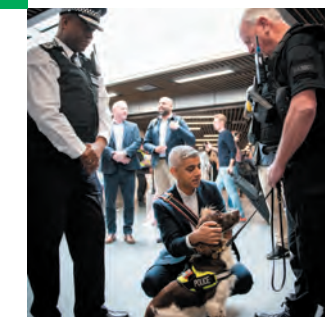
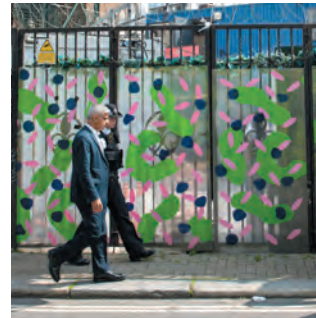


MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

The Mayor's Office for Policing and Crime Quarterly Finance and Performance Report Quarter 4 2025/26

1 January 2026 – 31 March 2026





Contents

1. Introduction	3
2. The Police and Crime Plan at a Glance	4
3. MOPAC Group 2025/26 Budget at a Glance	5
4. Full Year Forecast for the MOPAC Group	6
5. a. Financial Summary – the Met	7
b. Financial Summary – MOPAC & VRU	8
6. Capital Expenditure and Trends	9
7. Efficiencies and Savings	11
8. MOPAC Group Reserves	12
9. Met Transformation Finance	14
10. The Police and Crime Plan	15
a. Reducing violence and criminal exploitation	16
b. Building safer, more confident communities	22
c. Improving the criminal justice system and supporting victims	24
d. Supporting and overseeing reform of the Met	29
11. A New Met for London	32
12. Conduct and Complaints	33
13. Workforce	35
14. Appendix	
a. Financial Performance, objective presentation	36
b. Financial Summary – breakdown of MOPAC & VRU	37
c. Further oversight and activity	38
d. About Us	39

1. Introduction



The Mayor's Police and Crime Plan was published at the end of March 2025. This Quarter's report is the final one from the first full financial year of delivery against our priorities:

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

As we look back on the first four quarters in totality, we are seeing encouraging signs of progress. MPS crime data comparing the financial year 2025-26 with the preceding financial year shows that in London:

- Crime overall fell by 3%.
- Personal robbery fell by 13%.
- Gun Crime Lethal Barrel Discharge offences fell by 31% (50 fewer offences).
- Homicide offences fell by 7% (7 fewer offences).
- Violence with Injury was stable (-1% reduction).
- Vehicle offences fell by 14%.
- Theft from the person fell by 22%
- Residential Burglary of a home fell by 7%.

"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."

- This is such heartening and meaningful progress – representing many thousands fewer victims harmed by crime.

There is no relenting in our efforts to drive crime down further, and to improve the service provided by the Met and partners to Londoners. As usual, this document presents a snapshot of the breadth of the work MOPAC, the Met and partners have been doing to deliver these results and make our city safer for all. I want to thank everyone involved for their efforts over the last quarter and over the whole financial year.

We have shown the difference that can be made by working in partnership. I am energised to build on this progress and see what more we can achieve in 2026/27.

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

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 Q4 reoffending rate has increased by 2.7pp**



Supporting Victims

Aim: increase in victim satisfaction

Q4 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

Q4 trust in the police is down by 3pp*



Building safer, more confident communities

Aim: decrease in Londoners worried about crime

Q4 Londoners worried about crime is down by 3pp*



Reducing Violence and Criminal Exploitation

Aim: decrease in violence with injury

Q4 violence with injury is stable at -0.9%*



*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



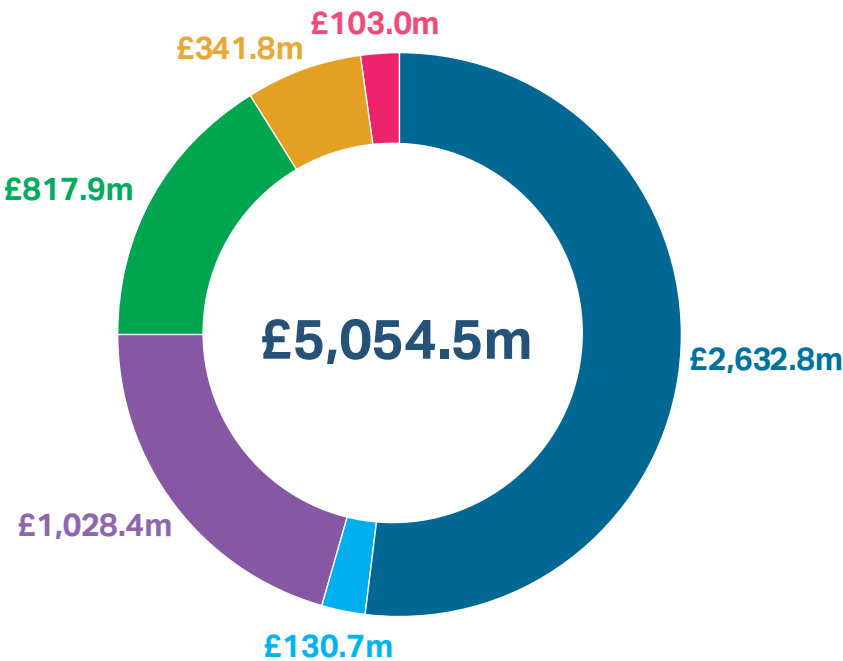
£341.8m
Other income



£103.0m
Transfer from
Reserves

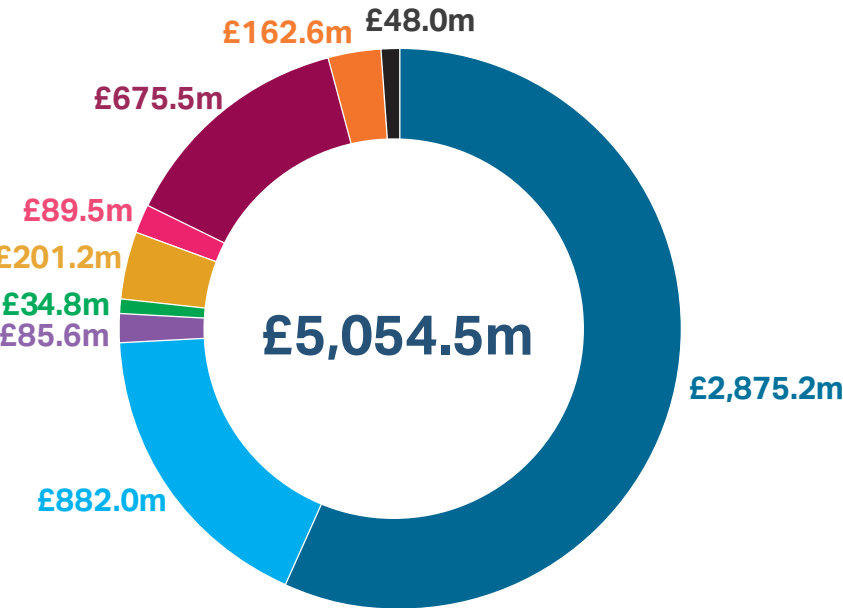
2025/26 MOPAC GROUP FUNDING BUDGET £M

- 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
- Supplementary Pensions costs



4. Full Year Forecast for the MOPAC Group

QUARTER 4 OUTTURN

HEADLINES

- The full-year outturn position is a £3.1m underspend, representing a £22.7m favourable movement from the £19.6m overspend forecast at Q3.
- The improvement since Q3 is driven by additional grant funding and income, including late allocations from the Home Office, the full delivery of non-workforce savings, and the impact of spending controls introduced in quarter 4.
- The Met delivered against its non-workforce savings target of £75m, achieving £75.7m in total. Of this, £43m is recurrent and contributes to supporting the 2026/27 budget position.

MOPAC Group full-year outturn is a £3.1m underspend, comprised of a balanced budget for the Met and an underspend of £3.1m for MOPAC and the VRU.

The full-year outturn reflects a gross expenditure overspend of £125.3m, driven by pressures across pay, overtime, and non-pay running costs. However, this overspend is offset by an overachievement of income, most notably specific grant income.

The £51.6m pay overspend is partially offset by higher-than-expected grant income, as reflected in the overachievement on specific grants. The remaining net overspend on staff costs is driven by several factors, including a higher-than-planned pay award (with 0.8% unfunded), increased pension costs following the June 2025 automatic enrolment opt-ins, and lower-than-planned deployment of officers to externally funded posts due to delays in vetting and training.

There is an overspend on overtime of £26.1m, of which £13.7m relates to police staff, primarily driven by the need to cover sickness, restricted duties, and vacancies within Operations and Performance, and £12.2m relates to police officer overtime, driven by increased public order events and covert policing activity. This position is partially offset by additional income and grant funding received through cost recovery. The Met is undertaking a review of overtime and will present options for a future operating model in Q1 of 2026/27.

The overspend on running costs of £45.3m is being driven by overspends in supplies and services and capital financing, partially offset by underspends in premises and transport costs.

The £46.0m overspend in supplies and services reflects several factors, including increased costs for Operation Northleigh (the Grenfell Tower investigation), which is offset by a corresponding increase in specific grant income, alongside a pressure relating to third party claims due to an increase in volume and high value cases.

The underspend on premises costs reflects in-year maintenance savings and the reclassification of lease-related rental costs to capital financing, resulting in a corresponding overspend within capital financing. The £8.9m underspend on transport costs is primarily linked to the insourcing of fleet services.

Total income overachieved by £206.8m. This includes £52.0m of additional income from sales, fees and charges, driven by receipts such as the Forest Gate fire insurance claim, increased funding from contracts for special policing services, and business rate rebates. Interest receivable exceeded the budget by £8.2m reflecting higher-than-expected investment balances.

Specific grants were £146.6m higher than budget, due to additional funding for the pay award, increased Counter Terrorism Policing and Protective Security grants, and the reclassification of the £45.6m Neighbourhood Police Grant to specific grants (with a £0.8m overclaim agreed with the Home Office). This reclassification is reflected in a corresponding reduction in the Home Office Police Grant.

Reserves show a £32.8m reduction in planned drawdown, driven by revised assumptions on Home Office funding and slippage in project delivery.

Overall, the improvement from the Q3 forecast overspend to a small year-end underspend demonstrates strengthened financial control and grip across the organisation. This improvement is particularly important given the scale of the financial challenge facing the Met in 2026/27. Maintaining this discipline will require continued focus on reducing overtime expenditure and delivering the savings set out in the budget, while ensuring that operational demands are effectively balanced within available resources.

2025/26 MOPAC GROUP FINANCIAL PERFORMANCE

Cost Category	Original Budget 2025/26 £m	Full Year Outturn 2025/26 £m	Full Year Outturn Variance to Original Budget 2025/26 £m
Police Officer Pay	2,700.5	2,704.6	4.1
Police Staff Pay	853.1	901.9	48.8
PCSO Pay	85.3	84.0	(1.3)
Total Pay	3,638.9	3,690.5	51.6
Police Officer Overtime	174.7	186.9	12.2
Police Staff Overtime	28.9	42.6	13.7
PCSO Overtime	0.2	0.4	0.2
Total Overtime	203.8	229.9	26.1
Employee Related Expenditure	34.8	39.3	4.5
Supplementary Pension Costs	48.0	45.9	(2.2)
Staff costs total	3,925.6	4,005.6	80.0
Premises Costs	201.2	175.9	(25.3)
Transport Costs	89.5	80.7	(8.9)
Supplies & Services	571.2	617.2	46.0
Third Party Payments	104.3	100.1	(4.2)
Capital Financing Costs	162.6	200.3	37.7
Total Running Expenses	1,128.9	1,174.2	45.3
Total Gross Expenditure	5,054.5	5,179.7	125.3
Sales, Fees, Charges and Recharges	(328.5)	(380.4)	(52.0)
Specific Grants	(817.9)	(964.5)	(146.6)
Interest Receivable	(13.3)	(21.4)	(8.2)
Total Gross Income	(1,159.6)	(1,366.4)	(206.8)
Net Expenditure	3,894.9	3,813.4	(81.5)
Transfers to/(from)Reserves	(103.0)	(70.2)	32.8
Net Expenditure after Reserves	3,791.8	3,743.2	(48.7)
Home Office Police Grant	(2,632.8)	(2,514.7)	45.6
Financing requirement through GLA	1,159.0	1,159.0	0.0
Retained Business Rates	(130.7)	(130.7)	0.0
Council Tax Requirement	(1,028.4)	(1,100.9)	0.0
Net MOPAC Group Variance	0.0	(3.1)	(3.1)

5.a. Financial Summary - the Met

2025/26 MET FINANCIAL PERFORMANCE, £M

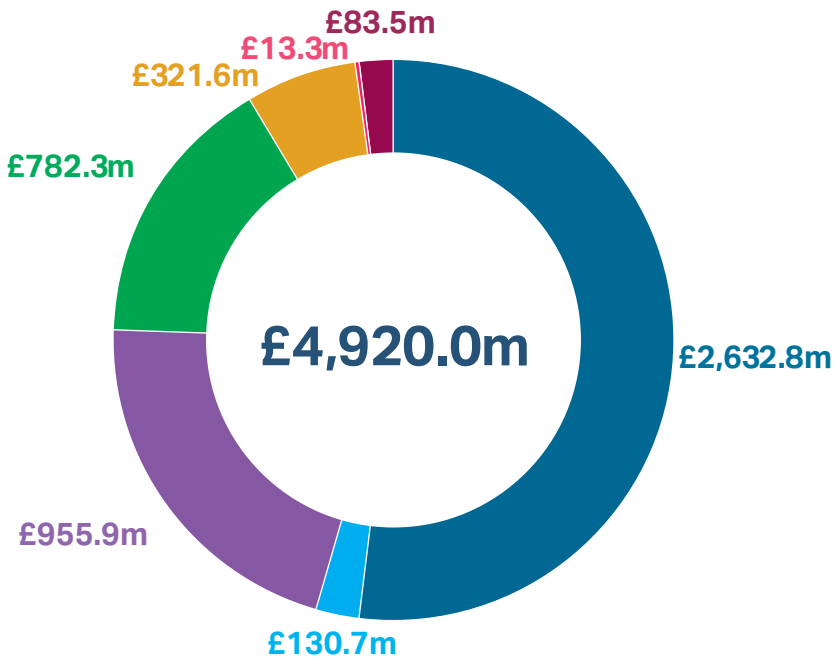
The total gross expenditure budget is £4,920.0m, with Council Tax precept and business rates funding of £1,086.6m and Police Grant of £2,632.8m, reserve funding of £83.5m and other income (including specific grants) of £1,117.1m. Reserve drawdown was £27.8m lower than planned, reflecting revised assumptions on Home Office funding and slippage of project delivery.

Subjective Cost Category	Original Budget 2025/26 £m	Full Year Outturn 2025/26 £m	Full Year Outturn Variance to Original Budget 2025/26 £m
Police Officer Pay	2,700.5	2,704.6	4.1
Police Staff Pay	828.3	877.5	49.3
PCSO Pay	85.3	84.0	(1.3)
Total Pay	3,614.1	3,666.2	52.0
Police Officer Overtime	174.7	186.9	12.2
Police Staff Overtime	28.9	42.6	13.7
PCSO Overtime	0.2	0.4	0.2
Total Overtime	203.8	229.9	26.1
Employee Related Expenditure	34.3	38.5	4.2
Supplementary Pension Costs	48.0	45.9	(2.2)
Staff Costs Total	3,900.3	3,980.4	80.1
Premises Costs	200.3	175.1	(25.2)
Transport Costs	89.5	80.7	(8.9)
Supplies and Services	567.2	613.2	46.0
Capital Financing Costs	162.6	200.3	37.7
Total Running Expenses	1,019.7	1,069.3	49.7
Total Gross Expenditure	4,920.0	5,049.8	129.8
Sales Fees & Charges	(321.6)	(372.5)	(50.9)
Specific Grants	(782.3)	(926.4)	(144.1)
Interest Receivable	(13.3)	(21.4)	(8.2)
Total Gross Income	(1,117.1)	(1,320.3)	(203.2)
Net Expenditure	3,802.9	3,729.4	(73.4)
Transfer to/(from) Reserves	(83.5)	(55.7)	27.8
Net Expenditure After Reserves	3,719.4	3,673.8	(45.6)
Home Office Police Grant	(2,632.8)	(2,587.2)	45.6
Financing Requirement through GLA	1,086.6	1,086.6	(0.0)
Retained Business Rates	(130.7)	(130.7)	0.0
Council Tax Requirement	(955.9)	(955.9)	0.0
Overall Met Total	0.0	(0.0)	(0.0)

The Met outturn is a balanced budget. This includes a n overspend of £129.8m on gross expenditure offset by £203.2m of additional income. The outturn includes pressures across pay, overtime, supplies and services, and capital financing. These are offset in part through additional income, including increased specific grants.

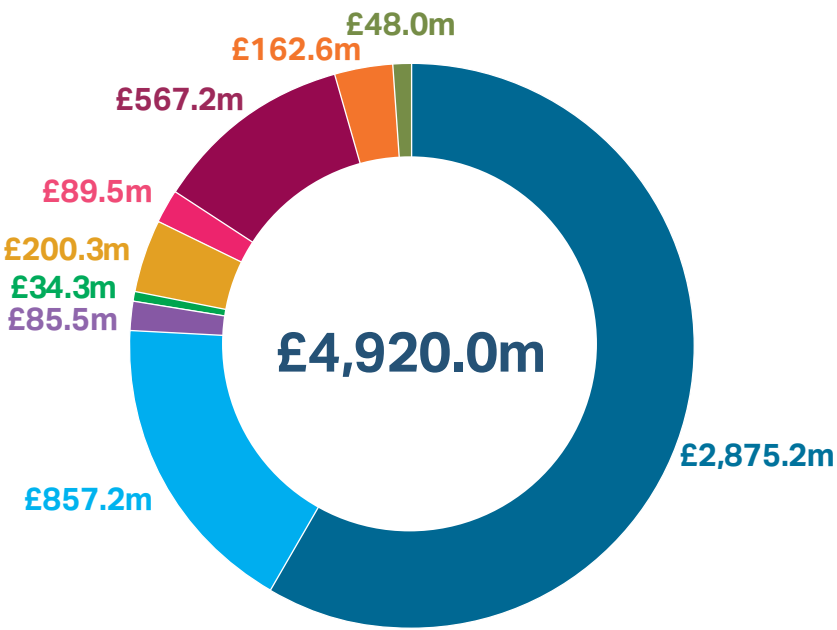
2025/26 MET FUNDING BUDGET, £M

- 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 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.

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 outturn is an underspend of £3.1m 2025/26, of which £1.8m is MOPAC and £1.2m VRU.

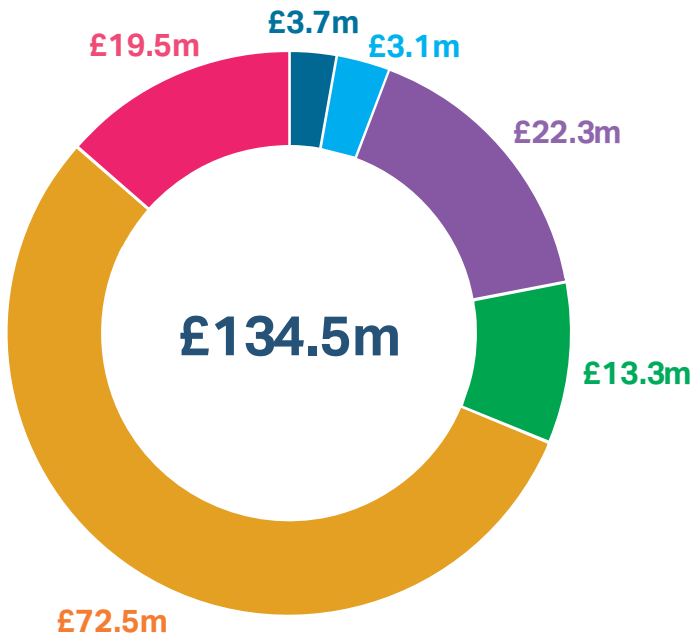
The combined £3.1m underspend is due to:

- £0.5m underspend on staffing costs due to vacancies.
- £4.2m underspend on third party payments / commissioned spend, of which £5.0m is due to reprofiling of reserve funded expenditure, underspends within Sexual Assault Referral Centre delayed lease signing £0.6m, Community Scrutiny £0.9m and technical adjustment for aged goods receipts in VRU of £0.9m, offset by expenditure in relation to new funding of £3.6m
- £1.0m favourable variance other income, reflecting additional income for Integrated Offender Management, Lighthouse, Wraparound services and GLA funding for Holiday Hope
- £2.5m specific grants more than the budget, including additional Home Office funding of £2.2m for Hyperlocal hotspot
- £5.0m adverse on reserve funding reflecting expenditure reprofiled into future years

Cost Category	Original Budget 2025/26 £m	Full Year Outturn 2025/26 £m	Full Year Outturn Variance to Original Budget 2025/26 £m
Police Staff Pay	24.8	24.4	(0.5)
Total Pay	24.8	24.4	(0.5)
Police Staff Overtime	0.0	0.0	0.0
Total Overtime	0.0	0.0	0.0
Employee Related Expenditure	0.4	0.8	0.3
Staff Costs Total	25.3	25.1	(0.1)
Premises Costs	0.9	0.7	(0.2)
Transport Costs	0.0	0.0	0.0
Supplies & Services	4.0	4.0	(0.0)
Third Party Payments	104.3	100.1	(4.2)
Total Running Expenses	109.2	104.8	(4.4)
Total Gross Expenditure	134.5	130.0	(4.5)
Sales, Fees, Charges and Recharges	(6.9)	(7.9)	(1.0)
Specific Grants	(35.6)	(38.1)	(2.5)
Total Gross Income	(42.5)	(46.0)	(3.6)
Net Expenditure	92.0	83.9	(8.1)
Transfers to/(from) Reserves	(19.5)	(14.5)	5.0
Net Expenditure after Reserves	72.5	69.4	(3.1)
Council Tax Requirement	(72.5)	(72.5)	0.0
Overall MOPAC & VRU Total	0.0	(3.1)	(3.1)

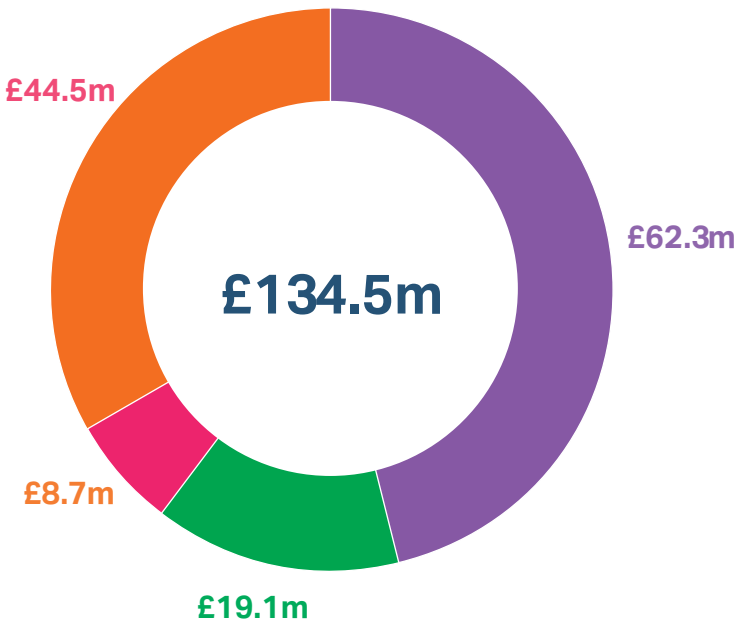
2025/26 MOPAC & VRU FUNDING, £M

- 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, £M (SUBJECTIVE)

- 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.

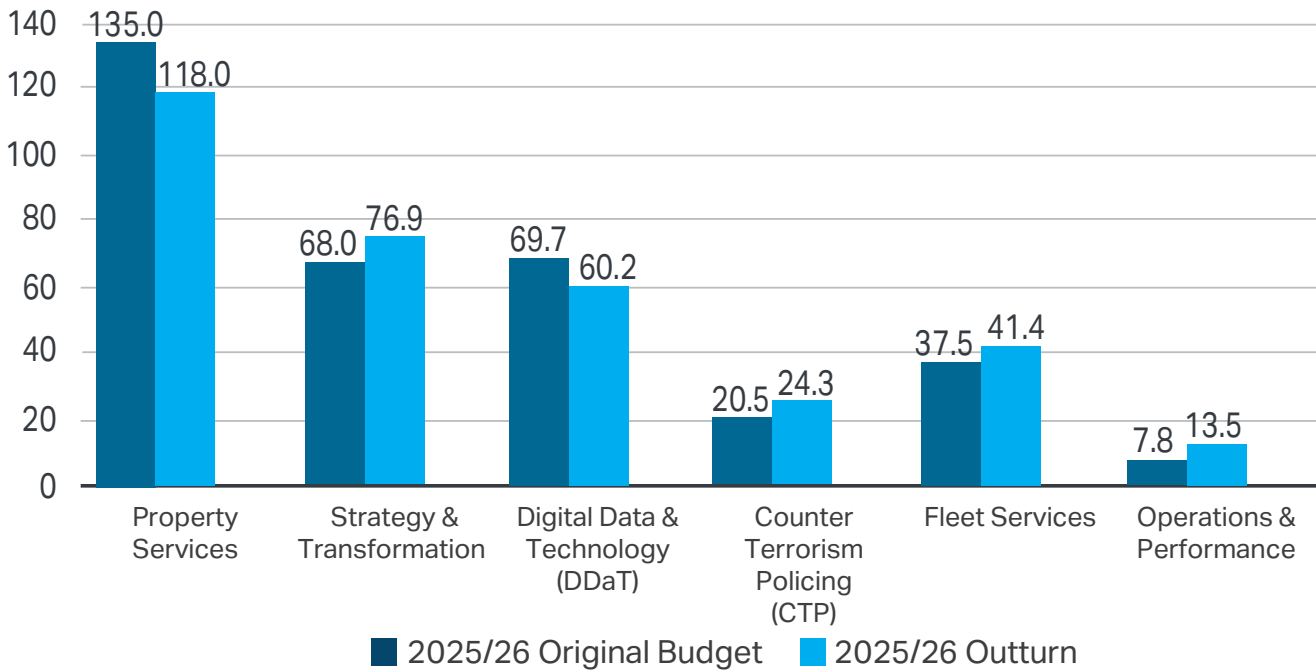
The Met also contributes to national programmes such as the Emergency Services Network.

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 year-end outturn is £334.4m, which is £4.0m under the approved published budget of £338.4m. The chart below summarises the capital expenditure outturn against the original budgets across each priority area.



Key drivers of the £4.0m underspend are:

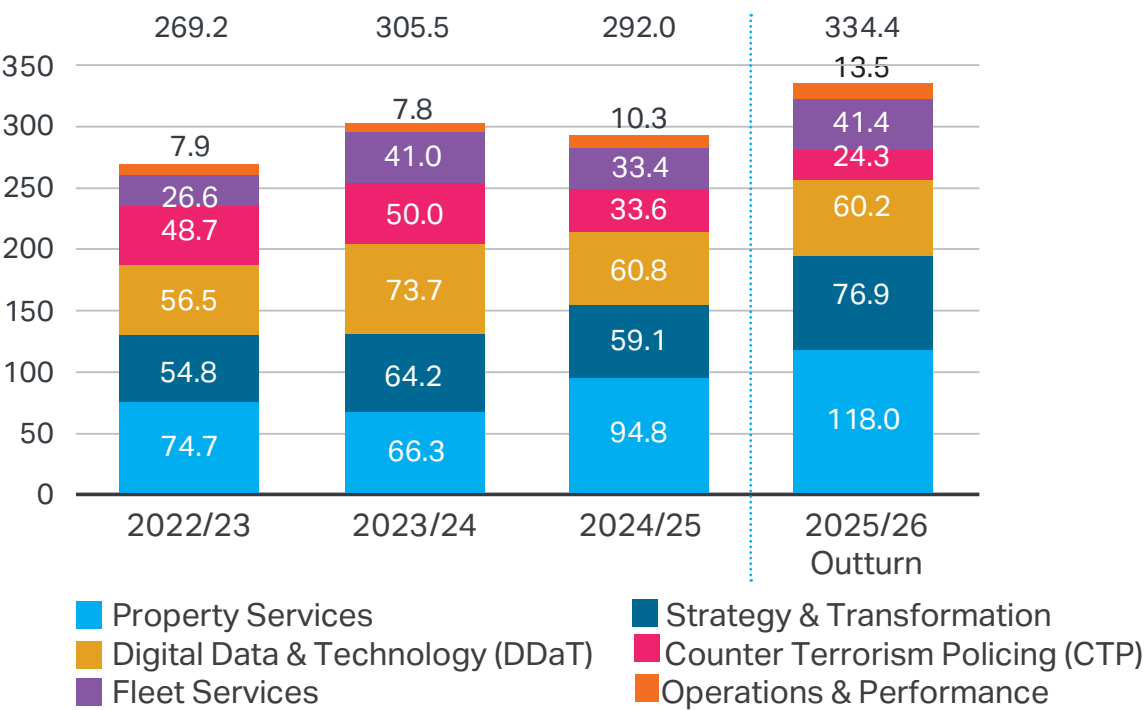
- There are underspends in Property Services (£17.0m underspend) and Digital, Data & Technology (£9.5m underspend).
- The Property Services underspend is driven by slippage of work into 2026/27 due to the need to align with the Estate Strategy.
- The Digital Data & Technology underspend is due to slippage on the Networks Replacement project into 2026/27.

These underspends are offset by overspends in other priority areas:

- There is an overspend of £8.9m in Strategy & Transformation, primarily due to slippage of spend from 2024/25 on Command & Control (not reflected in the original budget) which is partially offset by slippage into 2026/27, reflecting programme delays pending finalisation of the Full Business Case.
- The Fleet Services overspend reflects additional vehicle builds, while the Operations and Performance overspend relates to expenditure on drones; both are funded by external grants.



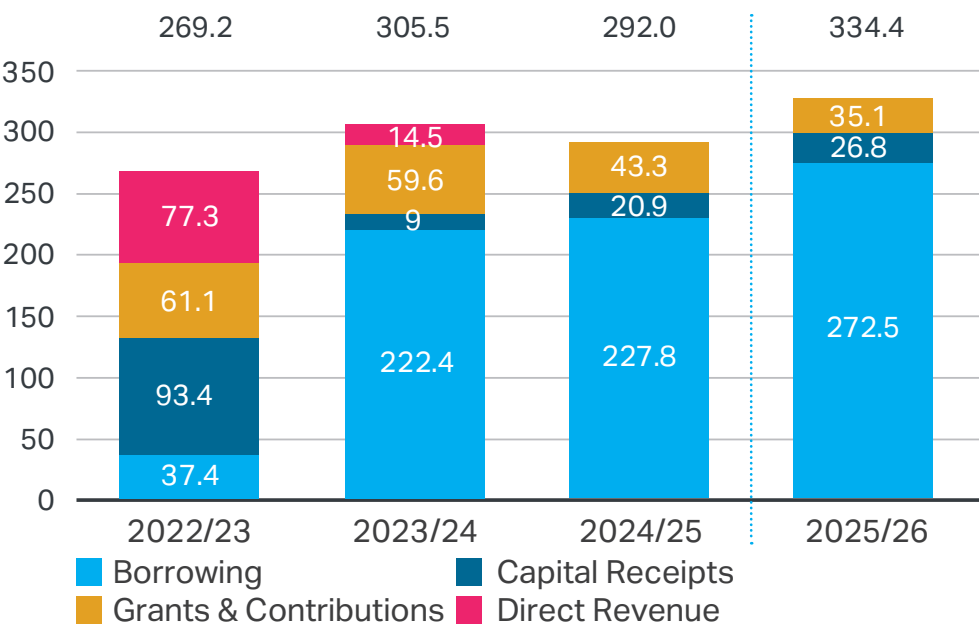
MET CAPITAL EXPENDITURE, 2022/23 TO 2025/26, £M



The graph shows actual expenditure for each financial year.

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



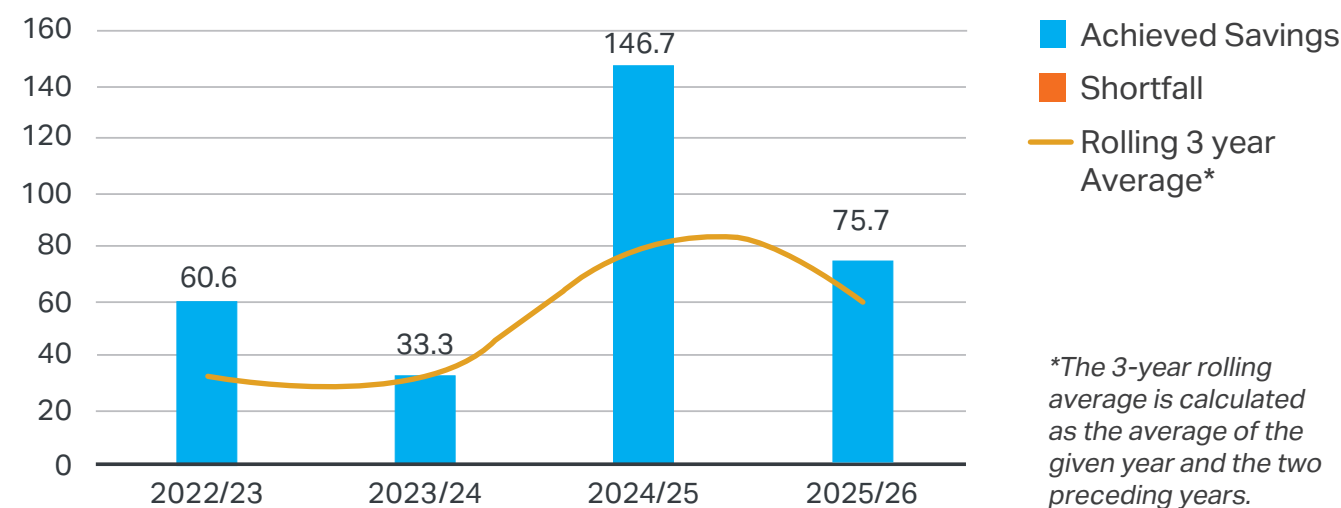
The graph shows actual financing for each financial year.

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 2025/26, the Met delivered £75.7m of savings, overachieving against the budgeted savings target by £0.7m. The outturn improved from the Q3 forecast of £66.7m mainly due to additional one-off savings in IT.

DELIVERED SAVINGS, £M



Key savings delivered to date include:

- **IT & Digital:** £16.7m savings delivered. 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. In Q4, DDaT delivered a further c£3.6m savings including through volume reductions and balance sheet cleanse activity.
- **Managing the Supply Chain:** £13.5m savings delivered, primarily through contract negotiations and rebates as well as enforced agency leave over Christmas.
- **Running the Back Office:** Savings of £8.3m have been delivered through efficiencies in the Met’s Business Services.

In 2025/26 the Met overachieved against its £75.0m target and delivered £75.7m of savings.

Looking ahead to 2026/27, of the £55m recurrent savings from 2025/26 built into the budget, c£42.8m were confirmed as at P12. Over Q1, the Met is confirming the remaining delivery of c£11.6m savings against FY25/26 recurrency assumptions, with business groups reviewing how these can be achieved (including confirming the impact of control measures implemented in FY25/26.) In addition to the £55m recurrent savings, a further c£20m savings from non-workforce budgets are required to balance the budget; c£20.9m savings were identified by PwC as targeted opportunities across Business Services and Digital, Data & Technology budgets. These savings are being validated and allocated across Q1.



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.

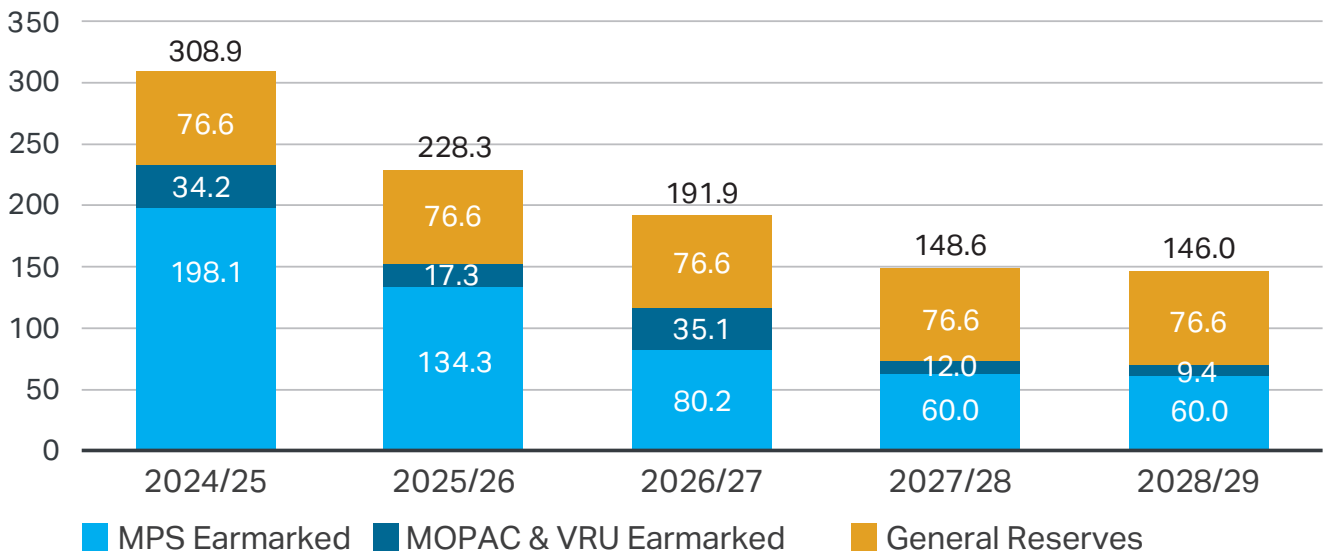
Transfers to and from reserves require approval from the Deputy Mayor for Policing and Crime in line with the Scheme of Consent and Delegation and requires approval from the MOPAC Deputy Mayor and the Chief Finance Officer.

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.



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 Outturn £m	2025/26 Variance Usage to Original Budget £m	2025/26 Closing Balance £m
Supporting Local Change	10.9	(6.4)	(5.2)	1.2	5.7
Managing the Budget	14.3	(5.4)	(0.9)	4.5	13.4
Business Group Initiatives	0.9	(0.3)	(0.0)	0.3	0.9
Operational Costs	19.4	(6.5)	(2.4)	4.1	17.0
Historical Public Inquires	0.0	0.0	2.5	2.5	2.5
Workforce Pressures	64.5	(50.0)	(37.0)	13.0	27.5
Property Costs	43.6	(11.3)	(11.3)	(0.0)	32.3
POCA	22.8	(3.6)	(1.1)	2.5	21.7
Funded for Third Parties	21.7	0.1	(0.2)	(0.3)	21.5
Business Rates	0.0	0.0	0.0	0.0	0.0
Met Revenue Reserves	198.1	(83.5)	(55.7)	27.8	142.4
MOPAC & VRU Earmarked	34.2	(19.5)	(14.5)	5.0	19.7
Total Earmarked Reserves	232.3	(103.0)	(70.2)	32.8	162.1
General Reserves	76.6	0.0	0.0	0.0	76.6
Total Reserves	308.9	(103.0)	(70.2)	32.8	238.7

The reserve 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 was undertaken on prioritising activity to be funded from this reserve which is reflected in the outturn position (the £27.5m closing balance includes £25m HO grant funding that will be used in 2026/27).

The variance between the original planned usage and actual usage is mainly explained by the reserves review transfers which resulted in unallocated balances from other reserves moving into the Workforce Pressures reserve and so a corresponding reduction in the net planned usage.

MOPAC and VRU variance between original planned usage of £19.5m and actual usage of £14.5m is due to the realignment of reserve funding to match planned commissioned expenditure.

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 o 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

Programme	Approved Budget FY 2025/26 £m	Full Year Outturn 2025/26 £m	Variance Full Year Outturn Vs Approved Budget 2025/26 £m
Command & Control	14.0	14.3	0.3
Met Business Services	14.7	8.9	(5.8)
Professionalism and Vetting	3.4	2.6	(0.8)
Criminal Exhibits	2.6	1.9	(0.7)
Digital Enablers	9.3	4.3	(5.0)
Frontline Policing Transformation	4.0	5.9	1.9
Law Enforcement Data Service (LEDS)	2.4	1.5	(0.9)
Learning & Leadership Transformation	3.5	0.9	(2.6)
Firearms Culture Change	0.0	2.6	2.6
Met Headquarters	0.0	2.9	2.9
Culture	0.0	0.2	0.2
Transport for London	0.0	1.6	1.6
Resourcing the Met	17.6	0.0	(17.6)
Engine Room	0.0	5.3	5.3
Culture Diversity & Inclusion	2.6	0.0	(2.6)
Critical Resource Transformation	4.5	0.0	(4.5)
Over-Programming	(12.0)	0.0	12.0
Delivery Partner Rebate	0.0	(0.8)	(0.8)
Expenditure in NMfL budget	66.6	52.2	(14.4)
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	1.5	1.5
Met CC - NMfL	0.0	7.8	7.8
Major Change Fund	0.0	(2.0)	(2.0)
Expenditure in other budget lines	0.0	13.6	13.6
Total Expenditure	66.6	65.8	(0.8)

The New Met for London (NMFL) programme delivered an underspend of £0.8m against the original £66.6m budget. The underspend is driven overall by lower expenditure across a number of individual NMFL budget programmes, offset by the over programming assumption and expenditure in other areas of the business. The final outturn comprised £52.2m of programme expenditure and £13.6m associated with NMFL reform and “fixing foundations” activity delivered across other business areas. This included planned flexing of the Major Change Fund budget, which was utilised during the year to manage the over-programming risk.





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;
- Improving the criminal justice system and supporting victims; and
- Supporting and overseeing reform of the Metropolitan Police Service.

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.

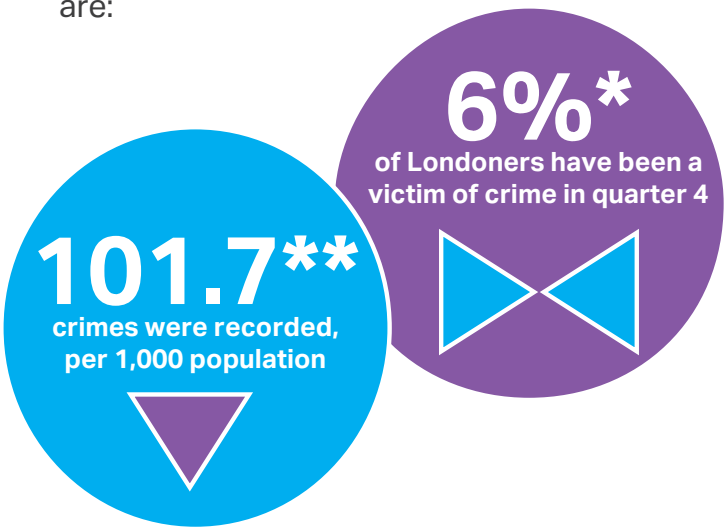
The safety of London also directly supports the local and national missions for economic growth.

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:



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

***In quarter 4 215,150 Total Notifiable Offences were recorded, which is a reduction of -3.3% on the same quarter last year. The latest national data (end December 2025) shows that there were 101.7 offences recorded per 1,000 population in the MPS, as compared to 84.8 across England and Wales.*

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 is currently reviewing submissions from London Boroughs who have reviewed 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.

The VRU continues to be swift in its responsiveness to offering support to boroughs following critical incidents where a homicide or incidents of serious violence have occurred.

The Hospital Based Youth Work Implementation and Process Evaluation has now been published, alongside a Systems Change Report and Delivery Guide for Practitioners, pulling together key learning and insight from programme delivery.

The VRU's Homicide Framework project in partnership with the MPS continues to progress, with the framework embedded into business-as-usual activity.

The VRU has been working to support the four Young Future pilot boroughs over the past six months and will continue to do so until March 2027 and are supporting with monitoring outputs for the Home Office.

In addition to continued co-ordination of the Young Futures Panel pilot in London, the VRU has progressed recommendations around Strategic Needs Assessment process through its Serious Violence Duty working group.

This includes the development of refreshed framework guidance for local authorities, and the roll out of the Area Prioritisation Tool (APT) to local authority analysts. The tool brings together a range of indicators across violent crime, public health & perceptions to inform strategic decision making.

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 MOPAC GPS tagging pilots have now tagged over 3,000 prison leavers since 2019, including over 2,300 knife crime offenders and this quarter partnership with the Metropolitan Police Service (MPS) has led to streamlined and enhanced data sharing.

This means that for tag wearers who become wanted or those linked to new offences, data is now shared more quickly with police to support enhanced arrests and investigations.

A number of specific cases and prosecutions in this quarter have benefitted from this approach.

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.

Court applications featuring GPS monitoring as part of Stalking Protection Orders are also being made by MPS as an extension of the MOPAC GPS Stalking pilot.

New contracts have also been awarded for provision as part of the Stalking Threat Assessment Centre (S-TAC) and the Drive Programme, both of which are partnership programmes closely involving MPS, dealing with high-risk stalking and high-risk domestic abuse perpetrators, respectively.

The providers will now work with MPS teams to support the roll out of the enhanced provision.

Supporting agencies to improve the response to criminal exploitation

MOPAC continues to oversee the MPS roll out of the new model of response to missing people across London via a local missing hub (LMH) in each BCU, which is showing improvements in the quality of case audits and risk assessments. Mitigations for LMH demand and resourcing issues are in place and will be reviewed in 3-6 months.

MOPAC continues to oversee the MPS's response to modern slavery and is reassured that there is increased focus on engaging frontline teams and partners to develop a strategic approach to modern slavery and enhance performance oversight.

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

In quarter 4, 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. A task and finish group to the London Drugs Forum was established to begin working on the London Drugs Commission recommendations relating to cannabis. The group commenced this work in March.

Operations Orochi and Yamata are Met operations to tackle county and intra-London drug lines. In 2025/26, Operation Orochi exceeded targets having closed 1,003 drug lines, made 161 knife seizures, rescued 61 missing children, made 820 arrests, and charged 600 subjects.

Operation Yamata exceeded fewer targets but continued to make significant progress having closed 505 drug lines, made 70 knife seizures, made 65 safeguarding referrals, completed 263 arrests, and charged 212 subjects.

Across quarter 4, Project ADDER made 259 Voluntary Referrals into drug treatment. Since this scheme was launched in August 2024, ADDER teams have made a total of 2,960 referrals, averaging to five referrals per day. Project ADDER pilots continue to progress in North London which focus on the Met's response to tackling cuckooing in Camden, Islington, Haringey, and Enfield.

a. Reducing violence and criminal exploitation

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

At the London Reducing Reoffending Board in March there was a focus on mental health and the role this plays in reoffending and violence across London. Partners from across the CJS demonstrated progress made in areas such as the Offender Personality Disorder Pathway, Liaison and Diversion support and the launch of Mental Health Treatment Requirements for men in London this quarter.

It was agreed that significant needs remain that drive reoffending and violence, and this is linked to the extensions of the both the IOM Mental Health and IOM Neurodiversity services during 2026/27.

The IOM Mental Health service will also continue its successful expansion into London Approved Premises, providing residential based assessments and specialist support for those who pose the highest risk following prison release.

The Prison Violence Reduction pilot services at HMP Wandsworth, HMPS Feltham and HMP Pentonville are now starting the return data on their impact in custody with those who pose the highest risk of violence. Especially the Exploitation, Gangs and Debt intervention is showing significant reductions in repeat violence and support for remand prisoners and those accessing enhanced purposeful activity is also highly valued.

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

The Mayor announced an additional £29m investment in tackling Violence Against Women and Girls (VAWG) when he published his final 2026-27 budget in February 2026. The new funds will support the delivery of the Mayor's upcoming refreshed VAWG Strategy by providing additional support for victims and survivors over the next three years.

This funding is on top of over £277m investment the Mayor has overseen to tackle VAWG since he came to office.

Supporting London's counter-terrorism preparedness

MOPAC hosted the DMPC chaired London CONTEST Board. This board acts as the strategic lead for CT activity in London.

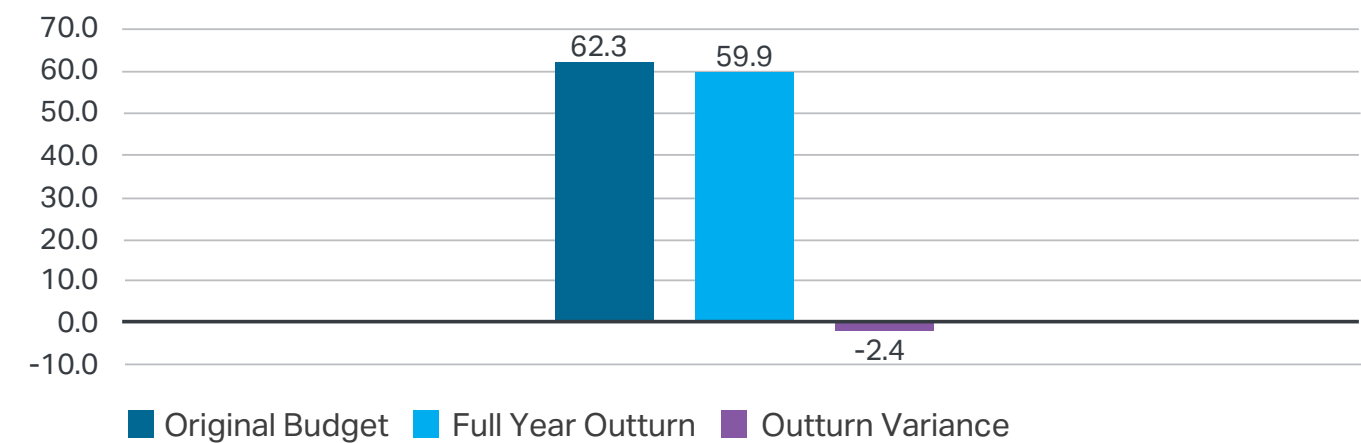
MOPAC delivered a City Hall Counter Terrorism Local Profile (CTLP) briefing. This updated colleagues from across MOPAC, the GLA and TfL on the latest threats and risks in London.

MOPAC closed the Lord Harris Review (volume 2). This review, published in 2022 made almost 300 recommendations to improve London's preparedness for a major terrorist incident. The final closure analysis concluded that four years on, London is a better protected and better prepared city.



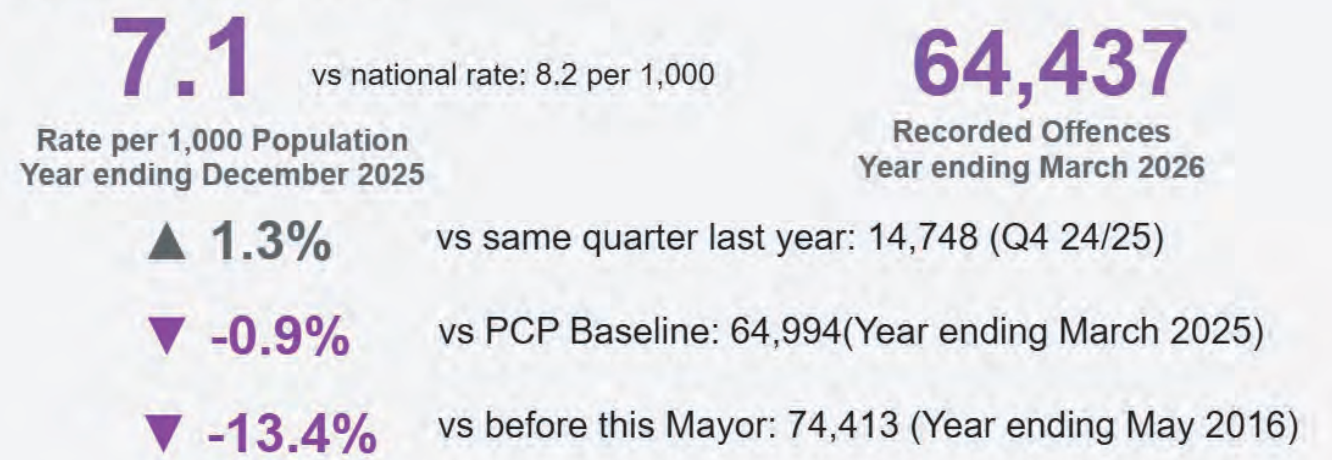
a. Reducing violence and criminal exploitation

TOTAL EXPENDITURE £M



2025/26 full year actual expenditure of £59.9m, an underspend of £2.4m compared to budget, this is largely due to £0.9m technical adjustment to reverse aged goods receipt as referenced above. In addition, underspends of £0.6m on Met Child First training, £0.4m Gang Association Young Women & Girls - Violence & Exploitation and £0.3m Drugs Review Implementation all of which the expenditure has been reprofiled.

Violence with Injury



Violence with Injury (Comparison with Same Quarter Previous Year) - Violence with Injury offences are stable on the same quarter last year (+1.3%) following sustained long-term reductions – offences have decreased by 13.4% since 2016. The latest national data (to end December 2025) shows that London's rate of Violence with Injury offences per 1,000 population (7.1) remains lower than the England and Wales average (8.2).

Note: MPS Crime data extracted from the London Datastore on 7 April 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.
The GPS tagging programme uses GPS monitoring of knife crime offenders and people convicted of non-Domestic Abuse Stalking offences	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.
for those on licence. The pilots provide an important risk management tool for probation practitioners.	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.
Integrated Offender Management (IOM) Mental Health Service	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	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)
Prison Violence Reduction Strategy - Commissioned Services Phase 2 Lot 1 (Remands Pentonville, Wandsworth and Feltham B)	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.
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HMP Pentonville and HMP Wandsworth), with the aim of reducing the high levels of violence in London's	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).	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

Programme Title	Programme Description	Status of last quarter	Current status	Commentary (by exception)
Culturally Integrated Family	This Domestic Abuse perpetrator service is for racialised and minoritised communities, providing 1:1 culturally-informed sessions.	G	A	The programme is delivering effectively with the majority of KPIS being met or exceeded. The number of starts for the quarter was 46, which was 3 below the target of 49. Enhanced partnership activity is taking place in a minority of boroughs where there are lower numbers.
Approach (CIFA)	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	The pilot was completed in Mach 2026.
Restart	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.	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	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	A	From Q1 26/27 the service will be part of the new London Stalking Support Service, as during mobilisation there has been a move in relation to staffing which has impacted the KPIs in relation to advocacy engagement with clients. The new service is now live so the focus in on ensuring the staffing complement is up to full strength and advocates are integrated within the STAC.
Stalking Threat Assessment	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.
Centre (S-TAC)	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.
Drug Testing in Police Custody	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.

Youth 2 Adult (Y2A) Hub	Programme Description	Status of last quarter	Current status	Commentary (by exception)
Improving Support for Girls and Young Women Affected by Gangs, Violence and Exploitation-Ecosystem.	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.	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 - 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	The KPI on time taken for AAs to attend police custody referrals is under target despite improvements in the last quarter. The scheme is responding by successfully recruiting more volunteers to meet demand, so we are expecting improvements in this KPI from Q1 26/27
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	8,116	8,560	▲	In quarter 4, we have seen an increase in the volume of referrals for AA support, reaching over a further 1,000 vulnerable adults. This continues to highlight the significant need for the service and for the services to be able to adapt to changing levels of demand effectively.
Total number of vulnerable adults supported by an AA	3,779	4,945	▲	

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	97%	98%	▲	In quarter 4, TAAS have met the KPI target of 98%, an improvement on last quarter's custody referrals.
% of voluntary interview referrals met	97.40%	100%	▲	TAAS continue to perform exceptionally, meeting all voluntary interview referrals.
Average time taken for AA to arrive from point of referral (custody only)	37.4 minutes	35.7 minutes	▲	TAAS continue to respond quickly to custody referrals, with a slightly lower average response time than last quarter, and significantly under the target of 60 minutes.

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%	99.00%	▼	AAUK continue to exceed key performance indicator targets, with a minor reduction from last quarter in custody referrals.
% of voluntary interview referrals met	100%	100%	✂	AAUK continue to perform exceptionally, meeting all voluntary interview referrals.
Average time taken for AA to arrive from point of referral (custody only)	16 minutes	20 minutes	▼	AAUK continue to respond extremely quickly to custody referrals, with a slightly higher average response time than last quarter, but significantly under the target of 60 minutes.

LONDON BOROUGH OF SOUTHWARK

Description	Status at last quarter	Performance metric for this Q	Direction of travel	Overview and commentary
% of custody referrals met	83%	68%	▼	Southwark have unfortunately seen a decrease during quarter 4 in the volume of custody referrals required. Ongoing volunteer recruitment should see improvements in Q1.
% of voluntary interview referrals met	100%	100%	✂	Southwark continues to perform exceptionally, meeting all voluntary interview referrals.
Average time taken for AA to arrive from point of referral (custody only)	90 minutes	60 Minutes	▲	Southwark have significantly improved their average response times, bringing them in line with targets.

b. Building safer, more confident communities

Protect and strengthen neighbourhood policing

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. We also joined ongoing discussions about the effective delivery of the policing of transport networks.

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

The MOPAC-chaired West End business and police partnership board have continued to meet in quarter 4. The board has set priorities and is delivering on one of its objectives to establish the London Command Cell to co-ordinate intelligence, alongside developing additional workstreams.

MOPAC has continued to engage with the business community and will support engagement with the MPS at several upcoming business crime events.

Making travel safer across London

The Home Office announced Safer Streets Winter Initiative. This was followed by an initiative focusing on knife crime. MOPAC convened partners such as the MPS and Local Authorities, to tackle ASB, street crime and retail theft, and then latterly with a sharper focus on knife crime.

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.

Standing with communities against hatred and intolerance

In quarter 4 MOPAC completed delivery of 21 Mayor's Shared Endeavour Fund projects that counter hate, extremism and radicalisation in the capital. These projects were delivered to around 50,000 participants.

In quarter 4 MOPAC also launched Call (year) 7 of the Mayor's Shared Endeavour Fund with record funding of £875k. These projects will begin in Sept'26.

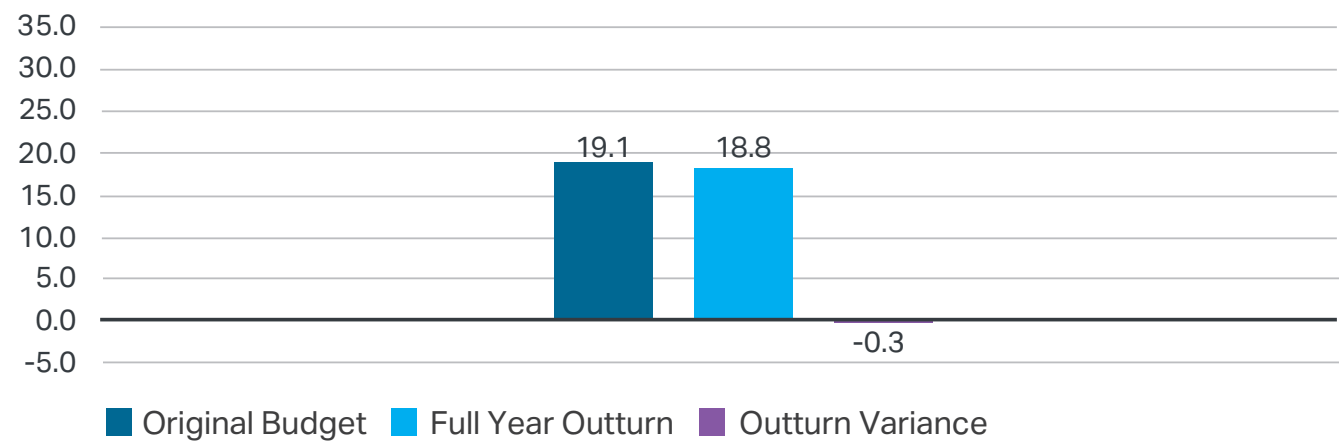
MOPAC continued its partnership with the Community Security Trust delivering a webinar on protective security for places of worship.

MOPAC convened two multi-agency Violence Fascinated Individual (VFI) roundtables. These sessions allow partners to share good practice and case studies whilst also problem-solving issues.

MOPAC facilitated the London Stakeholder Reference Group (SRG) which held its first meeting of the year. The Office of the PCC of Greater Manchester gave a presentation on its new Hate Crime Action Plan, and the CATCH Hate Crime Victims Service discussed emerging trends in the type of hate crime it has seen over the most recent quarter.

b. Building safer, more confident communities

TOTAL EXPENDITURE, £M



2025/26 full year actual expenditure was £18.8m, an underspend of £0.3m to budget, this is largely due to reprofiling underspends within the Community Scrutiny programme of £0.9m and VRU Stronger Futures of £0.4m, this is partially offset by an overspend of £1.1m on Hyper local expenditure – funding for which was announced after the budget was approved.

Worried about Crime

44%

Year ending March 2026

- ▼ 3pp vs same quarter last year: 47% (Year ending March 2025)
- ▼ 3pp vs PCP baseline: 47% (Year ending March 2025)
- ▲ 12pp vs before this Mayor: 32% (Year ending June 2016)

Worried about crime (Comparison with Previous Year) - In the 12 months to quarter 4 25/26, 44% of Londoners said they were worried about crime in their local area, measured by the Public Attitude Survey. This is 3 percentage points 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

MOPAC continued to work with the MPS on the further development of the Victim Voice Forum programme, which will amplify the voices of victims with lived experience to help shape MPS victim care policy and practice. The expanded programme is due to commence later in 2026.

MOPAC held internal workshops to develop its response to the government's consultation on proposed changes to the Victims Code of Practice. The Victims' Code sets out victims' rights and entitlements and details the minimum standard that organisations across the criminal justice system (CJS) must provide to victims of crime. MOPAC's response was submitted in April 2026 and focusses on areas where it believes the Code can be further strengthened to improve victims' experience of the CJS.

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

MOPAC has continued to work closely with CJS partners, through the DMPC's London Criminal Justice Board, to drive a more coordinated, system-wide response to reducing backlogs in the crown courts, improving case progression, and tackling sustained pressures, delivering tangible improvements across London.

A key action to tackle the backlog in court cases has been the Met's work to improve the quality of case files, which has continued to substantially improve over the last quarter. This has resulted in compliance –where files meet standards required for a case to progress to court - rising to 49.3% in January 2026, up from 27% in 2023. This is materially important to the progression of victims' cases and so reducing delays for victims.

In addition, a new "Blitz" court has been mobilised to rapidly reduce the backlog of cases in courts, alongside DMPC-led expression of interest for two intensive supervision courts in London to address the root causes of criminal behaviour and break the "revolving door" of continuous reoffending. Targeted initiatives are also improving hearing outcomes and efficiency, including a pilot in Isleworth to strengthen case preparation and ensure cases progress effectively through court.

This quarter, innovative work is underway to strengthen system-wide learning through the development of a central digital library of case reviews, using AI to identify patterns and drive continuous improvement.

Working with criminal justice partners to reduce reoffending

MOPAC has convened partners across the system to identify challenges in applying for and enforcing civil orders as a shared mechanism to reduce reoffending and prevent harm.

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.

Work is now underway to replicate good models of practice from across the UK in London to ensure councils and CJ partners are aligned on over-seeing justice in the community.

The diversion programme for low and standard risk domestic abuse offenders, Project CARA, has now been successfully expanded to NW BCU and during this quarter this has seen a significant increase in conditional cautions for this cohort. We expect this programme to continue to expand its volumes, diverting DA perpetrators into a short, evidence-based intervention to reduce their risk of reoffending while also providing specialist support for victims at the same time.

Commissioning high-quality support services for victims

In March 2026, MOPAC represented London at a UK–Germany bilateral exchange on domestic abuse hosted by the British Embassy in Berlin. The visit included a comprehensive programme of targeted policy meetings, service visits and a two-day conference bringing together UK and German policymakers, statutory agencies, academics and specialist frontline organisations.

London's approach to commissioning high quality support to tackle domestic abuse was shared, along with London's learning on coercive control, stalking and technology-enabled abuse.

London's experience contributed to discussions on strengthening whole-system responses that prioritise victim-survivor safety and recognise children as victims in their own right. The exchange highlighted several areas of shared learning, including the value of counselling and therapeutic support alongside advocacy and crisis intervention, an area where Germany's legislative approach goes further than the UK.

In March, MOPAC attended a celebratory event showcasing the Mayor's VAWG Grassroots Fund 2023–25 delivered by The London Community Foundation. The 36 organisations funded within this diverse cohort are led by and for minoritised communities, 77% of which are led by women of colour, working tirelessly to support the recovery of marginalised survivors and to prevent the (re)victimisation of VAWG.

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

In January, the Deputy Mayor for Policing and Crime welcomed the Mayor of Amsterdam to London. This cultural exchange included a visit to a refuge funded through the Mayor's Domestic Abuse Safe Accommodation programme where the Mayors heard from staff and, most importantly, victims and survivors of domestic abuse.

c. Improving the criminal justice system and supporting victims

In February, MOPAC and the GLA held a series of workshops with partners to present their draft plans for the future commissioning of domestic abuse supported accommodation services in London. These workshops gathered feedback from partners to help refine the proposals ahead of finalising the commissioning approach and launching the procurement process in Summer 2026.

Supporting the work of London's Independent Victims' Commissioner

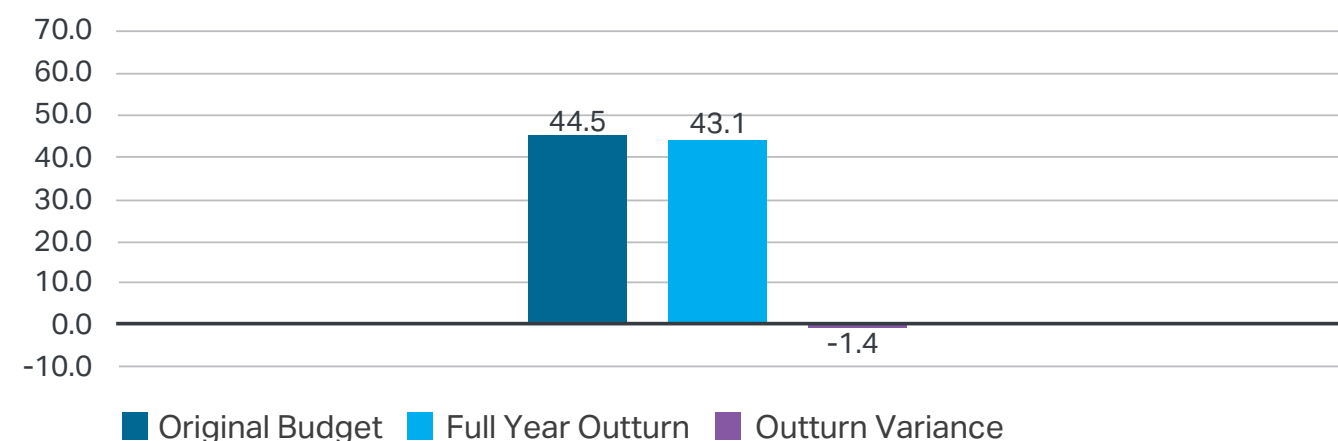
Andrea Simon was appointed as the new London's Victims' Commissioner, commencing her role in March 2026.

Claire Waxman OBE finished her term as London Victims' Commissioner in November 2025, having been appointed as the Victims' Commissioner for England and Wales.



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 with full year expenditure of £43.1m. The £1.4m underspend to budget is largely due to a £0.6m underspend on the Sexual Assault Referral Centre (SARCs) predominately driven to delayed lease signing £0.9m underspend on the Victims Care Hub due to reprofiling of programme spend.

**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

25.1%

Year ending June 2024

▼ **3.6pp**

vs National rate: 28.7% (Jul 2023 to Jun 2024)

▲ **2.7pp**

vs previous year: 22.4% (Jul 2022 to Jun 2023)

▼ **4.0pp**

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

Proven reoffending rate (Comparison with Previous Year) - 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 25.1% for the July 2023 to June 2024 offender cohort, which is a small increase as compared to the previous year (+2.7 percentage points). The reoffending rate in London remains lower than pre-pandemic levels and is lower than the national average of 28.7%.

Victim Satisfaction

63%

Year ending March 2026

▲ **1pp**

vs same quarter last year: 62% (Year ending March 2025)

▲ **1pp**

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

▼ **16pp**

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

In the 12 months to quarter 4 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	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
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 2	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 individual circumstance for both victims and offenders of crime. This supports victims to cope and recover and can aid offender rehabilitation, reducing reoffending.	R	R	The contract for this service ended on 31 March 2026. The focus in quarter 4 was on ensuring a smooth transition to the new delivery arrangements for 2026/27. This included the safe transfer of live cases to the new provider, and the transition was completed successfully as planned by 31 March. From 1 April 2026 provision of restorative justice will be incorporated into the London Victim and Witness Service.
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	A	Since the addition of another BCU the referrals in quarter 4 have exceeded the total for Q1 to 3, so positive direction of travel. With this new BCU having just joined the pilot work is still ongoing to drive up the success rate in engaging with perpetrators.
Domestic Abuse Perpetrator Pre-Court Intervention Pilot	Integrated domestic abuse specialist support service for victim/survivors of perpetrators attending the early intervention for alleged first-time offenders 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.
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.
CouRAGEus	Specialist service supporting young victims of violence against women & girls.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
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.

c. Improving the criminal justice system and supporting victims

Programme Title	Programme Description	Status of last quarter	Current status	Commentary (by exception)
Harmful Practices Education Champions	Pilot programme on community-based harmful practices education in grassroots communities across London.	A	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
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.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
The Lighthouse	Specialist service supporting victims of child sexual abuse.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
CSA Hubs	Specialist services supporting victims of child sexual abuse.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
London Women's Commissioned Rehabilitative Service	A Whole Systems Approach of Wraparound Service provision to women at risk of, or involved in the CJS, includes emotional, practical & advocacy support to women on diversion, imprisoned, on prison-release & under community supervision.	G	G	This service has been RAG rated green because it is meeting, or exceeding, at least 90% of its contractual KPIs.
Galop Domestic Abuse Grant	Provision of specialist LGBT+ Independent Domestic Violence Advisor service.	G	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 January to March, the London Policing Board (LPB) met once, focussing on progress against the MPS' London Race Action Plan and the move towards developing an Inclusion Strategy and MPS' work on Stop and Search, including one year on from the Stop & Search charter, and new research into grounds and disproportionality of stop and search. Under the Commissioner's Update, the Board heard about the Policing Reform White Paper and the importance of maintaining Violence Against Women and Girls as a consistent priority, on the anniversary of Sarah Everard's murder.

The LPB People & Culture Committee met in January to discuss wellbeing of the MPS's workforce, and the importance of building a positive workforce culture. The LPB's Performance Finance and Delivery Committee met in February and focused on performance in policing hate crime, considered the MPS's quarter 3 financial position and discussed Operation Jorica, a review of a ten-year period of vetting in the MPS, which found derogation from best practice in vetting and recruitment, allowing individuals to join the MPS who may not otherwise had been able to, and who went on to allegedly commit misconduct or criminal offences.

During this quarter, the London Policing Ethics Panel continued to work on its current project, considering the ethical hazards and the opportunities in implementing AI for policing in London.

The MPS-MOPAC Joint Audit Committee held its quarterly meeting in January. The Committee considered reports covering issues such as budget governance and internal control, the MPS-MOPAC Estate Strategy, MOPAC governance improvement plan, MOPAC commissioning, and an update on MPS culture, diversity and inclusion. There were also reports from internal and external audit.

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.

Contributing to a fairer, more transparent accountability system

Significant progress has been made on the Community Scrutiny Transformation Programme (CSTP) in the last quarter, particularly around commissioning key components of the programme. This includes progress on commissioning of a specialist digital and online Volunteer Management System to support the delivery, tasking and coordination of volunteers and their activity in the CSTP.

This system will go-live in early Autumn 2026. We are also close to awarding a contract for specialist recruitment support to ensure a representative mix of volunteers in the programme; and held market engagement events to engage and encourage collaboration between potential providers for a bespoke training programme for the CSTP, ensuring all those involved have the confidence and skills to make scrutiny as effective and impactful as possible. Finally, responses have been received to a pre-market engagement questionnaire which is shaping our approach to commissioning an independent provider or provider/s to take on the overall management and coordination of the programme across London.

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. This quarter we have focused on developing a new Use of Force pilot, where a Use of Force Scrutiny Panel, made up of ICVs, and will include the review and dip sampling of CCTV footage relating to use of force incidents. With the initial training due to take placenext quarter , with the first meetings due to take place later in the year.

There has been a continued focus on the recruitment of new volunteers into the scheme, a new cohort of over 70 ICVs were given their induction training this quarter, whilst we plan for more interviews in July.

Description	Status at last quarter	Performance metric	Direction of travel	Overview and commentary
Percentage of detainees available for interview seen by ICVs	36.39% (484 of 1,330 detainees)	52.17% (804 of 1,541 detainees)	▲	Total number of detainees in custody during the time of visit in quarter 4 = Scheduled visits: Number of visits completed:122 Detainees seen: 804 Detainees refused: 737 Total detainees: 1541 The data highlights that there has been a notable improvement in detainee availability this quarter, with 52.17% of detainees seen by ICVs compared to 36.39% in the previous quarter. For the first time in recent reporting periods, the number of detainees seen (804) exceeds those unavailable (737). This represents a positive shift and suggests improved access within custody environments. While challenges remain, this suggests that some of the operational barriers previously identified are beginning to be addressed.
Percentage of scheduled visits achieved	91.94% (114 of 124 scheduled visits)	100% (122 of 122 scheduled visits)	▲	Performance against scheduled visits has improved this quarter, with 100% of scheduled visits completed compared to 91.94% in Q3. This reflects stronger adherence to agreed rotas and improved recording of activity within the portal. Unlike the previous quarter, where some visits were not consistently captured, quarter 4 data presents a more accurate picture of delivery across the scheme. It should be noted that Camden custody suite was closed during this period, and panel members were temporarily redeployed to support Westminster. While this impacted the distribution of visits across panels, it enabled continued scrutiny within an active custody environment and ensured that volunteer capacity was effectively utilised. This approach has supported increased oversight in higher-demand areas, particularly in Westminster, which operates as a high-volume custody suite. However, it also highlights the need for flexibility in panel deployment where operational changes occur.

Volunteer Diversity	Status at last quarter	Performance metric*	Direction of travel	Overview and commentary
Gender	36% (60) Male 64% (106) Female	34% (49) Male 66% (95) Female	▼	There has been a further slight shift in gender representation this quarter, with male volunteers decreasing from 36% to 34%, and female volunteers increasing from 64% to 66%. While the change remains relatively small, it indicates that progress towards achieving a more balanced gender profile continues to move in the opposite direction. Male volunteers remain underrepresented within the Scheme, and the gap has widened slightly compared to the previous quarter. Maintaining a balanced gender profile is important to support inclusive engagement with detainees and to ensure panels reflect a broad range of perspectives. Continued targeted recruitment and engagement activity aimed at increasing male participation remains necessary.
Aged <60 years	33%(55)	57% (approx. 88 volunteers aged under 60)	▲	There has been a positive shift in the age profile of volunteers this quarter, with an increase in the proportion of volunteers aged under 60. This suggests that recent recruitment activity has begun to attract a broader range of age groups, particularly within the 25–55 age brackets. This is a positive development for the long-term sustainability of the Scheme, supporting improved succession planning and future resilience.
Ethnicity	White: (70) 42% Black: (16) 10% Asian: (11) 7% Mixed: (7) 4% Other: (5) 3% Not recorded: (57) 34%	White: (64) 44% Black: (12) 8% Asian: (10) 7% Mixed: (6) 4% Other: (9) 6% Not recorded: (43) 30% (approx. based on declared data)	✂	Ethnic diversity within the volunteer cohort shows slight improvement this quarter, with representation across a wider range of ethnic backgrounds and a reduction in the proportion of unrecorded data. White volunteers remain the largest group; however, there is continued representation across Black, Asian, Mixed and Other ethnic groups. While this reflects some progress, overall diversity still does not fully align with the demographics of London’s population. Although the proportion of missing ethnicity data appears to have reduced compared to the previous quarter, gaps remain, limiting the ability to fully assess progress and target recruitment effectively.

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

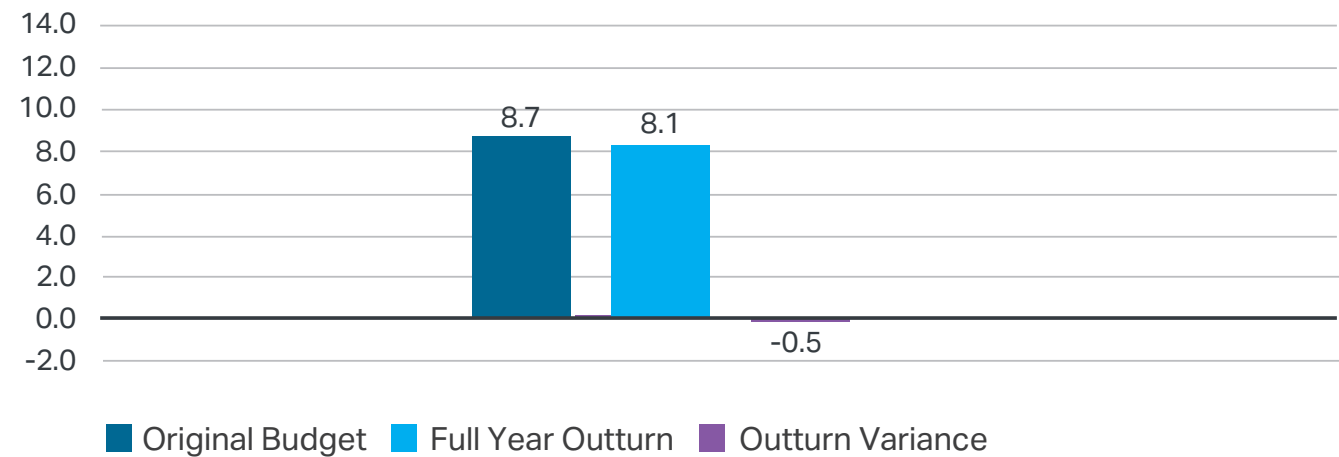
d. Supporting and overseeing reform of the Met

TOTAL EXPENDITURE £M

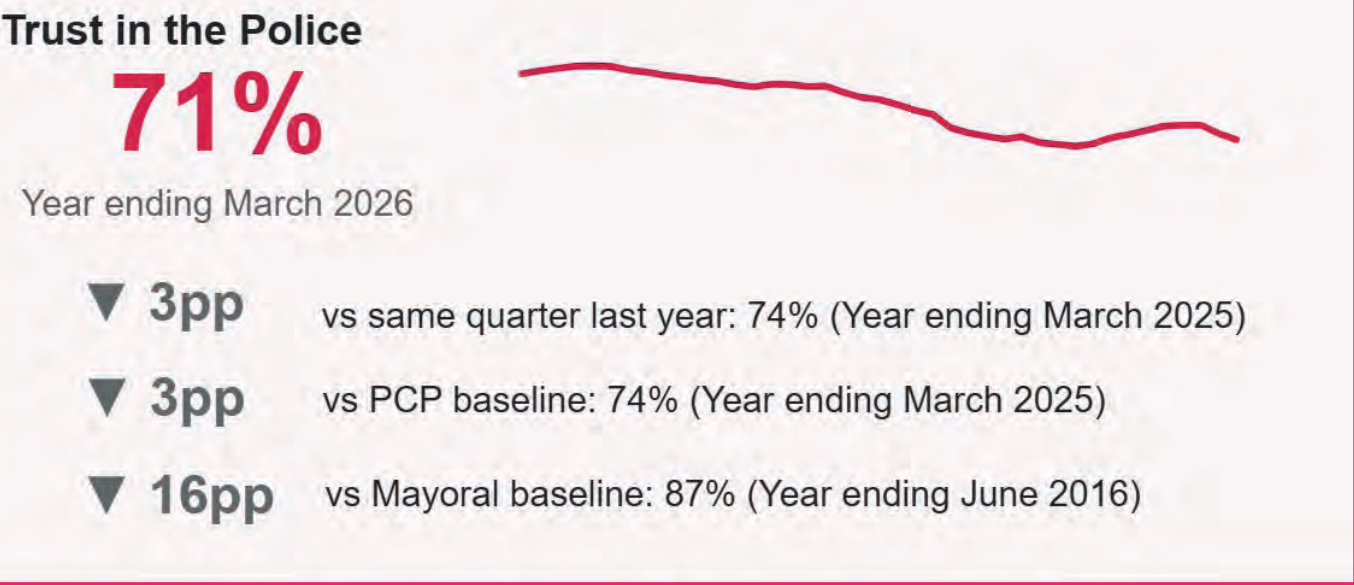
MOPAC delivers oversight of the Met through a mixture of formal, advisory and informal mechanisms. These include formal oversight meetings led by the Mayor to hold the Commissioner to account, statutory functions enabling community scrutiny of the Met, such as the London Independent Custody Visiting (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 budget for supporting and overseeing reform of the Met priority is £8.7m. The actual expenditure was £8.1m, an underspend of £0.5m with underspends in staffing costs and commissioned services.



In the 12 months to quarter 4 25/26, 71% of Londoners said they trusted the Metropolitan Police Service. This is a 3-percentage point decrease compared to the 12 months prior.

It is notable that trust in the MPS declined sharply in quarter 3 25/26 to the joint-lowest recorded level (66%). This coincided with the broadcast of the BBC’s Panorama investigation into the culture and behaviour of MPS officers in Charing Cross police station. In quarter 4 25/26 trust recovered, increasing significantly by five percentage points to 71%.

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



71%

In the 12 months to quarter 4 25/26, 71% of Londoners said they trusted the Met. This is a 3-percentage point decrease compared to the 12 months prior.



Confidence has remained stable 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



Serious violence continues to fall across London. In the 12 months to March 2026, there were reductions across all major categories of serious violence, including lethal barrel discharge (-31%), Knife crime (-16%), and homicide (-7%). 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.



There has been a reduction in all neighbourhood crime categories. While robbery, vehicle crime, and theft crime rates remain the highest nationally, there have been notable reductions across all neighbourhood crime categories over the 12 months to March 2025, including Theft from the person (-22%), Personal robbery (-13%), and vehicle crime (-14%).



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



As of quarter 4 25/26, police officers from Black and/or other Minority Ethnic communities are 1.9 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 same quarter last year.



The time it takes to resolve public complaints is 93 days as of quarter 4 25/26. This is a decrease as compared to quarter 24/25 (-31 days).



The time it takes to finalise conduct matters is 384 days as of quarter 4 25/26. This is a decrease as compared to quarter 4 24/25 (-35 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.

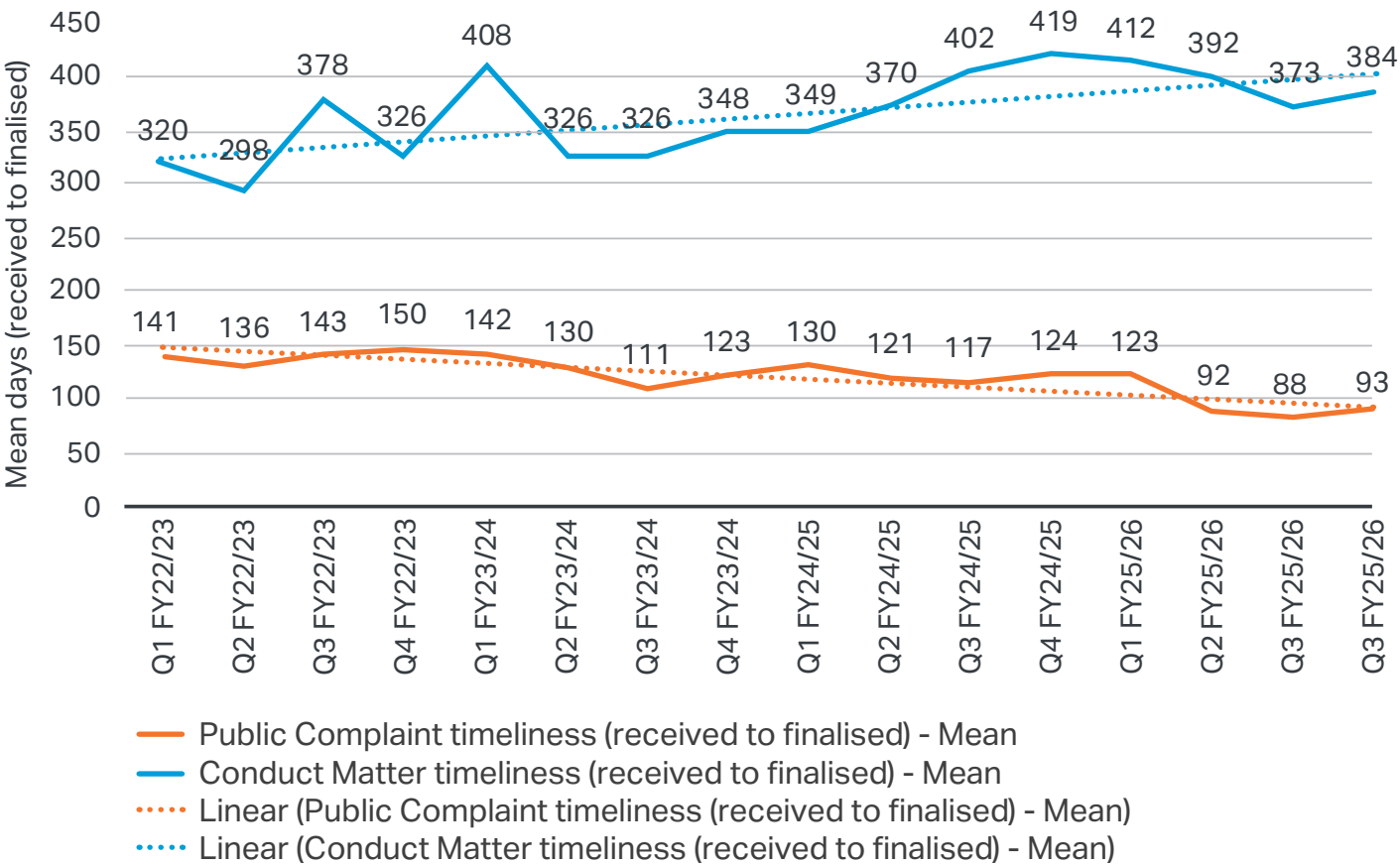
The statutory definition of a Complaint and Conduct Matter:

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.

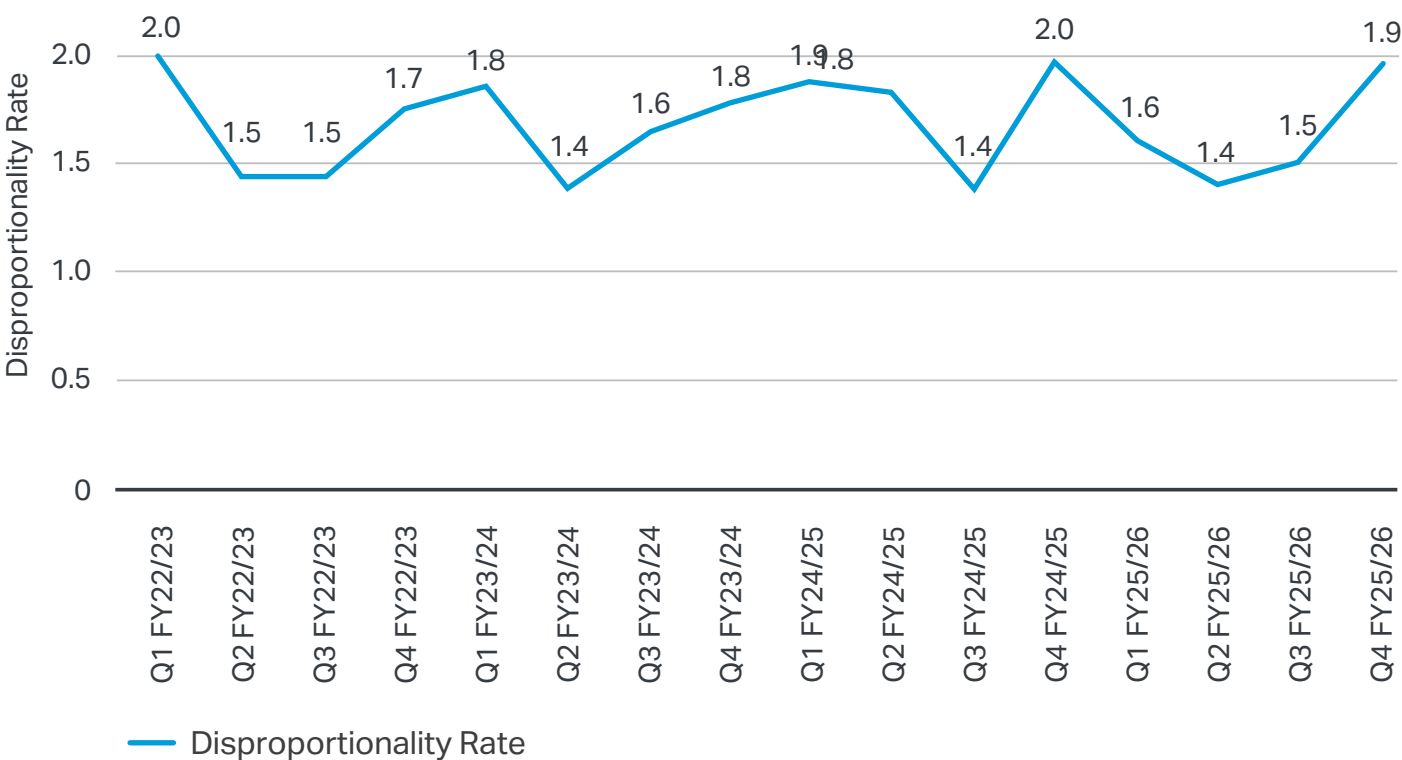
A conduct matter (CM) is any matter which is not and has not been the subject of a complaint, where there is an indication (whether from the circumstances or otherwise) that a person serving with the police may have committed a criminal offence or behaved in a manner which would justify disciplinary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

A complaint case is considered finalised when all actions relating to that case are complete. In quarter 4 25/26, the average number of days to finalise complaint cases was 93 days. This represents an increase of 5 days from the previous quarter, but a decrease of 31 days compared to quarter 4 24/25.

The average time to finalise conduct matters in quarter 4 2025/26 was 384 days. This is 11 days higher than the previous quarter, and 35 days lower than quarter 4 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 4 2025/26, police officers from Black and/or other Minority Ethnic communities are 1.9 times more likely than white officers to be referred into the

misconduct system by line managers and supervisors. This represents an increase in disproportionality compared with the previous quarter (1.4 times more likely) but is stable as compared to the same quarter last year.

**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 just over 45,000 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.

Roles	Total			Female		
	Statistics at last quarter	Total at Q4	Direction of Travel	Statistics at last quarter	No. and % at Q4	Direction of Travel (%)
Police Officer	31,613	31,181	▼ -432	10,125 (32.0%)	10,032 (32.2%)	▲ (+0.2pp)
Police Staff	11,518	11,558	▲ +40	6,572 (57.1%)	6,594 (57.0%)	▼ (-0.1pp)
PCSO	1,418	1,389	▼ -29	480 (33.8%)	466 (33.6%)	▼ (-0.2pp)
MSC	1,053	1,023	▼ -30	265 (25.2%)	257 (25.1%)	▼ (-0.1pp)
Met Total	45,602	45,150	▼ 452	17,442 (38.2%)	17,349 (38.4%)	▲ (+0.2pp)

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 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.

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.

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.

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 March 2026), there are 5,778 Black, Asian, Minority Ethnic officers (18.5% of total) but only 1,164 of these are Black officers (3.7% of total).

Black, Asian & Minority Ethnic			Black		
Statistics at last quarter	No. and % at Q4	Direction of Travel (%)	Statistics at last quarter	No. and % at Q4	Direction of Travel (%)
5,802 (18.4%)	5,778 (18.5%)	▲ (+0.1pp)	1,173 (3.7%)	1,164 (3.7%)	✂ (0.0pp)
3,368 (29.2%)	3,403 (29.4%)	▲ (+0.2pp)	1,193 (10.4%)	1,192 (10.3%)	▼ (-0.1pp)
599 (42.2%)	588 (42.4%)	▲ (+0.2pp)	187 (13.2%)	184 (13.2%)	✂ (0.0pp)
335 (31.8%)	318 (31.1%)	▼ (-0.7pp)	61 (5.8%)	60 (5.9%)	▲ (+0.1pp)
10,104 (22.2%)	10,087 (22.3%)	▲ (+0.1pp)	2,614 (5.7%)	2,599 (5.8%)	▲ (+0.1pp)

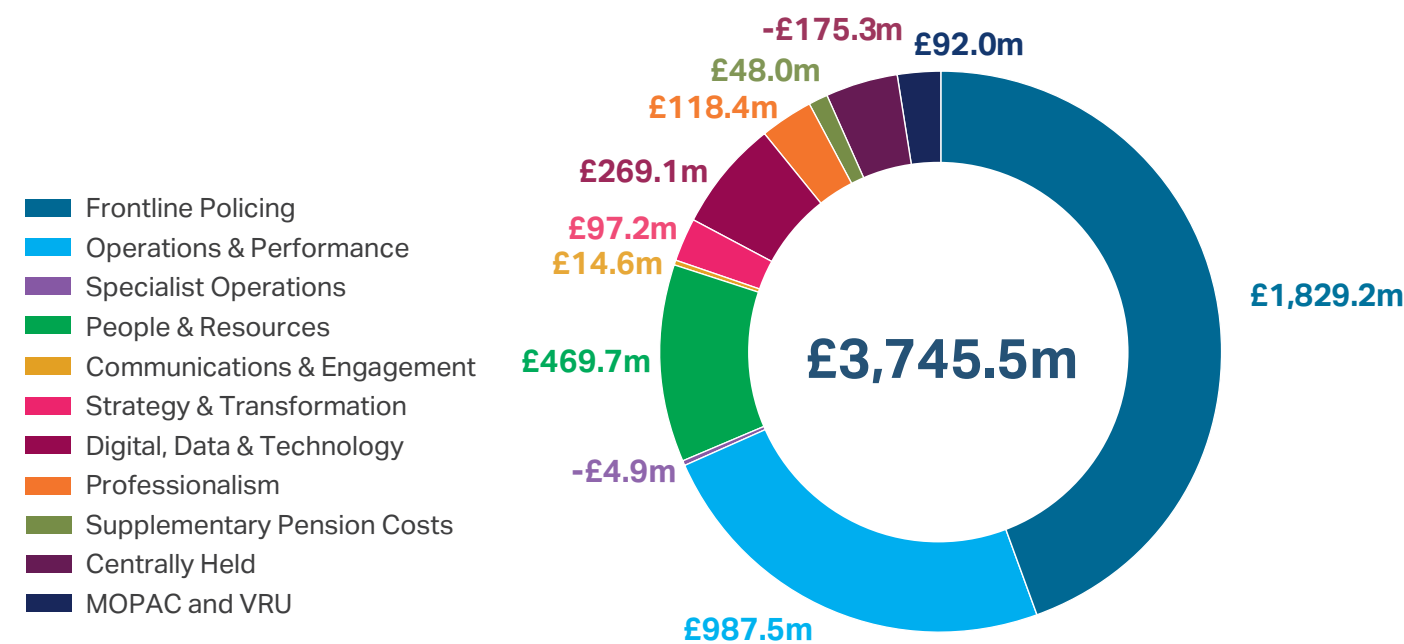
MOPAC Group staffing (excluding the Met) is made up of various different units, including: the Directorate of Audit, Risk and Assurance (DARA - is an income-generating unit that provides internal audit services to MOPAC, to the Met and to a number of fee-paying bodies across the GLA Group), the VRU and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

Unit	Budgeted FTE* at Q4	Actual FTE numbers at Q4
MOPAC	214.7	191.0
DARA	22.6	18
VRU	46.6	46.9
Victims Commissioner	4	4
Total Staff	287.9	259.9

**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.*

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	Original Budget 2025/26 £m	Full Year Outturn 2025/26 £m	Full Year Outturn Variance to Original Budget 2025/26 £m
Frontline Policing	1,856.6	1,880.9	24.3
Operations & Performance	1,054.1	1,025.9	(28.2)
Specialist Operations	518.2	581.6	63.4
People & Resources	489.4	444.2	(45.1)
Comms & Engagement	14.9	13.2	(1.6)
Strategy & Transformation	97.2	76.6	(20.7)
Digital, Data & Technology	276.2	245.0	(31.2)
Professionalism	122.0	134.7	12.7
Discretionary Pension Costs	48.0	45.9	(2.2)
Centrally held	(40.8)	29.0	69.7
Met Service Expenditure (Excluding Specific Grants)	4,435.7	4,477.0	41.2
MOPAC & VRU	127.6	122.0	(5.6)
Service Expenditure (Excluding Specific Grants)	4,563.4	4,599.0	35.7
Frontline Policing	(27.4)	(38.3)	(10.9)
Operations & Performance	(66.6)	(81.6)	(15.0)
Specialist Operations	(523.0)	(594.7)	(71.7)
People & Resources	(19.6)	(19.5)	0.2
Comms & Engagement	(0.3)	(0.0)	0.3
Strategy & Transformation	0.0	(1.1)	(1.1)
Digital, Data & Technology	(7.1)	(5.4)	1.6
Professionalism	(3.6)	(7.2)	(3.6)
Centrally held	(134.6)	(178.5)	(43.9)
MOPAC & VRU	(35.6)	(38.1)	(2.5)
Specific Grants	(817.9)	(964.5)	(146.6)
Net Service Expenditure	3,745.5	3,634.5	(111.0)
Reserves	(103.0)	(70.2)	32.8
Interest Receivable	(13.3)	(21.4)	(8.2)
Capital Financing	162.6	200.3	37.7
Funding	(3,791.8)	(3,746.2)	45.6
Net MOPAC Group Variance	0.0	(3.1)	(3.1)

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.

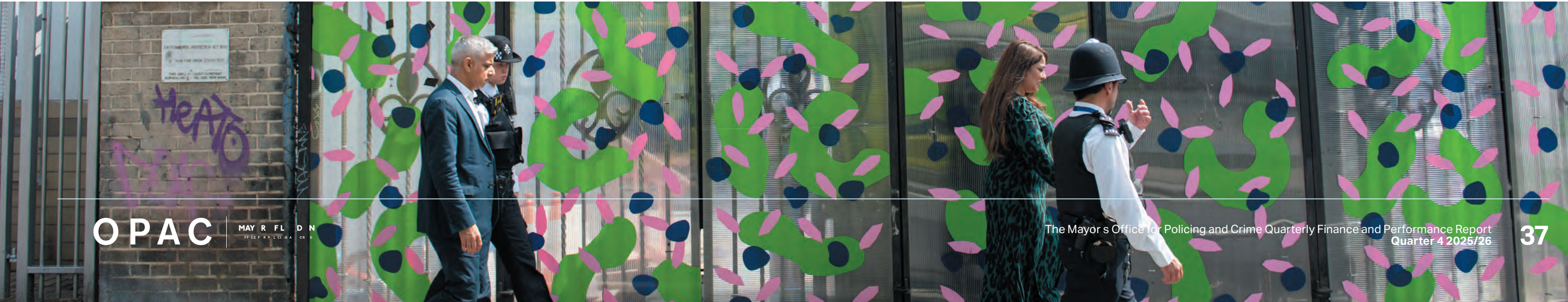


14. Appendix - b

2025/26 MOPAC & VRU FINANCIAL SUMMARY, £M

This table splits out MOPAC and VRU financial performance at quarter 4.

Cost Category	MOPAC			VRU			MOPAC & VRU		
	Original Budget 2025/26 £m	Full Year Outturn at Q4 2025/26 £m	Full Year Outturn Variance To Original Budget 2025/26 £m	Original Budget 2025/26 £m	Full Year Outturn at Q4 2025/26 £m	Full Year Outturn Variance To Original Budget 2025/26 £m	Original Budget 2025/26 £m	Full Year Outturn at Q4 2025/26 £m	Full Year Outturn Variance To Original Budget 2025/26 £m
Police Staff Pay	20.3	19.9	(0.5)	4.5	4.5	(0.0)	24.8	24.4	(0.5)
Total Pay	20.3	19.9	(0.5)	4.5	4.5	(0.0)	24.8	24.4	(0.5)
Police Staff Overtime	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
Employee Related Expenditure	0.4	0.8	0.3	0.0	0.0	(0.0)	0.4	0.8	0.3
Staff Costs Total	20.8	20.6	(0.1)	4.5	4.5	(0.0)	25.3	25.1	(0.1)
Premises Costs	0.9	0.7	(0.2)	0.0	0.0	0.0	0.9	0.7	(0.2)
Transport Costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Supplies & Services	3.9	3.8	(0.1)	0.2	0.2	0.0	4.0	4.0	(0.0)
Third Party Payments	71.5	68.9	(2.6)	32.8	31.2	(1.6)	104.3	100.1	(4.2)
Total Running Costs	76.3	73.5	(2.8)	32.9	31.4	(1.6)	109.2	104.8	(4.4)
Total Gross Expenditure	97.1	94.1	(2.9)	37.4	35.8	(1.6)	134.5	130.0	(4.5)
Sales Fees & Charges	(6.9)	(7.6)	(0.7)	0.0	(0.3)	(0.3)	(6.9)	(7.9)	(1.0)
Specific Grants	(25.0)	(27.4)	(2.3)	(10.6)	(10.7)	(0.2)	(35.6)	(38.1)	(2.5)
Total Gross Income	(31.9)	(35.0)	(3.1)	(10.6)	(11.1)	(0.5)	(42.5)	(46.0)	(3.6)
Net Expenditure	65.1	59.1	(6.0)	26.9	24.8	(2.1)	92.0	83.9	(8.1)
Transfers to/(from) Reserves	(12.0)	(7.9)	4.1	(7.5)	(6.6)	0.9	(19.5)	(14.5)	5.0
Net Expenditure after Reserves	53.1	51.3	(1.8)	19.4	18.2	(1.2)	72.5	69.4	(3.1)
General Police Grant	(53.1)	(53.1)	0.0	(19.4)	(19.4)	0.0	(72.5)	(72.5)	0.0
Overall Total	0.0	(1.8)	(1.8)	0.0	(1.2)	(1.2)	0.0	(3.1)	(3.1)



14. Appendix - c

FURTHER OVERSIGHT AND ACTIVITY

The following at 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.

London Policing Board

The **London Policing Board** met once in quarter 4. [Find out about future public meetings of the London Policing Board](#)

The **London Policing Board Performance, Finance and Delivery Committee** met once in quarter 4. [Find out about future public meetings of the Committee](#)

The **London Policing Board People and Culture Committee** met once in quarter 4. [Find out about future public meetings of the Committee](#)

Assurance

The **MOPAC and MPS Joint Audit Committee** met once in quarter 4. [Find out more about the Committee](#)

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

**This is an independant 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 4 each ICV Panel met once (20meetings)

ICV Chair's meetings - In quarter 4, they met once

Pan-London Community Monitoring Network
- In quarter 4, there was one meeting

Hackney Community Police Scrutiny Panel –
In quarter 4, 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

In quarter 4 the **London Assembly Police and Crime Committee** (PCC) met six times, which included three Q&A sessions with the Deputy Mayor and a thematic session on MOPAC's oversight of the Met's culture reform work. [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.