

19 December 2025

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*Dear Colleges*

Hopefully you will have noticed that over the last year or so the Met's senior leaders and I have been writing to you more frequently to share with you our reflections and how we are delivering on our mission of More Trust, Less Crime and High Standards. Local partners are critical to our success, and I hope that through written updates and more frequent face to face engagement, you feel more involved in the work of the Met and able to talk to me and my leadership team about your priorities.

This final note of the year sets out some of the activity the Met is currently engaged in, including the launch of New Met for London (NMFL) 2, our 32 borough roadshows, the Fairfield Progress review and our Estates Strategy. I will also cover our continued efforts to focus on the crime priorities that matter most to London through our Winter Nights work.

The appalling terrorist attack in Sydney at the weekend shows that we can never be complacent to the risk of attacks against people who are going about their business and celebrating religious events. London's Jewish communities will be understandably concerned and fearful for their safety. Immediately after the attacks on Sunday, the Met stepped up reassurance patrols at key religious sites across London and reached into communities to provide support and guidance – that will continue for as long as needed to make sure that people feel safe to go about their daily business. This increased protective security stance will remain in place across Hanukkah. You may have seen that on Wednesday Sir Stephen Watson, the Chief Constable of Greater Manchester Police, and I shared a joint statement on how the Met and GMP will be taking an enhanced approach to policing protests, so that we recalibrate to be more assertive to enable a safer environment for Jewish communities - yet protecting lawful protest.

### **New Met for London 2**

Last week we launched the second phase of NMFL. NMFL2 is not a new strategy, but a continuation of what we set out to do in 2023. You may remember that I wrote to you in July to share the draft plan and invite you to share our public consultation alongside sharing your own reflections. I know many of you did this, so thank you.

Since 2023, we have worked closely with communities, partners, our officers and staff to deliver for London including:

- Arresting more than 1,000 extra criminals every month
- Neighbourhood crime – such as burglary and shoplifting – down 15% with 500 more officers and staff added to neighbourhood teams
- Injuries from violence lower than any other major UK city
- Homicide at a decade low
- Solved more than twice as many crimes linked to violence against women and girls



- Public trust rising – 74% of Londoners now trust the Met

The final plan we have published builds on this success and is shaped by the thousands of Londoners who responded to the consultation and those who joined us at our crime-fighting events in all 32 boroughs over the past few months.

Through the written feedback and the conversations Londoners have told us that the crime fighting priorities we set out in the plan are the right ones – but they want to see local officers visibly working on the issues that matter most to them including anti-social behaviour, drug dealing and the illegal and anti-social use of e-bikes. To demonstrate our commitment on that: over the last year we have seized more than 2,500 illegal e-bikes and e-scooters, with a number of further operations having taken place over the last few weeks resulting in illegal bikes being crushed.

The plan focuses the Met's efforts and limited resources on five priority areas. The three pillars from 2023 continue:

- **Community Crime-fighting:** Strengthening local policing presence and precision targeting, including boosting Met Engage, neighbourhood patrols and looking for further co-location opportunities for dedicated ward officers so that we are more visible than ever in London's communities.
- **Culture Change:** embedding policing by consent and high standards across the organisation, including implementing our Culture Plan and evolving the London Race Action Plan to build an inclusive, community-focused approach to policing.
- **Fixing our Foundations:** ensuring officers have the training, tools and systems needed to succeed, including modernising our digital and forensic services to improve the speed and quality of investigations, so officers can respond quickly and effectively.

The plan also introduces two new cross-cutting priorities to ensure we are focusing our resources on our core mission, and working with partners on shared challenges:

- **Putting Crime-fighting First:** reducing bureaucracy and distractions to improve productivity, which will, amongst other benefits, make greater use of automation, AI and real-time intelligence tools to ensure officers have immediate access to relevant risk and offender information.
- **Working in Partnership:** deepening collaboration with local services, safeguarding partners, businesses and communities. This is where we think there are real gains to be made, through information sharing and joint problem-solving teams with local authorities, safeguarding partners, business and community organisations. Partnership will be central to improving the experience of victims, and we will work closely with courts, probation, the CPS, local services and government to make the system more responsive and effective for those who rely on it.

### Winter Nights

Similarly, at a time of the year when many people come to London to shop, enjoy its hospitality and entertainment venues, we are focusing our response on a number of key hotspots, as AC Matt Twist outlined when he wrote recently. We are taking a precise approach and targeting those areas susceptible to criminal activity in the darker winter days and evenings. What this means is a focus in town centres to drive down shoplifting, business robbery, personal robbery, theft from person and ASB – and since late October, using intelligence and





performance data, four locations have been the focus of intensified activity – the West End, Shoreditch, Croydon and Camden Town.

These areas were chosen because the levels of violence with injury, sexual offences and rape, VAWG – including spiking, robbery and theft from the person – were higher than others and give us an opportunity to make real inroads into criminality and prevent this type of crime from happening. Our recent work on Op Reckoning (in relation to phone thefts) and our summer plans targeted activity drove real reductions in crime – and show that precision policing works. As a result of our summer activity, arrests in those areas went up 34% and crime down 18%.

### **Estates Strategy**

You will hopefully have seen that the Deputy Mayor for Policing and Crime and I wrote to share a detailed update on the launch of our joint Estate Strategy. The new Strategy will help us deliver key elements of our New Met for London plan, including increasing the number of ward teams within a 20-minute walk of their wards, looking to co-locate an additional 40 ward teams over the first three years of the Strategy (bringing the total number within a 20 minute walk to 575 or 84% of all teams) and starting to deliver the infrastructure needed to charge electric vehicles.

### **Declarable Associations**

You might have seen the media reporting on our change in policy to strengthen our declarable associations policy to formally include Freemasonry, following clear feedback from our officers and staff that membership of such groups can negatively impact perceptions of impartiality and public trust. This is a clear demonstration of our commitment to transparency and integrity, ensuring that any potential conflicts of loyalty are declared and managed to protect confidence in policing. The Daniel Morgan Independent Panel report recommended this a number of years ago, as one of the actions required to address impartiality and potential conflicts of interest – this change in policy fulfils that. Raising standards is central to NMFL, and this step reinforces the significant cultural and professional reforms currently underway across the organisation.

### **Gillian Fairfield Progress Review**

Also this week, the Mayor and I have announced that Dr Gillian Fairfield will lead a progress review, two years on from Baroness Casey's report into failings at the Met. This is an important step in reassuring ourselves – and London's communities – that we are on the right track. Dr Fairfield's review is a chance not just to look back on the changes that have taken place so far, but to also generate new ideas and identify opportunities to accelerate the good progress we have made to date. Since the Casey Review, the Met has made significant progress in delivering improvements against her recommendations, including the creation of a dedicated Culture, Diversity and Inclusion Directorate and the biggest anti-corruption clear out in history, removing around 1,500 officers who did not meet the Met's standards. There is more to do though, and I look forward to welcoming Dr Fairfield to the Met.

### **Public Order and Abstractions**

As we have discussed in different forums the demand on policing is higher than ever – with public order work in central London drawing thousands of shifts from neighbourhood duties, investigations and emergency response. There have been 1,076 centrally managed events since April 2025. This is around 134,936 officer shifts deployed so far this year for centrally managed events, costing c.£103.6million.

That is the equivalent of one officer, every day, in every ward in London, being abstracted from their team to police public order. Local communities are effectively paying for the policing of these events and protests because of a lack of growth in the Capital Cities grant. In September alone, there were over 21,000 public order shifts, driven primarily by ongoing Palestine Action Group protests, the mid-September US state visit, and the Unite the Kingdom demonstration occurring around the same time.

I want to support our officers and staff to succeed, and I know from discussion with them that there are real challenges they find in their day to day work which are resolvable – I see it as my role to help to address these issues, with the support of partners that I can call upon for advice and advocacy. As such, looking ahead to 2026, you will hear more from me about:

### **Criminal Justice**

The difficulties the whole system is facing are well rehearsed; however, in London they are most acute. There are at least five cases now scheduled for Crown Courts in 2030, with 614 listed for 2029; around 30% of electronic tagging goes unmonitored and repeat offending is effectively going unpunished due to a lack of remanding of suspects.

I want to work with partners, from the first weeks of 2026, to convene and address these issues. We are well-integrated in our relationships within the London criminal justice system and we have the drive to make a real difference for victims.

### **Special Policing Services**

You might have seen media reports about the cost of policing football matches and large-scale events that generate significant profit disproportionately landing on policing, and by proxy, London taxpayers. In 2023/24, the Met spent £23.9 million on direct policing of football matches. Of these costs, just £2.4 million was recouped from London football clubs.

While this is a national issue, the effect on the Met is particularly acute given London's status as a world-leading entertainment venue, with a concentration of top-tier football clubs, and a number of high-capacity venues including the O2 and Wembley Stadium. We are working with the Home Office to address this particular challenge but would appreciate your support – if we were funded appropriately, we could resource these types of event using specialist officers, rather than having to abstract officers from local, neighbourhood teams.

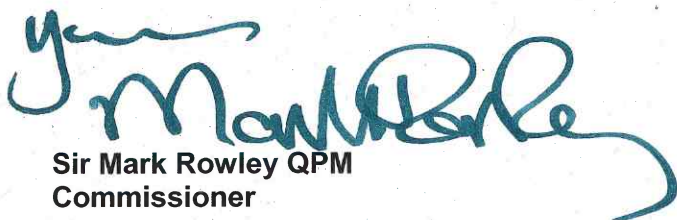
### **Retail**

Hopefully you will have been hearing from local business and specially retailers that we have stepped up our response to crimes that Londoners care about that impact them such as Shoplifting. New Data Sharing Agreements with Business Improvement Districts mean we are identifying prolific retail offenders more efficiently and has already resulted in over 100 identifications. But we need retailers to step up too.

While some have been fantastic in being on the front foot to prevent crime and work with us, others have not been so forthcoming. Next year you will hear me talk about how we need the support of businesses themselves to make the next significant step on crime rates. That includes working more closely across intelligence sharing, CCTV and statement gathering, amongst other initiatives. I know partners will want to be a part of this innovative work.

The Met will be working through the festive season, and when most families in the city are looking forward to time with loved ones, there will be thousands for whom their loved one is out on the front line, or answering emergency calls, or keeping London safe in so many roles. I am grateful as ever for their hard work, determination and professionalism.

I wish you and your families a Merry Christmas and Happy New Year.



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