

What is driving ethnic disproportionality at the point of internal allegation in the misconduct process?

A mixed-methods research study, November 2023

Final report by the Strategic Insight Unit (SIU)

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1. Executive summary

Executive summary (1 / 2)



In August 2022, the Commander of the DPS tasked the SIU with synthesising available research on the presence of disproportionality related to ethnicity* in police misconduct processes.

Findings revealed strong evidence of disproportionality at the start of the misconduct process, particularly at the point of allegation.

- MOPAC analysis (2022) found Black and ethnic minority officers are nearly twice (1.9 times) as likely as White officers to be subject to a misconduct allegation.
- There are theories about why disproportionality exists at the internal allegation stage, however existing research provides limited insight into the factors driving disproportionality in misconduct, let alone 'what works' to reduce it. The SIU were commissioned in December 2022 to build an understanding of why misconduct allegations are disproportionately recorded for Black and ethnic minority officers in the MPS.
- Due to poor quality data and inadequate systems routinely collecting and storing information regarding misconduct discussions, **it is challenging to *quantitatively* assess the scale of disproportionality at the allegation stage.**

*We recognise disproportionality is not just related to ethnicity and can be in relation to other protected characteristics such as age, disability, etc. For the purposes of this report, we will use "disproportionality" to mean disproportionality related to ethnicity.

Executive summary (2 / 2)



- However, analysis of *qualitative* survey and interview data shows there are multiple complex and intersecting reasons for the disproportionality at the internal allegation stage of the misconduct process.
- SIU research suggests several possible explanations for disproportionality at the internal allegation stage. These include:
 1. Poor quality and patchy training for line managers on how to manage conduct and performance. Poor quality training and a lack of decision-making tools supporting those in PSUs and the DPS.
 2. Procedural issues: an overly complex system and unclear guidance.
 3. Susceptibility to racism and cultural bias among line managers.
 4. Inconsistent decision-making by OCU line managers and those in the PSUs and the DPS.
 5. A culture of informal resolution (which can be utilised positively), meaning that some officers are treated informally in cases of wrongdoing, whereas others might be treated more punitively under formal management processes for similar cases of wrongdoing.

This report uses terminology that assumes some prior knowledge of the MPS misconduct process. Please contact us if you have any questions. [SKIP TO CONTACT DETAILS.](#)

Measuring disproportionality in the misconduct system



- **Measuring disproportionality is complex and limited by available data in order to be able to isolate the specific effects of ethnicity in decision-making outcomes.** Our mixed-methods research was only able to use descriptive statistics to indicate the potential extent of disproportionality related to ethnicity at the point of initial allegation of misconduct. We are in the process of developing a more sophisticated analytical approach (regression modelling) to assessing the scale of disproportionality in the misconduct system – we will report on this work separately.
- **The limitations of this must be recognised; we cannot be certain of the true extent of racial bias in decision-making once all other factors affecting behaviours are controlled for,** such as gender, age, education, length of service, professional histories, mental health or exposure to traumatic events, for example.
- We therefore need to be very careful and not draw strong conclusions from this research as to the scale, extent and causes of disproportionality in the misconduct system. **Despite this, it remains vital that we recognise the disproportionality related to ethnicity that has been identified in the numbers of people subject to misconduct allegations.** The evidence for this is tangible and reflects the experiences of MPS staff and officers and is a source of hurt that the MPS has a responsibility to address.

2. Background and commission

Background & commission



- **In August 2022**, the Commander of the DPS tasked the SIU with synthesising the available research on the presence of ethnic disproportionality in police misconduct processes. The findings revealed there is strong evidence of ethnic disproportionality at the start of the misconduct process, particularly for internal allegations, but there was no evidence of disproportionality detected at the outcome stage.
- **MOPAC's** most recent analysis (2022) found there has been no change in the disproportionality gap at the internal allegation stage of the misconduct process since the analysis was conducted in 2016 and 2018. Ethnic minority officers are still twice as likely (1.9) as White officers to be subject to a misconduct allegation.
- **In December 2022**, SIU were commissioned to research the factors that might be driving ethnic disproportionality at the point of allegation within the misconduct process. This is the final report for this research and presents the full set of findings. This report is accompanied by a separate Word document outlining our recommendations.
- The commissioning of this research pre-dates the publication of Baroness Casey's interim and final report which discussed disproportionality in the misconduct system and included testimonials from those with lived experience of unfair treatment. However, the Casey report did not look at the potential reasons for this disproportionality gap at the internal allegation stage, which this research explored in detail.

Ethnic makeup of the MPS**



Breakdown:

46,612

officers & staff in the MPS

78% White

9% Asian

4% Black

4% Mixed

2% Other

3% Unknown

** Workforce data taken in June 2023 from HR records, which defines ethnicity as self-defined ethnicity.

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Ethnic make-up of those subject to an allegation of misconduct between February 2021 and January 2023



2,329

officers & staff were subject to a live allegation of misconduct

Breakdown:

71% White

12% Asian

7% Black

5% Mixed

3% Other

2% Unknown

Ethnic make-up of those subject to LTR between February 2021 – January 2023



2,353

officers & staff were subject to LTR

Breakdown:

74% White

9% Asian

6% Black

5% Mixed

3% Other

3% Unknown

3. Methodology: research questions & methodology

Research questions



The main questions this research sought to answer were:

- Why is ethnic disproportionality present at the allegation stage within the MPS police misconduct process?
- What might help to address ethnic disproportionality at the allegation stage in the MPS misconduct process?

In addition the research sought to answer the following sub-questions:

- What role does informal resolution play in reducing case flow into the formal misconduct process in the MPS?
- How might this informal organisational culture affect the presence of disproportionality in the misconduct process?

We used a variety of methods to answer our research questions



Quantitative methods

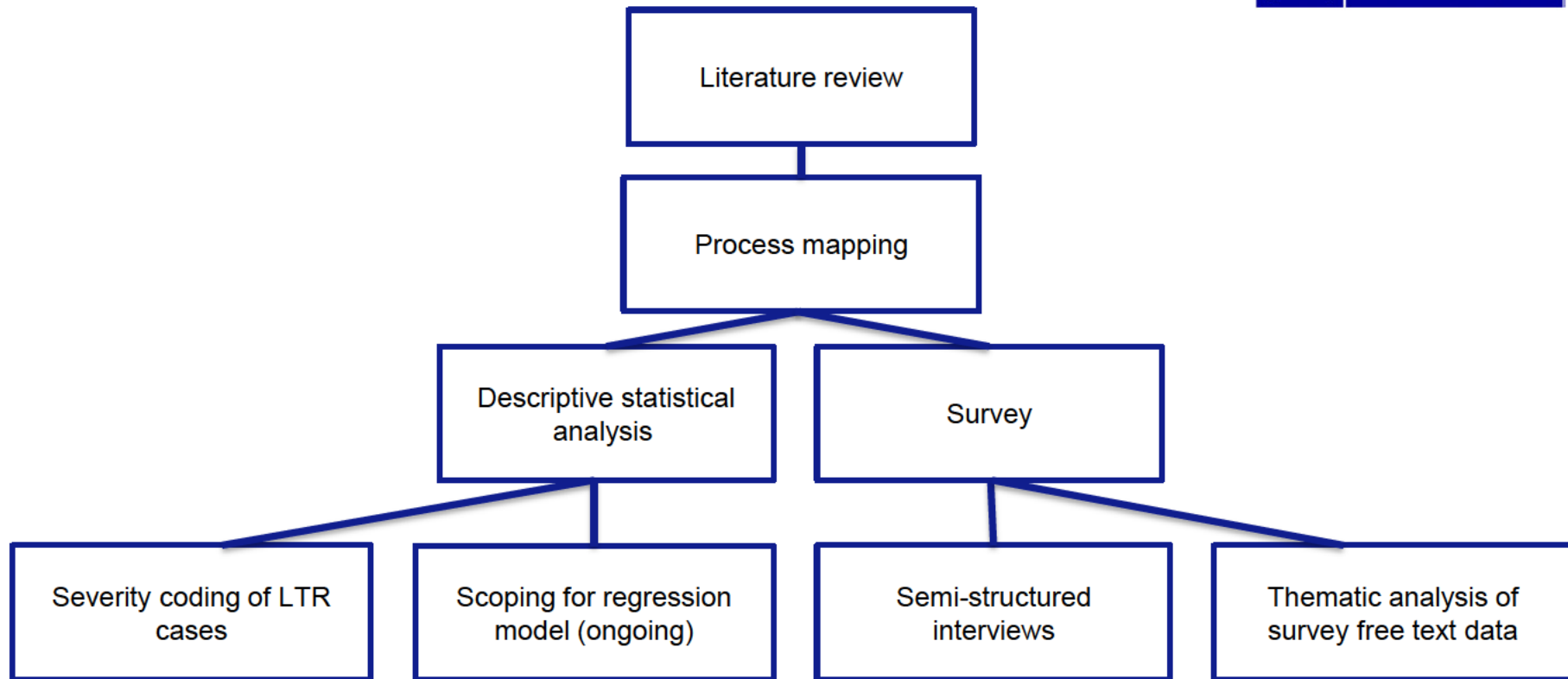
- Surveyed 5,375 officers – 436 responses (8% response rate)
- We sampled those with experience of the misconduct/LTR process (as recipients or instigators of allegations) and a sample of supervisors with no recent experience of either.
- Undertook a descriptive statistical analysis of 2 years of LTR and MM1 data, covering February 2021 – January 2023
- Scoping the feasibility of a regression analysis (ongoing) that would allow us to look at how different factors relate to misconduct allegations.
- Combined survey and interview data for thematic analysis



Qualitative methods

- Literature review & process mapping.
- Analysis of 500 randomly selected LTR cases according to a three point severity scale, by ethnicity (250 white officers, 250 minority officers).
- Thematic analysis of 100/436 randomly selected survey free text responses.
- 10 semi-structured interviews with officers with experience of being subject to a misconduct allegation or the LTR process.
- 10 semi-structured interviews with line managers with experience of using the misconduct/LTR processes. 8 semi-structured interviews with decision-makers in PSUs and the DPS.

Study design



Thematic analysis of survey and interview data



- We took an inductive approach to analysing the qualitative survey and interview data, and analysed the data to identify issues that could be contributing to the presence of disproportionality i.e. we did not predefine any theme or topic to explore.
- We did not explicitly ask about disproportionality in the survey, and interview participants were asked to reflect on why they believe there to be disproportionality in the misconduct system / or not.
- We then conducted thematic sampling and coded and triangulated free text responses from the survey to identify recurrent themes emerging from the interviews.
- This report includes findings from the full set of free text survey responses (436 responses).

Coding of LTR cases by severity: sampling approach



- We took a random sample of 500 cases. This was made up of just under a quarter (23%) of the 2,100 cases referred into LTR between February 2021 and January 2023.
- We intentionally oversampled cases involving ethnic minorities. 50% of our sample was made up of cases where an ethnic minority officer or staff was referred into the scheme, made up of Black, Asian and mixed ethnicity demographic groupings. The other 50% of our sample was made up of cases where a White officer was referred into the scheme.
- Both of the ethnic groups which made up 50% of the sample each (250 cases) were randomly selected from the larger 2,100 sample.

Coding of LTR cases by severity: analysis



Between a team of 6 analysts, we each took between 80 and 100 cases to review according to a three point severity scale. The scale was devised with support from the DPS ([see next slide for further details of the scale](#)).

We assessed cases based on the case summary provided by the line manager on the form and any further information included as part of line manager's and the individual's commentary, following LTR taking place.

Coding of LTR cases according to a severity scale was a subjective decision-making process; there could have been a different interpretation of a case by each researcher. However, we took steps to make the process more objective:

1. We removed the ethnicity of the officer involved in the case from the coding sheet to minimise the risk of bias.
2. We pre-tested 10% of cases for consistency.
3. We discussed 20 case examples within the coding group prior to starting coding to ensure greater consistency in decision-making.
4. We worked with officers who had experience of dealing with misconduct cases, who advised on how to code particular cases.

Coding of LTR cases by severity

The severity scale was split into three distinct categories:

1. Better suited to a line manager conversation first (not suitable for LTR)	2 Suitable to use LTR	3. Most severe severity – too severe for inclusion within LTR/ borderline with MM1 in terms of severity
A 'minor issue' category, for cases at the lowest end of the scale, which consisted of exceptionally minor cases of poor performance. Due to the nature of the case, learning was not possible. We decided these cases were better suited to a conversation with a line manager.	A 'suitable' mid category, for cases we decided were suitable for LTR, where effective learning could be achieved due to the type of case. For example, incorrect use of a policy or procedure or logging of a crime on CRIS.	A 'most severe' category for cases which were too severe for inclusion within LTR including, which we decided were borderline with formal misconduct in terms of severity. These included cases involving any convictions, or allegations of criminality, operational dishonesty, sexual offences, and any examples of officer in-action on a case involving a vulnerable victim. Clear examples were provided in line with LTR guidance.
We had a coding option for if a case arose from a cultural issue or a protected characteristic. (This included if a case was associated with religious beliefs or was related to a disability such as a mental health concern.)	LTR guidance states that <i>"the scheme is only intended to deal with minor deviations from the expected standards which would not require a referral to a local PSU."</i>	

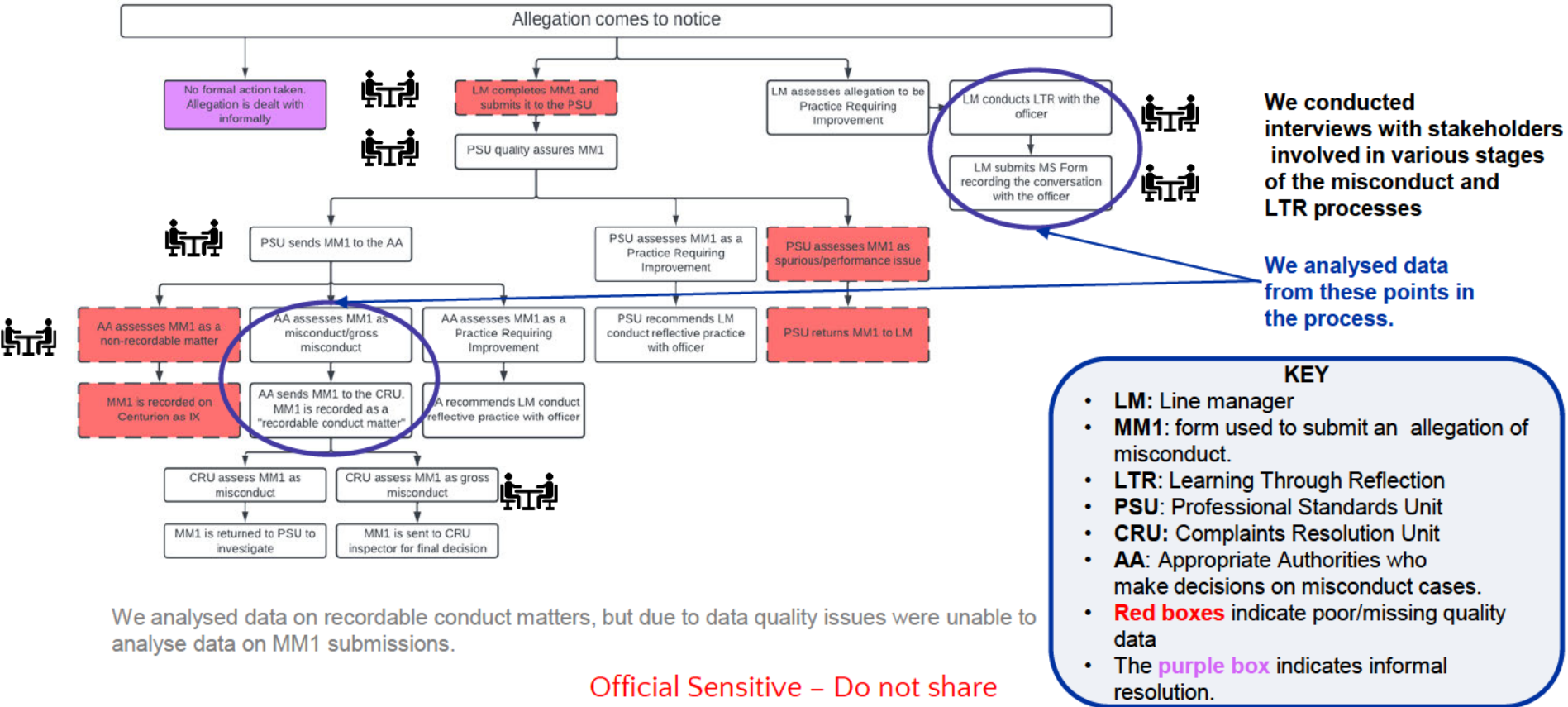
4. Findings

Descriptive statistical analysis of disproportionality in misconduct allegation and LTR data

We analysed misconduct and LTR data from various points in the formal misconduct process



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Descriptive statistical findings regarding misconduct allegations



Compared to White officers/staff, rates of internal allegations of misconduct are higher for Black, Asian and mixed ethnicity officers/staff.

- **Black** officers/staff make up 4% (1744 / 46612) of the MPS population, Black officers/staff made up 7% (166 / 2329) of those who had a live allegation of misconduct against them. For every 1000 Black officers/staff, 95 were subject to an ongoing misconduct allegation, compared to 45 White officers/staff.
- **Asian** officers/staff make up 9% (4167 / 46612) of the MPS population, Asian officers/staff made up 12% (268 / 2329) of those who had a live allegation of misconduct against them. For every 1000 Asian officers/staff, 64 were subject to an ongoing misconduct allegation, compared to 45 White officers/staff.
- **Mixed ethnicity** officers/staff make up 4% (1886 / 46612) of the MPS population, officers/staff of mixed ethnicity made up 5% (268 / 2329) of those who had a live allegation of misconduct against them. For every 1000 officers/staff of mixed ethnicity, 62 were subject to an ongoing misconduct allegation, compared to 45 White officers/staff.

N.B. (1) Due to small sample sizes, we have excluded the 'Other' category of ethnic minority groups from our analyses. (2) These figures indicate the scale of disproportionality, but not the cause. Due to interactions between ethnicity and other demographics and factors (e.g. length of service, age), we wouldn't necessarily expect proportionality of misconduct across ethnic groups.

Workforce data taken for the time period February 2021 – January 2023

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[SEE APPENDIX 1 FOR MORE DETAIL](#)

Descriptive statistical findings regarding LTR usage



Compared to White officers/staff, rates of LTR are higher for Black and mixed ethnicity officers/staff, and similar for Asian and White officers/staff.

- **Black** officers/staff make up 4% (1744 / 46612) of the MPS population, Black officers/staff made up 6% (152 / 2353) of those who have been subject to LTR. For every 1000 Black officers/staff, 87 were subject to LTR from February 2022-January 2023, compared to 47 White officers/staff.
- **Asian** officers/staff make up 9% (4167 / 46612) of the overall MPS population, and Asian officers/staff made up 9% (203 / 2353) of those who have been subject to LTR. For every 1000 Asian officers/staff, 49 were subject to LTR, compared to 47 White officers/staff.
- **Mixed ethnicity** officers/staff make up 4% (1886 / 46612) of the overall MPS population, officers/staff of mixed ethnicity made up 5% (129 / 2353) of those who have been subject to LTR. For every 1000 officers/staff of mixed ethnicity, 68 were subject to LTR, compared to 47 White officers/staff.

N.B. (1) Due to small sample sizes, we have excluded the 'Other' category of ethnic minority groups from our analyses. (2) These figures indicate the scale of disproportionality, but not the cause. Due to interactions between ethnicity and other demographics and factors (e.g. length of service, age), we wouldn't necessarily expect proportionality of misconduct across ethnic groups.

Workforce data taken for the time period February 2021 – January 2023

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[SEE APPENDIX 1 FOR MORE DETAIL](#)

Themes arising from interviews and survey responses

Explanations for disproportionality emerging from interviews and survey responses



The following slides summarise explanations for the disproportionality which emerged from our in-depth interviews and the survey responses from a range of officers and staff.

Many differing points of view were expressed in interviews and survey responses which highlight that disproportionality is due to multiple complex factors that intersect in combination.

Explanations fall under the following themes (which are detailed further in slides 27 onwards)

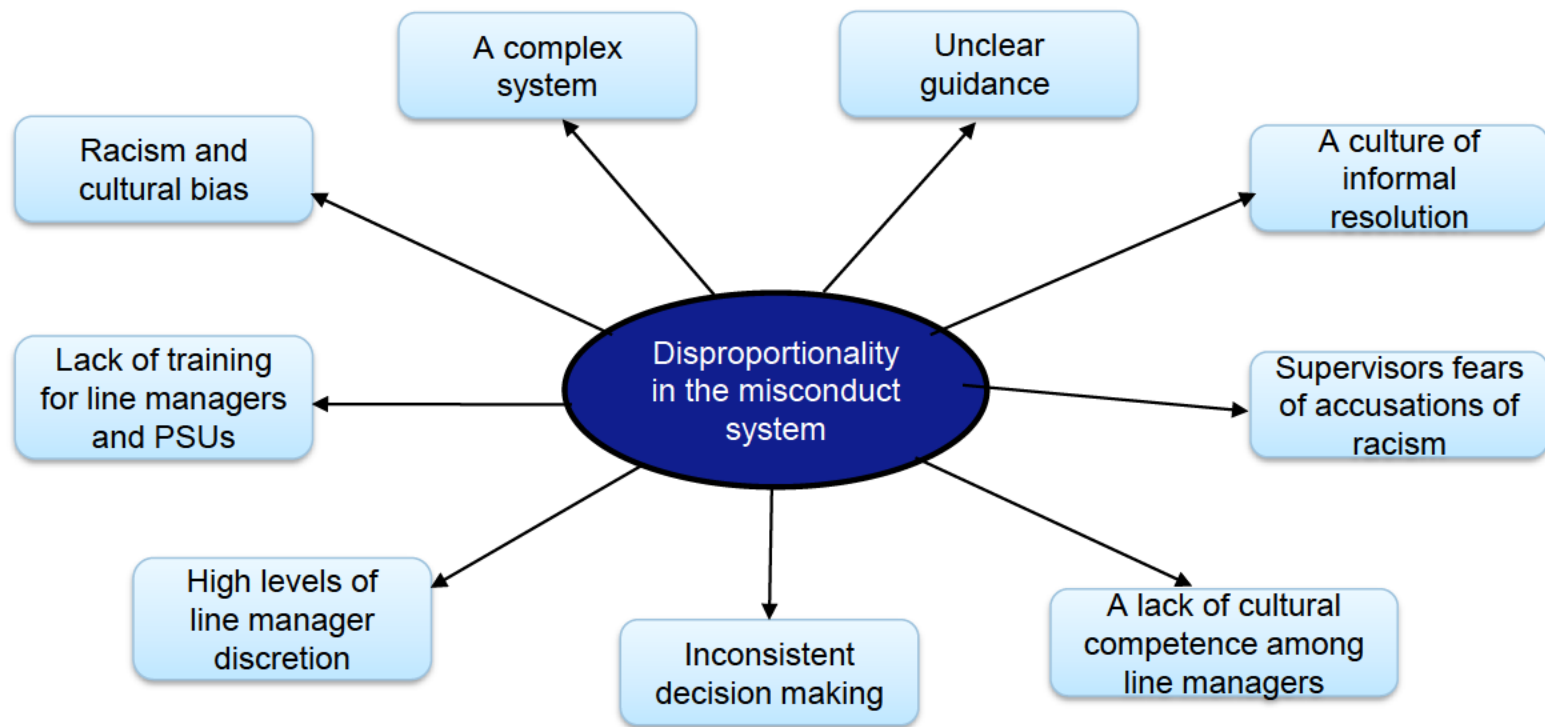
1. A lack of training for line managers and decision-makers
2. Procedural issues
3. Racism and cultural bias
4. Inconsistent decision-making and assessment of cases
5. A culture of informal resolution which is inconsistently applied

Overall, across the BCU structure, we found evidence of inconsistent decision-making taking place by supervisors. Line manager response to problematic employee behaviour or performance could be considerably different depending on individual line manager discretion. Many of the thematic explanations for disproportionality tended to feed out of this primary issue within the decision-making process (see next slide).

We identified nine issues emerging from the five potential explanations for disproportionality (see previous slide)

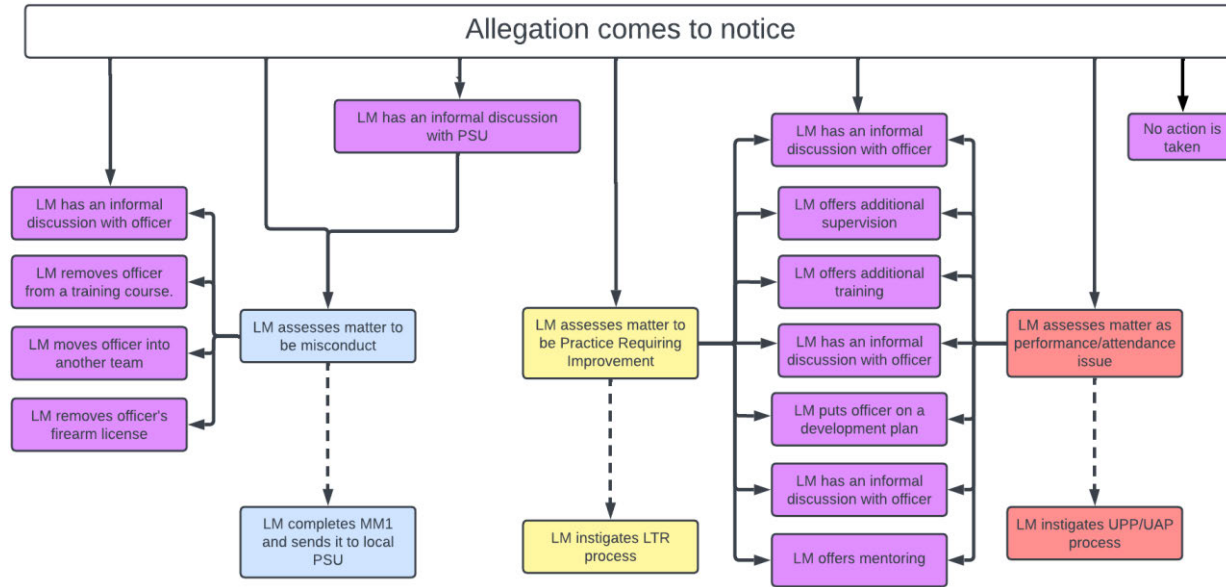


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Officers interviewed told us about a culture of informal resolution that sits alongside formal management processes



We mapped out this culture of informal resolution.

Dotted lines in this diagram mean that a line manager (LM) may or may not take an action

Diagram Key

- Methods of informal resolution
- Formal misconduct process
- UPP/UAP process
- LTR process

Misconduct allegations are only recorded once an allegation is assessed to be a **recordable conduct matter**. Data on MM1 submissions which are not assessed to be a recordable conduct matter are not routinely collected, and might be logged on Centurion as IX (but are not always). This inconsistent data collection for MM1s which are not assessed to be recordable conduct matters has major implications for understanding the scale of disproportionality at the early allegation stage.

[SKIP TO FINDINGS FOR MORE DETAILS](#)

Theme 1: Training

Summary



- The majority of line managers interviewed reported that they have received **limited training** on addressing conduct and performance issues. Multiple line managers interviewed reported that they feel **intimidated by the complexity** of the misconduct system and do not feel confident with how to navigate the process.
- This view was echoed by many PSU decision-makers interviewed, who disclosed that they received very **little training** on how to **assess cases** and on the **complex regulations** governing the misconduct system. Some officers new to the PSU disclosed that they received **no initial training** in their role and are **reliant on more experienced colleagues** to advise them on how to assess complex cases.
- A few line managers interviewed reported that they have received the **Leading for London management training**, but those who had received it reported that they **did not find it useful** in equipping them with the necessary skills to deal with conduct and performance issues.
- A few officers in the DPS interviewed raised that they **do not trust local Appropriate Authorities' sergeants' judgement** on assessing cases, which are often subject to challenges by MOPAC reviews and found to be incorrect. This was echoed by a minority of supervisors interviewed who reported that they **do not trust the advice from the PSUs**, given the lack of training for AAs.

Line managers' views on training



- One possible explanation for the disproportionality in the misconduct system is the **lack of training** received by line managers and decision-makers in the PSUs and the DPS, leading to **inconsistent decision-making**.
- Only 32% (16/49) of line managers surveyed who had submitted an MM1 said that they had received training on how to navigate the misconduct system. 94% (16/17) of those who had received training said that they found it useful. However, this was a very small sample and cannot be said to be representative of the views of all line managers.
- A few line managers who had received some form of training reported that they found it inadequate. Multiple line managers reported that they have not received training on how to complete an MM1 form and how to manage conduct and performance issues appropriately.

"I was a little bit scared about misconduct when I became a supervisor. We get an input on the sergeant's course, but it's woefully inadequate, it's just some slides. There is nothing about the process, or the different criteria." (Sergeant, White, male)

"Leading for London had good intentions but it wasn't very useful. We were put in a room with lots of sergeants and it became a debrief on how terrible everything was. The trainers weren't very good and it just became a whinging session." (Staff, White, female)

PSU decision-makers' views on training



- Almost all the PSU decision-makers interviewed reported that they do not feel they receive sufficient training on how to assess cases and on the complex regulations governing the misconduct system. Those in the DPS outlined that while informal training does take place on local units, there is no standardised training package offered to AAs in PSUs or in the CRU.

"There is a huge range of assessment outcomes, but no training. It's not great, sometimes you can feel a bit out on a limb. If I was ever questioned on my qualifications for justifying my decision, it would be really difficult."

(Appropriate Authority, White, male)

- One officer who was new to their role in the PSU reported that they actively sought out guidance in the absence of a formal training package.

"If it wasn't for me talking to someone, I wouldn't have got the input from the DPS. I would have been reliant on my PSU, who are very competent but it varies across the MPS. It would have been nice to have had some formal training."

(Chief Inspector, White, female)

Theme 2: Procedural issues

Summary



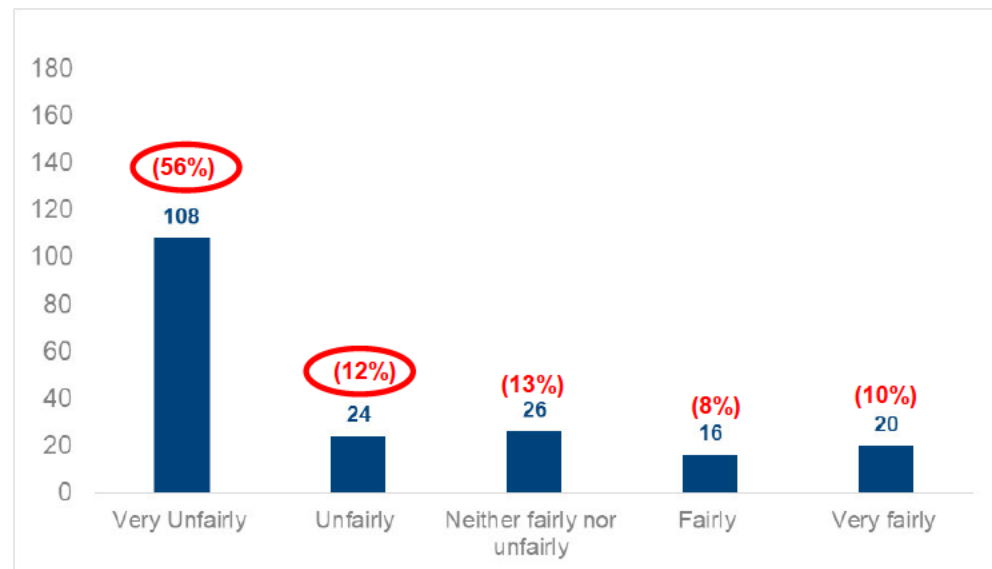
- 68% of survey respondents who had been subject of a misconduct allegation in the past 2 years felt that they were **not treated fairly** at the beginning of the process.
- **Views of LTR were more positive** than views of the misconduct process. 70% of survey respondents said LTR was either 'somewhat' or 'moderately' effective. However, the interviews and survey free text revealed **more critical views of LTR**. There was some **confusion** as to whether LTR should be used as a disciplinary tool or not. Officers interviewed who had been subject to LTR viewed the process as **disciplinary**.
- Line managers and officers interviewed and surveyed were concerned that the **lack of oversight** of LTR might contribute to its use as a **bullying tool** and that there may be **disproportionality in the use of LTR**.
- Officers surveyed and interviewed reported their frustrations with **how long misconduct cases take to resolve** and the **negative impact** of having **restrictions** imposed for long periods of time.
- Line managers surveyed and interviewed reported that they find behaviour constituting gross misconduct easy to identify, but find misconduct to be more **subjective and difficult to assess**. In addition, they highlighted that they find the MM1 form **too long and confusing** to complete.
- PSU decision makers interviewed reported they feel the misconduct process is **overly complicated and subjective**, making it challenging to assess misconduct referrals consistently.

68% of survey respondents who had been subject of a misconduct allegation in the past 2 years felt that they were not treated fairly at the beginning of the process



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How fairly do you feel you were treated at the beginning of the misconduct process?



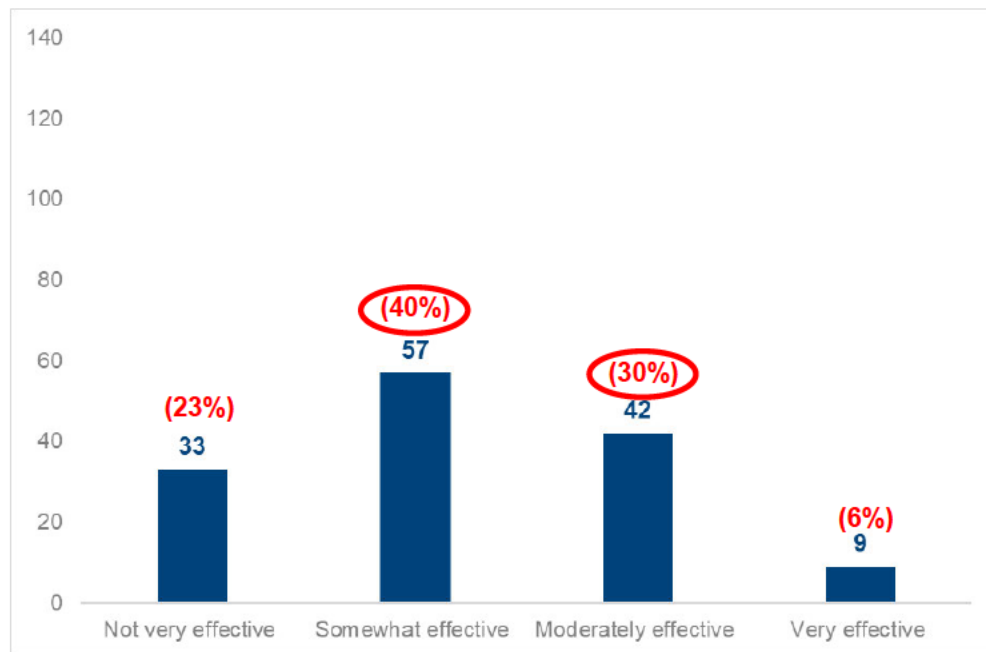
Perceptions of fairness in the misconduct process among those receiving an allegation, are subject to bias, and depend on the outcome of individuals' cases.

That said, survey responses indicate that many of those with direct experience of misconduct do not trust the process.

Base: Respondents who had been the subject of an MM1 between February 2021 – January 2023 (n=194)

Views of LTR were more positive than views of the misconduct process. 70% of survey respondents said LTR was either 'somewhat' or 'moderately' effective

How effective do you think the LTR scheme is?



Base: A mix of respondents from all sample categories (n=141)

Thematic analysis of the survey free text responses revealed officers' and staff members' key areas of concern about the misconduct system



Speed of the misconduct system (133/436)



Unfairness of the misconduct system (101/436)



Negative impact of restrictions on officers (42/436)



Inconsistent decision-making by the DPS on misconduct cases (34/436)



Poor communication in updating officers on misconduct cases (26/436)

Interviews and survey responses revealed more critical views of LTR



"If the purpose of LTR is learning, formalising the process puts officers on the defensive and is a barrier to the learning we are attempting to achieve. It is an effective way of measuring supervisors' interventions. However, by making it a formal process, it potentially detracts from the officer 'learning' and is seen as a sanction." (Inspector, White, male)

- There was broad consensus among supervisors and officers that the purpose of LTR (to act as learning tool) is positive. For line managers who had used the process, 65% (15/23) of those we surveyed thought that the purpose of LTR was clear.
- However, there was some confusion as to whether LTR should be used as a disciplinary tool or not. Officers interviewed who had been subject to LTR viewed the process as disciplinary. Multiple officers suggested that the DPS governance of the process is unhelpful and the scheme would be better managed under Learning & Development.
- Supervisors and officers were concerned that the lack of oversight of LTR might contribute to its use as a bullying tool and that there may be disproportionality in the use of LTR. Respondents highlighted cases in which white officers were referred to LTR, yet officers from an ethnic-minority background, were subject to more punitive interventions for similar behaviour, or were referred to LTR rather than simply having a conversation about the issue.

"The issue is that you can't challenge LTR, and it left me wide open for a disgruntled PC to retaliate." (Sergeant, mixed ethnicity, male)

Officers' views of the misconduct process



- Of the 436 survey free text responses coded, the issue of **unfairness** was mentioned in 101 responses, and issues surrounding the speed of the misconduct process was mentioned in 133 responses.
- Multiple officers interviewed additionally outlined that they waited a **long time to receive a case outcome**, which compounded the anxiety of those subject to proceedings. They reported that when they did receive an outcome, often there was a **lack of communication** from the DPS, including a lack of rationale provided for the decision made.
- Whilst under investigation, respondents expressed that normal working relationships, especially with line managers were impacted.
- Officers faced **additional restrictions** on their roles, including being restricted from aspects of their normal work, which had a severe impact on the **mental health** of some officers.
- Some line managers disclosed that they are unlikely to submit an MM1 as they worry that the misconduct system is **unfair and too slow**.

"The process is either a sledge hammer to crack a walnut or feather to knock down a brick wall. There doesn't seem to be a middle ground. Officers investigated for months or years for an allegation that ends in reflective practice or NFA is not right!"

(Detective Constable, White, male)

Supervisors' views of the misconduct process



- Roughly half of line managers interviewed were concerned about the **subjectivity** of the process and accurately judging what kinds of behaviour constitute misconduct. Those in the PSU reported that this **lack of confidence** among line managers often results in more MM1 forms being completed than necessary, as this can be seen as the 'safest official' option by line managers.
- A few line managers outlined a '**murky in-between**' standard in terms of behaviour which might not reach the severity of misconduct, but might be more severe than standards expected for other processes such as Learning Through Reflection.
- Line managers reported that they find behaviour constituting gross misconduct easy to identify, but find misconduct to be more **subjective and difficult to assess**. Those in the CRU report that they see more evidence of inconsistent decision making at the misconduct level rather than at the level of gross misconduct.

“Since the Casey Review came out, line managers have zero confidence in their own abilities to be line managers, they don’t do anything without seeking advice first.”

(Inspector, White, female)

The MM1 form



"The form had quite a lot of guidance on it. I feel as though it was saying two things – on the one hand, I needed to do fact finding to fill in the form and understand what had happened – but I also thought that as a supervisor, I shouldn't have to step over into the role of the professional standards unit." (Sergeant, White, male)

- 86% (43/50) of line managers surveyed who had submitted an MM1 had either a 'good' or 'average' general understanding of the process. 63% (30/48) of those who had viewed guidance, felt it was clear.
- However, around three-quarters of line managers interviewed felt that the MM1 form is too long and complicated, and it creates confusion as to how much fact finding they are required to do before crossing the line into investigation, which should be conducted by the local PSU.
- Line managers reported that they find it difficult to investigate behavioural issues in their teams, as they lack confidence in understanding their responsibilities to provide evidence that wrongdoing has taken place.
- Line managers explained that fact finding to support an allegation of misconduct could create a challenging environment within a team, in pitting employees against each other to find out which team members might be behind an incident.
- At the same time, PSU decision makers noted that line managers often do not provide sufficient evidence on MM1 forms, making their assessments challenging.

PSU decision makers interviewed reported they feel the misconduct process is overly complicated and subjective



"The system is massively overly-complicated and legalistic and it is so convoluted and doesn't help anyone. The current system traps them in months of investigation – no one understands the outcomes."

(Inspector, White, male)

- In line with line managers' general view of the process, PSU decision makers interviewed felt that the misconduct process is overly complicated, making it challenging to deal with cases.
- PSU decision makers identified regulations as written by lawyers and thus are difficult to understand without legal training. They also expressed finding the process difficult to understand, and unnecessarily convoluted.
- PSU decision makers additionally agreed with supervisors and expressed concern about subjective decision-making being present at every stage of the misconduct process. They explained how decisions can be different depending on which members of a PSU make a case assessment.

Theme 3: Racism and cultural bias

Summary



- There were **widely differing views** among ethnic minority and White officers interviewed about the possibility that racism and cultural bias among line managers might be contributing to disproportionality at the internal allegation stage.
- While some ethnic minority officers reported **direct experience of racist remarks** from colleagues, others felt that a lack of cultural competence could lead to unwittingly harmful behaviour among supervisors and unfair treatment of ethnic minority officers.
- Some White line managers interviewed disclosed that they are **scared to challenge** the behaviour of ethnic minority officers, for **fear of receiving a complaint** or grievance.
- In contrast, **ethnic minority officers** interviewed reported they have witnessed or have been subject to **more punitive treatment** by a line manager than their White colleagues. This view was shared by ethnic minority line managers interviewed who described witnessing other ethnic minority officers being treated more punitively for the same behaviour as White colleagues.
- Evidence of disproportionality related to **cultural and linguistic differences** emerged from the interviews as well. Some officers reported that they think a **lack of cultural competence** among line managers could explain the disproportionality at the internal allegation stage, and have witnessed **cultural issues** and **differences in the use of language** by officers for whom English is not their first language being treated as conduct rather than performance issues, with a **punitive response** by line managers.

Views of officers who have been subject to an allegation of misconduct (1 / 2)



- Multiple ethnic minority officers interviewed who had been subject to an allegation of misconduct reported that they feel that they are often judged more harshly than their White colleagues due to their ethnicity and / or cultural background.
"Some people are given the benefit of the doubt, and ethnic minority officers aren't given the benefit of the doubt like White officers are." (Sergeant, Black, male)
- A few Black officers interviewed disclosed that they feel they are racially stereotyped as being either lazy or aggressive, and are treated more punitively than their White colleagues as a result of damaging ideas about race reflected in the rest of society.
"Tall Black male officers are immediately seen as aggressive or lazy. I've experienced that too, I'm very softly spoken and have a laidback approach and I'm seen as lazy." (Staff officer, mixed ethnic background, male)
- Ethnic minority officers interviewed expressed feeling unable report breaches of professional standards, fearing that they would be labelled as a 'troublemaker'. Ethnic minority officers interviewed also disclosed that they have been subject to racist comments which have gone unchallenged by their supervisors, damaging their trust and confidence in the misconduct system and making them less likely to report issues.

Views of officers who have been subject to an allegation of misconduct (2 / 2)



- Some ethnic minority officers interviewed felt that line managers lack cultural competence and are thus ill-equipped to manage officers from a diverse range of backgrounds. A few ethnic minority officers interviewed described situations in which a line manager had interpreted a cultural difference as a conduct issue and responded punitively.
"We don't all live as nuclear families, I have extended family and community demands. Sometimes I have to go to a funeral, but if it's not a close blood relative, you are seen as making excuses. I think there is a fear of the unknown, and you're either seen as a threat or like you're being given special privileges." (Sergeant, Asian, female)
- Line managers' lack of cultural competence was also highlighted in relation to officers from European backgrounds for whom English is not their first language. A few officers interviewed who spoke English as a second language reported that differences in the way they express themselves verbally can be interpreted by White British line managers as rudeness or insubordination, and they are treated punitively rather than as in need of learning or more support.

"The way that Poles speak is very direct, it's not necessarily rude or offensive, but it's more direct. If a Polish person is asked to verbalise something, they will do it differently from a native British person and sometimes Polish people are perceived as bullies." (Inspector, White, female)

Views of supervisors who have made an allegation of misconduct (1 / 2)



- Most decision makers in the PSUs and the DPS who were interviewed were more sceptical about the possibility that racism and cultural bias could be contributing to the problem, and felt that the issue with disproportionality was due to procedural issues.

“I rarely think, ‘oh, this is a racist White sergeant trying to make life hard for a Black PC. More often than not, it’s a sergeant trying not to deal with performance issues.’”

(Inspector, White, male)

- A few line managers interviewed expressed concern that they would receive a counter-allegation of racism or bullying if they were to challenge the behaviour of an officer from an ethnic minority background, and disclosed that they feel more comfortable challenging other White officers.

“Line managers are more fearful of challenging people from certain demographics because of fear of complaints, so we are disproportionately managing some staff and letting others go unmanaged. Ethnic minority officers are not being managed properly, small conduct issues go unchallenged and escalate into misconduct and then line managers have no choice.” (Inspector, White, male)

Views of supervisors who have made an allegation of misconduct (2 / 2)



- Around half of the line managers from an ethnic minority background interviewed shared similar views as ethnic minority officers who had been subject to an allegation of misconduct, and expressed concern that cultural bias might be contributing to disproportionality.

“There’s lots of talk about diversity and cultural competence, but not a lot of cultural understanding. Sometimes when Black Caribbean or Black African officers are talking to each other, it can be interpreted by White supervisors as shouting and they react.”

(Inspector, Black, male)

- That said, one line manager interviewed felt that the issues with disproportionality are due to supervisors' fears of being labelled "racist", and therefore overcompensate by overdetailed allegations against officers from ethnic minority officers, and submitting an MM1 instead of having a conversation.

"Ethnic minority officers are less represented and so are more likely to have a White supervisor. I think that White officers are more likely to be in fear of being alleged as racist and so go overboard on the MM1s to cover their backs." (Chief Inspector, Asian, male)

Theme 4: Assessments and decision-making

Summary



- Almost all of those interviewed in the PSUs and the DPS mentioned **inconsistent decision-making** as a key issue which may be contributing to disproportionality.
- Many in the PSUs reported that they feel that the **complexity** of the conduct and performance management systems, alongside a **lack of training and clear guidance**, has given rise to high levels of **supervisor discretion** in being able to choose how to manage issues, enabling **inconsistent decision-making**.
- A few PSU personnel interviewed described a **lack of standard assessment tools** used to assess the severity of misconduct cases, leading at times to inconsistent decision-making and conflict between PSUs, local AAs and the CRU. Many PSU personnel interviewed also highlighted that there are **multiple PSUs**, each with their own way of working, resulting in **huge variation in decision-making processes and culture** across PSUs and different AAs.
- Some decision-makers in the DPS expressed concern there is **inconsistency in supervisors' decision-making** as well. They reported that they have witnessed some supervisors referring officers into the misconduct system to avoid having to deal with **performance issues**, as the UPP process is more onerous than completing an MM1.
- In terms of the severity coding, **10% more ethnic minority officers or staff in our sample were referred into LTR for less severe issues (105/190), compared to White officers or staff (85/190)**. This difference was significant $p=0.021$. We are checking these results further because they are based on a stratified sampling approach.

Cultural differences across PSUs



"The system has become more and complicated so that people are terrified of it. They have no idea of what is expected of them so they end up taking a punitive approach. As there is very poor guidance and no tool to assess cases, it's all down to individual discretion." (Inspector, White, male)

- There are multiple PSUs, each with their own culture, resulting in huge variation in decision-making processes across the PSUs and different AAs. PSU personnel also described a lack of standard assessment tools used to assess the severity of misconduct cases, leading to inconsistent decision-making.

"There are differences in culture between PSUs, which is determined by the manager. You might have a stringent old-school Chief Inspector, who expects very high standards. On another PSU you might get another inspector with a more relaxed approach to professional standards." (Inspector, Asian, male)

- PSU personnel reported that they do not see information on ethnicity on MM1 forms, and thus feel that their decision-making cannot be biased (although they do see the names of officers, from which ethnicity could sometimes be inferred).

Due to a lack of data on AA or PSU decision-making, we have not been able to analyse the scale of this inconsistency. This is an area which would benefit from further research once the digitalisation of the MM1 form has been implemented.

There is no clear distinction between the performance and conduct management systems



"I do see performance issues among ethnic minority officers being dealt with as misconduct by line managers." (Inspector, White, male)

- The complexity of the conduct and performance management systems, alongside a lack of training and clear guidance has given rise to high levels of supervisor discretion in being able to choose how to manage issues, enabling inconsistent decision-making.
- There is no clear distinction between the conduct and performance management systems, resulting in inconsistent use of both systems, and ethnic minority officers potentially being disproportionately referred into the misconduct system for performance issues. A few decision-makers in the DPS expressed concern that some supervisors refer officers into the misconduct system to avoid having to deal with performance issues, as the UPP process is more onerous than completing an MM1.
- The variability in AA assessments has led to a sense of mistrust among supervisors. Some supervisors interviewed were reluctant to seek advice from their local PSU as they did not trust the advice they would receive.

"I don't have faith in AA assessments. I know the training for AAs isn't consistent across BCUs and so officers in PSUs aren't able to perform in their roles sometimes."

(Sergeant, White, female)

We identified further evidence of inconsistency in LTR through coding of cases according to a severity scale



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Half of all cases (252/500) were coded as suitable for LTR. Over a third of cases (190/500) were coded as a 'minor issue'. We identified these cases as better suited to a conversation with a line manager. Examples of 'minor' cases are provided below. 9% of all cases (46/500) did not contain sufficient information for us to code, illustrating the insufficient amount of information on some LTR forms.

Behaviour issue	Examples	Contributing factors
Admin-related breach	Radio emergency button pressed accidentally/ late completion of crime reports	System issue/Wi-Fi connection issue
Minor slips in behaviour or standards	Smoking/ parking vehicle in the wrong place/ failure to complete training before a deadline/ failure to activate BWC/ failure to return keys or equipment to the right location	Accident, forgetfulness, inexperience
Appearance	Appearance or dress falling below standards (e.g. not wearing Met vest)	Forgetfulness, lack of knowledge around relevant policy
Lateness, working practices and sickness	Not providing a 'good enough' reason for lateness/ not proactively finding out shift changes/ Not booking on to CARMS/ sickness for a fourth time in a year/ booking annual leave late	Forgetfulness, poor communication, being unaware, inexperience
Not declaring relevant personal information	Not declaring a business interest or other paid employment	Lack of knowledge around policy

"officer was late to an event without good reason" (supervisor)

Welfare issues were a factor

Base: Cases coded as 'minor' (n=190)

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10% more cases that we coded as 'minor' involved an officer or staff member from an ethnic minority background



- Out of 190 cases we coded as 'minor' in terms of severity, 10% (105/190) more ethnic minority officers or staff were referred into LTR, compared to White officers or staff (85/190).
- We tested the significance of this result using Chi-squared. This was significant at the 0.25% level $p=0.021$. We are checking these results further because they are based on a stratified sampling approach.
- Out of these 190 cases, 13% (24/190) were associated with a cultural issue or a protected characteristic. Two examples of an inappropriate use of LTR are included below, as the cases were associated with mental health and physical health issues.

"Officer has had an unacceptable amount of sicknesses over the past few years. In the last 12 months she has had 6 periods. I note that the officer has had some unfortunate health issues of late and hopefully this is now resolved."
(Supervisor)

"Officer has admitted to having a mental health breakdown following the incident. This stems from previous trauma he has been through however this has not been previously addressed at work...The incident had the potential to have been avoided had previous welfare concerns of the individual been passed on to subsequent line managers."
(Supervisor)

2% of cases were coded as 'most severe' and unsuitable for LTR



2% of cases (12/500) were coded as 'most severe' on the scale. These were cases where the severity level was high enough that LTR was not appropriate. Although we identified only a small number of these cases, our analysis suggests that LTR might at times be being used inappropriately for more severe cases.

Behaviour issue	Examples
Any convictions or cautions for a criminal offence/ any allegations of criminality	Information about an officer having gang links/ Officer authorised 14 charges for non-residential burglary, with suspicious behaviour involved.
Sexual offence	Officer arrested and charged with a minor sexual offence.
Operational dishonesty	Officer said that they would attend court and did not. No supporting documents of the case were uploaded. The driver in the case was over the limit but due to the officer's actions avoided prosecution./ Attending a duty which an officer does not have the authorisation of their line manager.
In-action on case involving a vulnerable victim	Officer did not arrest DA male for assault with a vulnerable victim, and incident was put down as a mental health issue. Later in the evening officers were called back to the same arrested and arrested the male for common assault/ sexual assault of a child kept on CRIS work file with no action on case for 6 weeks.

Base: Cases coded as 'severe' (n=12)

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Severity coding – implications



Findings from our review of under a quarter of cases from nearly two years' worth of LTR data provide evidence of disproportionality in line manager decision making, as well as inconsistent use of LTR. Due to the type of approach and the associated subjectivity in decision making regarding coding of individual cases, we cannot say that findings can be extrapolated to the larger population. However, **within our sample** we found evidence that:

- The process is being used as a substitute for informal conversations with a line manager, before an early performance or behaviour issue arises – we coded over a third of cases as too 'minor' for LTR (38%). Earlier and more frequent line manager conversations might have resolved the need for conduct and performance concerns before a referral into LTR took place.
- Instances of behaviour or performance-related issues being associated with welfare concerns or protected characteristics (13%). In some of these cases, a line manager conversation at an earlier point in the process could allow for support of the individual or referral of the individual onto more targeted support, such as Occupational Health.
- Indication of disproportionality in line manager use of LTR. We found significantly more (10%) ethnic minority staff and officers being put through LTR for less severe issues.
- 9% of cases we thought did not contain sufficient information to be assessed, highlighting the lack of understanding by some line managers in relation to the level of detail needed when completing the LTR form.

Theme 5: A culture of informal resolution

Summary



- Officers and line managers interviewed spoke of a **culture of informal resolution** which sits alongside formal conduct and performance management processes.
- This culture of informal resolution consists of both **punitive measures** (the removal of firearms licenses, "punishment postings") and **supportive actions** (mentoring, development plans, additional training).
- Such a culture of informal resolution is not necessarily negative, but officers and line managers interviewed reported that **methods of informal resolution** are **inconsistently applied** by line managers, might may feed disproportionality.
- Some White line managers interviewed disclosed that they feel **more comfortable** employing informal methods of resolution with **other White officers**, as they **do not fear accusations of bullying**, while a few ethnic minority officers described being subjected to informal methods of discipline as **punishment**.

A culture of informal resolution sits alongside the formal processes and may be contributing to disproportionality at the internal allegation stage



- There are a number of organisational processes in place to manage performance and conduct issues. There is also a culture of informal resolution, consisting of both punitive measures (the removal of firearms licenses, "punishment postings") and supportive actions (mentoring, development plans, additional training).
"It's a grey area and that allows bias to creep in. We haven't trained anybody at all on bias. There is a real phenomenon of new promoted sergeants who immediately get carried away and take an overly punitive approach, they are keen to show they are in charge." (Inspector, White, male)
- Some White line managers interviewed disclosed that they feel more comfortable employing informal methods of resolution with other White officers, as they do not fear accusations of bullying, while a few ethnic minority officers described being subjected to informal methods of discipline as punishment.
"I felt being banned from driving was a punishment as I didn't get on with my supervisors. They jumped on every opportunity to segregate and punish me. Small issues were never dealt with by having a conversation." (Staff officer, mixed ethnic background, male)

It is challenging to assess whether this culture of informal resolution is used disproportionately given the lack of data. It is possible that White supervisors avoid referring other White officers into the misconduct system and employ these informal methods of resolution as an alternative way of managing performance and conduct issues.

6. Conclusions and recommendations

Conclusions and recommendations



- This research has identified 5 possible explanations for disproportionality in the misconduct system:
 - 1) A lack of training for line managers and decision-makers
 - 2) Procedural issues
 - 3) Racism and cultural bias
 - 4) Inconsistent decision-making and assessment of cases
 - 5) A culture of informal resolution which is inconsistently applied
- We have used the findings from this research to formulate a set of recommendations designed to address the disproportionality in the misconduct system. These recommendations are detailed in a separate document.
- Our research questions focussed on exploring the reasons why there is disproportionality related to ethnicity in misconduct process, rather than the development of solutions. As a result, the recommendations are high-level strategic recommendations and will require further work and potentially external expertise to determine the practicalities of implementing solutions.

Any questions?



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7. Appendices

Appendix 1: Methodology

We designed a mixed-methods study, using a variety of research methods



Given the lack of evidence as to why there is disproportionality in the misconduct system, the research was primarily qualitative, and did not aim to empirically quantify the level of disproportionality in the misconduct system or Learning Through Reflection scheme.

The research comprised a number of components:

- **Literature review** of academic and operational research on the topic.
- **Process mapping** of the early stages of the misconduct system and informal methods of resolutions in order to identify points in the system where there is a risk of disproportionality.
- **Descriptive statistical analysis** of Learning Through Reflection (LTR) and MM1 data.
- **Survey** of line managers and officers with experience of the formal misconduct system and LTR.
- **Semi-structured interviews** with a variety of stakeholders.
- **Scoping the potential for a regression analysis** of the factors which predict being subject to an internal misconduct allegation.

Literature review



MOPAC's 2022 research included a comprehensive literature review, which this report does not replicate. Due to the wealth of existing literature reviews on the topic of disproportionality in police misconduct processes, this report focused on literature published since 2021 which was not covered by MOPAC's 2022 literature review.

Our literature review comprised a summary of the following research:

- MOPAC, Disproportionality in Misconduct Cases in the Metropolitan Police Service: Phase 1, 2021
- MOPAC, Disproportionality in Misconduct Cases in the Metropolitan Police Service: Phase 2 Research (Vignette Study), 2022
- Baroness Casey's independent review into the standards of behaviour and internal culture of the Metropolitan Police Service, 2022-2023
- McDaniel and Malik, Managing allegations concerning Black and Asian police officers, cultural competence and reflective practice under the Police (Conduct) Regulations 2020, (2022)

Process mapping



- Given the complexity of the misconduct system and other processes designed to manage conduct and performance issues, we mapped out the different formal and informal processes through which they are managed.
- We reviewed the relevant policy guidance, regulations and interviewed representatives from the DPS in order to map out a detailed understanding of the misconduct and behaviour management system.
- Our initial interviews revealed that while there are a number of formal processes designed for supervisors to address poor performance and conduct, there is an informal culture which sits alongside the formal system and there are multiple ways in which supervisors resolve issues in their teams informally.

Descriptive statistical analysis



- We conducted descriptive statistical analysis of HR data on the proportion of Black, White, Asian and officers of mixed ethnicity in each BCU and OCU.
- We then compared this HR data with the proportions of Black, White, Asian and officers of mixed ethnicity who have received an MM1 or been through LTR in the past 2 years, to understand if any ethnic groups are over/under-represented in the data.
- We understand that ethnicity is more complex and nuanced than the broad and simplified categories of Black, White, Asian and mixed ethnicity, and that different ethnic groups within broader ethnic categories have different experiences (e.g. Black Caribbean and Black African; Indian and Pakistani). However, we were limited by the way in which HR collects data, as well poor data quality on officer-defined ethnicity and the small sample sizes if we were to further sub-divide ethnic categories.

Descriptive statistical findings



- **Rates of misconduct are higher for Black and Asian officers/staff than for White officers/staff. Rates of LTR are higher for Black officers/staff and similar for Asian and White officers/staff.**
- While Black officers/staff make up 4% of the overall MPS population, Black officers/staff made up 7% of those who had a live allegation of misconduct against them from February 2021 – January 2023 and 6% of those who have been subject to LTR from February 2022 – January 2023.
- For every 1000 Black officers/staff, 95 were subject to an ongoing misconduct allegation between 2021-2023, compared to 45 White officers/staff. For every 1000 Black officers/staff, 87 were subject to LTR from February 2022-January 2023, compared to 47 White officers/staff.
- While Asian officers/staff make up 9% of the overall MPS population, Asian officers/staff made up 12% of those who had a live allegation of misconduct against them from February 2021 – January 2023 and 9% of those who have been subject to LTR from February 2022 – January 2023.
- For every 1000 Asian officers/staff, 64 were subject to an ongoing misconduct allegation between 2021-2023, compared to 45 White officers/staff. For every 1000 Asian officers/staff, 49 were subject to LTR from February 2022-January 2023, compared to 47 White officers/staff.

Survey



We sent out a survey to gather feedback on the formal misconduct process and LTR as well as to recruit participants for a follow-up interview.

The survey targeted the following groups and received an 8% (436/5735) response rate.

- Officers who have been involved in LTR from February 2022 –January 2023. The response rate was 1.2% (26/2195).
- Supervisors who have been involved in LTR from February 2022 –January 2023. The response rate was 1.9% (26/1401).
- A random sample of supervisors who submitted an MM1 between February 2022 – January 2023. The response rate was 55% (86/155).
- A random sample of officers who were the subject of an MM1 between February 2022 – January 2023 which resulted in a misconduct/GM investigation. The response rate was 15% (194/1285).
- A random sample of supervisors and officers who had no experience of formal or informal misconduct between February 2022 – January 2023. The response rate was 12% (86/699).

Survey sample



424 respondents in our sample answered questions on key survey demographics.
Of this group:

Gender

- 65% (276/424) were men, 23% (97/424) were women.
- 11% (47/424) preferred not to provide their gender. 1% preferred to self-describe.

Ethnicity

- 71% (303/424) were White.
- 6% (21/424) were Asian.
- 4% (17/424) were Black.
- 4% (19/424) were from a mixed ethnic background.
- 1% (10/424) were from an 'Other' ethnic group.
- 13% (54/424) preferred not to answer this question.

Length of service

- 60% (68/424) had over two years of service and 30% (129/424) had over 20 years of service.

Rank

- 72% were either sergeants (146/424) or at constable level (161/424).

Semi-structured interviews



We conducted 28 semi-structured interviews with a range of stakeholders from a range of groups. We took a stratified sampling approach to ensure we interviewed officers from a range of ethnic backgrounds.

- 5 officers with lived experience of ethnic disproportionality within police processes
- 5 officers across different PSUs and the DPS
- 6 officers who have had an internal allegation made against them in the past 2 years
- 6 supervisors who have submitted an MM1 in the past year
- 2 officers who have been referred to LTR in the past year
- 2 supervisors who have referred someone they manage to LTR in the past year
- 1 supervisor who has never submitted an MM1 or used LTR before

Interviews explored participants' experiences of the misconduct system and/or LTR, their decision-making processes and feedback on what is working well and what could be improved.

Scoping the feasibility of regression analysis (ongoing)



- We are scoping the feasibility of a regression model to assess the strength of the relationship between a number of different independent factors (for example, length of service, ethnicity and the age of an officer) and whether or not an MM1 form was submitted.
- Looking at each of the independent factors in isolation from others risks producing misleading conclusions about the presence or absence of a relationship with the likelihood of an officer being subject to an allegation of misconduct.
- Regression analyses are used to account for many factors at once within one model, to test which of the factors has the strongest relationship with the main outcome of whether an allegation of formal misconduct is made for a subject officer.

Methodology: recoding of LTR severity by cases



With input from the DPS, we designed a three-point severity scale to thematically code 500 LTR cases.

'Coding' in this context meant that a group of 6 researchers (both officers and staff) each read and interpreted individual LTR case summaries according to the severity scale as a means to achieve two research aims:

1. To understand broadly whether LTR is being used correctly (and as expected).
2. To assess if there are more ethnic minority staff and officers being put through LTR for less severe issues, compared to White officers and staff.

Two key assumptions informed this exercise:

1. LTR is being used for minor issues for ethnic minority officers/staff that would be better suited to a conversation with a line manager.
2. LTR is being used for in more serious situations involving White officers/staff that are potentially misconduct and should be dealt with under the formal misconduct regulations, rather than LTR.

Appendix 2: Limitations

Issues with MM1 data quality



- In an effort to collect data to analyse the ethnicity of officers submitting MM1s and those subject to an MM1, we asked all 54 PSUs to complete a short MS Form to outline how they collect and store data on MM1 submissions. This exercise revealed that there is no central system for collecting and storing data on MM1 submissions across the MPS, and each PSU has a different process for collecting this data, while some do not collect any data at all.
- The MM1 form in its current format does not compel officers to record the ethnicity of the subject officer, line manager or the officer making the allegation, making it difficult to track disproportionality at the internal allegation stage.
- While PSU personnel expressed concern that having data on ethnicity could lead to biased decision-making, research conducted by MOPAC (2022)* tested the anonymisation of MM1 forms and found this did not have a significant effect on disproportionality in the misconduct process.
- A new digital MM1 form is currently being designed which will go some way to address missing ethnicity data as well as data on MM1 submissions, but this has not been implemented as yet.

*MOPAC Evidence & Insight (2022) Anonymised MM1 form analysis [not publicly available]

Other limitations (1 / 2)



- There is currently no central system for capturing data on MM1 submissions at the point of allegation. Data are only routinely recorded for MM1s which are assessed by local Appropriate Authorities on borough / OCU to be **recordable conduct matters**, which are logged in Centurion (a DPS case management system).
- Recordable conduct matters are cases where there is an objective reason to believe there has been an indication of wilful wrongdoing or criminal behaviour which reaches the level of a written warning or disciplinary action.
- It is challenging to use workforce data to calculate percentages, as workforce numbers will have changed over the 2 years in which our quantitative data was collected. We used June 2023 workforce data (a fixed point in time) to make calculations.
- When we explore descriptive statistics, we understand that the 'Other' category includes those from an ethnic minority background, but due to small sample sizes, we have excluded this category from our analyses.

Other limitations (2 of 2)



- The interviews we conducted with stakeholders from across the organisation contain a range of views. We provide key examples as quotations within the slide deck to summarise points. However, we recognise that there were a wide variety of opinions, and we were not able to capture outlying differences in views.
- Due to the relatively small sample size for the survey, the views expressed by respondents cannot be said to be representative of the MPS. Response rates varied considerably across individual groups. Due to routing and survey drop offs, not all respondents answered all questions.
- Response rates were particularly low for officers with direct experience of the LTR process, both as a line manager and as a subject, so the findings in relation to LTR are limited by the small sample size.
- Coding of LTR cases according to a severity scale was a subjective decision-making process, we introduced changes to the methodology to make the process more objective, see slide 18 for further details.