

## Baroness Casey Review of the Metropolitan Police: Key Findings and Recommendations

Last year, in the wake of a series of scandals that included the kidnap, rape, and murder of Sarah Everard by a serving police officer, the Metropolitan Police (Met) appointed Baroness Louise Casey to lead an independent review of its culture and standards of behaviour. The review began in February 2022 and was completed in March 2023, when Baroness Casey published her report and recommendations.

Here are some of the key takeaways from the report, [An Independent Review Into The Standards Of Behaviour And Internal Culture Of The Metropolitan Police Service](#), and its subsequent recommendations:

### On the Policing Landscape:

- The Met has faced significant challenges over the last decade, including austerity, changes in crime patterns, greater non-crime demand and a regulatory system that makes it difficult to get rid of people who corrupt the Met's integrity.
- The Met does not represent the people and communities it protects. The majority of Londoners are not from White British ethnic backgrounds, and one in five do not have English as their main language. In contrast, Met officers are 82% White and 71% male.
- While traditional volume crime such as burglary and theft has declined, low volume but more serious offences such as violence against the person, and sexual offences, have increased from 17% of all crimes in 2012-13 to 31% in 2022-23. Domestic abuse related crimes have doubled over ten years to nearly 100,000 a year and the number of rape cases have increased fourfold. But the number of officers investigating them has not increased at the same rate.
- Public trust has fallen from a high point of 89% in 2016 to a low of 66% in March 2022. People from Black and mixed ethnic groups have lower trust and confidence in the Met, scoring 10% to 20% lower than average on trust and 5% to 10% lower on confidence.

### On Culture and Standards of Behaviour:

- *There are systematic and fundamental problems in how the Met is run:* It operates in silos, with disconnected and competing moving parts lacking clear systems, goals, or strategies. There is no workplace plan or strategic assessment of the needs and skills of the organisation. Recruitment and vetting systems are poor, as is the management of people. If recruitment continues on its current trajectory, it will take at least another thirty years, until 2053, for the Met to reach gender balance. It will

take even longer, until 2061, to reach 46% Black, Asian, and ethnic minority representation – what is needed to be representative of London today.

- *The Met has not managed the integrity of its own police service:* Despite the obvious signals of major failure, with heinous crimes perpetrated by serving officers, the Met has not stopped to question its processes. It has not made its ethical standards as clear as it could, and concerns and complaints raised about misconduct are more likely to be dismissed than acted on.
- *The Met's new leadership represent a welcome change of tone and approach, however, deep seated cultures need to be tackled in order for change to be sustained:* There is too much hubris and not enough humility in the organisation, which has a 'we know best' attitude and does not easily accept criticism. There is a culture of denial. Speaking up is not welcome. The organisation also suffers from 'optimism bias', with a strong tendency to look for positive spins following any issue, and then moving on. Instead of focusing on getting the basics right, short term projects and campaigns have been launched from HQ, in cases of 'initiative-itis'. There is also a level of elitism in the organisation which has put frontline policing at the back of the queue.
- *Londoners are put last:* After a reorganisation, 32 borough-based police commands shifted to 12 units with some covering up to four boroughs. There are now much weaker connections to long established communities. London no longer has a functioning neighbourhood policing service.
- *London's women and children have been left even further behind:* The de-prioritisation and de-specialisation of public protection has put women and children at greater risk than necessary.
- *The Met lacks accountability and transparency:* the Met's structures of governance and scrutiny are relatively weak.
- *Discrimination is tolerated, not dealt with, and has become baked into the system:* There has been widespread bullying. 22% of staff and officers experienced bullying, while the figure rose to 33% among those with a long-standing illness, disability, or infirmity. There is deep seated homophobia within the Met. Almost one in five lesbian, gay and bisexual Met employees have experienced homophobia and 30% of LGBTQ+ employees said they had been bullied. Meanwhile female officers and staff routinely face sexism and misogyny, and Black, Asian and ethnic minority officers and staff are more likely to experience racism, discrimination and bullying. Black officers are 81% more likely to be in the misconduct system than their White counterparts. In the wider community, Black Londoners in particular remain overpoliced. There is institutional racism, misogyny and homophobia in the Met.
- *The Met is in danger of losing its way – consent is broken:* The Met's key values and principles have not been front and centre of its strategic or operational approach internally or externally.

### Recommendations:

The report made a series of recommendations to address the enormity of reform that must happen next:

- A new, independent multi-disciplinary team of officers and staff should be brought in to reform how the Met deals with misconduct cases, with a particular focus on sexual misconduct, domestic abuse and discrimination.
- The Met should embed and enforce the highest policing ethical values and standards across all its systems and management, from recruitment and vetting through supervision and the misconduct process.
- Vetting standards should be changed with immediate effect to guard against those who intend to abuse the powers of a police officer.
- Some of the worst cultures, behaviours and practices identified by the Review have been found in the specialist firearms units. The Commissioner should introduce immediate changes to address concerns with the Parliamentary and Diplomatic (PaDP) and Specialist Firearms (MO19) Commands.
- The Government should expedite providing the Commissioner with new powers to support his efforts to rapidly reform and clean up the Met.
- The policy prioritisation of violence against women and girls has not been made an operational reality and women and children do not get the protection and support they deserve. As a result the Met should radically reform and re-specialise Public Protection teams, including the establishment of new specialist 'Soteria' teams to deal with rape and serious sexual offences. The Met should also aim to specialise its domestic abuse service to create more victim-centred approaches and work more closely and in a more integrated way with non-police specialist domestic abuse services.
- The Met should create an overarching children's strategy for London to address concerns about its child protection and safeguarding practices.
- Public respect has fallen to a low point, and the Met should be reformed so that the Peelian principles of policing by consent are its guiding principles.
- The Met should introduce a new process with Londoners to apologise for past failings and rebuild consent, particularly with communities where this is most at risk.
- The use of stop and search in London needs a fundamental reset.

## Domestic abuse. It's all our business.



- The Met should build a frontline police service which is as revered and well-resourced as its central specialist teams. There should be more transparency from BCU Commanders, and the Met should recognise trauma and desensitisation in its officers as a corporate responsibility.
- Londoners' voices are missing from how London is policed. A new borough-based approach should be put in place allowing for greater transparency and challenge.
- The Commissioner and Deputy Commissioner should bring in new specialist expertise from outside the Met in permanent, rather than advisory roles to support them to overhaul the management of the organisation.
- A new governance structure should be introduced to oversee and scrutinise the changes needed.
- The Met and the Mayor of London should commission independent progress reviews after two years and again after five years. A number of key measures should be used to test whether the reforms are being delivered at the scale and pace required.

You can find the full report [here](#).

*Resource created: April 2023*