



METROPOLITAN
POLICE

M O P A C

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

The Estate Strategy

2025-2035

NEWHAM ISLINGTON ROYAL BOROUGH OF GREENWICH HACKNEY HAMMERSMITH AND
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
WESTMINSTER BARKING AND DAGENHAM BARNET BEXLEY BRENT BROMLEY
CROYDON EALING ENFIELD HARINGEY HARROW HAVERING HILLINGDON
HOUSLOW ROYAL BOROUGH OF KINGSTON UPON THAMES MERTON
NEWHAM REDBRIDGE RICHMOND UPON THAMES SUTTON WALTHAM FOREST
CAMDEN ROYAL BOROUGH OF GREENWICH HACKNEY HAMMERSMITH AND
FULHAM ISLINGTON ROYAL BOROUGH OF KENSINGTON AND CHELSEA
LAMBETH LEWISHAM SOUTHWARK TOWER HAMLETS WANDSWORTH CITY OF
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Commissioner's Foreword

Sir Mark Rowley



Over the last two and a half years, Met officers and staff have worked tirelessly in support of our mission of 'More Trust, Less Crime and High Standards'. As we move into the next phase of this mission, I am pleased that the Met and the Mayor's Office for Policing and Crime (MOPAC) are jointly publishing our new Estate Strategy.

Policing London effectively requires more than just dedicated and hardworking officers – it demands an estate that supports them, serves victims with dignity and ensures the proximity of our teams to the communities they protect. Yet, the reality is stark: half of our buildings fall below acceptable standards, many are in disrepair, and our ability to invest in the future is constrained by limited funding.

This is a strategy built on responsibility, resilience and a commitment to serve Londoners with the highest standards – despite the financial constraints we face. It sets out what we must do, what we should do, and what we can afford to do.

We want to fix the buildings that are no longer fit for purpose. We want to ensure the estate supports us to reform and we want to ensure the estate supports operational policing in the long term. But delivering everything we want to do would cost £2.4b. At present, we have just £710.5m in capital funding and face a £0.56b shortfall in revenue, with a gap of £56m each year. That means we cannot do everything we need to do.

As a result, this strategy explains how we will make tough but necessary choices. We will prioritise keeping buildings

legally compliant, safe and secure. As manufacturers phase out combustion engines, we will need to transition to electric vehicles ahead of legal deadlines. And we will pursue co-location opportunities with partners to place officers closer to communities – because visibility builds trust, and trust reduces crime. These are the actions we can afford to take now. However, if further funding becomes available, we aim to go much further: improving spaces for victims, enhancing emergency response coverage, upgrading facilities for our officers and staff from just adequate to acceptable or good, and creating new training environments that support high standards from day one. We also plan to respond to emerging technologies, including utilising landing spaces for drones to speed up our response to crimes, and to ensure our estate evolves to meet the demands of modern policing.

We remain ambitious. We will innovate, collaborate and do more with less. But we must also be honest: without additional funding, we will simply not be able to deliver the estate we need to police London. Our unbounded commitment to London will persist, but our impact may be diminished.

Deputy Mayor for Policing and Crime Foreword

Kaya Comer-Schwartz



For the Mayor of London, and for me as his Deputy Mayor for Policing and Crime, keeping Londoners safe is our utmost priority.

The Metropolitan Police Service work tirelessly every day on behalf of all Londoners, putting

themselves in the line of danger to keep the rest of us safe.

It is paramount that they are supported with buildings and equipment that are fit for the 21st century.

Unsurprisingly, for a police service that is almost 200 years old, much of the Met estate is aging and needs considerable investment. After over a decade of cuts under the previous government, the Met is facing an extremely difficult financial situation. The Mayor is doing everything in his power to support policing and as a result of record funding from this new Government and the Mayor, the Met is receiving a historic £1.16bn for 2025/2026.

Even with this additional support, the financial pressures on the Met persist while the financial demands they must meet increase in scale and complexity. There are no quick fixes and no easy options.

At the heart of our agenda at City Hall is restoring visible neighbourhood policing in order to build a safer London for everyone. That is why the Mayor

has invested more in the Met than any previous Mayor by a huge margin. Our support for them and our thanks for all the Met do is unwavering.

This new strategy sets out how the Met's estate will evolve in the years ahead, providing modern facilities and a geographical footprint that best enables the Met to prioritise the things that matter most for Londoners in an efficient and effective way.

It supports putting more officers in communities to tackle neighbourhood crime and a renewed focus on driving down violence.

It supports protecting the most vulnerable Londoners and a continued drive to deliver improvements to the Met's response times.

Our decisions mean that Safer Neighbourhood teams now have an additional 500 officers and staff ranging from Superintendent to PCSOs, who are working closer than ever with London's local communities.

Here at City Hall, we continue to do all we can to support the Commissioner and all of London's police officers, police staff and volunteers who dedicate their lives to making our city safer for all.



Introduction

Our mission is to deliver More Trust, Less Crime and High Standards in our policing of London. This Estate Strategy has been co-authored by the Met and the Mayor’s Office for Policing and Crime (MOPAC) and jointly developed with feedback from key stakeholders within the Met and from partner bodies such as the Greater London Authority and local authorities in London.

Looking ahead over the period of this strategy, we will continue to face new challenges and increasing demand. Crime is becoming more complex, and London’s population is forecast to both increase and to become even more diverse. Meeting these changing requirements will require a more flexible and adaptable estate, one which meets the needs of our communities as well as a workforce of over 45,000 dedicated officers and police staff.

To deliver our mission, the Met requires a sizeable estate that provides bases from which our response teams can operate, places for officers to meet with victims, custody suites, offices from which our detectives can lead investigations, and sites from which we can deliver firearms, public order and other specialist training.

The previous Estate Strategy involved consolidation of our estate onto a much smaller footprint, while investing in the quality of our retained buildings. While we may still need to dispose of some sites, we know communities want to see police officers and staff out and about in their areas. This is why this strategy is focused on increasing our local presence and visibility, with a clear ambition of neighbourhood officers and PCSOs being within a 20min walk of their ward.

Our Vision

“To provide a safe and efficient estate which supports the Met to deliver its mission of More Trust, Less Crime and High Standards, meets the needs of the communities we serve, and enables our officers and staff to perform effectively every day”

Our Current Estate

Our current estate comprises c. 200 operational buildings. However, a significant proportion (50%) of Met staff currently work in buildings that do not meet a ‘good’ quality standard, buildings where internal spaces are of sub-standard quality and in need of complete refurbishment. This impacts operational effectiveness and officer and staff wellbeing. A comprehensive assessment of the current estate has identified a substantial backlog of maintenance, estimated at c. £1b.

A significant funding gap exists between the resources required to achieve our vision and those allocated through the spending review process. The available funding and shortfall over the ten-year term of this Estate Strategy is illustrated below, with the Met only having c. 30% of the capital and only c. 72% of the revenue required.

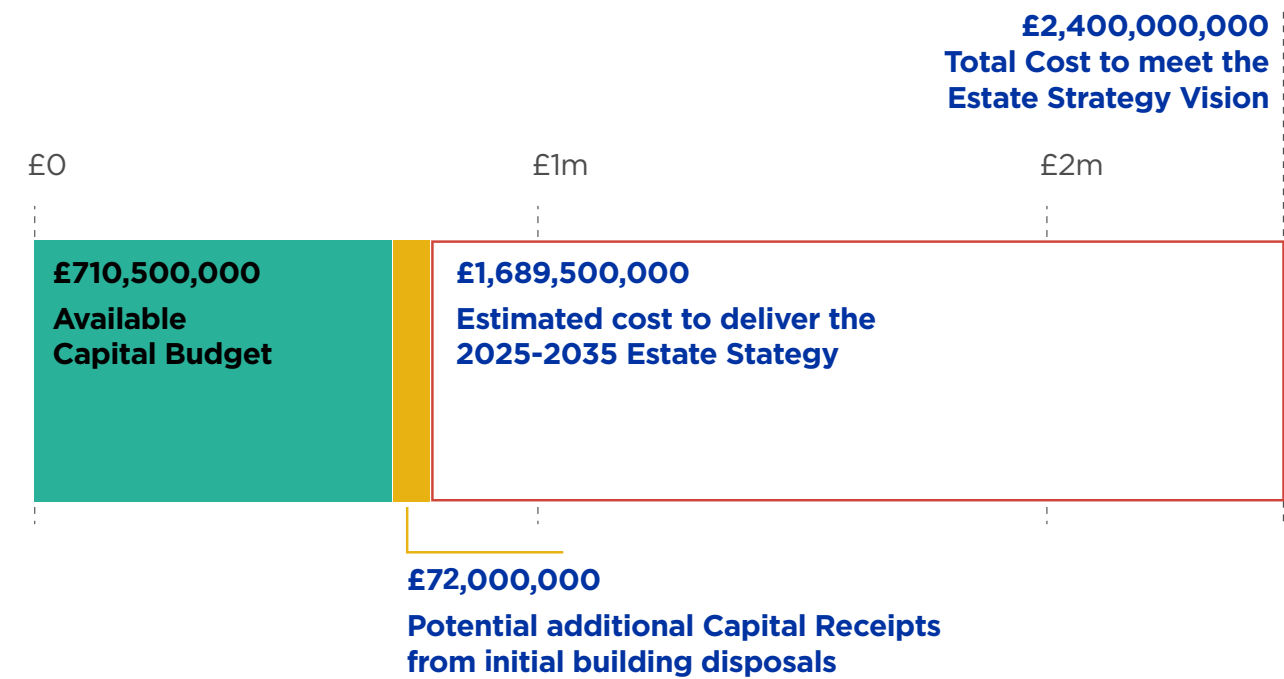


Figure 01: Available vs Required Capital to invest in the Met Estate

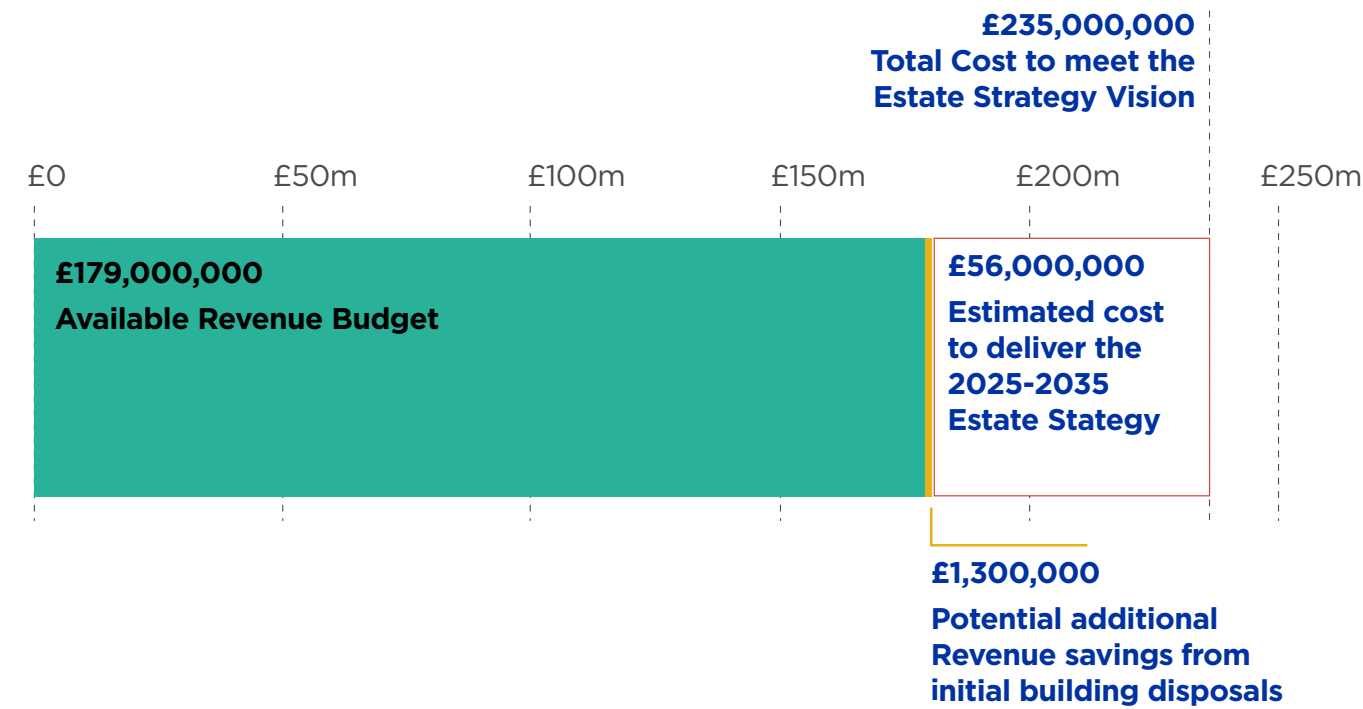


Figure 02: Available vs Required Revenue to run the Met Estate

Our Strategy

Given our reliance on additional funding, we have developed a responsive, flexible approach. This allows us to keep an ambitious vision while flexing what we deliver each year through annual plans based on the level of funding available at the time. In delivering our strategy, we will focus on:

- Keeping the estate legally compliant, safe, secure and available to effectively support operational policing
- Improving and optimising the estate
- Partnering to accommodate neighbourhood teams closer to the wards they police
- Beginning the required transition to electric vehicles, where infrastructure allows, as manufacturers phase out combustion engines.

We are also mindful that MOPAC and the Met will need to make some tough choices to prioritise spending, to achieve more with less. This process will include project prioritisation, disposal of buildings where appropriate, and bringing forward innovative solutions to make the most of our available resources.

We will also continue to make the case for further investment. The data shows we currently run an unsustainably lean estate operation, with little additional scope to achieve further efficiencies without the sale of more buildings or changing the way we operate, which would have a corresponding impact on the delivery of our services. Continually constrained finances since 2010 means we now spend, inflation adjusted, nearly 20% less per square meter on the estate today than in 2010. Benchmarking shows that the government spends more than double the amount per square meter on a national portfolio of offices for civil servants today compared to the Met. This is despite the Met operating a far more diverse and specialist estate in

a high-cost London environment: one which must provide custody facilities to hold detainees, forensics laboratories for ballistics, DNA and increasingly digital investigations, stables for horses for Mounted Officers, kennels for police search dogs, ranges for firearms officers, landing sites for helicopters and much more. The benchmarking provides a useful marker for the level of investment we should be making if funding was made available to the Met.

Strategic Themes and Objectives

The Estate Strategy describes the areas of proposed activity and the objectives we would like to achieve. Our focus will remain on maintaining safe and compliant buildings, which will use a significant proportion of our budget. This limited budget and lack of capital grants means that, from 2027–28, all of our forecast available funding will need to be spent on ensuring we have legally compliant, safe, secure and available buildings.

Creating and maintaining safe communities in London is a shared responsibility with our partners, and we work more effectively when we collaborate. We will therefore pursue co-location opportunities with partners across the GLA, local authorities and other property owners in London.

We will continue to seek opportunities for grant funding, to increase the number of locations from which our neighbourhood policing teams are based and to support the provision of electric vehicle charging infrastructure. We will also look to support the development of innovative solutions, whether through increased use of technology or by resourcing differently. However, our ability to achieve the full scope of our ambition will be very limited for at least the next three years, and possibly longer, if additional funding remains unavailable.

Delivery Plans, Implementation and Governance Approach

Implementation of the strategy is underpinned by the Met and MOPAC's annual business planning process, which ensures that decisions are informed by organisation-wide affordability considerations, evolving priorities and strategic alignment.

Our strategy includes detailed delivery plans for year one, with funding focused on essential maintenance, projects supporting operational policing priorities (such as the roll-out of tasers to neighbourhood officers) and selected initiatives to improve the estate for the workforce. Over the following years, we will develop similarly detailed delivery plans. These plans will include details of multi-year projects which address specific maintenance and upgrade requirements that are confirmed as part of the annual planning process, strategic co-location initiatives with local authorities and other partners, and targeted property disposals to generate capital receipts for reinvestment and to reduce operating costs.

A One-London Approach

This Estate Strategy is based on the Met's analysis of the estate needed to underpin the delivery of policing services across London. It is aligned to key mayoral, GLA and statutory ambitions, where funding is available, and complements the Mayor's Police and Crime Plan.

Summary

The Met/MOPAC estate is a vital part of how we keep London safe. Over the past 15 years, as buildings have closed, the distance between Londoners and the police has increased, which has affected our communities.

We would ideally like to reverse this position, with a modern, evolving estate which fully supports the needs of the Met, the communities we serve and the growing city. This is not achievable within current funding. We have therefore chosen to firstly prioritise the maintenance of a legally compliant, safe and secure buildings, with most of our available funding allocated to this core objective, and then to allocate a more limited amount of funding towards pursuing co-location opportunities and partnerships, with a target (within the first three years of the strategy) of locating 40 neighbourhood policing teams closer to the wards they police. Net zero also means that any additional funds, beyond meeting these two priorities, will need to be made available to support the provision of electric vehicle charging infrastructure in order for the Met to still be able respond by vehicle as manufacturers increasingly only offer electric vehicles for sale.



Part 1:

Estate Vision and Objectives

Context

This strategy supports the Met's broader objectives to improve policing and crime outcomes across London. This includes being closely aligned to the New Met for London (NMfL) plan, of which the estate is a key enabler. These inputs have informed the strategy's vision, themes, objectives and principles, which provide a framework for estate decision-making, to ensure ongoing strategic alignment.

A New Met for London:

In 2023 we published A New Met for London, which set out a bold plan for reforming the Met and achieving our mission of More Trust, Less Crime and High Standards. Over the last two years we have made significant progress, including improvements to criminal exhibit stores and command and control facilities, both of which supported our exit from HMICFRS Engage. We have also delivered works to improve building quality at a limited number of sites, to keep them open and operational.

With the first phase of NMfL coming to an end, New Met for London 2 (NMfL2: 2025–2028) sets out our plans for the next three years. This Estate Strategy has been developed with particular consideration to supporting NMfL2's three pillars of Community Crime Fighting, Culture Change and Fixing our Foundations, as well as supporting the cross-cutting priorities of Putting Crime Fighting First and Working in Partnership.

Alignment with Wider Strategic Frameworks:

The following summarises the key Mayoral, GLA, and statutory requirements and ambitions that inform this Estate Strategy. Given the Met's limited available funding for operational policing, and (subject to the outcome of future budget-setting processes) the potential need to make further reductions in Officer numbers, the Met will only be able to use its existing funding for wider requirements where these are necessitated by legislation, such as reaching Net Zero carbon emissions from our buildings by 2050. No funding is proposed to be diverted from operational policing to support ambitions which are not legally mandated. Where wider benefits

can be obtained as part of delivering the objectives of this strategy, these will be pursued. Should new funding be made available for the Met, this position may change.

Evolving legal obligations:

- **Net Zero 2050:** The Met/MOPAC is working towards achieving net zero carbon emissions from buildings by 2050, through building upgrades and energy efficiency initiatives.
- **Supreme Court Rulings (Equality Act):** Implications of the Supreme Court judgment on the Equality Act's scope regarding sex and gender will inform building and facility design and accessibility.
- **Zero Emission Vehicle (ZEV) Mandate:** The transition to electric vehicles (EV) by 2035 necessitates significant investment in EV charging infrastructure, but faster transition in the industry means we will have to make this transition much sooner, with large numbers of our vehicles potentially needing to be electric from as soon as 2028–29.

Wider Considerations:

In addition to our legal obligations, there are several other considerations which have informed the development of our plans, as set out below:

- **Mayoral Vision & Objectives:** London's long-term strategy focuses on sustainable development, aiming for global excellence in quality of life, economic competitiveness and environmental leadership, which aligns with our long-term planning and sustainability goals.

■ **2025–2029 Policing & Crime Plan:**

This plan prioritises reducing violence and exploitation, building safer communities, supporting Met reform and improving the criminal justice system, which informs our operational needs and resource allocation.

■ **Mayor’s London Environment Strategy (LES):**

The LES targets environmental sustainability and net zero carbon emissions by 2030. MOPAC is legally required to have regard to the LES.

■ **Accommodation for Key Workers:**

Providing rent-controlled housing for key workers, including police officers and staff, to support our recruitment and retention.

■ **London Plan:** This plan addresses the housing crisis, promotes sustainable economic growth, meets climate commitments and improves the environment, which informs our approach to space planning, co-location and responses to changing population density. MOPAC is legally required to have regard to the London Plan.

Estate Vision, Themes and Objectives:

The agreed vision for the estate is:

“To provide a safe and efficient estate which supports the Met to deliver its mission of More Trust, Less Crime and High Standards, meets the needs of communities we serve and enables our officers and staff to perform effectively every day.”



The following framework of themes and objectives helps set out what we practically want to deliver to achieve this vision:

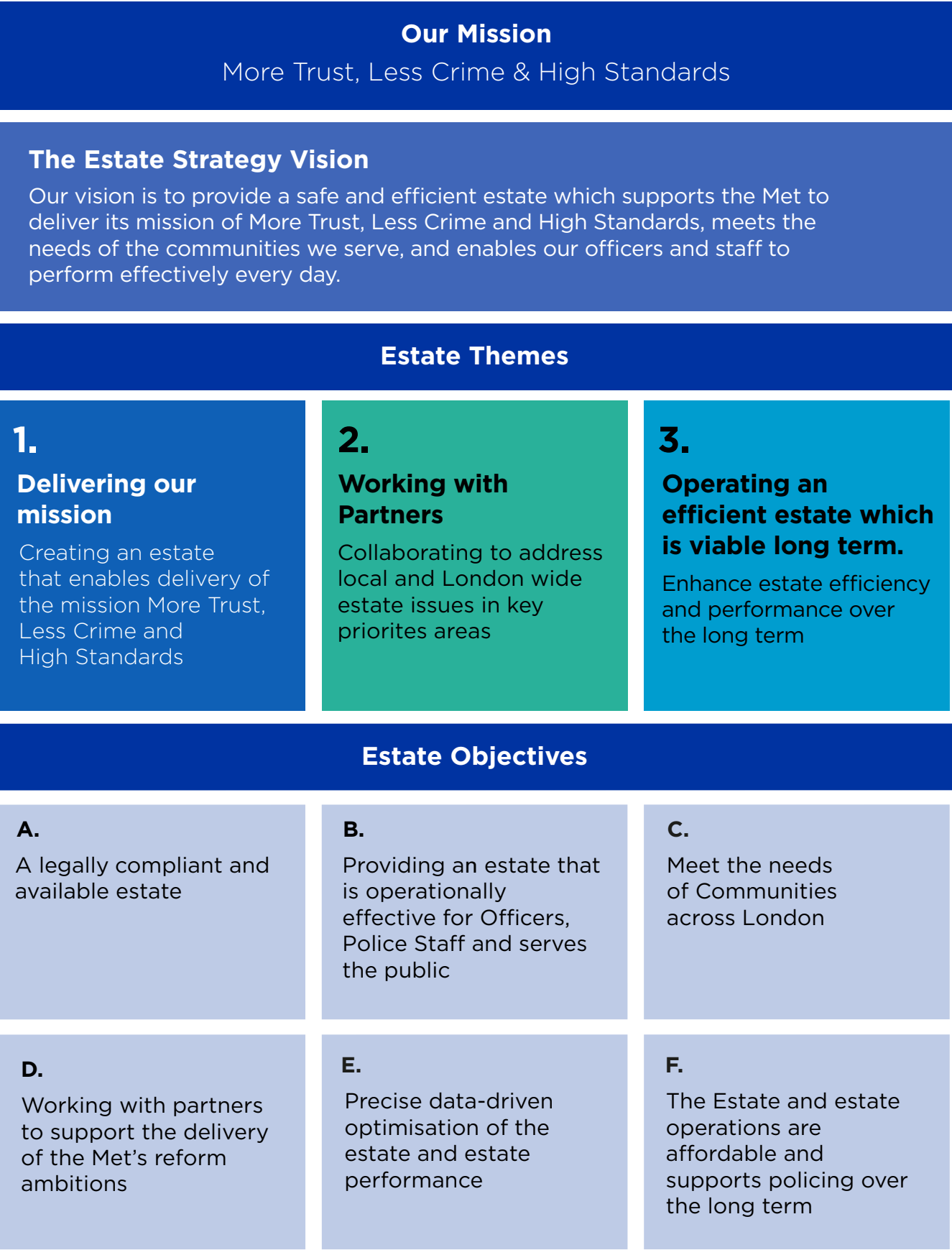


Figure 1: The Estate Strategy themes and objectives

Alongside the vision, themes and objectives, we have developed a set of **guiding principles** which will act as a decision-making framework for evaluating estate requirements. These principles include:

- **Compliant & Secure** – Legally compliant, safe and secure work environments for our officers, police staff, police animals and the public who use our buildings.
- **Supporting Policing** – Supports operational performance and delivering the Met’s mission.
- **Quality Workspaces** – Buildings and spaces that our officers and staff can be proud of and which reinforce our culture and standards.
- **Community Focused** – An estate which supports our communities and victims, with neighbourhood teams located close to their wards.
- **Efficient** – Optimises the accommodation available and minimises the estate footprint required and the costs to run it.
- **Collaborative** – Pursues suitable co-location opportunities and use of other public sector and partner estate across London.
- **Long-Term Sustainable** – Is energy efficient, climate resilient and meets legal and practical net zero obligations without compromising on operational performance.
- **Affordable** – Is financially affordable, representing long-term value for Londoners.

A robust planning process using these principles, suitably weighted, will support timely, effective decision-making, and maintain alignment with the Met’s mission and wider strategic goals.





Part 2:

Our Current Estate

On any given day, the Met estate hosts victims reporting crimes, suspects being taken to custody and accommodates tens of thousands of officers and police staff across London. It also supports a vast array of operational activities, from offices to kennels, boats to forensic laboratories. It contains highly specialised spaces such as armouries, custody cells, criminal exhibit stores and interview rooms. Alongside more general spaces such as locker rooms and office spaces.

We operate with a footprint of over 650,000 square meters and an estate valued at over £1.7bn. Each year we have nearly 9 million attendances to our buildings from Officers, Police Staff and from members of the public. To ensure the estate remains safe and legally compliant for everyone who uses it each year the estate team raises and manages around 175,000 planned maintenance work orders, delivers around 70,000 minor reactive jobs and repairs, 500-600 proactive projects and responds to over 57,000 property-related help desk calls.

Our estate is owned by the Mayor's Office for Policing and Crime (MOPAC) and is used and operated by the Met. Figure 2 below outlines the geographic dispersion of the estate across London:

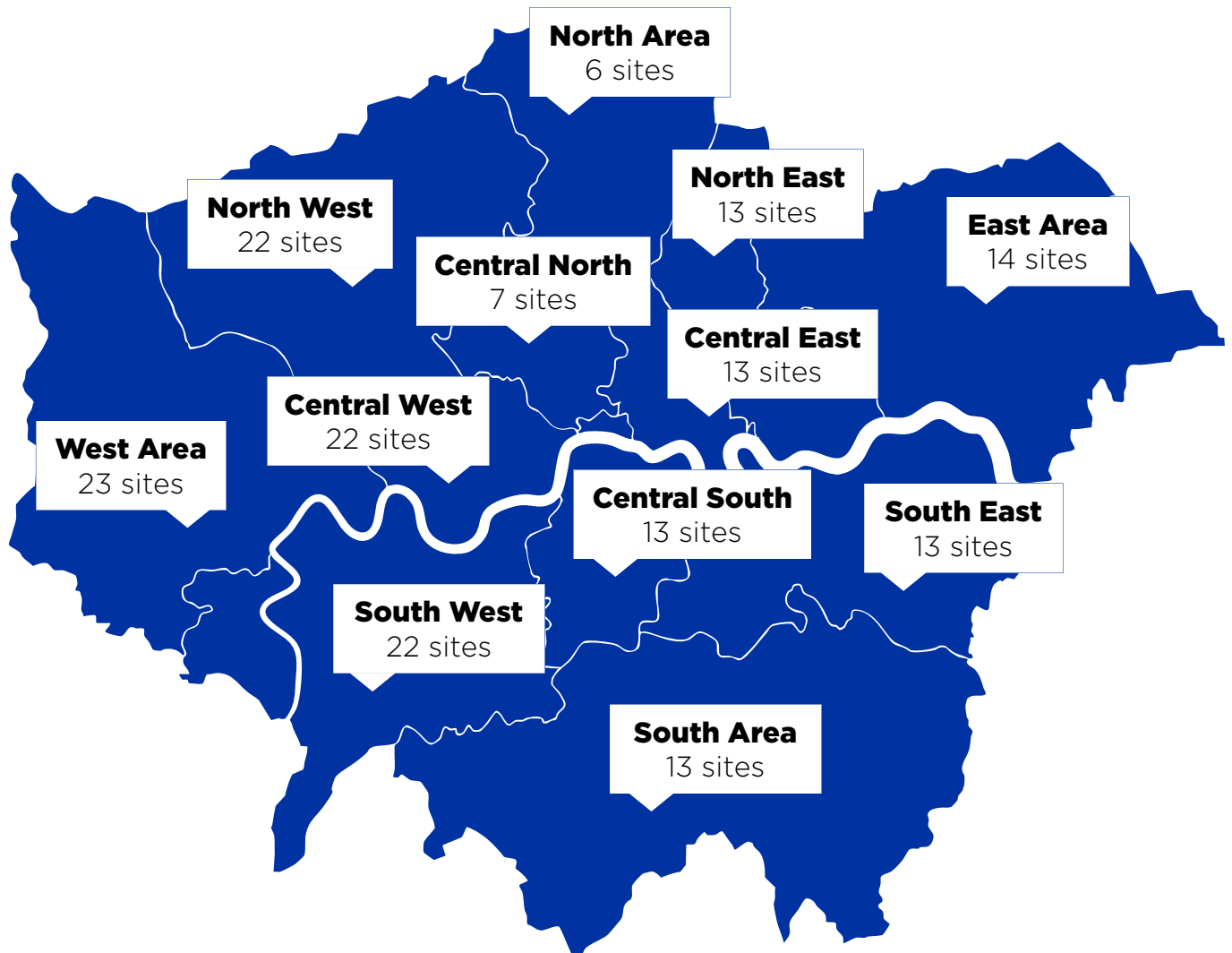


Figure 2: Number of Met/MOPAC sites (including police stations, neighbourhood bases and specialist facilities) per basic command unit

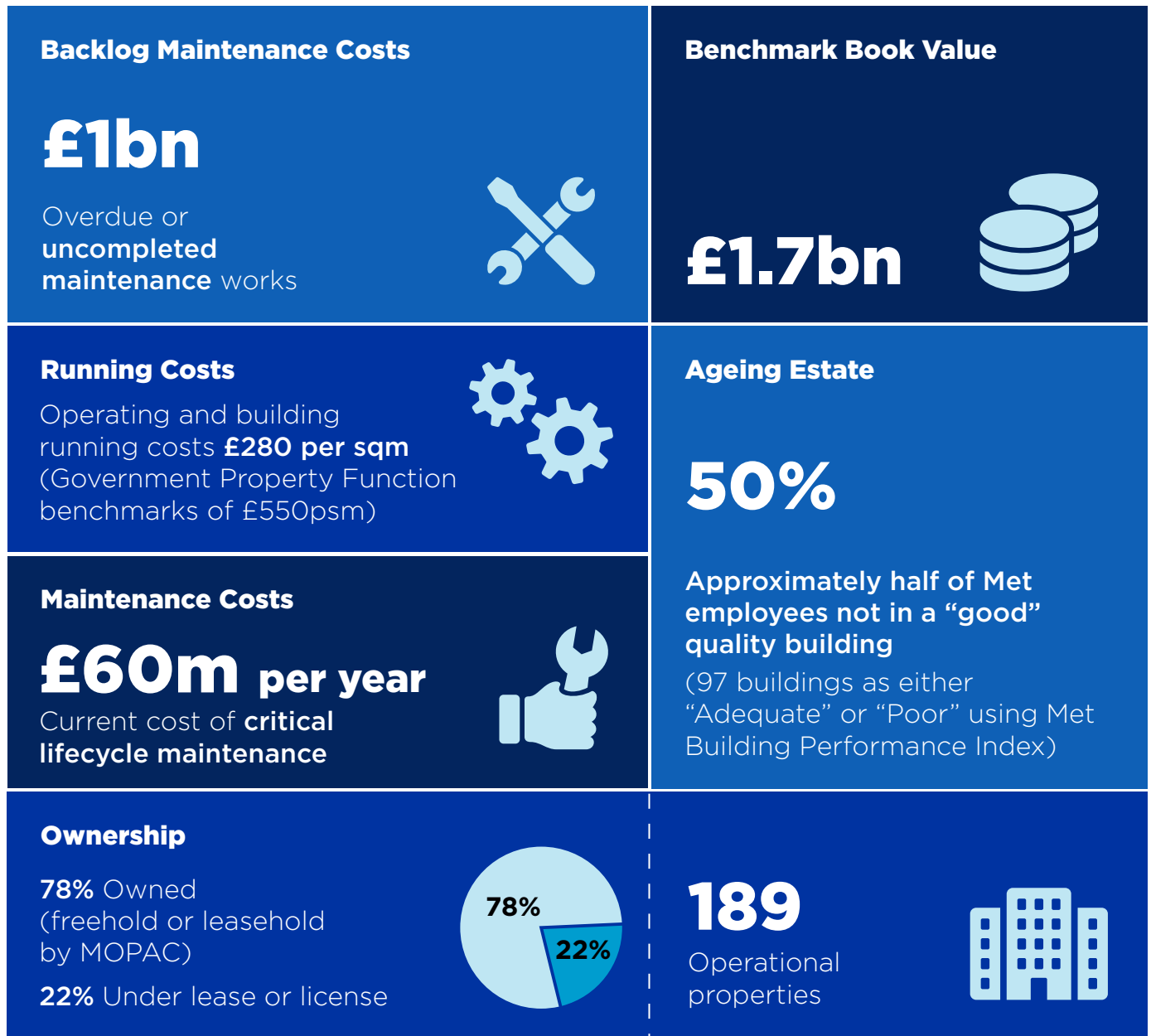


Figure 3: Current estate – status and key challenges

The property portfolio has been through significant rationalisation since 2010: the number of operational buildings has reduced from 620 to c. 200, and residential properties from 174 to 71. This generated over £1b in capital receipts to support the Met’s capital plan and delivered annual revenue savings of approximately £70m to support officer numbers. The Met has also evolved its Public Access over time as increased use of technology means fewer crimes are reported in person at a front counter.

The estate is vital for operational effectiveness, but it faces significant challenges: substantial building disrepair and a large repair backlog necessitate a strategic approach to estate planning to balance immediate needs with future requirements and available budgets whilst maintaining the new levels of public access. These challenges and opportunities are further detailed in Part 4: The Affordability Challenge.



Part 3:

Our Future Estate

We are proud to police London by consent. However, as noted in the 2023 publication of the New Met for London (NMfL), we recognise that this consent is hard-earned and easily lost. Crime is changing, with demand and complexity rising, and tackling it effectively requires a well-run organisation that properly supports and equips its people to meet the challenges they face every day.

Our strategy sets out all the ways we would like to improve the estate to allow us to better deliver on our mission. Limited available funding means that we can, unfortunately, only do a small amount of this activity over the first three years. Figure 4 below highlights this, with the activity in red not progressing unless we can secure further funding, and the activity in yellow only partially progressing.

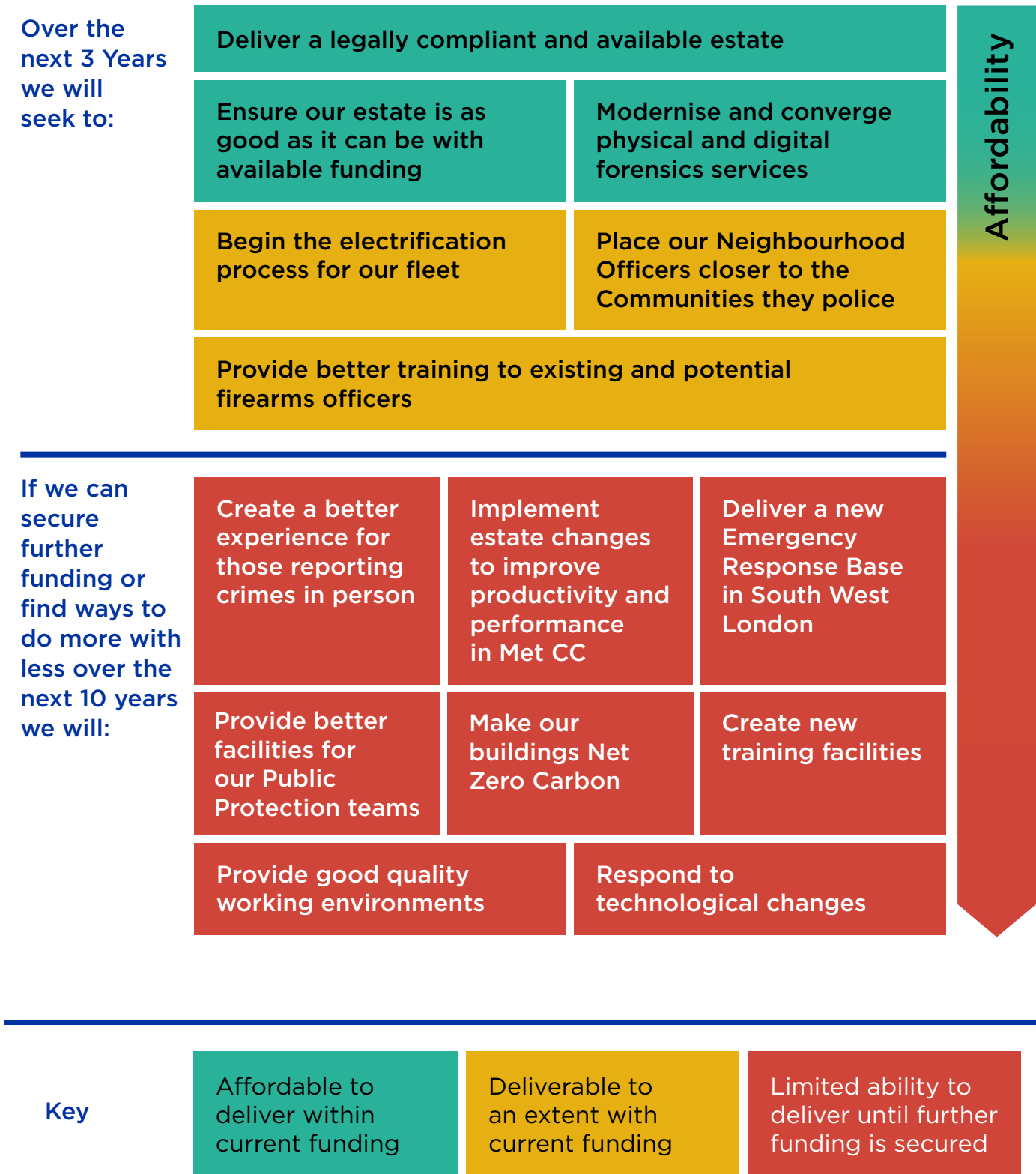


Figure 4 Affordability scale to deliver our future estate

Over the next three years we will seek to:

- **Deliver a legally compliant and available estate** – In alignment with Objective A of the Estate Strategy, we will strive to deliver legally compliant, safe and secure work environments for our officers, police staff, police animals and the public who use our buildings.
- **Modernise and converge physical and digital forensics services** – Including by continuing to deliver our criminal exhibits transformation programme to improve how we manage and store evidence. This will improve the likelihood of achieving a positive outcome for victims.
- **Ensure our estate is as good as it can be with available funding** – Where possible, we will pursue opportunities for co-location with other services in the community and will seek to focus our investment on buildings that would otherwise have to close in the next three years.
- **Begin the electrification process for our fleet** – The timeline to meet government targets for introduction of EVs has influenced manufacturers' decisions to withdraw certain vehicles, affecting the Met's fleet strategy. This has accelerated our need to have access to appropriate charging infrastructure to support our operational activities.
- **Place our neighbourhood officers closer to the communities they police** – our ambition is to co-locate with other public services on 40 wards in the first three years of this strategy. We know this will lead to better outcomes for Londoners and it will need renewed commitment from partners as well as additional sources of funding. Our goal is for all neighbourhood officer and PCSO teams to be within a 20-minute walk of the ward boundary. Ideally,

the 100+ teams which are currently outside this goal could be co-located with partners such as local authorities over this time, or over the whole Estate Strategy period, so that officers are close to the communities they serve.

- **Provide better training facilities for existing and potential firearms officers** – We know the physical location and condition of the primary training site in Gravesend can contribute to the exclusion of candidates due to factors such as long commuting distances, inadequate facilities for female officers, and poor living conditions. We will do as much as possible to deliver immediate improvements while we review the long-term future of our training facilities.

If we can secure further funding or find ways to do more with less over the next ten years we will:

- **Create a better experience for those reporting crimes in person** – This will require changes to, and a redesign of, spaces for victims, such as interview rooms. This will include the creation of a triaging element, separate waiting areas, private spaces to speak to officers and police staff without risk of being overheard, and design improvements to make the spaces more supportive for those in distress.
- **Implement estate changes to improve productivity and performance in Met CC** – Met Command and Control (Met CC) handles emergency and non-emergency contact from the public, dispatching police officers to deal with incidents across the capital. Estate improvements across the three Met CC locations supports greater productivity, improved performance and increased satisfaction for those calling 999 and 101.

■ **Deliver a new emergency response base in South West London –**

Response officers largely conduct their activities based on vehicle patrols. Consequently, response bases need to be spread throughout London to enable officers to rapidly access identified hot spot patrol areas at the start of their shifts. These patrol areas will vary on a day to day basis and as such, the location of response buildings are not reflective of particular crime patterns.

The Southwest BCU response Officers are currently based in 2 locations (Twickenham and Wimbledon). Given its specific four-borough make-up with Wandsworth, Richmond, Merton and Kingston, an additional or replacement emergency response base in the east of the Southwest BCU to get better coverage of Wandsworth would provide optimum emergency (999 call) response coverage to reach these dynamic hot-spot locations.

- **Provide better facilities for our public protection teams –** Our public protection units focus on protecting adults and children who are at risk of harm, dealing with some of the most serious crimes that affect the most vulnerable Londoners. Currently many buildings do not provide suitable space for this type of work, and we need to provide better facilities for both victims and our teams that support them.

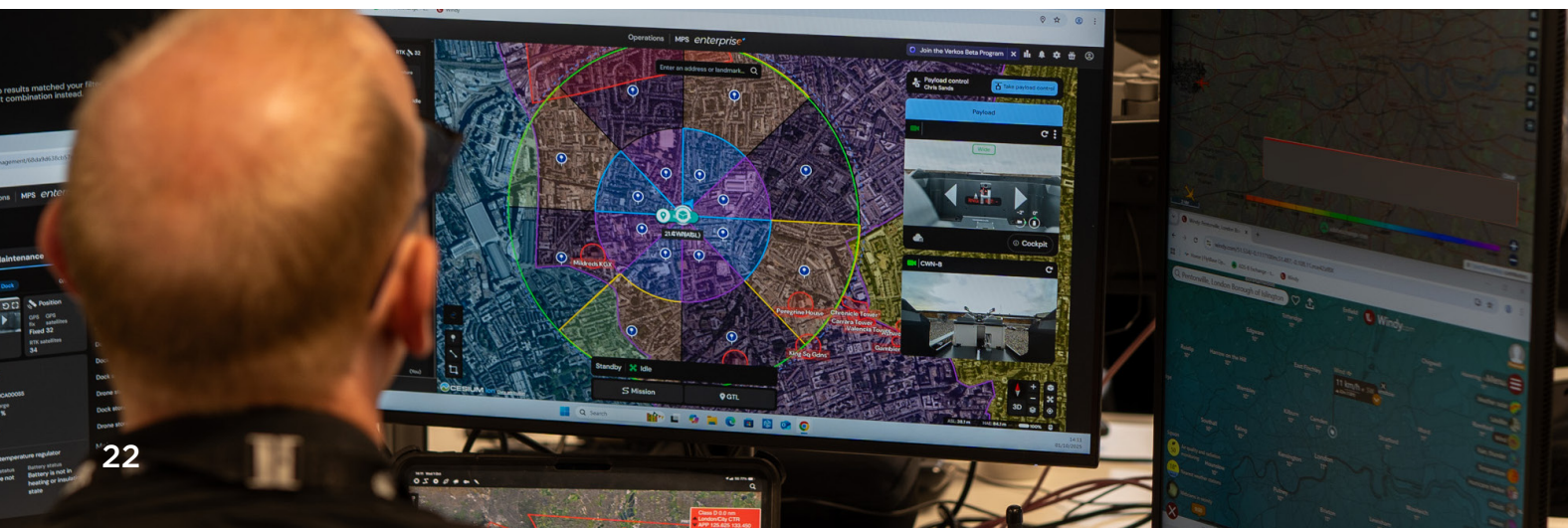
■ **Create new training facilities –**

Training, selection and recruitment are critical in selecting and developing effective officers and staff. We have committed to radically changing how we train our people, including a new focus on leadership training with dedicated development days for every Met leader. Our current estate has insufficient capacity to deliver training and recruitment activities without relying on external providers and venues. Recruit training, selection and promotion activities need to be brought back in-house so that we can instil high standards, an inclusive, collaborative culture and performance expectations right from the start of a police officer's career. We will work across the GLA Group to identify opportunities to develop and share training spaces where this makes sense.

- **Provide good quality working environments –** Providing an estate which meets modern workplace expectations and supports the range of policing activities we undertake will improve productivity and enable our people to perform at their best.

■ **Respond to technological changes –**

In addition to the requirement to accommodate electric vehicles, appropriate space will need to be secured for new and emerging technologies which may be used as policing tactics or response, such as drones.



Part 4:

Doing More with Less

Affordability

While this strategy outlines the full breadth of our ambition, the limited amount of available funding, alongside the impact of a decade of underinvestment in the estate, will limit implementation and pace. Our latest figures show we have a capital funding shortfall of c. 70%, with allocated capital funding of £710.5m over the next ten years against a funding requirement of c. £2.4b to fully implement the New Met for London (NMfL) ambition. There is also a 28% revenue funding shortfall,

with £1.8b allocated over the next ten years against a funding requirement of c. £2.36b. With the available funding, we have prioritised health and safety for those using our buildings by working towards addressing Objective A: a legally compliant and available estate.

Additional building disposals, once reviewed and approved by applying the principles outlined in this strategy, could provide an additional 4% of the capital gap (c. £72m) and 2.3% of the revenue gap (£1.3m over ten years).

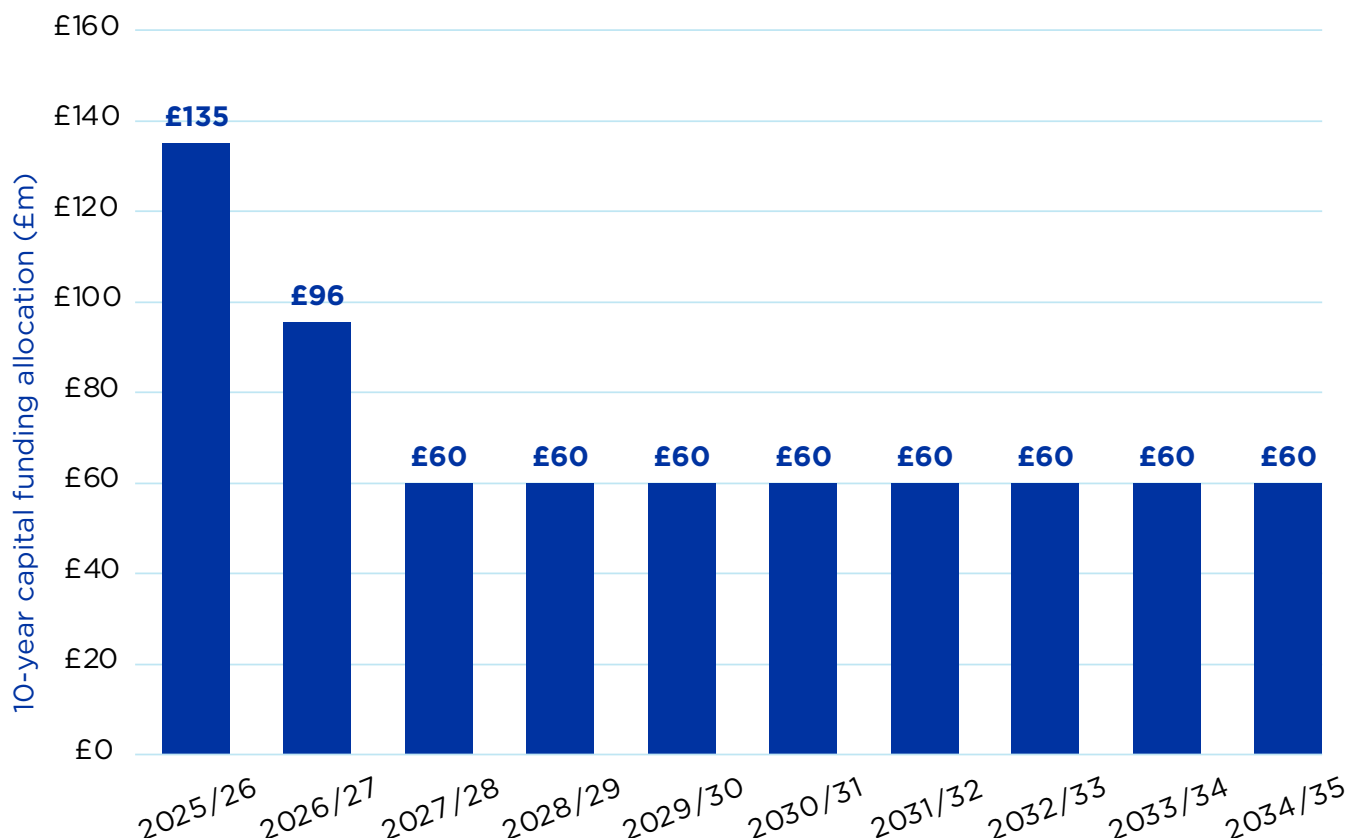


Figure 5: Ten-year funding allocation (£m) – available capital reduces from 2025–26 as the Met becomes unable to service further borrowing beyond this amount

Challenges and Opportunities – Doing More with Less

Given that we have less money than we need to deliver our vision, over the ten-year strategy period our intention is to explore a range of opportunities to identify the types of choices that we will need to consider, as outlined below. Final decisions will be subject to detailed business cases and confirmed as part of the annual strategic business planning cycle and Medium-Term Financial Plan.

- **We will consider disposing of more of our police buildings as long as we are maintaining a suitable local presence, getting our people to where they need to be quickly, and not compromising on operational performance** – This may include reviewing which buildings need to be directly held by the Met, where the Met could accept higher risk by running fewer sites, where we could tolerate running fewer sites by consolidating specialist facilities or where buildings are not contributing directly to operational delivery.
- **We will reduce the remaining level of residential accommodation the Met provides** – The current residential portfolio comprises of 70 individual properties and Gilmore Section House. Disposing of these properties would reduce our capacity to offer accommodation to meet welfare and recruitment needs but would unlock further value for the Met.
- **We will undertake a comprehensive review of custody provision and other operations which may enable changes in the amount of estate required** – A modernised, technologically enabled Met could deliver services more efficiently and may then require a smaller number of buildings to support its operations. Any change in custody provision will need to be carefully considered to ensure there are always enough cells available to meet the demands of policing London and at locations where travel times are not excessive.
- **We will seek to optimise our locker provision** – A quarter of the Met’s estate is currently used for lockers, storage and changing rooms. Rationalising locker size, utilising ‘smart locker’ solutions and similar options could release space that may be repurposed for other requirements.
- **We will continue to create onsite charging facilities to charge our vehicles and will optimise our use of public chargers** – To ensure there is the necessary infrastructure to support the transition to electric vehicles, we will continue creating onsite charging facilities and use public charging infrastructure or shared partner facilities where there is a gap in provision, should funding be insufficient to match demand.
- **We will continue to review which reform ambitions are to be prioritised and which may need to be delayed given the Met’s funding constraints** – Achieving our reform ambitions in full remains the pacing ambition for the Met. The exact sequencing will be subject to available funding, prioritisation work and exploring alternative means of delivering the same outcomes.

- **In order to keep operational buildings in London, one option we will explore is to deliver more back office services from buildings outside London where the estate is cheaper** – The Met already outsources a number of back-office functions to locations around the country, ensuring we can access the full range of expertise that the UK has to offer in the most cost-effective way. There may be further opportunities for additional outsourcing or for basing non-operational teams in less expensive outer London areas. Such changes will need to be carefully considered to ensure that service levels are not compromised and that we recognise our position as a major employer within London.
- **We will consider using technology to gain a greater insight into our estate** – Data on space utilisation, for example through use of sensor technology or smart lockers, can help identify underutilised assets and support space planning within buildings and portfolio rationalisation decisions.
- **We will explore increased provision of shared facilities with other public services** – Working with other public services across London to identify opportunities to share facilities, such as policing accommodation, training spaces and gyms, to consolidate the estate further.
- **We will explore opportunities for closer collaboration with partners** – Working across the GLA community and with local authorities to explore options for better access to grant funding, Section 106 contributions and community infrastructure levy funding.
- **We will continue to make a strong case for additional funding** – Articulating the benefits that investment in the police estate brings and using the intervening period to build confidence that we have an efficient estate and are maximising partnership opportunities, to demonstrate that every pound of additional investment will deliver tangible benefits, including seeking additional investment for opportunities to reduce our environmental impact.



Part 5:

The Implementation and Governance Model

The Met will implement this Strategy in line with the MPS and MOPAC's governance framework and will then action any approved decisions via the Met's delivery model. MOPAC owns the title deeds to all the estate subject to this strategy, its operational and functional management is undertaken by the MPS who also initiate proposals regarding the retention/ disposal/ repair of estate for MOPAC's approval.

Engagement: This involves proactive business partnering across the Met/ MOPAC to understand evolving Met needs and explore innovative delivery; collaboration with partners to optimise outcomes; and effective consultation with stakeholders and the public.

Governance: This includes a prioritised delivery plan maximising investment value; annual planning aligned with the One-Met approach; MOPAC consultation and investment oversight; and a delivery model managed by the Property Services Directorate.

Delivery Plan Framework

To effectively prioritise projects, potential areas of activity are tested against the principles of the Estate Strategy (outlined in Part 1), to maximise resource effectiveness and support strategic objectives.

A One-Met Strategic Approach

The Met uses a year-round ‘One-Met Strategic Planning’ approach to align resource allocation with performance and reform priorities. Stakeholder input and long-term needs are considered, ensuring that estate delivery plans (developed by the Property Services Directorate) are strategically aligned and resource efficient. The annual business planning cycle, informed by a four-year medium-term financial plan (MTFP) and government spending reviews, prioritises projects and investments to accommodate changing budgets. The Year One Estates Delivery Plan is approved, with future plans to be developed and agreed through this process.



The diagram below shows where this Estate Strategy sits within the Met’s broader strategic framework:

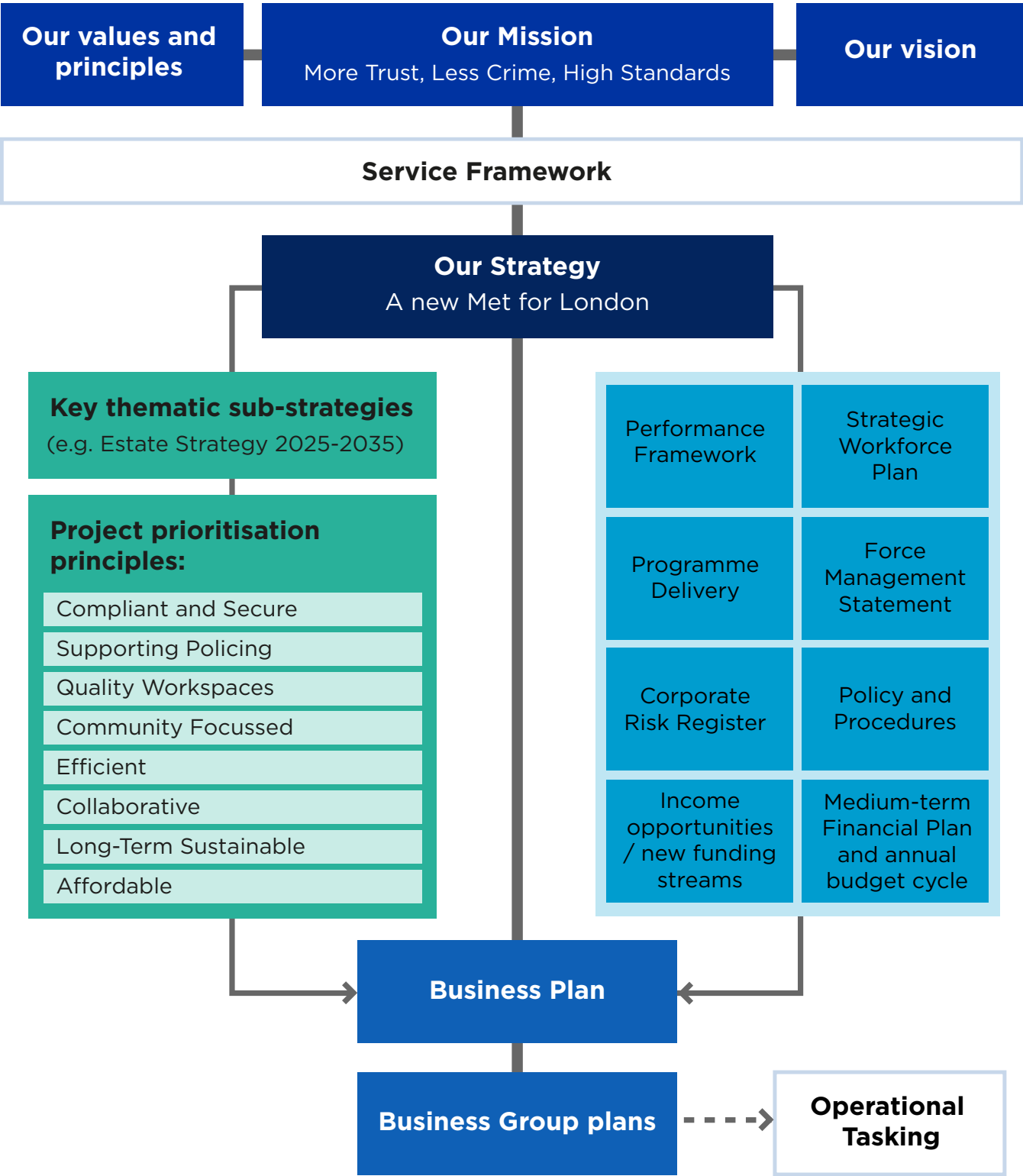


Figure 6: A One-Met strategic approach framework

Investment Advisory and Monitoring (IAM)

The Deputy Mayor for Policing and Crime (DMPC) has the delegated responsibility from the Mayor of London to approve expenditure, grants, contracts and estates decisions. The DMPC uses investment advisory and monitoring meetings (IAM) to oversee the Met’s financial investments and management of buildings, to ensure that all MOPAC investment is managed in accordance with the Police and Crime Plan and the aims and ambitions of the Mayor of London. The meeting provides an opportunity to scrutinise initial investments, monitor the implementation of key investments and track benefits realisation.

Disposals

Over the life of this strategy we will identify potential disposals annually, we will also move out of buildings which we are temporarily using while construction takes place at other Met sites. These are assessed for operational demand, community impact and financial implications via the Disposal Impact Assessment and formalised through the strategic planning process. On approval, they are integrated into the annual Estates Delivery Plan and shared with Londoners.

Londoners are already aware that we have decommissioned a number of buildings, which are not used for front line services. We have already stated our intention to dispose of:

- The former Notting Hill Police Station (closed to the public in 2017 and decommissioned in 2022)
- The former Enfield Police Station (closed to the public in 2017 and decommissioned in 2022)
- The former Teddington Police Station (closed to the public in 2017 and decommissioned in 2022)

- The former Kings Cross Road Police Station. (closed to the public in 1992 and decommissioned in 2022)

The Met is also currently investing in redevelopment work at Forest Gate and Kentish Town Police Stations, following the conclusion of these building programmes we will vacate and then dispose of surplus and temporary locations including Holloway Police Station and Stratford Police Station as teams move into the newly developed locations at Forest Gate and Kentish Town.

We will also explore further disposals of non-operational buildings which are not used to deliver policing services from our residential, miscellaneous, and sports club portfolio. As set out in Section 4 we will also periodically revisit whether disposing of more of our police buildings is required as demand, crime patterns and funding evolve over the course of this Estate Strategy period. There are also a small number of locations where the leases are due to expire imminently that will not be renewed as we now have alternative locations in place for the teams based at these locations.

Equality Impact Assessment

Equality Impact Assessments will be carried out as necessary for projects delivered as part of this estate strategy.

Risk Management

Risks will be monitored and managed using the Met’s risk framework at the corporate, business group, directorate and project level. Health and Safety compliance will be monitored through existing governance and risk management processes. MOPAC will be notified of MPS’ risk assessment relating to MOPAC estate particularly any matters requiring escalation and mitigating action.



Part 6:

Detailed Delivery Plans

Implementation of the 2025–26 delivery plan, aligned with this strategy, is underway. Preliminary three- and five-year plans have been developed which identify key investment projects, with detailed planning due to be conducted through the annual business planning cycle.

Plans encompass investment, disposals, co-locations, and Section 106 activities, delivering key outcomes aligned with the strategy's themes and objectives:

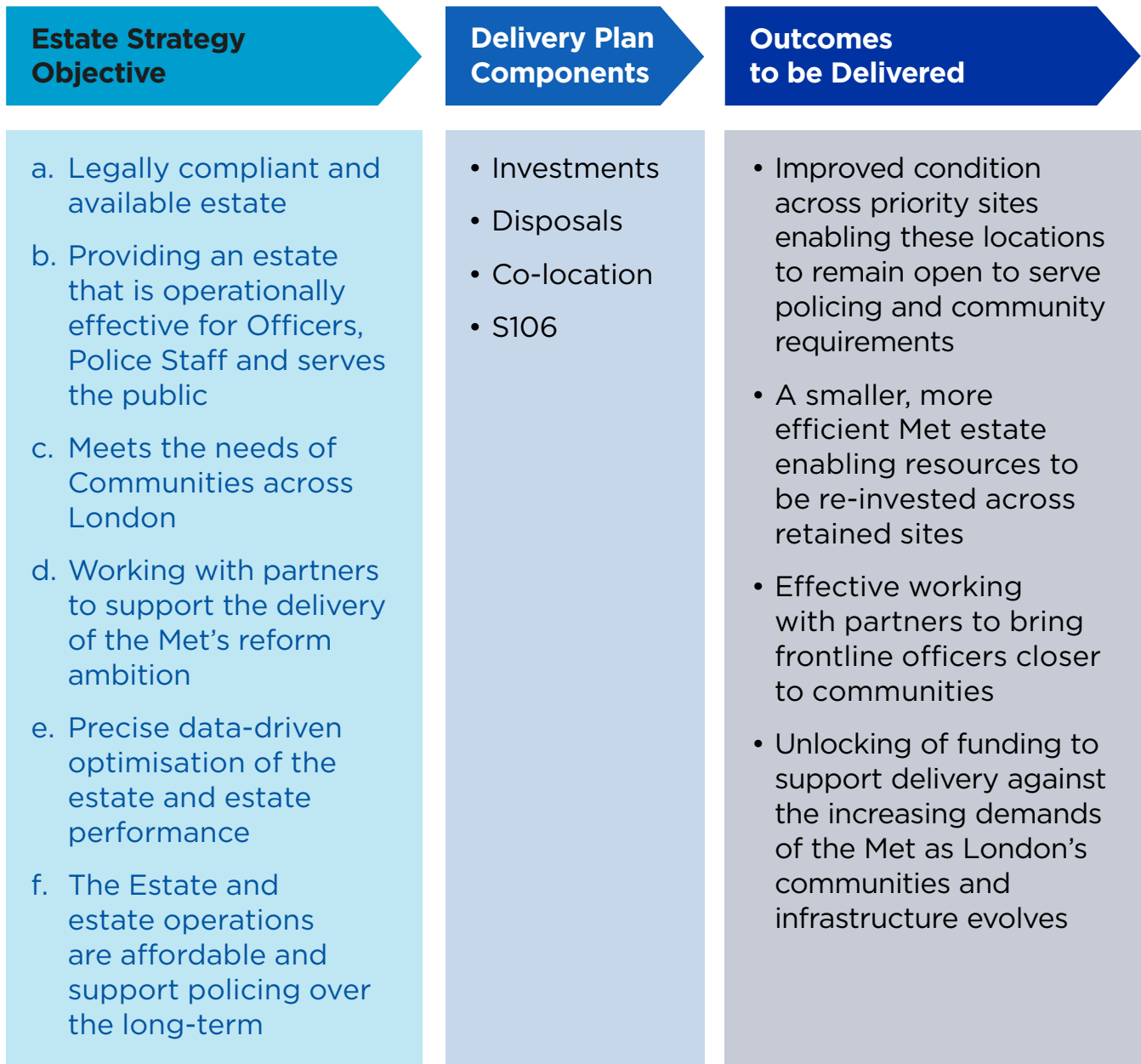


Figure 7: Alignment of Estate Strategy objectives, delivery plan and outcomes

Year One Outline Delivery Plan

The Met’s £135m 2025–26 capital investment prioritises the projects required to support Objective A: a legally compliant and available estate. This includes upgrading 12% of assets and undertaking critical repairs to boilers, windows, roofs, etc, in front line and

other buildings on the Mayor’s Office for Policing and Crime (MOPAC) estate. Co-location initiatives, such as the new Kidbrooke Village DWO Hub prioritise enhanced community engagement.

Programme	Maintenance	Forest Gate Refurbishment	Central Estates Programme
% of budget	55%	21%	11%
£m	£74.8	£28.8	£15.1
A legally compliant and available estate	✓	✓	
Providing an estate that is operationally effective for officers, police staff and serves the public	✓	✓	✓
Meet the needs of communities across London			
Working with partners to support the delivery of the Met's reform ambitions			✓
Precise data driving optimisation of the estate and estate performance			
The Estate and estate operations are affordable and support policing over the long term			
Example projects	Roof, glazing, boiler, drainage etc replacements	Forest Gate refurbishment following fire, design of Chingford	Completion of work at Cobalt Square

Key:

Link to estate themes

Delivering our mission

Working with partners

Operating an efficient estate which is viable long term

Figure 8: Year one key programme and target outcomes

Security	Other refurbishments/ operational requirements	Disposals	Co-locations
3%	9%	-	-
£4.4	£11.8	-	-
✓	✓		
✓			
	✓		✓
✓			
	✓	✓	
CCTV and electronic security system upgrades	Taser rollout programme, Kentish Town initial works Harrow and Kingston police station design work	Seven surplus residential properties	

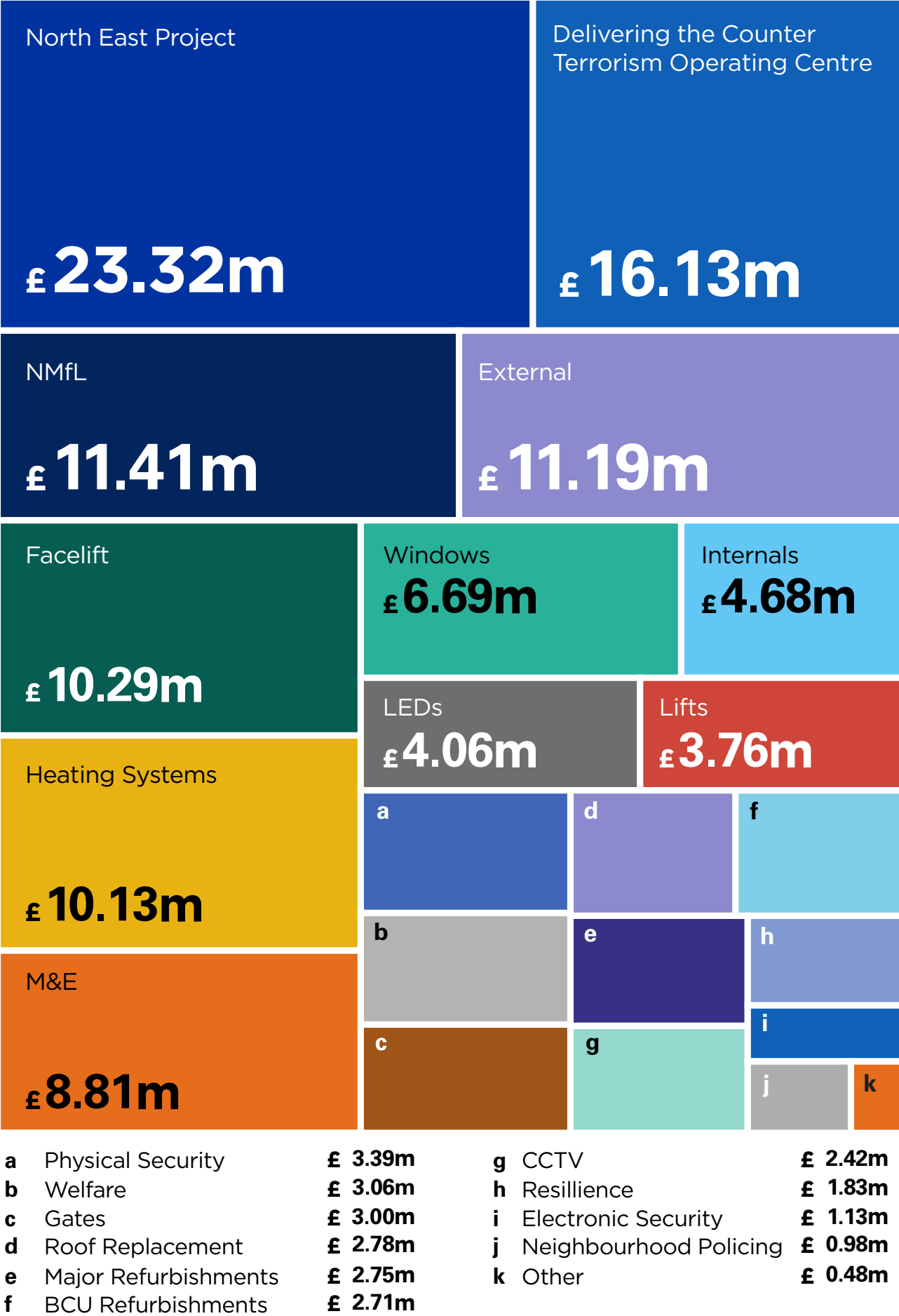


Figure 9: Year one spend by area

Addressing estate compliance is a crucial, foundational investment over the next five years and beyond. This investment, alongside targeted disposals, will enable a greater proportion of future funding to focus on delivering against New Met for London (NMfL) ambitions under Theme 1 of this strategy (delivering our mission).

Three-Year Outline Plans - FY 25-26 to FY 27-28

The Three-Year Estates Capital Investment Plan totals c. £290.5m over the three years:

Year	25/26	26/27	27/28	Total
Capital Plan (£m)	135.0	95.5	60.0	£290.5

Our three-year delivery plan builds on the year one plan and prioritises addressing estate condition (Objective A) and strategic investments (e.g. CCTV renewals). A significant portion of funding will support critical maintenance across multiple buildings (with specific buildings to be confirmed annually through the business planning process), ensuring operational capacity.



Programme	Maintenance	Multiple Buildings (To be confirmed)
% of budget	42%	33%
£m	£151.8	£105.8
A legally compliant and available estate	✓	✓
Providing an estate that is operationally effective for officers, police staff and serves the public	✓	✓
Meet the needs of communities across London		✓
Working with partners to support the delivery of the Met's reform ambitions		
Precise data-driving optimisation of the estate and estate performance		
The Estate and estate operations are affordable and supports policing over the long term		
Example projects	Multi year projects to bring front-line buildings up to standard e.g. glazing works lift replacement, cladding repairs	Unallocated budget to address failing assets and reduce the probability of building closures

Key:





Link to estate themes

Delivering our mission

Working with partners

Operating an efficient estate which is viable long term

Figure 10: Three-year outline delivery plan

Met operations	Specialist Operations	Security
13%	7%	5%
£42.7	£22.9	£17.2
		
		
		
		
Replacement of life-expired assets, temporary buildings and facelift works	Projects to be delivered to support Specialist Operations	CCTV and electronic security system upgrades

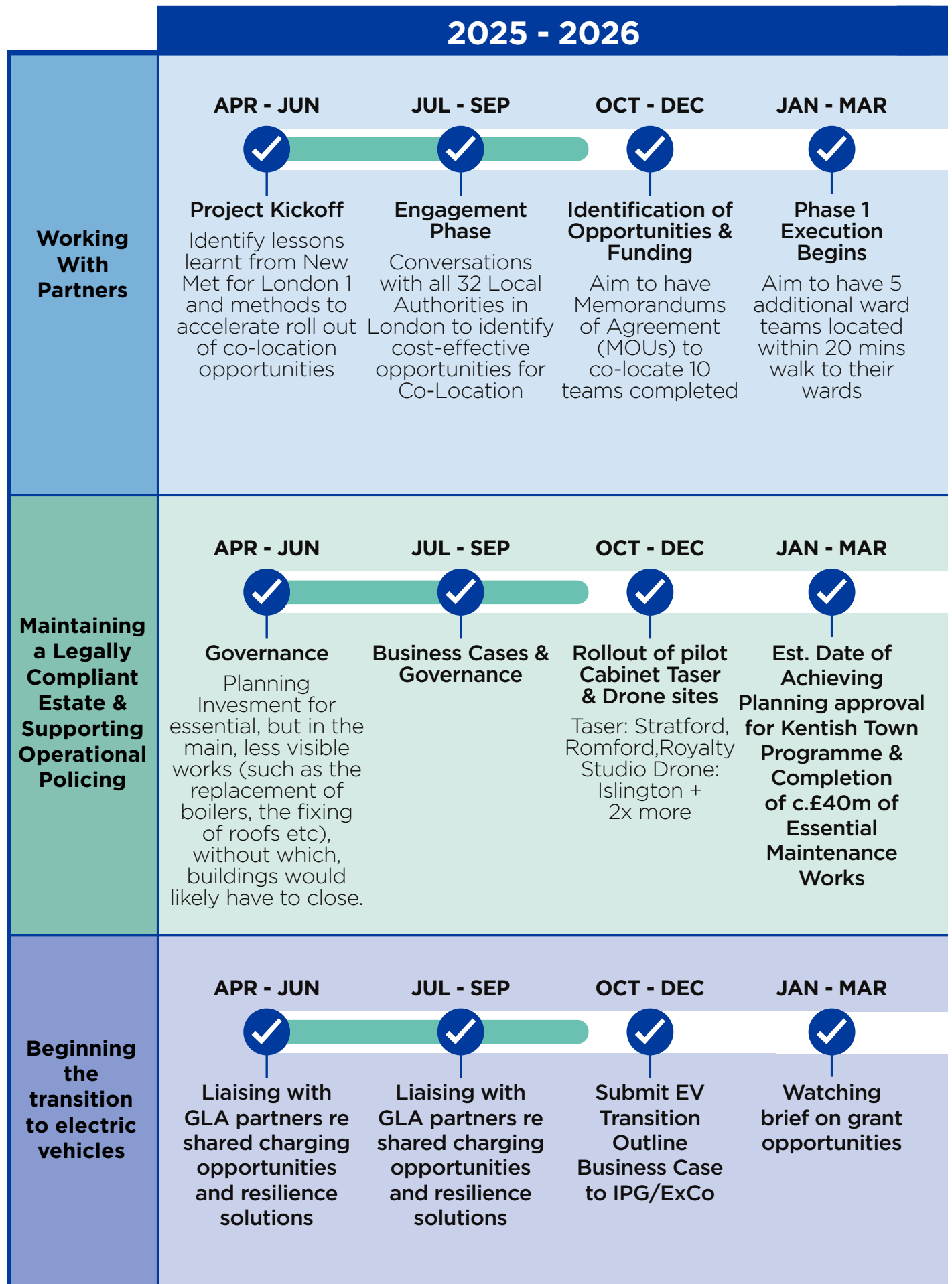
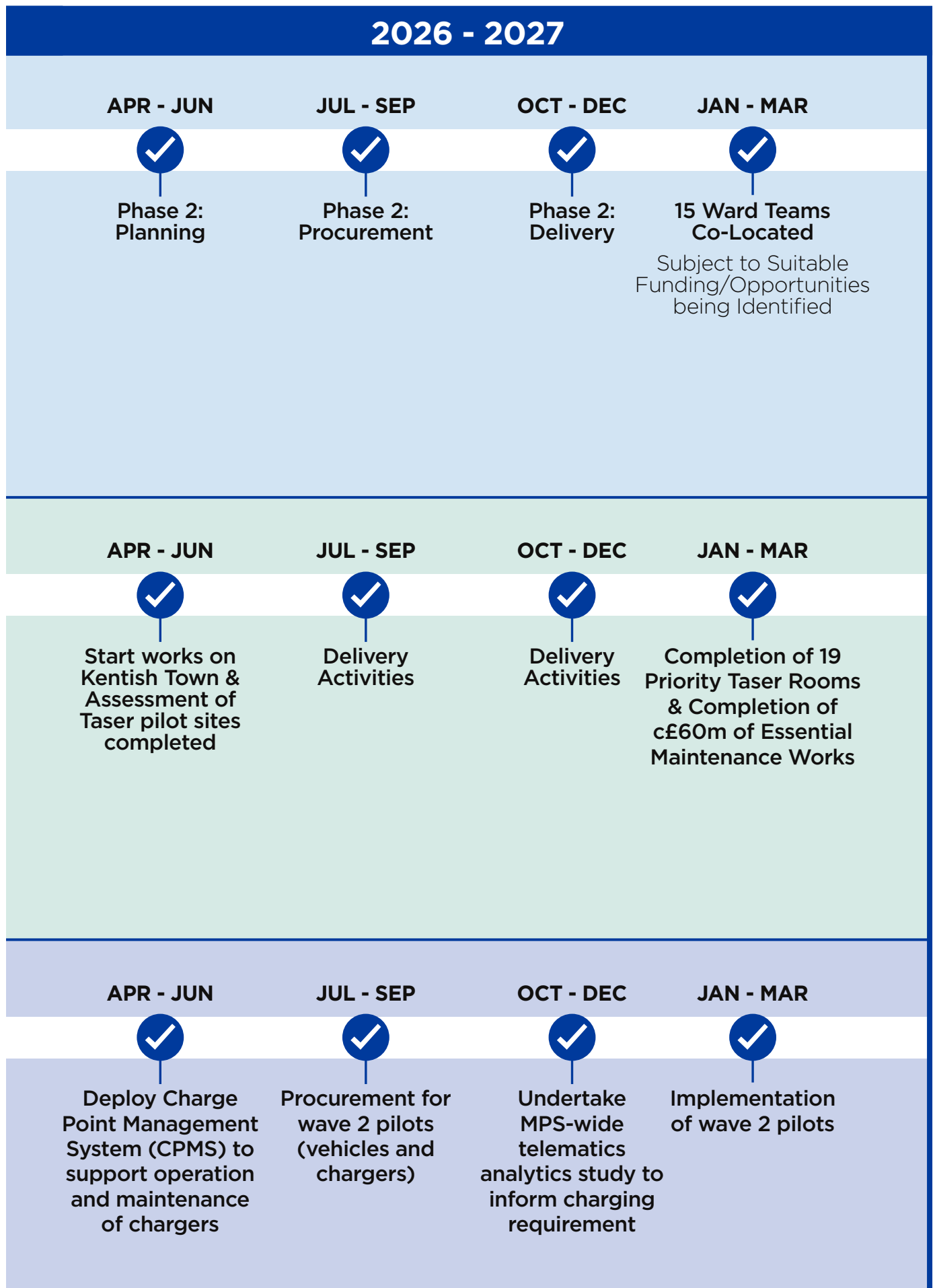














Figure 11: Three-year detailed delivery plan



2027 - 2028				
Working With Partners	APR - JUN	JUL - SEP	OCT - DEC	JAN - MAR
				
	Phase 3: Planning	Phase 3: Procurement	Phase 3: Delivery	40 Ward Teams Co-Located Subject to Suitable Funding/Opportunities being Identified
Maintaining a Legally Compliant Estate & Supporting Operational Policing	APR - JUN	JUL - SEP	OCT - DEC	JAN - MAR
				
	Delivery Activities	Completion of Forest Gate Programme (Main Build and Annexe)	Completion of full Taser programme: 55 Taser Cabinets installed & Completion of Kentish Town Refurbishment	Completion of c£60m of Essential Maintenance Works
Beginning the transition to electric vehicles	APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR
				
	Monitor & evaluate wave 2 pilots to inform FBC	Complete FBC	Mobilise to deliver scaled rollout in FBC	Procurement to implement FBC

Five-Year Outline Plans – FY 25/26 to FY 29/30

The five-year outline plan builds upon the three-year plan, as follows:

Year	25/26	26/27	27/28	28/29	29/30	Total
Capital Plan (£m)	135.0	95.5	60.0	60.00	60.00	£410.5

Apart from multi-year projects, funding for FY 28/29 and FY 29/30 plans (years four and five) will be allocated annually, based on emerging priorities and then confirmed via the frameworks outlined in this document.

