



Sir Mark Rowley QPM  
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17<sup>th</sup> October 2022

The Baroness Casey of Blackstock DBE CB

A handwritten signature in black ink that reads 'Dear Dame Louise,'.

Thank you for the work you and your team have done to deliver this important early review of misconduct at the Met, after it was requested by the former Commissioner, Dame Cressida Dick.

I am appalled by the extent of the findings you expose. I have carefully examined your interim report and accept your conclusions in full. I write to outline my initial plans for how we begin to turnaround the Met.

Integrity is the foundation of policing. People rightly expect us to uphold the highest standards. Yet our organisation is being undermined by corrupting behaviours that have gone unchallenged and been allowed to multiply. While the focus of your report is on misconduct, it tells a serious story about our culture. We need to radically overhaul how our organisation is set up, and instil our values in everything we do.

The evidence is clear: the disproportionate way in which you have showed us Black and Asian officers and staff have been treated shows patterns of unacceptable discrimination that clearly amount to systemic bias. The fact that allegations of racism or sexual misconduct and misogyny have less chance of being upheld is also completely unacceptable. Furthermore, it is clear that the Met's systems and processes don't support the right outcomes.

You uncover painful experiences from those within our ranks who have suffered discrimination and hate from colleagues, only to have their hurt compounded by a weak response from the organisation. This cannot continue.

I am sorry to those we have let down: both the public and our honest and dedicated officers. The public deserves a better Met, and so do our good people who strive every day to make a positive difference to Londoners. I have heard from both that they are angry at the racism, misogyny, homophobia and ableism from officers and staff who are corrupting the Met's integrity.

When your full review of the Met is completed, I know there will be even more challenges to come. We must pause and thoughtfully consider your findings. Of course, there are some things we can and must do now.

**Tackling corruption and abuse:** racism and misogyny are just as damaging to our integrity as corrupt relationships with organised crime and we will now use the same tactics to defeat it. My new leadership team will tackle systemic bias and failings within our misconduct system. I have invested significant resource in a new Anti-Corruption and Abuse Command. Under new leadership of a Commander and a Detective Chief Superintendent, it will drive forward bold necessary proactive operations, delivered differently. Our new Command brings together



capabilities in intelligence, proactive investigation and prevention. We are equipping this team with the right technology and tactics — ranging from lawful business monitoring tools, auditing access to our data holdings, surveillance and deploying cutting edge covert policing techniques.

**Speed and assertiveness:** I agree we need to be quicker and more decisive in how we use existing police regulations to remove — at the earliest possible stage — those who should not be in policing. We are setting clearer expectations of our leaders and giving them the resources to succeed. In the last year, we dismissed too few individuals in relation to misconduct. We will be using data to look at patterns — of conduct, behaviour and complaints — so we can identify those officers who pose a risk and intervene early.

**Recruitment and training:** entry of new officers is where the dye of standards and values is cast. I have instigated an immediate review of the resilience and effectiveness of our recruitment, vetting, initial training, and performance management of new police officer recruits. It is vital we bring the right people in to the organisation, who will uphold our integrity.

**Change starts with our leaders:** I am establishing a Met Leadership Academy, to bring rigour and discipline to how we lead our organisation. We haven't always equipped our workforce, particularly our frontline supervisors to bring out the best in their teams. We will need the expertise of others to fundamentally change our approach.

**Values and standards:** I need my officers and staff to understand exactly what is expected from them, and how they must uphold the Met's values of professionalism, integrity, courage and compassion. I will set a clear direction in a declaration of standards, outlining the behaviour I expect us all to observe and be up front about what is totally unacceptable.

**Regulatory reform:** there is lots for us to do, to take action within the current framework. While the majority of the actions here lie with us, I am also grateful that the Home Secretary has agreed to look urgently at whether practical changes can enable more swift and decisive rooting out of those corrupting our integrity.

I think the public would be shocked that we do not have the final say when dismissing those who are guilty of gross misconduct. As the report highlights, most misconduct hearings are led by independent chairs. I have written to the Home Secretary asking for her urgent support with changes to police regulations so that the Met has the final say on whether an officer is fit to hold the office of Constable.

As you know, these steps are just the start of tackling these extremely serious issues. This is a sobering moment for the Met after a series of scandals and falling public confidence.

Some changes can be made rapidly, but we know that others, which are more focused on culture, will take longer to establish and have effect, and will be informed by further insight from your final report.

Yours sincerely,

A handwritten signature in black ink on a light yellow background, reading 'Sir Mark Rowley'.

**Sir Mark Rowley QPM**  
**Commissioner**