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Force Executive



Leicestershire
Police
Protecting our communities

Casey Review (June 24)

Purpose

The Baroness Casey Review “An independent review into the standards of behaviour and internal culture of the Metropolitan Police Service “was published in March 2023.

Although the report and the case studies within it focus on the Metropolitan Police the report challenges all other Forces to reflect on themselves, acknowledge where they could do better and take learning from what the report details.

The purpose of this report is to provide membership of the Force Executive a position statement regarding Leicestershire Polices progress against recommendations of the Case review and the work currently ongoing.

Key Themes and Recommendations from the review.

- 1) Racism, Homophobia, Sexism and Misogyny
- 2) Discrimination and bullying
- 3) Governance, scrutiny, and accountability
- 4) Misconduct and grievances
- 5) Recruitment, retention, and progression within the service
- 6) Neighbourhood Policing and engagement
- 7) Specialist Departments
- 8) Culture

The following action plan was created for Leicestershire Police to assess its own position and where necessary, track changes:

Met Recommendation	Leicestershire Evidence	Actions
Cleaning up the Met		
A new, independent, multi- disciplinary team of officers and staff should be bought in by the Met to reform how it deals with misconduct, domestic abuse, and discrimination	Misconduct – PSD Domestic Abuse – Discrimination – PSD/D&I/HR	Review of misconduct procedures completed Domestic abuse – Police perp – reviewed PSD monitor patterns of behaviour

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		<p>Grievance Procedure reviewed and updated. Themes identified and reported to SORB</p> <p>Closing the Loop meeting reintroduced to ensure a cohesive approach in respect of emerging trends / themes related to learning lessons with a focus on preventative approach</p>
<p>Create a misconduct process fit for purpose</p>		<p>Misconduct process reviewed</p> <p>Responded to national changes in misconduct process and delivery of training to new Chairs.</p>
<p>The Met should embed and enforce the highest policing ethical values and standards across all its systems and management</p> <ul style="list-style-type: none"> a) Recruitment b) Vetting c) Supervision d) Misconduct 	<p>LP has:</p> <p>'Our Duty'</p> <p>Mission statement</p> <p>Values</p> <p>Trust Confidence & Satisfaction Strategy (Our Service) – overarching strategy</p> <p>PCC Plan</p> <p>Vetting and misconduct has been added into the Trust, Confidence and Satisfaction strategy.</p>	

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	<p>The Pledge has been introduced</p> <p>CoP Code of Ethics introduced and currently being embedded</p> <p>Operation Forefront Respect introduced to consolidate work streams in this area.</p>	
<p>The Met should make sure that the highest policing ethics and standards are</p> <p>a) Adhered to b) Those who breach the standards face the consequences the public would expect</p>	<p>PSD have a robust standards policy and misconduct procedure.</p> <p>All standards have formed part of a campaign to remind all staff of standards.</p> <p>Bad apple line allows all staff to inform PSD of poor behaviours in force.</p>	<p>PSD publish results of misconduct online internally and those with public interest, externally.</p>
<p>Vetting standards should be changed with immediate effect to guard against those who intend to abuse the power of a police officer by</p> <p>a) Introducing an end-to-end process throughout and officer or staff members career – from initial recruitment to leaving the force</p>	<p>Responded to changes around vetting procedures and complied with national requirements to review.</p> <p>Vetting reviews being utilised as part of misconduct investigations.</p>	<p>PSD and Vetting review initial vetting/standards on recruitment to help identify possible predators.</p>

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<p>b) Having a relentless focus on identifying and resourcing opportunities for predator who seek to abuse from joining or staying in the Met.</p>		
<p>Disband the PaDP (Parliamentary and Diplomatic Protection) in its current form – reset with a new ethos</p>	<p>LP – no such team/department but has close protection officers.</p>	
<p>Set higher vetting and behaviour standards in its specialist armed teams to identify any conduct issues</p>	<p>LP enhanced vetting for specialised teams.</p> <ul style="list-style-type: none"> • The force has introduced an SSD (Specialist Support Directorate) Ops- Equality and Diversity meeting- This is a monthly meeting chaired by a senior officer (Supt) linking the work of the Firearm, TST, Dogs and RPU to the Casey report and Race Action Plan to increase under representation with operations department, to improve the culture within those departments, promote inclusivity and wider to break barriers and build trust with communities. 	<p>PSD/vetting to outline all current vetting standards for all roles.</p>
<p>All officers carrying firearms, including those in MO19 and PDP, should be re-vetted and have a</p>	<p>LP enhanced vetting for specialised teams- currently MVSC.</p> <p>LP Firearms department trainer has won an award for diversity</p>	

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<p>higher standard applied retrospectively</p>	<p>and inclusion at the CC awards 2023. They were nominated by the D & I unit for their work to support diversity. – St Philips Shield.</p>	
<p>Revoke unequivocally and permanently firearms qualification or 'blue cards' where an officer's values and standards fall short of public expectation</p>	<p>The Met have a large number of officers/teams that are far removed from the core of the Met and policing, LP have a smaller department that is closer to core policing and within SSD.</p> <p>Internally, suitability to continue in role is assessed on a case by case.</p>	<p>PSD have misconduct procedures in place to restrict officers, authorities, roles, and responsibilities where an officers conduct falls short of public expectation.</p> <p>The workforce survey is used as one method of identifying cultural concerns on specific departments. Themes have been shared for ownership by Heads of Dpt.</p>
<p>Install new external management to oversee the Specialist Training Centre to immediately address issues with its culture and standards</p>	<p>LP – Firearms Training department – internal specialist training which can ensure expected of culture and standards</p> <p>Academy -provides specialist training to all new officers, driving school etc and again, can address the culture and standards expected.</p> <p>Leicestershire Academy leads on strategic delivery of Code of Ethics which is embedded into all training.</p>	
<p>The Government should expedite providing the</p>	<p>National action – Leics Police remain committed to embedding any national changes.</p>	

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commissioner with new power to support efforts to 'clean up the met'

- Provide CC with the right of appeal where they feel the sanction is inadequate
- Enable the Met and other forces a legal power to reopen closed misconduct investigations
- Change regulations to ensure that failure to maintain or achieved vetting is grounds for removal
- Introduce a severance process to allow officers to exit the service and ensure it has the skills it needs
- Strengthen pension forfeiture rules so that a criminal offence does not

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<p>have to be committed in connection with an officer's service for them to lose their pension</p>		
<p>A new offer to women and children</p>		
<p>Reform the Public protection teams including the establishment of new specialist 'Soteria' teams to deal with rape and serious sexual offences</p>	<p>LP have had a specialist rape investigation team – Signal team</p> <p>Juniper Lodge specialist Rape and serious assault team support team.</p>	<p>LP currently have 28 DC's and 12 response officers working in the dedicated in the dedicated Rape and Serious Sexual Offences specialist investigation team.</p> <ul style="list-style-type: none"> • 8 Sgts • 2 DI • 1 x DCI • 1 x Supt <p>450 live investigations excluding post charge work.</p> <p>The current workload is high.</p> <p>Following a review, the team will increase the DC cover to 32. This will average out to 10 crime investigations per officer.</p>

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		<p>LP have introduced 4 PCs to cover on a rotational basis.</p>
<p>Aim to specialise the domestic abuse service to create more victim centred approaches and work more closely with non – police specialist domestic abuse services</p>	<p>LP has a specialised DAIU (DOMESTIC ABUSE INVESTIGATION UNIT) Department that works closely with specialist non police services i.e. project 360 etc – deals with High risk and officer domestic incidents.</p> <p>LP has a specialist DART (Domestic Abuse Resolution Team) T team that is victim focussed.</p>	<p>LP currently have about 33 Detective Constables in the DAIU.</p> <p>The team also have Police Constables of on rotational attachments regularly.</p> <p>The PCs on rotation become DA champions on their shifts and receive enhance file prep and interview knowledge.</p> <ul style="list-style-type: none"> • 5 x DS • 1 x DI • 1 x DCI • 1 x D/Supt <p>The DAIU deal with High-Risk DA incidents, providing that enhance specialist service offer.</p> <p>The DAIU also deal with all police perpetrators of Domestic Abuse. This includes both officers and staff as victims and offenders. The force has a dedicated DI response for all</p>

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		<p>PPDA matters. These matters report into PSD and Daily management meetings.</p> <p>LP have created a DART team made up of</p> <p>3 x Sgts</p> <p>15 PCS.</p> <p>The DART aim to triage and deal with approx. 2800 incidents per year,</p> <p>The force regularly shares updates and learning regarding language and terminology. The DAIU have dedicated training on a 3 monthly basis.</p> <p>LP Understands the implications of a domestic incident on children, i.e. 'aces. and how can we support and refer the wider family and prevent reoccurrence.</p> <p>LP have refreshed of the frontline of the use of DVPN. There is a big push to consider evidence lead prosecutions in the absence of a victim complaint.</p>
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<p>Resource the Public Protection and Domestic abuse teams correctly</p>	<p>LP has a specialised DAIU Department that works closely with specialist non police services i.e. project 360 etc – deals with High risk and officer domestic incidents.</p> <p>LP has a specialist DAIU DART team that is victim focussed.</p> <p>LP has specialist teams such as Mosovo, lom, Artemis, CCE/CSE, Mpot, Caiu, Art.</p>	<ul style="list-style-type: none"> • Signal – 40 DCS • DAIU – 33 DCS • DART 15 PCS
<p>Create an overarching children’s strategy for London to address long standing concerns about child protection and safeguarding which should</p>	<p>LP has a Child Centred Policing strategy owned by Layer 0 but cross cutting across the organisation</p> <p>LP Departments –</p> <p style="padding-left: 40px;">Caiu – child abuse team</p> <p style="padding-left: 40px;">Cce/cse – deals with criminal exploitation</p> <p style="padding-left: 40px;">Artemis – polit offences</p>	<p>Ongoing review of the overall Safeguarding delivery plans, detailing the approach to both child victims and perpetrators within each department of:</p> <p>Caiu – child abuse team</p> <p>Cce/cse – deals with criminal exploitation</p> <p>Artemis – polit offences</p> <p>Response officers connect with specialist safeguarding hubs through attachments on rotation.</p>
<p>Address its approach to children and young</p>	<p>LP Departments –</p> <p style="padding-left: 40px;">Caiu – child abuse team</p>	

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<p>people suspected of crime and are both victims and perpetrators (criminal and sexual exploitation and grooming)</p>	<p>Cce/cse – deals with criminal exploitation</p> <p>Artemis – polit offences</p> <p>Child centred policing approach enforced through the enabling strategy and delivery plans.</p>	
<p>Provide training for all officers who work with children to prevent 'adultification' where police officers and others regard children, especially from Black and ethnic minority children, as threats rather than children who need protection from harm.</p>		<p>LP Missing from Home Team have reviewed missing episodes for Black children – we can identify the differences between white and Black and Ethnic minority children who should be protected from harm and not a threat.</p> <p>The learning from this review has been adopted by the Missing from Home team.</p> <p>LP have put the FIP Inspector, Missing from Home team and other officers on to College of Police course to increase their understanding, empathy, and knowledge of 'Adultification'?</p>
<p>Building trust with London's communities to restore consent</p>		
<p>The Met should be reformed so that the</p>	<p>LP has</p>	<p>LP are reviewing the Trust Confidence and Satisfaction strategy to</p>

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<p>Peelian principles of Policing by consent are its guiding principles and the measures against which all its policies and practices are tested</p>	<p>'Our Duty'</p> <p>Mission statement</p> <p>Values</p> <p>Trust Confidence & Satisfaction Strategy (Our Service) – overarching strategy</p> <p>PCC plan</p>	<p>reflect Casey report findings and consider add in Peelian Principles and wording around vetting our staff and communities of focus.</p> <p>Code of ethics under review at COP, this will be included in revised in all Trust, Confidence and Satisfaction surveys.</p> <p>TCS Strategy to mark against the new structure layers –</p> <p>SSD looking at an internal virtual discussion hub.</p>
<p>The Met should introduce a new process with Londoners to apologise for past failings and rebuild consent, particularly with communities where this is most at risk</p>	<p>LP</p> <p>We are currently in the process of establishing IAGS within the local community to enhance community cohesion and assist with shaping our service.</p> <p>LP has a Victim Satisfaction and confidence survey for victims of DA, Burglary, Violent Crime, ASB (antisocial behaviour)</p> <p>LP releases two 'overall confidence' surveys across LLR (Leicester, Leicestershire, and Rutland) for overall confidence on Neighbourhood Link.</p> <p>LP now have a confidence survey specifically for the Black and Ethnic Community, Rural community, and the Gypsy Romany Traveller Community.</p>	<p>Leicestershire Police have committed to take part as a Pilot force in reconciliation and restorative practice with our Black community. The Fairness in Policing Inspector is drafting a proposal that will be shared with the College of Police. Conceptually the sessions will look to address; collective, community and intergenerational trauma to bridge the gaps that can exist with communities affected by traumas.</p> <p>Launched the new Strategic and Local Independent Advisory Groups [LIAG] - connecting local communities across the</p>

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	<p>In the pipeline, there will be texts and online surveys for those who contact CMD and Crime bureau.</p> <p>VAWG (Violence Against Women Girls) board established with a Force Vawg lead and action plan.</p> <p>Rural crime team established</p> <p>GRT team established.</p> <p>Race Action Plan is being embedded</p>	<p>nine Neighbourhood Policing Areas [NPA (Neighbourhood Policing Areas)] with their local police teams to improve service delivery.</p> <p>The Chief Constable will meet every four months with LIAG Chair/Vice to discuss progress against strategic themes from the [LIAG]. The Strategic Independent Advisory Group [SIAG (Strategic Advisory Group)] meetings are co-chaired by an independent community member.</p> <p>The governance of these two meetings will report into the Communications and Engagement meeting and at a strategic level into the Diversity Fairness and Inclusion Board.</p> <p>Leicestershire Police has launched a monthly Reasonable Grounds Panel [RGP], open to community members to become involved in the scrutiny and transparency of the use of all coercive powers. The first meeting of the RGP is taking place 27th June 2024. At this meeting, the forces Chief Taser Instructor will deliver training for communities to develop understanding and knowledge on the training officers receive, and powers policies related to the use of force.</p>
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		<p>The force take part in the community led Coercive Powers group chaired by The Centre for Racial Equality [TREC].</p> <p>Leicestershire Police have committed to take part as a Pilot force in reconciliation and restorative practice with our Black community. The Fairness in Policing Inspector is drafting a proposal that will be shared with the College of Police. Conceptually the sessions will look to address; collective, community and intergenerational trauma to bridge the gaps that can exist with communities affected by traumas.</p> <p>Launched the new Strategic and Local Independent Advisory Groups [LIAG] - connecting local communities across the nine Neighbourhood Policing Areas [NPA] with their local police teams to improve service delivery.</p> <p>The Chief Constable will meet every four months with LIAG Chair/Vice to discuss progress against strategic themes from the [LIAG]. The Strategic Independent Advisory Group [SIAG] meetings are co-chaired by an independent community member.</p> <p>The governance of these two meetings will report</p>
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		<p>into the Communications and Engagement meeting and at a strategic level into the Diversity Fairness and Inclusion Board.</p> <p>Leicestershire Police has launched a monthly Reasonable Grounds Panel [RGP], open to community members to become involved in the scrutiny and transparency of the use of all coercive powers. The first meeting of the RGP is taking place 27th June 2024. At this meeting, the forces Chief Taser Instructor will deliver training for communities to develop understanding and knowledge on the training officers receive, and powers policies related to the use of force.</p> <p>The force take part in the community led Coercive Powers group chaired by The Centre for Racial Equality [TREC].</p> <p>Review D and I strategy, include peelian principles, new code of ethics, look at met 'stride' strategy and other forces for inspiration, include trust and confidence?</p>
<p>The use of Stop Search in London by the Met needs a</p>	<p>Stop and Search working group – chaired by Ch Insp Danvers</p>	<p>Leicestershire Police has launched a monthly Reasonable Grounds Panel [RGP], open to community members to</p>

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<p>fundamental reset. It should</p> <ul style="list-style-type: none"> - Establish a charter with Londoners on how and when stop search is used with an agreed rational - Provide an annual account of its use by area and by team - Ensure compliance to the charter is measured independently – including viewing of the BWV (Body Worn Video) footage 	<p>Audit of P1'S is routinely completed.</p> <p>Review of body warn cameras? Whether this is done by tutor, Sgt, S & S Working group or Audit, u/k.</p> <p>Lp comms is producing a 'pledge'</p> <p>P1 data monitored within STEPS</p>	<p>become involved in the scrutiny and transparency of the use of all coercive powers. The first meeting of the RGP is taking place 27th June 2024. At this meeting, the forces Chief Taser Instructor will deliver training for communities to develop understanding and knowledge on the training officers receive, and powers policies related to the use of force.</p> <p>LP take part in the community lead Coercive Powers Scrutiny Group to support review our Stop and Search audit.</p>
<p>A new police deal for Londoners</p>		
<p>The Met should build a frontline policing service which is as revered and well-resourced as its specialist teams</p>	<p>LP has a TOM which focusses on Neighbourhood policing, CID and frontline working together supported by specialist teams. Formed in 2021.</p> <p>Op Forefront review completed</p> <p>New Layer Governance model</p>	<p>LP continuously assess how this meets the needs of the community, visibility and TCS.</p>
<p>The met should provide well resources Safer Neighbourhood</p>	<p>LP has Neighbourhood teams and safeguarding teams that are currently resourced as part of the TOM.</p>	<p>LP have reviewed the staffing across Neighbourhoods and safeguarding teams.</p>

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<p>and Public Protection teams</p>		<p>LP continuously assess resourcing capability – (i.e. qualified drivers)</p> <p>LP have recently hosted an awards ceremony and look for opportunity to praise the frontline staff and place importance on their role. – golden thread of policing.</p>
<p>BCU Commanders should be empowered to account for and explain the actions taken in their borough, including those by specialist units such as the TSG</p>	<p>NPA Commanders, Ch Insp, Supt, and Ch Supt of LPD are empowered to account and explain their actions within their geographical location via multiple avenues including KINS, Comms, gold groups and appropriate boards.</p>	
<p>The Met should recognise trauma a desensitisation of its officers as a corporate responsibility and provide trauma training for Public Protection and response officers as a priority, making access to counselling and other services easy</p>	<p>LP currently offers TRiM as an immediate and open offer to all officers and staff. Referrals can be made for further support to OHU.</p> <p>Safeguarding departments have a yearly mandatory access to a counsellor.</p> <p>6 free sessions of phone call counselling – that can be self-referred via health assured.</p> <p>Work force survey (2022) has highlighted that workforce do want better and easier access to MH /OHU support.</p>	<p>LP have invested in this area having redeveloped a brand new OHU.</p> <p>LP will develop a Process with the OHU to ensure officers are being monitored for levels of trauma they are exposed to.</p>

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	<p>LP relies on Supervisors monitoring their staff re exposure to trauma.</p> <p>Wellbeing offers and support on website.</p> <p>Wellbeing champions/rooms are available at most stations across the force for support.</p>	
<p>Provide a clear way for local authorities and their residents to hold the police to account through:</p> <ul style="list-style-type: none"> - Dedicated borough superintendents - Structures to allow greater transparency and challenge - Democratic representations through local authorities - Provide the ability to access high quality data and review case handling - Deliver strong and consistent community engagement 	<p>LP has a clear structure within LPD regarding Superintendents for neighbourhoods.</p> <p>NPA Commanders, Ch Insp, Supt, and Ch Supt of LPD can be challenged and represent the police via multiple avenues including KINS, Comms, gold groups, Neighbourhood meetings and appropriate boards.</p> <p>LPD has a neighbourhood policing strategy.</p> <p>The neighbourhood strategy has incorporated the TCS strategy in 2022.</p> <p>Data re force performance available via HMIC website and on LP website although basic.</p> <p>Npa commanders give local performance updates to LA.</p>	<p>TOM/Op Forefront review will assist with more visibility of Ch Insp/Supt/ Ch Supt to the community and officers.</p> <p>LP have a clear strategy and `Pledge` with a clear set of expectations for the public.</p> <p>More value on internal audit. This will be highlighted as an area of business that is a positive resource to allow us to temperature test, we are as a force. - offers us assurance and early warning.</p> <p>LP is aware for the need for visible leadership particularly middle to senior management i.e. team meetings, etc this maintains the strategy, messaging, tone of the COT and encourages,</p>

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<p>-</p>	<p>Updates of performance, good news stories etc via comms.</p> <p>Community can voice their opinions/concerns via social media (Orlo), neighbourhood link, surveys, contact with officers, Neighbourhood Watch, Active and community groups and PSD via complaint system.</p> <p>Cot is visible via leadership briefings, scot and COT Conversations and internal comms.</p>	<p>suggestions, challenge bottom up.</p>
<p>New Leadership and Management</p>		
<p>Bring in new specialist expertise from outside the met in permanent rather than advisory roles to help</p> <ul style="list-style-type: none"> - Overhaul the management of the organisation - Lead on work including reforming the culture of the Met - Create a workforce plan <p>Create measurable and rapid progress</p>	<p>LP have the TCS strategy (our service), Diversity and Inclusion Strategy and HR Strategy.</p> <p>All strategies address culture.</p> <p>Workforce board, chaired by Alistair Kelly (now becoming the people board)</p> <p>D&I diversity course mandatory to all officers and staff – 2022/2023.</p> <p>All student officers in the academy have cultural training.</p> <p>Race Action Plan undertaken.</p> <p>Vawg action plan, board, and lead.</p>	<p>On going review strategies of:</p> <p>TCS, Diversity & Inclusion, HR.</p> <p>Reinvigorated the Workforce Board, DIFB and delivery plan to include culture.</p> <p>CI Gorman is delivering a cultural change piece to all frontline officers starting at LPD.</p> <p>Work force internal survey to use the Casey Internal workforce questions for 2024 and benchmark response.</p> <p>Specially review our recruitment and retention of black and ethnic officers – suggested</p>

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	<p>Workforce Survey to hear the staff voice which produces a delivery plan for the force.</p> <p>Regular engagement from the COT via Leaders briefings, road shows, scot, internal messaging.</p> <p>D and I support cultural change via courageous conversations and positive action.</p> <p>LP has an academy – but we still have a young in-service work force, young in-service Sgts and Insps. WFS 2022 supports the need for extra support for young in service and new recruits re university portfolio and street craft.</p> <p>LP Recently held 5 events for those who are new to policing.</p> <p>Sgts course – first course completed for those new to the role under the academy</p> <p>Pdrs are now used as part of promotion and performance.</p> <p>Bad apple line and #call it out campaign and facilities at LP to assist with internal reporting of misconduct.</p>	<p>through the new people board.</p> <p>Evaluation will be required from the academy.</p> <p>Insp course to be considered.</p> <p>Pdrs to all include TCS/Culture across the force as no 1/2 objectives.</p>
<p>New oversight and accountability</p>		

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<p>Introduce a new governance structure to oversee and scrutinise the changes needed</p>	<p>LP has measured themselves against the Casey Report and delivery plan will be produced to address change.</p>	<p>LP has measured themselves against the Casey Report and delivery plan will be produced to address change.</p> <p>Casey suggests that a 2 year and 5-year tracker review is set. This is being tracked within SSD on teams.</p>
<p>Introduce a new, quarterly Policing Board for London – chaired by the mayor – to drive forward the changes called for in the review</p>		
<p>Continue the Met Management Board, chaired by the Commissioner, and responsible for the leadership, strategic direction, and operational policing of the Met</p>	<p>LP has: COT board Force Exec Board and the SPDB performance board.</p>	
<p>Showing London that reform is working</p>		
<p>Commission independent progress reviews (after 2 and 5 years)</p>		<p>Casey suggests that a 2 year and 5-year tracker review is set – The CAre review recommendations actions are tracked by SSD on MS teams</p>

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<p>Demonstrate improvements in public trust, confidence and fairness amongst Londoners and narrow the gaps in these measures between Black, ethnic minority, LGBTQ+ Londoners and all Londoners</p>	<p>LP runs an overall confidence survey twice a year via Neighbourhood Link.</p> <p>Victim confidence and satisfaction surveying regime.</p> <p>Specific surveying to Black Ethnic minority, rural and GRT is in place.</p> <p>LP has a number of Support Staff networks, how affective are they and where do we use their expertise.</p>	<p>LP runs an overall confidence survey twice a year via Neighbourhood Link.</p> <p>Specific surveying to Black Ethnic minority, rural and GRT is in place.</p> <p>Confidence survey captures LGBTQ+ demographics, but not bespoke to this community. Do LP feel the need for a bespoke survey?</p> <p>Vawg external survey took place in 2022 – is this being used by the vawg board to consider external actions.</p> <p>Review the use of our networks, involve more with IAG's.</p>
<p>Increase the proportion of misconduct cases where action is taken</p>		<p>PSD currently review yearly numbers of misconduct cases and where action is taken.</p>
<p>Reduce racial disparity in misconduct cases</p>		<p>PSD and the Internal Scrutiny Panel continuously review misconduct cases and focus on racial disparity, what are the demographics of those involved and issues</p>

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		<p>raised. Can anything be learned?</p> <p>Learning from misconduct will be discussed at the refreshed `closing the loop`, monthly meeting chaired by TLA (Team Leicestershire Academy) and shared with workforce.</p>
<p>Improve charge rates for reported crimes particularly those involving violence against women and girls</p>		<p>Vawg lead / board– review this action – numbers of crimes against w & g and where improvements can be made.</p>
<p>Increase the number of adult rape cases reaching court in line with Op Soteria ambitions</p>	<p>LP has Signal as specific rape team.</p> <p>Performance of rapes cases and outcomes is monitored.</p> <p>Op Soteria embedding</p> <p>Improve rape positive outcome rate is a KPI tracked through Layer 3 and is on a positive trajectory</p>	
<p>Improve response rates and times</p>	<p>Response rates of calls and attendance are monitored and reported within SPDB, Steps and Crime and Ops.</p> <p>KPI's tracked through Layer 2</p>	
<p>Narrow the gap between the diversity</p>	<p>LP understands the Census and proportions of officers representing LLR. They are:</p>	<p>To be tracked via people board and race action plan.</p>

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<p>of the Met's workforce, including its officers and senior officers, and the make-up of the city it polices</p>	<p>LP actively recruits from ethnic minority via events and will support those wishing to apply with mentors.</p> <p>Officers are offered positive action support when going through a promotion process</p> <p>Specific programme to support those from underrepresented groups – development programme is available.</p> <p>LP -Specials diversity –</p> <p>LP workforce and senior officers' diversity –</p> <p>Officers showcased on BBC to attract those from other backgrounds to apply.</p> <p>Officers from all diverse backgrounds are used to attract people to the force.</p>	<p>Progression through ranks of women and Black and Ethnic officers and staff to be monitored and reflect society.</p>
<p>Other</p> <p>Met officers displayed high levels of stress – poor management, psychological support</p>	<p>LP has a dedicated OHU unit.</p> <p>The workforce survey has highlighted stress and MH Support needed in both 2022/23 surveys. All results are with Tim Ellis.</p> <p>Stress surveys are completed by H and S routinely.</p> <p>MH Led Barney Thorne and Ch Supt Starbuck.</p>	<p>Report pending, from Tim Ellis on what the MH support offer to all officers, frontline and specialist and staff.</p> <p>Does MAA need refreshing and retraining – so LP are not picking up the pieces of other agencies.</p>

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<p>Reduce demands on the frontline specifically MH incidents.</p> <p>Trust/Confidence survey – Met use MOPAC, although this week, they are looking to move away from using MOPAC – MET use 4 tracking questions.</p> <p>Numbers of PCSO'S, Civilian staff, special constables.</p>	<p>LP has a 'Most appropriate agency' policy.</p> <p>LP has 5 tracking questions</p> <p>LP has the utilisation board – review of our PCSO, Civilian and officers.</p> <p>Specials sit under VIP (Volunteers in Policing) and governed by the volunteer board.</p> <p>LP is having a similar process.</p> <p>LP – new promotion process (Insp to Ch Insp and Ch Insp to Supt) trial, based on COP skills and role.</p> <p>Layer 0 – crime prevention layer considered.</p>	<p>The pledge will prioritise what our workforce does to reduce demand.</p> <p>Evaluation will be required and feedback from candidates who have undergone the first process for future improvement.</p> <p>How will layer 0 look.</p> <p>Review our Neighbourhood/community engagement strategy – is it effective.</p>
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Met will conduct a fully bottom – up budget review to ensure investment is aligned with priorities and demand and to test efficiencies across all services

Promotion process – not transparent or based on merit but based on networking

The Crime Prevention, Inclusion and Engagement Team (CPIE) are focussed on IAG'S, Community engagement initiatives.