

Preparation for managing change in RASSO investigations

National Learning Network Event 12th October 2023

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The Open University

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Detective Superintendent Clare Caddick, West Midlands Police

Professor Bernard Burnes, University of Stirling



Centre for Policing Research
and Learning



Theoretical framework: the six original pillars



The need for variation in local RASSO delivery, but the principles for change remain the same

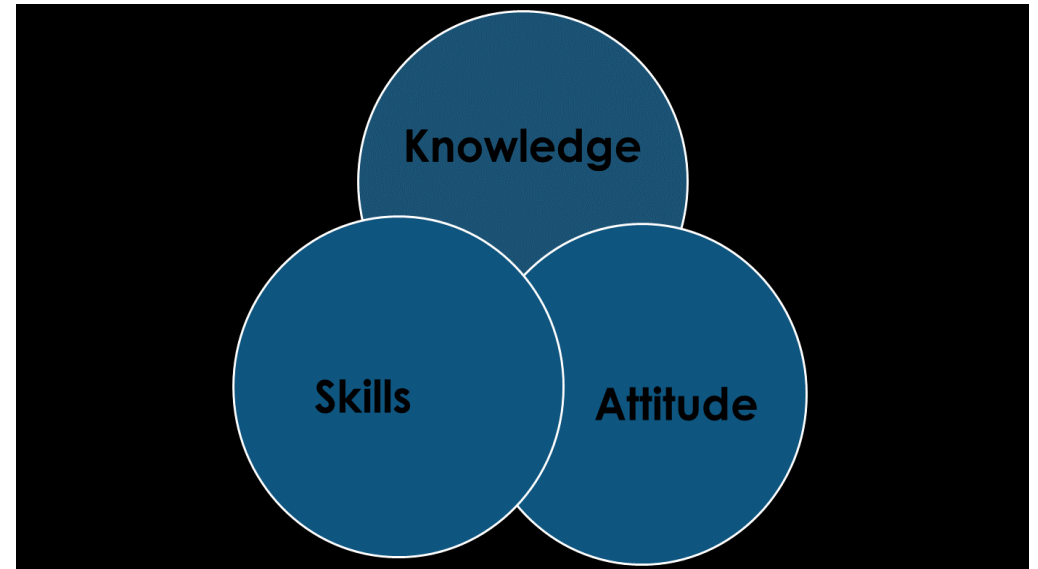
FORCE 1	FORCE 2	FORCE 3	FORCE 4	FORCE 5
Recent and Non-Recent teams (live and historic cases)	Specialist Bluestone RASSO team Sharing specialist knowledge with CID and FROs	Safeguarding RASSO team CID (DA and CA)	PPU teams in each of the 12 BCUs	Rape Investigation Teams (RIT) in each of the 3 BCUs

Advice given is not prescriptive - differences in force requires variations in delivery, BUT universal challenges remain across all forces, including time and availability for learning, workload and officers prioritising workplace demand above their own CPD needs

Things can change ...

'The next step was to give them protected time where we'd sit down and just talk through some of the issues for an hour and a half, two hours, which was doable in the short term. So, we could do that straight away' [Strategic Lead]

'It was mentioned around that correlation, which I think is dead right, around if we can give people the right training in CPD, it's got a massive benefit for wellbeing as well, because they feel that they're equipped to do their job' [Strategic Lead]



'It was really, really clear for me that Pillar 4 was going to be our priority in terms of the current staffing, health, wellbeing issues that had been flagged... If I haven't got a workforce that are healthy, engaged, focused, productive when they're at work, how am I going to deliver anything else?' [Strategic Lead]



Detective Superintendent Ed Yaxley

Avon and Somerset Police

Avon and Somerset: NPCC lead; Soteria pathfinder



Operation Soteria is:

“a collaboration between criminal justice practitioners and a coalition of the most qualified and talented academics in their fields. The overarching aim is to develop a New Operating Model for the investigation and prosecution of rape capable of national roll out”.

Chief Constable Sarah Crew
15th June 2022

Project Bluestone: transformation



Constabulary Management Board

Business Design Forum

Project Bluestone Working Group

Suspect-
focused
investigations

Identifying,
disrupting,
and
challenging
repeat
offenders

Using
procedural
justice to
underpin
victim
engagement

Placing
investigator
knowledge,
learning and
wellbeing at
the heart of
improvement

Systematic
use, analysis,
and
exploitation of
data

Extraction of
digital
material
and phone
seizures

Project Bluestone: key building blocks



Element of *adrienne maree brown's*
Emergent Strategy

Avon and Somerset response

Fractal

Learning: Patrick Tidmarsh, Bluestone portfolio,
RISDP, Rockpool

Adaptation

NFA Scrutiny Panels

Interdependence & Decentralisation

Project structure: pillar leads, working groups

Non-linear & iterative

Project-management and Theory of Change
National Learning Network

Resilience & Transformative Justice

CPS and ISVA partnerships
Operation Bluestone

Creating More Possibility

National Operating Model
Chief Officer leadership.

Project Bluestone: green shoots in Avon and Somerset



- Adult rape charges: double the volume over the 12 months to April '23 versus the previous 12 months (141 v 69); and the rate of improvement continues (70 in the 3 months to the end of June '23)
- Adult rape charge rate: more than doubled in the same period (4 to 8.42% over the 12 months to June)
- Top quartile for positive outcome rates for rape and serious sexual offences (11th/43 forces) – having previously been bottom quartile 18 months ago
- For the July – September 2022 quarter in the CJS Dashboard, A&S had the 3rd highest adult rape charge rate in the country
- Reported rape volume: 1497 in the year to April '23; 17% year-on-year increase since the rape review; now stabilising at that new level
- For the last year to September 2022 in the CJS dashboard, A&S had the 5th highest rate of suspects per 100,000 population referred to the CPS for early advice or a charging decision
- Early Advice in rape investigations volume: 24 per month (2022) versus <10 (2021).

Safe Link Feedback



"I have been blown away by the patience, support and care that you have shown my client throughout this process. The time that you have spent to make her feel as comfortable as possible has not gone unnoticed. You have involved me in each step of the process, which in turn helped her to feel even more supported and for the whole process to run as smoothly as it can. I haven't before seen such a fantastic example of joint working and I just wanted to say how grateful I am for your work."

Safe Link Independent Sexual Violence Advisor

"I felt sick at the thought of going anywhere near the police but the experience was so different! You (the ISVA) and the officer have made me feel so safe, supported and truly listened to. Both your kindness has made a huge difference to my life whatever happens next."

Survivor

Whole-system improvements



“Prosecuting rape engages and exposes most, if not all, of the problems and challenges that beset the Criminal Justice System – disclosure, technology, digital, stereotypes and myths... I could go on. So, if we overcome them for rape, we overcome them full stop”.

Chief Constable Sarah Crew
15th June 2022



Detective Superintendent Clare Caddick
West Midlands Police

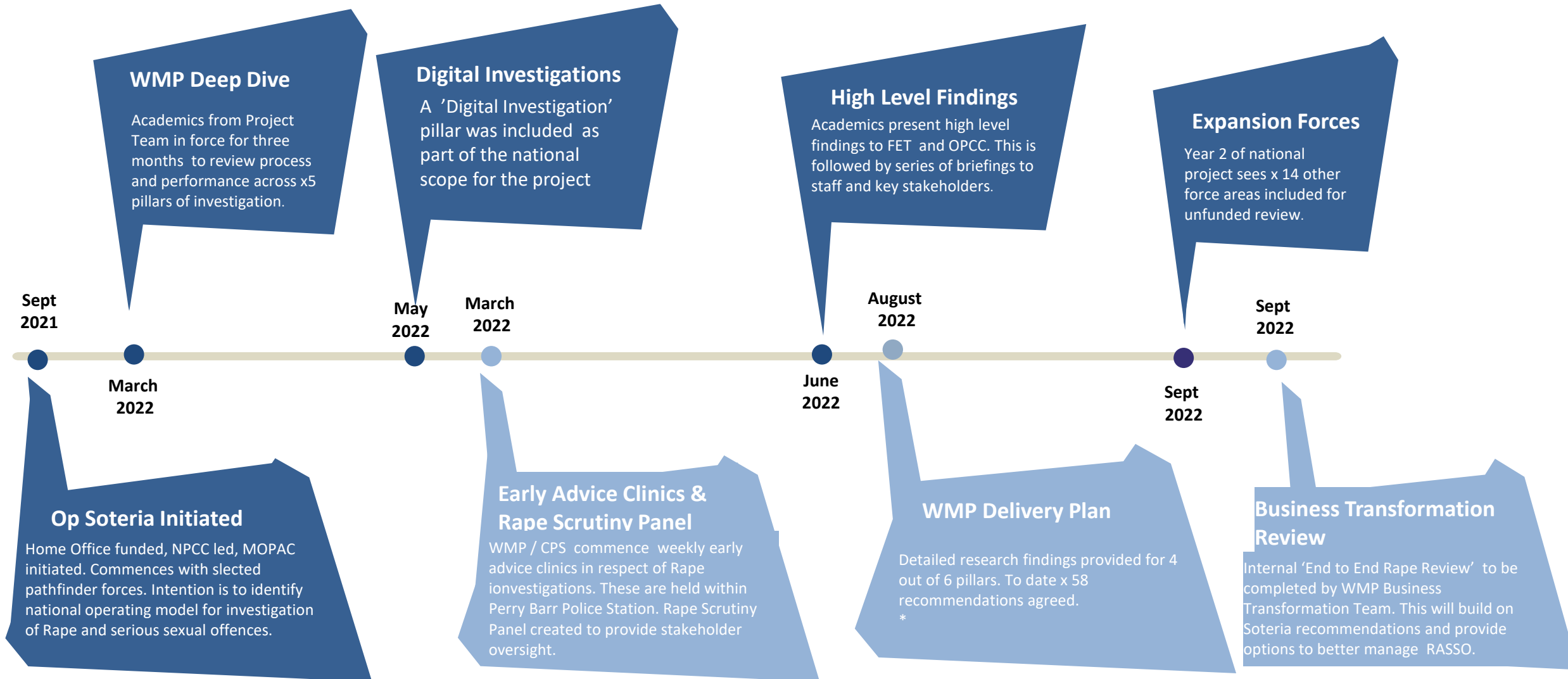


Embedding Operation Soteria

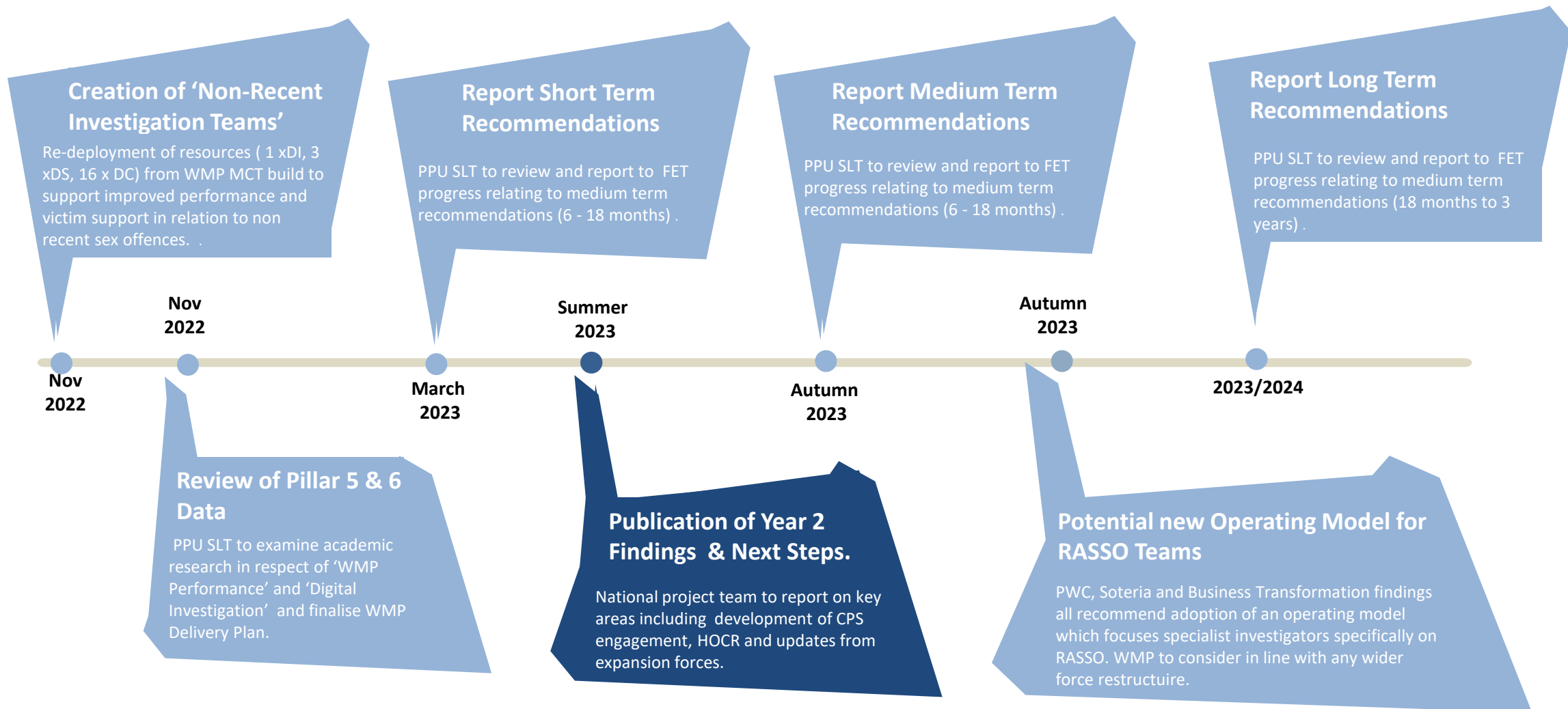
- Op Soteria 'Deep Dive' provided over 500 slides of findings.
- Initially 52 Recommendations.
- SRO & DCI visit to A&S in September 23 for peer support and best practice in managing academic data.
- Significant redesign of WMP Soteria Delivery Plan resulting in 76 actions & over 100 activities to drive improvements.
- Improved Governance Structure – Pillar Leads reporting into the SRO monthly meeting & Soteria Strategic Board (ACC Crime).

Op Soteria – WMP Timeline

The baseline illustrates in a summary view, the key events and phases associated with Operation Soteria.



Op Soteria – WMP Timeline



Operation Soteria Project Plan

Op Soteria Master Project Plan Sept 23.xlsx - Excel

Clare Caddick

File Home Insert Draw Page Layout Formulas Data Review View Help Tell me what you want to do

Clipboard: Paste, Cut, Copy, Format Painter

Font: Calibri, 11, Bold, Italic, Underline, Text Color, Background Color

Alignment: Wrap Text, Merge & Center

Sensitivity: Sensitivity

Number: General, Percentage, Decimals

Styles: Conditional Formatting, Format as Table, Cell Styles

Cells: Insert, Delete, Format

Editing: AutoSum, Fill, Clear, Sort & Find & Filter, Select

C15: Digital forensics

	A	B	C	F	H	I	J	K	
1									
2									
3									
4				Operation Soteria - Implementation Phase (2)					
5									
6				28/10/2022					
7				12/10/2022					
8									
9				Area	WMP lead:	Supported by:	Academic lead:	Members of the working group:	Dates of meetings
10				Pillar 1	Suspect focused investigations	DCI Westley Martin			
11				Pillar 2	Suspect offender management	DCI Westley Martin	PS Paul Shannaghan		
12				Pillar 3	Victim strand	DCI Allan Green	Jennie Alder (OPCC)		
13				Pillar 4	L & D / Wellbeing	DCI Allan Green	DS Barbara Martin DI Alison Bridgewater		
14				Pillar 5	Data	DI Michael Bailey	Mark Cooper/Gurpreet		
15				Pillar 6	Digital forensics	Josh Collins	DI Mark Teago		
16									
17				KEY					
18				R	Milestone behind plan, impact on project delivery date and/or benefits delivery				
19				A	Milestone behind plan, no impact on project delivery date and benefits delivery				
20				G	Activities on plan to achieve milestone				
21									
22									
23									
24									
25									
26									
27									
28									

Overview and key | Pillar 1 | Pillar 2 | Pillar 3 | Pillar 4 | Pillar 5 | Pillar 6 | Priority summary | Other | Methodology of change | HMICFR ...

Governance



Thematic Task and Finish Groups

Chair: Various Leads (TBC)

Frequency: **to be agreed by leads**

- Task and Finish Groups developed to support each thematic area
- Operationally, drive the improvement activity within that specific theme
- Review and consider the relevant findings and subsequent proposals for productivity and performance improvements at a local level
- **Monthly update reports are required for the Tactical Working Group: Submit each highlight report no later than 5 days prior to SRO meeting. Attendance also needed by all leads.**

Bluestone Tactical Working Group (SRO meeting)

Chair: SRO

Frequency: **Monthly**

- Maintaining initial oversight of a force wide implementation plan
- Review and direction regarding the design, implementation plans, business requirements and the development of the performance and benefits framework
- Identify interdependencies across thematic/Directorates and risks for implementation
- Key decisions and proposals for implementation will be discussed and assessed here but formal approve sought via the gold group chaired by ACC Hill.

Gold Group

Chair: ACC Andy Hill

Frequency: **6 weekly**

- Strategic oversight on issues and progress and set priorities and direction
- Consideration of escalated risk/issues and appropriate mitigation.
- Escalate issues to Gold by exception
- Assurance overviews and reporting
- Oversight of Comms strategy
- Proposals to be discussed and considered with force wide interdependencies
- Final decisions to be presented to Gold for final sign off

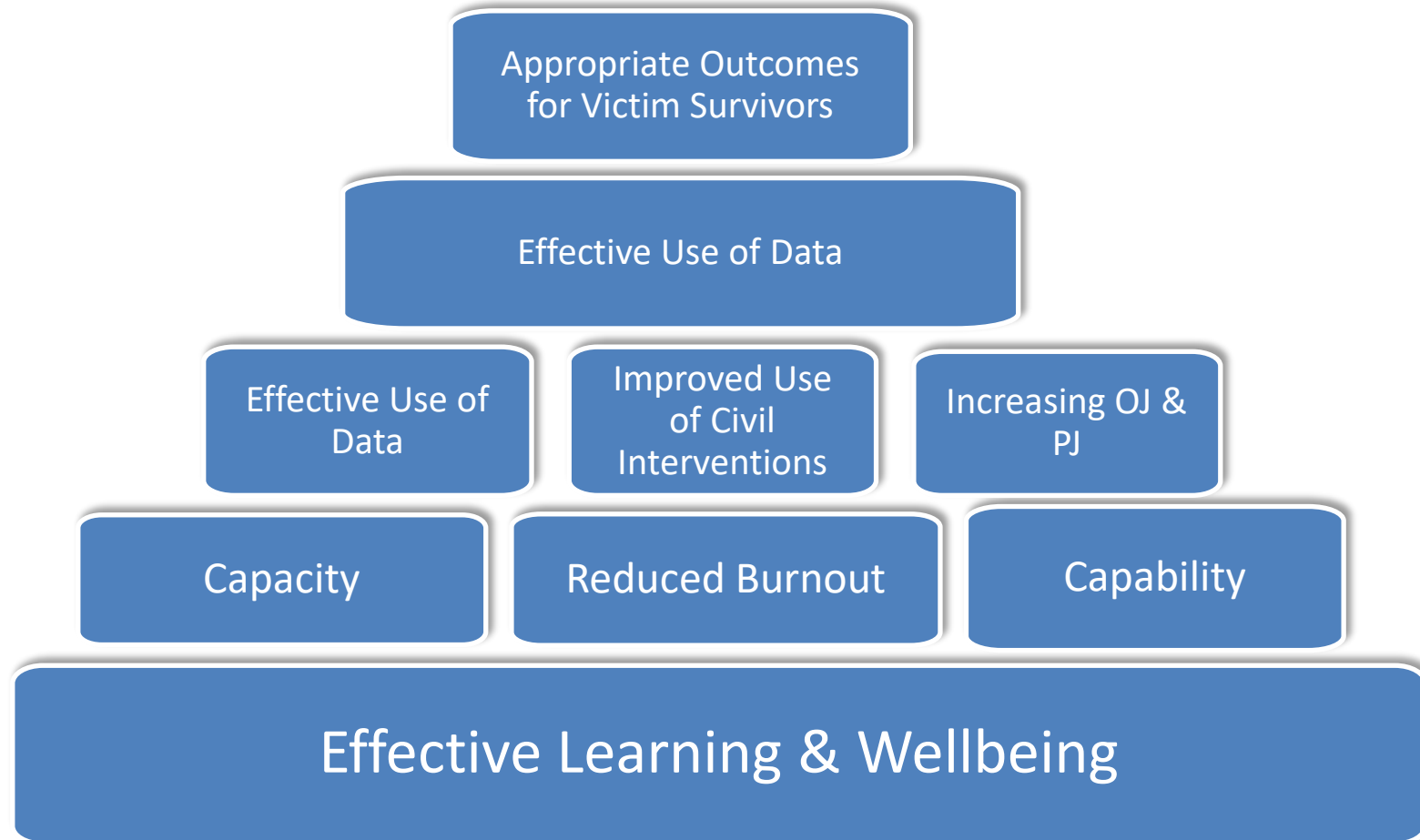


We listen, We believe, We care

- We listen – We are open minded, patient and empathetic, listening to what the victim is saying not what we want to hear.
- We believe – We take a victim centric approach and believe the victim from the outset until clear evidence to the contrary is presented.
- We care – We understand trauma and adopt a ‘whole story’ approach doing everything we can to support the victim and make a positive impact on their lives.



We listen, We believe, We care





Op Soteria Journey & Performance

Despite increased reporting (YTD 6.86%)...

- YTD outcome rate 6% compared to 2.3% in June 22.
- Number of suspects the police refer to the CPS for early advice or for a charging decision - 105% increase in EA.
- Days taken between report and charge is significantly lower than the national average.
- Average days between referral to CPS and Charge decision is significantly lower than national average.
- Weekly Outstanding suspects levels reducing.
- Improvements in Supervisory Reviews.
- Stability & Retention of Staff.



Performance Framework

' We Listen, We Believe, We Care '

Victim
Engagement

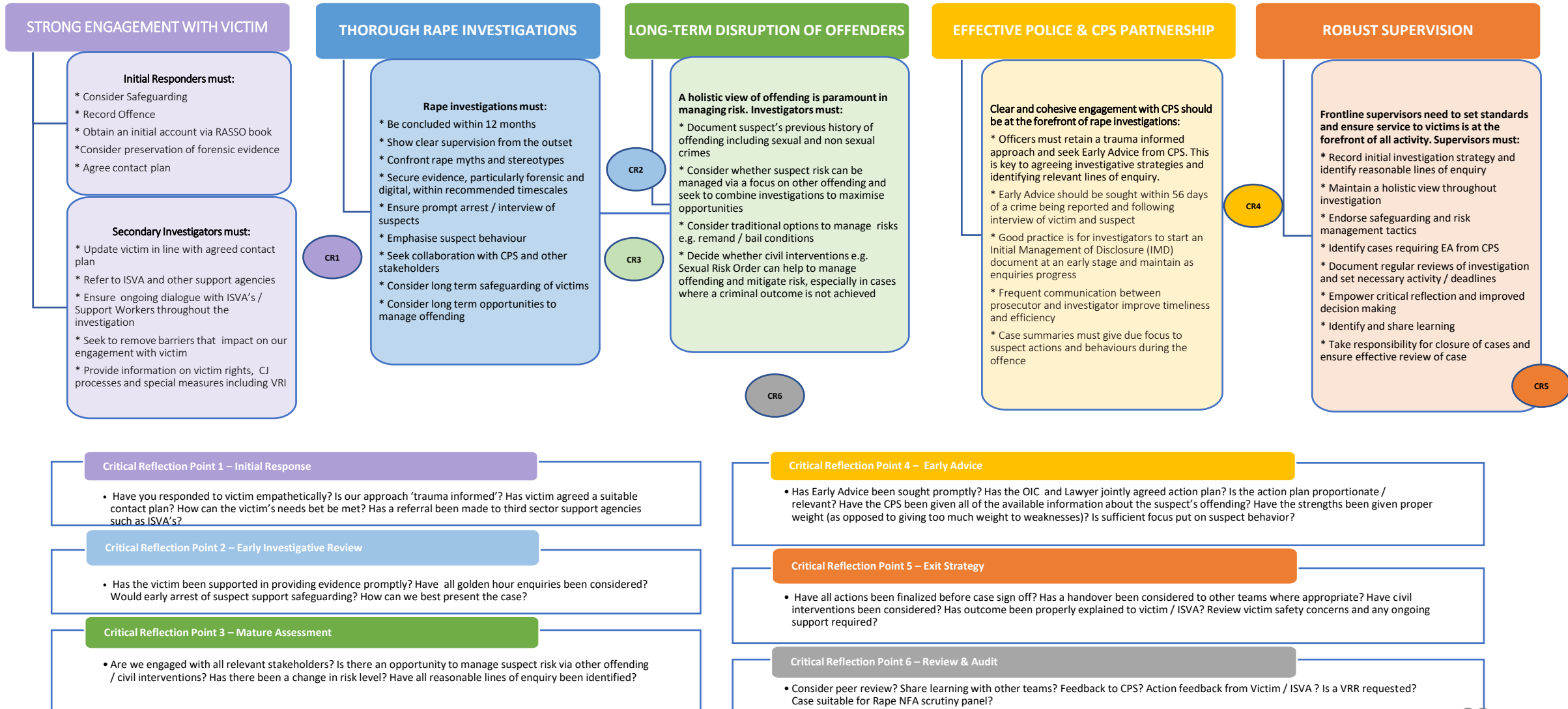
Thorough
Investigation

Disruption of
Offenders

Effective
Police & CPS
Partnership

Robust
Supervision

Operation SOTERIA Investigation Map



1. How effectively do forces provide for their officers' well-being in the context of rape and sexual offences investigations?
2. How effectively do forces prioritise officer and staff learning and development on the national standards for rape and sexual offences investigations?
3. Student Survey Results

“There is a direct link between officer burnout, a lack of learning and development and the confidence of officers in whether they are using the right investigative strategies”

“The learning and development available to investigators has lacked specialist knowledge about offending, exacerbated by high workloads, complexity of investigations and resourcing”

*KEY FINDINGS FROM THE OPERATION SOTERIA BLUESTONE YEAR ONE REPORT
ACROSS POLICING IN ENGLAND & WALES*

Inspire Wellbeing Programme

10-day Wellbeing initiative to assess the impact.

Complete the following habits for 10 days.....

Complete 10,000 steps

Complete a 30-minute workout.

Have 15 minutes of time outside.

Drink 3 liters of water

Complete 30 minutes of

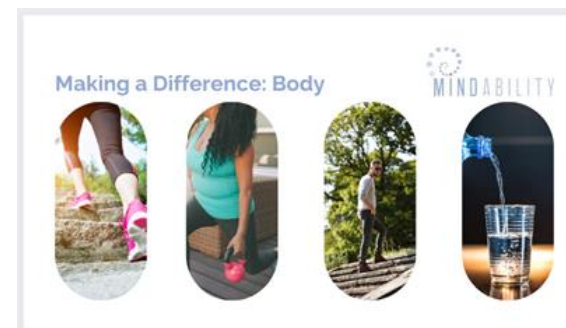
Mindfulness

Complete a self-reflection journal.

Keep a healthy balanced lifestyle.

Complete 10 minutes of reading or listening for self-development.

- Introduced the support of a Clinical hypnotherapist
- Focus on specialising in high-functioning anxiety and burnout.
- Build resilience & train staff to take care of their mental health & create sustainable health habits.
- Bespoke Clinical Supervision - Team Sessions.
- Wellbeing Portal.



Wellbeing

We do Wellbeing on Wednesday...

Online Portal designed to increase your knowledge, cultivate wellness and develop resilience.



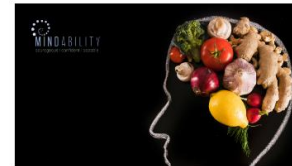
Basic Brain Health Module



Boundaries



Building resilience



Food and Mood



Habit Formation



Low Mood Workshops



Managing Stress



Mindful Moments

Wellbeing

We do Wellbeing on Wednesday...

Clinical Supervision – Team support sessions every 6 weeks.



Presentation Skills



Sleep Well, Be Well



5 Minute Reset and Restore



Additional resources

Professor Bernard Burnes University of Stirling

Change: Key Questions

- **Objective:** To create a suspect-focused, victim-centred, and context-led approach to rape investigations.

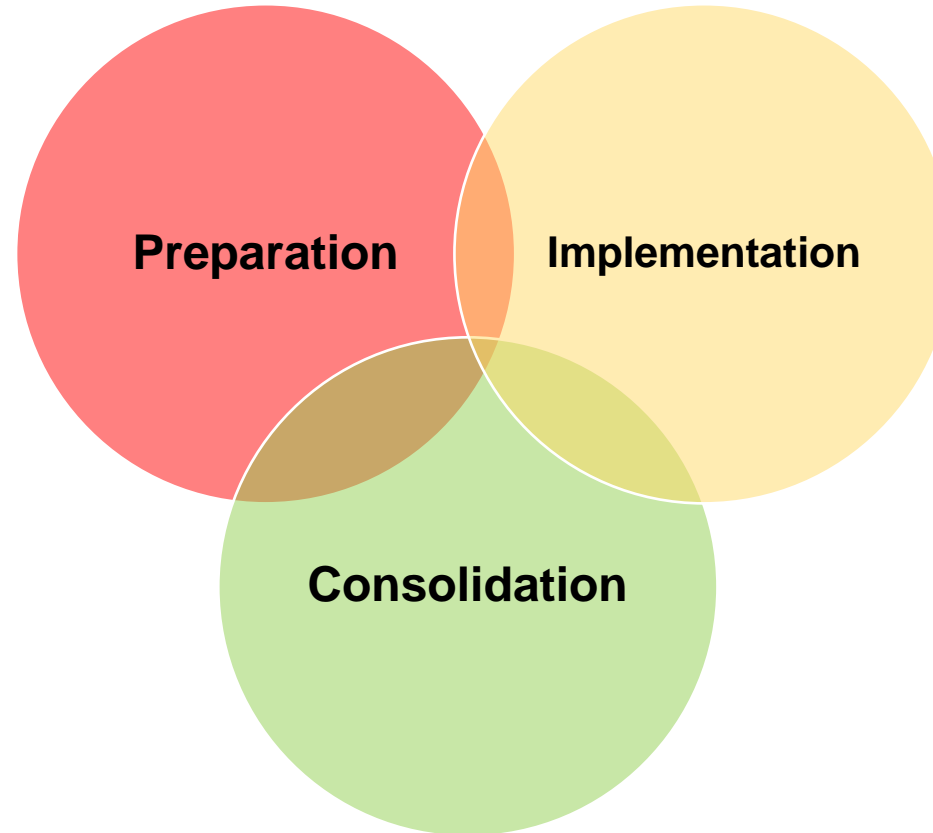


- What do we have to do to make this change successful?
- How will it continue to be successful once the 'experts' have left?

Some More Question

70% of changes fail – 30% succeed

90% of the change process should be preparation



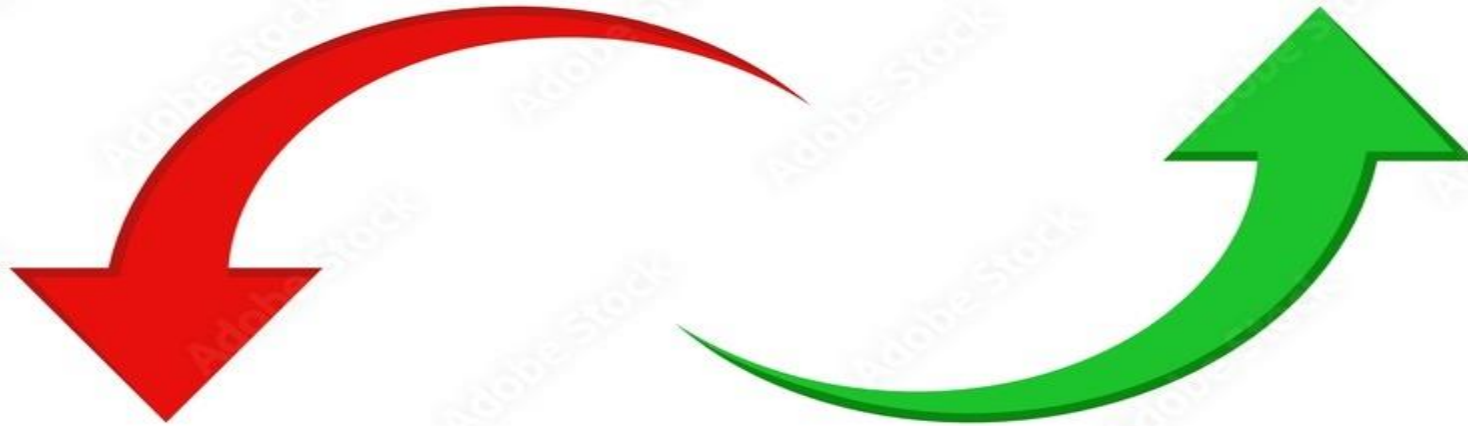
What are we doing?
Why are we doing it?
What does success look like?

What needs doing?
Who's going to do it?
When?

Who owns the change?
Who's responsible for maintaining/improving it?

Every Change Starts with a 100% Chance of Success.

Adobe Stock | #507839064



Every decision and action you take has the potential to support or reduce that.

Ten Key Lessons

1. Don't try to do everything at once.
2. Learn from past change projects.
3. Change is a team effort.
4. Constant communication – multiple channels.
5. Involve front line officers from the start.
6. Changing Behaviour.
7. Short-term benefits.
8. Appropriate Leadership Style
9. Support and Motivate Change Agents.
10. Continuity of Involvement.



LESSONS
LEARNED

Dr Clare Rawdin
Centre for Policing, Research and Learning,
The Open University

Support and on-going work

Resources are available from Pillar 4 on the Knowledge Hub, to support you in the preparation phase of change and your adoption of the RASSO NOM. These include:

- Change Framework – a ‘roadmap’ to guide you through the change process
- A Briefing Note sharing local initiatives on managing change
- Learning Together: advice from the pathfinder forces on positive progress and on-going challenges to change
- Critical Reflection Guidance - to understand learning needs and opportunities, now and in the future
- On-going work with Pillar 4 – SSAIDP, Theory of Change workshops



Panel discussion



Thank you for joining us. For more information:

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