METROPOLITAN POLICE

[redacted]

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Deputy Assistant Commissioner
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Email: [redacted]

24th June 2026

Dear Mr Irvine

Thank you for your Regulation 28 Report dated 8th May 2026 concerning the tragic death of Yolanda Saldana Feliz.

The Metropolitan Police Service (MPS) extends its deepest condolences to the family of Ms Yolanda Saldana Feliz and we take the concerns you have raised extremely seriously. This letter sets out the formal response of the Commissioner of Police of the Metropolis, addressing each matter of concern and outlining the actions taken and planned to reduce the risk of similar incidents occurring in the future.

I can confirm that the matters of concern you set out within your Regulation 28 report have been carefully considered by senior leaders and practitioners within the MPS and I would now like to formally respond to as follows:

The first **matter of concern** is as follows:

> *The failure of the police to professionally investigate a complaint of domestic abuse to secure relevant information necessary to adequately assess and mitigate risk of fatal harm.*

MPS Response

The MPS recognises the importance of effective risk assessment and safeguarding in domestic abuse cases. We recognise that there were investigative and procedural failings in this case.

The investigative failures in this case occurred during a period of acute capacity challenges within public protection teams across London. Since 2022, the domestic abuse investigation teams have increased by 20% and average caseloads have reduced. In addition, all Domestic Abuse (DA) investigation teams have introduced small teams who receive, review and assess new domestic abuse reports ensuring that high risk cases are prioritised for further investigation and risk mitigation measures.

Since Yolanda Feliz's tragic death, the MPS has introduced several measures to improve its response to domestic abuse and the assessment of risk in such cases. In June 2023, the MPS transitioned from using the Domestic Abuse Stalking and Harassment risk assessment to the College of Policing approved Domestic Abuse Risk Assessment (DARA). The DARA is designed to draw out patterns of behaviour including coercive control and stalking. Officers have completed a College of Policing Electronic Learning (e-learning) package on the correct application of DARA. The MPS accepts that better and wider application of the Part 2 Domestic Abuse, Stalking

and Harassment (DASH2) risk assessment is required and are taking steps to improve through training and supervision oversight.

In addition, the MPS Threats to Life Policy which includes the policing response to Threats to Kill has been updated and mandatory training has been delivered through 2025 in the form of an e-learning product to constables and supervisors.

In 2025, the MPS delivered bespoke training to 23,000 front line officers on domestic abuse with a focus on controlling and coercive behaviour. The same cohort of officers received Stalking Awareness Training which has improved the recognition and response to high stalking cases which are reviewed and monitored through the Stalking Threat Assessment Centre (STAC) which is a multi-agency team comprising of police, health, His Majesty's Probation Service and the Suzie Lamplugh Trust. The STAC has been recognised by His Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) as an example of best practice in tackling high risk stalking.

The second **matter of concern** is as follows:

> *The adoption of investigatory standards, policies and procedures by a wider criminal justice system without any realistic prosect of compliance given lack of deployable resources.*

MPS Response

Domestic Abuse is investigated within the MPS's Community Safety Units (CSUs). In 2022, the capacity of CSUs was extremely challenged following an increase in reported volume over a number of years. In 2023, the MPS invested an additional 180 investigator posts within the CSUs which equated to a 20% uplift in capacity. In North East Basic Command Unit (BCU) (where the tragic events relating to Yolanda Feliz's death took place), the uplift had led to an additional 4 supervisors and 9 Detective Constables which has considerably increased capacity and reduced workloads.

In addition, the MPS has introduced a triage and assessment function in each CSU for new domestic abuse cases where risk is reviewed by a Domestic Abuse specialist and medium and high-risk cases are prioritised for immediate safeguarding and investigation.

The third **matter of concern** is as follows:

> *The police service's systemic failure to monitor, detect and remediate departures from required practice, even when officers escalated prophetic warnings about such failure.*

MPS Response

Since 2022, the MPS has introduced Domestic Abuse triage assessment teams that assess all new domestic abuse cases and prioritise safeguarding and investigative actions according to risk. The new CONNECT crime recording system has a number of features that mandates the completion of key actions when creating a new domestic abuse report. One of these features includes the mandatory completion of the DARA risk assessment and the recording of a risk assessment of Standard, Medium or High Risk. The MPS have also streamlined the crime management processes so that new investigations are reviewed by the triage assessment teams within 24 hours (and usually within a few hours) of a report going on to the CONNECT system. This ensures that new investigations are reviewed by an experienced domestic abuse investigator who is trained to assess and recognise risk.

The MPS has introduced Offender Management oversight where outstanding named suspects (those who have not been arrested, interviewed under caution or eliminated as a suspect) are monitored and prioritised for police action to locate and arrest according to risk.

As stated above, the MPS has uplifted the number of officers investigating domestic abuse by 20%. This includes an increase in supervisor posts within CSUs thereby increasing the capacity of detective supervisors to regularly and meaningfully supervise investigations.

The MPS has a number of departments who monitor any departures from required practice, and who set recommendations in order to improve the quality of service. Two of those departments are the Specialist Crime Review Group (SCRG) and the Directorate of Professional Standards (DPS).

The SCRG undertake several functions on behalf of the MPS, including the conduct of statutory reviews such as Domestic Homicide Reviews (DHRs). As part of the DHR process, the SCRG is responsible for completing Individual Management Reviews (IMRs) in accordance with Terms of Reference set by the independent DHR Chair/author. The IMR process involves an SCRG review officer examining police contact with the individuals involved in the case. This assessment considers whether relevant policies and procedures were followed, identifies examples of good practice, and highlights areas for improvement, including opportunities for organisational learning. Where issues are identified, the reviewing officer makes specific recommendations within the IMR, clearly identifying the action required and the responsible party for delivery of that action.

All IMRs are subject to internal quality assurance by SCRG senior leadership prior to finalisation. Completed IMRs are then provided to the relevant BCU Chief Superintendent. Responsibility for implementing local recommendations rests with the BCU Senior Leadership Team. Recommendations relating to organisational learning are directed to the appropriate leads within the MPS, often a designated Lead Responsible Officer (LRO) or relevant professional lead. From 2020-2025 (inclusive) IMRs have generated 126 local recommendations arising from DHRs.

There is not currently a system for conducting debriefs for all DHR's for all officers involved as we unfortunately do not have the resources to do so given the number of reports which are completed, the timespans these cover, and the number of officers involved. We believe the current system manages the matter in a sufficiently robust way by identifying specific recommendations/issues and dealing with those.

The SCRG maintains a record of all recommendations arising from its reviews and whether they have been accepted by the relevant decision-maker. Due to the volume of reviews undertaken and the time required to implement some recommendations (particularly those at a service-wide level), SCRG does not currently monitor or track completion of recommendations. There is an expectation that this function will be supported through the Organisational Learning application. The App was trialled last year but had some technical difficulties. A new team are currently working to improve the coding and hope to have the system ready by the end of July 2026.

Learning that is identified by the DPS is recorded on the Centurion system (a specialist internal IT system used by Professional Standards departments) and is disseminated by the investigation team to the local Professional Standards Unit and delivered to an officer's line manager. The line manager will document the learning on a form recorded on Met Systems. Once it has been given to an officer, the investigation team will be made aware to mark up the centurion record accordingly.

The fourth **matter of concern** is as follows:

> *The allocation of policing duties to civilian staff and trainee officers whose experience, training and caseload capacity were incongruent with the gravity of those tasks.*

MPS Response

Since 2022, Public Access Officers (PAOs) have ceased conducting the initial reporting and risk assessment of domestic abuse incidents. When a victim attends a police station to report a Domestic Abuse incident a warranted police officer will be called to carry out an initial investigation and conduct the DARA risk assessment. A new training package and standard operating procedure is in development which will reintroduce this area of policing to PAOs.

The Professionalising Investigation Programme (PIP) is the national framework used across policing to train, assess and accredit investigators, recognising the differing gravity and complexity of investigations and setting out four levels of competence: PIP1 for volume and priority crime investigations, PIP2 for serious and complex investigations, PIP3 for senior officers leading such cases and PIP4 for strategic leadership. The National Investigators' Examination (NIE) is a mandatory examination for officers wishing to become detectives, testing knowledge of law, evidence, interviewing and case management. Passing the NIE and achieving PIP1 competence are key requirements before progressing to detective training at the PIP2 level. The Metropolitan Police trainee detective pathway has evolved since 2022 and now includes a number of different routes into detective roles. These pathways involve structured training delivered internally in line with College of Policing requirements, portfolio completion and rotations across investigative teams.

In addition, the MPS provides a five-day course that CSU investigators complete following posting to the unit. This is a comprehensive course on domestic abuse, stalking and harmful practices. New investigators to the CSU are given a one-day induction course which provides practical instruction on the effective investigation of a domestic abuse crime. The detective development programme will soon evolve to include a year in uniform postings prior to moving into PIP1 and then PIP2 environments. This programme will include the mandatory completion of the five-day course where they will learn about investigating domestic abuse prior to commencement of any posting to a CSU.

As explained above, caseloads across Public Protection units have reduced following the uplift in investigator posts.

The fifth **matter of concern** is as follows:

> *Yolanda's sex, language skills and wealth impacted upon her ability to access public services, legal support and home improvements to maintain her security.*

MPS Response

It is not clear whether this concern is directed at the Metropolitan Police Service. There was no evidence heard in this inquest which established that Yolanda's sex, language skill or wealth impacted her ability to report a crime to the MPS and receive a satisfactory service. Evidence was heard that the MPS utilised the assistance of translators and Language Line to aid Yolanda's daughter in making her report to the MPS, and free translation tools such as Google translate could be utilised to review emails in fast time.

Please do not hesitate to contact me should you require further information from the MPS.

Yours sincerely,

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Deputy Assistant Commissioner