

ANNEX 2 – MPS TOUGH CHOICES

As the MOPAC budget report sets out, during 2025-26 the MPS has to make tough choices to cut the service it delivers to London. While these cuts will not be as deep as they would have been in the worst-case scenario planned for in the Autumn, they are still significant. These tough choices are on top of delivering £75 million in non-workforce efficiencies and reducing the New Met for London (NMfL) reform budget.

To deliver a balanced budget the MPS has had to identify tough choices that will change the design of the organisation that accounts for the reduction of workforce strength. The size of the change and workforce reductions of this scale will have a real impact.

The MPS' current programme of tough choices and workforce efficiencies set out in this Annex do not reflect fully the mitigating impact of all income received. Approximately £32 million income included in the budget numbers, and accounted for in the workforce projections, was confirmed very close to budget finalisation, and so the impact of this on tough choices has not been confirmed. Once applied, this additional income of £32 million will contribute to reducing some depth and scale of the tough choices presented in this Annex, or may mean that some of these services can be retained at existing levels.

The MPS considered carefully how to make these workforce reductions. Rather than make blanket cuts to services, the MPS has made strategic choices to protect recent NMfL investments in neighbourhood policing and public protection, and the MPS has been able to retain an ability to undertake proactive and preventative activity.

The MPS has protected neighbourhoods, public protection and proactive capabilities from 'tough choices', in line with NMfL. As a result, other non-priority areas which are subject to tough choices may appear to be targeted significantly by proposed service changes and cuts; the degree of cuts required to these areas allows the priority areas listed to be protected.

As part of these tough choices, the MPS is also changing the design of some teams to rebalance the workforce ratio and release officers to frontline roles that only they can do. Whilst in the long-term this will not impact on the services the MPS delivers, it may have a disruptive impact in the short term as the MPS delivers this change and replaces officer roles, with staff roles.

The scale of the MPS reform ambition continues to be significant and the requirement to deliver these savings plans concurrently places significant strain on the organisation, whilst also causing concern and uncertainty for the hard-working officers and staff in affected teams.

The tables set out each of the tough choices the MPS is making, an overview of the choice, and an initial assessment of the operational impact. Each tough choice will be delivered incrementally over the course of the year and these are currently being designed, planned and sequenced. As the MPS goes through this activity in the coming months some of the details will change and the MPS may have to amend the baseline, this is being overseen and will be managed by the Delivery team.

Tough Choices – as at January 2025

Proposed delivery recommendation	Tough Choices		
Continue to deliver	<ul style="list-style-type: none"> Royal Parks YEDOs Realign FLPDU Historic Crime 	<ul style="list-style-type: none"> Part-civilianise Specialist Crime Part-civilianise MITs, Part civilianise MetCC Part civilianise MO6 Part civilianise Intelligence Reduce dogs unit 	<ul style="list-style-type: none"> Reduce mounted branch Reduce MO7 taskforce proactive teams and interceptors Un-armed resources within M019
Plan to proceed but subject to design	<ul style="list-style-type: none"> Reduce Front Counter Opening Hours MetHQ (e.g. Finance, HR, Transformation) LocalHQ (e.g. local administration and support services) 	<ul style="list-style-type: none"> Reduce Forensic services Reduce Roads and Transport Remove firearms from flying squad 	
Delivered incrementally	<ul style="list-style-type: none"> Supervisory ratios 		
Defer for at least one year *Small reduction of staff in Y1	<ul style="list-style-type: none"> Reduction in intelligence (MO2) Reduction MO3 relative to Specialist Crime Reduction of proactive capacity for serious violence and SOC 		

Tough Choice Status (1/5)

Grouping	Ref	Tough Choice	Service Impacts
Cross Cutting	IR3	Part Civilianise Met CC	<ul style="list-style-type: none">• Whilst in the long-term this should not impact on the services the Met deliver, it will have an impact as we replace officers for staff, which in turn reduces our overall resilience as a service. In the short term there will be a resilience risk, due to training new staff and getting up to competency• As civilianisation is currently un-funded, this also means that we need to make compensating reductions elsewhere.
	PRP3	Part-civilianisation of M06 *Public Order Planning	<ul style="list-style-type: none">• Whilst in the long-term this should not impact on the services the Met deliver, it will have an impact as we replace officers for staff, which in turn reduces our overall resilience as a service. In the short term there will be a resilience risk, due to training new staff and getting up to competency• As civilianisation is currently un-funded, this also means that we need to make compensating reductions elsewhere.
	CC2	Implement 1:7 supervisory ratio for sergeants to constables	<ul style="list-style-type: none">• In moving to 1 to 7, some areas will see a decrease in supervision from their current numbers, which could reduce their ability to undertake additional operational duties such as public order command and 'on call'• We need to monitor the career development opportunities this will have for officers. If not carefully implemented it could affect officer retention

This is subject to change following allocation of additional income of £32m

Tough Choice Status (2/5)

Grouping	Ref	Tough Choice	Service Impacts
MO2 & 3*	IT1	16% reduction in intelligence (MO2) - DEFERRED	<ul style="list-style-type: none"> MO2 is a critical component of the MPS response to SOC. A 16% reduction across SOC equates to over 1,000 less SOC disruptions, c350 less arrests and c750 less years sentenced. Based on current proposals there would be: <ul style="list-style-type: none"> Less analytical capability to local policing resulting in reduced ability to support tactical and strategic analysis to support hot-spots and offenders. Removal of an Intelligence Team focused exclusively on financial, crypto, dark-web and money laundering Reduced evidential analysis support to major crimes and homicide
	PRV5	10% reduction MO3 relative to Specialist Crime - DEFERRED	<ul style="list-style-type: none"> Reduction in the Met’s ability to run covert assets and maintain sources. This will reduce the volume of sensitive intelligence with the Met. This in turn decreases the quality of both tasking and investigations and therefore the ability of the Met to deliver precision policing across London as we know less about both specific and general crime patterns.
	IT2	Part-civilianise intelligence	<ul style="list-style-type: none"> Whilst in the long-term this should not impact on the services the Met deliver, it will have an impact as we replace officers for staff, which in turn reduces our overall resilience as a service. In the short term there will be a resilience risk, due to training new staff and getting up to competency As civilianisation is currently un-funded, this also means that we need to make compensating reductions elsewhere.

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Tough Choice Status (3/5)

Grouping	Ref	Tough Choice	Service Impacts
MO7	IR5	7% reduction of dogs unit	<ul style="list-style-type: none"> Reduction in specialist skills and capabilities supporting frontline policing, necessitating a reprioritisation of assets and resources and stronger tasking and coordination. Upskilling the remaining workforce may require a period of abstraction, reducing the resilience of the service
	IR6	25% reduction of Mounted Branch	<ul style="list-style-type: none"> Reduction in specialist skills and capabilities supporting frontline policing, requiring a reprioritisation of assets and resources and stronger tasking and coordination There would be a reduction in visible policing to support operations, potentially requiring an increase in foot patrols or local resources. This will increase the requirement for L2 aid every weekend of the football season, which may add pressure to abstraction rates.
	PRV9	55% reduction of MO7 Taskforce proactive teams / interceptors* <i>*Centralised BCU teams to support: Acquisitive Crime, Power 2 wheeled criminality, gang related crime and violent crime.</i>	<ul style="list-style-type: none"> Requires a reprioritisation of resources and a clear requirement for stronger tasking and coordination. There would be a reduction in specialist resources supporting frontline policing in targeting serious threats and priorities, potentially leading to extended investigations and high-risk wanted persons remaining at large for longer, increasing public risk.
MO4	INV4	10% reduction in forensic services (Subject to design)	<ul style="list-style-type: none"> Reduction in the level of service provided in the areas of crime scene examination, physical forensics services and biometrics services In turn this would mean reductions in service hours, volumes handled and potentially longer investigation times across all crimes, including high harm/risk offences Digital forensic services would be preserved as far as possible to align with strategic intent, though this may not be achievable, and innovation would be limited.

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Tough Choice Status (4/5)

Grouping	Ref	Tough Choice	Service Impacts
FLP- Serious Violence/ Crime*	INV3	11% reduction of capacity for investigations of Historic Crime	<ul style="list-style-type: none"> The Met will reduce its capacity to undertake historic or legacy investigations and reviews. To manage incoming demand it will assess cases and referrals using a specific set of gateway criteria. This will take into account proportionate use of resources, specialist skills, costs, timelines and potential judicial outcome.
	PRV4	13% reduction of proactive capacity for serious violence and SOC - DEFERRED	<ul style="list-style-type: none"> This reduces the capacity to investigate proactively across the SOC Control Strategy, meaning less activity against threat types such as Firearms, Drugs, Knife Crime, Serious Violence, Robbery and Fraud. This will mean proportionately less SOC disruptions and an increase in activity that goes unchecked. We would expect a reduction in arrests, seizures of firearms and controlled drugs as a result.
	INV2	Part-civilianise Specialist Crime	<ul style="list-style-type: none"> Whilst in the long-term this should not impact on the services the Met deliver, it will have an impact as we replace officers for staff, which in turn reduces our overall resilience as a service. In the short term there will be a resilience risk, due to training new staff and getting up to competency As civilianisation is currently un-funded, this also means that we need to make compensating reductions elsewhere.
	PRV6	Remove firearms from Flying Squad and Reduction of 20% (subject to design)	<ul style="list-style-type: none"> The removal of firearms will remove some training requirements and a small amount of abstractions per year. It will increase demand on armed surveillance provided by MO3. Reduction in headcount would severely impact the Met's response to Serious Organised Acquisitive Crime and crime in action. The Flying Squad holds a mix of reactive and proactive operations which will be reduced as a result. It may need other units to step into the pan London crime in action response.
	INV1	Part-civilianisation of Major Investigation Teams (MITs)	<ul style="list-style-type: none"> Whilst in the long-term this should not impact on the services the Met deliver, it will have an impact as we replace officers for staff, which in turn reduces our overall resilience as a service. In the short term there will be a resilience risk, due to training new staff and getting up to competency As civilianisation is currently un-funded, this also means that we need to make compensating reductions elsewhere.

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Tough Choice Status (5/5)

Grouping	Ref	Tough Choice	Service Impacts
FLP BCUs	IR4	Remove Royal Parks OCU	<ul style="list-style-type: none"> The demand currently met by Royal Parks will be incorporated into the local BCUs for the parks in their areas, however there will be a significant reduction in visible policing within the parks and reduced local / specialist knowledge re Parks events and legislation We will consider how other Met teams or external partners can support to mitigate some of the reduction.
	PRV2	Introduce 'office hours' for front counters (subject to design)	<ul style="list-style-type: none"> Reduction in staff will lead to significantly reduced opening hours as there will only be a limited number of Public Access Officers remaining. The Met is exploring options of what to put in place once front counters are reduced. The Met are not proposing there will be no 24/7 front counters.
	PRV10	Remove Youth Engagement and Diversion officers	<ul style="list-style-type: none"> No impact
MO8	PRV8b	14% reduction of size of Roads and Transport policing (Subject to design)	<ul style="list-style-type: none"> Reduced capacity for fast road responses, pursuit resolutions and road danger reduction This tough choice will be impacted by the final outcome of the TfL negotiations. A position has been agreed for 2025-26 and a position proposed for 2026-27 but this remains subject to DMPC consideration.
MO19	NEW	12% reduction by consolidating un-armed resources within M019	<ul style="list-style-type: none"> Delivery against the Firearms Culture Programme will be compromised as this delivery is being led by un-armed officers Reduction in less lethal tactics available (Conflict Management Dogs)

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Tough Choice Status - Back-office changes

Some Tough Choices include transforming our back-office services to the frontline, to ensure we remove duplication and improve processes in order to create a more cost-effective model

Grouping	Ref	Tough Choice	Service Impacts
Back office	PRO1	59% reduction of Frontline Policing Delivery Unit* and realign core operational safeguarding and protection functions *FLPDU, a central function for FLP to support policy and continuous improvement	<ul style="list-style-type: none"> Reduction of multiple policy and continuous improvement services into BCUs including: <ul style="list-style-type: none"> Reduction in the capacity for policy and inspections for Use of Force, Stop and Search, Officer Safety and Op Hampshire Reduction in capacity of Tactical and Policy Advisors who seek to drive improvements to prevent crimes, reduce harm, build confidence and reduced demand by enhancing service delivery and mitigating risk across operational areas.
	CC3	Creation of Met HQ (Subject to design)	<ul style="list-style-type: none"> Integrating enabling and support functions, such as HR, finance, Transformation and Performance, to streamline ways of working, enabling us to reduce management overheads and operate as a matrix. This will create a more responsive, agile, centralised function, better able to meet the needs of the organisation and will create a more cost-effective structure
	CC5	Local HQ – support to frontline operations (Subject to design)	<ul style="list-style-type: none"> Significant local enabling services are delivered by operational officers. If this work is to be transferred to existing support staff at stations, and a further reduction in support staff is applied, service provision will need to be changed due to the reduction in staff e.g. services being stopped, reduced in scope, moved to be delivered centrally, or moved to self-service

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