

Inclusion Strategy

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Introduction

Our ambition is to be the most trusted, effective and professional police service in the world. Achieving that ambition requires a culture, workforce and service capable of understanding, serving and protecting one of the world's most diverse cities. Inclusion is not separate from the mission of policing; it is essential to delivering it.

Every day we are asked to make difficult decisions, protect vulnerable people, investigate complex crimes, bring offenders to justice and maintain public trust. To do this successfully, we must understand the communities we serve, attract and retain talented people, make fair and effective decisions, and maintain the confidence of Londoners.

This Inclusion Strategy is therefore not an end. Its practical purpose is to help the MPS become more effective at preventing crime, protecting the vulnerable and bringing offenders to justice. Inclusion is not an alternative to operational policing; it is a critical enabler of it. Our commitment to inclusion is founded on four principles.

1. Policing by Consent Requires Inclusion

British policing is founded on the Peelian principle of policing by consent. Peel and the first Commissioners of the Met in the 1830s spoke of public approval, respect, and cooperation as well as impartial service to the law. They recognised then, as now that the legitimacy of policing depends on public trust.

London is one of the most diverse cities in the world. To maintain legitimacy in such a city, we must be capable of understanding different communities, recognising different experiences and engaging effectively with people from all backgrounds. Inclusion strengthens our ability to communicate, build relationships and police with fairness, respect and impartiality.

2. Trust and Confidence Are Essential to Fighting Crime

The public are one of policing's most important partners. We rely on victims reporting crimes, witnesses coming forward, communities sharing information and the public engaging with us to prevent harm and keep people safe.

Research consistently shows that trust, confidence and legitimacy influence public willingness to cooperate with policing. When people believe they will be treated fairly, respectfully and impartially, they are more likely to engage with the police and support our work. A police service that is trusted by all communities is therefore better able to identify offenders, protect victims, safeguard vulnerable people and reduce crime. The College of Policing's evidence on public confidence highlights the importance of fair treatment, respectful interactions, procedural justice and ethical decision-making in building that trust.

3. Inclusive Organisations Perform Better

There is a substantial body of evidence demonstrating that organisations perform better when they can attract, develop and retain talent from diverse backgrounds and create environments where people feel able to contribute fully. Diverse and inclusive organisations benefit from broader perspectives, stronger decision-making, improved innovation and more effective problem solving.

In policing, these benefits are operational as well as organisational. Effective policing requires sound judgement, constructive challenge, critical thinking and the ability to understand complex and evolving situations. A workforce that reflects a broad range of experiences and perspectives is better equipped to make high-quality decisions and serve London's communities effectively. Creating an inclusive workplace is therefore fundamental to building a workforce capable of delivering the highest standards of service and achieving the ambitions of A New Met for London.

4. We Have a Legal and Professional Duty to Act

Promoting inclusion and addressing discrimination is not optional. The Equality Act 2010 and Public Sector Equality Duty require public authorities to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between different groups. For the MPS, these responsibilities align directly with our professional obligations to uphold the rule of law, act fairly and deliver policing without fear or favour. Meeting these duties requires us to continually examine our systems, decisions and services to ensure they are fair, evidence-based and capable of serving all Londoners effectively.

Our Commitment

The Metropolitan Police Service exists to prevent crime, protect the vulnerable and pursue those who cause harm. This Inclusion Strategy supports that mission. It is designed to help us become a more trusted, effective and capable police service by strengthening the relationship between the MPS and the communities we serve, improving the experiences of our workforce, and ensuring that fairness, respect and accountability are embedded in the way we make decisions and deliver services.

Our commitment to inclusion is therefore a sustained commitment to better policing. It is about building an organisation that is trusted by Londoners, valued by its workforce and relentless in its pursuit of protecting the public, reducing crime and bringing offenders to justice.

Scope of the Strategy

This strategy is intended to improve outcomes for the communities we serve by strengthening the organisational systems, processes, behaviours and decisions that shape experiences of policing. It focuses on key areas of public-facing policing, including police powers, victim experiences and responses to harms that disproportionately affect particular communities. Whilst many inequalities are influenced by wider societal factors, the strategy concentrates on those areas where the MPS can make the greatest difference through its own decisions, policies, services and organisational practices.

This same approach is applied to the workforce, focusing on the employee lifecycle and the organisational systems that influence recruitment, development, progression, leadership and workplace experiences. As such, the strategy applies to everyone who plays a role in shaping the culture, decisions and services of the MPS, including police officers, police staff, volunteers and leaders at every level of the organisation.

Why an Inclusion Strategy?

The Metropolitan Police Service has made significant progress in recent years. Governance and accountability have been strengthened, workforce representation has improved, scrutiny arrangements have expanded, professional standards processes have been reformed, and the organisation has developed a stronger understanding of disproportionality, workforce experiences and community confidence.

However, disparities in workforce experiences and policing outcomes continue to exist, public confidence is not experienced equally across all communities, and some groups continue to experience disproportionate levels of harm, victimisation and vulnerability. Evidence from the Baroness Casey Review¹, Dr Daniels' 30 Patterns of Harm², organisational analysis and wider research demonstrates that many of these challenges are interconnected and influenced by common organisational systems, processes and decisions.

The Inclusion Strategy has therefore been designed to provide a single organisational framework through which these issues can be understood and addressed collectively. Rather than treating challenges as isolated problems affecting separate groups, it focuses on improving the organisational systems, decisions and conditions that shape experiences and outcomes across both workforce and community settings.

1 Casey, L. (2023). Baroness Casey Review Final Report. An independent review into the standards of behaviour and internal culture of the Metropolitan Police Service.

2 Daniels, S. (2025, November 7). 30 Patterns of Harm: A structural review of systemic racism within the London Metropolitan Police Service. HR Rewired.

<https://www.hr-rewired.com/articles/30-patterns-of-harm-met-racism-review>

This approach also recognises that people do not experience policing or the workplace through a single aspect of their identity. Experiences are often shaped by the interaction of multiple characteristics, circumstances and life experiences. An inclusion approach provides a stronger foundation for understanding these experiences whilst retaining a clear focus on those groups experiencing the greatest disparities, harms or barriers. Adopting an inclusion approach does not reduce the focus on race, disability, sex, faith, sexual orientation or other protected characteristics. Rather, it provides a common framework through which these issues can be understood, connected and addressed, whilst maintaining targeted activity where evidence identifies specific harms, barriers or unequal outcomes.

Our Ambition

Vision

A police service that earns trust through fairness, respect, empathy and accountability; where all Londoners receive equally effective policing, and where all colleagues feel valued and able to thrive.

Objectives

Community Objectives

1. Improve the policing response to hate crime by improving victim experiences, strengthening investigations and providing enhanced protection to communities facing the greatest levels of hate-related harm, threat and vulnerability.
2. Improve the quality, fairness and accountability of policing encounters, ensuring police powers are used in ways that strengthen trust, confidence and legitimacy.
3. Improve the experiences of victims and vulnerable people by delivering positive outcomes, high-quality investigations, effective safeguarding and victim-centred support that encourages future reporting and engagement with policing.
4. Strengthen the policing response to serious crime and community harms, improving outcomes, reducing vulnerability and increasing confidence amongst those communities most affected.

Workforce Objectives

5. Strengthen representation across the organisation by identifying and removing barriers for those most affected.
6. Ensure fair and transparent access to personal and career development.
7. Improve fairness and consistency in formal performance and assessment processes, by identifying and addressing disparities in outcomes and increasing confidence in organisational decisions.
8. Ensure people processes are trusted and effective, encouraging reporting, supporting the fair and transparent resolution of workplace concerns, and increasing confidence in how those concerns are managed and addressed.

Cross-Cutting Objective

9. Improve data capture and data insights to improve accountability, identify and reduce disproportionality.

Our commitment to Anti-racism

In New Met for London the MPS committed to becoming an anti-racist organisation - as part of the Inclusion Strategy we are re-affirming our commitment to becoming anti-racist. Anti-racism is the commitment to identifying, challenging and addressing racism, racial discrimination and racial inequity wherever they exist³. It is insufficient for the police who stand for rule of law, to be passively non-racist. The law and our duties require us to be proactive. For the MPS, becoming an anti-racist organisation requires action at three connected levels.

1. We will identify and address racist behaviour, attitudes and conduct wherever they occur within the organisation. Racist behaviour is fundamentally incompatible with the standards expected of police officers and police staff.
2. We will identify and address the organisational systems, policies, processes and decisions that contribute to racial disparities and unequal outcomes, recognising that racism is not always expressed through individual behaviour alone.
3. We will use policing to tackle racism and reduce the criminal harms that disproportionately affect Black and Ethnic Minority communities, including hate crime and other forms of victimisation.

Becoming an anti-racist organisation requires sustained action to improve both individual accountability and organisational systems. The MPS is equally committed to addressing discrimination, disadvantage and unequal outcomes affecting other protected characteristics, recognising that people may experience multiple and overlapping barriers that influence their experiences and outcomes.

What We Have Learned

The MPS has benefited from significant challenge and learning in recent years from the Baroness Casey Review, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspections, community engagement, workforce surveys, organisational analysis and the development of Dr Daniels' 30 Patterns of Harm.

Several consistent themes have emerged. Many of the challenges facing the organisation are shaped by systems, processes and institutional practices rather than isolated incidents. Activity alone does not necessarily lead to improved experiences, trust or confidence. Sustainable change requires stronger accountability, better use of evidence, clearer ownership and a focus on the organisational conditions that influence outcomes.

These lessons have directly informed the development of the Inclusion Strategy, which focuses on improving the systems, decisions and experiences that most influence outcomes for both colleagues and Londoners.

³ Cambridge Dictionary. (2023, April 19). Anti-racism. <https://dictionary.cambridge.org/dictionary/english/anti-racism>

A Note on the Evidence Base

The evidence base supporting this strategy is stronger for some protected characteristics than others. Race and gender are supported by more complete workforce, operational and public insight data, enabling a more detailed understanding of experiences, outcomes and disparities. By contrast, limited data availability for some other protected characteristics can constrain our ability to identify issues, understand causes and target interventions with the same level of confidence. Improving the quality, completeness and use of equality data is therefore an important part of the Inclusion Strategy and will strengthen our ability to identify and address disparities across all protected characteristics over time.

From Evidence to Action

The Inclusion Strategy was developed using a Theory of Change approach. We began by defining the outcomes we are seeking to achieve for Londoners and colleagues, including fairer experiences, reduced disparities, improved trust and confidence, and better policing outcomes. Following this, potential priorities were assessed against a common set of principles. They were required to be evidence-led, address underlying causes rather than symptoms, align with existing organisational responsibilities and provide opportunity for measurable improvement.

The evidence identified a broad range of inclusion-related challenges across both the workforce and the communities we serve. However, meaningful change requires prioritisation. Rather than attempting to address every issue simultaneously, we focused on the areas where evidence suggested the greatest levels of harm, barriers or disparity, and where intervention was most likely to improve outcomes. These priorities were selected because they provide opportunities to influence wider organisational systems and deliver broader benefits.

This process helped the organisation focus on the areas where it can have the greatest influence. The result is a strategy centred on nine strategic objectives, supported by seven cross-cutting strategic pillars that represent the organisational systems most likely to influence workforce experiences, policing outcomes, trust and confidence. By concentrating effort on a manageable number of high-impact priorities and strengthening the systems that sit behind them, the strategy seeks to create more sustainable improvements for both colleagues and Londoners.

System Reform Pillars

The Inclusion Strategy is built around seven System Reform Pillars. These pillars represent the organisational systems through which change will be delivered. Every action within the strategy is aligned to one or more pillars, ensuring that improvement activity is focused on reforming the systems, processes and decisions that shape workforce experiences, policing outcomes, trust and confidence.

Scrutiny: Strengthen accountability through independent scrutiny, challenge and meaningful community involvement. In doing this, we will improve learning, transparency and confidence amongst London's communities and our workforce.

Data: Use data, insight and evidence to strengthen accountability, improve decision-making and drive continuous improvement. In doing this, we will create greater visibility of experiences and outcomes and ensure decisions are informed by evidence.

Leadership: Strengthen leadership capability and accountability at every level of the organisation. In doing this, we will develop leaders who create inclusive environments, make fair decisions and challenge inappropriate behaviour, improving workforce experiences, trust and organisational performance.

People Processes: Improve fairness and consistency across the employee lifecycle. In doing this, we will remove barriers and ensure opportunities are based on merit, capability and potential.

Decision-Making: Improve decision quality by embedding inclusive, evidence-informed and accountable decision-making approaches. In doing this, we will reduce disparities, strengthen accountability and improve outcomes.

Victim Experience: We will improve victim experiences by designing services that are inclusive, accessible and responsive to different needs. In doing this, we will deliver better outcomes for victims and ensure that every victim receives the support, safeguarding and service they need.

Police Powers: We will strengthen the way police powers are governed, used and scrutinised. In doing this, we will ensure police powers are used lawfully, fairly and consistently, strengthening trust and legitimacy.

Community Objectives

Improve the policing response to hate crime by improving victim experiences, strengthening investigations and providing enhanced protection to communities facing the greatest levels of hate-related harm, threat and vulnerability.

Focus Area 1: Hate Crime

Hate crime is influenced by wider societal attitudes, prejudice and behaviours that policing alone cannot prevent or eliminate. However, we are responsible for ensuring that victims receive a professional, empathetic and effective service, and that investigations are conducted thoroughly, fairly and consistently.

For many victims, the impact of hate crime extends beyond the immediate offence. Hate crime can affect a person's sense of safety, belonging and confidence within their community. The quality of the police response therefore plays a critical role not only in securing justice, but also in supporting victims and maintaining confidence in policing.

We must understand and address barriers to reporting, improve the quality of investigations and ensure victims feel supported throughout their journey. Building confidence amongst communities most affected by hate crime is essential if we are to encourage reporting, reduce hidden harm and improve outcomes.

Public Attitude Survey findings show that 23% of Londoners believe hate crime is a problem in their local area, with the highest levels of concern reported amongst LGBT+ and Jewish Londoners. Reports of hate crime have continued to increase. Across all protected characteristics, recorded hate crime increased by 5% over the last year, including substantial increases in reports of Antisemitic (148%) and Islamophobic offences (71%).

Victim satisfaction data also demonstrates the need for improvement. The MOPAC User Satisfaction Survey found that hate crime victims are the least satisfied victim group, with satisfaction levels of 58%, lower than victims of other crime types. Feedback from LGBT+ Londoners highlighted concerns around investigations not being taken seriously, experiences of victim-blaming and feeling judged during the investigative process.

Whilst all communities deserve an effective, consistent and victim-centred response to hate crime, the data highlights the particularly acute impact of antisemitic offending on London's Jewish communities. In addition to experiencing some of the highest levels of hate crime relative to population size, Jewish communities can also face a more complex threat picture, including activity motivated by extremist ideologies and other hostile actors. This requires a policing response that combines high-quality investigations, protective security, targeted enforcement and community engagement.

Counter Terrorism Policing has also investigated several incidents targeting Jewish communities, including attacks and activity motivated, inspired or influenced by extremist ideologies. These threats have required specialist investigative responses and demonstrate the importance of maintaining robust protective security and threat management arrangements.

Building on Progress

The introduction of new performance dashboards has strengthened local oversight and accountability, contributing to an increase in positive outcomes for hate crime investigations from 10.5% between November 2024 to April 2025 to 19% between November 2025 to April 2026. This has improved outcomes for victims and strengthened organisational understanding of investigative performance.

We have also invested in improving officer capability and understanding. Working alongside Inclusion London, we co-designed hate crime training that has been recognised as national best practice, helping officers better understand lived experience and respond more effectively to victims from diverse communities.

Accessibility improvements have also strengthened our service. The introduction of British Sign Language (BSL) interpretation services within both 101 and 999 contact channels has improved access for Deaf and hard of hearing Londoners, and reduced barriers to reporting crime.

Working in partnership with MOPAC, we have strengthened victim support through the automation of Communities Against Hate (CATCH) referrals and increased use of Community Impact Statements, helping ensure victims receive support more quickly and that the wider impact of hate crime on communities is reflected within investigations and decision-making.

For London's Jewish community, through intelligence-led investigations and targeted operational activity, we have disrupted antisemitic and terrorism-related threats, improved safety and reducing risk for communities across London. We have strengthened our ability to identify emerging threats, progress investigations and intervene earlier where risks are identified, reinforcing confidence that offences and threats are taken seriously.

Protective security arrangements have also been enhanced across vulnerable locations. We have delivered timely threat information, security advice and protective measures, helping communities improve their resilience and preparedness whilst reducing opportunities for harm. The establishment of the Community Protection Team, supported by £100 million of Home Office investment over three years, has further strengthened visible reassurance, proactive protection and targeted enforcement activity to improve community safety.

What We Will Do

We will improve the quality of hate crime investigations and deliver a victim-centred service that builds trust, confidence and engagement with policing.

We will:

- **Scrutiny:** Improve the quality of hate crime investigations, increasing positive outcomes and ensuring victims receive an effective service.
- **Victim Experience:** Improve victim confidence by providing an inclusive and supportive service that keeps victims informed and engaged throughout the investigative process.
- **Victim Experience:** Increase the accessibility of hate crime reporting and support services, ensuring individuals can report incidents and access assistance in ways that meet their needs.
- **Decision-Making:** Continue to build the capability, confidence and cultural competence of our workforce to recognise, investigate and respond effectively to all forms of hate crime.
- **Police Powers:** Strengthen protective security, prevention and resilience activity to reduce harm and improve safety at vulnerable locations and within affected communities.

How We Will Measure Success

- Improved hate crime investigation quality and consistency.
- Improved hate crime positive outcome rates.
- Reduced victim withdrawal from hate crime investigations.
- Increased referrals to, and engagement with, victim support services.
- Improved victim satisfaction and confidence in hate crime investigations, overall and specific to Jewish, Muslim, LGBT+, and Disabled Londoners.
- Increased confidence amongst communities facing elevated levels of hate crime and targeted threat activity that they are protected, supported and taken seriously by policing.

Improve the quality, fairness and accountability of policing encounters, ensuring police powers are used in ways that strengthen trust, confidence and legitimacy.

Focus Area 2: Use of Force

Context

Police officers will sometimes need to use force and other policing powers to protect the public, prevent crime and respond to situations where there is an immediate risk of harm. The use of these powers is an essential part of policing and, in many cases, helps keep both officers and communities safe.

While we cannot eliminate all situations where force is necessary, we are responsible for ensuring that police powers are used lawfully, proportionately and respectfully. This includes ensuring that officers can justify their decisions, that encounters are subject to appropriate oversight and scrutiny, and that learning is used to continuously improve the quality of interactions with the public.

The way police powers are experienced can have a significant impact on trust and confidence. Evidence consistently shows that public confidence is shaped not only by whether a power is used lawfully, but also by the quality of the encounter itself. Communication, explanation, professionalism and respect all influence whether people view police actions as legitimate and fair.

Recent public confidence data highlights the importance of this issue. In the most recent Public Attitude Survey (Q4 2025/26), only 53% of Londoners reported confidence that police use Stop and Search fairly. This represents the lowest result recorded since the survey began in 2016 and follows two consecutive quarters of declining confidence.

Confidence is lower amongst some communities. Black Londoners are 17 percentage points less likely than average to believe that Stop and Search is used fairly, whilst Mixed Ethnicity Londoners are 19 percentage points less likely, and LGBT+ Londoners are 14 percentage points less likely.

Operational data also highlights the need for continued focus on disproportionality and vulnerable groups. National statistics show that within the MPS force area, use of force tactics were applied to people from Black Ethnic groups at a rate 3.5 times higher than those from White Ethnic groups⁴. People with suspected mental health conditions also remain more likely to experience Taser deployments⁵, reinforcing the need to understand the experiences of vulnerable groups and address potential risks associated with intersectional vulnerabilities.

4 Office, H. (2025, November 20). Police use of force statistics, England and Wales: April 2024 to March 2025. [GOV.UK. https://www.gov.uk/government/statistics/police-use-of-force-statistics-april-2024-to-march-2025/police-use-of-force-statistics-england-and-wales-april-2024-to-march-2025](https://www.gov.uk/government/statistics/police-use-of-force-statistics-april-2024-to-march-2025/police-use-of-force-statistics-england-and-wales-april-2024-to-march-2025)

5 SIU Taser Report, Publication Pending 2026

These differences do not, in themselves, explain why disproportionality exists. However, they do highlight the importance of robust scrutiny, high-quality decision-making and a strong understanding of how different communities experience police powers. Addressing these issues is critical to strengthening trust, confidence and legitimacy.

Building on Progress

Following recommendations from HMICFRS, enhanced training and guidance have improved the quality of Stop and Search encounters. The proportion of searches assessed as having reasonable grounds increased from 75.9% to 94.6%, strengthening both the quality of decision-making and public confidence in the legitimacy of searches. Further, since June 2025, every Taser deployment has also been subject to review, improving accountability, consistency and organisational learning.

Improvements in decision-making are also reflected in operational outcomes. Between June 2025 and May 2026, officers conducted almost 20% more stop and searches than in the previous year, yet criminal detection rates remained at record levels. In June and July 2026, more than one third (36%) of stop and searches detected criminality, the highest rate recorded by the MPS. Historically, increases in stop and search activity have often been associated with lower detection rates; however, recent performance suggests officers are making increasingly precise and intelligence-led interventions. In the last year alone, stop and search helped officers seize more than 3,800 weapons and identify illegal drugs on over 27,800 occasions, demonstrating that more effective and targeted use of powers can support both public safety and public confidence.

The Stop and Search Charter⁶, shaped by the views of more than 8,500 Londoners, introduced the QuEST tool to improve the quality of encounters and strengthen trust through better communication, explanation and professionalism during interactions with the public.

Alongside this, improvements to officer training have strengthened communication, de-escalation and use of force decision-making. Enhancements to Public and Personal Safety Training, are helping officers resolve incidents more effectively and reduce the need for force where appropriate. Additional training relating to Stop and Search and Autism is also being rolled out across the organisation.

We have also strengthened transparency. Through Operation Orion, the MPS introduced its first consistent vehicle stop recording process, creating a pan-London dataset with enhanced ethnicity recording. This provides greater oversight, improved transparency and a stronger understanding of community experiences.

Significant progress has also been made in reducing the use of the most intrusive powers. The use of More Thorough Intimate Parts (MTIP) searches reduced from 2,437 in 2022 to 850 in 2025, whilst detection rates increased over the same period, demonstrating that a more targeted and proportionate approach can both improve outcomes and strengthen public confidence.

6 MPS. (2025). The Stop & Search Charter.
<https://www.jurist.org/news/wp-content/uploads/sites/4/2025/02/Stop-and-Search-Charter.pdf>

What We Will Do

We will improve the quality, fairness and accountability of policing encounters, ensuring police powers are used in ways that strengthen trust, confidence and legitimacy.

We will:

- **Police Powers:** Strengthen public trust and confidence through greater transparency, engagement and communication about how police powers are used and the safeguards that exist to support accountability.
- **Data:** Use data and supervisory oversight to identify patterns of outlier behaviour, including disproportionate use of tactics such as handcuffing, ensuring early intervention, learning and accountability where concerns are identified.
- **Scrutiny:** Build on the success of the QuEST framework by extending its use across other police powers, creating a more consistent approach to delivering high-quality encounters, and supervisor scrutiny.
- **Decision-Making:** Continue to develop a highly skilled workforce capable of resolving incidents safely, minimising the use of force where possible and delivering respectful, professional interactions with all communities.

How We Will Measure Success

- Increased public confidence in the fair and proportionate use of police powers.
- Improved Quality of Encounter (QuEST) scores across police powers.

Focus Area 3: Intrusive Powers in Custody

Context

Intrusive powers may sometimes be necessary to protect evidence, safeguard individuals and support the investigation of crime. These powers form an important part of policing and can be essential in managing risk, protecting vulnerable people and securing justice.

While we cannot eliminate the need to use intrusive powers in some circumstances, we are responsible for ensuring that decisions are lawful, necessary and proportionate, and that individuals are treated with dignity and respect throughout their time in custody. This includes ensuring that robust safeguards are in place, that vulnerability is recognised and responded to appropriately, and that decisions are subject to effective oversight and scrutiny.

Recent analysis identified disproportionality in the use of strip search powers within custody. Strategic Insight Unit analysis found that Black detainees were 1.12 times more likely to be strip searched than White detainees, increasing to 1.5 times more likely amongst children aged 10–17 years⁷.

The evidence also highlights the importance of understanding vulnerability within custody environments. Research into neurodiversity screening suggests that a significant proportion of detainees may be neurodiverse without having received a formal diagnosis. For detainees arrested for drug offences, approximately 50% screened positively for ADHD indicators, whilst around 5% screened positively for indicators associated with Autism⁸. Despite this, custody processes are not always adapted consistently to meet the needs of neurodivergent detainees.

Public confidence has also been affected by concerns relating to custody. Public Attitude Survey data showed a significant decline in trust following the Panorama documentary that highlighted serious concerns relating to custody practices and culture. Public confidence subsequently fell to below 60%, demonstrating the importance of maintaining high standards, effective oversight and public transparency.

Building on Progress

HMICFRS inspections have identified examples of good practice within MPS custody environments, including the consistent involvement of appropriate adults for vulnerable detainees at an early stage of the custody process. We have also improved the accessibility of custody communications, helping detainees better understand custody procedures, their rights and the support available to them.

Recognising the importance of supporting vulnerable individuals, we are redesigning custody environments to create calmer and more supportive spaces, helping reduce distress and improve the experience of detainees with additional needs.

We have also sought to improve public understanding and transparency. Dedicated video resources have been developed for children and vulnerable individuals, helping explain custody processes and strip search procedures in an accessible manner and increasing public understanding of the safeguards that exist.

Following the Supreme Court judgment relating to the searching of transgender detainees, we introduced clear guidance and dedicated consent processes to support dignity, consistency and lawful decision-making.

Alongside these improvements, we have strengthened our approach to risk assessment. Working in partnership with Newcastle University, we developed HELP-PC, the first clinically informed custody risk assessment tool of its kind. The tool is designed to improve the identification of vulnerability, strengthen safeguarding and enhance safety outcomes within custody. Following its success, the approach is now being adopted nationally.

⁷ SIU Research paper, not published

⁸ Brown, D., Procyshyn, T. L., Allison, C., Neyroud, E., & Baron-Cohen, S. (2025). Neurodiversity in custody: screening results for ADHD and autistic traits in individuals arrested by the London metropolitan police. *Criminal Behaviour and Mental Health*, 35(6), 327-333.

What We Will Do

We will ensure intrusive custody powers are used fairly, consistently and proportionately, whilst strengthening safeguards for vulnerable detainees and improving public confidence in custody decision-making.

We will:

- **Data:** Improve understanding of disproportionality in the use of intrusive custody powers and take action where evidence identifies unexplained differences in outcomes.
- **Scrutiny:** Strengthen scrutiny, governance and independent oversight of custody decision-making to improve accountability, transparency and public confidence.
- **Police Powers:** Expand the use of technology and innovation, including alternatives to intrusive search practices, to reduce reliance on the most intrusive powers while maintaining operational effectiveness and public safety.
- **Decision-Making:** Improve the identification and support of vulnerable detainees, including neurodivergent individuals and those with additional communication or safeguarding needs.
- **People Processes:** Ensure custody environments, processes and decision-making are designed to promote dignity, fairness and equitable treatment for all detainees.

How We Will Measure Success

- A reduction in disproportionality associated with the use of strip search powers.
- Improved consistency in decision-making relating to intrusive custody powers across custody suites.
- Improved identification and support of vulnerable and neurodivergent detainees.
- Improved outcomes and experiences for detainees with additional vulnerabilities and support needs.

Focus Area 4: Public Order Policing

Context

Public trust and confidence are shaped by a wide range of factors, including personal experiences, historical events, media reporting and information shared online. Public order policing often takes place in highly visible environments, attracting significant public scrutiny and shaping perceptions of fairness, legitimacy and impartiality.

We are responsible for acting in line with legislation passed by Parliament, fairly and impartially, being transparent about our decisions and performance, and providing accurate information that helps communities understand how and why policing decisions are made.

The operational environment for public order policing has become increasingly complex. Demand relating to protests and public order events has grown significantly, with central aid demand increasing by 15.5% and some events generating demand peaks of more than 250% above normal levels. Much of this activity has been driven by geopolitical tensions, community tensions and increases in protest activity across London.

At present, we do not consistently capture all the information needed to fully understand the longer-term impact of public order policing on community confidence and community tensions. Strengthening this understanding is essential if we are to maintain legitimacy, improve transparency and respond effectively to emerging risks.

Building on Progress

We have successfully delivered a high volume of public order and protest operations across London, maintaining safe, effective and proportionate policing while supporting the rights, freedoms and safety of all communities.

Throughout this period, our use of police powers has remained aligned to legal thresholds and the National Decision Model, helping ensure policing decisions are fair, proportionate and accountable. Despite the scale, complexity and visibility of many events, complaint levels have remained low, reflecting the professionalism of officers and staff involved in these operations.

We have also strengthened our engagement with communities before, during and after major events. This includes improving our understanding of the cumulative impact of repeated protest activity on affected communities and incorporating these considerations into operational planning and decision-making.

What We Will Do

We will transparently demonstrate fair and impartial policing while strengthening public understanding of operational decision-making and countering misleading narratives that undermine trust and confidence.

We will:

- **Scrutiny:** Improve our understanding of the impact that public order operations have on different communities, ensuring community confidence, legitimacy and wellbeing are considered within operational decision-making.
- **Decision-Making:** Increase transparency around policing decisions, helping communities better understand how and why decisions are made during public order and protest operations.
- **Data:** Use operational learning, community feedback and performance evidence to continuously improve public order policing and strengthen accountability.

How We Will Measure Success

- Increased public understanding of operational decision-making.
- Increased use of community insight and engagement to inform operational planning.

Improve the experiences of victims and vulnerable people by delivering high-quality investigations, effective safeguarding and victim-centred support that encourages future reporting and engagement with policing.

Focus Area 5: Domestic Abuse

Context

Domestic abuse often involves complex and ongoing patterns of coercion, control and harm that can make it difficult for victims to seek help, engage with services or support criminal justice outcomes. Victims may experience repeated abuse over extended periods, face barriers to leaving abusive relationships, or be reluctant to engage with authorities due to fear, dependency or previous experiences.

While policing cannot control all the circumstances that contribute to domestic abuse, we are responsible for identifying risk, safeguarding victims, conducting high-quality investigations and ensuring that everyone who reports abuse receives a professional, compassionate and effective service.

Analysis shows that women report domestic abuse at higher rates than men across all ethnic groups, with particularly high reporting rates amongst Black women aged 18–24. However, domestic abuse affects individuals from all backgrounds and communities. National research undertaken by Galop found that 11% of LGBT+ people experienced domestic abuse from a partner within the previous year, rising to 17% amongst Ethnic Minority LGBT+ individuals⁹.

The scale and severity of harm associated with domestic abuse remains significant. In 2025 there were 28 domestic homicides, the highest number recorded since 2018. This included 13 intimate partner homicides, all involving female victims, and 15 intrafamilial homicides.

Building on Progress

Between April and September 2025, the MPS achieved a positive outcome rate of 12.4%, representing an increase of 5.6 percentage points compared with the previous year. This improvement reflects a sustained focus on investigative quality and victim safeguarding.

Innovation has also enabled us to respond more quickly to victims. The Rapid Video Response (RVR) trial allowed victims to speak with an officer within an average of three minutes of making contact, resulting in approximately twice as many arrests compared with comparable cases. Importantly, 78% of victims reported feeling reassured following the service.

We have strengthened our understanding of victim experiences through the introduction of a trauma-informed victim survey, helping us identify opportunities for improvement and ensure victim voices are reflected in future service design.

New technology is also improving investigative outcomes. The introduction of cross-polarisation imaging technology, which captures bruising more effectively on darker skin tones, has strengthened evidence gathering and victim support. During the pilot phase, the technology was used on 40 occasions and supported a 53% charge rate.

Workforce capability has also improved. More than 22,500 frontline officers have received domestic abuse training, strengthening awareness of risk, safeguarding responsibilities and victim needs.

Through Operation Crowdsing, triage teams have now been introduced within every Community Safety Unit, ensuring that all new domestic abuse reports are reviewed within 24 hours, enabling earlier safeguarding and more effective risk management.

⁹ LGBTQ+ | reducing the risk. Retrieved 28 August 2026, from <https://reducingtherisk.org.uk/lgbtg/>

What We Will Do

We will improve the experiences of domestic abuse victims by strengthening safeguarding, increasing perpetrator accountability and delivering a more victim-centred response.

We will:

- **Victim Experience:** Deliver a victim-centred service that strengthens trust, confidence and engagement throughout the investigative and safeguarding process.
- **Police Powers:** Continue the roll out of Operation Sallus: Identifying, managing and disrupting the highest-harm perpetrators, make better use of protective orders to reduce repeat victimisation and improve victim safety.
- **Data:** Strengthen partnerships across policing, local authorities, health services and specialist support organisations to create a more coordinated response to domestic abuse.
- **Data:** Use victim feedback, performance data and partner insight to continuously improve services and better understand barriers to reporting, engagement and support.

How We Will Measure Success

- Increased early safeguarding interventions prior to repeat incidents.
- Improved victim satisfaction and confidence in the policing response to domestic abuse.
- Increased victim referral to support services.
- Reduced victim withdrawal from investigations.
- Increased proportions of the highest-risk perpetrators subject to active intervention plans.

Focus Area 6: Rape and Serious Sexual Offending

Context

Victims of rape and serious sexual offences (RASSO) may face significant barriers to reporting and engaging with the criminal justice system, including trauma, fear, stigma and concerns about how their experience will be understood. These barriers can affect whether offences are reported, victims remain engaged with investigations and feel supported throughout the criminal justice process.

While policing cannot influence every factor that contributes to victimisation or an individual's decision to report, we are responsible for delivering thorough, victim-centred investigations and ensuring that victims are treated with dignity, empathy and respect throughout their engagement with the MPS.

Analysis of reported offences indicates differences in victimisation and reporting across communities. Strategic Insight Unit analysis found that Black women report rape at approximately twice the rate of Asian and White women, whilst women report rape more frequently than men across all ethnic groups¹⁰. Research commissioned by MOPAC into trust and confidence amongst LGBT+ Londoners also identified male rape as an area of concern, highlighting the importance of ensuring services are accessible and responsive to all victims.

The wider impact of violence against women and girls is reflected in public confidence data. MOPAC's 2025 Public Attitudes Survey on Violence Against Women and Girls found that 78% of men reported feeling safe walking home alone at night, compared with 57% of women and 47% of disabled women.

Significant under-reporting also remains a challenge. Research suggests that only around 20% of rape offences may be reported to police¹¹, indicating substantial hidden demand and highlighting the importance of building confidence amongst victims and communities.

Building on Progress

Performance has improved substantially in recent years. The MPS now sits within the top quartile of police forces for rape charge rates, having previously been in the bottom quartile in 2022. Positive outcomes have also increased, rising from 8.5% between April and September 2024 to 16% in 2026.

We have strengthened investigative capability through the implementation of Operation Soteria¹², embedding a victim-centred and suspect-focused approach to rape investigations. Mandatory Soteria Continuing Professional Development was launched in 2025 for more than 700 RASSO investigators and has subsequently been delivered more widely across the organisation.

Workforce capability continues to improve through specialist training. Through Operation Atlas, officers are receiving training in digital forensic investigation techniques, helping strengthen evidence gathering and investigation quality. We have also committed to achieving compliance with the Specialist Sexual Assault Investigation Development Programme (SSAIDP) by 2029, with current compliance standing at approximately 15%.

We have strengthened case quality through close partnership working with the Crown Prosecution Service. Robust governance arrangements are now in place across RASSO investigations, and joint training on disclosure and case building has been delivered to more than 90% of supervisors within RASSO units.

¹⁰ SIU report, unpublished

¹¹ Rape Crisis England and Wales. (2024). Statistics about sexual violence and abuse. Rape Crisis England & Wales. <https://rapecrisis.org.uk/get-informed/statistics-sexual-violence/>

¹² NPCC. (2024). Operation Soteria – transforming the investigation of rape. Police.Uk. <https://www.npcc.police.uk/our-work/violence-against-women-and-girls/operation-soteria/>

What We Will Do

We will improve victim experiences and investigative outcomes by delivering consistently high-quality, trauma-informed responses to rape and serious sexual offences.

We will:

- **Police Powers:** Trial and roll out problem-solving approaches to prevent RASSO offences.
- **Victim Experience:** Deliver a trauma-informed and victim-centred service that understands experiences, promotes trust, and enables sustained engagement throughout investigations.
- **People Processes:** Continue to improve investigative quality through workforce development, professional accreditation and continuous learning aligned to the principles of Operation Soteria.

How We Will Measure Success

- Increased use of evidence-based prevention interventions.
- Improved victim confidence and satisfaction with the policing response to RASSO offences.
- Improved quality and consistency of RASSO investigations.

Focus Area 7: Missing Persons

Context

People go missing for a wide range of reasons, often linked to complex vulnerabilities such as exploitation, mental ill health, family breakdown, abuse, substance misuse, cognitive impairment or living in care and institutional settings. While policing cannot address all of the underlying circumstances that contribute to someone going missing, we are responsible for ensuring that risk is assessed accurately, vulnerability is identified early and investigations are tailored to the individual's circumstances and needs.

We must also ensure that repeated missing episodes do not become normalised. Every report should be treated as an opportunity to identify risk, understand vulnerability and prevent future harm. Missing opportunities to identify and assess risk in the early stages of an investigation can rarely be recovered and may significantly affect safeguarding outcomes.

Analysis of missing person data highlights the importance of understanding disproportionality and vulnerability. Over the past twelve months, 18% of all missing persons reported to the MPS were Black. Internal analysis found that Black missing

persons were approximately 15% less likely to be graded as high risk than White missing persons, raising important questions about how risk factors are identified, interpreted and applied in practice¹³.

Building on Progress

The introduction of mandatory Victim-Blaming Language Training and the wider Language Matters programme has helped officers recognise and challenge assumptions, supporting more victim-centred investigations and improving the quality of interactions with vulnerable individuals. A further 23,000 officers have received adultification training to increase their understanding of how bias can play out in decision-making.

We have also established dedicated Missing Person Hubs across all 12 Basic Command Units, creating specialist expertise and improving consistency in the management of missing person investigations. Recent audits have identified improvements in the quality and consistency of risk assessments, helping strengthen safeguarding for both children and adults.

Improvements have also been made at the first point of contact. Updated prompts within Met Command and Control now ensure that all missing person reports consider the needs of London's diverse communities and support more informed and inclusive risk assessments from the outset.

What We Will Do

We will ensure every missing person receives a consistent, proportionate and culturally informed response, with risk assessments that fully reflect their individual circumstances, vulnerabilities and risks.

We will:

- **Decision-Making:** Improve the quality and consistency of missing person risk assessments, ensuring vulnerability and safeguarding risks are accurately identified at the earliest opportunity.
- **People Processes:** Improve partnership working across policing, local authorities, health services, education providers and safeguarding partners to locate missing people more quickly and reduce repeat missing episodes.
- **Decision-Making:** Reduce disproportionality for Black missing person outcomes by identifying and addressing differences in risk assessment, decision-making and safeguarding interventions.

¹³ SIU report, unpublished

How We Will Measure Success

- Increased number of audited cases demonstrating appropriate risk grading.
- Increased numbers of repeat missing persons supported through a multi-agency response plan.
- Improved confidence amongst partners and communities in the missing persons response.
- Reduced disproportionality in missing person risk assessments.

Strengthen the policing response to serious crime and community harms, improving outcomes, reducing vulnerability and increasing confidence amongst those communities most affected.

Focus Area 8: Homicide and Serious Violence

Context

The impact of serious violence and homicide is not experienced equally across London's communities. Young Black men are 13 times more likely to be victims of homicide than young White men, making homicide one of the most significant areas of disproportionate harm within this strategy. Recent data also show increases in Black and Asian victims, younger victims and gang-related victims, reinforcing the importance of understanding and addressing the factors associated with exposure to serious violence and homicide.

The drivers of homicide and serious violence are complex and often shaped by a combination of social, economic, family, educational and community factors that policing alone cannot address. However, policing has a critical role in identifying vulnerability, safeguarding those most at risk, disrupting those causing the greatest harm and working with partners to reduce the likelihood of violence occurring.

Evidence from the Violence Reduction Unit and the Behavioural Insights Team Homicide Framework highlights the importance of understanding vulnerability and identifying opportunities for intervention before serious harm occurs. Strengthening our understanding of the factors associated with serious violence and homicide, and ensuring opportunities for prevention, safeguarding and support are identified and applied effectively, will help improve early intervention and violence reduction activity.

Evidence suggests that diversion can play an important role in preventing future offending and serious violence. Analysis of more than 265,000 children who came into contact with the Metropolitan Police Service found that children diverted away from the criminal justice system were significantly less likely to be arrested again within six months than children who were arrested, charged or summoned to court,

including for violence-related offences¹⁴. Diversion therefore has the potential not only to reduce future offending, but also to reduce victimisation, particularly as children and young people are disproportionately represented as both victims and perpetrators of serious violence.

Given the potential benefits associated with diversion, it is important to understand whether opportunities for diversion, prevention and safeguarding are being applied consistently across different groups. Analysis of diversion of all offending types suggests disparities in diversion outcomes for children and young people.¹⁵ These differences highlight the importance of ensuring that opportunities for diversion, prevention and safeguarding are applied fairly and consistently.

Building on Progress

The introduction of the College of Policing Homicide Prevention Framework¹⁶ has embedded a public health approach to violence reduction, bringing together policing, local authorities, health partners, academia and communities to develop evidence-led interventions and address the root causes of violence.

The MPS has played a leading role in driving down violence across London, working alongside the Violence Reduction Unit and other partners to deliver sustained reductions in harm. Since 2019, violence with injury has reduced by 17.3%, hospital admissions for knife assaults among under-25s have reduced by 50.4%, lethal barrel discharge incidents have reduced by 62%, and overall gun crime has reduced by 27.5%.

These improvements have been supported by a range of prevention and diversion initiatives, including hospital-based youth work, the Schools Inclusion Charter, Project ADDER, ENGAGE, DIVERT and Operation Onside. These programmes combine enforcement, safeguarding, education, treatment and community support to reduce offending, exploitation and future harm. Through Operation Onside, young people identified as being at risk of county lines involvement experienced a 90% reduction in police contact, with all participants reporting greater confidence in their future.

We have also strengthened our ability to understand serious violence and homicide through the development of the Behavioural Insights Team Homicide Framework¹⁷. More than 450 homicide cases have been analysed to understand how vulnerabilities, behaviours and situational factors interact to create risk, identify opportunities for earlier intervention and improve understanding of the factors associated with serious violence and homicide. This work is now being expanded through a collaborative academic research programme.

14 Rahal, N., Hardy, T., Nicks, L., Bokobza, L., & Flahavan, E. (2025). *Secondary Data Analysis of Youth Diversion in London*. <https://youthendowmentfund.org.uk/wp-content/uploads/2024/12/YEF-SDA-London-Diversion.pdf>

15 Rahal, N., Hardy, T., Nicks, L., Bokobza, L., & Flahavan, E. (2025). *Secondary Data Analysis of Youth Diversion in London*. <https://youthendowmentfund.org.uk/wp-content/uploads/2024/12/YEF-SDA-London-Diversion.pdf>

16 Homicide prevention | College of Policing. (2019). Homicide prevention framework. College of Policing. <https://www.college.police.uk/guidance/homicide-prevention>

17 Gadenne, V., Devereux, C., Makinson, L., Holt, M., Stuijzand, B., Moseley-Roberts, T., & Sugg, O. (2022). *Understanding homicide: A framework analysis*. <https://www.bi.team/wp-content/uploads/2024/02/VRU-Homicides-framework-FINAL.pdf>

What We Will Do

We will strengthen our understanding of the factors associated with disproportionate exposure to serious violence and homicide, ensuring that opportunities for prevention, diversion and safeguarding are identified early and that policing activity is informed by evidence, applied fairly and consistently and focused on those at greatest risk. Working with partners, we will use data, research and insight to support earlier intervention and reduce the risk of serious harm.

We Will:

- **Data:** Work with the Violence Reduction Unit, local authorities, health partners, academia and commissioned services to strengthen the evidence base for prevention, improve understanding of what works, and support opportunities for prevention, diversion and safeguarding.
- **Data:** Use homicide, violence and vulnerability analysis to identify indicators associated with future serious harm and improve the identification of individuals, locations and circumstances that may benefit from early intervention.
- **Decision-Making:** Improve understanding of disparities in policing, diversion and safeguarding pathways to identify where opportunities for intervention may be experienced differently and inform improvements in practice.
- **Decision-Making:** Improve understanding of how diversionary outcomes, safeguarding pathways and Out of Court Resolutions are used for children and young people, ensuring opportunities for early intervention are applied consistently and reach those most at risk of future offending, exploitation or victimisation.
- **Police Powers:** Continue to target those causing the greatest harm through intelligence-led disruption of individuals, gangs and organised crime networks linked to serious violence, homicide and exploitation.

How We Will Measure Success

- Improved understanding of disparities in diversion, safeguarding and prevention outcomes for children and young people.
- Improved understanding of the factors associated with serious violence, homicide and vulnerability through the development and application of analytical products, research and insight.
- Increased use of homicide, violence and vulnerability analysis to inform prevention, safeguarding and operational activity across policing and partner agencies.
- Continued disruption of individuals, gangs and organised crime networks linked to serious violence, homicide and exploitation.
- Increased confidence amongst communities most affected by serious violence.

Focus Area 9: Death Investigations

Context

The circumstances surrounding some deaths can be complex and may involve hidden vulnerabilities, abuse, exploitation or criminality that are not immediately evident. Understanding the full context of a death often requires investigators to look beyond the initial circumstances and consider wider patterns of behaviour, relationships, risk factors and safeguarding concerns.

We are responsible for ensuring that investigations do not rely on assumptions and that all reasonable lines of enquiry are rigorously pursued, particularly where there are indicators of domestic abuse, coercive control, exploitation, vulnerability or other forms of harm.

Emerging evidence also highlights the need to better understand specific vulnerabilities associated with certain communities and behaviours. Harm associated with chemsex is most commonly identified amongst gay, bisexual and other men who have sex with men, although it is not exclusive to this group and can affect individuals from a range of backgrounds¹⁸.

Previous reviews have highlighted the risks of failing to identify links between incidents, vulnerabilities and emerging patterns of harm at an early stage. They demonstrate the importance of effective intelligence, investigative curiosity and robust investigative practice in identifying connections across multiple incidents, individuals and sources of information. Analysis of current practice suggests that variation in how information, intelligence and safeguarding indicators are identified and assessed can affect

¹⁸ Sousa, A. F. L. D., Camargo, E. L. S., & Mendes, I. A. C. (2023). Chemsex and its repercussions on the health of men who have sex with men (MSM): a global health perspective. *Revista brasileira de enfermagem*, 76(3), e20230004.

the consistency and depth of investigations. Improving consistency and access to relevant information will help ensure all reasonable lines of enquiry are explored and opportunities to identify risk, vulnerability and prevent future harm are not missed.

Building on Progress

A dedicated Chemsex Lead Responsible Officer has been appointed to coordinate activity across drugs, safeguarding and investigative functions. This has strengthened organisational awareness, improved risk management and increased understanding of the vulnerabilities associated with chemsex-related harm.

We have also significantly enhanced our ability to identify patterns, risks and connections across incidents through the development of our Risk Identification and Linked Analysis capability. This has improved quality assurance, strengthened collaboration with partners and increased our ability to identify investigative opportunities that may previously have been missed.

More broadly, we have strengthened investigative practice through the introduction of a revised Death Investigation Policy and associated Standard Operating Procedures. These changes have increased investigative rigour, strengthened supervisory oversight and supported greater consistency across investigations.

What We Will Do

We will strengthen the quality, consistency and effectiveness of death investigations, ensuring that vulnerability, safeguarding concerns and potential criminality are identified and thoroughly investigated.

We will:

- **Decision-Making:** Review and redesign death investigation question sets, risk assessments and investigative prompts to strengthen the identification of vulnerability, improve consistency in decision-making and ensure all reasonable lines of enquiry are considered.
- **Scrutiny:** Strengthen quality assurance, governance and organisational learning arrangements to support continuous improvement and accountability.
- **Data:** Improve the use of partnerships, data, intelligence and analytical insight to identify emerging risks, recurring patterns and opportunities for earlier intervention to prevent future harm.

How We Will Measure Success

- Improved quality, completeness and consistency of death investigations, to increase confidence in investigative decision-making.
- Increased ability to identify emerging risks, patterns and trends associated with deaths and serious harm.
- Increased collaboration and information sharing across health, safeguarding and regulatory partners, including a greater use of shared intelligence and insight.

Workforce Objectives

Strengthen representation across the organisation by identifying and removing barriers for those most affected.

Focus Area 10: Police Officer Recruitment & Vetting

Context

The MPS has an aspiration to be more representative of the eligible population of London. A representative workforce strengthens legitimacy, improves decision-making and helps ensure we can attract talent from across London's communities. The MPS recruit officers from an eligible applicant pool rather than the whole population of London. Statutory and occupational requirements defined by the College of Policing influence who can apply and how applicants are assessed. We are responsible for ensuring that our recruitment and vetting processes are fair, transparent and accessible.

An analysis of 2021 census data on demographics and available eligibility criteria indicate that the eligible population of London is 53% Female, 43% Ethnic Minority and 12% Black. At present, 32% of police officers and 57% of police staff are Female, 19% of police officers and 30% of police staff are Ethnic Minorities, and 4% of police officers and 10% of police staff are Black. Whilst representation remains important across all workforce groups, these data show the most significant representation gaps are currently within the Black and Ethnic Minority police officer workforce.

Representation in recruitment is influenced not only by the number of applicants but also by our ability to convert candidates successfully through the recruitment journey. With overall recruitment yield at 5% in the 2025/26 recruitment round, understanding where candidates disengage or are unsuccessful is critical to improving both workforce representation and overall recruitment outcomes.

All police officer candidates progress through a common recruitment process consisting of an initial application and sift, an online assessment, a face-to-face assessment, pre-employment checks and vetting. Examining candidate journeys through each stage allows us to identify where the greatest yield losses occur, helping us understand at which points candidates disengage, are unsuccessful, and where differences emerge between different groups.

During the 2025/26 recruitment period, 60% of Black applicants and 56% of Ethnic Minority applicants were rejected during the recruitment process, compared with 54% of applicants overall. The greatest differences in yield for Black, and Ethnic Minority candidates occurs at the vetting stage. Of those candidates who progressed to vetting, 84% of Police Constable applicants passed successfully, compared with 78% of applicants from Ethnic Minority backgrounds and 66% of Black applicants. Similar

patterns are evident within Detective Constable recruitment, where 91% of candidates who reached vetting passed successfully, compared with 78% of applicants from Ethnic Minority backgrounds and 69% of Black applicants.

Vetting standards for police officers are set nationally, though there is variation across forces. A review of approximately 9,000 MPS vetting applications between 2023 and 2024 identified similar disparities in vetting outcomes across different groups. Black applicants were around three times more likely to have vetting refused than White applicants, whilst Muslim applicants were twice as likely to have vetting refused than Christian or non-religious applicants. The existence of these disparities is clear; however, the factors contributing to them are not yet fully understood¹⁹. Strengthening our understanding of the drivers of vetting outcomes is therefore a critical first step. Work is currently underway to better understand these differences and identify any opportunities for improvement.

At the same time, effective vetting remains a critical safeguard. We must continue to protect the organisation and the public from corruption, criminal exploitation and other integrity risks. Improving fairness and consistency therefore requires us to strengthen our understanding of decision-making, ensuring processes are evidence-based, and proportionate, and improve the quality of our processes. It does not require standards to be lowered.

Building on Progress

The adoption of the College of Policing's National Sift has improved consistency in candidate assessment, the first three months of adopting this assessment has resulted in a 2% uplift in Black candidates passing and an uplift of 11% across Black, Ethnic Minority, and Female candidates combined. While redesigned attraction campaigns, including partnerships with organisations such as LADbible, have increased engagement with underrepresented communities. In the most recent year, 43% of police officer recruits were Female and 33% were from Ethnic Minority backgrounds, while Detective Constable direct entry recruitment achieved near gender parity, with 49% Female recruits.

To reduce drop off at each stage of the recruitment process, the Candidate Support and Engagement Team (CSET) have been brought in to provide dedicated support to Black and Female applicants throughout the recruitment process, helping candidates navigate each stage, addressing queries and barriers, and improving engagement and conversion rates from application through to appointment.

Within vetting, we have introduced a new MPS Vetting Policy, strengthened quality assurance arrangements and migrated to the national Core Vet platform, improving governance, consistency and oversight.

¹⁹ Watson, J., Katus, T., Shah, M. et al. Are Police vetting decisions free from bias? An experimental vignette study with vetting decision-makers. *J Exp Criminol* (2026). <https://doi.org/10.1007/s11292-025-09726-0>

What We Will Do

Recruitment

We will strengthen attraction, recruitment and candidate engagement processes to improve workforce representation and increase trust amongst potential applicants.

We will:

- **People Processes:** Deliver a transparent and supportive recruitment journey, using targeted candidate engagement and support to improve access, build trust and reduce attrition of Ethnic Minority and Black candidates.
- **Data:** Identify and address the stages of the recruitment process where the greatest candidate attrition occurs, using data and insight to improve candidate support, improve recruitment processes, and increase successful progression through the recruitment journey.
- **People Processes:** Broaden our attraction and engagement strategy to reach a greater number of underrepresented applicants. Whilst our primary focus continues to be attracting higher number of applications from Black and Female candidates, future campaigns will also include targeting the attraction of LGBT+ candidates.

Vetting

We will improve the fairness, consistency and transparency of vetting decision-making whilst maintaining high standards of vetting expectations, integrity and public protection.

We will:

- **People Processes:** Improve communication and structured engagement with applicants throughout the vetting process, ensuring the vetting process allows and encourages applicants to provide the information we need
- **Decision-Making:** Strengthen confidence in decision-making through clearer rationale, improved consistency and enhanced quality assurance.
- **Scrutiny:** Improve the recording and auditability of decisions to support scrutiny, accountability and organisational learning.
- **Decision-Making:** Increase the use of evidence-based decision-making and additional fact-finding where appropriate and proportionate.
- **Decision-Making:** Implement the national vetting framework to align with national standards, improve consistency of decision-making and strengthen confidence in vetting outcomes.
- **Decision-Making:** Strengthen the management and oversight of higher-risk applicants, ensuring decisions are proportionate, evidence-based and applied consistently.

How We Will Measure Success

- An increase in the proportion of successful Black, and Ethnic Minority applicants.
- A reduction in voluntary withdrawal rates of disabled, Black and Ethnic Minority applicants.
- A reduction in disproportionality in vetting refusal rates for Black and Muslim applicants.
- An increase in the use of additional fact-finding activity where appropriate
- Evidence of MPS influence on the development of a single national vetting standard, supporting greater consistency, transparency and confidence in vetting decisions.

Focus Area 11: Representative Leadership

Context

Our ambition is to ensure that every role and every opportunity in the MPS is accessible to all. We recognise that representation at leadership levels is particularly important because it influences decision-making, organisational culture and service delivery. While we cannot determine individual career aspirations, we are responsible for ensuring that opportunities are visible, our processes are fair and accessible, and that candidates are supported to progress.

Since 2023, representation has increased across every police officer rank from Constable to Commander. However, representation remains lower at the most senior officer ranks than within the wider workforce. Women currently represent 28% of Chief Inspectors, 39% of Superintendents, 31% of Chief Superintendent and 29% of Officers at Commander level and above. Ethnic Minority Officers represent 14% of Chief Inspectors, 12% of Superintendents, 12% of Chief Superintendents and 11% of officers at Commander level and above.

By comparison, representation within senior police staff grades is generally more reflective of the wider workforce. Women represent 54% of Band C leaders, 49% of Band B leaders and 42% of Band A leaders, whilst Ethnic Minority representation ranges from 24% at Band C to 15% at Band A. The most significant leadership representation challenge therefore remains within senior police officer ranks.

Unlike police staff roles, which can be recruited externally at all levels, police officer leadership is largely developed through internal progression. As a result, representation at senior officer ranks reflects the cumulative impact of recruitment, retention, development opportunities, postings, promotion processes and career experiences over many years.

The evidence shows that police officer promotion processes are increasingly delivering equitable outcomes. Over the past three years, successful candidates have been broadly representative of the eligible talent pool at each rank. Ethnic Minority officers

represented 14% of the eligible promotion pool in both 2023 and 2024 but comprised 18% and 16% of successful candidates respectively. Women represented 27% of the eligible pool and 32% of successful candidates in 2023, rising to 38% of successful candidates in 2024.

Women have also increasingly achieved success rates above their representation within eligible pools. For example, women represented 22% of the Inspector to Chief Inspector eligible pool but 38% of successful candidates in 2024. At Superintendent to Chief Superintendent level, women represented 30% of the eligible pool in 2025 but 67% of successful candidates. These findings provide strong evidence that promotion decisions are increasingly being made fairly and on merit.

As a result, the challenge of increasing representation at senior levels is now less about promotion outcomes themselves and more about ensuring a diverse and well-supported leadership pipeline. Deployment and posting decisions play a particularly important role in shaping future leadership representation, as they influence access to operational experience, visibility, networks and career development opportunities. Acting-up arrangements and temporary promotion opportunities can also vary between business areas. Ensuring these opportunities are distributed fairly and transparently is therefore critical to building a diverse and representative leadership pipeline.

The one area where disproportionality remains evident within police officer promotion is the National Police Promotion Framework (NPPF) Step 2 examination. For both the Sergeants' and Inspectors' examinations, officers from Ethnic Minority backgrounds are more likely to express an interest in promotion and enter promotion processes than their White colleagues but are around 25% less likely to pass the examination despite being approximately 1.3 times more likely to register interest.

In response, the Disproportionality Board commissioned a detailed review of NPPF pass rates using workforce data, officer insight and operational evidence, identifying opportunities to strengthen manager support, improve access to reasonable adjustments, clarify expectations and provide more consistent revision resources and preparation opportunities.

National discussions, including the Police Leadership Commission²⁰, have also highlighted the importance of talent identification, sponsorship, direct entry routes, leadership programmes and fast-track schemes in creating diverse leadership pipelines. Whilst improving progression opportunities remains important, increasing representation through promotion alone can take many years. Creating multiple entry points into leadership and ensuring equitable access to development opportunities therefore remain important components of building a representative leadership cadre.

20 Professionalism and performance – police leadership for the future | College of Policing. (2026, July 6). Professionalism and performance – police leadership for the future | College of Policing. College of Policing. <https://www.college.police.uk/police-leadership-commission/police-leadership-commission-report>

Building on Progress

The MPS has made significant progress in improving the fairness, transparency and consistency of promotion processes. Recent promotion data demonstrates that successful candidates are broadly representative of the eligible talent pool at each rank, providing confidence that promotion decisions are increasingly being made fairly and on merit.

Improvements in female and Ethnic Minority Group (EMG) representation within police promotion have been driven by a combination of workforce diversification and increasingly inclusive promotion practices. Initiatives such as London residency criteria, targeted recruitment campaigns, Police Now, Fast Track Schemes, mentoring schemes and positive action programmes have strengthened the diversity of promotion-eligible pools over time. This has been supported by improvements to assessor training, quality assurance, talent development and promotion process design.

More recently, A New Met for London has strengthened the focus on inclusion, leadership standards and values-based behaviours within promotion and leadership development processes. We have also strengthened the way development opportunities are managed. The acting-up policy has been revised to better align opportunities with individuals identified as promotion-ready through end-of-year reviews, whilst new people performance dashboards are improving organisational visibility of talent and opportunity across the workforce.

What We Will Do

We will build a more structured, transparent and inclusive approach to leadership progression, ensuring talented colleagues can access the experiences, support and opportunities required to progress into senior leadership roles.

We will:

- **People Processes:** Improve visibility of police staff leadership pathways and provide greater clarity regarding the experience, skills and development opportunities required to progress.
- **Leadership:** Develop a more structured and actively managed approach to career development at senior officer ranks (Chief Inspector and above) including new approaches to posting and deployment processes, and succession planning.
- **Leadership:** Create a developmental approach to police promotion and lateral development by linking assessment outcomes to personalised feedback, leadership development opportunities and support tailored to individual needs.
- **Decision-Making:** Implement the recommendations of the Strategic Insight Unit review into disproportionality in National Police Promotion Framework (NPPF) examination outcomes.
- **People Processes:** Create a more formalised and transparent process for acting up and temporary promotion opportunities.
- **People Processes:** Explore new direct entry pathways for people from adjacent operational professions into some police officer leadership positions and develop a re-joiners programme that allows officers to rejoin at a higher rank where they can evidence leadership experience outside of policing.

How We Will Measure Success

- Increased representation in senior leadership roles (Chief Inspector and above, and staff equivalent bands).
- A reduction in disproportionality in NPPF pass rates at sergeant and inspector ranks.
- Increased representation of Female, Black and Ethnic Minority officers at sergeant and inspector ranks.

Focus Area 12: A Flexible Organisation

Context

Policing is a 24/7 service. The operational demands of policing mean that the feasibility of creating flexible ways of working will vary across roles, teams and business areas. Our overriding responsibility is to be able to provide a 24/7, 365 day a year service to London, while also supporting individuals to have flexibility that supports them to play their part in our service to London. We can do both.

Flexibility is not just about whether colleagues can work remotely or change their hours. It also includes experiences such as long working hours, cancelled rest days, shift changes, part-time working, job-sharing, reasonable adjustments and other alternative working arrangements that help colleagues balance work with their responsibilities and circumstances outside of work.

While we cannot remove operational constraints which must come first or approve every request, we are responsible for ensuring that access to flexible ways of working is fair and consistent. This includes working collaboratively with colleagues to find practical arrangements where possible, ensuring workplace adjustments are considered appropriately, and creating an environment where colleagues who work flexibly are supported, developed and not disadvantaged in their career opportunities.

The evidence suggests that flexibility is an important issue for workforce wellbeing, retention and representation. Women account for 32% of police officers but 40% of officer resignations, with the most frequently cited reasons for leaving being lack of flexible working and work-life balance. These reasons differ significantly from those most frequently cited by male officers.

The issue extends beyond gender. Flexible working and workplace adjustments are often important for colleagues with caring responsibilities, disabled colleagues, neurodiverse colleagues and those managing long-term health conditions. The ability to balance operational commitments with caring responsibilities, family life or individual needs can have a significant impact on wellbeing, retention and career progression.

Confidence in flexible working arrangements also remains low. The 2026 staff survey found that 29% of staff and 7% of officers agreed that the MPS is committed to helping them balance work and home life, with 62% of respondents thinking about leaving the MPS citing better work/life balance as the reason. A 2023 flexible working survey of 2,700 officers working in 24/7 roles found that only 39% believed the MPS was supportive of flexible working, whilst 39% were concerned about the stigma associated with working flexibly. Similarly, the 2024 Staff Survey found that only 35% of respondents felt that their work was in good balance with their life outside work.

Creating a more flexible organisation is therefore about ensuring that talented colleagues can remain in policing, continue developing their careers and contribute fully to the organisation, while balancing the realities of their personal circumstances and the operational demands of the service. Balancing these considerations requires a partnership approach, with both the Met and individual colleagues working together to find solutions that meet personal and operational needs.

Building on Progress

The MPS has a well-established framework of policies and arrangements that support flexible working, enabling officers and staff to balance operational commitments with caring responsibilities, health needs and changing life circumstances. At present, 29% of police staff and 21% of police officers have an agreed flexible working arrangement, such as compressed hours, a varied roster or part-time working.

The framework also includes support for carers, new parents and colleagues requiring workplace adjustments. Since its introduction in 2019, the Met Baby service has supported over 5,000 new parent cases and more than 5,200 line manager enquiries, helping colleagues navigate periods of parental leave and successfully return to the workplace.

We have also introduced Disability Passports and Carers Passports to support more consistent workplace conversations, improve continuity when colleagues change roles or line managers, and make it easier for people to access support. We have also introduced Wellbeing and Adjustment Passports to support more consistent workplace conversations and continuity of support when colleagues change roles or line managers. There are currently 11,387 passports in use across the organisation, including 4,852 Carers Passports, 4,208 Disability Passports, 686 Health Condition Passports and 562 Neurodiversity Passports.

We are continually improving and updating our workplace adjustment service to ensure our colleagues are able to work in ways which suit them as well as the Met. Since the Workplace Adjustment Hub was established in October 2020, it has supported more than 11,000 cases, equating to approximately 1,900 cases per year, providing specialist advice and support to colleagues and managers and helping to remove barriers to effective working.

Alongside this, we are increasingly testing innovative approaches to workforce flexibility. We are currently testing a Bank Shift Model that enables part-time PCs and DCs to volunteer for additional demand-led shifts alongside their basic roster. Initially established across six BCUs, the proof of concept has now been expanded to all part-time PCs and DCs for further testing. The model will help assess whether employee-led availability can improve operational resilience, workforce flexibility and organisational capacity.

We have also made changes to posting arrangements to provide greater stability for colleagues, including increasing opportunities for officers and staff to remain within their Borough Command Unit or operational strand where appropriate. Alongside these changes, wider organisational work has continued to promote flexible working and encourage greater consistency in decision-making.

What We Will Do

We will create a more flexible organisation that supports wellbeing, retention and career progression whilst maintaining operational effectiveness.

We will:

- **People Processes:** Develop proposals and a delivery mechanism for job sharing opportunities across the organisation.
- **People Processes:** Pilot fixed shift patterns and in-force couple shift patterns which maximise individual need and operational demand.
- **People Processes:** Use the new Adjusted Duties role framework to increase the awareness of career development opportunities for adjusted duties officers.
- **People Processes:** Improve access to training by offering more flexible ways to complete development programmes.

How We Will Measure Success

- An increase in the proportion of colleagues in the staff survey who agree that the MPS is committed to helping them balance work and home life.
- A reduction in the proportion of colleagues citing work-life balance as a reason for wanting to leave the organisation, in both the staff survey and exit survey.

Ensure fair and transparent access to personal and career development

Focus Area 13: Access to training and development

Context

Access to development opportunities plays a critical role in career progression whether this be laterally or vertically. Whilst promotion processes determine who is successful at a particular point in time, access to training, development, operational experience and specialist opportunities often determines who is ready to compete for progression opportunities in the first place.

Courses, specialist postings, leadership programmes, temporary promotion opportunities and experience within specialist functions provide valuable skills, exposure and operational experience. These opportunities help colleagues develop professionally, strengthen performance in role and build the capability required for future career progression.

Many specialist training opportunities are linked directly to role requirements, meaning colleagues gain access once they have successfully secured promotion or appointment into a specific post. However, there are also important developmental opportunities where access is determined before role selection. Examples include driving courses, specialist interviewing programmes and other career-enhancing opportunities that can strengthen operational capability, increase visibility and create pathways into specialist roles and future promotion opportunities.

Whilst access to many opportunities is managed effectively, the evidence suggests that experiences are not always consistent across the organisation. Access to some specialist courses and development opportunities can be influenced by local processes, awareness of opportunities and informal development networks, creating the potential for unequal experiences and outcomes.

Building on Progress

A pilot introducing team-based allocation and transparent eligibility criteria for driving courses demonstrated how greater transparency and consistency can improve access to career-enhancing opportunities. Female allocation to response driving courses and above within frontline policing increased from 25% in Q1 to 40% in Q2 2026/27. While this is encouraging progress, more needs to be done and sustained. We will continue to examine access and participation across the wider Driving Academy offer, particularly advanced and pursuit driving courses where female representation remains significantly lower, to better understand and remove barriers to participation.

We have also delivered targeted initiatives to improve access to specialist functions. Since its launch in 2022 within Parliamentary and Diplomatic Protection (PaDP), more than 500 women have participated in the Women's Firearms Attachment Programme, with 45% subsequently applying for firearms roles. The programme has since expanded across all four armed commands²¹, and has contributed to increased representation within firearms policing. Overall female representation has increased from 10% to 13%, with representation within PaDP increasing from 7% to 12% and Royal and Specialist Protection increasing from 11% to 15% as of August 2026. Alongside this, firearms familiarisation initiatives have helped increase awareness of firearms careers and address barriers experienced by officers from Ethnic Minority backgrounds, supporting broader access to specialist policing opportunities.

²¹ Aviation Policing, Parliamentary and Diplomatic Protection, MO19 Specialist Firearms Command, Royal and Specialist Protection

What We Will Do

We will improve access to the training, experiences and opportunities that support career progression, ensuring they are allocated fairly and consistently across the organisation.

We will:

- **People Processes:** Review and improve the allocation of career-enhancing courses, operational opportunities and specialist development pathways, particularly where access is determined through nomination, selection or local allocation processes, to ensure opportunities are offered on clear, transparent and equitable principles.
- **Decision-Making:** Increase transparency around specialist career pathways by clearly articulating the skills, capabilities and experience required for key roles, and by providing colleagues with better guidance, support and access to relevant development opportunities.
- **People Processes:** Build on the success of targeted interventions to identify, test and scale approaches that improve access to specialist roles, development opportunities and career pathways for underrepresented groups.
- **Leadership:** Strengthen leaders' ability to hold effective career development conversations, helping colleagues understand progression opportunities, identify development needs and make informed decisions about their careers.
- **People Processes:** Review the design, duration and scheduling of development opportunities to ensure they are accessible to the widest possible range of colleagues.

How We Will Measure Success

- An increase in the proportion of colleagues who agree that their line manager provides clear feedback to support their development.
- Increased proportion of the workforce eligible to apply for specialist functions.
- Increased workforce confidence in the fairness and transparency of development opportunities.

Improve fairness and consistency in formal performance and assessment processes, by identifying and addressing disparities in outcomes and increasing confidence in organisational decisions.

Focus Area 14: End of Year Reviews

Context

Our performance management framework, including End of Year Reviews (EoYRs) play an important role in helping our people improve their performance and recognise what they are doing well. They are how development needs are identified, and future career progression is planned.

We are responsible for ensuring that every colleague has access to the support, opportunities and line management needed to succeed, and that performance assessments are based on objective evidence and applied consistently. Colleagues should be confident that End of Year Review outcomes are meaningful, fairly reflect their contribution and are not influenced by bias, inconsistent decision-making or local variation in practice.

Analysis of End of Year Review outcomes suggests some differences in experience and outcomes across groups. In the 2025/26 review cycle, 2.6% of Ethnic Minority officers and staff were graded as not performing, compared with 1.4% of White colleagues. Conversely, 1.8% of Ethnic Minority officers and staff received exceptional performer ratings, compared with 3.3% of White officers and staff. A similar pattern can be seen in promotion readiness assessments. 8.7% of Ethnic Minority officers and staff were assessed as ready for promotion, compared with 9.3% of White colleagues.

The picture is different for gender. 52.9% of women were assessed as remain in role, compared with 48.2% of men. While this does not indicate obvious disadvantage for women, it may suggest variation in how assessments are being calibrated or applied across different teams and business areas.

These differences matter because EoYRs influence access to development opportunities, progression pathways and future career outcomes. Understanding and addressing any unjustified disparities is therefore essential to ensuring that all colleagues have equitable opportunities to fulfil their potential.

Building on Progress

Completion rates for Objectives and End of Year Reviews increased from 17% in 2021/22 to 85% in the 2024/25, and 98% in 2025/26 performance year, providing a significantly stronger evidence base for understanding workforce performance, development needs and progression outcomes.

We have also strengthened governance and moderation arrangements. Moderation Insight Sessions were introduced to identify and address disproportionality earlier in the review process, whilst mandatory score calibration has strengthened fairness, transparency and confidence in performance assessments.

Alongside these improvements, we have invested in supporting line managers to deliver higher quality performance conversations. A line manager toolkit has been introduced to support more consistent performance management practices and encourage meaningful development discussions throughout the year, rather than relying solely on end-of-year assessments.

Recognising the importance of understanding the causes of unequal outcomes, we have also commissioned further research into disproportionality in End of Year Review results. This work will help us better understand the factors associated with differences in ratings and promotion readiness assessments and provide an evidence base for future improvements.

What We Will Do

We will strengthen the fairness, consistency and developmental value of End of Year Reviews, ensuring colleagues receive meaningful feedback, clear development pathways and confidence in performance assessments.

We will:

- **Data:** Develop a deeper understanding of the factors contributing to disproportionality in EoYR scores and use this insight to inform targeted interventions and improvement activity.
- **Data:** Introduce People Performance Dashboards providing local leadership teams with EoYR talent information used to strengthen equity of developmental opportunities within each performance cycle.
- **People Processes:** Strengthen role clarity by defining what good performance looks like at each rank and role, aligning objectives, role profiles and assessment criteria to create consistent expectations across the organisation.
- **Leadership:** Introduce a framework for Line Managers to provide meaningful feedback throughout the review cycle aligned to the annual Leadership CPD curriculum.
- **Leadership:** Ensure performance reviews result in practical support and signpost areas of development plans that support colleagues' professional development and preparedness for future progression opportunities.

How We Will Measure Success

- An increase in the proportion of colleagues who report that End of Year Review feedback helps them achieve their full potential.
- A reduction in disproportionality in performance ratings and promotion readiness assessments.
- Increased consistency of application of performance ratings, aligned to objectives, evidence and expectations of role.

Focus Area 15: Performance Management in Probation

Context

This focus area relates specifically to recruit police officers undertaking their probationary period, as indicative data does not currently suggest a comparable issue affecting police staff.

Probation provides an important opportunity to assess whether officers can meet the standards of performance, attendance, conduct and professionalism required for continued service. Where concerns arise, Regulation 13 of the Police Regulations 2003 provides a mechanism through which the service of a probationary officer may be dispensed with. Equally, Regulation 12 provides the opportunity to extend probation where additional time, support and development may enable an officer to achieve the required standard. Together, these provisions support high standards whilst ensuring officers are given appropriate opportunities to succeed.

The Casey Review identified significant concerns in the application of Regulation 13. It found the process was being used inconsistently, with very few cases resulting in dismissal despite concerns regarding suitability. It also highlighted disproportionality, finding that Black and Asian probationary officers were more than twice as likely as their White colleagues to be subject to Regulation 13 action.

Whilst significant progress has been made since those findings, addressing disproportionality in probationary performance management and Regulation 13 outcomes remains an important priority. By strengthening governance, improving consistency and increasing our understanding of the factors contributing to unequal outcomes, we will ensure probationary officers are supported fairly and assessed objectively, whilst maintaining the high standards expected of police officers.

Building on Progress

We have already made significant progress in improving the recruit experience, strengthening support during the early years of service and creating the conditions that enable more officers to succeed.

Through simplifying entry routes, bringing recruit training fully in-house, redesigning programmes to be more operationally focused and strengthening street duties and early years support, we have transformed the recruit journey and increased organisational oversight. These changes have contributed to a reduction in early years attrition from 8.1% in 2023 to 5.6% in 2026.

Building on these wider improvements, we have strengthened the governance of probationary performance management and Regulation 13 decision-making. In direct response to the Casey Review, we established the Central Probationer Review Team (CPRT) to provide independent oversight and challenge of proposed Regulation 13 cases. This has introduced a more consistent organisational approach, ensuring decisions are subject to scrutiny, supported by evidence and aligned to national policing standards.

The CPRT has strengthened organisational confidence, improved consistency and reinforced the principle that Regulation 13 should only be used where appropriate. The emphasis is on ensuring officers receive the necessary support and development to succeed, including consideration of Regulation 12 extensions where additional time may be beneficial.

There is evidence that this approach is contributing to improved outcomes, with many concerns being addressed through support, supervision and development rather than progression to formal Regulation 13 proceedings.

There are also encouraging early signs of progress in addressing disproportionality. Current analysis indicates that whilst White probationary officers comprise approximately 68.96% of the probationary cohort, they account for 57.1% of Regulation 13 cases.

What We Will Do

Building on the progress already made in improving recruit outcomes, we will continue to strengthen our approach to probationary performance management. Our focus will be on ensuring that officers are supported to succeed, that decisions are applied consistently and fairly, and that we continue to address disproportionality through robust governance, improved data and effective partnership working.

We will:

- **People Processes:** Strengthen the identification and support of probationary officers who may be at risk of underperformance by providing clear guidance on standards, intervention thresholds and support pathways. We will promote earlier intervention and ensure officers receive every reasonable opportunity to improve and succeed during probation, including appropriate consideration of Regulation 12 extensions where additional time and support may enable them to reach the required standard.
- **Leadership:** Strengthen managerial capability and accountability in supporting probationers, managing performance concerns and applying probationary processes consistently. We will maintain robust independent oversight to ensure Regulation 13 decisions are proportionate, evidence-based and applied consistently across the organisation.
- **Data:** Improve the quality, governance and use of probationary performance data, enabling a clearer understanding of disproportionality, stronger organisational insight and more targeted interventions.
- **People Processes:** Strengthen collaboration between People Directorate, Frontline Policing and the Directorate of Professional Standards to ensure a coordinated approach to supporting probationary officers and managing risk.

How We Will Measure Success

- Reduced disproportionality in Regulation 13 referrals, proceedings and outcomes for probationary police officers.
- Increased evidence of concerns being successfully addressed through support, development and early intervention.
- Improved quality and completeness of probationary performance and Regulation 13 data.

Ensure people processes are trusted and effective, encouraging reporting, supporting the fair and transparent resolution of workplace concerns, and increasing confidence in how those concerns are managed and addressed.

Focus Area 16: Workforce Experience

Context

The Metropolitan Police Service is committed to preventing and addressing bullying, harassment and discrimination wherever it occurs. Creating confidence in reporting is critical to this ambition. Colleagues must feel able to raise concerns, confident that they will be treated fairly and respectfully, and assured that appropriate action will be taken where standards fall short. Trust in the reporting process is therefore as important as the outcome of individual cases, as poor experiences can discourage future reporting, undermine confidence and contribute to the loss of talented colleagues from the organisation.

Recent evidence demonstrates why this remains an area of significant focus. Workforce insight highlights ongoing concerns about confidence in organisational responses to inappropriate behaviour. In the 2026 Staff Survey, 13% of the workforce reported experiencing bullying, 6% harassment and 13% discrimination. Higher rates were reported by Black, Asian and Mixed Ethnicity colleagues, colleagues with a health condition, and colleagues whose gender differs from their sex. Only 29% of respondents were confident that concerns about workplace conduct would be properly investigated. Specific workforce groups have highlighted additional concerns. In a survey conducted by the Disability Staff Association, 46% of respondents reported either experiencing or witnessing bullying, harassment or discrimination related to disability.

Staff survey data is reinforced by evidence from exit surveys. Whilst 88% of leavers reported having good working relationships with colleagues, and only 39% reported a sense of belonging. Experiences of bullying and harassment were also not reported equally across the workforce. Overall, 14% of leavers reported personally experiencing bullying or harassment in the previous 12 months, rising to 26% of Black leavers, 23% of

Asian leavers, 22% of Mixed Ethnicity leavers and 17% of female leavers. These findings highlight the importance of creating inclusive working environments where colleagues feel respected, supported and confident that concerns will be addressed appropriately.

Building on Progress

Since 2022, we have strengthened the Professionalism Command and removed more than 1,500 individuals who failed to meet the standards expected of officers and staff. We have also improved our ability to identify patterns of behaviour through better use of organisational data. The Culture, Standards and Integrity Ecosystem (CSIE) enables us to identify behavioural hotspots across individuals, teams and locations, supporting earlier intervention and more targeted action to address cultural concerns.

A recent independent review of grievance policy and methodology found that, while the approach was fair, proportionate and effective there were areas of process that could be improved. Work is now well underway to re-focus the grievance system on local (and informal) mediation and resolution wherever possible as well as ensuring wider workplace policies include their own 'right to appeal' stage wherever possible.

Alongside this, we have invested in creating a culture where colleagues feel able to challenge inappropriate behaviour. Since 2024, the CD&I Directorate has delivered a range of upstanding and allyship interventions, equipping colleagues with the confidence and skills to challenge behaviour that falls below expected standards and support inclusive workplace cultures. In the 2026 staff survey, 68% of respondents said they felt a strong sense of belonging and inclusion in their team.

What We Will Do

We will strengthen confidence in how concerns are reported, managed and resolved, ensuring colleagues feel safe to speak up and trust that concerns will be handled fairly and effectively.

We will:

- **People Processes:** Strengthen early intervention ensuring concerns are identified, addressed and resolved before they escalate into grievance or misconduct processes wherever possible.
- **Victim Experience:** Improve the experience of those raising concerns by providing transparent communication, appropriate support and a victim-centred approach throughout the reporting journey.
- **People Processes:** Review the grievance process to optimise speed of resolution, aligning our policies to ACAS guidance and leadership capabilities to navigate workplace conflict.
- **Leadership:** Ensure all staff and officers across the organisation are clear on how to report bullying, harassment or discrimination, and leaders receive guidance through annual professional development to understand their role in managing these where appropriate.

How We Will Measure Success

- Reduction in the % of the workforce who say they have experienced bullying harassment or discrimination.
- Increase in the % of the workforce who are confident that if they raised a concern about workplace conduct it would be properly investigated.
- An increase in the % of the workforce who say they felt a strong sense of belonging and inclusion in their team.
- A reduction in the time taken to resolve workplace grievances.
- An increase in the use of workplace mediation.
- An increase in the number of people who have received formal training in workplace mediation.

Focus Area 17: Misconduct

Context

The MPS must be able to identify, investigate and respond appropriately to misconduct to maintain public confidence, uphold professional standards and protect the integrity of the organisation.

Evidence suggests that disproportionality is more evident in the allegations entering misconduct processes than in the outcomes of those processes. In the Financial Year (FY) 2025/26, Black and Ethnic Minority officers in the MPS were 1.6 times more likely than White officers to be subject to a misconduct allegation. MOPAC analysis found in FY 2022/23 suggested a similar disparity, around 1.8, indicating that the level of disproportionality has remained broadly stable over this period. However, disproportionality has not been identified in misconduct outcomes.

This suggests that factors contributing to disproportionality may arise earlier in the process, including how concerns are identified, reported, interpreted and escalated. Analysis undertaken by the Strategic Insight Unit identified a range of contributing factors, including inconsistent decision-making, variations in local practice, unclear guidance and gaps in line manager capability, resulting in 19 recommendations to address the drivers of disproportionality.

Understanding and addressing these issues is essential to ensuring fair and consistent professional standards processes and maintaining workforce confidence that concerns will be managed impartially.

Building on Progress

The MPS has undertaken significant reform of its professional standards arrangements. Since 2022, more than 1,700 officers and staff who failed to meet expected standards have left the organisation, demonstrating our commitment to tackling unacceptable behaviour and maintaining public trust.

Through the Professionalism Transformation Programme, all Professional Standards Units now operate within a single Professionalism Command with centralised Appropriate Authority decision-making, strengthening consistency, governance and organisational oversight.

We have introduced new decision-making frameworks, peer review arrangements and quality assurance processes, while the Professionalism Reporting App has provided a single route for reporting concerns and improved organisational visibility of emerging issues.

Alongside these reforms, we have invested in leadership capability, strengthened the Professionalism Command and improved our ability to identify behavioural patterns through the Culture, Standards and Integrity Explorer (CSIE), enabling earlier intervention and more targeted action.

What We Will Do

We will continue to strengthen the fairness, consistency and effectiveness of misconduct processes, ensuring that concerns are addressed appropriately whilst helping prevent issues from escalating into formal proceedings wherever possible.

We will:

- **Scrutiny:** Increase the diversity of decisionmakers and strengthen scrutiny within professional standards processes.
- **Decision-Making:** Continue to deliver SIU misconduct recommendations across the organisation, ensuring policies, governance arrangements, and decision-making frameworks are applied consistently across the organisation.
- **Scrutiny:** Strengthen organisational learning by adopting a reflective practice approach that enables lessons from misconduct cases, complaints and professional challenges to inform future improvement.
- **Data:** Move from implementation to evaluation, using improved data and performance measures to assess whether our interventions are delivering sustained reductions in disproportionality.
- **Data:** Harness insight from the Professionalism Reporting App, Culture Standard Integrity Ecosystem (CSIE) and enhanced analytical capability to identify patterns and risks, enabling earlier and more targeted interventions.

How We Will Measure Success

- A reduction in disproportionality related to ethnicity within misconduct processes, for Ethnic Minority and Black officers.
- Increased use of early intervention and preventative approaches where appropriate.

Cross-Cutting Objective

Improve data capture and data insights to improve accountability, identify and reduce disproportionality

Focus Area 18: Data

Context

Our ability to understand workforce and community experiences depend on colleagues and members of the public being willing to share information about themselves, and on our workforce consistently recording that information accurately.

While declaration rates are high for some protected characteristics, significant gaps remain across others. Internal workforce data shows that 99% of colleagues have declared their sex and 97% have declared their ethnicity. However, declaration rates are substantially lower for other characteristics, with only 47% declaring disability, 48% declaring sexual orientation and 42% declaring religion or belief. This makes it difficult to fully understand disproportionality across all groups and limits our ability to identify and address barriers experienced by some communities.

This has also been highlighted externally. HMICFRS identified that the MPS has not consistently examined disproportionality across all protected characteristics²², limiting our understanding of how different groups experience both employment and policing services.

The challenge extends beyond workforce data. Within operational policing, the quality and completeness of demographic information remain inconsistent. Self-defined ethnicity is currently recorded for approximately 25% of victims and 41% of suspects, with completion rates for other protected characteristics often lower still. HMICFRS has also highlighted that some officers do not fully understand the importance of collecting demographic information and face practical barriers when recording data through operational systems.

Current systems can further restrict understanding. For example, some datasets do not currently distinguish neurodivergence from wider disability categories and do not allow individuals to record multiple disabilities, limiting our ability to understand the experiences of these groups.

²² A report into the effectiveness of integrity arrangements in the Metropolitan Police Service - his majesty's Inspectorate of Constabulary and Fire & Rescue Services. (2026, July 21). His Majesty's Inspectorate of Constabulary and Fire & Rescue Services.
<https://hmicfrs.justiceinspectorates.gov.uk/publication-html/metropolitan-police-integrity-report-july-2026/>

Without more complete and reliable data, it becomes more difficult to understand disparities, target interventions and demonstrate the impact of our work. Improving data quality and confidence is therefore a critical enabler for every priority within this strategy.

Building on Progress

An internal workforce data campaign increased declaration rates across protected characteristics by approximately 10%, providing richer workforce insight and improving our ability to understand experiences and outcomes across different groups.

Alongside this, changes have been introduced within our core data system, CONNECT, to improve the collection of demographic information. Mandatory recording of key information, including self-defined ethnicity and gender, is being built into the system, strengthening data quality and supporting more consistent identification of disproportionality and unequal outcomes.

What We Will Do

We will improve the quality, completeness and use of demographic data, ensuring leaders have the evidence required to understand experiences, address disparities and demonstrate progress.

We will:

- **Leadership:** Build trust and confidence in data collection by providing clear explanations of why data is collected and how it is used to improve outcomes.
- **Data:** Strengthen our use of evidence and insight to identify, understand and address disparities across workforce and community experiences.
- **Data:** Develop an organisational Equity Dashboard that tracks disparities, supports accountability and demonstrates progress over time.

How We Will Measure Success

- Increased completeness and quality of demographic data across workforce and systems.
- Increased collection of demographic information for victims, suspects and other community interactions.
- Improved ability to analyse outcomes across all protected characteristics, including disability, faith and LGBT+ communities.
- Increased use of data and insight to inform strategic decisions, interventions and organisational improvement activity.

Thematic Areas

Following the consultation the Met will include an overview of specific interventions for Race, Faith, Gender, LGBT+, Families, Flexibility and Disability in the final strategy.

Performance Framework

The final strategy will include a performance framework to measure progress against the strategy.

Glossary of Terms

Adultification: A form of bias where a child is perceived, treated or responded to as though they are older, more mature or less vulnerable than they are. In policing, this can influence how risk, vulnerability, and safeguarding needs are understood and responded to.

Disproportionality: Differences in experiences, outcomes or representation between groups. It can occur across any protected characteristic or community and does not, by itself, explain why differences exist. Understanding whether differences arise from crime patterns, vulnerability, operational practice, organisational processes, bias, discrimination or other factors is an important step in ensuring policing remains fair, effective and legitimate.

Impartiality: Making policing decisions fairly, objectively and without prejudice, favouritism or discrimination. It requires officers and staff to apply the law consistently, base decisions on evidence and professional judgement, and remain conscious of how bias, assumptions or stereotypes can influence decision-making. Impartiality is fundamental to policing by consent and maintaining public trust, confidence and legitimacy.

Inclusion: The extent to which people feel welcomed, valued, respected and able to participate fully in the workplace and society. An inclusive organisation seeks to identify and remove barriers, improve experiences and ensure that opportunities, services and support are accessible to everyone.

Intersectionality: Recognising that people may experience policing through multiple aspects of their identity at the same time. For example, the experiences of a Black woman may differ from those of a Black man or a White woman, and the experiences of a disabled LGBT+ person may differ from those of other disabled people or LGBT+ people.

Positive Action: Actions permitted under the Equality Act 2010 to help people who share a protected characteristic overcome disadvantage, access opportunities or address underrepresentation. Positive Action seeks to level the playing field by improving access, support and participation, whilst ensuring appointments and progression decisions are made on merit.

