Annual Governance Statement 2025/26
Commissioner of Police of the Metropolis

Introduction

To deliver effective policing across London, the Metropolitan Police Service (MPS) requires strong governance, supported by clear structures, mechanisms and relationships that guide and oversee how the organisation operates. This includes having robust decision-making processes and internal controls that reinforce and enhance our operational work.

Each year, the MPS carries out a review of the effectiveness of its internal control systems and publishes this statutory Annual Governance Statement (AGS) alongside the Statement of Accounts. The AGS is informed by contributions from relevant senior officers and staff, as well as the independent opinion provided by the Directorate of Audit, Risk and Assurance (DARA).[1] It also summarises the outcomes of the MPS's Statement of Internal Control Survey, which gathers the views of senior leaders across the organisation. The survey is structured around the seven Chartered Institute of Public Finance and Accountancy (CIPFA) Governance Principles (see Appendix). In addition, this AGS reflects the updated guidance issued by CIPFA in May 2025.

In summary, the MPS' Statement of Internal Control is that, while there continues to be progress in some areas, there remains a need for further improvement. The DARA audit opinion is awaited and will be included once it is published.

Grant Thornton, the MPS' external auditors, followed up their 2024/25 Value for Money audit in their annual audit letter in October 2025. Their assessment on the action plan from the VfM audit was that while progress has been made there is still some embedding expected, such as the implementation of the new workforce plan. There also remains work to be done to improve police services and retain financial balance at a time when demand continues to increase and crime types continue to evolve. At the time of the letter's publication, decisions had not been made by the Government concerning the Police Settlement.

Improvements identified in this report will be tracked as part of an overall assurance process that also measures progress against key recommendations by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) and others, and against the MPS' strategic plan, A New Met for London 2 (NMfL 2).

[1] During 2025/26, DARA adopted revised grading criteria, as proposed by CIPFA. Their new grades are Substantial Assurance, Reasonable Assurance, Limited Assurance or No Assurance.

The MPS in 2025/26

We faced a challenging year in 2025/26, with the societal and crime landscape in which we operate constantly shifting, overall demand on the Met (and the criminal justice system more widely) continuing to increase, and, as a capital city police service, bearing the pressure of most national policing activity, including growing public order requirements. At the same time, our workforce reduced in size as a result of a significant budget shortfall.

In spite of this, we continued to make London safer:

- Homicide reduced to a historic low rate per capita in London in 2025, with 97 homicides recorded. The Met achieved a 94.8% detection rate and 82% conviction rate.
- London has a lower rate of violence against the person than the national average and MSG. Violence with injury reduced, with offences down 18.3% in 2024/25 and a further 8.2% reduction forecast for 2026/27, equivalent to 5,094 fewer offences.
- Shoplifting outcomes have improved, with the positive outcome rate rising by 4.9pp to 11.2%. Data for April 2025 to January 2026 shows a 4.4% reduction in reported shoplifting and nearly 3,000 fewer victims.
- Violence Against Women and Girls (VAWG) positive outcome rates improved to 11.1%, up 4.5pp between April and September 2025, with all BCUs recording improvement.
- Domestic abuse investigative capacity was strengthened, with staffing levels remaining above 95%. This has improved outcomes, with the positive outcome rate rising by 5.6 percentage points to 12.4% between April and September 2025.
- 999 call-answering performance improved, reaching 86.8% within target in February 2026, close to national standards.
- Stop and search became more effective, with criminality detected rates rising from 28.0% in 2022 to 34.5% in 2025. HMICFRS recognised Met stop and search as "fair and effective", with reasonable grounds compliance improving from 75% in 2022 to 94% in 2024.

Looking ahead, specific events demonstrated there are areas where we still need to improve:

- The BBC aired a Panorama programme featuring allegations of excessive use of force, racist, anti-Muslim and misogynistic comments at Charing Cross Police Station. Following an internal investigation, accelerated disciplinary action led to 10 serving or former officers being dismissed.
- In November 2025, Dr Shereen Daniels' report *30 Patterns of Harm* was published, examining the London Race Action Plan and the Met's response to entrenched racism and discrimination. The MPS accepted the findings in full, which call for sustained, system-wide reform to rebuild trust and improve public safety.
- In January 2026, the MPS published the findings of Operation Jorica, an internal review of vetting and recruitment prior to April 2023. It found that pressures from the Police Uplift Programme led to decisions that, in some cases, allowed unsuitable individuals to be recruited.

We set out our three-year strategic plan in *A New Met for London: Phase 2* (NMfL 2) in December 2025. The plan is a continuation of the MPS' reform journey, and is aligned to the Government's crime and policing priorities and the Mayor of London's Police and Crime Plan. NMfL 2 is the organisation's overall delivery framework, shaping how demand, risk and finite resources are prioritised and managed. Building on earlier reform and shaped by feedback from staff, communities and partners, NMfL 2 outlines five delivery pillars: Community Crime-fighting, Culture Change, Fixing our Foundations, Putting Crime-fighting First, and Working in Partnership.

For 2026/27 we face a budget shortfall of £30m. Our original plans would have seen an additional investment in technology that allowed us to automate functions and drive productivity and efficiency. However, the MOPAC decision in May 2026 to decline awarding a contract to the identified potential provider of this technology means, in the absence of additional funding, we will have to make further cuts to the services we provide to Londoners. At the same time, we will continue to:

- Use technology where we can to make us more productive, efficient and effective.
- Focus our resources where they make the biggest impact on harm.
- Continue with central controls on recruitment and spending.
- Be more flexible in how we deploy our people as demand changes.

Looking forward to 2027/28, we are forecasting a further £125m shortfall. Plans will be reviewed throughout the year to determine how this will be managed and reported in next year's AGS.

Assessment of current position against CIPFA principles

The MPS conducted its annual assessment, which saw senior leaders across all disciplines provide feedback against each of the CIPFA governance areas. For 2025/26, an internal survey was again used to obtain evidence. The survey was shared with 77 surveys senior leaders, with a return rate of 77%. Full response details are broken down in this report against the CIPFA criteria, but in summary:

Strengths	Areas for Improvement
• High standards of integrity and professionalism. • Strong governance and partner engagement. • Clear NMfL2 alignment. • Embedded performance and escalation frameworks. • Improved management information and reporting. • Strong leadership, performance, and risk management. • Effective engagement with HMICFRS and external bodies.	• Complex policies drive inconsistent compliance. • Improvement required in terms of timely communications from senior leaders. • Environmental impact assessments not sufficiently embedded in decision-making. • Persistent system integration and analyst capacity gaps. • Variable induction and weak management development. • Restructuring and senior turnover reduce resilience and continuity.

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Generally, leaders report high confidence that most officers and staff act with integrity, comply with the law and policy, and behave ethically, with generally positive day-to-day behaviours reflected in improving levels of complaints and misconduct. This has been achieved by improving awareness of the clear expectations expected around Met values strong governance and assurance arrangements, and evidence from surveys, audits, dip sampling and Professional Standards data.

There remains a small number of serious misconduct cases, and ongoing cultural issues such as bullying, misogyny and racism. Some responses note that issues such as uneven supervisory capability, and the complexity of policy and organisational change can impact confidence. Cultural improvement activity is under way, including strengthened leadership engagement, learning-focused interventions, better use of data, and work to improve psychological safety, which is beginning to have impact but requires continued leadership focus to ensure consistent standards across the organisation.

Strengths

- Consistent integrity and professional compliance.
- Values-led leadership with structured cultural initiatives.
- Robust oversight through embedded QA, misconduct controls, and clear governance processes.

Areas for Improvement

- Inconsistent leadership and policy use due to variable supervision and complex policies.
- Local cultural issues, including bullying, weak reporting, and stalled D&I groups.
- Governance and process gaps in record-keeping, delegations, and change management.

In terms of 'public confidence', data provided through the MOPAC Public Attitude Survey (PAS) [Q3 2025/26] shows that:

- 43% of Londoners agree that the MPS is doing a good job locally.
- 66% of Londoners believe the MPS is an organisation they could trust.
- 62% of Londoners believe the MPS treat everyone fairly.
- 52% of Londoners believe the MPS maintains high standards

This is broadly in line with the national picture. Indeed, the Office for National Statistics (ONS) reported in March 2025 findings for "the percentage who say the police are doing an excellent or good job in their local area". This showed that the MPS has a 49% rating, which favours comparably with most similar forces of Greater Manchester (43.8%), West Midlands (39.5%), West Yorkshire (46.7%), and the England and Wales average (48.8%).

Internally, the MPS has continued to improve its culture:

- In March 2026, the Professionalism Directorate was restructured to move from a reactive to a preventative model, focusing on earlier intervention, stronger supervision, clearer guidance and a greater emphasis on learning. The new structure includes four areas, with three live from March and Integrity Management launching in summer 2026.

- Development of the Culture, Standards and Integrity Ecosystem (CSIE), aimed at embedding a public health approach to preventing complaints, corruption, and misconduct. The CSIE includes a data observatory that integrates key systems into a single intelligence tool, enabling local leaders to analyse cultural trends, cases, and issues at OCU level, with capability expanding over time.
- Development of an MPS Inclusion Strategy to drive systemic change, bringing together initiatives to tackle discrimination and barriers to inclusion, setting clear measurable objectives, strengthening evidence and scrutiny, addressing disproportionality, and aligning with NMfL 2 cultural commitments. Implementation to begin from Q3 2026/27.
- Embedding a redesigned L&D operating model to deliver high-quality insourced recruit training and wider learning provision, supported by a central Learner Progression Hub to improve progression and reduce attrition.
- Strengthen leadership development and talent pathways through senior Development Centres and supporting initiatives that promote inclusive, confident and values-led leadership across all levels. We have also created an annual CPD offer for frontline officers, and innovative training methods to reinforce Met values.
- From December 2025, the Declarable Associations Policy requires all staff to declare any past or current membership of organisations with hierarchical structures, confidential membership, or expectations of mutual support or protection. This explicitly includes Freemasonry, with the policy kept under review as intelligence develops.

DARA published an audit into Professional Standards Units – Governance and Assurance during 2025/26. The report concluded that there was Adequate Assurance and noted the control framework is adequately designed, although some controls are not operating effectively to mitigate key risks. An action plan is in place to deal with the risks raised.

B. Ensuring openness and comprehensive stakeholder engagement

Overall, leaders have reported that clear and effective communication and consultation arrangements are in place, supported by established formal and informal engagement channels that inform decision-making and service delivery across most areas. Strong partnerships and structured governance enable regular two-way dialogue with stakeholders and service users, ensuring priorities, resourcing and activity are shaped by need, particularly in areas where engagement is central to delivery. While the level of external engagement varies for internal-facing or sensitive functions, feedback is routinely sought and increasingly used to influence services, policies and change activity. Proactive communication and transparency have improved, especially with key accountability bodies, but further work is needed to ensure consistent practice across functions, strengthen internal engagement, systematically capture feedback, and involve communities and partners earlier and more effectively during periods of change.

Strengths	Areas for Improvement

• Structured stakeholder engagement through effective governance, partnerships, and clear communication. • Improved organisational transparency via regular reporting, clearer board cycles, and proactive communication. • Stronger collaboration and communication during major transformation programmes and operational incidents.	• Improve consistency of engagement across functions, boroughs, and low-trust communities. • Strengthen timely and clear decision-making communication, improving downward flows. • Engage stakeholders earlier and more proactively to improve design, delivery, and buy-in.

In 2025/26, the MPS strengthened how it works with government, City Hall, councils and business, with a clear focus on trust, reassurance and shared responsibility for keeping London safe. Examples of engagement included:

- The launch of NMfL 2, which was a key moment in resetting and reinforcing these relationships. Key activity included launch events in all 32 London boroughs, as well as senior engagement ahead of the Government Spending Review to set out the case for policing and investment.
- Strengthening of strategic relationships with central government, City Hall and policing partners on public safety, extremism, legislation and major national investigations.
- Enhancing the MPS's role in supporting London as a safe, confident global city, with a focus on economic confidence, the night-time economy and international reputation.
- Expanding and refreshing engagement with businesses, improving confidence through structured crime prevention, reassurance and place-based policing while maintaining operational independence.
- Deepening partnerships with local councils and boroughs, with clearer, more mature discussions on priorities, demand and effective use of policing time, including regular senior-level forums with Chief Executives.
- Maintaining trust during periods of high public order demand through close engagement with MPs, councils and communities, proactive briefing and transparency around major events and protests.

In 2026/27 we will take a more disciplined and focused approach, concentrating effort where joint working will have the greatest impact on crime, demand and public confidence. We will work closely with partners across the criminal justice system, local government, and other sectors to prevent harm, protect the vulnerable and bring offenders to justice. We will focus partnership activity on five priority areas:

- Safeguarding young people: working with local authorities, education, health and the voluntary sector to improve prevention, early intervention and protection for those at risk. Success will be reflected in reduced repeat safeguarding referrals, fewer missing episodes and lower long-term demand on frontline policing.
- Criminal justice reform: working with government, the Crown Prosecution Service, courts and probation to reduce delay, prioritise high harm cases and improve the experience and outcomes for victims. Success will mean faster case progression, improved file quality at first submission and reduced officer time spent on rework and delays.

- CCTV and evidence gathering: collaborating with local authorities, TfL and business to ensure consistent, lawful and timely access to evidence across London. This will reduce investigative delays and increase positive outcome rates, particularly in volume crime and acquisitive offences.
- Co-location and shared services: working with public sector, housing and community partners to maintain visible policing presence while using the estate more effectively. This will improve local problem solving and reduce duplication of services, while maintaining community access and visibility.
- Tackling acquisitive and organised crime: especially retail theft and mobile phone robbery, through closer collaboration with business, industry and national partners. Success will be seen in increased disruption of organised networks and reduced repeat victimisation in key sectors.

C. Defining outcomes in terms of sustainable economic, social and environmental benefits

Senior leaders noted that whilst overall, outcomes are clearly linked to NMfL and wider national and local priorities, economic, social and environmental impacts and benefits are not always considered consistently.

Strengths	Areas for Improvement
• Strong strategic alignment – directorates clearly link outcomes to organisational priorities through structured governance. • Clear operational outcomes – contributions are well defined, supported by maturing performance dashboards and governance. • Growing focus on value – economic and social value, including ethical practice and community impact, is increasingly embedded in decision-making.	• Environmental assessment should be strengthened • Success measures are still developing and uneven • More consistency needed when considering how economic, social and environmental outcomes are highlighted in decision-making would be beneficial

In order to manage environment and sustainability impacts arising from operations (including all support and enabling services), the MPS maintains an Environmental Management System (EMS) aligned to ISO 14001. The MPS has an established Environment and Sustainability function and governance arrangements in place to support delivery of its environmental objectives.

The Environment and Sustainability Strategy (2023–2025) remains in place pending refresh and is underpinned by three aims:

To reduce the impact of the MPS on the environment;
To become a more resource-efficient and resilient organisation; and,
To embed environmental sustainability considerations in decision-making.

The Sustainability Management Plan (SMP) for 2025/26 was delivered across the year, based on key environmental and sustainability risks, and comprised activities across the MPS aimed at improving environmental and sustainability performance. Progress was monitored through quarterly Environment and Sustainability Boards (ESBs).

Quarterly Environment and Sustainability Boards (ESBs) have continued during 2025/26, maintaining oversight of sustainability activity and supporting continuity of delivery. Delivery performance has improved year-on-year, with completion rates for SMP activity increasing from 70% in 2024/25 to approximately 81% in 2025/26, with remaining activities continuing into 2026/27 due to programme complexity and dependencies.

Development of the SMP for 2026/27 is underway and will build on previous delivery, incorporating audit findings, organisational priorities and the need to strengthen governance and delivery in the context of financial and operational pressures.

Examples of notable activity during 2025/26 include:

- Strengthening of environmental data management and reporting, including maintenance and utilisation of utility consumption and billing data to support forecasting, benchmarking and decision-making. This has been complemented by continued management and performance monitoring of solar PV installations, with improved data capture and reporting of generation and financial returns, and progression of enhanced monitoring capability to support greater visibility and optimisation of performance.
- Review and strengthened management of incoming electrical supply capacity (kVA) across the estate, including the introduction of regular monitoring of capacity exceedances. This has identified a number of high-value cost-saving opportunities, with several issues already resolved and remaining actions being actively progressed.
- Approval of the EV Transition Outline Business Case through the Investment and Portfolio Group (IPG) and Investment Approvals Management (IAM), endorsing a delivery model combining off-site private charging hubs and infrastructure across the MPS estate. This includes a capital funding requirement of c.£112m to deliver EV charging infrastructure, with four pilot schemes launched to date and early insights informing plans for wider rollout.
- Delivery of the final phase of Public Sector Decarbonisation Scheme (PSDS) projects, with Phase 3c funded works now complete. Remaining works relate to MPS-funded elements, with the majority expected to complete by September 2026 and final delivery by March 2027.
- Implementation of sustainable waste management practices and governance across the estate, including annual planning, waste audits and strengthened compliance with duty of care requirements across the supply chain. This has supported continued improvement in waste management performance and diversion from landfill.
- Continued delivery of environmental compliance and governance activity across the estate, including statutory energy requirements (e.g. Display Energy Certificates), supply chain sustainability requirements (including Carbon Reduction Plans in line with PPN 06/21), and consideration of biodiversity and environmental impacts within estate planning and capital project delivery.

During 2026/27, the Environment and Sustainability Strategy will be refreshed, strengthening governance arrangements and introducing a stronger focus on energy optimisation and cost efficiency, alongside preparation for new regulatory compliance requirements coming into force from 2027.

D. Determining the interventions necessary to optimise the achievement of intended outcomes

Senior leaders report that decision-making is generally strong and based on good evidence, with teams using intelligence, operational data, financial information and performance reports through well-established meetings and governance forums. New dashboards and performance frameworks help teams adjust what they do as risks, demand and threats change, with clear routes to raise issues to senior leaders and external oversight where needed. Access to data and analysis has improved, and closer working between operational, finance, commercial and digital teams has made planning and forecasting more effective.

However, some problems remain, including inconsistent data quality, uneven use of performance measures, limited analyst capacity, gaps in digital systems and siloed working, which can make longer-term planning harder and sometimes lead to more reactive decisions.

Strengths

- Strong governance and performance management - Embedded governance, regular reviews, and clear escalation routes enable effective oversight.
- Improved data and MI - Enhanced dashboards and analytics strengthen monitoring, planning, and early issue detection.
- More evidence- and risk-based decisions - Frameworks and modelling tools support more informed, risk-aware interventions.

Areas for Improvement

- Data quality and integration gaps - Inconsistent data, limited self-serve tools, and poor system integration constrain analytic maturity.
- KPI inconsistency - Divergent definitions and inherited metrics highlight the need for a single, owned KPI framework.
- Insufficient analytical capacity - Limited local analyst resource and wider constraints cause delays, reactive decisions, and inadequate analysis.

The 2026/27 MPS Business Plan sets out how the Met will deliver its priorities for the year, translating the strategic direction in A New Met for London 2 (NMfL 2) into clear objectives, activity and performance measures. It provides a single, organisation-wide view of what will be delivered, how resources will be aligned and how progress will be monitored and assured. To ensure progress against the plan, it will be subject to robust governance and accountability arrangements, including Investment and Portfolio Group overseeing transformation portfolio delivery and Strategic Performance Group monitoring overall organisational performance.

The Business Plan serves as the guiding framework for all other plans, ensuring consistency and alignment across the organisation. Each business group maintains their own plan, translating organisational strategic priorities into key activity for their area. We have also strengthened our approach to developing the Force Management Statement (FMS), an annual self-assessment which evaluates demand, performance, capacity and capability across service areas, outlining future plans and mitigations needed to manage risk.

Over 2026/27, the MPS will design and implement a more integrated approach to business planning. This will take the form of a year-round cycle that better connects strategy, demand, affordability, resources and performance, strengthening the value and integration across our planning products. This will ensure robust alignment between strategy and frontline delivery, improve reporting and governance, and enable data-driven decision-making at every level.

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it

Senior leaders reported that the MPS has made considerable progress in developing leadership capability and organisational capacity, with clear investment in recruitment, induction, performance management and training, particularly in specialist and regulated functions. Strong use of PDRs, calibration, CPD, competency frameworks and leadership programmes supports accountability, ethical standards and alignment to NMfL outcomes. Bespoke onboarding, targeted recruitment, and improving workforce planning have strengthened capability.

However, delivery remains uneven, with pressures from capacity constraints, inconsistent induction and training quality, variable leadership resilience, and limited access to development for junior and middle managers. Challenges in talent attraction, retention, succession planning also remain.

Strengths

- Leadership and performance - Consistent leadership development, PDRs, calibration, and 1:1s enable fair assessment and clear development.
- Specialist capability - Bespoke onboarding, accreditation, and strong recruitment uphold high standards in specialist functions.
- Training & frameworks - High uptake of priority training and strong CPD supported by clear capability frameworks.

Areas for Improvement

- Inconsistent induction and training - Induction and training quality vary widely, signalling the need for a clearer corporate standard.
- Manager capability gaps - Junior and mid-level managers need stronger, more structured development in core leadership and management skills.
- Capacity and recruitment pressures - Workload, recruitment challenges, and loss of experience are reducing organisational resilience.

The experience gap is being managed through better supervision and continued leadership development. Through 2025/26, the MPS continued to deliver;

- Dedicated NMfL training to all non-supervisory ranks and grades
- The Mid-Level Leadership Programme (MLLP) for all Inspectors and Band C managers;
- The Senior Level Leadership Programme (SLLP) for all senior managers;

Both the MLLP and SLLP include physical attendance for three to five days, as well as follow-up online activities and workshops. Attendance and completion of all activities are managed through the LMS. These are a rolling annual programme to ensure that all leaders receive high quality leadership training.

In 2025, the new, revised PDR process was launched. Providing a more formal approach to performance development, the new process encourages both a look back over the years achievements, and a focus on objectives for the coming year. Additionally, new grading criteria has been introduced to help determine both high performers, and help with additional support for those people who require it.

The MPS has also continued to develop the practical application of leadership and supervision, making progress in key areas. In terms of governance, the Leadership and Learning Transformation Programme Board (chaired by Director L&D) reports into the Investment and Portfolio Group and through to ExCo as required. An additional layer of operational oversight is provided by the Leadership Development Oversight Group, chaired at Assistant Commissioner level, with Chief Officer representatives from each business group.

F. Managing risks and performance through robust internal control and strong public financial management

Leaders across all directorates reported generally positively that there is a broadly mature and effective approach to managing risk and internal control. This is underpinned by regular SLT and COG oversight, active risk registers, clear escalation routes and well-embedded assurance structures.

Financial governance is generally strong, with effective budget management, regular monitoring, accurate forecasting and transparent reporting, supported by clear scrutiny and good engagement with finance partners. Compliance with delegation and procurement requirements is well embedded.

However, financial literacy, consistency of support and overall capacity could be improved. Internal controls and performance reporting are well established and continue to improve, with evidence of learning, quality assurance, audit and external scrutiny, but further development is needed to better integrate performance management and improve the use of data and insight.

Data management arrangements are compliant and supported by appropriate governance, audits and professional standards, with low levels of breaches; however, challenges remain around data quality, legacy paper records, system usability (notably CONNECT), consistent application of security classifications and embedding a stronger everyday data-aware culture.

Strengths

- Risk registers and escalation routes are embedded;
- Financial controls and oversight are strong;
- Structured assurance mechanisms (boards, audits, inspections) are in place and active.

Areas for Improvement

- Links between local risks and corporate risk appetite/structures are unclear or inconsistent ;
- Issues still reported with CONNECT usability, data extraction and data quality concerns;
- There is variable knowledge of Scheme of Delegation & financial instructions;
- Overreliance on Finance Business Partners for routine controls

The MPS maintains critical governance for internal control and strong public financial management, and the structure for 2025/26 remained as follows:

- Executive Committee (ExCo) meetings, chaired by the Commissioner, were previously established, and sit every two weeks. Management of risk is embedded more effectively, with risk discussed formally on a quarterly basis. ExCo's remit is to:

    - Review and agree corporate risks every quarter and assigns risk owners;
    - Ensure corporate risk owners can access support across the organisation;
    - Determine organisational risk appetite and tolerance levels;
    - Consider emerging risks and issues;

- Audit and Risk Assurance Committee (ARAC) chaired by a Non-Executive Director (NED) ensures the MPS uses risk management to improve corporate decision-making, monitors risks to the delivery of the MPS' strategic priorities and objectives, and ensures those risks are being managed effectively across the organisation. A decision by ExCo in March 2026 was made to begin the process of dissolving ARAC, with ExCo and the Joint Audit Committee taking on key responsibilities and ensuring the appropriate assurance.

- Joint Audit Committee continues to provide advice to the MPS and its Commissioner and independent assurance on the adequacy and effectiveness of its internal control environment and risk management framework. It also advises on and assures MPS financial processes.

The MPS provides updates to:

- London Policing Board - the Board provides specialist advice and constructive challenge to effectively support the Mayor in holding the MPS to account for delivering wide-ranging reform, as part of its strategic oversight framework.

- Investment, Advisement and Monitoring (IAM) - the Deputy Mayor for Policing and Crime uses IAM to oversee the MPS' financial investments and management of assets and ensure all MOPAC investment is managed in accordance with the Police and Crime Plan and the aims and ambitions of the Mayor. The meeting provides an opportunity to scrutinise initial investments, monitor their implementation and track benefits.

During 2025/26, the MPS continued to increase its risk management maturity, including by:

- Strengthened oversight by ExCo, through quarterly, data-led discussions informed by agreed risk appetite and tolerance statements.
- Improved corporate risk deep dive exercises each quarter, with issues escalated to ExCo through established reporting routes.
- Enhanced capability through formal, industry-recognised training for the central risk team and foundational risk management training for the wider MPS (to be made mandatory for Chief Inspectors and equivalent grades and above from July 2026).
- Improved risk management at business group level through clearer processes, better documentation and established Single Points of Contact supporting leaders and practitioners.
- Improved risk maturity self-assessments across the MPS, with findings shared at Chief Officer Groups, ARAC and business groups.

The MPS continues to strengthen its assurance activity.

- An enhanced corporate assurance framework, including risk appetite and tolerance, is now in place; embedding planned for 2026
- An MPS assurance forum (since 2025) meets quarterly, including DARA, which drives improved coordination and shared assurance practice.
- Further refinement, guidance and templates to drive consistency

Going forward, ExCo will ensure that risks affecting the achievement of MPS objectives are managed effectively and will oversee in some form progress and assurance activities in relation to recommendations from scrutiny bodies such as DARA and HMICFRS.

In terms of Information Technology, 2025/26 was a record delivery year which saw delivery of a number of major modernisation programmes alongside 24/7 business-as-usual support for 40,000+ users across London. Examples of the upgrades include:

- Windows 11 upgrade: Completed migration to Windows 11 across 45,000 devices.
- Modern device management: Implemented cloud-based management with biometric login and improved connectivity- 10,000 devices deployed so far, targeting all users by end of 2026/27.
- Mobile refresh: Replaced 28,000 smartphones to modernise frontline mobility.
- Deployment of a new Forensic Case Management System, bringing 11 forensic disciplines into a single end-to-end workflow for the first time in ~20 years, improving efficiency, reducing duplication and strengthening service to investigators.
- Completed Mission Critical Voice Platform rollout, replacing the legacy Avaya 999/101 system (in place for 20+ years), adding dual data-centre resilience and removing ISDN dependencies to improve stability.
- Launched the Met's first Open Data Strategy in partnership with the Open Data Institute, increasing transparency and public access to policing data.
- Extended the Enterprise Data Platform by integrating core systems and delivering improved performance insight, stronger data quality governance, and new automation

and productivity tools—including rapid video redaction, digital interviews, robotic processing and Copilot Chat—to reduce admin burden and speed investigations.
- Modernised frontline and core capabilities through mobile Connect, body-worn video refresh, firearms and fingerprint systems, and strengthened cyber and assurance oversight, while completing Eagle Exit to decommission a legacy data centre and deliver £5m+ in savings.

DARA undertook audits concerning financial and commercial controls in:

- Expenses – Whilst some improvements have been made within confines of the existing system, the control framework is not designed adequately, and a number of key controls remain absent or are not operating effectively. This was graded Limited.
- Strategic Framework for Management of MPS Contracts follow-up – this was graded as Adequate, which was an improved rating from the Limited one issued at the time of the original audit.
- Grey Information Technology (IT) Estate follow-up – this was graded as Adequate. DARA found that the control framework has improved with the publication of the Grey Estate policy and oversight of the Grey Estate Steering Group and Working Group, and planned introduction of the Information and Cyber Security' policy will further improve governance.

G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Leaders identify clear governance and reporting and accountability. Regular reports and dashboards help leaders understand how the organisation is performing and where risks sit, and these link clearly to NMfL priorities. The MPS engages well with audits and inspections, findings are taken seriously, and actions are tracked through to completion. Senior leaders take ownership, work openly with partners and are focused on learning and improving.

Some issues remain, including uneven data quality, variable audit readiness, limited capacity, leadership turnover and gaps in organisational learning, especially around training. Work is underway to address these through improved assurance, better dashboards and central tracking, but ongoing effort is needed to make improvements consistent and sustainable.

Strengths

- Strong governance – clear boards, reporting, and decisions.
- Constructive scrutiny – effective engagement with HMICFRS, DARA.
- Action delivery – track and close recommendations aligned to NMfL.

Areas for Improvement

- Data gaps – inconsistent quality, governance, and records.
- Reporting inconsistency – uneven automation and standards.
- Weak memory – poor cascade beyond SLT and loss from turnover.

Inspection processes are now well established in the MPS, and HMICFRS recommendations and Areas for Improvement (AFI) are managed by the Strategy and Investment group. The recommendations and AFIs are:

- Collated on a central tracker; and assigned to the most appropriate overall senior MPS lead, with an initial action plan;
- Shared with MOPAC within a set timeframe; and
- Updated quarterly, including through the HMICFRS Monitoring Portal.

Following an agreement between the MPS and DARA in summer 2025, internal audit actions are tracked by DARA themselves and reported to the Joint Audit Committee. Strategy and Investment group continue to have regular meetings with DARA and advise the business on risk interventions to meet their audit action delivery targets.

External audits are undertaken by Grant Thornton and owned internally by MPS Finance. The MPS has brought the findings and outcomes from external audits and DARA audits closer together by improving their governance and thematic monitoring, with oversight through ARAC.

Grant Thornton's 2024/25 Value for Money audit of the MPS found significant weaknesses in financial sustainability, governance, and value for money, and made several key recommendations for improvement. They reported back on progress against the action plan in their 'Interim Annual Auditors Report' in October 2025 noted:

- continued improvement, stronger financial grip, improved partnership with MOPAC, and tangible progress through transformation programmes that have delivered a co-ordinated workforce plan embedded in the 2025/26 budget and revised operating models.
- significant challenges remain in embedding change and maintaining service quality and financial balance amid rising demand, notably delivering major savings and efficiencies, an affordable capital and estates strategy, and a fit-for-purpose command and control system, against a backdrop of ongoing funding uncertainty.

Since April 2025, HMICFRS has published 11 reports relevant to the MPS, seven of which included formal findings. In total, the MPS has received 1 Cause of Concern, 25 recommendations and 20 Areas for Improvement (AFIs). All remain open and are being monitored through the central tracking portal.

Inspection activity during this period has been extensive. The MPS has participated in eight inspections or evidence-gathering exercises, including national thematic inspections, Joint Targeted Area Inspections (JTAIs), and Met-specific activity.

The PEEL continuous assessment commenced in October 2025 and will run for 12 months, with monthly HMICFRS visits to BCUs and other Met sites. There are currently 19 open AFIs from the previous PEEL inspection. Insufficient progress risks these being deemed "enduring", which could constrain future inspection judgments or, in serious cases, lead to escalation to a Cause of Concern.

Other significant activity includes inspections of custody, vetting, professional standards and counter-corruption, and an ongoing Home Secretary-commissioned inspection into historic recruitment and vetting arrangements. The MPS has also contributed to national inspections on counter-terrorism safeguarding, retrospective facial recognition, and child safeguarding, with several reports yet to be published. A further national inspection into the police response to knife crime is planned for 2026/27.

The MPS' organisational learning (OL) environment continues to develop:

- Organisational learning embedment is progressing – OL hubs are live or implementing in 43/47 areas, with ~350 trained users. Further embedment would benefit from stronger executive sponsorship and a strategic OL forum.
- Digital capture and sharing is strengthening – the enhanced OL App launches April 2026 to support organisation-wide learning, culture, scrutiny and high-risk issues, with national interest in its wider use.
- Practice and culture focus is evolving – a new Reflective Practice model replaces Learning Through Reflection, promoting learning from both good practice and setbacks, alongside ongoing culture and psychological safety work.

Improvement Plan

At ARAC in June 2025, it was agreed that the Effective Controls Action Plan (ECAP) was not required since actions were already being managed sufficiently within the organisation through existing governance. This Improvement Plan will also therefore be managed through existing governance processes.

CIPFA Principle	Key Improvement Action	Monitoring and Assurance
A. Integrity, ethics and rule of law	Embed consistent supervisory standards, preventative professionalism activity, robust vetting and misconduct arrangements, and sustained senior leadership oversight of ethical behaviours.	Progress will be monitored through existing professionalism governance, audit activity, and oversight by ExCo.
B. Openness and stakeholder engagement	Improve the timeliness and clarity of decision-making communications and ensure earlier, more consistent engagement with communities and partners during change.	Progress will be monitored through existing communications governance, programme assurance arrangements, and reporting to ExCo.
C. Sustainable outcomes and public value	Strengthen outcome measures to better demonstrate economic, social and environmental value, and embed environmental considerations in planning and decision-making.	Progress will be monitored through strategic planning, performance reporting, sustainability governance, and internal assurance.
D. Decision-making and interventions	Improve data quality, KPI consistency and analytical capacity to support evidence-based and risk-informed decision-making.	Progress will be monitored through performance governance, digital and data

CIPFA Principle	Key Improvement Action	Monitoring and Assurance
		oversight, and programme and portfolio reporting.
E. Capacity and capability	Standardise induction and management development, strengthen leadership capability at junior and mid-management levels, and address capacity and experience gaps.	Progress will be monitored through leadership and learning governance, workforce planning activity, and people performance boards.
F. Risk, control and financial management	Strengthen alignment between local and corporate risks, improve understanding of the Scheme of Delegation and financial instructions, and reduce reliance on specialist teams for routine controls.	Progress will be monitored through the corporate risk framework, financial governance arrangements, internal audit, and oversight by ExCo.
G. Transparency, reporting and audit	Improve consistency and automation of reporting, strengthen data governance and corporate memory, and further embed organisational learning from audit and inspection activity.	Progress will be monitored through assurance governance, audit and inspection tracking, and oversight by ExCo and the Joint Audit Committee.

Forward Look: 2026/27

Looking forward to the next 12 months and beyond, there are a number of planned activities which include:

- Financial sustainability
  - Manage a forecast budget shortfall in 2026/27 through service reductions, continued spending control, workforce flexibility and productivity improvements.
  - Strengthen medium-term planning in anticipation of a significant forecast funding gap in 2027/28.
- Strategic reform
  - Deliver against our objectives as set out in NMfL 2.
  - Respond to independent scrutiny, including Dr Gillian Fairfield's independent assessment of the Metropolitan Police's progress delivered through our New Met for London plan, and continue responding to ongoing HMICFRS inspection activity.
- Planning, performance and governance
  - Implement a more integrated, year-round business planning cycle linking strategy, demand, affordability and performance.
  - Improve data quality, KPI consistency and analytical capability to support evidence-based decision-making.
  - Further embed the corporate risk and assurance frameworks, including mandatory senior leader risk training and a full risk maturity assessment.
- Culture, leadership and capability
  - Complete the move to a preventative professionalism model, including launch of the Integrity Management function.

    - Standardise induction, leadership and management development, with continued focus on junior and middle manager capability and workforce resilience.
- Digital, sustainability and reform
    - Continue delivery of major digital and data programmes to improve efficiency, transparency and insight.
    - Complete key decarbonisation activity and embed sustainability into planning and decisions.
    - Engage with Government Police Reform proposals, managing transition risks to protect specialist capabilities and maintain effective policing for London.

Declaration

In 2026/27, the MPS will take steps to address the matters raised in this document to further enhance its governance arrangements. The MPS is satisfied that these steps will ensure that MPS governance processes are effective in a changing environment. The MPS will continue to monitor their implementation.

Sir Mark Rowley QPM
Commissioner of Police of the Metropolis

Appendix: Background and Governance Framework

Scope of responsibilities

The Commissioner of Police of the Metropolis is responsible for the governance of the MPS, including maintaining appropriate governance and risk management processes, and for ensuring there is a sound system of internal control which facilitates the effective exercise of these functions. The Commissioner is required to appoint a professionally qualified Chief Financial Officer (CFO) for the MPS. Under the Police Reform and Social Responsibility Act 2011 the CFO has a personal fiduciary duty for the proper financial administration of the MPS. As an independent legal entity or corporation sole, the Commissioner is required to produce an Annual Governance Statement.

Accountability

The Mayor of London and the Deputy Mayor for Policing and Crime holds the MPS to account against the Mayor's Police and Crime Plan. The Mayor's Office for Policing and Crime (MOPAC) holds the Commissioner to account for efficient and effective policing, management of resources and expenditure.

Governance Framework

The MPS has developed its governance model in accordance with CIPFA/International Federation of Accountants (IFAC) Framework for Good Governance in the Public Sector (July 2014), and subsequent CIPFA/SOLACE Delivering Good Governance in Local Government Framework (April 2016) and Guidance for Policing Bodies in England and Wales (July 2016). This AGS explains how the Commissioner of Police of the Metropolis has complied with the Code for the financial year 2022/23, and meets the requirements of section 6 of the Accounts and Audit Regulations (England and Wales) 2015 in relation to the publication of a statement on internal control.

In adopting this framework the MPS accepts that:

- Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved.
- The fundamental function of good governance in the public sector is to ensure that entities achieve their intended outcomes while acting in the public interest at all times.

The MPS is statutorily responsible for conducting, at least annually, a review of the effectiveness of its system of internal control. This takes place between January and April.