

Appendix-1_Baroness Casey Review – ‘Cleaning Up the MET’ – COLP response to 16 recommendations.

Baroness Casey Review ‘Cleaning up the MET’	Recommendation &/or Area for Improvement	Force Task Owner	Force Progress & Response
1.	<ul style="list-style-type: none"> The misconduct process is not fit for purpose. A new, independent, multidisciplinary team of officers and staff should be brought in by the Met to reform how it deals with misconduct cases, with a particular focus on how it handles sexual misconduct, domestic abuse and discrimination. 	<p>Professional Standards Dept (PSD)</p>	<p>Current Position: Whilst PSD is fit for purpose, consideration is being given to the training and expertise required of officers investigating corruption and conduct in the changing landscape where there is increased focus on complex criminal investigations into sexual offences. For example officers require skills in phone downloads and review.</p> <p>Additionally, CoLP will be increasing resources in PSD as part of the Corporate Services Review and is considering the recruitment of Police Staff Investigators as part of this uplift. A dedicated resource has been allocated to oversee the delivery of vetting/ misconduct/ CCU Inspections recommendations.</p> <p>Linked workstreams: this recommendation already links into the Operation Hood review and thematic and force HMICFRS Inspections (Misogyny, Misconduct, Vetting and CCU) which are reviewed within PSD and Strategic Force Boards and reports into PSIC.</p>
2.	<ul style="list-style-type: none"> The Met should embed and enforce the highest policing ethical values and standards across all of its systems and management, from recruitment and vetting through to supervision and the misconduct process, making sure these are adhered to by all its officers and staff, and that those who breach the standards face the consequences the public would expect. 	<p>Human Resources (HR) & Professionalism and Trust (P&T)</p>	<p>Current Position: The CoLP has adopted much of the best practice learning from the uplift programme which has been embedded with the recruitment process. A new Applicant Tracking System (ATS) has been procured and will be live within the next few months which will assist with standardising recruitment practices across all roles. An additional interview step has been added into the student officer recruitment process which is a supplementary step to the nationally mandated recruitment process. Face to face interviews are being held with all new officer recruit candidates. This is an important step in gauging suitability for the role. In terms of embedding values, HR will support L&OD with the review and roll out of the Management</p>

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			<p>Development Programme, maximising opportunities to embed and enforce values and standards. Additionally, the Inclusivity Programme tackles issues of values and ethics and the CoLP is also currently rolling out Active Bystander Training in April and May 2023.</p> <p>CoLP adheres to all published policy and police regulations in regard to vetting.</p> <p>In terms of recruitment there is a Force Vetting Policy, and this is strictly applied and is role specific and whilst this has been challenging during the Police Uplift Programme the Force has ensured that it has maintained the highest standards. Vetting is completed in line with Vetting APP the Vetting codes of Practice. Wherever vetting is withdrawn consideration will be given to removal of the staff member from force as appropriate using the available legislation.</p> <p>In terms of supervision and misconduct process, the Force has taken the approach of fast-tracking misconduct hearings where this is appropriate with one officer being dismissed recently under this process. For Appropriate Authority decisions for conduct, consideration is given to the College of Policing Guidelines for Misconduct Outcomes to ensure that decisions are in line with national expectations and that they appropriately consider relevant factors. Additionally, Counter Corruption Unit proactively seek to identify and disrupt activity that falls below the values expected in policing.</p> <p>The Code of Ethics is currently being reviewed at a national level and all Forces are being consulted on this currently, including CoLP.</p> <p>Linked Workstreams: Misconduct data is reported quarterly to the PSIC with dip samples of outcomes on misconduct cases presented to Members. Also links into thematic and force HMICFRS</p>
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			Inspections (Misogyny, Misconduct, Vetting and CCU) which are reviewed within PSD and Strategic Force Boards such as the Renewing and Rebuilding Trust and Confidence Board and also reports into PSIC.
3.	<ul style="list-style-type: none"> Vetting standards should be changed with immediate effect to guard against those who intend to abuse the powers of a police officer. The Met should introduce new end-to-end processes throughout an officer or staff member’s service – from initial recruitment and vetting through to leaving the force – with a relentless focus on identifying and reducing opportunities for predators who seek to abuse the powers of a police officer from joining or staying in the Met. 	PSD (Vetting)	<p>Current position: CoLP has a Force Vetting Policy which was reviewed in 2022 and is next due for review in 2025. In light of this recommendation this Policy will be reviewed again.</p> <p>The Vetting Manager and Head of PSD will develop a policy to deal with re-vetting and how to manage any subsequent process where a member of staff loses their vetting. However, the 2017 APP¹ (and the subsequent 2019 and 2021 iterations) have included the guidance in section 8.47. This makes clear that where vetting is withdrawn or refused on renewal, if alternative employment cannot be identified (for which they have sufficient clearance) or the risk cannot be reasonably managed, then proceedings for dismissal may take place.</p> <p>Counter Corruption Unit(CCU) will continue to develop their proactive capability to continue to reduce opportunity for predators who seek to abuse their powers.</p> <p>Linked workstreams: This is being tracked as part of the HMICFRS Vetting and Counter Corruption Delivery Plan, reporting monthly into the newly formed CoLP HMICFRS Operational Improvement Board.</p>
4.	<ul style="list-style-type: none"> Some of the worst cultures, behaviours and practices identified by the Review have been found in specialist firearms units, where standards should be at their absolute highest. The Commissioner should introduce immediate changes to address our concerns with the Parliamentary and Diplomatic Protection 	Local Policing (LP)	<p>Current Position: To put some context around this for CoLP the Tactical Firearms Group (TFG) consists of an establishment of 92 officers (currently working towards this FTE and also running a campaign to encourage greater diversity in TFG targeting female officers). The officers in the Unit work closely together on a day-to-day basis subject to shifts.</p>

¹ APP-Associated Professional Practice

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	<p>(PaDP) and Specialist Firearms (MO19) Commands, including:</p> <ul style="list-style-type: none"> ○ i) effectively disbanding PaDP in its current form, ensuring there is an absolute ‘reset’ with a new ethos, identity and a focus on rooting out unacceptable behaviour. ○ ii) setting new, higher vetting and behaviour standards in its specialist armed teams to identify any conduct issues and to keep out those drawn to these roles for the wrong reasons. In addition, all current officers carrying firearms, including those in MO19 and PaDP, should be thoroughly re-vetted and have this standard applied to them retrospectively. ○ iii) revoking unequivocally and permanently firearms qualifications or ‘blue cards’ where any officer’s values and standards fall short of public expectations ○ iv) installing new, external management to oversee the Specialist Training Centre to immediately address issues with its culture and standards. 		<p>i) TFG is part of the Local Policing Directorate and is not a large directorate in its own right as in the MPS. There is no regular deployment for parliamentary and diplomatic protection other than for planned high profile visitors to the City when the TFG will assist with any pan London security Operation under mutual aid.</p> <p>It is a tight knit unit with intrusive supervision and officers work well together and are respectful of each other in this high-risk environment.</p> <p>The Local Policing (LP) Senior Leadership Team (SLT) met with the TFG officers to explore any issues raised by the Casey Review and there were no issues around culture raised by officers or supervisors.</p> <p>Officers have had an opportunity to feed in anonymously through the Staff Survey and other anonymous reporting avenues which are all accessible on the Force intranet.</p> <p>LP SLT have met with all TFG teams and discussed staff survey and standards expected.</p> <p>ii) Firearms Officers are vetted to the required standard as laid down in Vetting Policy. Additionally, there is national work instigated by the National Police Chiefs Council (NPCC) which asks all police forces to check their officers and staff against national police databases for misogyny and predatory behaviour. This will help identify anyone who may be unfit to serve at the expected standard of a firearms officer and root them out. This work is due to complete in September 2023.</p> <p>iii) This would be assessed as part of any misconduct process concerning TFG officers.</p>
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			<p>iv) CoLP has its own firearms training capability and CoLP officers are trained separately to the MPS (albeit from an operational perspective they do work together on pan London Operational deployments as required). Again high standards of training, culture and leadership is a pillar that runs throughout the Firearms training department, with regular feedback sought from students and any identified issues followed up.</p> <p>Linked Workstreams: The Inclusivity Programme aims to give officers the confidence to report on inappropriate behaviour of colleagues and actively promotes the importance of a positive and respectful culture both internal and how we treat the public. This is being rolled out through Active Bystander Training in April and May 2023. A mentioned CoLP is conducting the NPCC requirement of additional PND checks for all of its officers and staff.</p>
<p>5.</p>	<ul style="list-style-type: none"> • The Government should expedite providing the Commissioner with new powers to support his efforts to rapidly reform and clean up the Met, including: <ul style="list-style-type: none"> ○ providing Chief Constables the right of appeal to a Police Appeals Tribunal following a misconduct hearing when they conclude the sanction is inadequate. ○ enabling the Met and other forces with a clear legal power to reopen closed misconduct investigations. iii) changing police regulations to ensure that failure to maintain or achieve vetting status is grounds for removal. iv) introducing a managed severance process to allow officers to exit from the service and ensure that the service has the skills it needs. 	<p>Government</p>	<p>This will impact all forces.</p> <p>The current MPS Commissioner Sir Mark Rowley QPM has been proactive in advocating change in this area.</p> <p>The Home Office announced in January 2023 a Review of police dismissals- this is in progress. The Force will feed into this review as part of the formal consultation process once issued to Forces.</p> <p>Review of police dismissals launched - GOV.UK (www.gov.uk)</p>

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	<ul style="list-style-type: none"> ○ strengthening the pension forfeiture rules so that a criminal offence does not have to only be committed ‘in connection’ with an officer’s service in order for them to lose their pension. 		
6.	<ul style="list-style-type: none"> • The Met should radically reform and re-specialise Public Protection Teams, including the establishment of new Specialist ‘Soteria’ teams to deal with rape and serious sexual offences. The Met should also aim to specialise its domestic abuse service to create more victim-centred approaches and to work more closely and in a more integrated way with non-police specialist domestic abuse services. These teams should be reinvigorated and properly resourced. Together this should be a new and significantly enhanced offer to women in London. 	<p>Specialist Operations (Public Protection Unit (PPU))</p>	<p>Current Position: The CoLP has a dedicated Public Protection Unit (PPU) This has been highlighted as an area for attention under the latest HMICFRS PEEL 2022 Inspection. Since the HMICFRS came into Force to conduct their field work in November and December 2022 CoLP has been quick to act and has now implemented a training strategy, procured new monitoring software and completed an uplift in qualified staff for the PPU. Posts in the PPU have been increased from 9 to 15 with 3 vacancies remaining and plans to fill them by September 2023. There are currently 12 posts filled. The team will be a mix of experienced and new officers.</p> <p>CoLP is committed to the Rape and Serious Sexual Offences (RASSO) National Operating Model (Op Soteria²) mentioned in the action. DCS Richard Waight, Specialist Operations, has set up a meeting to ensure CoLP moves to this by June 2023 when it launches. L&OD next round of vulnerability training will focus on Cyber Domestic Abuse & areas around victim trauma, Op Soteria Bluestone³, specialist roles for sexual offences investigation (SOIT) and Sexual Offences Liaison training (SOLO).</p> <p>In terms of domestic abuse, the PEEL Inspection identified the CoLP as innovative, stating that Investigators actively pursue evidence led domestic abuse prosecutions, in cases where victims are at their most vulnerable; and the force records crimes well and is amongst the best in England and Wales at obtaining the best outcomes for victims.</p>

² [Operation Soteria – Transforming the Investigation of Rape \(npcc.police.uk\)](https://npcc.police.uk)

³ [Operation Soteria Bluestone | College of Policing](#)

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			<p>Linked Workstreams: HMICFRS PEEL Inspection 2022 and Violence Against Women and Girls (OP Reframe); Op Soteria.</p>
<p>7.</p>	<ul style="list-style-type: none"> • The Met should create an overarching children’s strategy for London to address long-standing concerns about its child protection and safeguarding practices. This should: <ul style="list-style-type: none"> ○ address its approach to children and young people who are suspected of crimes, and its approach to protecting children and young people who are both victims and perpetrators, for example, through criminal and sexual exploitation and grooming. ○ provide training for all officers who work with children to prevent ‘adultification’, where police officers and others regard children, especially Black and ethnic minority children, as threats rather than children who need protection from harm. 	<p>SO (PPU) / Learning and Organisational Development (L&OD)</p>	<p>Current Position: The Force is linked into relevant partnerships around Safeguarding with City and Hackney Safeguarding Partnership and the City of London Corporation.</p> <p>CoLP will need to link in with the MPS on this action if the MPS create an overarching children’s strategy for London, CoLP would propose to adopt the same standards so there is consistency across London. This would be done in consultation with the City of London Corporation.</p> <p>HMICFRS Inspections have taken place in this area. The last inspection specifically on Child Protection was published in July 2020 and re-inspection in December 2021- Recommendations and progress on these are reported as part of the HMICFRS update to SPPC.</p> <p>CoLP already does a considerable amount of training for frontline officers on vulnerability – in 2021/22 - mandatory vulnerability training included Voice of the Child.</p> <p>In terms of training on issues such as ‘adultification’ this was identified as an issue and resultant recommendation under the local Safeguarding Practice ‘Child Q’ Review.</p> <p>This was reported to the Safeguarding Sub Committee, the Police Authority Board and the PSIC in May 2022- with Recommendation 13 recommending multi-agency ‘adultification’ training actively focusing on practitioners from school and the police.</p> <p>L&OD has created a new stop & search package with the following learning outcomes as a response to Child Q.</p> <ol style="list-style-type: none"> 1. Revision of Stop & Search

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			<p>2. Understanding of term ‘Adultification’ 3. Understanding use of Appropriate Adult</p> <p>This has been delivered to the Response teams and wider roll out to cover front line officers.</p> <p>Mentivity training also discusses Adultification which all student officers receive and open to the wider force linked to the Inclusivity program.</p> <p>Updates on Child Q recommendations progress is being reported to PSIC.</p> <p>Linked workstreams: Child Q, Stop and Search and HMICFRS Inspections reporting to PSIC and SPPC, respectively. Preparation for the unannounced custody inspection, which considers vulnerability of children and alternatives to custody.</p>
8.	<ul style="list-style-type: none"> The Met should be reformed so that the Peelian principles of policing by consent – securing and maintaining the respect and approval of the public – are its guiding principles, and the measures against which all of its policies and practices are tested 	Strategic Development (SD)	<p>Current position: This is a high-level strategic recommendation.</p> <p>In the City of London Police PEEL Inspection 2022 the inspectors did comment that most staff they spoke to had noticed the change in focus introduced by the new chief officer team as part of the force’s objectives: to focus on victims and people.</p> <p>Linked Workstreams: It can be linked to existing work in CoLP to embed the Policing Plan values across our organisation and the creation of a Professionalism and Trust department. Transparency and accountability for decision-making, considered fundamental to policing by consent, is delivered through both public and private governance operated by the Police Authority Board and its committees.</p>
9.	<ul style="list-style-type: none"> The Met should introduce a new process with Londoners to apologise for past failings and rebuild consent, particularly 	Corporate Comms	<p>Current Position: Regardless of both forces (CoLP and MPS) serving the Capital, it is assessed that this is nuanced to the MPS which has a</p>

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	<p>with communities where this is most at risk.</p>		<p>different governance model (The Mayor of London/ MOPAC) for greater London and is a different force to the City of London Police.</p> <p>Internal Communications activity in relation to trust and confidence is already based on the agreed approach with PSD, with Chief Officer Team understanding. This includes consistent communications relating to upcoming hearings, hearing outcomes and both internal and external communications handling required. This was demonstrated recently with the fast-tracked dismissal of a CoLP officer.</p> <ul style="list-style-type: none"> • A process is in place for all reports of significance relating to trust and confidence e.g. Baroness Louise Casey, Dame Rachel de Souza and DCC Maggie Blyth (NPCC lead for Violence Against Women and Girls) are considered for both internal and external communications sharing or comment (either reactive or proactive in the case of media relations). • Corporate Communications are mindful and consider the use of the Force Values in all communications activity i.e., both public messaging on trust and confidence relating to officer and staff misconduct, and also other corporate messaging such as the PEEL inspection media release and internal communication. • All relevant communications are supported with an appropriate communications plan considering public perception and how the CoLP recognises and positions itself based on its values of professionalism, integrity and compassion: upon the recent NPCC data wash being reviewed by PSD and any corporate decisions taken, upon outcomes of existing conduct and misconduct cases and upon new cases of conduct or misconduct. • Clarity at the City of London Police on internal and external communications from its Policing Plan to its Violence Against Women and Girls strategy, work on the Police Race Action Plan and importance of PSD, allow for a consistent and clear
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			<p>approach to communications, with a lower risk of missing an issue or not responding to it consistently.</p>
<p>10.</p>	<ul style="list-style-type: none"> The use of stop and search in London by the Met needs a fundamental reset. The Met should establish a charter with Londoners on how and when stop and search is used, with an agreed rationale, and provide an annual account of its use by area, and by team undertaking stop and searches. Compliance with the charter should be measured independently, including the viewing of Body Worn Video footage. As a minimum, Met officers should be required to give their name, their shoulder number, the grounds for the stop and a receipt confirming the details of the stop. 	<p>LP</p>	<p>Current position: The CoLP uses Stop and Search as a tactic appropriately and proportionately. This has been borne out in the HMICFRS PEEL inspection 2022.</p> <p>In terms of internal processes and supervision: Stop Search / BWV / Use of Force are dip sampled by Supervisors with City Silver now leading on dip sampling to ensure continuous monitoring of all three areas.</p> <p>The CoLP Stop & Search and Use of Force working group continues to meet quarterly. Attended by PSD / Support Network leads / Police Federation Reps and Units Heads to review data and trends/ AFIs.</p> <p>In terms of external input and challenge: the University of East London Students are on a program to meet with CoLP, and review stop search training – first meeting is 27th April 2023. Students will receive input and give feedback on Stop /Search training.</p> <p>The Stop search lead is engaged with the Home Office regarding changes to stop search and the linking of stop search / use of force to incidents.</p> <p>In terms of existing external scrutiny:</p> <ul style="list-style-type: none"> Stop / Search Use of Force is reviewed by IASG Stop Search slips and BWV – work continues to build a stronger process around this with our IASG Stop Search / Use of Force data scrutinised by Professional Standards and Integrity Committee (PSIC) on a quarterly basis. <p>In HMICFRS PEEL Inspection 2022: The force has been praised for its use of innovative stop and search practices, specifically related to Project Servator. The use of intelligence led behaviour techniques have been highlighted as best national practice.</p> <p>Officers have also been given training on legitimacy and ethics when concerned with stop and search. L&OD has created a new stop &</p>

			<p>search package with the following learning outcomes as a response to Child Q.</p> <ul style="list-style-type: none"> • Revision of Stop & Search • Understanding of term ‘Adultification’ • Understanding use of Appropriate Adult <p>This has been delivered to the Response teams and wider roll out to cover front line officers.</p> <p>Also, CoLP ran a ‘Focus on’ learning Session re: the impact of Stop and Search on communities by Sayce Holmes-Lewis⁴ for Black History Month.</p> <p>Lastly, CoLP has a very low complaint rate for Stop and Search with only 2 recorded to the end of Q3 2022-23 (latest IOPC data available).</p> <p>Linked workstreams: Training and development workstream for the Police Race Action Plan as part of the Equality and Inclusion updates, Child Q and Stop and Search all reporting to PSIC.</p>
<p>11.</p>	<ul style="list-style-type: none"> • Frontline officers are those who Londoners see and depend on the most from day to day but feel demoralised, let down by their leaders, and exposed to high stress and pressure: <ul style="list-style-type: none"> ○ i)The Met should build a frontline policing service for London which is as revered and well-resourced as its central specialist teams, giving Londoners 23 the Safer Neighbourhoods, Public 	<p>Operations and Security</p>	<p>Current Position:</p> <p>i) The latest Staff Survey revealed that Officers and Staff are motivated to do their jobs well and feel on the whole valued and that their wellbeing is a priority.</p> <p>Since the most recent restructure of the CoLP, the Target Operating Model has been adjusted to address areas of greater need such as Sector/ Local Policing, PPU and through the Police Uplift Programme Response and Volume Crime – these are all classed as frontline. The Force has central specialist units such as Public Order and Firearms, Dogs and Mounted and Roads Policing officers to serve the City Community.</p> <p>There are some areas which will require increased capacity going forward based on demand which will be subject of workforce</p>

⁴ [SHL \(sayceholmeslewis.com\)](http://sayceholmeslewis.com)

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	<p>Protection and Response teams they deserve.</p> <ul style="list-style-type: none"> ○ ii)BCU Commanders in the Met should be empowered to account for, and explain with candour and transparency, the actions that are taken in their Borough, including those of the central, specialist units such as TSG and VCTF. ○ iii) The Met should recognise trauma and desensitisation in 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>planning. Workforce Planning capability is an area ColP is looking to enhance through the Corporate Services Review.</p> <p>ii) The City is a square mile with one operational Local Policing Directorate which includes some of the specialist assets such as Public Order , Firearms and Dogs and Mounted officers. This is led by Chief Supt BCU commander who reports to the Commander Operations and Security therefore by its nature the size of ColP enables empowerment of the BCU Commander responsible for these resources.</p> <p>iii)The Force has Trim (Trauma Risk Management) trained officers and enhanced access to this in times of heightened trauma such as in the aftermath of terrorist incidents in recent years (London Bridge, Westminster and Fishmongers Hall). Officers have access to Occupational Health Services, including counselling and talking therapies through supervisor referral or self-referral avenues.</p> <p>Linked workstreams: Workforce Planning, Corporate Services Review, Health and Wellbeing, Staff Survey.</p>
<p>12.</p>	<ul style="list-style-type: none"> • Londoners’ voices are missing from how London is policed. Existing structures do not provide a clear way for local authorities and their residents to hold the Met to account for how they police and tackle crime on a Borough basis. A new borough based approach should be put in place, building on the positive introduction of new dedicated Borough Superintendents, to ensure structures allow for greater transparency and challenge, including democratic representatives through local authorities, 	<p>SD / P&T</p>	<p>Current position: The COLP has a structure in place at a local level to engage with the Community through Community Meetings/Ward Cluster panel meetings led by Local Policing, alongside our engagement with the IASG and (being established Youth IASG).</p> <p>A community survey is also conducted every 3 years to engage with workers and residents in the City and to gauge their concerns.</p> <p>Additionally, City wide residents meetings are held by the City of London Corporation as the Local Authority at which Chief Officers from the COLP attend and listen to resident issues and respond.</p>

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	<p>provide the ability to access high quality data and review case handling, and deliver strong and consistent community engagement.</p>		<p>Additionally, the Police Authority which is made up of elected Members is operated by the local authority as Police Authority for the City of London.</p> <p>CoLP reports quarterly to the SPPC and Police Authority Board on Community Engagement.</p> <p>Linked workstreams: Community Engagement Strategy/ Cluster meetings</p>
13.	<ul style="list-style-type: none"> The Commissioner and Deputy Commissioner, building on their recent appointments to lead the Met, should bring in new specialist expertise from outside the Met in permanent – rather than advisory – roles. This should be used to support them to overhaul the management of the organisation, and lead on work including reforming the culture of the Met and the creation of a workforce plan, including measurable and rapid progress on the diversity of the Met’s officer corps at every level. 	HR / P&T / SD	<p>Current Position: The CoLP Chief Officer Team has only recently been established in the last year and comprises a majority of officers who have not previously worked in the City of London Police. This has brought in external experience and appropriate challenge to existing structures and culture.</p> <p>Work has progressed on the CoLPs workforce plan for the next FY and there has been a concerted drive to recruit from minority ethnic groups and increase female officer numbers under the PUP.</p> <p>Workforce Data is scrutinised on a quarterly basis at the Resource Risk and Estates Committee (RREC), this includes targets and trends on diversity in recruitment of officers and data on diversity in ranks and police staff grades. The diversity data is also reported to the PSIC as part of the quarterly Equality and Inclusion update.</p> <p>Linked Workstreams: The reference to the work around reforming organisational culture and improving Equality, Diversity and Inclusivity is covered through other work streams including work being led by Professionalism & Trust, targeted recruitment of people from under-represented groups and a positive action leadership scheme offered by HR.</p>
14.	<ul style="list-style-type: none"> A new governance structure should be introduced to oversee and scrutinise the changes needed and ensure full 	P&T / SD	<p>Current Position: The Police Authority Board (PAB) and its Committees provide transparency and accountability and are made up of elected Members and external members. They include:</p>

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	<p>transparency and accountability to Londoners, while maintaining the operational independence of the Commissioner: 24 i) A new, quarterly Policing Board for London – chaired by the Mayor of London, similar to the model used for Transport for London – should be created to drive forward the changes called for in this review. ii) The Commissioner should continue to chair the new Met Management Board responsible for the leadership, strategic direction and operational policing of the Met.</p>		<p>Strategic Planning and Performance Committee Resource Risk and Estates Committee Professional Standards and Integrity Committee Economic and Cyber Crime Committee</p>
15.	<ul style="list-style-type: none"> The Met and the Mayor of London should commission independent progress reviews after two years, and again after five years, so that Londoners can have trust and confidence that reform is taking place. 	SD	<p>Not relevant as specific to the MPS. But linked to the recommendations below.</p>
16.	<ul style="list-style-type: none"> The key measures used to test whether these reforms are taking place and delivering reforms at the scale and pace necessary should include: <ul style="list-style-type: none"> Improvements in public trust, confidence and fairness amongst Londoners, and a narrowing of the gaps in these measures between Black, ethnic minority and LGBTQ+ Londoners and all Londoners Increases in the proportion of misconduct cases where action is taken Reductions in racial disparity in misconduct cases Improvements in the charge rates for reported crimes 	SD coordination function across SO, PSD, HR	<p>Current position: These matters are already being monitored through Police Authority Board and its existing Committees (i.e. diversity of our workforce compared with the London demographic, charge rates, misconduct cases and racial disparity in misconduct cases) and/or directorate or force performance management mechanisms.</p> <p>Current Position: The PSD team is currently undergoing a data review to understand any disproportionality of outcomes for misconduct processes for staff from ethnic minorities. The results should be used to inform work with the networks to support equality of outcomes for all. The team is reviewing discrimination conduct and confidential cases reported over the last five years with a learning focus to ensure the</p>

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	<p>and, in particular, improvements in charge rates for crimes involving violence against women and girls</p> <ul style="list-style-type: none"> ○ Increases in the number of adult rape cases reaching court in line with Operation Soteria ambitions ○ Improvements in response rates and times ○ A narrowing in the gap between the diversity of the Met’s workforce, including its officers and senior officers, and the make-up of the city it polices. 		<p>best level of service is given to such cases and that officers with the rights skills and expertise are utilised for investigations.</p> <p>PSD will continue to push for criminal processes wherever appropriate and work with the CPS to improve rates of charge and conviction on such cases. PSD has set processes to ensure early engagement with external forces where they manage criminal investigations into COLP officers and there is a requirement for an early case conference to ensure appropriate division of roles and responsibilities and information sharing.</p> <p>Linked workstreams: linked to Renewing and Rebuilding Trust and Confidence Board in relation to the force Police Race Action Plan and existing Equality and Diversity work streams.</p> <p>Many of these areas are reported to either PSIC or SPPC already.</p>
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