



**Neil Garratt AM**  
**Chairman of the Budget and Performance Committee**

Sir Sadiq Khan  
Mayor of London  
(Sent by email)

22 December 2025

Dear Sir Sadiq,

**Draft 2026-27 MOPAC Budget**

I am writing to you on behalf of the Budget and Performance Committee following our meeting on 10 December 2025 on the Draft 2026-27 Mayor's Office for Policing and Crime (MOPAC) Budget. This is the third in a series of letters on your 2026-27 Budget proposals.

The Committee heard evidence from Kaya Comer-Schwartz, the Deputy Mayor, Policing and Crime, Amana Humayun, the Chief Finance Officer (CFO) and Director of Corporate Services at MOPAC, Dan Worsley, the CFO at the Metropolitan Police Service (MPS), Marie Heracleous, Chief Business Services Officer at the MPS and Lib Peck, Director of the Violence Reduction Unit. We are grateful for their attendance and engagement with the Committee's scrutiny process.

The Committee appreciates that this is an early version of the budget and recognises the unprecedented uncertainty over the level and structure of funding. There are many issues that need to be resolved before this budget is finalised including how the required level of savings and efficiencies are going to be achieved. The Committee recognises and welcomes that *"the MPS budget approach has matured, meeting their statutory requirement to operate within a balanced*

*budget and moving the organisation to a more sustainable financial footing.”<sup>1</sup> The Committee welcomes the inclusion in the MOPAC 2026-27 budget of a clear assumption on staff and police officer numbers. The MPS workforce costs make up over three quarters of MOPAC’s £5.3 billion gross expenditure. The police officer number is therefore fundamental to the understanding of the 2026-27 Budget. The Committee is disappointed that no reference to police officer numbers is included in your 2026-27 Consultation Budget but accepts that it does include a link to the detailed 2026-27 MOPAC Budget where the police officer figure can be found.*

**Recommendation:**

- 1. The Mayor should provide updated budget proposals to the Committee when they are available. Given that details are not available at this stage, MOPAC and MPS officials should commit to participating in further necessary and proportionate scrutiny once numbers are clearer in early 2026.**

**Ambition**

MOPAC’s 2025-26 Budget Submission stated that: *“The MPS’ current assessment of its resource need based on the population it covers, and compared to other police forces of capital cities, is to grow to a workforce of 38,000 officers and 19,000 staff, based on a desired 2:1 ratio.”<sup>2</sup> The 2026-27 Budget no longer references this ambition. As of September 2025, these numbers stood at 32,054 and 11,493 respectively.<sup>3</sup> The 2026-27 MOPAC Budget allows police officer numbers to be held stable throughout 2026-27 at a level of 31,258.<sup>4</sup> At the 10 December 2025 Budget and Performance Committee Amana Humayun the MOPAC CFO explained that *“the budget is not a statement of ambition [...]. It is an indication of how we are planning on using our resources for 2026-27 based on an as realistic as possible assessment of what the funding is.”* Amana went on to confirm that the available funding from the Spending Review *“would never allow 38,000 officers to be recruited by the MPS.”<sup>5</sup>**

The Committee agrees that the budget should be based on a realistic expectation of available resources and recognises the improvements that have been made in the MPS approach towards delivering balanced and financially sustainable budgets in recent years. However, as a key public facing document, it is important to highlight if there are any limitations in the proposed budget for the effective policing of London. The Committee see the MPS assessment of resource need as a key consideration for the public when considering your budget proposals.

**Recommendation:**

- 2. The MOPAC budget document should include a statement of the current level of the resource need for police officers and support staff. If the previous assessment of 38,000 officers and 19,000 staff is no longer considered appropriate, then an alternative position should be developed and included in support of the published budgets.**

**Policing major events**

The New Met for London – Phase 2 (NMfL2) plan highlights that the MPS is required to police over 100 Premier League matches costing £19 million annually, of which only £5 million is recovered from clubs.<sup>6</sup> Major concerts and festivals also require significant policing resources, with only partial cost

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<sup>1</sup> MOPAC, [MOPAC budget submission 2026-27](#), P1, 21 November 2025

<sup>2</sup> P6, [MOPAC budget submission 2025-26](#), 22 November 2024

<sup>3</sup> P35, [MOPAC Quarterly Performance Report Q2 2025-26](#), 18 November 2025

<sup>4</sup> MOPAC, [MOPAC budget submission 2026-27](#), P12, 21 November 2025

<sup>5</sup> Budget and Performance Committee, 10 December 2025

<sup>6</sup> MPS, [New Met for London Phase 2](#), P67, 9 December 2025

recovery. The NMfL2 plan states that others should meet more of the cost burdens on the Met: “As a principle, we’ll expect the creator of those costs to pay the bill or to take on the lion’s share of demand they create, and we’ll look for political support when rules or regulations need changing.”<sup>7</sup> The Committee heard from Dan Worsley, the Chief Finance Officer of the MPS on the current progress on improving cost recovery. He said:

*“We have moved to a situation where we are closer to full cost recovery than we have been in the past. [...] Specifically on Premier League [...] We are working with the Home Office as they seek to explore this through the National Police Chiefs’ Council (NPCC) on - I will call it - full cost recovery football and how that might be delivered. As I understand it, there are options on the table, but no decisions have been made.”<sup>8</sup>*

The Deputy Mayor for Policing and Crime explained:

*“every event is actively looked at in that. I would say different events have different levels of risk associated with them and that is all negotiated with the police. It might well be that an event is deemed to be lower risk and therefore more stewarding can take over some of those checks going in and out of a stadium, to give an example.”<sup>9</sup>*

This Committee recognises the economic and cultural benefits for London of hosting sporting and other events, but also stresses that the burden of paying for the security of these events should be shared in a fair way. The Committee supports efforts by the MOPAC and the MPS to reduce costs of policing public events such as Premier League football and major concerts. The Committee notes the recommendation of the London Assembly Police and Crime Committee that the cost of policing football matches should be in the remit of the Independent Football Regulator, and encourages MOPAC to ask the Government to ensure that football clubs have greater responsibility for the policing costs generated by their matches. The MPS should continue to explore opportunities where external stewarding can be used as a measure to reduce the cost of policing.

#### **Recommendation:**

**3. MOPAC should provide the Committee with an update by the end of 2025-26 on discussions about recovering the costs of policing major events, including Premier League football matches. Where possible, updated budget figures based on any new agreement should be provided in the final MOPAC 2026-27 budget in March 2026.**

#### **Police Officer numbers**

The 2026-27 MOPAC Budget is based on officer numbers remaining stable throughout 2026-27 at 31,258. This is down from 33,888 in March 2024. The budget assumes civilian staff numbers will be held at 11,719. Your 2024 published manifesto for the GLA Elections included the following in your “top 10” pledges for the 2024-28 term: “work with a Labour government to put an extra 1,300 neighbourhood police officers and [police community support officers (PCSOs)] on the streets.”<sup>10</sup>

The Committee heard at the Budget and Performance Committee on 18 September 2025 that the baseline for this manifesto commitment is 33,888 police officers and 1,403 PCSOs.<sup>11</sup> At this meeting your Deputy Chief of Staff, Richard Watts, told the Committee on this commitment that:

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<sup>7</sup> MPS, [New Met for London Phase 2](#), P67, 9 December 2025

<sup>8</sup> Budget and Performance Committee, 10 December 2025

<sup>9</sup> Budget and Performance Committee, 10 December 2025

<sup>10</sup> P11, [2024 manifesto](#), April 2024

<sup>11</sup> Budget and Performance Committee, [Tracking Delivery of the Mayor’s 2024 Manifesto Commitments](#), 18 September 2025 (p15)

*“The Mayor made the commitment he did. We continue to strongly lobby the Labour Government for the funding that we need. It is important that we are ambitious and set ourselves some clear targets, and we were very clear with the Government what we think the level of police funding is that London needs.”<sup>12</sup>*

The Deputy Chief of Staff stated that the 1,300 figure included police officers, PCSOs and special constables, and also that the target *“can be interpreted about some of the stuff we are doing with the MPS at the moment, about getting police officers out from behind desks and out into communities as well.”<sup>13</sup>*

The Deputy Mayor for Policing and Crime addressed this commitment at the 10 December 2025 Budget and Performance Committee. Asked where MOPAC’s draft 2026-27 budget leaves the Mayor’s commitment for 1,300 additional officers, the Deputy Mayor stated:

*“In summary, on track. We know that we have been working throughout the year in terms of redeploying officers back to the front line of policing in neighbourhoods. We have an additional 500 officers back into neighbourhoods this year and we are working towards an additional 500 by the end of the year. We are just working towards making sure that the priority is neighbourhood officers through redeployment of those officers and the additional money from the Government to make sure we have that ability to uplift in that way.”<sup>14</sup>*

This answer suggested that the manifesto commitment could be interpreted as a redeployment to Neighbourhood Policing from a smaller organisation instead of an increase in total numbers of police officers. The Committee wrote to you on 15 October 2025 for confirmation on the detail behind this manifesto commitment with a response due on 29 November 2025.<sup>15</sup> No response has yet been received. If the Committee had received a timely response, it would have assisted the discussion at the 10 December Budget and Performance Committee and allowed the Committee to resolve this possible misunderstanding.

This Committee is concerned that this commitment to additional officers does not have a clear target associated with it. We would like to see some clarification about what this key manifesto commitment means in terms of neighbourhood policing and overall police officer numbers and how it is expected to be delivered. The Committee is concerned that the number of police officers in the 2026-27 MOPAC Budget could be as many as 3,930 police officers below the manifesto commitment as previously interpreted.

#### **Recommendation:**

- 4. The Mayor should include in his First Draft Consolidated Budget a clear explanation of how his 2026-27 budget aligns with the manifesto commitment to put an extra 1,300 neighbourhood police officers and PCSOs on the streets, and how this will be delivered.**

### **Civilianisation**

The MPS has adopted a process of civilianisation which transfers non-operational or support functions from police officers to civilian employees. This allows trained police officers to concentrate on core policing tasks such as crime prevention, investigation, and public safety. Civilian staff often

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<sup>12</sup> Budget and Performance Committee, [Tracking Delivery of the Mayor’s 2024 Manifesto Commitments](#), 18 September 2025 (p15)

<sup>13</sup> Budget and Performance Committee, [Tracking Delivery of the Mayor’s 2024 Manifesto Commitments](#), 18 September 2025 (p15)

<sup>14</sup> Budget and Performance Committee, 10 December 2025

<sup>15</sup> Budget and Performance Committee, [Tracking Delivery of the Mayors Manifesto](#), 15 October 2025

bring specialist skills and can perform tasks more cost-effectively than police officers.

The 2026-27 budget assumes civilian staff numbers will be held at 11,719. This incorporates the civilianisation of several roles previously undertaken by officers. According to the 2026-27 budget: *"The MPS maintains an ambition to further civilianise roles where appropriate, but to do so would either require additional funding or a commensurate reduction in officer numbers. They are currently therefore not assuming any further civilianisation in 2026-27."*<sup>16</sup>

Dan Worsley, the MPS CFO confirmed during the meeting that: *"I do not envisage it being a really significant part of 2026-27, but of course we would look for opportunities to civilianise where we can because you can buy those skills cheaper than an officer and redeploy that officer."*<sup>17</sup> Dan Worsley also confirmed that the MPS is expected to be recruiting around 2,200 officers during 2026-27 in order to maintain the level of police officers.

**Recommendation:**

**5. MOPAC should clarify its decision on pausing the civilianisation of existing roles and confirm if this includes the potential support of its recruitment programme in 2026-27 in order to minimise costs. We ask that MOPAC write to the Committee before finalising its budget in March 2026 setting this out.**

We appreciate the attendance and engagement of the Deputy Mayor and officers from MOPAC and the MPS with the Budget and Performance Committee. I look forward to your response to this letter by 20 January 2026.

Yours,

A handwritten signature in black ink, appearing to read 'Neil Garratt', is centered within a light blue rectangular box.

**Neil Garratt AM**

**Chairman of the Budget and Performance Committee**

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<sup>16</sup> MOPAC, [MOPAC budget submission 2026-27](#), P12, 21 November 2025

<sup>17</sup> Budget and Performance Committee, 10 December 2025