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LONDON ASSEMBLY



Marina Ahmad AM
Chair of the Police and Crime Committee

Sir Mark Rowley

Commissioner of Police of the Metropolis

cc. Kaya Comer-Schwartz, Deputy Mayor for Policing and Crime

(Sent by email)

19 September 2025

Dear Sir Mark,

London Assembly Police and Crime Committee response to A New Met for London Phase 2 (2025-28) – For consultation

On behalf of the London Assembly Police and Crime Committee, I am writing to you to provide the Committee's response to the Met's consultation on A New Met for London Phase 2, 2025-28 (ANMfL 2).¹

I would like to thank you and Met staff and officers for the hard work that has been done towards achieving the Met's mission of "More Trust, Less Crime and High Standards". We are pleased to see that the Met has made progress since two years ago, and welcome the Met's commitment to build on this progress during the next phase of this journey.

The Committee was grateful to Adrian Scott, Chief Strategy and Transformation Officer, for taking the time to provide Members of the Committee with a private briefing on the draft ANMfL 2. However, the Committee is extremely disappointed that the Met was unable to attend a public meeting of the Police and Crime Committee to answer our questions publicly, hear the voices of Londoners and speak to the specifics of the plan. The Committee believes that this would have provided a timely opportunity for the Met to outline to Londoners the steps it has taken since Baroness Casey published her independent review into the standards of behaviour and internal culture of the Met in March 2023² and the decision

¹ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025

by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to move the Met from its enhanced monitoring process, Engage, in January 2025.³ Accountability and transparency are vital elements in the Met's progress in building trust in the institution. Engagement with London's elected representatives will be a vital element to this. We therefore trust that the Met will be able to regularly attend Police and Crime Committee meetings over the next three years to update on progress and demonstrate transparency as it finalises, embeds and delivers on ANMfL 2.

Progress on A New Met for London 2023-25 (ANMfL 1)

The Committee welcomes the Met's reflections on its progress against ANMfL 1. However, this does not provide a complete picture. While the Annex gives an overview of progress against ANMfL 1, not all commitments from ANMfL 1 are listed. Although the new plan states that the Met is ensuring "we are focusing activity in this second phase in the areas where we still have more to do"⁴ it does not highlight those commitments from ANMfL 1 that the Met hasn't delivered. This selective presentation provides only a partial picture of what has been achieved and what the Met has stalled or actively chosen to delay over the past two years.

The Met's plans to cut the number of publicly accessible front counters from 37 to 19 is an example of where the Met has failed to deliver on a promise – ANMfL 1 made a commitment that "Each borough will have at least one 24/7 front counter".⁵ The Annex in ANMfL 2 makes no mention of this commitment. As stated in our letter to you on the closure of front counters, the Committee is left to question what other commitments will be scrapped when conditions become less favourable.⁶

Assistant Commissioner Matt Twist told the Assembly at a meeting in August that "it is important to note that there may be a very small number of things – the front counters being one of them – that we have due to circumstances in this case beyond our control in terms of budget that we may not be able to achieve. We will be open and honest with that".⁷

The Committee recommends that as part of the final A New Met for London Phase 2 the Met publishes a list of all the commitments made in A New Met for London 2023-25 detailing those that have been met, and when they were met; those that are yet to progress, with expected timescales; and those that will not be achieved.

Delivery of commitments

ANMfL 2 states that every commitment the Met makes in the plan will be "accompanied by a mechanism for assuring we're delivering on it".⁸ The four strategic performance objectives and the key performance indicators set out in the plan demonstrate how the Met plans to meet its mission of ensuring it is "an outstanding local police service for London, which is more productive, delivering better outcomes and keeping the public safe".⁹ While the Committee welcomes this new performance framework, it believes that **further detail on what these "mechanisms" involve; the timescales attached to each commitment; and the reporting arrangements that will allow Londoners to track progress should be included in the final plan to allow for effective monitoring and scrutiny of the Met's continued reform.**

² Baroness Casey of Blackstock DBE CB, [An independent review into the standards of behaviour and internal culture of the Metropolitan Police Service](#), March 2023

³ HMICFRS, [Metropolitan Police Service: return to default phase of monitoring](#), 23 January 2025

⁴ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 16

⁵ MPS, [A New Met for London](#), July 2023, p. 22

⁶ London Assembly Police and Crime Committee, [Letter on front counter closures](#), 12 September 2025

⁷ London Assembly Plenary, [Closure of Metropolitan Police Front Counters – transcript](#), 6 August 2025

⁸ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 17

⁹ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 17

Costing ANMfL 2

ANMfL 2 states that the Met's budget over the next few years "remains uncertain, and the level of funding we ultimately are given will affect the speed and scale of progress we can make over that period – operationally and on improving our technology and estate".¹⁰ The plan also makes reference to it being developed in "the context of a shrinking organisation".¹¹ Despite this, the plan remains "ambitious".¹²

The Committee seeks reassurance that the Met is able to deliver and maintain the pledges that are made within A New Met for London Phase 2 within its existing budget as the organisation continues to shrink.

The Committee recommends that further information on the work the Met has done in costing the future delivery of the plan, as it did with A New Met for London 2023-35¹³, is published in the final A New Met for London Phase 2.

The Committee recommends that all the commitments in A New Met for London Phase 2 are risk rated so that Londoners are clear from the start where the consequences of any budget uncertainties or shortfalls are likely to land.

The Committee recommends that if further cuts need to be made, the Met provides a detailed explanation of how they will be mitigated and who will take on the task moving forward.

Community Crime Fighting – Estate Strategy

The Committee is disappointed to see that there is no clear commitment or reference to the long-awaited Estate Strategy in ANMfL 2. You informed this Committee in February 2025 that this Strategy would be publicly available before July 2025. It is yet to be published.¹⁴ This is despite ANMfL 1 noting that the longer-term estates strategy could cost as much as £1 billion.¹⁵

ANMfL 2 highlights that the Met has "continued to deliver accommodation for [...] neighbourhood teams, bringing them closer to the communities in which they patrol" and states that around 80 per cent of ward teams are based within a 20-minute walk of their ward boundaries.¹⁶ ANMfL 2 also highlights the new dedicated ward officer bases at Kidbrooke and Woodford. However, without an Estates Strategy that details the Met's plans for its Estate, including new bases and the disposal of buildings, it is not possible to determine whether the Met remains committed to ensuring no more than a 20-minute travel time for ward officers, or whether such a commitment is achievable.

The Committee recommends that the Met publishes its Estate Strategy alongside A New Met for London Phase 2.

The Committee asks that the Met provides it with an account of why the Estates Strategy

¹⁰ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 16

¹¹ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 16

¹² MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 16

¹³ ANMfL 1 states: "Based on what we know now, we estimate the initial, indicative cost of delivering A New Met for London will be approximately £366m through 2023/24 and 2024/25. While much of this plan can be delivered at relatively low additional cost, there are important elements (for example, recruiting 1,600 PCSOs) that will require significant additional expenditure. We'll endeavour to fund some of the shortfall through reprioritising existing budgets and generating efficiencies where we can. There will be further, additional costs associated with implementing significant programmes, which are currently unfunded. These include the costs associated with fundamental reform of our public protection service and of our armed commands. We'll undertake work, including with MOPAC and the Home Office, to understand the exact financial requirements that will be generated in these areas and develop a detailed financial model for the longer term, beyond 2025." (see: MPS, [A New Met for London](#), July 2023, p. 8)

¹⁴ Police and Crime Committee, [Q&A with MOPAC and the Met – transcript](#), 12 February 2025

¹⁵ MPS, [A New Met for London](#), July 2023, p. 80

¹⁶ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 67

has been so delayed and the assessment it has made of the impact of this delay.

The Committee recommends that A New Met for London Phase 2 includes a continued commitment to ensuring that all dedicated ward officers are based within a 20-minute walk of their ward.

Community Crime Fighting – abstractions

The Committee has repeatedly raised concerns about the Met's reliance on 'abstractions', where local officers are taken away from regular duties. It believes that taking neighbourhood officers away from their communities is having a negative impact on the delivery of local policing services and trust and confidence in the Met.

ANMfL 1 committed the Met to "stopping abstractions from neighbourhood teams, apart from in exceptional circumstances".¹⁷ This commitment is not repeated in ANMfL 2, where only one reference to abstractions is made. It states:

*"Through our new rotation policy, all officers will maintain their connection with, and understanding of, the city they serve by more regularly undertaking local roles in Basic Command Units (BCUs) that are aligned to communities. This will also help us manage abstractions from frontline duty in a more effective way, so we have more officers available for deployment."*¹⁸

The Committee understands that the new rotation policy will mean that "officers who've not worked on a BCU for 10 years or more will be considered for rotation from April 2026".¹⁹ While the Committee welcomes the principle of this new policy, it seeks assurance that those officers that have dedicated their careers to gaining specialist skills in specialist units are fully consulted and supported through the process.

The Committee recommends that the final A New Met for London Phase 2 includes further information on how the Met's rotation policy will help the Met "manage abstractions from frontline duty in a more effective way, so [it has] more officers available for deployment".

The Committee recommends that the final A New Met for London Phase 2 provides assurance and further detail on how a reduction in abstractions will be achievable given the demand on policing in London.

The Committee asks for further information on how the introduction of the Met's new rotation policy will be managed and how officers being considered for rotation will be supported through the process.

Community Crime Fighting – Children's Strategy

In September 2024, the Met published its Children's Strategy and commitment to a Child First approach.²⁰ The Committee welcomes the commitment made in ANMfL 2 to "embedding and delivering" the strategy and "building strong and trusted relationships with London's children".²¹ However, one year on from its publication, no information on the progress made has been published.

ANMfL 2 highlights that the Met's Dedicated Ward Officers for children and young people will play a key role in preventing and reducing crime committed against children and that the Met will ensure

¹⁷ MPS, [A New Met for London](#), July 2023, p. 19

¹⁸ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 22

¹⁹ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, pp. 36-37

²⁰ MPS, [Children's Strategy](#), September 2025

²¹ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 27

“officers are able to safeguard all children”.²² During its investigation on neighbourhood policing and young people, the Committee heard about the importance of all Met officers understanding what Child First means.²³ Katya Moran, Youth Justice Legal Centre told the Committee:

*“all of the officers in all of the different roles needed to have proper training on what Child First is about, why it has got to the point where it is, and how it can apply to their day jobs. It was obvious, talking to the custody sergeants, that they had done this training and, OK, that was fine, that was really good, but what about the investigating officers, the arresting officers, if they are not on the same page then there is going to be problems between the teams that is going to make their day jobs more difficult. It just raised the fact that, for it to be implemented successfully, there has to be some training on it”.*²⁴

The Committee recommends that the Met publishes progress on the delivery of its Children’s Strategy on a quarterly basis.

The Committee recommends that the mandatory training for the Met’s Dedicated Ward Officers for children and young people is incorporated in existing training for all officers to ensure the Met as a whole remains informed and focused on a Child First approach.

Culture Change – culture and misconduct

In its response to the Met’s draft Turnaround Plan in March 2023, the Committee urged the Met to ensure it removes corrupt officers at pace and takes every opportunity to tell Londoners about this work.²⁵ The Committee welcomes the progress the Met has made in tackling corruption and misconduct and the updates provided in ANMfL 2. However, following the accusations of misconduct reported at Charing Cross Police Station earlier this month,²⁶ it is clear that, despite the Met’s work in this area, there is still a long way to go to transform culture across the Met.

ANMfL 2 notes that the Met will “aim to create a more holistic set of measures, drawing on sources like our staff survey and complaints and misconduct data, to better spot trends across the organisation” and will “operate in a more agile way to achieve quicker complaints and misconduct outcomes”.²⁷

The Committee would like to see further detail in the final A New Met for London Phase 2 on what consideration the Met has made to administer misconduct proceedings with the utmost integrity, efficacy, and expediency.

Fixing the Foundations – uniform

The Committee is pleased to see that better uniform, kit and equipment has been provided to officers. However, the 2025 National Uniform and Equipment Survey noted that “The dress shirt, as worn by the Metropolitan Police for example, stood out as being the least comfortable, the least functional, and worst quality of all the shirts worn.”²⁸ ANMfL 2 states that the Met is “committed to making sure a poorly designed uniform never damages [...] health and wellbeing”.²⁹

The Committee requests further information on what measures the Met will put in place to monitor the impact of the procurement of new uniform as part of A New Met for London

²² MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 27

²³ Police and Crime Committee, [Neighbourhood policing – the experience of young Londoners](#), 2 July 2025

²⁴ London Assembly Police and Crime Committee, [Neighbourhood policing – the experience of young Londoners](#), 2 July 2025, pp. 5-6

²⁵ London Assembly Police and Crime Committee, [Response to the Metropolitan Police draft Turnaround Plan](#), 17 March 2023

²⁶ IOPC, [Investigation under way into behaviour of Met officers based at Charing Cross Police Station](#), 12 September 2025

²⁷ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 43

²⁸ [National uniform and equipment survey](#), July 2025

²⁹ MPS, [A New Met for London Phase 2 \(2025-28\) – For consultation](#), 31 July 2025, p. 47

Phase 2 on officer well-being and welfare, and what action the Met is taking to ensure feedback from officers and unions is heard and acted upon.

The Committee trusts the information in this letter is helpful. Please let Janette Roker, janette.roker@london.gov.uk, know if you would like to discuss in more detail. We look forward to seeing the final version of the plan.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Marina', is centered below the closing. The signature is fluid and cursive.

Marina Ahmad AM

Chair of the Police and Crime Committee