts on the most vulnerable people in society.

a. Reducing violence and criminal exploitation

Working with criminal justice agencies and other organisations to reduce violent reoffending

During November MOPAC published the Indicative Impact Analysis of the GPS Tagging Pilot for Domestic Abuse offenders. This two-year pilot of high-risk prisoners returning to London was evaluated to show that those fitted with the Mayor's GPS tags were 45 per cent less likely to be charged with an offence in the 12 months after being fitted with a tag compared to the 12 months before being tagged. This reduction increased to 63 per cent for violent offences.

Agreement was also reached with partners to continue to co-commission the services during 2026/27 for Integrated Offender Management (IOM), which is the partnership that managed over 1,600 persistent, violent offenders across London

Publish a new Strategy for making London a safer city for women and girls

MOPAC worked with colleagues across MOPAC and the Mayor's Office to finalise the Mayor's refreshed Tackling Violence Against Women and Girls Strategy. MOPAC is now working with partners across City Hall to develop delivery plans to support impactful activity during this term.

Supporting London's counter-terrorism preparedness

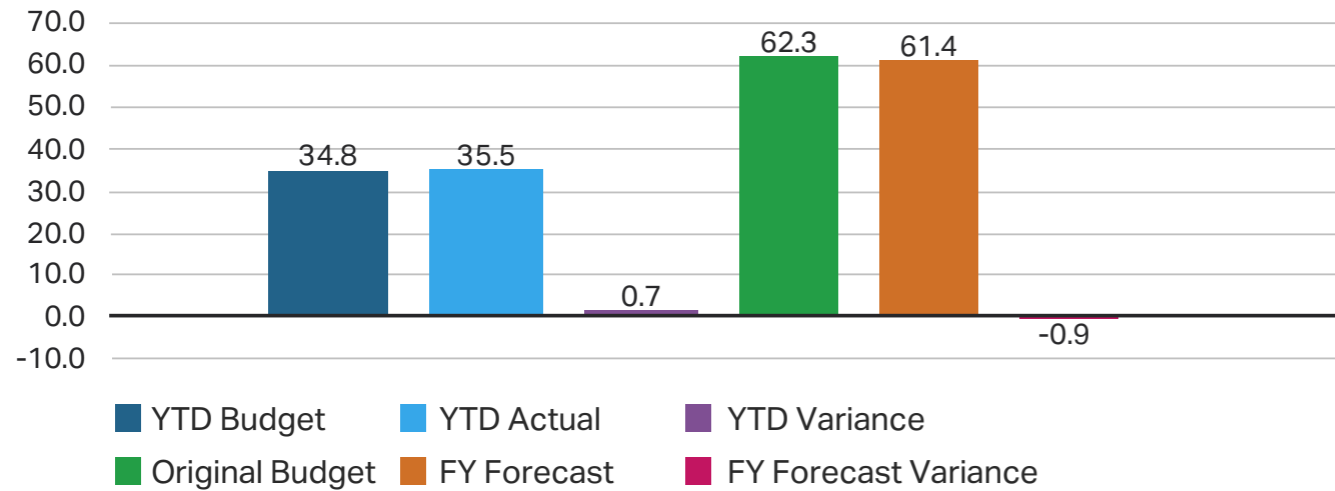
MOPAC convened a new Violence Fascinated Individual (VFI) multi-agency roundtable to share good practice. Call 6 of the Mayor's Shared Endeavour Fund delivery began with 21 projects countering extremism and radicalisation (that will eventually reach c50,000 Londoners).

The London CONTEST Board met and heard items on the latest threat briefing, Far Right protest activity, HMICFRS inspection (into safeguarding young people from radicalisation), and was joined by Lord David Anderson KC to discuss his recent review into Prevent. The Mayor and MOPAC sought reassurance that Jewish communities and places of worship were being supported in the aftermath of a dreadful terrorist attack in Manchester.



a. Reducing violence and criminal exploitation

TOTAL EXPENDITURE £M



The 2025/26 budgeted expenditure for the reducing violence and criminal exploitation priority is £62.3m, the forecast expenditure for 2025/26 is £61.4m, an underspend of £0.9m largely due to a technical adjustment to reverse aged goods receipts which results in one off reduction in expenditure

Year to date actual expenditure of £35.5m is £0.7m above the year-to-date budget £34.8m.

Violence with Injury

7.1 vs national rate: 8.3 per 1,000

Rate per 1,000 Population
Year ending September 2025

64,233

Recorded Offences
Year ending December 2025

▼ **-1.6%** vs same quarter last year: 15,754 (Q3 24/25)

▼ **-1.1%** vs PCP Baseline: 64,976 (Year ending March 2025)

▼ **-13.7%** vs before this Mayor: 74,413 (Year ending May 2016)

Violence with Injury offences are stable on the same quarter last year (-1.6%) and have shown a large reduction since 2016 (-13.7%). The latest national data (end September 2025) shows that the rate of Violence with Injury per 1,000 population in London (7.1) is lower than the England and Wales average (8.3).

Note: MPS Crime data extracted from the London DataStore on 12 January 2026

a. Reducing violence and criminal exploitation

OVERVIEW OF MOPAC COMMISSIONED SERVICES

MOPAC commissions a range of services for Londoners to help deliver the aims of the Police and Crime Plan. Performance data is collected from these commissioned services on a quarterly basis.

Programme Title	Programme Description	Status of last quarter	Current status	Commentary (by exception)
GPS Tagging for Knife Crime and non-Domestic Abuse Stalking Offences	The GPS tagging programme uses GPS monitoring of knife crime offenders and people convicted of non-Domestic Abuse Stalking offences for those on licence. The pilots provide an important risk management tool for probation practitioners.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Integrated Offender Management (IOM) Mental Health Service	IOM is a framework used to manage persistent violent offenders in London. MOPAC commissions four additional services to support IOM - a mental health service, a neurodiversity service, a service user engagement service, and a mentoring service.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Integrated Offender Management (IOM) Neurodiversity Service	IOM is a framework used to manage persistent violent offenders in London. MOPAC commissions three additional services to support these service users. This service is a Neurodiversity coaching service, to provide support and coping strategies to this cohort	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Prison Violence Reduction Strategy - Commissioned Services Phase 1	MOPAC have commissioned seven violence reduction services to be delivered across three pilot prison sites (HMP/YOI Feltham B, HMP Pentonville and HMP Wandsworth), with the aim of reducing the high levels of violence in London's prisons and through the gate into London's communities by targeting key drivers of violence and addressing the needs of individuals involved in violence in prison.	A	A	Overall the services within this programme are performing well with most of the KPIs being achieved. The programme has been rated Amber however, due to KPIs linked to the peer mentoring element of the programme not being achieved. This is due to difficulties in identifying suitable prisoners to take on the role, both at provider and prison level. This has been a barrier in previous quarters. We are working closely with the provider and prisons to overcome this.

Programme Title	Programme Description	Status of last quarter	Current status	Commentary (by exception)
Prison Violence Reduction Strategy - Commissioned Services Phase 2 Lot 1	MOPAC has commissioned seven violence reduction services to be delivered across three pilot prison sites (His Majesty's Prison / Young Offender Institution (HMP/YOI) Feltham B, HMP Pentonville and HMP Wandsworth), with the aim of reducing the high levels of violence in London's prisons and through the gate into London's communities by targeting key drivers of violence and addressing the needs of individuals involved in violence in prison.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Prison Violence Reduction Strategy - Commissioned Services Phase 2 Lot 2	MOPAC have commissioned seven violence reduction services to be delivered across three pilot prison sites (HMP/YOI Feltham B, HMP Pentonville and HMP Wandsworth), with the aim of reducing the high levels of violence in London's prisons and through the gate into London's communities by targeting key drivers of violence and addressing the needs of individuals involved in violence in prison.	G	A	The service has experienced a number of barriers, some of which unexpected, which has impacted delivery. We are working closely with the provider to understand how these barriers can be overcome and decide the direction of delivery for the remainder of the contract.
Drive	These two services are designed to target repeat and/or serial perpetrators of domestic abuse who pose high risk of harm and/or homicide to their victims. This is achieved via 'disruption' (putting barriers and obstacles in place to prevent abuse from taking place), 'support' (addressing additional needs of the perpetrator, with accompanying specialist support for the victim) and 'behaviour change' (focused, 1:1 interventions to explicitly address the perpetrator's attitudes and behaviours).	A	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.

a. Reducing violence and criminal exploitation

Programme Title	Programme Description	Status of last quarter	Current status	Commentary (by exception)
Culturally Integrated Family Approach (CIFA)	This Domestic Abuse perpetrator service is for racialised and minoritised communities, providing 1:1 culturally-informed sessions.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Restart	This is a multi-agency pilot programme that offers 1:1 support to Domestic Abuse perpetrators, including housing options to support survivors and children to maintain housing security. Safe and Together training is part of the model.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Safe and Together	Trains and supports professionals in Children's Social Care, Children and Family Court Advisory and Support Service (CAFCASS) and policing to hold Domestic Abuse perpetrators to account and challenge them to change their behaviour.	A	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Stalking Threat Assessment Centre (S-TAC)	This is a multi-agency unit delivers specialised advice, training and consultation to Met officers, Probation services, NHS mental health services and victims services to improve the overall response to stalking in London. MOPAC commissions the victim advocacy service and supports the unit's strategic direction.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Drug Testing in Police Custody	Drug testing on arrest to identify those using Class A drugs, in order to refer them to treatment. Includes three Met roles.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Youth 2 Adult (Y2A) Hub	Pilot providing wraparound support to young adults on probation in Newham.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
VAWG Prevention Toolkit for Schools	VAWG Prevention Toolkit to support schools to teach young people about health relationships and VAWG.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.

Programme Title	Programme Description	Status of last quarter	Current status	Commentary (by exception)
Improving Support for Girls and Young Women Affected by Gangs, Violence and Exploitation	The programme is divided into three strands: 1) The creation, development, and support of a network (or eco-system) of linked girls and young women's groups. 2) The creation of a gendered risk and needs assessment framework to improve understanding 3) Funding a fixed term post in the Met to bring together data across different datasets.	New	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs
Appropriate Adult Service for Vulnerable Adults - Southwark and Lambeth Volunteering Scheme	The service will provide trained appropriate adults (AA) to respond to requests in police custody or voluntary interview. The AA will be present for police processes and will safeguard the interests of vulnerable adults ensuring their rights and entitlements are respected.	A	A	Southwark and Lambeth continue to experience challenges in meeting required levels of demand and to respond to requests within time KPIs. They are undertaking recruitment for more volunteers.
Appropriate Adult Service for Vulnerable Adults - The Appropriate Adult Service (Lot 1&2)	The service will provide trained appropriate adults (AA) to respond to requests in police custody or voluntary interview. The AA will be present for police processes and will safeguard the interests of vulnerable adults ensuring their rights and entitlements are respected.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Appropriate Adult Service for Vulnerable Adults - Appropriate Adults UK (Lot 3&4)	This pilot is commissioned by London Borough of Lambeth and provides specialist and holistic support in 24-hour staffed houses to a small cohort of Lambeth young men who are not safe in the borough of Lambeth due to a risk of violence / exploitation.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.

a. Reducing violence and criminal exploitation

THE APPROPRIATE ADULT (AA) SERVICE FOR VULNERABLE ADULTS ACROSS LONDON

The Police and Criminal Evidence Act

(PACE) requires adults who are deemed to be vulnerable, to be provided with an appropriate adult (AA) in police custody or voluntary interview. An AA's role is to safeguard the interests, rights, entitlements and welfare of vulnerable people who are suspected of a criminal offence, ensuring that they are treated in a fair and just manner, and are able to participate effectively. An AA may be a family member or friend, or they can be identified through trained AA services which are either volunteers or paid professionals.

A person is vulnerable (under PACE) if a police officer has any reason to suspect the person may:

- have difficulty understanding the full implications or communicating effectively about anything to do with their detention; or
- have difficulty understanding the significance or things they are told, questions, or their own answers; or
- may be prone to confusion, suggestibility, or compliance; or
- may be prone to providing unintentionally unreliable, misleading or self-incriminating information.

This is a statutory service that is provided through MOPAC, on behalf of the Mayor, who funds a Pan London AA service offer for vulnerable adults, which went live on the 31st December 2024 and will run until 31st March 2027.

This new approach is delivered by:

- The London Borough of Southwark, delivering a volunteer's scheme within Southwark and Lambeth;
- The Appropriate Adult Service (TAAS) for delivering in Central and West London; and
- Appropriate Adults UK (AA UK) for delivering in North, East and South London.

As well as safeguarding vulnerable adults, AAs independent role within custody and voluntary interview is an important mechanism for MOPAC's oversight and holding the Met to account.

Description	Status at last quarter	Performance metric for this Q	Direction of travel	Overview and commentary
Total number of AA attendances	8,644	8,116	▼	Quarter 3 referrals have remained at a steady level, although slightly lower this quarter than quarter 2. This is likely a small seasonal dip.
Total number of vulnerable adults supported by an AA	4,521	3,779	▼	

THE APPROPRIATE ADULT SERVICE (TAAS)

Description	Status at last quarter	Performance metric for this Q	Direction of travel	Overview and commentary
% of custody referrals met	96.10%	97%	▲	TAAS has continued to perform excellently within quarter 3, slightly improving on the volume of custody referrals met.
% of voluntary interview referrals met	95.20%	97.40%	▲	TAAS has continued to perform excellently within quarter 3, slightly improving on the volume of voluntary interview referrals met.
Average time taken for AA to arrive from point of referral (custody only)	42.5 minutes	37.4 minutes	▼	TAAS have improved their average response time since the last quarter and remain under target.

APPROPRIATE ADULTS UK (AAUK)

Description	Status at last quarter	Performance metric for this Q	Direction of travel	Overview and commentary
% of custody referrals met	100%	100.00%	✂	AAUK have continued to perform exceptionally in quarter 3, meeting all custody referrals requests.
% of voluntary interview referrals met	100%	100.00%	✂	AAUK have continued to perform exceptionally in quarter 3, meeting all voluntary interview referrals requests.
Average time taken for AA to arrive from point of referral (custody only)	15 minutes	16 minutes	▲	AAUK have continued to respond quickly to custody referrals, with the average time remaining significantly under target.

LONDON BOROUGH OF SOUTHWARK

Description	Status at last quarter	Performance metric for this Q	Direction of travel	Overview and commentary
% of custody referrals met	72%	83%	▲	Southwark have continued to perform well in quarter 3, improving the volume of custody referrals they have met.
% of voluntary interview referrals met	100%	100%	✂	Southwark have continued to perform exceptionally in quarter 3, continuing to meet all referrals for voluntary interviews,
Average time taken for AA to arrive from point of referral (custody only)	65 minutes	90 Minutes	▼	Southwark have not been able to meet the response time target in quarter 3, with longer response times than quarter 2.

b. Building safer, more confident communities

Protect and strengthen neighbourhood policing

MOPAC has facilitated negotiations between TfL and MPS on how neighbourhood policing will delivery policing of transport networks. MOPAC has also further facilitated discussions with partners and MPS about the Tough Choices programme and the impact it will have on local partnership working, highlighting risk so they can try and mitigate.

MOPAC officers have facilitated engagement between the MPS and the GLA on the proposed Mayoral strategic licensing powers, ensuring regular engagement with the MPS to minimise risks and maximise benefits associated with potential change.

Improve how organisations work together to reduce crime and anti-social behaviour (ASB)

The MOPAC Anti-Social Behaviour (ASB) Forum took place in December 2025, bringing together ASB Managers, Community Safety Partners and the MPS to discuss shared objectives and partnership working. The discussion at the meeting focused on the development of the MPS ASB Action Plan and the MPS consulted with local authority partners on their proposals for the action plan.

Building a stronger partnership with business

Following the Business Crime Roundtable which took place in July 2025, MOPAC officials have been progress the actions and commitments from this meeting. For example, the establishment of a West End business and police partnership board. This group is chaired by MOPAC and have met several times to discuss data and information sharing and priority setting. We hope to announce the priorities and commitment of this group in due course in 2026.

MOPAC provided one off funding to support MPS's use of information sharing platforms with business of retail crime. MOPAC hope this will encourage the effective and efficient sharing and use of data between police and businesses in London.

Contribute to keeping Londoners safe online

MOPAC has further engaged with local authorities across London on the Crime and Policing Bill proposal to establish Police and Crime Commissioner led ASB complaints appeal service to prepare for the upcoming changes. Work and consultation on this matter is ongoing.

MOPAC measures its performance against the four Police and Crime Plan priorities. This section provides a summary of key activities and highlights in this quarter towards meeting our strategic commitments in bold. This includes strategic engagement with partners across London, including the Met; policy development; and designing and managing services.

Making travel safer across London

The Home Office announced Safer Streets Winter Initiative, and MOPAC convened partners such as the MPS and Local Authorities, to tackle ASB, street crime and retail theft.

MOPAC and TFL launched a co-funded service in November 2025, providing support to victims following road traffic collisions involving a fatality or serious injury. The service is being delivered by Brake and facilitated by the MPS. It builds on a successful pilot scheme and is playing a vital role in ensuring that victims get the help and support they need following road traffic collisions.

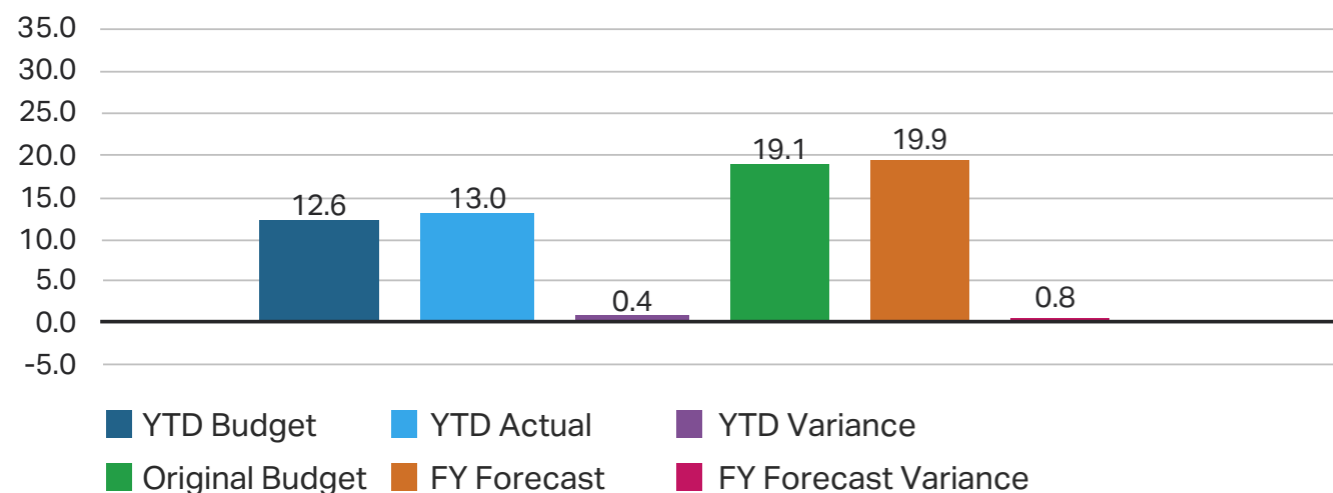
MOPAC supported TfL's new 'Act like a friend' campaign. The video campaign launched during National Hate Crime Awareness Week (11-18 October) across cinemas and ITVX, encouraging people to be an active bystander and "act like a friend" to other passengers targeted by hate crime, sexual offences and harassment on London's transport network, if they feel safe to do so.

Standing with communities against hatred and intolerance

MOPAC convened a Violence Fascinated Individual (VFI) multi-agency roundtable to share good practice and problem solve difficult case examples. Call 6 of the Mayor's The Mayor and MOPAC amplified messages relating to the MPS Winter Vigilance campaign, reminding Londoners that they can play an active part in keeping the capital safe from terrorism. The London CONTEST Board met and heard items on the latest threat briefing, Far Right protest activity, HMICFRS inspection (into safeguarding young people from radicalisation), and the recent review into Prevent. The Mayor and MOPAC sought reassurance that Jewish communities and places of worship were being supported by the MPS in the aftermath of a dreadful terrorist attack in Heaton, Manchester.

b. Building safer, more confident communities

TOTAL EXPENDITURE, £M



The 2025/26 budgeted expenditure for the building safer, more confident communities priority is £19.1m, the forecast expenditure for 2025/26 is £19.9m, an increase of £0.8m. This is largely due to £1.1m expenditure on hyperlocal knife crime hotspots following the award of a specific grant from the Home Officer as part of the Hotspot Action Fund which was announced after the budget was approved.

Year to date actual expenditure of £13.0m is £0.4m above the year-to-date budgeted expenditure of £12.6m

Worried about Crime

45%

Year ending December 2025

▼ **1pp** vs same quarter last year: 46% (Year ending December 2024)

▼ **2pp** vs PCP baseline: 47% (Year ending March 2025)

▲ **13pp** vs before this Mayor: 32% (Year ending June 2016)

In the 12 months to quarter 3 25/26, 45% of Londoners said they were worried about crime in their local area, measured by the Public Attitude Survey. This is 1 percentage point lower than the 12 months prior.

OVERVIEW OF MOPAC COMMISSIONED SERVICES

MOPAC commissions a range of services for Londoners to help deliver the aims of the Police and Crime Plan. Performance data is collected from these commissioned services on a quarterly basis.

Programme Title	Programme Description	Status of last quarter	Current status	Commentary (by exception)
CATCH (Community Alliance To Combat Hate) – Hate Crime Victims Service	Specialist service supporting victims of hate crime.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.

c. Improving the criminal justice system and supporting victims

Supporting and overseeing the Met to deliver a better service for victims of crime

In November, the London Policing Board held a focussed session on the service the MPS provides to victims, reviewing performance indicators such as victim satisfaction and compliance with the Victims' Code of Practice (VCoP). Key areas for improvement were identified, including addressing the satisfaction gap for marginalised Londoners; a strengthened approach to victims' needs assessments and improved compliance with key responsibilities under VCoP. MOPAC look forward to working with the MPS to ensure the areas for improvement are actioned and are built into the MPS's forthcoming Victims Strategy, which is a commitment in New Met for London 2.0.

MOPAC and the MPS continued developing the foundations for the expansion of the Victim Voice Forum programme. The expanded programme is due to launch in 2026, following a successful pilot, and will amplify the voices of victims with lived experience to help shape MPS victim care policy and practice.

Supporting improvement in the Criminal Justice System (CJS) in London

MOPAC convened a Child First CJS special at the December London Criminal Justice Board (LCJB), chaired by the DMPC, highlighting the Mayor's commitment to improving outcomes for children in London's justice system.

The Board noted continued reductions in the number of children in custody and endorsed reforms such as pooled remand funding and strengthened bail and placement options to ensure that the right children are being remanded as a last resort.

In quarter 3 MOPAC convened criminal justice partners to address the challenges and strengthen collaboration following the launch of the Met's Case Management Teams (CMTs) designed to improve case file quality and get cases to courts more quickly, a commitment the MPS has made in the NML2 to work in partnership to deliver justice.

Working with criminal justice partners to reduce reoffending

In quarter 3 MOPAC continued to engage with the Regional Employment Forum, which brings CJS partners together to improve employment outcomes for those released from prison and on community sentences.

MOPAC measures its performance against the four Police and Crime Plan priorities. This section provides a summary of key activities and highlights in this quarter towards meeting our strategic commitments in bold. This includes strategic engagement with partners across London, including the Met; policy development; and designing and managing services.

This involved consultation with the GLA ahead of the publication of the Inclusive Talent Strategy, which includes plans to integrate CJS work into the strategy to find all Londoners suitable work.

MOPAC also led London partners in submitting proposals for two Intensive Supervision Courts (ISCs) in London; one for women and one for persistent offenders. ISCs are a Ministry of Justice pilot programme to use enhanced arrangements for community sentencing and judicial supervision to deliver holistic and robust community sentences to repeat offenders to reduce reoffending. MOPAC expects to hear the outcome of these applications in quarter 4.

Commissioning high-quality support services for victims

October 2025 marked the one year anniversary of MOPAC's new Ecosystem of Victims Services, and the launch of three new specialist services. The Safe Horizons Partnership is delivering the new specialist service for victims and survivors of domestic abuse; the CATCH consortium the new specialist service for victims of hate crime, and an Alliance of 7 specialist organisations the new pan-London service supporting victims of sexual violence.

In October, MOPAC also facilitated a visit from the Rt Hon David Lammy, Secretary of State for Justice and Deputy Prime Minister, and Alex Davies-Jones MP, Parliamentary Under-Secretary of State for Victims and Tackling Violence Against Women and Girls, to the new Pan-London Sexual Violence Support Service (PLSVSS). Ministers heard directly about the challenges faced by victims when justice is delayed due to the backlog in the Crown Courts from a survivor of sexual assault and representatives of the PLSVSS.

Providing safe accommodation for victims and survivors of domestic abuse and their children

Throughout October and November, MOPAC and the GLA convened 10 workshops with stakeholders on the future of Domestic Abuse Supported Accommodation Services in London. Alongside this, 101 domestic abuse survivors and caseworkers were consulted to inform the development of plans for the recommissioning of these services. In February 2026, MOPAC and the GLA will update stakeholders on the draft proposals for the new approach.

In December, bidders to the 'Led by and For' Grants Programme, which was launched in June 2025, were informed of the outcome of their applications. These new services will go live on 1 April 2027.

c. Improving the criminal justice system and supporting victims

Supporting the work of London's Independent Victims' Commissioner

Throughout this quarter, London's Victims' Commissioner - Claire Waxman OBE - pursued legislative opportunities in the Victims and Courts Bill, and Crime and Policing Bill, including working with members of the Lords to table a number of amendments to better support victims of stalking.

In November, Claire published a report on improving the experiences of witnesses ahead of trial. This made a number of recommendations to justice partners including greater information available online, the use of 360 videos in court familiarisation visits, and piloting new preparation sessions ahead of victims giving evidence. These recommendations are being discussed and progressed through the London Victims Board.

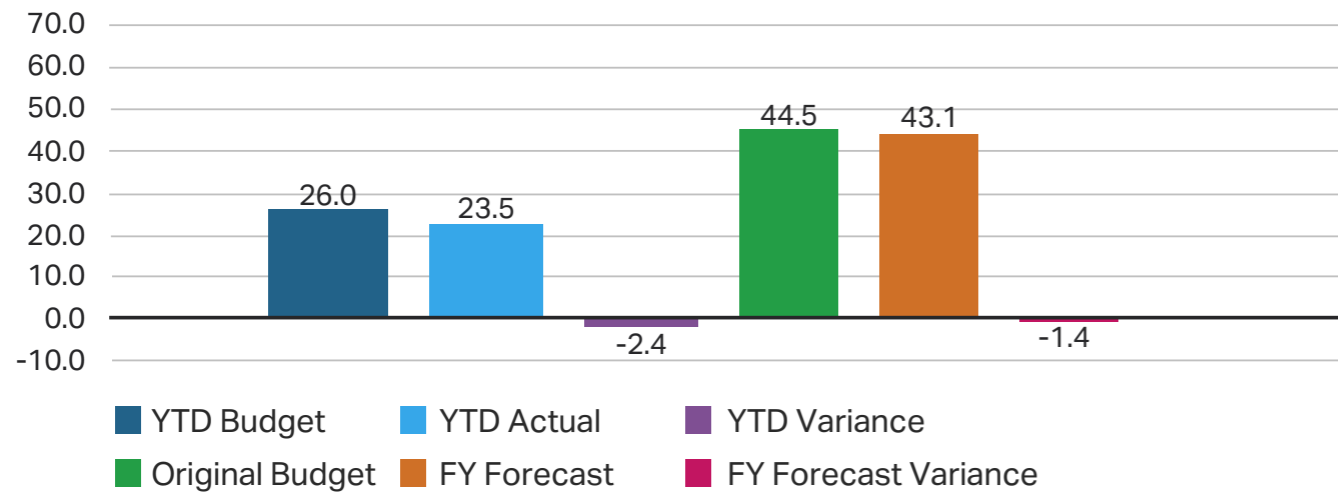
She also met a number of international partners including New Zealand's Justice Secretary and Berlin's Victims' Commissioner, exchanging good practice.

Claire stepped down as London's Victims' Commissioner at the end of November, ahead of starting as Victims' Commissioner for England and Wales in January.



c. Improving the criminal justice system and supporting victims

TOTAL EXPENDITURE, £M



The 2025/26 budgeted expenditure for improving the criminal justice system and supporting victims priority is £44.5m, the forecast expenditure for 2025/26 is £43.1m, an underspend of £1.4m, this is largely due to a £0.8m underspend on the Sexual Assault Referral Centre (SARCs) due to delayed lease signing and reprofiling of programme spend.

Year to date actual expenditure of £23.5m is £2.4m below the year to date budgeted £26.0m, this is largely due to variances within Lighthouse project expenditure of £0.5m, Pan-London Sexual Violence Support Service £0.9m, Pan London Domestic Abuse Service £0.4m and Child Sexual Abuse (CSA) Hubs £0.3m all of which are forecast to be on budget for the full year.

**Please note that this cohort is still affected by the continued recovery of the courts system post the pandemic and Criminal Bar Association strike. There have also been other policy changes introduced during this period, such as Probation Reset and End of Custody Supervised Licence (ECSL). While the court system continues to recover, statistics are likely to continue to fluctuate. Delays in the processing of cases means that some reoffence convictions may fall outside the one-year follow-up period and six-month waiting period. Cases falling outside this period will not be counted in the proven reoffending statistics. Conversely, any increase in court throughput might increase the reoffending rate, as more cases fall within the one-year follow-up and six-month waiting period.*

Data Source: MoJ Proven reoffending statistics Proven reoffending statistics - GOV.UK

Proven Reoffending Rate

24.5%

Year ending March 2024

▼ **3.7pp**

vs National rate: 28.2% (Apr 2023 to Mar 2024)

▲ **2.5pp**

vs previous year: 22.0% (Apr 2022 to Mar 2023)

▼ **4.6pp**

vs before this Mayor: 29.1% (Jul 2015 to Jun 2016)

Proven reoffences are measured over a one-year follow-up period and a further six-month waiting period to allow for offences to be proven in court. The overall proven reoffending rate for London was 24.5% for the April 2023 to March 2024 offender cohort, which is a small increase as compared to the previous year (+2.5 percentage points). The reoffending rate in London remains lower than pre-pandemic levels and is lower than the national average of 28.2%.

Victim Satisfaction

63%

Year ending December 2025

▲ **1pp**

vs same quarter last year: 62% (Year ending December 2024)

▲ **1pp**

vs PCP baseline: 62% (Year ending March 2025)

▼ **16pp**

vs Mayoral baseline: 79% (Year ending June 2016)

In the 12 months to quarter 3 25/26, 63% of victims of crime reporting to the Metropolitan Police Service were satisfied with the overall service they received, as measured by the User Satisfaction Survey. This is 1 percentage point higher than the 12 months prior.

c. Improving the criminal justice system and supporting victims

OVERVIEW OF MOPAC COMMISSIONED SERVICES

MOPAC commissions a range of services for Londoners to help deliver the aims of the Police and Crime Plan. Performance data is collected from these commissioned services on a quarterly basis.

Programme Title	Programme Description	Status of last quarter	Current status	Commentary (by exception)
London Victim and Witness Service	Practical and emotional trauma-informed support for adult victims of crime in London. Including specialist provision to support and prepare all witnesses giving evidence in a criminal trial, to attend court and give their best evidence.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Young Londoners' Victim and Witness Service	Practical and emotional trauma-informed support for young victims of crime.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Havens (Sexual Assault Referral Centres)	This service provides medical, emotional, practical and psychological support to children and adults who have experienced rape or sexual assault regardless of whether they choose to report the offence to the police.	G	N/A	Havens will report a quarter in arrears due to the fact we receive reporting 6 weeks following the end of the quarter. We will provide quarter 3 performance update for quarter 4 report.
Prevention & Action through Community Education and Training	Specialist service supporting victims of Harmful Practices and Domestic Abuse.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Violence Against Women and Girls (VAWG) Grassroots Fund	Provides support to specialist organisations, particularly organisations 'by and for', delivering services to prevent and end VAWG in minoritised and marginalised communities.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Sexual Violence Legal Advice Pilot	Free, independent legal advice for victims of rape and sexual assault on issues of privacy and data. Pilot based in Central East Basic Command Unit.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.

Programme Title	Programme Description	Status of last quarter	Current status	Commentary (by exception)
Restorative Justice (RJ) Service	The RJ Service provides a range of restorative interventions tailored to	R	R	Referrals have increased from 30% against target to 40% against target in quarter 3, due in large part to increased referrals from the MPS. This follows work by the MPS during 2025/26 to raise awareness of restorative justice amongst officers. The current service will end on 31st March 2026 and MOPAC is working with partners throughout quarter 4 to establish service arrangements which better reflect current service demand.
Domestic Abuse Perpetrator Pre-Court Intervention Pilot	individual circumstance for both victims and offenders of crime. This supports victims to cope and recover and can aid offender rehabilitation, reducing reoffending.	A	A	Referrals remain lower than initially forecast in quarter 3. However, this is due to be remedied in quarter 4 as the pilot has expanded to a further BCU which has already resulted in a significant increase in referrals in January.
Domestic Abuse Perpetrator Pre-Court Intervention Pilot	An early intervention for first-time offenders of Domestic Abuse assessed as no higher than standard-risk to address their abusive behaviour. The service incorporates an integrated Domestic Abuse Specialist Support Service for victim/survivors.	A	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Pan-London Domestic Abuse Service (interim)	Support services for victims of Domestic Abuse.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
London Survivors' Gateway	Support services for victims of sexual violence.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.

c. Improving the criminal justice system and supporting victims

Programme Title	Programme Description	Status of last quarter	Current status	Commentary (by exception)
London Stalking Support Service	Specialist service support victims of stalking.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Harmful Practices Education Champions	Pilot programme on community-based harmful practices education in grassroots communities across London	A	A	The provider has responded proactively and positively to concerns raised by MOPAC about the sustainability of the model and has developed a new payment model for partners, to be rolled out from March. It is hoped that this and other planned improvement activity will lead to performance improvements in quarter 4.
Pan London Sexual Violence Support Service	Provides advocacy, emotional support and holistic support to victims/survivors of sexual violence in London, aged 11+ ensuring support is delivered by the organisation(s) best placed to do so to meet the individual's needs.	New	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.



d. Supporting and overseeing reform of the Met

Strengthening oversight of policing

One of the Mayor's key responsibilities as the Police and Crime Commissioner, is to oversee the work of the Met and to hold the Commissioner to account for delivering a professional, efficient and effective service to Londoners. The aim of MOPAC's oversight is to challenge and support the Met to enable it to improve its performance and gain the trust and confidence of more Londoners.

Between October to December, the London Policing Board (LPB) met once focussing on progress against the Met's Children's Strategy and mid-year crime performance. Under the Commissioners update the Board heard about the Met's initial response to the Dr Daniels' '30 patterns of harm' report. The LPB People & Culture Committee met in October to discuss the Met's Engine room which is a mechanism for ensuring the right people are in the right places within the Met and that the organisational design is affordable. There followed a private session to look at how Met leaders assure themselves of New Met for London delivery throughout the organisation.

The LPB's Performance Finance and Delivery Committee met in November and focused on Met performance in supporting and responding to victims. London's outgoing Victim's Commissioner Claire Waxman reflected on the successes and challenges during her tenure and challenged the Met The follow up review to Baroness Casey's 2023 review into the standards of behaviour and internal culture of the Met, launched in December. Dr Gillian Fairfield will lead an independent review looking at what progress the Met has made. More information about the follow up review can be found here: [Fairfield Independent Review](#)

During this quarter, the London Policing Ethics Panel worked on its current project, considering the ethical hazards and the opportunities in implementing AI for policing in London. The Panel's aim is to identify how the particular context of policing in London could pose specific ethical challenges and opportunities in the process of implementing some types of AI tools.

MOPAC measures its performance against the four Police and Crime Plan priorities. This section provides a summary of key activities and highlights in this quarter towards meeting our strategic commitments in bold. This includes strategic engagement with partners across London, including the Met; policy development; and designing and managing services.

The Met-MOPAC Joint Audit Committee held its quarterly meeting in October. The Committee considered the regular reports covering issues such as budget governance and internal control, Met transformation portfolio, Met audit and risk and MOPAC risk management, and reports from internal and external audit. It also received reports on the Met's commercial services work and the Met's and MOPAC's Counter Fraud Strategy.

Also during this quarter, MOPAC continued to oversee delivery through engagement and attendance at the quarterly Met Public Protection and VAWG Board. The Met/MOPAC Estate Strategy was published in December, following months of feedback from partners, MOPAC and GLA officers.

Contributing to a fairer, more transparent accountability system

MOPAC has continued to deliver a number of programmes that contribute to fairer and transparent accountability for Londoners this quarter. This includes MOPAC's statutory role in delivering the London Independent Custody Visiting Scheme, managing Police Appeal Tribunals, police pension forfeitures following criminal convictions, and police complaint reviews.

The Community Scrutiny Transformation programme (CSTP) has continued to make good progress this quarter, with work underway to develop the commissioning programmes for key elements of the CSTP, including training for both officers and volunteers, and the identification of an independent delivery partner to manage and coordinate the programme across London.

For the next quarter, work is underway to finalise the stakeholder engagement plan and to further develop the operating model including clear governance and escalation routes for concerns identified by scrutiny groups.

d. Supporting and overseeing reform of the Met

THE LONDON INDEPENDENT CUSTODY VISITING (ICV) SCHEME

The Police Reform Act, 2002 (section 51) places a statutory duty on all Police and Crime Commissioners in England and Wales to make arrangements for people detained in police custody to be visited by members of the public appointed to an Independent Custody Visiting (ICV) Scheme in each police force area. The primary purpose of the London Scheme is to provide independent scrutiny of the Metropolitan Police to ensure that those detained in custody are being treated fairly and in accordance with Code C of the 1984 Police and Criminal Evidence Act (PACE). In London, MOPAC is responsible for overseeing and organising the delivery of custody visiting arrangements in London in line with Home Office Guidance.

MOPAC maintains a pool of visitors with enhanced security clearance who are specially trained for the purposes of visiting detainees held under The Terrorism Act (TACT) 2000 and National Security Act 2023. Under the PACE Codes of Practice, ICVs regularly conduct unannounced visits to police stations. This element of 'spot-checking' is an important tool in ensuring ICVs are able to provide an accurate 'snapshot' account of detention conditions.

Detainees are offered interviews with ICVs and therefore have the right to refuse a visit. Detainees may be unavailable due to being interviewed, asleep, intoxicated or considered a health and safety risk. Visible checks can be carried out on those detainees who are not interviewed.

The following overview highlights the Community Scrutiny of the Met's response to providing a safe and lawful custody environment.

The ICV scheme has continued to deliver this quarter, ensuring regular unannounced visits to police custody suites across London. The procedure for observing custody shift handovers has been finalised and the new volunteer expenses system has been launched.

There has been a continued focus on the recruitment of new volunteers into the scheme to increase the overall number and diversity within the volunteer cohort. 16 ICV interviews have taken place this quarter and nine new visitors have been inducted into local visitor panels to conduct visits.

For the next quarter, the focus will be on two pilot reports on the experiences of neurodiverse detainees and detainees held under immigration legislation.

Description	Status at last quarter	Performance metric	Direction of travel	Overview and commentary
Percentage of detainees available for interview seen by ICVs	New	36.39% (484 of 1,330 detainees)	▶	Total number of detainees in custody during the time of visit in quarter 3 = Scheduled visits: 124 Number of visits completed: 114 Detainees seen: 484 Detainees refused: 208 Detainees unavailable: 638 Total detainees: 1,330 The data highlights a continued challenge with detainee unavailability (638 cases), which exceeds the number of detainees seen. This suggests that operational pressures within custody suites, including staffing levels, detainee movement
Percentage of scheduled visits achieved	New	91.94% (114 of 124 scheduled visits)	▲	While several panels exceeded their scheduled visit targets by undertaking additional unscheduled visits, others appear to have under-delivered. This is partly due to some panels completing visits outside the centrally agreed rota and not submitting their quarter 3 rotas, resulting in activity not being captured in the portal. In addition, temporary custody suite closures and the use of contingency suites led to panels being displaced to support other areas, which impacted local delivery figures and recording consistency.

Volunteer Diversity	Status at last quarter	Performance metric*	Direction of travel	Overview and commentary
Gender	New	36% (60) Male 64% (106) Female 36% (60)	◀▶	There has been a marginal shift in gender representation, with male volunteers decreasing from 37% (65) to 36% (60), and female volunteers increasing from 63% (113) to 64% (106). While the change is minor, it indicates that progress towards gender balance has plateaued rather than improved this quarter. Men remain underrepresented within the Scheme. Continued targeted recruitment and engagement activity focused on increasing male participation remains necessary to mitigate the risk of gender-exclusive panels and to support balanced oversight across custody suites.
Aged <60 years	New	33%(55)	◀▶	The proportion of volunteers aged under 60 remains broadly static, indicating no meaningful shift in the age profile since the previous quarter. While the Scheme continues to benefit from experienced volunteers, older age groups remain over-represented, and younger volunteers continue to be under-represented. This ongoing trend presents a medium-to-long-term sustainability risk for the Scheme if not addressed. Targeted engagement with younger age groups, including early-career professionals and community networks, remains a priority to strengthen succession planning and long-term resilience.
Ethnicity	New	White: (70) 42% Black: (16) 10% Asian: (11) 7% Mixed: (7) 4% Other: (5) 3% Not recorded: (57) 34%	◀▶	Ethnic diversity within the volunteer cohort remains largely unchanged this quarter. The Scheme continues to include volunteers from a range of ethnic backgrounds, White volunteers remain the majority at approximately 60%, with Black, Asian, Mixed and Other ethnic groups collectively under-represented when compared to London's wider population. While previous outreach has supported some diversity, the absence of measurable improvement this quarter suggests that current recruitment approaches are not yet delivering proportional representation. Further targeted engagement with under-represented communities is required to strengthen the Scheme's credibility and legitimacy in reflecting London's diverse communities.

*Age and Ethnicity data is based on 112 of 140 possible volunteer declarations.

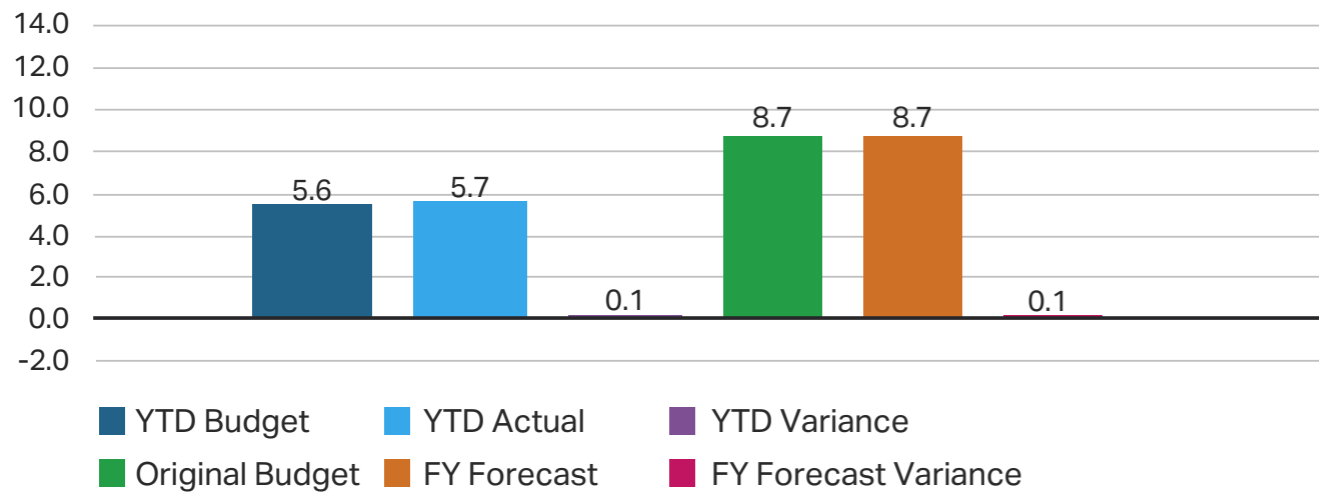
d. Supporting and overseeing reform of the Met

TOTAL EXPENDITURE £M

MOPAC delivers oversight of the Met through a mixture of formal, advisory and informal mechanisms. These include formal oversight meetings led by the Mayor to hold the Commissioner to account, statutory functions enabling community scrutiny of the Met, such as the London Independent Custody Visiting (ICV) Scheme, and formal oversight of the Met handling of complaints. There is also extensive MOPAC officer to Met officer support and challenge on key policy areas.

The London Policing Ethics Panel (LPEP) and the Joint MOPAC/Met Audit Committee assists MOPAC in holding the Met to account by providing ethical advice on policing issues that may impact on public confidence and independent assurance on the effectiveness of the Met's internal control and risk management framework.

The LPB and its Committees sit at the top of MOPAC's formal oversight structure. These are complemented by regular meetings between the Mayor and the Commissioner as well as monthly thematic oversight meetings.



The 2025/26 budgeted expenditure for supporting and overseeing reform of the Met priority is £8.7m and forecasted expenditure is £8.7m.

Year to date actual expenditure of £5.7m is £0.1m above the budgeted £5.6m.

Trust in the Police

72%

Year ending December 2025

- ▼ 1pp vs same quarter last year: 73% (Year ending December 2024)
- ▼ 2pp vs PCP baseline: 74% (Year ending March 2025)
- ▼ 15pp vs Mayoral baseline: 87% (Year ending June 2016)

In the 12 months to quarter 3 25/26, 72% of Londoners said they trusted the Metropolitan Police Service. This is a 1 percentage point decrease compared to the 12 months prior.

11. A New Met for London

A New Met for London is the Police Commissioner's plan for reform of the Metropolitan Police Service, which sets out their vision for reforming the Met and delivering more trust, less crime and higher standards.

The oversight for how the Met is performing and achieving against its A New Met for London plan is carried out by the London Policing Board, established in 2023 by the Mayor of London who also chairs the Board. Progress is tracked against a published set of measures providing transparency on how the Met is demonstrating improvement and in how the Mayor is holding the Met to account.

[Review the full dashboard for further tracking against progress on the Met's A New Met for London.](#)

[CLICK HERE](#)

[Review the Met data dashboards on a range of different topics.](#)

[CLICK HERE](#)

MORE TRUST



72%

In the 12 months to quarter 3 25/26, 72% of Londoners said they trusted the Met. This is a 1 percentage point decrease compared to the 12 months prior.



Confidence has decreased by 1 percentage point compared to the previous year, with 45% of people thinking the police are doing a good job in their local area.



The proportion of people who think the police are doing a good job in their local area is in line with the national result, as measured by the Crime Survey for England and Wales (CSEW).



LESS CRIME



LESS CRIME



Serious violence continues to fall across London. In the 12 months to December 2025, there were reductions across all major categories of serious violence, including lethal barrel discharge (-24%), homicide (-11%), and violence with injury (-5%). National data also shows that the violent crime rate is lower in the MPS than in England and Wales, and that the MPS has achieved a larger reduction in serious violence than the national average.



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The rate of key VAWG offences including Sexual offences and Stalking & Harassment, are lower in the MPS than in England and Wales. In addition, positive outcomes for rape have improved, reaching levels higher than in previous years.



HIGH STANDARDS



HIGH STANDARDS



The misconduct disproportionality rate for police officers from Ethnic Minorities is stable. As of quarter 3 25/26, police officers from Ethnic Minorities are 1.5x more likely to be referred into the misconduct system.



The time it takes to resolve public complaints has decreased to 85 days as of quarter 3 25/26 which is a decrease as compared to both the previous quarter (-7 days) and as compared to quarter 3 24/25 (-33 days).



The time it takes to finalise conduct matters is 371 days as of quarter 3 25/26. This is a decrease as compared to both the previous quarter (-26 days) and as compared to quarter 3 24/25 (-31 days).



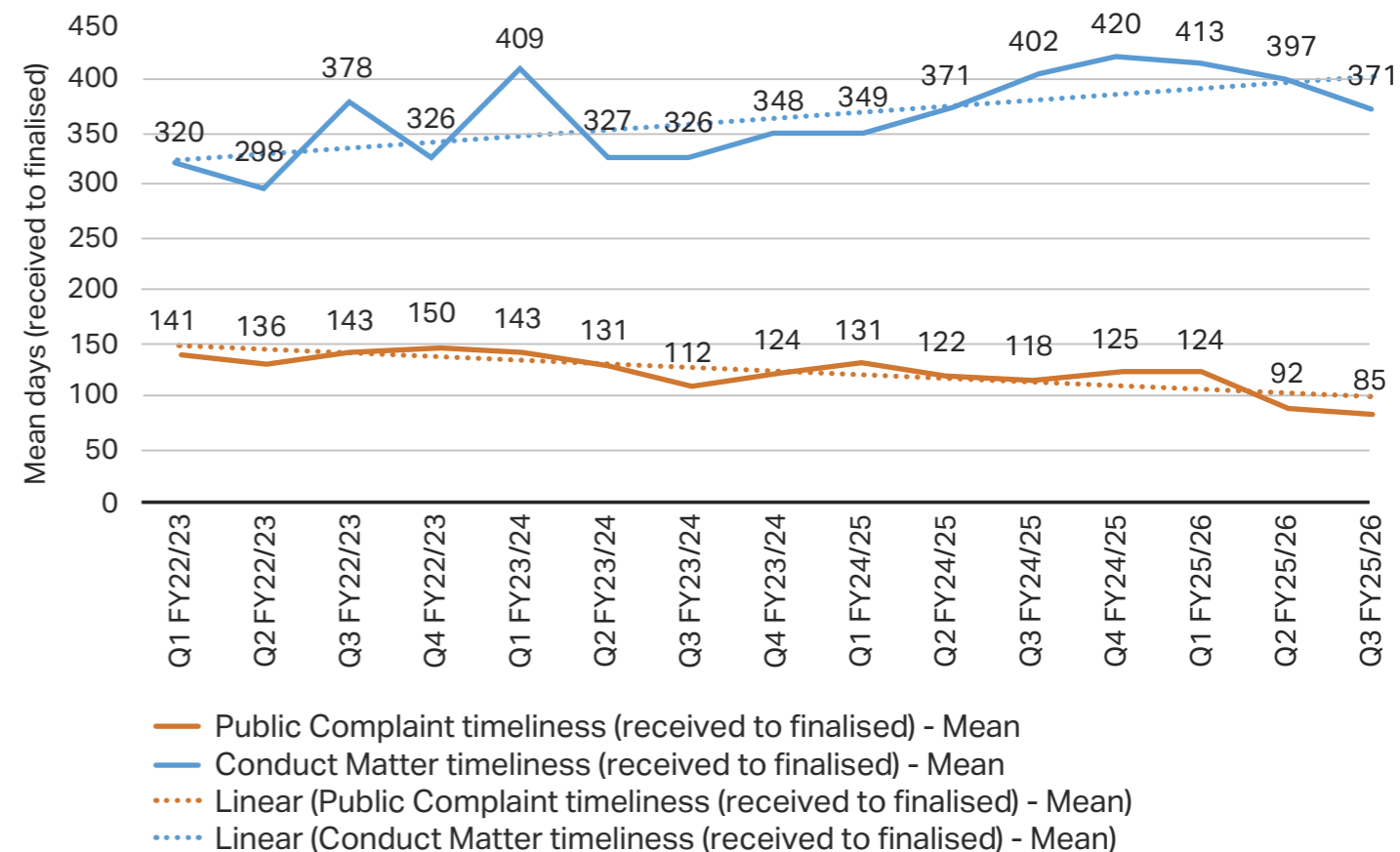
12. Conduct and Complaints

We believe that access to a fair and transparent police complaints system is vitally important to Londoners. To promote transparency, MOPAC has an explicit statutory responsibility to hold the Met Commissioner to account for the handling and effective management of public complaints. We are seeking to ensure that the Met have processes in place to recognise opportunities for learning at both an individual and organisational level. MOPAC's role does not involve direct intervention into the handling of individual cases.

The statutory definition of a Complaint and Conduct Matter:

A complaint is an expression of dissatisfaction with a police force expressed by, or on behalf of, a member of the public. This can cover complaints about policing practice or service failure, as well as complaints about the conduct of its officers and staff.

A conduct matter (CM) is any matter which is not and has not been the subject of a complaint, where there is an indication (whether from the circumstances or otherwise) that a person serving with the police may have committed a criminal offence or behaved in a manner which would justify disciplinary proceedings.

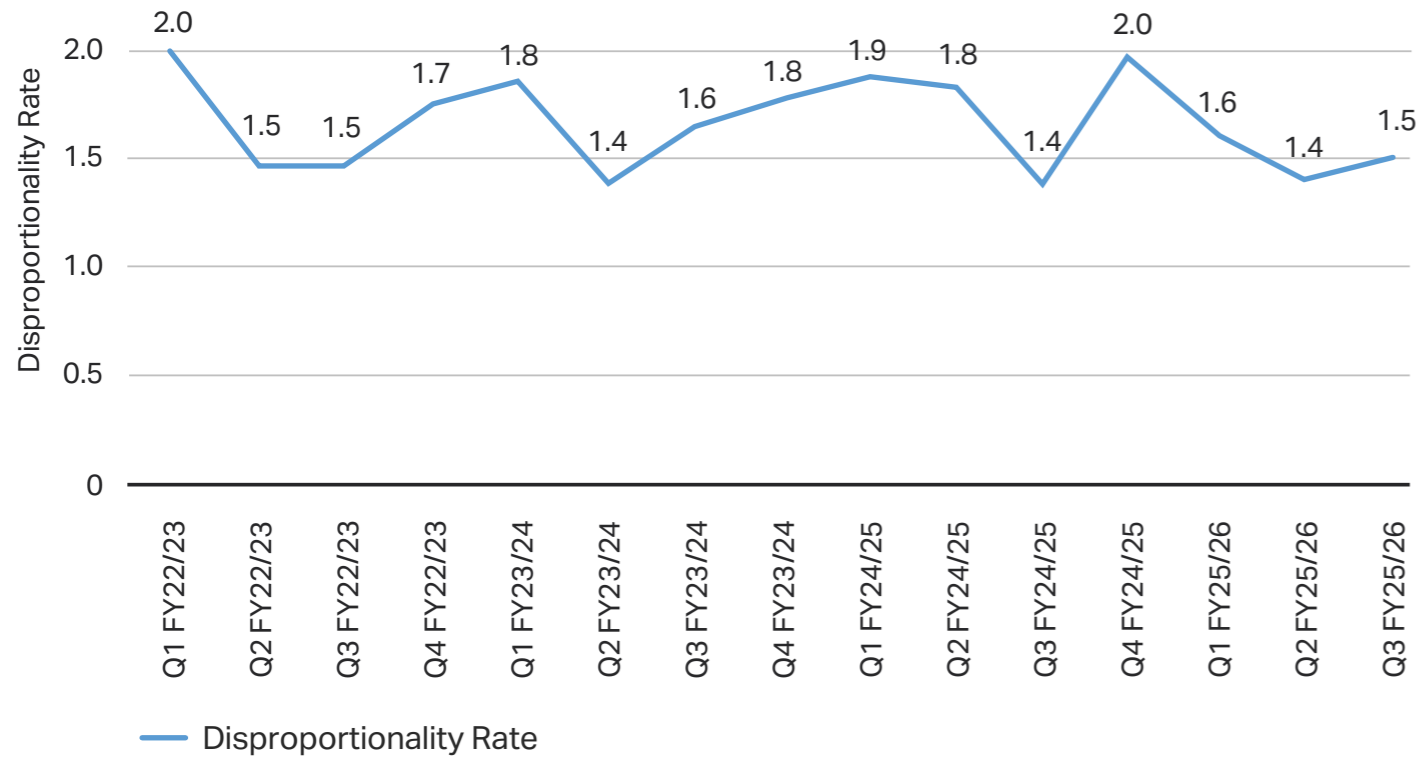


A complaint case is considered finalised when all actions relating to that case are complete. Improvements have been made in the handling of public complaints since 2022, following the introduction of the Complaints Resolution Unit in early 2022.

The average time to finalise conduct matters in quarter 3 2025–26 was **371 days**. This is a **decrease of 26 days** compared to the previous quarter, and a **decrease of 31 days** compared to quarter 3 2024–25.

In quarter 3 2025–26, the average number of days to finalise complaint cases decreased to **85 days**. This represents a reduction of 7 days compared to the previous quarter, and a reduction of **33 days** compared to quarter 3 2024–25.

DISPROPORTIONALITY IN MISCONDUCT ALLEGATIONS



The Met has committed to reduce the disproportionality in their approach to the police misconduct process.

As of quarter 3 25/26, police officers from Black and/or other Minority Ethnic communities are 1.5 times more likely

than white officers to be referred into the misconduct system by line managers and supervisors.

This is stable as compared to the previous quarter (1.4 times more likely).

*The Disproportionality Rate indicates the extent to which two groups differ in their likelihood of experiencing an outcome. The closer the rate is to 1, the greater equality there is between the two ethnic groups. A Disproportionality Rate greater than 1 suggests the outcome is more likely in an ethnic group compared to the comparator ethnic group. A Disproportionality Rate less than 1 suggests the outcome is less likely in an ethnic group compared to the comparator group.



13. Workforce

The Met workforce is comprised of nearly 47,000 people across a range of roles. Overall, police officer numbers are going down as part of the changing affordability within the Met. This is separate to the Mayor’s commitment to Neighbourhood Policing which is not impacted by this downwards trend. Neighbourhood officers will be prioritised for additional posts even as the overall number of officers reduces.

London is a very diverse multicultural city. The Met is striving to become as diverse as the city it polices. Whilst they still have a long way to go, the Met is currently the most diverse it has ever been.

The number of Black officers in the Met is relatively small. This can be unintentionally hidden when using broader terminology such as Black, Asian & Minority Ethnic officers. To provide a clearer picture of the number and proportion of Black officers, this has been shown as a separate category. For the most recent quarter (end of December 2025), there are 5,802 Black, Asian, Minority Ethnic officers (18.4% of total) but only 1,173 of these are Black officers (3.7% of total).

Roles	Total			Female			BAME			Black		
	Statistics at last quarter	Total at Q3	Direction of Travel	Statistics at last quarter	No. and % at Q3	Direction of Travel (%)	Statistics at last quarter	No. and % at Q3	Direction of Travel (%)	Statistics at last quarter	No. and % at Q3	Direction of Travel (%)
Police Officer	32,054	31,613	▼ -441	10,259 (32.0%)	10,125 (32.0%)	↔ (0.0pp)	5,843 (18.2%)	5,802 (18.4%)	▲ (+0.2pp)	1,188 (3.7%)	1,173 (3.7%)	↔ (0.0pp)
Police Staff	11,493	11,518	▲ +25	6,575 (57.2%)	6,572 (57.1%)	▼ (-0.1pp)	3,367 (29.3%)	3,368 (29.2%)	▼ (-0.1pp)	1,197 (10.4%)	1,193 (10.4%)	↔ (0.0pp)
PCSO	1,431	1,418	▼ -13	486 (34.0%)	480 (33.8%)	▼ (-0.2pp)	596 (41.7%)	599 (42.2%)	▼ (-0.5pp)	187 (13.1%)	187 (13.2%)	▲ (+0.1pp)
MSC	1,083	1,053	▼ -30	283 (26.1%)	265 (25.2%)	▼ (-0.9pp)	339 (31.3%)	335 (31.8%)	▼ (-0.5pp)	61 (5.6%)	61 (5.8%)	▲ (+0.2pp)
Met Total	46,062	45,602	▼ 460	17,603 (38.2%)	17,442 (38.2%)	↔ (0.0pp)	10,144 (22.0%)	10,104 (22.2%)	▲ (+0.2pp)	2,633 (5.7%)	2,614 (5.7%)	↔ (0.0pp)

Police officers make up most of the workforce. These are warranted officers with the power of arrest who are responsible for responding to incidents, investigating crime and working closely with communities to keep them safe.

Police staff work behind the scenes to provide all the core functions to support frontline officers. Their roles are many and varied, but they all work to provide the organisational capability to police London.

Police Community Support Officers (PCSOs) are non-warranted officers, meaning they can’t arrest people, but play a vital role in providing reassurance to local communities, help reduce crime, support vulnerable people and provide wider support to local police officers.

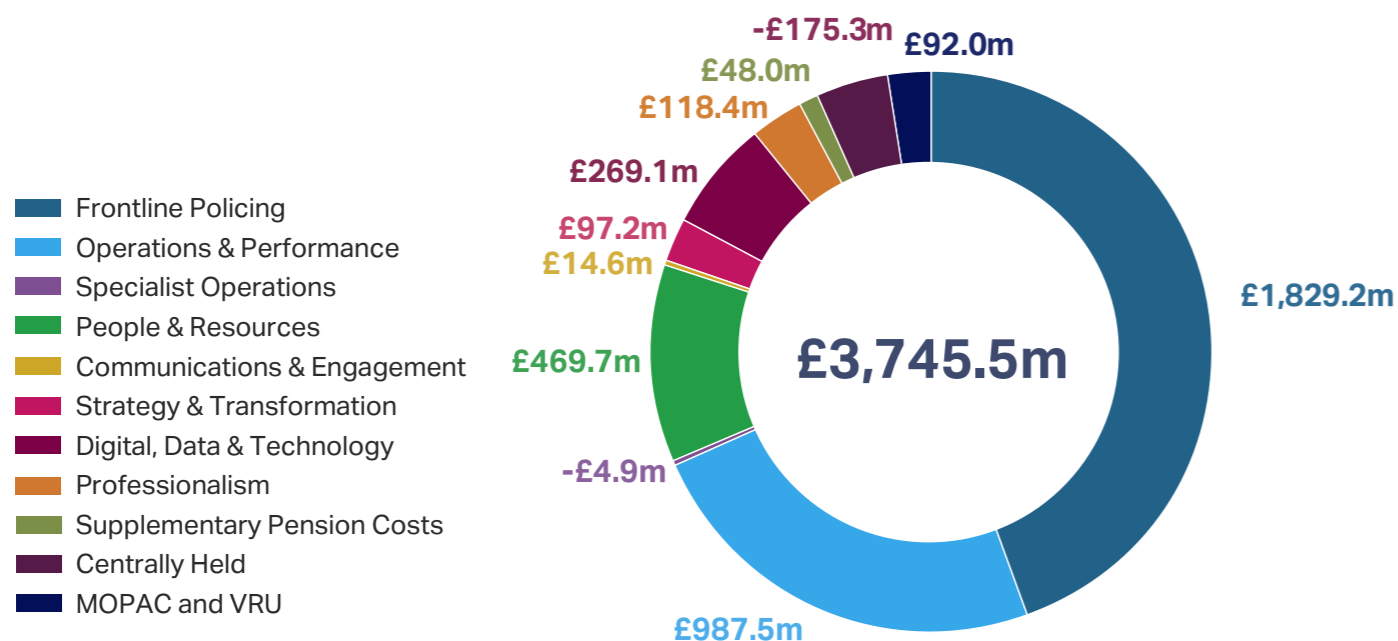
Special constables are volunteer police officers. They have the same powers as regular police officers but work more limited hours and are not paid. They have an important role in supporting regular officers and connecting with communities.

MOPAC Group staffing (excluding the Met) is made up of various different units, including: the Directorate of Audit, Risk and Assurance (DARA - is an income-generating unit that provides internal audit services to MOPAC, to the Met and to a number of fee-paying functional bodies across the GLA Group), the VRU and London Victim’s Commissioner:

Unit	Budgeted FTE* at Q1	Actual FTE numbers at Q1	*There are various ways of presenting Full Time Employment (FTE): budgeted, FTE or headcount, actual. Our presentation here, shows the amount of budgeted FTE and also shows actual FTE. For example, we may have higher actual FTE where an employee is on maternity leave and so a FTE exists for the person in substantive post and in the interim post.
MOPAC	214.7	193.4	
DARA	22.6	18.0	
VRU	46.6	45.7	
Victims Commissioner	4	3.0	
Total Staff	287.9	260.1	

14. Appendix - a

2025/26 MOPAC GROUP EXPENDITURE £M (OBJECTIVE)



*Note objective expenditure is gross expenditure net of specific grants and other income.

FINANCIAL PERFORMANCE OBJECTIVE PRESENTATION, £M

The table sets out the approved MOPAC Group final budget for 2025/26 in the objective format.

MOPAC Group Revenue - Objective	YTD Budget £m	Actual YTD £m	YTD Variance £m	Approved Budget 2025/26 £m	Full Year Forecast	Q3 Full Year Forecast Variance
Frontline Policing	1,410.4	1,402.2	(8.2)	1,856.6	1,869.4	12.9
Operations & Performance	750.2	762.8	12.6	1,054.1	1,015.4	(38.7)
Specialist Operations	428.6	426.0	(2.6)	518.2	572.7	54.5
People & Resources	361.5	334.9	(26.6)	489.4	460.2	(29.2)
Comms & Engagement	8.3	8.0	(0.2)	14.9	11.3	(3.6)
Strategy & Transformation	56.4	55.0	(1.4)	97.2	76.9	(20.3)
Digital, Data & Technology	191.8	186.0	(5.8)	276.2	261.6	(14.5)
Professionalism	101.3	98.7	(2.6)	122.0	135.0	13.0
Discretionary Pension Costs	35.4	34.8	(0.6)	48.0	44.8	(3.2)
Centrally held	(47.6)	(4.2)	43.4	(40.8)	44.6	85.4
Met Service Expenditure (Excluding Specific Grants)	3,296.3	3,304.2	7.9	4,435.7	4,491.9	56.2
MOPAC & VRU	75.8	73.1	(2.7)	127.6	125.4	(2.2)
Service Expenditure (Excluding Specific Grants)	3,372.1	3,377.2	5.2	4,563.4	4,617.3	54.0
Frontline Policing	(24.9)	(25.8)	(0.9)	(27.4)	(35.1)	(7.7)
Operations & Performance	(59.1)	(55.6)	3.5	(66.6)	(78.2)	(11.6)
Specialist Operations	(432.2)	(428.5)	3.7	(523.0)	(578.2)	(55.1)
People & Resources	(15.5)	(15.1)	0.4	(19.6)	(20.9)	(1.3)
Comms & Engagement	(0.1)	(0.0)	0.1	(0.3)	(0.1)	0.2
Strategy & Transformation	(0.2)	(0.2)	0.0	0.0	(1.1)	(1.1)
Digital, Data & Technology	(4.8)	(4.6)	0.2	(7.1)	(5.7)	1.4
Professionalism	(4.0)	(3.0)	0.9	(3.6)	(5.4)	(1.8)
Centrally held	(146.9)	(148.0)	(1.1)	(134.6)	(179.5)	(44.9)
MOPAC & VRU	(29.8)	(30.6)	(0.9)	(35.6)	(38.0)	(2.4)
Specific Grants	(717.6)	(711.5)	6.1	(817.9)	(942.1)	(124.2)
Net Service Expenditure	2,654.5	2,665.8	11.2	3,745.5	3,675.2	(70.2)
Reserves	(11.2)	(11.5)	(0.3)	(103.0)	(80.6)	22.4
Interest Receivable	(11.6)	(18.3)	(6.7)	(13.3)	(20.0)	(6.7)
Capital Financing	160.6	159.1	(1.5)	162.6	191.2	28.6
Funding	(2,851.7)	(2,851.7)	0.0	(3,791.8)	(3,746.2)	45.6
Net MOPAC Group Variance	(59.3)	(56.5)	2.8	0.0	19.7	19.6

The MOPAC Group financial data is presented using two views within this report:

1. Objective - where each category is a different function e.g. Frontline Policing and Specialist Operations.
2. Subjective - where each category is a particular type of spend or income e.g. Police Staff Pay and Supplies and Services or Sales Fees & Charges.



14. Appendix - b

2025/26 MOPAC & VRU FINANCIAL SUMMARY, £M

This table splits out MOPAC and VRU financial performance at quarter 2.

MOPAC			VRU			MOPAC & VRU			Cost Category	MOPAC			VRU			MOPAC & VRU		
YTD Budget £m	YTD Actuals £m	YTD Variance £m	YTD Budget £m	YTD Actuals £m	YTD Variance £m	YTD Budget £m	YTD Actuals £m	YTD Variance £m		Original Budget 2025/26 £m	Full Year Forecast at Q3 2025/26 £m	Full Year Forecast Variance to Original Budget 2025/26 £m	Original Budget 2025/26 £m	Full Year Forecast at Q3 2025/26 £m	Full Year Forecast Variance to Original Budget 2025/26 £m	Original Budget 2025/26 £m	Full Year Forecast at Q3 2025/26 £m	Full Year Forecast Variance to Original Budget 2025/26 £m
15.0	14.9	(0.1)	3.3	3.3	0.0	18.2	18.1	(0.1)										
									Police Staff Pay	20.3	20.6	0.2	4.5	4.5	0.1	24.8	25.1	0.3
15.0	14.9	(0.1)	3.3	3.3	0.0	18.2	18.1	(0.1)	Total Pay	20.3	20.6	0.2	4.5	4.5	0.1	24.8	25.1	0.3
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Police Staff Overtime	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Total Overtime	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.3	0.3	0.0	0.0	0.0	(0.0)	0.3	0.3	0.0	Employee Related Expenditure	0.4	0.5	0.0	0.0	0.0	(0.0)	0.4	0.5	0.0
15.2	15.1	(0.1)	3.3	3.3	0.0	18.5	18.4	(0.1)	Staff Costs Total	20.8	21.1	0.3	4.5	4.5	0.1	25.3	25.6	0.4
0.6	0.6	0.0	0.0	0.0	0.0	0.6	0.6	0.0	Premises Costs	0.9	0.7	(0.2)	0.0	0.0	0.0	0.9	0.7	(0.2)
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Transport Costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2.2	2.3	0.1	0.1	0.0	(0.0)	2.3	2.3	0.1	Supplies & Services	3.9	4.1	0.2	0.2	0.1	(0.0)	4.0	4.2	0.2
38.2	35.0	(3.2)	19.4	21.3	1.9	57.6	56.3	(1.3)	Third Party Payments	71.5	70.3	(1.1)	32.8	32.2	(0.6)	104.3	102.5	(1.8)
41.0	37.9	(3.1)	19.5	21.4	1.9	60.5	59.3	(1.2)	Total Running Costs	76.3	75.1	(1.2)	32.9	32.3	(0.6)	109.2	107.5	(1.8)
56.2	53.0	(3.2)	22.8	24.7	1.9	79.0	77.7	(1.3)	Total Gross Expenditure	97.1	96.2	(0.8)	37.4	36.9	(0.6)	134.5	133.1	(1.4)
(3.1)	(4.3)	(1.2)	0.0	(0.3)	(0.3)	(3.1)	(4.6)	(1.5)	Sales Fees & Charges	(6.9)	(7.4)	(0.5)	0.0	(0.3)	(0.3)	(6.9)	(7.7)	(0.8)
(23.7)	(22.9)	0.8	(6.1)	(7.7)	(1.6)	(29.8)	(30.6)	(0.9)	Specific Grants	(25.0)	(27.2)	(2.2)	(10.6)	(10.8)	(0.2)	(35.6)	(38.0)	(2.4)
(26.8)	(27.3)	(0.4)	(6.1)	(8.0)	(1.9)	(32.9)	(35.2)	(2.3)	Total Gross Income	(31.9)	(34.6)	(2.7)	(10.6)	(11.1)	(0.5)	(42.5)	(45.7)	(3.2)
29.4	25.8	(3.6)	16.7	16.7	(0.0)	46.1	42.5	(3.6)	Net Expenditure	65.1	61.6	(3.5)	26.9	25.8	(1.1)	92.0	87.4	(4.6)
(2.1)	(2.3)	(0.2)	(5.3)	(5.4)	(0.1)	(7.4)	(7.7)	(0.3)	Transfers to/(from) Reserves	(12.0)	(9.4)	2.6	(7.5)	(7.5)	0.0	(19.5)	(16.9)	2.6
27.3	23.5	(3.8)	11.4	11.3	(0.1)	38.7	34.8	(3.9)	Net Expenditure after Reserves	53.1	52.2	(0.9)	19.4	18.3	(1.1)	72.5	70.5	(2.0)
		0.0			0.0	0.0	0.0	0.0	General Police Grant	(53.1)	(53.1)	0.0	(19.4)	(19.4)	0.0	(72.5)	(72.5)	0.0
27.3	23.5	(3.8)	11.4	11.3	(0.1)	38.7	34.8	(3.9)	Overall Total	0.0	(0.9)	(0.9)	0.0	(1.1)	(1.1)	0.0	(2.0)	(2.0)



14. Appendix - c

FURTHER OVERSIGHT AND ACTIVITY

The following are a mix of key formal and informal oversight meetings for the Met and MOPAC. Where applicable, members of the public can attend and papers are issued for all public meetings.

Oversight Governance

London Policing Board - In quarter 3, they met twice. [Find out about future public meetings of the London Policing Board](#)

London Policing Board Performance, Finance and Delivery Committee - In quarter 3, they met once. [Find out about future public meetings of the Committee](#)

London Policing Board People and Culture Committee - In quarter 3, they met once. [Find out about future public meetings of the Committee](#)

Assurance

MOPAC and Met Joint Audit Committee - In quarter 3, they met three times. [Find out more about the Committee](#)

London Policing Ethics Panel* - it sits monthly and [reports are published online](#)

*This is an independent panel set up by the Mayor of London and attended by MOPAC officers
**These meetings are supported/funded by MOPAC

Community Scrutiny and Engagement Mechanisms

Independent Custody Visitor (ICV) Panels - In quarter 13 each ICV Panel met once (20 meetings)

ICV Chair's meetings - In quarter 3, they met once

Pan-London Community Monitoring Network - In quarter 3, there were no meetings

Hackney Community Police Scrutiny Panel - In quarter 3, they met three times

Borough Community Monitoring Groups**

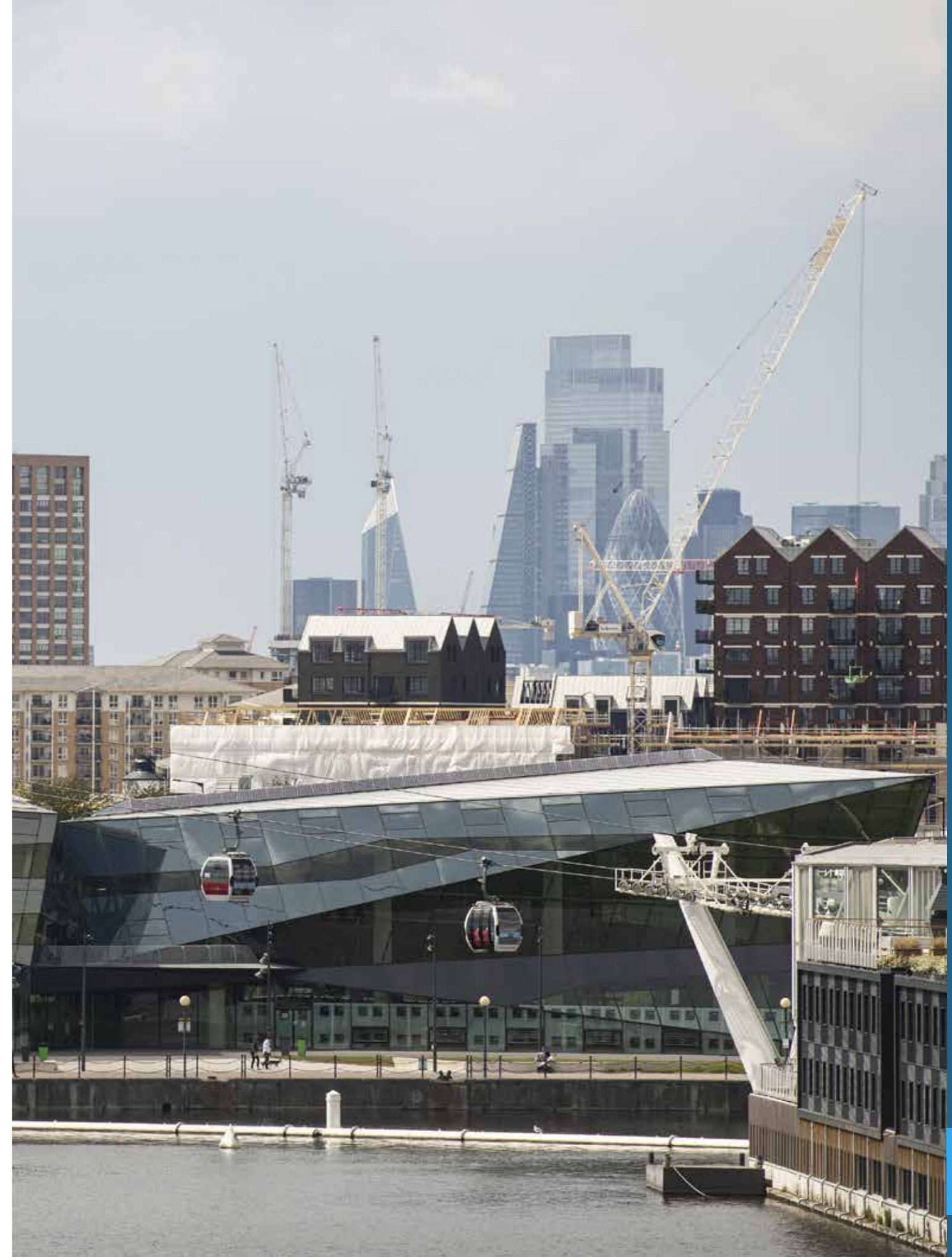
Borough Safer Neighbourhood Boards**

[Find out more about Community Monitoring Groups, Safer Neighbourhood Boards, Community Scrutiny Group and the Independent Custody Visiting Scheme](#)

Scrutiny of MOPAC

The London Assembly Police and Crime Committee (PCC) - In quarter 3, seven times (two of which were extraordinary meetings related to the summoning of the Estate Strategy. [View previous webcasts of the PCC](#)

[Find out more information about previous meetings, minutes and agendas for all meetings](#)





14. Appendix - d

ABOUT US

The Mayor of London, Sadiq Khan, has important responsibilities for policing and safety in the capital, including overseeing the Metropolitan Police to make sure it provides an efficient and effective service for Londoners; investing in crime prevention activities; commissioning services to support victims of crime; and bringing together partners to tackle complex safety issues and their underlying causes.

To help him deliver these responsibilities, the Mayor has appointed Kaya Comer-Schwartz as Deputy Mayor for Policing and Crime (DMPC) to lead the team at the Mayor's Office for Policing and Crime (MOPAC).

MOPAC has a dedicated team of officials including specialists in commissioning, finance, oversight, policy, professional standards, research and analysis, community engagement and auditing. MOPAC also hosts the Mayor's Violence Reduction Unit (VRU) and the office of London's Independent Victims' Commissioner.

This quarterly report provides a detailed summary of our work and delivery against the outcomes we want to achieve.

Together, we are working to deliver the Mayor's Police and Crime Plan and his vision for a city in which everyone is safe – and feels safe.

NB: We know that certain offences are under-reported and are not always victim-based, so we are mindful that not all increases or decreases are necessarily positive or negative for some crime categories. Some of the performance data used in the report are not yet fully audited and are subject to change. This is because records can be updated, reclassified and subject to quality checks.