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| **Agency/Service Area[[1]](#footnote-1):** | **MPS** |
| **Completed by:** | **Lewis Basford** |
| **Role:** | **Detective Superintendent** |
| **Return date:** | (by 05 May 2023) |

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| 1. **Introductory statement of commitment**   ***Please include internal governance arrangements, and details of new appointments related to safeguarding adults.*** |
| **New Appointments announced for 2023/24 -**  **RASSO –**   |  |  |  |  | | --- | --- | --- | --- | | **BCU** | **DI** | **DS** | **DC** | | **EA** | 1 (Filled in anticipation of uplift) | 4 | 7 |   **CSU –**   |  |  |  |  | | --- | --- | --- | --- | | **BCU** | **DI** | **DS** | **DC** | | **EA** | 1 | 7 | 20 |   **MASH / Referrals desks**  1 x DS and 1 x DC per local authority area in each BCU – So 3 x DS and 3 DC’s  **Child Criminal Exploitation**  1 x DS and 5 x DC per BCU exploitation team.  **Police Staff Posts**  X4 Band D – Decision to be made on post location but will support RASSO and CAIT for RAPE investigations  Band D PCLO posts - Demand modelling is currently being undertaken and posts will be provided to BCUs based on that demand on a pro-rata basis. These will need to be permanent police staff posts.  1 X Band D Digital Forensic Practitioners for OCSAE  2 X Band E Researcher posts – this is to support MASH / Referrals Desks / PCLO teams in ensuring the MPS complies with statutory obligations to share information and manage children subject to child protection plans |

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| 1. **Key Safeguarding achievements for 2022-2023**   ***Please reference general safeguarding adults' achievements within your organisation, please give specific reference to the following:*** |
| * **Communications and Engagement (*Please tell us about any activity to raise awareness of safeguarding***   National press coverage on the use of tech in stalking delivered this year in public protection –  <https://www.bbc.co.uk/news/av/uk-england-london-63800461>  All officers have undertaken DA training to ensure a better understanding of victim care and behaviours. The capturing of data and ensuring the childs voice is heard.  OP Soteria Bluestone training is being delivered across the MPS – This is the national response to RAPE investigations. Operation Soteria was launched by the Home Office in June 2021 as a core action in the UK Government’s End-to-End Rape Review to help deliver the ambition to more than double the number of adult rape cases reaching court by the end of this Parliament (May 2024)[footnote 2].  A police-academic collaborative programme with a strong research foundation, the mixed-methods research design was informed by the “Five Pillars” theoretical framework (Hohl and Stanko, 2022)[footnote 3] and the learnings from a Home Office Police Science, Technology, Analysis and Research (STAR) funded pilot with Avon and Somerset Police called Project Bluestone between January – March 2021. Police practitioner knowledge combine with that of academic experts to pursue a shared goal: doing right by victims and developing a new National Operating Model for the investigation of rape and other sexual offences (RAOSO[footnote 4]).  The Year 1 work programme consisted of research deep-dives in 4 police forces (known as ‘pathfinders’) between September 2021 and August 2022. The 4 pathfinder police forces are: the Metropolitan Police Service, Durham Constabulary, West Midlands Police and South Wales Police.  Over this first year, the programme examined a wide range of data in the pathfinder forces. This included: analysis of all police records of rape and other sexual offences reported between 2018 and 2020/21 (depending on the force) , and cases concluded with Outcomes 14, 15 and 16[footnote 5], police ethnography observing rape investigators and victim liaison officers on shift, review of Body Worn Video footage of first response to rape disclosures, review of video-recorded Achieving Best Evidence (ABE) interviews with rape victims, interviews, focus groups and surveys of officers of all ranks and roles involved in rape investigations, focus groups with Independent Sexual Violence Advisers (ISVA) and focus groups with rape survivors[footnote 6], observation and review of police training, as well as a review of force internal rape and sexual offences investigations guidelines, protocols and written procedures, including on digital forensics.  The breadth and depth of the empirical research was only possible because officers of all ranks and roles provided access to various forms of data, allowed researchers to shadow them, took part in case file reviews, interviews, focus groups and surveys. Officers have invested significant time and trust in the process. The academic team were humbled by bravery and personal risks many officers were willing to take in exposing difficulties, and even failings, in the hope this will help their force improve. Victims and their supporters, particularly ISVAs, gave of their time and shared their experiences in an open way to help shape the changes to police investigation processes.  Detailed findings are found on page 23. Key high-level findings are:  Police force investigators lack sufficient specialist knowledge about sexual offending. There is a need for specialism and research informed specialist investigative practice for rape and sexual offences.  This lack of sufficient specialist knowledge about sexual offending, and evidence-informed specialist investigative practice for rape and sexual offences impacts on the quality and outcome of investigations and victim engagement. This includes significant deficits in;  knowledge about sexual offending behaviours, the nature of rape contexts and its impact on different victims from different backgrounds informed by academic research  integration of this knowledge into force-led learning and development for investigators and other police staff (for example, intelligence and performance analysts and police trainers), weakening the skills and investigative strategies of investigators.  corporate resource and support to retain, refresh and review the capability and capacity to apply this specialist knowledge  analytic overviews about recorded of rape and other sexual offences, the resources required to provide these analytic products, and the recognition of the value these overviews have for local prevention  a mechanism to monitor and manage the personal impact investigating sexual offences has on officers’ lives at work and at home.  Specialist knowledge about rape and sexual offending was also needed by other police staff in addition to investigators.  Disproportionate investigation effort was being put into testing the credibility of a victim’s account. There is a need to re-balance investigations to include a thorough investigation of suspects’ offending behaviours.  Investigations should centre on investigating the sexual offence, including any grooming, manipulation and coercion tactics employed by the suspect directly relevant to the alleged offence, informed by evidence-based knowledge of sexual offending behaviour and its impacts on victims, thus re-balancing investigations away from firstly and primarily focussing on the credibility of the victim as a witness.  Forces must improve the identification and disruption of repeat suspects through systematic review of criminal history and intelligence force data, better knowledge sharing and use of a range of tactics aimed to ensure investigators capture sexual offending behaviours.  Learning and development currently available to investigators lacks specialist knowledge about offending. The detrimental effects of this lack of capability are magnified by high workloads, the complexity of rape contexts, and understaffing, impeding the quality and outcome of investigations, and in particular the quality of victim engagement.  Learning and development infused with the specialist knowledge as above, is fundamental for improvement. Reflective practice is key to creating a whole force learning culture, which will together address the well-being of investigators, better investigations, and better service to victims.  There needs to be rapid improvement in digital forensics capability and capacity through learning and workforce development.  We encountered great variability within police forces in terms of officer attitudes beliefs, customs and social behaviour (“culture”) towards rape and sexual offences. Challenging internal cultures which undermine fair and equitable rape investigations is necessary as a matter of urgency.  In all pathfinder forces, victim confidence and engagement largely suffer from the above working context within which investigation of rape and other sexual offences takes place. When officers lack the knowledge and resources to make complex decisions to meet victims’ needs or understand the contexts within which sexual offences take place, they default to investigation procedures and processes. Wider knowledge about the difference different contexts bring to the investigative strategy undermines a whole view of offending and of victim impact.  There is a direct link between officer burnout, a lack of learning and development for officers and the confidence of officers in whether they are using the right investigative strategies when conducting investigations.  This takes a significant personal toll on investigators (both knowledgeable and inexperienced) and lack of recognition, demonstrated through corporate support for managing workloads and well-being, to enable investigators’ work to be appropriately responsive to victims and challenging to suspects.  Burnout symptoms for emotional exhaustion were shown from a bespoke survey of officers in the pathfinder forces to be higher than amongst NHS staff during the first year of the Covid-19 pandemic (see Pillar 4 report).  It is a corporate responsibility to resource rape and sexual offence investigations such that there is a realistic prospect of officers carrying out an appropriate investigation and have time to engage with victims.  Overwhelmingly, officers were committed to grasp the opportunity presented by the Operation Soteria Bluestone to help transform their rape investigations and victim engagement despite the very high levels of burn out, over-demanding workloads and under-resourcing.  Strategic analysis of recorded rape is fundamental to understanding the offending contexts in investigation strategies and in monitoring performance.  Around one-third of police recorded rapes in the pathfinder forces and one in ten other sex offences are marked as domestic abuse related. The substantial overlap between domestic abuse and sexual offending is significant and requires consideration in investigative strategies, safeguarding and how officers engage victims of different backgrounds. At present domestic abuse and sexual offences are seen as separate areas of policing in some forces, as well as in some aspects of victim support.  Analysis of pathfinder force data reveals the charge rate for offences of rape differed greatly depending on the relationship between the victim and the suspect (and the profile of relationship types varies by victim ethnicity).  Lower charges for cases involving intimate and former intimate partners, may be linked to cases resulting from incidental disclosure (such as when a victim is responding to questions during a risk assessment following an unrelated incident of domestic abuse) rather than a victim making a complaint of rape to the police with a view to seeking a criminal justice outcome.  Rape charge rates vary by local policing areas within the pathfinder forces. Forces should be curious about why these differences exist and aim to provide equal service to all victims as well as sensitive to different communities’ different levels of trust in policing.  Outcome timescales, and therefore the average length of investigations, can differ widely by outcome and force.  None of the pathfinder forces had sufficient data systems, analysts or analytic capability to support good strategic analysis to improve rape and other sexual offences investigations, contribute to any focused local crime prevention activity or any forward planning to improve the demands on the investigative workforce.  Across all pathfinder forces, police records were missing or contained incorrectly entered data, for example on victim ethnicity, the victim-suspect relationship and incorrectly applied outcome codes, in a significant proportion of cases. Poor quality police data is a limitation to a solid grasp of any differences in justice outcomes that might impact some groups of victims.  Missing and incorrectly recorded information in police records, and the resulting poor quality of police data limits understanding of differences in justice outcomes which might impact some groups of victims. The case file reviews raised concerns about the reliability of outcome variables.  Police forces lack the analytic capacity and capabilities to understand the nature of demand and their ability to respond to it. Using and understanding the police force’s own data on rape and sexual offences is critical for a strategic approach to improving rape and other sexual offence investigation and crime prevention.  Building workforce capability and capacity requires a police force to grasp the strategic issues presented by their rape and other sexual offences local profile. This requires making strategic use of police data, which in turn requires good enough police data, data systems and strategic analytic capability.  In summary, the findings reveal that policing needs a capable, confident, and reflective workforce which is equipped with evidence-informed knowledge about the impact of rape and sexual offences on victims, the contexts within which rape and other sexual offending happen, the nature of sexual offending locally, and offending strategies used by sexual offenders.  This research has challenged the way in which the police workforce is professionalised. It is important that policing moves away from its history of ‘training’ and toward an iterative, more open, research-informed learning culture. Specialist knowledge on sexual offending is critical to investigative strategies, not only to understand the crime but to understand how offenders groom investigators.  At the end of each of the four deep dives the findings were shared with the police force. The forces then took responsibility for owning the findings and developing an action plan and identifying corporate processes and improved ways of working to address the issues discovered through the deep dives, in conversation with the academics. The aspiration for the second year is a wholescale transformation in the way police respond to rape and other sexual offences by developing a national operating model for the investigation of rape and other sexual offences.  While these findings are focused on policing, police forces cannot create sustainable improvement alone. They are located within a wider policing landscape, which is only one part of the criminal justice system.  Several enabling agencies are required to support force wide change and create sustainable improvements in working practices. In all the pathfinder forces, we found that the influx of inexperienced investigators managing rape and other sexual offences created problems, for victims as well as for the experienced investigators. These problems are directly linked to insufficient learning and development and forces must address this deficit in collaboration with the College of Policing. It is vital that the learning from Operation Soteria Bluestone is one of the aspects HMICFRS will take into account in determining the efficiency and effectiveness of forces. Police and Crime Commissioners are vital in providing oversight and in holding police forces to account, commissioning local services and potentially enabling better joined up interagency working. Police decision-making on investigations is dependent on the subsequent decisions by the Crown Prosecution Service to charge suspects. The CPS are part of Operation Soteria and are also striving to bring about improvements in the delivery of justice.  The finding that one in three reported rapes occurs in a domestic abuse context is an issue that needs to be addressed not only by the police. Community sector support often (but not solely) is organised through support offered to victims of kinds of sexual or physical violence. This discussion will help frame the police approaches to victims’ engagement and accountability.  The terms trust and confidence have been placed at the centre of Operation Soteria Bluestone’s work. Research confirms that not everyone has equal trust in policing. The lower rates of trust for different victims from different backgrounds[footnote 7], for example, of the disabled[footnote 8], blend in complex ways with the ways officers treat victims. Trust and confidence are not just terms, but are lived experiences, which arise through police interaction with victims. It is enhanced through better engagement with victims and strengthened when people feel they have been treated fairly, respected, and have a voice (Jackson et al., 2012). Placing victims’ voices at the centre of this work, and at the centre of transformation, is critical going forward.  Finally, the programme demonstrated the value of academic-police collaboration. There are many lessons from this collaboration that will be shared with both the police service and the academic community.  **Dedicated SNT roles –**  **LGBT+ Community Liaison Officer (CLO)**  Public concerns regarding how the MPS investigated the tragic murders of Anthony Walgate, Gabriel Kovari, Daniel Whitworth and Jack Taylor undoubtedly impacted the trust of Londoners, especially within the LGBT+ community. The subsequent IOPC findings include that the MPS must review the role of LGBT+ Advisors. The IOPC have re-opened their investigation and there is a separate HMICFRS inspection which will report in Spring 2023 so MPS relations with the LGBT+ community will continue attract high profile scrutiny and public debate. Getting the LGBT+ Advisor model right remains critical in building more trust and the new model proposed is supported by the Op Lilford Gold Group, the central LGBT+ IAG and the LGBT+ Network (staff support association).  CPIE were tasked by the Op Lilford Gold Group to undertake the review and proposals have now been agreed by DAC Lawrence Taylor (FLP) and Commander Helen Harper (CPIE). This briefing note outlines the changes agreed and seeks your support to deliver this change and ongoing activity on BCUs please.  The existing LGBT+ Advisor Scheme was created and overseen by the MPS LGBT+ Network relying on individuals to voluntarily perform the role in addition to their main duties. It intended to deliver an ambitious range of services including partnership work, community engagement, crime prevention, support to investigations, supporting victims, delivering LGBT+ events, critical incident support and provision of subject matter expertise to MPS colleagues. Earlier this year the SSA decided that they will no longer deliver LGBT+ Advisors and it was agreed the MPS should own the risks associated with this role and provide organisational support to the individuals performing it at this critical time for building more trust.  The MPS will adopt a new LGBT+ Community Liaison Officer model delivered through BCUs and supported by a central coordinator. The new role profile will include core expectations whilst affording BCUs the flexibility to adapt delivery to meet local community needs. It reflects similar commitments to faith communities (BCU Faith Officers) and compliments exiting engagement with other community groups with shared protected characteristics (Youth Engagement Teams, Schools Officers, Outreach Teams etc).  Some BCUs have already made local decisions to invest posts into similar roles – the new scheme will widen that offer to other parts of London enhancing what is already in place by replicating this best practice and building on it. It should be noted that community members have highlighted that the MPS has historically focussed effort on areas with obvious LGBT+ venues which, whilst understandable, has not always recognised other areas require different approaches and greater engagement effort to reach LGBT+ Londoners. It is recognised that we must build capability and capacity to understand and engage around complex and evolving community issues with the full spectrum of lesbian, gay, bisexual, transgender and non-binary Londoners. The new CLO model will provide all LGBT+ Londoners, victims, community groups and businesses with a clear pathway to engage with us.  3.0 Key Changes for BCUs  • The former LGBT+ Advisor scheme will cease on 31/1/23. The “Advisor” title will no longer be used.  • In February the MPS will launch a new LGBT+ Community Liaison Officer scheme and FLP we be responsible for delivering this consistently across London. There will be a central co-ordination role to support other business groups and the CLOs.  • BCUs should appoint at least one LGBT+ Community Liaison Officer (PC) per BCU (using a suitable post identified locally from existing BWT). The new role profile is provided the Appendix. It is suggested that the role is advertised locally in early December for a discussion about creating the post and appointing the selected individual at LRPMs w/c 15/12/22 so individuals are in post late January (ahead of public launch February 2023).  • Existing volunteer Advisors may continue to support LGBT+ engagement as Volunteer Liaison Officers. They will be co-ordinated locally by the full time CLO (as agreed by line managers).  • It is recommended that the LGBT+ CLO is managed within the P&P Hub (Neighbourhoods) alongside existing similar roles such as Faith Officers. BCUs may propose alternative models.  • There is a clear role profile for CLOs (see Appendix) which is centred around delivering:  o More Trust: local engagement activity and supporting LGBT+ victims of crime and ASB.  o Less Crime: delivering crime prevention activity to LGBT+ businesses and communities and providing community advice on LGBT+ issues to OICs for investigations.  o High standards: raising awareness of LGBT+ issues, supporting inclusion, diversity and equality activity and providing community specific advice to colleagues.  • Selecting the best candidate for this role will be critical to success. Candidates do not have to identify as LGBT+ but need to demonstrate cultural awareness of LGBT+ issues, be enthusiastic, self-motivated and have the qualities required to navigate complex community dynamics  ROLE RESPONSIBILITIES:  MORE TRUST  • Community engagement and building trust is vital to restoring the confidence of LGBT+ Londoners. LGBT+ residents in London are highly diverse and engagement is required across the full LGBT+ spectrum and conscious of intersectionality. This role requires delivery of a step change in LGBT+ community engagement and trust building activities which shall include:  o Researching and mapping local LGBT+ community needs.  o Take personal responsibility for improving understanding of local community based tensions (within the LGBT+ community and with other communities).  o Building relationships with key LGBT+ groups, organisations and individuals within your BCU.  o Contributing to local LGBT+ community events and activities where appropriate.  o Being visible in LGBT+ spaces.  o Creating engagement opportunities where LGBT+ people can discuss concerns and seek advice either in person or online.  o Creating or liaising with existing local LGBT+ forums and other opportunities where policing issues can be discussed, local needs and priorities agreed and updates provided (you said, we did).  o Providing advice and reassurance to LGBT+ victims of crime (eg burglary) and anti-social behaviour.  o Supporting BCU and specialist officers by providing advice and guidance on LGBT+ issues to support investigations or engagement activity by other teams (including SNTs).  o Working sensitively with LGBT+ community groups on local issues such as PSEs (public sex environments), violence against lesbian, bisexual and trans women and girls.  o Able to work across BCU boundaries to support MPS initiatives, investigations or individuals who require specific expertise or lived experience.  • In order to achieve this, you must be able to work collaboratively with other local teams, for example:  o Delivering against MPS and BCU priorities through the lens of supporting LGBT+ Londoners and colleagues.  o Supporting BCU Licensing teams engagement with and through licensed LGBT+ venues.  o Work with SNTs on local engagement and problem solving activities to build trust.  o Supporting LGBT+ victims of crime/ASB/hate incidents and working with OICs (particularly in Public Protection) to support victims.  o LGBT+ Officers will not assume OIC status for crimes but will provide advice and guidance to OICs and support victims. OICs will consult victims before referring them to the LGBT+ Community Liaison Officer.  o Community Liaison Officers will provide SLT members with advice and insight as required (eg on engagement approach, gold group advice etc).  o Supporting Outreach / recruitment activity locally in LGBT+ communities.  o Informing the central LGBT+ Co-ordinator of relevant issues and incidents and escalating these where necessary.  LESS CRIME  • Delivery of relevant local crime prevention activity (not just focussed on crimes associated with LGBT+ people but all crime types according to local need eg burglary).  • Working with PP teams, ERT, SNT and LI as well as SC to support LGBT+ victims of crime (not just those of homophobic/transphobic crime) with a view to reducing attrition and maintaining confidence.  • Working with partner agencies, 3rd sector organisations and Designing Out Crime Officers to address emerging crime trends associated with LGBT+ spaces.  • Working with Schools Officers and YET particularly on prevention of YPSI (youth produced sexual imagery) and hate crime.  • Works to BCU Ops Room to provide advice on live incidents whilst on duty. (Note: the LGBT+ officer is not to be used as an initial response to incidents or crime reporting officer).  • Supporting PP OICs to reduce attrition of serious sexual offence victims through supporting victims and wider community engagement.  • Working with specialist teams to reduce crime or advise on crime issues relating to LGBT+ communities.  HIGHER STANDARDS  • Drives local LGBT+ awareness and inclusion activity eg Pride month, LGBT+ history month, Trans Day of Visibility.  • Maintains a network of local MPS volunteers to support delivery of local activity. These are not “LGBT+ Advisors” but Volunteer Community Liaison Officers.  • Provides cultural competence and advice to other police officers and staff (including specialists as required).  • Signposts others to subject matter experts where necessary eg chemsex SME in CPIC.  • Consulted and provides advice on policy changes relevant to LGBT+ communities.  • Local SME on LGBT+ issues and communities.  • Support London events as required eg Pride in London.  • Support critical or major incidents as required.  • Maintains a network of other volunteers who can support and provide wider advice and lived experience.  • Ensures activities deliver representation across the full LGBT+ spectrum.  • Maintains personal awareness of LGBT+ issues and emerging themes.  • Supports welfare initiatives for LGBT+ colleagues (liaising with the MPS LGBT+ Network as necessary. (Does not take responsibility for individual welfare cases but supports by providing advice, raising awareness etc).  • Drives local social media activity relating to LGBT+ issues.  • Works to deliver activities allocated by central LGBT+ Co-ordinator.  • Ensures leave and other forms of absence are covered locally by a nominated deputy.  Essential Criteria  • Experienced in delivering grass roots engagement activity.  • Able to operationally deliver face-to-face engagement activity.  • Self motivated and able to deliver with minimal supervision.  • Able to organise and lead on engagement activities, public forums.  • Works collaboratively to deliver tangible benefit for LGBT+ people internally and externally.  • Has cultural competence in LGBT+ issues and shows interest in learning more. (Note – role holders do not have to identify as LGBT+ but must demonstrate cultural awareness).  • Scans for emerging issues and trends affecting LGBT+ people in the area.  • Understands key BCU roles such as SNT, SSOs, YET, HCOP, Faith Officer.  • Able to provide clear written and verbal updates and reports to both SLT members and members of the public.  • Demonstrates high levels of professionalism and sensitivity according to MPS Values.  **VAWG Engagement & Co-Ordination Officer (Partnership & Prevention Hub)**  Role Profile:  • VAWG Engagement & Improvement Co-ordinator  • Creation and facilitation of a VAWG IAG and practitioners forum  • To work closely with BCU communications team for engagement opportunities, raising awareness and rebuilding trust.  • The officer will work closely with the VAWG SPOCS within the BCU, providing them support in co-ordinating walk and talks, recording issues and the follow-up process.  • The officer will attend all regular meetings with the local authority VAWG SPOC for each Borough, working in partnership to resolve issues and collaborate ideas to improve community confidence as well as enhanced communication of the work being done jointly between police and the council.  • Ownership of CIA’s for VAWG related incidents.  • Attending Gold Groups or supporting the SLT when a critical VAWG incident or an incident of high-profile occurs on the BCU.  • Linking with both CPIE and CPIC to ensure we as a BCU are aligned to the MPS police and VAWG programme, and also have awareness of the current initiatives around VAWG and communication inclusion and engagement.  • Be a subject matter expert in crime prevention advice for violence against women and girls, which will include understanding the legality around what women/girls/members of the public can legally do/use to defend themselves.  • Work with charities/organsations in supporting their causes whilst also ensuring they uphold the law and providing sound advice to them.  • Creating and chairing a Youth Male IAG/Focus Group to work collectively in identifying the issues they believe cause women and girls to fear safety, and what the police can do the prevent this.  • Internal upskilling and training around VAWG organisations and what they can legally do/use, i.e. clarifying the legality of self-defence sprays.  • The role will be fluid and the officer will require a thorough knowledge of Faith, LGBTQ+ and other subject matters which have an impact on minority communities. This is to support the other engagement officer’s when needed, but also to be able to transition their role based on the BCU priorities.  • The role holder will require excellent communication skills & an ability to proactively work with partners and the public to increase community engagement and crime prevention in order to build trust and confidence.  • The applicant will be in a unique position to provide welfare advice and drive community engagement, working with local partners to devise strategies to raise awareness and increase reporting VAWG related incidents.  • Working with the investigations teams and the VAWG strategy owners on the BCU, to discuss the possibility of call-back services to victims of VAWG offences and ensuring they have properly supported and signposted. This is an advisory capacity, not in an investigative capacity. |

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| 1. **Partnership**   ***Please tell us about any multi-agency work to develop/improve safeguarding*** |
| MPS now has a dedicated tri- borough VAWG strategic group to drive policing activity – documents attached - |

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| 1. **What difference has it made? What is the impact? What is the evidence?**   ***Please note any key work you have done to evidence the impact e.g. Practitioner Survey findings, event evaluations, inspection feedback, re-shaping services/commissioning, performance data etc. or any other stakeholder feedback*** |
| n/a |
| 1. **Key Challenges in 2022 - 2023**   ***Please note any particular areas that challenges that you have been working on in the last year*** |
| Staffing – a number of areas in the BCU remain critical for staff in terms of retention and training. This is on a backdrop of demand. This has been acknowledged in PP where the stabilisation program has been announced. |
| 1. **Good practice case studies** |
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| 1. **Priorities in relation to safeguarding adults for your organisation in 2023 - 2024** |
| Delivery of the resources to ensure better outcomes for the public. This must be the main driver to deliver essential policing services to adults. |

1. Where a number of different services from one organisation e.g. the Local Authority, are represented on the Board, it should be agreed internally whether a joint response or individual service returns will be submitted. [↑](#footnote-ref-1)