

Demand, Capacity and Welfare Workshops Report Annexes April 2018


Author: Mary Elliott-Davies

Security classification	<input checked="" type="checkbox"/> Not protectively marked	May be published openly /immediately
	<input type="checkbox"/> Protected	Review whether broader publication
	<input type="checkbox"/> Restricted	Not for open publication.
	<input type="checkbox"/> Confidential	

Contents

Annex A: Presentation Slides	3
Annex B (1)	8
○ Drivers and causes of increased demand	8
○ Drivers and causes of reduced capacity	12
○ Drivers and causes of welfare issues	15
Annex B (2)	18
○ Strengths and opportunities: Demand	18
○ Strengths and opportunities: Capacity	21
○ Strengths and opportunities: Welfare	22
Annex B (3)	23
○ Introduction	23
○ Priority actions for demand	23
○ Priority actions for capacity	26
○ Priority actions for welfare	29
Annex C: Potential recommendations and rationale for inclusion/exclusion in final recommendations list	31
Annex D: All actions suggested by workshop participants listed by Global Action Theme and Action Theme	35
Annex E: Potential actions regarding each of the four key recommendations, that were suggested in workshops	48
Annex F: Acknowledgements	58

Annex A: Presentation Slides



Officer Demand, Capacity, and Welfare Survey: The relationship between demand & capacity and officer welfare


Mary Elliott-Davies
Research Practitioner
Police Federation of England and Wales
Mary.Elliott-Davies@polfed.org

www.polfed.org @PFEW_HQ

Current Policing Landscape

Officer numbers

Number of full-time officers (per 1000 population)

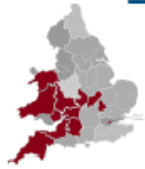


Police

Police recorded crime


- 14% ▲ Police recorded crime
- 23% ▲ Rape
- 23% ▲ Robbery
- 23% ▲ Knife Crime
- 28% ▲ Gun Crime
- 28% ▲ Violence against the person offences

Police



Long term sick leave

Proportion of officers on long term sick leave (per 1000 population)




Police

National Welfare Survey

Background


- Previous research by PFEW (Elliott-Davies et al 2016) highlighted that officers currently feel that there is an imbalance between demand and capacity, and that this is having an affect of officers well-being.
- These results led the PFEW to start a new research project to look at the relationship between demand, capacity and officer welfare.
- Dr Jonathon Houdmont, Assistant Professor of Occupational Health Psychology at the University of Nottingham, was commissioned to co-run a national welfare survey in partnership with the PFEW.



National Welfare Survey

Descriptive Reports:


- An initial report of the descriptive results was produced; reporting frequency data for all questionnaire items and benchmarking against comparator population, such as the Armed Forces, when additional data were available and appropriate.
- Force reports: Where a force had a high enough response rate (>100), they were provided with a short overview of localised results for key questions.
- Summary reports were produced for the 9 topic areas below; providing a national summary of responses to key questions from the descriptive report.
 1. Capacity
 2. Demand
 3. Mental health
 4. Organisational support
 5. Accidents, injuries and violence against officers
 6. Physical well-being
 7. Work-life balance
 8. Officer Absence/Injuries
 9. Attrition and recruitment



National Welfare Survey


Inferential Reports

- A report on the inferential results has been produced; reporting the associations found between demand, capacity and officer welfare.
- Associations between these variables were determined using stringent inferential analysis.



Statistical Threshold for Inferential Analysis

- Correlations were used to identify meaningful associations between aspects of demand and capacity pressures and the welfare dimensions.
- A conservative threshold was applied to determine which associations were meaningful:
 - Statistical significance: $P < .001$
 - Moderate effect size or higher: $r \geq .3$
- Associations that met this threshold were then subjected to logistic regression to:
 - quantify the strength of the relationship after controlling for socio-demographic, personal, and occupational-demographic variables, and
 - present these findings in the form of easily interpretable odds ratio



Presentation of Inferential Analysis

- An *odds ratio* (OR) is a measure of association between an exposure (demand and capacity pressures) and an outcome (welfare).
- The OR represents the *odds* that an outcome will occur given a particular exposure, compared to the *odds* of the outcome occurring in the absence of that exposure.



RESULTS Demand, Capacity and Officer Welfare

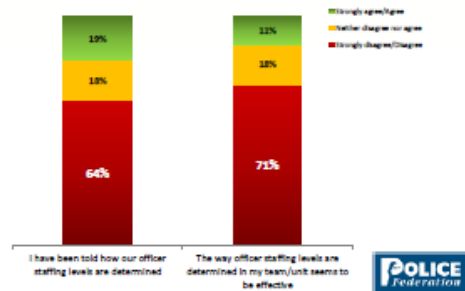
www.polfed.org @PFEW_HQ

Demand, Capacity and Performance

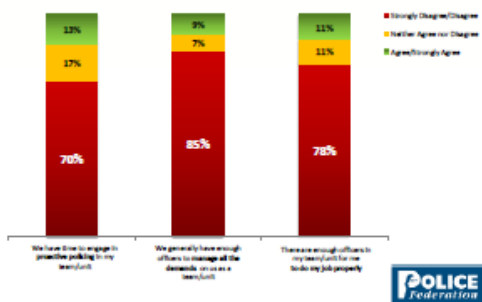
- Capacity to meet demand was generally viewed as insufficient.
- And there were concerns over officers performance due to insufficient time/numbers.



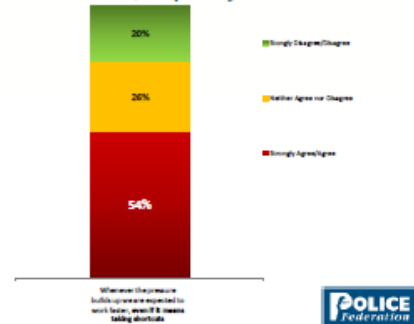
Demand, Capacity and Performance



Demand, Capacity and Performance



Demand, Capacity and Performance

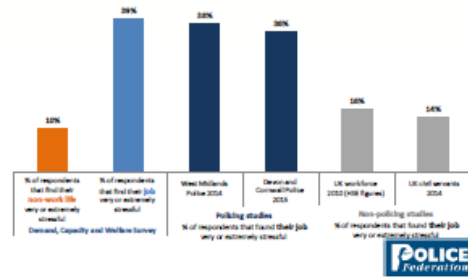


Benchmarking Stress

- Work-related stress was assessed with the question: *In general how do you find your job?*
- Non-work-related stress was assessed with the question: *In general how do you find your life outside of work?*
- Each involved a 5-point response scale: *not at all stressful, mildly stressful, moderately stressful, very stressful, extremely stressful*



Benchmarking Stress



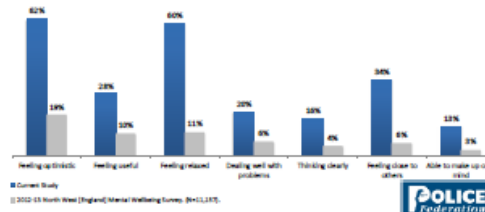
Benchmarking Mental Wellbeing

- Mental wellbeing was assessed with the Short Warwick-Edinburgh Mental-Wellbeing Scale (SWEMWBS) - a scale already proven to be reliable and valid, that enables benchmarking.
- This scale is made up of 7 questions about positive aspects of mental wellbeing, and how frequently the respondent has felt that way over the past two weeks.
- Each question had a 5-point response scale: *None of the time, Rarely, Some of the time, Often, and All of the time.*



Benchmarking Mental Wellbeing

% of respondents indicating they experienced these positive aspects of mental wellbeing **rarely or none of the time** over the previous two weeks.



RESULTS Links between Demand, Capacity and Officer Welfare

www.polfed.org @PFEW_HQ

Police Officer Welfare, Demand, and Capacity Survey: Inferential Results 2016

Overall, the results of the inferential analysis indicate that:

- demand and capacity pressures have serious implications for the health and welfare of our officers.
- The workforce (officers) could be characterised as 'tired, tense, and targeted.'



Key Findings

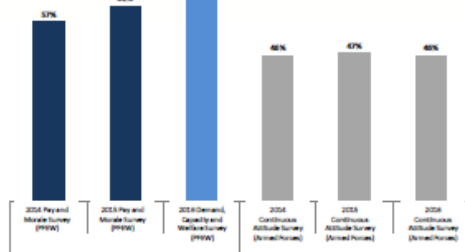
11 aspects of demand and capacity pressure were meaningfully linked to welfare

1. Unpaid overtime
2. Insufficient officers to do the job properly
3. High overall workload
4. Inability to meet conflicting demands on time at work
5. Insufficient time to do a job to a standard to be proud
6. Frequent single crewing
7. Frequent neglect of tasks owing to having too much to do
8. Frequent unrealistic time pressures
9. Frequent unachievable deadlines
10. Frequent refusal of annual leave requests
11. Frequent pressure to work long hours



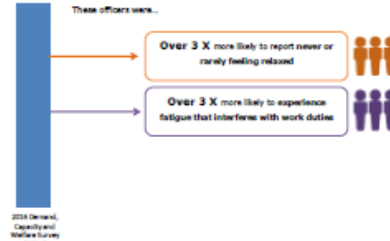
Benchmarking Workload

% of respondents reporting that their workload was **too high or much too high** over the previous 12 months.



Workload and Wellbeing

66% of officers reported **high overall workload**.



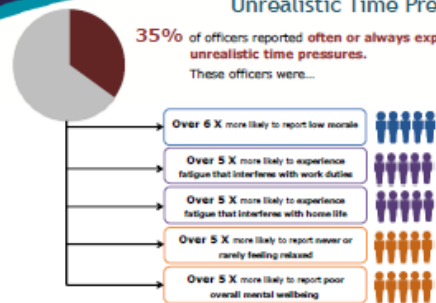
Time Pressures and Ability to Deliver

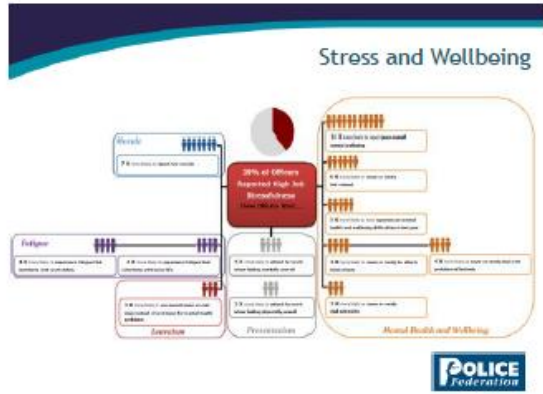
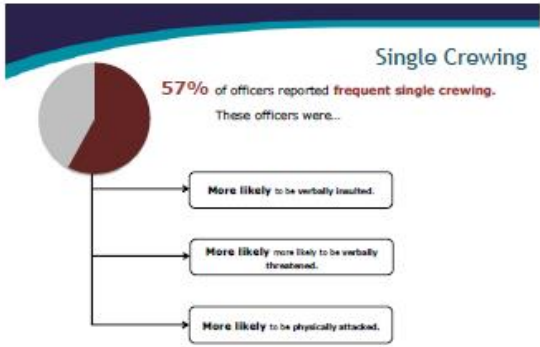
58% of officers reported **insufficient time to do their job to a standard to be proud of**.
These officers were...



Unrealistic Time Pressures

35% of officers reported **often or always experiencing unrealistic time pressures**.
These officers were...





Questions...?



Annex B (1)

In each of the workshops, participants explored the causes and drivers behind the findings published in the 2016 PFEW Demand, Capacity and Officer Welfare Survey. The below is a summary of the discussions across both workshops, and are based on the notes provided by the independent facilitation company.

○ **Drivers and causes of increased demand**

There is a lack of clarity about the role and purpose of policing

Lack of clarity about the role and purpose of policing in the modern day was one of the clear and consistent recurring themes of the workshops. Many of the factors described by the participants in relation to the drivers and causes of both increased demand, and reduced capacity, highlighted an element of this. One of the consequences of such ambiguity is that the police service is often regarded as a public safety-net, or a 'one stop shop,' when other services are unavailable.

This issue was most clearly highlighted when discussing the increasing number of elderly and vulnerable people in society, and the ever changing landscape of modern-day crime. For example, participants questioned what the roles and responsibilities of the police should be in regards to policing harassment and bullying on social media, keeping vulnerable people safe from on-line fraud, managing youth violence, and supporting people with mental health difficulties.

These discussions also highlighted that these "new" policing roles and responsibilities may also require officers to extend or acquire new skill sets.

Capacity shortages elsewhere in the public services system shifts demand to the Police Service

As mentioned above, participants felt that the police service was often seen as a 'one stop shop' and that demand was being created by shortfalls in other public service sectors, such as: social services, the ambulance service, mental health teams, dog wardens, and park keepers. This public service demand displacement was identified as one of the main causes of increasing police demand.

In particular, there was a strong feeling that mental health services were not adequately dealing with patients in the community, and that police service was often inappropriately used to cover for lack of capacity in the mental health system. However, it was also

recognised that sometimes a mental health crisis can be a public safety issue too, and the police were sometimes the safest and most appropriate agency to deal with the emergency. Participants outlined some encouraging experimental practices that are in progress throughout England and Wales that use collaborative working between the police service and mental health teams. For example, one participant described a project where mental health practitioners worked in tandem with the police to attend and manage incidents. This allowed the mental health practitioner to provide support and manage the incident post crisis-point, alleviating the pressure on police officers.

Participants also reported that there are numerous instances of failures in ambulance services that were causing increasing demand on policing resources. For example, one senior officer mentioned that their area had recently made 43 requests to the ambulance service to take over the care of a member of public, and out of those 43 requests, none were fulfilled. Participants were also aware of some ambulance Trusts using flags on their response system that automatically refer some calls to the police service in anticipation of 'problematic' behaviour from the caller.

In an era of public sector austerity, the extent of public service budget reductions has created a harmful incentive to shift demand between different services, and because the police are capable of dealing with incidents involving crisis, violence and threats to life, they are naturally seen as the public safety-net, or the 'service of last resort.'

And finally, the participants felt that the recent reductions in Police Constables (PCs), and Police Community Support Officers (PCSOs) were increasing the burden on the remaining officers.

The changing nature of crime

Participants felt that the changing nature of modern-day crime was causing a shift in demand and towards more resource-intensive investigations, such as Child Sexual Exploitation (CSE) and historical sexual offences.

In particular, participants felt that CSE and digital access to child abuse images have increased dramatically over the last decade, and that these cases are often very complex and time-consuming to investigate. Many participants reported that the inadequacy of IT systems often further compounded this problem. For instance, investigating and managing such investigations often requires officers to manage multiple systems simultaneously with a consequent loss of productivity.

Public expectations

Participants felt that the expectations of the public, and other public services, has changed and that the service is increasingly being seen as the 'one stop shop' model previously mentioned, and that as a consequence 'trivial' calls are on the increase.

Perhaps then, there is a vicious circle whereby the more the police service fulfils the role of other public services, the more they are expected to do so.

For example, the participants felt that missing persons have always been a major source of demand on police time and that in some instances these should be managed by other agencies. As an illustration of this, participants mentioned that some hospitals automatically call the police service to report a missing person if a vulnerable patient discharges themselves prematurely. This could be dealt with more effectively by contacting their care co-ordinator, social worker, or even calling the vulnerable person at home to try and locate them before calling the police.

Increasing population of vulnerable groups

Participants felt that the growing and ageing population within England and Wales was placing new demands on all public services. For example, participants felt that the continually aging population was resulting in an increased vulnerability to financial scams and fraud.

Interestingly, participants highlighted that there were also complex issues affecting some vulnerable young people in urban areas which are causing an increase in demand. Examples of this included knife crime and 'county lines' drug dealing.

Administration, bureaucracy and other internal exacerbating factors

Participants spoke extensively about the burden created by the quality management regime. Quality audits, inspections, and paper trails all reduced the time available to undertake policing, and participants felt that such internal demand adds to and amplifies overall demand pressures.

The complaints investigation protocol in particular was felt to be too labour intensive, and often disproportionate to the magnitude of the complaint. For example, participants highlighted that a minor complaint that merely requires an apology or a letter can often drive many hours of work over several weeks.

Participants also felt that being over-stretched is generating additional demand within the service. Duplication and errors caused by having unmanageable workloads were creating additional work, and were having an effect on welfare, whilst simultaneously promoting a 'sticking plaster' model of welfare service provision, rather than investment in tackling the root causes (of demand and capacity issues).

Participants highlighted that learning and development services may give officers the tools to manage failure demand better, but that this wasn't always being given adequate funding or support. Moreover, participants felt that training needed to better reflect some of the backend processes, and support officers by giving them the necessary skills to manage long term workloads and high demand.

Learning and development services may give officers improved tools to tackle stress but this is not always seeing a high level of funding or support. Training needs to reflect the back end processes: managing long term workload and engagement with partners. "Failure demand" then accumulates and undermines what capacity there is.

○ Drivers and causes of reduced capacity

Although the workshop participants acknowledged that the reduction in police officer numbers was the most significant cause of reduced capacity, the facilitators were careful not to focus on police numbers as the sole factor. Participants were encouraged to think of other contributing elements and discussed these in depth.

The below is a summary of the discussions across both workshops, and are based on the notes provided by the independent facilitation company.

Deployment patterns

Single crewing was discussed in both workshops. There were mixed views as to its effect on welfare issues. Some of the participants saw single crewing as inevitable and that some Forces are progressing well with its introduction. Other participants, however, reported significant problems which included:

- an increased feeling of vulnerability for officers, leading to increased levels of stress;
- an increased feeling of isolation for officers, particularly in rural policing where the officer may be distant from colleagues at a station; and
- a reduction in job satisfaction resulting from the absence of colleague camaraderie.

Participants felt that the police service's ability to flex resource is sometimes limited. Although some aspects of demand can be predicted, participants felt that the allocation models don't give the service as much scope to vary staffing as some other organisations.

Some participants felt that their shift rosters were too rigid and that Forces could learn from the airline industry where staff bid for duties rather than mandated pattern.

Other participants mentioned that although their shift patterns reflect the increase in service demand on a Friday and Saturday, this flexibility does not extend to other roles, departments, seasonal trends, or to demand peaks such as murder enquiries. For instance, one participant noted that it was not uncommon during the week to have a full early morning shift, with a subsequent depletion of resources in the afternoon and evening when their demand is higher.

Lack of effective resource management systems

Resources must be effectively deployed at the time of need in order for demand to be in balance with capacity. Although participants highlighted that many Forces were focused on this and had appointed senior officers to oversee improvement, there are persistent problems. In particular, many participants cited old and outdated systems that provided no visibility of demand patterns and little ability to do scenario planning. The lack of fit-for-purpose resourcing systems means that the allocation of officers into shifts is less flexible than perhaps beneficial for each party. Overall, participants felt that the police service is fairly ineffective at matching resources to demand, that there is a lack of flexibility in shift patterns, and that currently, there is no way to consistently improve productivity of total resources or how officers and staff are deployed.

Cross-Force co-operation

Participants felt that acute demand, (such as for incident response and investigation) sees high levels of co-operation between police Forces. Many participants suggested that Forces should share resources more often but that incompatibility in HR systems prevented this. Participants felt that there were also compelling reasons for greater cooperation between the wider national policing networks such as Regional Organised Crime Units (ROCU) – but that resource management systems do not currently facilitate or incentivise this.

Public policy

Participants felt that an increase in partnership working could have a positive impact on demand management for both policing and health/social care interventions. However, they also felt that for this to be successful, there needed to be a more cohesive public policy strategy within government on cross agency working and greater buy in across the relevant services.

For example, the participants felt that the National Health Service's attitude to data sharing needs to change and by sharing data effectively enables more targeted and preventative strategies to be adopted within local populations.

Lack of specialist resources

Both workshops discussed the lack of availability of specialist resources to investigate cyber-crime and online Child Sexual Exploitation (CSE). These issues were flagged as being of particular importance given that the demand for these skills continues to grow, whilst the

ability of the police service to recruit and retain these skills are dwindling due to an inability to compete with current market rates.

In addition, many participants mentioned that recent changes to the police pension will damage recruitment and retention.

Participants also mentioned that the lack of integrated design between various systems used to manage such crime creates gaps that have to be manually managed, thus further increasing demand and reducing capacity.

Changing career paths

Career paths were identified by participants as a potential source of future problems. For instance, participants felt that the requirement for new recruits to complete a degree may have an adverse impact on application numbers. Many had expectations that police officers will spend less time in the service, seeing it less as a vocation and more as a valuable phase in a multi-phase career.

It is clear that the shift from a vocation (with attendant life-long job security) to a job with perhaps a decade of service before departing to something more lucrative may have adverse consequences on capacity and on succession planning in the future.

Participants also felt that for younger non-graduates joining the police service, the prospect of working many more years before retirement also presents issues with potential career paths and future motivation.

Sickness management and return to work after illness

Participants felt that the number of officers on restricted, limited and recuperative duties often reduces capacity. Many participants felt that Forces need to improve the process of finding opportunities for deployment. Some participants also felt that there is a tendency for General Practitioners to sign officers off for 6 months in the first instance, which was leading to more long-term sickness and did not necessarily assist officers with gaining access to appropriate health/support services. Participants also felt that the police service could learn from their counterparts in the armed Forces in relation to Post Traumatic Stress Disorder (PTSD) and trauma vulnerability.

○ Drivers and causes of welfare issues

Although participants recognised that the current demand and capacity imbalance is one of the root causes of poor officer welfare, the changing nature of policing was also highlighted. There were a number of specific factors highlighted in these discussions.

The below is a summary of the discussions across both workshops, and are based on the notes provided by the independent facilitation company.

Accountability pressures

Participants stated that there is a lot of worry about getting things wrong. There was discussion about the balance between accountability, blame and learning. Many participants felt that a blame culture was still too prevalent and that supervisors and senior officers should be more skilled at creating a learning culture. Participants also felt that technology could often be a blessing and curse. For example, body worn video could confirm an officer's incident account, but could also expose mistakes.

Vulnerable people and safeguarding

Participants felt that the vulnerable adults and children are not being effectively supported or managed by many Local Authorities, whose budgets have been reduced compared to demand. In particular, participants felt that CSE, internet abuse, and the taking, making, possessing, and sharing of indecent images of children has significantly increased in recent years. Not only are cases such as this often very complex and time-consuming to investigate, participants felt that they can be extremely emotionally challenging and could evoke secondary trauma in investigating officers, ultimately reducing capacity and productivity due to absenteeism and presenteeism.

Participants felt that many calls related to vulnerable people are in regards to a "concern for safety," and that often, the outcome of the call requires the attendance of an ambulance or mental health services. As flags on the ambulance dispatch systems sometimes inappropriately drive demand towards the police service, rather than ambulance (e.g. repeat users with specific mental health needs), participants felt that capacity could be increased by better management of this sort of policing demand.

Whilst officers have to deal with more vulnerability in the public, participants felt that their own vulnerability is often not understood or addressed in management processes. This leads to both presenteeism, due to over-involvement in casework and associated stress and impact on judgement, and absenteeism through stress and emotional distress.

Interactive nature of demand, capacity and welfare

Many participants reported significant work being undertaken to improve the matching of capacity to demand. However, there were many reports of mismatches between the availability of officers when they were most required and the Demand, Capacity and Officer Welfare Survey indicated – long shifts and intense situations put more pressure on officers. Participants felt that as sickness increases, deployment becomes more problematic and capacity reduces, resulting in further pressures being placed on officers and a subsequent increase in officer stress and burn-out.

Investigations of complaints

As previously mentioned in Section 3.1.6, participants felt that complaints investigation protocol is too labour intensive and can often be disproportionate to the content/seriousness of the complaint. For example, participants highlighted that a minor complaint that merely requires an apology or a letter can often drive hours of work, adding to stress and reducing capacity.

Leadership development

A common issue raised within the workshops was that leadership does not incorporate an understanding of, and approach to, officer welfare within the current or future policing context. Participants felt that more needs to be done to enable the development of leadership which can create culture and behaviours to support officers as a duty of care.

The changing role of the ‘police officer’

One group of participants summarised how the apparent expansion of expectations of police as a ‘service of last resort,’ has, over time, changed the nature of officers roles. Factors listed included:

- fewer colleagues to do the work - disinvestment in PCs and PCSOs mean that more work is spread across fewer officers. This drives sickness absence and, as a consequence, lots of additional negative consequences;
- more work to do;
- uncertainty about the breadth of policing mission;
- worry about getting it wrong;
- relentless pace of work no down time to defuse together;

- expectations of promotion/advance to earn increased remuneration not met;
- regular and long term exposure to trauma and how that affects our personal life;
- people based policies (hard to align if purpose is unclear);
- exit routes – “trapped.”

Annex B (2)

○ **Strengths and opportunities: Demand**

Positive impact of body worn video on demand

Participants felt that body worn video has had a positive effect on the behaviour of both the public and officers because:

- it ensures fewer frivolous complaints are lodged;
- it can help to modify any problematic behaviours from officers;
- where complaints are lodged, they are less time consuming and costly to investigate;
- complaints are quicker to resolve and, as a consequence, are less stressful to officers and the public;
- complaints can be triaged more quickly so more serious incidents can be given priority;
- footage can be used to educate the public on civility.

Mental health joint working

Participants gave good examples of joint deployment with Mental Health Practitioners. For instance, one Force has PCSOs who are also Mental Health Nurses. These officers are given time off by their employer to join shifts. Mental health street triage is being explored in other areas, and some participants mentioned that their Forces were upskilling officers in mental health and Mental Health First Aid.

Demand management initiatives

There are a number of projects in demand management being undertaken by the NPCC, the CoP and others. Participants in one of the workshops felt that there was an opportunity to build greater consideration of the impact of demand on welfare into such work. An example is the NPCC Demand Management Report in 2017 that built upon a 2015 CoP project:¹ participants highlighted that this needed the inclusion welfare. Participants generally agreed that the future focus needs to move from analysis to delivering solutions.

¹ NPCC. (2017) Better Understanding Demand – Policing the Future NPCC Performance Management Coordination Committee 2017. Retrieved from: <http://www.npcc.police.uk/2017%20FOI/CO/078%2017%20CCC%20April%202017%2024%20Better%20Understanding%20Demand%20Policing%20the%20Future.pdf>

Improving rostering

Participants explained that many forces are actively seeking more effective rostering solutions. A modern method of rostering would see officers being mandated into shifts where necessary, being able to opt into shifts and being deployed across Force boundaries where needed. A workforce-friendly approach such as this would increase flexibility for both the officer and the police service.

Lean methods involving staff

Some Forces are using the principles of Marginal Gains and Lean Management to identify inefficiencies and yield worthwhile efficiencies. A number of Forces involve their workforce in improvement initiatives to help them contribute ideas to manage demand, increase capacity and improve welfare.

Leadership

Leadership and management styles were frequently cited as a contributory factor, or an obstacle, to using modern methods such as 'Lean' and introducing more flexible working. Participants felt that in general, the police service is an engaged and motivated workforce that benefits from public support, and that this should be built upon even further.

Flexible working

Participants felt that many jobs could be done from home and that the police service should explore systems for agile working, and providing the reassurances on productivity and security required for buy in. Participants felt that this could help increase flexibility and investment in digital mobilisation as this is essential to productivity.

Better "front door" management

Participants highlighted that identifying an accurate picture of ongoing demand is absolutely critical for front-end managers. Control room operators and front-counter teams were considered to be unable to push back on requests from the public/other public services when appropriate due to a lack of power, support and/or training. For example, participants felt that in some cases, calls regarding a 'concern for welfare' may be better dealt with by other public services, such as Mental Health Teams.

Participants also felt that pressure of demand was currently leading to ‘focused policing’ and that there should be a move towards more proportionate investigations.

Specialisms (teams with singular remits in specific areas to manage) and victim focused problem solving were also mentioned as impacting positively on outcomes.

Collaboration

Participants highlighted that there were many instances where Forces are duplicating work and that similar experiments are being conducted across multiple Forces. Examples of this included a number of Forces using middleware analytical tools to aggregate and analyse data, and varying experiments in collaborative working with health services.

More effective collaboration and sharing of best practice were seen as an opportunity to enhance the efforts of all and it was felt that the CoP was best place to provide this sort of role.

Working with the Voluntary & Community Sector (VCS) to bid for funding for local initiatives was also discussed by the participants.

Reallocating budgets

Participants stated that in some Forces voluntary severance has been used to redeploy budget into technology or other methods of demand management. However, there were some very stark warnings about this. A number of participants reported that voluntary severance had resulted in the high performing/high potential officers asking to leave, and that these programmes were subsequently stopped or reversed.

○ **Strengths and opportunities: Capacity**

Existing evidence and work streams

As mentioned previously, other organisations, such as the CoP and HMICFRS, are working on improving the measurement and management of demand. These were seen very positively, and participants were advocating their use (once available). In particular, the participants felt that that these methods and tools could be used to show that the police service's demand and capacity imbalance is reaching a 'tipping point.'

Sharing best practice

Participants highlighted that each of the 43 police Forces across England and Wales are doing their own pockets of work and that this needs to be brought together and good practice shared. In particular, participants felt that analysts and researchers could work in a more coordinated cross-Force manner to identify what works in demand and capacity management. For example, participants felt that there could be learning from ROCU models.

Collaborations strategic and local

Participants felt that ROCU and local alliances such as Multi Agency Safeguarding Hubs (MASH) were good examples of collaborative working, and the police service could learn from these models.

Leadership development

Participants felt that the new role profiles via CoP were a good example of how capacity and welfare could be included into leadership development. Participants also felt that there needed to be more investment in the professionalization of line management, and that training should promote a more person-focussed approach to Professional Development Review (PDR)/Continuous Professional Development (CPD) processes, including the addition of welfare management.

Embrace use of technology to increase efficiency

Participants acknowledged that the utilisation of technology is patchy, but an opportunity for future growth and potential efficiency gains.

○ **Strengths and opportunities: Welfare**

Leadership development

Leadership was raised in both workshops as both a strength, and as an area in need of development in order to adequately respond to the current and future context. Participants were keen to press that wellbeing, including mental health, is on everyone's agenda and that continuing work is needed to promote de-stigmatisation. Participants felt that leaders have a key role to play in this and they should be encouraged to move away from authorisation approaches, and towards more empowering and 'ethical' approaches. They stressed that by looking after welfare can help people feel valued, which can in-turn, improve motivation and strengthen performance.

The National Police Welfare Service (in development)

Participants noted that in July 2017, the CoP was awarded £7.5 million of funding for a national police welfare service and as such, are leading the way in officer welfare support. However, the participants also ventured that this pot of money needed to be used carefully in order to gain maximum impact.

Welfare schemes to promote culture change and raising awareness of proactive support

Participants felt that more understanding was needed by officers in regards to the welfare and support. They also highlighted that some welfare schemes do not only support officers in need, but can also provide valuable insights into prevention and giving help earlier. Participants felt that work should be undertaken to determine what helps keep officers happy, healthy and confident, and that conversations with line managers about welfare issues should be normalised. It was noted that de-stigmatisation of welfare issues is starting to occur across the service and needs to continue until it is built into the 'way we work.'

Annex B (3)

○ Introduction

Over a hundred potential actions were generated by the workshop participants. Because of the enthusiasm and knowledge of the participants, these came at quite a pace, and varied in impact level, e.g. National and policy, Local public service system, Force-level systems, Managerial and Officers.

Participants were asked, in groups, to come up with potential actions for demand, capacity and welfare issues and opportunities, prioritising them for national attention.

The below is a summary of the discussions across both workshops, and are based on the notes provided by the independent facilitation company.

○ Priority actions for demand

Engage Government and the public on the policing mission and purpose

Participants felt that more consistency on policing policy and governance, and that overall, a more national approach on policing is needed. Participants felt that current demand should be taken into account, along with the current and future contexts, when defining the mission and purpose of the police service. Participants felt that there were core questions regarding the role of policing that needed answering, and that perhaps an Independent Commission, or a Public Inquiry into policing is needed in order to address these issues.

Workshop 1 strongly emphasised this as a proposal.

Reduce demand with better use of data and collaborative IT

Participants felt that a single digital Criminal Justice (CJ) platform would significantly reduce inefficiencies of managing multiple systems and thus demand. They also felt that crime prediction tools needed improving and that the Police Service needs to engage with communities to work on better prevention techniques. Examples of such work included working with local chambers of commerce and business communities to prevent cyber-crime.

It was also felt that too much internal demand was created by duplicating data entries across internal systems, and too much time wasted by having to search across systems when trying

to retrieve information. In addition, participants highlighted that missing data, or inappropriately entered data, caused additional demand due to the time spent correcting entries.

Participants also felt that information management and data quality across both demand and capacity data needs improvement. Data quality was seen as a particular issue, with participants reporting that Forces often lack the confidence to make decisions on the data currently held. More effective data cleaning techniques, and a more structured data refreshment schedule were also discussed. Federated search capability across multiple systems using tools that sit above databases but give cross-cutting data views were seen as the ideal 'gold standard,' that the service should aspire to.

Develop a national, or Force compatible, resource management system

Participants felt that the police service currently duplicates effort in specifying their own local systems, and that they should pool resources to create a 'national best'.

Participants also felt that, at the very least, all rostering systems need to have an open standard so they can talk to each other between Forces. That way, urgent demand spikes can be more efficiently resourced across Forces.

Workforce development

Some discussions centred on the need to consider long term workforce development options, as some current practices are not sustainable. Participants felt that drawing on retired officers, for example, is not sustainable in the long-term and it risks deskilling the resource pool.

Participants felt that there needed to be more emphasis on learning, development and personal responsibility for retaining and expanding professional skills. Rewards and recognition to drive these changes were also discussed. Specific areas of workforce development interest that were recorded by the participants are listed below:

- training/equipment/equipping;
- crime type/trends increases need for upskilling of officers;
- review of warranted power;
- redefine incident response for Criminal Justice outcomes;
- remove or redefine response times based on threat or vulnerability.

Integrated working to deliver more effective services

Participants agreed that there needs to be a more collaborative and effective approach to

safeguarding of vulnerable people across all public services, rather than using police budget, time and effort responding reactively. For example, participants discussed managing the movement of people who may cause higher levels of demand, such as Troubled Families, in a more collaborative way, and advanced modelling of potential police demand created by new housing developments.

Participants also discussed the application of Thrive (Threat, Harm, Risk, Investigation Opportunities, Vulnerability of the victim and the Engagement level) with police partners. Proposals included:

- A national capability review of Thrive;
- ring-fenced budget provision for welfare;
- more place-based commissioning e.g. unitary authorities.

Participants felt that it would be helpful to clarify roles, responsibilities and protocols with Local and Health Authorities and to take a tougher line where partner agencies are using the police as a 'service of last resort'. This will help to ensure the system does not inadvertently support unsafe practices in other agencies.

Evaluating the cost of displaced demand through service failure in other partnership agencies, such as mental health services, was also discussed as a way of developing a deeper understanding of these costs to the public system.

Culture change to promote inter-agency interaction

Participants thought that greater transparency and better communications between Forces and agencies was needed.

○ **Priority actions for capacity**

Define purpose of the police through a policing review

Participants proposed the urgent instigation of an Independent Commission, or a Public Inquiry with terms of reference set by the major stakeholders, led jointly by the police stakeholders.

The case of the Police Service Northern Ireland (PSNI) and the Patten approach to Royal Ulster Constabulary (RUC/PSNI) was given to demonstrate that this can be taken forward with some speed. Participants highlighted that this would need engagement from the government, and that together police bodies could define the role, structure, and governance of policing for the next 20 years.

Participants felt that new 20-30 year plan, thinking differently and looking at the impact of technology on work, was needed. Two key factors in improving effectiveness and managing capacity that were mentioned by participants were; having the right skills within the service, and the right leadership and culture in place to meet demand in the future.

Participants emphasised that the police service needs to define the skill sets that are needed both now, and in the future, define excellence and effectiveness, whilst ensuring the ability to match skills and capability to demand, and promote a more flexible and agile workforce.

Revolutionise technology

Participants felt that the police service needs to move fast on developing technology and digital tools that increase effectiveness, as well as feed into better resource management.

More specifically, participants believed that the use of predictive “big” data analysis, data management and sharing, asset mapping and Government Secure Intranet (GSI) systems tools may help to mobilise local assets to support policing and reduce demand. Mobile technology and Apps were also deemed an important area for development.

Some key features recorded by participants are as follows:

- overarching governance structure with safeguards and compliance in place are needed to ensure delivery;
- identifying common data requirements – systems based approach to ranks, roles, and locations will help to ensure consistency;
- common data sets are needed to share data across Forces and agencies – unifying some of the pockets of best practice and cooperation;

- the service could consider how the Counter Terrorism (CT) network operates on a shared system as an example – NPCC digital policing portfolio;
- differing methods of data capture (across varied systems and software) may be retained if they ultimately feed into an agreed, unified format;
- the above will help to provide ‘big data’ to support predictive analytics, and prevention;
- development would need tripartite buy-in; PCCs – Forces – Government ;
- data would need to be aggregated at all levels: Local → Regional → National;
- promoting digital convergence and collaborative opportunities to a timescale would be beneficial.

Develop a national, or Force compatible, resource management system

As mentioned in section 5.2.3, the lack of a basic resource management system across Forces was a focus of both workshops and the proposal to adopt one quickly was made. This was also linked to the ways in which technology and data analytics are shaping modern-day policing, and have the potential to increase both effectiveness and productivity. But the need to match resource to demand flexibly was a paramount concern. Accurate data and intelligence about resources availability, productivity and deployment can enable effective and integrated rostering, and thus meeting demand better.

Workforce development

As mentioned in section 5.2.4, some discussions centred on the need to consider long term workforce development options.

Supporting officers with longer careers (due to later retirement) was also of concern, as was supporting younger graduates potentially leaving the Force earlier in careers to do other things with their skill sets.

Leadership for a younger, technology enabled workforce was also of concern for participants, as were managers who develop their leadership/people skills. Participants felt that building in officer welfare into leadership roles more explicitly and as a formal element of management would be beneficial.

Participants highlighted that shorter-term work is also needed to look at current retention and reward, as well as improving and supporting new recruits to be more resilient.

There was also a strong view that self-managed learning should be put to the fore, as this encourages development of the flexibility of skills and capabilities needed.

Integrated working to deliver more effective services

As in section 5.2.5, participants were interested in working more collaboratively across services. Participants felt that the police service should be building on ROCU/TriForce area examples to work better, share good practice and target resources across boundaries. In particular, participants felt that the service could build on examples of Regional Emergency Services collaboration and planning and should be sharing much more information with other services - locally as well as wider – to enable cross-department, agency, and border working.²

Welfare schemes

Although participants were aware of various welfare schemes, they felt that HO and NPCC welfare funding should be increased. For more details, please see section 5.4 Priority Actions for Welfare.

Additional areas that were discussed were:

- reducing red tape e.g. HO direction for red tape needs to be challenged for handcuffing, and;
- a flexible approach to CiP empowering community policing in the community.

² The following document by the Centre of Excellence for Information Sharing (CEIS) was suggested as a useful tool in regards to determining good practice in relation to information sharing: CEIS . nd. *Putting information sharing at the heart of collaborative working Information sharing between the police and health services for prevention, early intervention and care purposes.* <https://t.co/5osrTwcpEm>

○ **Priority actions for welfare**

Extending welfare and support programmes

A range of priorities were identified under this heading with the overarching aim of ensuring that existing initiatives are optimized and ‘what works’ is learned from, and applied more widely. Participants felt that the Police Firearms Officers’ Association ‘welfare commitment’ which is well regarded, professional, and accessible, should be considered as a good example.

Both workshops wanted to look more closely at the TRiM process and felt that peer support was a beneficial approach, which was both sustainable and accessible. A review of the basis for its efficacy was proposed. Trauma and coping mechanisms as well as psychological screening were also mentioned in these discussions.

Leadership to promote proactive and positive management of welfare

Suggestions included ensuring that all Competency and Values Frameworks (CVF) reflect leaders’ ownership of welfare, and that it should not be thought of as a ‘bolt on’ soft skill.

Another suggestion was making the wellbeing of officers an explicit legal duty by amending health and safety at work legislation for the public sector and/or a requirement in the CoP CVF. Participants felt that leaders should be equipped to fulfil these duties through training in Mental Health First Aid, TRiM and Coaching.

Participants also felt that a better, common understanding of police regulations was needed within the Leadership and HR.

Better management and resolution of performance and health issues

Both workshops talked about improving employment frameworks to better manage exit options. Participants felt that flexible exits are needed, issues need to be resolved, and decisions made much quicker. Speedier Independent Office for Police Conduct (IOPC) investigation timescales would be beneficial and would enable Forces to take the learning and resolve the situation in a shorter time frame. Participants also felt that the acceleration of the Selected Medical Practitioner (SMP) process would be beneficial .

Proactive efforts to improve officer well-being

A number of specific proposals were made across the two workshops to proactively improve officer wellbeing:

- Prioritisation of 'ease comforts' (equipment and uniforms), adequate rooms, gyms, and refreshment areas. In particular, Officers' equipment was discussed and participants felt that they must have access to uniform, kit and technology that are effective and of good quality.
- Wider adoption of Hampshire's '8 a day – wellbeing plan.'
- Strengths-based and team PDRs.
- Assessing the potential impacts of; more flexible working, deployment away from base, self-briefing, alignment to remote supervision to design effective systems.
- Consider applying a PDR process at a team level to promote group identity.
- Preventative processes, such as flu jabs were given as an example of a positive cost-benefit balance.
- Implementation of scheduled/mandatory breaks.
- Ensure the resolution of staff issues, such as car parking, as these can be important to experience of coming to work.
- Ensure completion of the wellbeing framework on Oscar Kilo website and utilise shared tools.

Culture change towards consistent promotion of officer welfare

Participants felt that welfare is a mainstream part of the service and that in general, officers and staff are involved in developing welfare solutions to overcome stigma and to normalize conversations about stress and coping.³ Participants highlighted that the issue is developing continued engagement, and finding actions the service can do together, at a national level, to improve officer wellbeing. Participants felt that authentic leadership is needed at all levels to enable this to happen.

³ such as the promotion of Mind's Time to Change movement

Annex C: Potential recommendations and rationale for inclusion/exclusion in final recommendations list

Global Action Themes	Action Themes	Potential policing recommendation(s)	Rationale for inclusion/exclusion in final recommendation list
<p>A) A policing review to define the role and purpose of policing in the modern age</p>	<p>i) Developing and designing the role and purpose of policing now and the future</p>	<p>Conduct a scoping exercise to evaluate the merits and logistics of reviewing and defining the role, purpose and responsibility of the police, by engaging the public and taking into account the impact of changing crime, expectations and policing in a digital age</p>	<p>The changing nature of crime and the reduced funding of other services (e.g. the NHS) have combined to make policing seen as a ‘one-stop-shop’ service that will always respond. Especially given the changing nature of modern-day crime. The public expect officers to deal with issues that would previously have been dealt with by other agencies and there was broad consensus that a public debate is needed to help manage public expectations and shape the service accordingly.</p> <p>This recommendation underpins all the others that follow and will help to address the challenges raised by our research in a systematic way by determining what current demands are and how they should be managed.</p> <p>In addition, this recommendation promotes multiagency collaboration, is unlikely to create duplication of work, can provide national guidance and benefits, and dovetails with existing HMICFRS work streams (Force Management Statements).</p>
	<p>ii) Ensuring officers and Forces are equipped and trained for Policing in digital age</p>		

Global Action Themes	Action Themes	Potential policing recommendation(s)	Rationale for inclusion/exclusion in final recommendation list
B) Developing more effective resource management	i) Improving quantity, quality and comparability of policing data, including indicators of demand and capacity	Help to improve the quantity, quality and comparability of policing data including indicators of demand and capacity.	<p>The need to better quantify demand has been noted by many policing stakeholders, including HMICFRS and the CoP. Unless demand is measured well, it is not possible to determine resource requirements with an appropriate level of accuracy.</p> <p>This recommendation will help to address the challenges raised by our research in a systematic way by providing the tools needed to measure the problem; allowing Forces to make critical decisions based on evidence and re-balance the capacity against demand. This recommendation is the corner stone of re-balancing demand and capacity; without which, it will be extremely difficult to complete any of the other recommendations.</p> <p>Finally, this recommendation is also; unlikely to create duplication of work, can provide national guidance and benefits, will provide key recruitment and retention data on a national scale, and dovetails with existing HMICFRS work streams (Force Management Statements).</p>
	ii) Improving workforce management practices, including the promotion of considerate and effective rostering systems	Support the development and implementation of more considered and effective resource management systems that balance the needs of both the service and individual officers	<p>Persistent problems with resourcing were cited: Old and outdated systems that provide little visibility of demand patterns, and do not allow Chief Officers to properly manage resources so that a) officer welfare is supported, and b) the right people are in the right place at the right time.</p> <p>This recommendation will help to address the challenges raised by our research in a systematic way by providing a more collaborative national approach to resource management.</p> <p>In addition, this recommendation, is unlikely to create duplication of work, and can provide national guidance and benefits.</p>
	iii) Finding efficiencies through better technology	Improve access to technological equipment that will reduce demand and increase productivity.	This recommendation may be at risk of duplicating existing work streams at a local level and some work streams directed by CoP, and would most likely require additional/reallocation of policing funds/budgets.

Global Action Themes	Action Themes	Potential policing recommendation(s)	Rationale for inclusion/exclusion in final recommendation list
C) Accelerating partnerships and integrated working with other services	i) Reducing failure demand in the public service system	Improve partnership and integrated working with other public services by pooling resources and setting out clear roles, responsibilities and, where possible, relevant protocols.	<p>Funding changes across the public sector mean that all services have changed. But protocols and ways of working have not kept up with this. Often the police have to take on roles that would previously have been done by others. There needs to be joined up thinking to make this work across agencies.</p> <p>This recommendation will help to address the challenges raised by our research in a systematic way by providing a more collaborative national approach to public service and is the epithet of multiagency collaboration and engagement.</p> <p>In addition, this recommendation can help to provide a united voice and national guidance on integrative working that will help support complex inter-agency working at a local level.</p>
	ii) Improving collaboration, integration and partnership working		
	iii) Building alliances and pooling resources		

Global Action Themes	Action Themes	Potential policing recommendation(s)	Rationale for inclusion/exclusion in final recommendation list
D) Improving direct support for the welfare, wellbeing and resilience of officers	i) Improving wellbeing leadership at all levels	Promote senior ownership of officer welfare through inclusion in national leaderships programmes	<p>There are several existing work streams devoted to addressing these recommendations, and thus there is a high risk of duplicating work.</p> <p>For example, as part of the National Police Wellbeing Service Programme, which has been awarded £7.5 million from the Police Transformation Fund,⁴ the CoP is currently piloting several welfare interventions, as well as undertaking a landscape review of the current welfare support available to officers across England and Wales via the Oscar Kilo programme.</p> <p>Ultimately, this will feed into the production of national guidance on supporting officer welfare, and other relevant CoP work streams such as Leadership.</p> <p>Other existing work streams include:</p> <ul style="list-style-type: none"> • The Police Federation Welfare Support Programme;⁵ • Mind’s Blue Light Programme;⁶ • Oscar Kilo;⁷ • Police Mutual’s wellbeing toolkit, and;⁸ • The Police Dependants Trust’s 1 in 4 Fund.⁹ <p>Finally, these recommendations also do not address the challenges through the re-balancing of demand and capacity.</p>
	ii) Strengthening preventative and responsive welfare programmes/services	Improve workforce management practices for welfare through the development of national standards/guidance	
	iii) Improving human resourcing (HR) policy and practice to promote positive welfare	To conduct a public review of all preventative and responsive welfare programs to evaluate efficacy and share best practice	

⁴ <https://www.gov.uk/government/news/home-secretary-awards-75million-for-new-national-police-welfare-service>; <http://www.college.police.uk/About/Documents/Business%20Plan%202018-19.pdf>

⁵ http://www.polfed.org/fedatwork/Welfare_Support_Programme.aspx

⁶ <https://www.mind.org.uk/news-campaigns/campaigns/bluelight/>

⁷ <https://oscarkilo.org.uk/>

⁸ <https://www.policemutual.co.uk/about-us/how-were-making-a-difference-to-police-lives/mental-wellbeing/wellbeing-toolkit/>

⁹ <https://www.pdtrust.org/help/organisations/1in4-fund/>

Annex D: All actions suggested by workshop participants listed by Global Action Theme and Action Theme¹⁰

Global Action Theme A : A policing review to define the role and purpose of policing in the modern age	
Action Themes	Individual Actions Suggested by Participants
Developing and designing the role and purpose of policing now and in the future	<ul style="list-style-type: none"> • Develop/design a national mission statement – policing purpose now and for the future to: <ul style="list-style-type: none"> ○ Define policing ‘demand and activity.’ ○ Clearly define the purpose and responsibilities of the police service. Clarify whose role is to enforce different rules (e.g. in ‘digital space’ – self regulation of social platforms, in ‘real space’ – which services should be doing what to keep vulnerable people safe? ○ Define skill sets needed going forward. ○ With a specific focussing on modern-day challenges. ○ Would need to be clear about the questions that need answering and have very clear terms of reference. • Take example from PSNI – Patton review. • Understanding vulnerable citizens and upskilling more officers to: <ul style="list-style-type: none"> ○ Deal with new/challenging specialist crime investigations – cyber/ Child Sexual Exploitation (CSE)/rape/human trafficking/financial crimes. ○ Deal with more vulnerability in populations – ageing society, mental health, debt. ○ To achieve this: Evidence Based Policing on CSE/rape investigations, upskilling of officers in these highly prevalent crimes. • One group thought that a Commission on Policing would be possible even if it is not a Royal Commission or created by Parliament. I.e. The police family could instigate its’ own commission on policing. However, if there was broad consensus on this, it may be that Parliament would seek involvement. Realistically, it would require tacit approval of government. • A policing commission would need: <ul style="list-style-type: none"> ○ Most Senior Levels of organisations such as ACPO to collectively agree the Terms of Reference. ○ An independent Chair and independent, objective membership. ○ To avoid being a distraction or a budget drain. ○ To be tightly defined with an appropriate timescale for practical recommendations. ○ To ensure that the Terms of Reference could have practical translation into more effective policing alongside other criteria such as the impact on officer welfare. <p>o To be framed as pro-active and driven by strategic thinking rather than by crisis management.</p>

¹⁰ **Please note:** The views, thoughts, and opinions expressed in the text below belong solely to the workshop participants, and do not necessarily reflect those of the police service or the PFEW as a whole.

Global Action Theme A: A policing review to define the role and purpose of policing in the modern age

Action Themes	Individual Actions Suggested by Participants
<p>Developing and designing the role and purpose of policing now and in the future <i>continued...</i></p>	<p>Participants identified that the below would need to be taken into consideration as part of the process for setting up a commission/review:</p> <ul style="list-style-type: none"> • Identify whether buy in for a Commission in policing could be obtained: <ul style="list-style-type: none"> ○ Frame this question to relevant bodies through the commissioning of a paper – with key elements identified re critical changes in policing – back and forward facing (Independent party to be commissioned to undertake paper writing?) ○ Utilise supporting work from relevant bodies such as the Fed surveys/CoP demand work/Superintendents Association surveys etc.) ○ Paper to include a backward glance at change (from mobile phone ownership 5 yrs. ago to now and include future issues on our horizon – AI/digital/online/Brexit etc.) ○ Joint product – all parties to the piece commit to resource and delivery. • Develop a discussion/scoping paper to share with each relevant Policing ‘Association’ so all ‘groups’ are identified and involved. Need a representative ‘backer’ from each group (NPCC/Superintendents/APCC) to deliver paper. Identified associations included: <ul style="list-style-type: none"> ○ Staff Associations ○ Police and Police Staff ○ UNISON/UNITE ○ Superintendents Association ○ Police Federation ○ NPCC ○ APCC ○ ACPO ○ Supporting bodies – HMICFRS – CoP – Home Office?

Global Action Theme A: A policing review to define the role and purpose of policing in the modern age

Action Themes	Individual Actions Suggested by Participants
<p>Developing and designing the role and purpose of policing now and in the future <i>continued...</i></p>	<ul style="list-style-type: none"> • Scoping paper then to be tabled with each group for formal discussion on the TOR Aims and objectives of the Commission: <ul style="list-style-type: none"> ○ How to agree to a commission - the Power of one voice – one mission from all policing associations. ○ Potential to influence Governments support and other players as one national policing voice. ○ Think on and develop joint plan and support from all policing associations identifying what is needed to deliver the TOR: <ul style="list-style-type: none"> ▪ Funding ▪ Investment ▪ Resources ▪ Timescales • Next steps: <ul style="list-style-type: none"> ○ Appointment of independent overview? Required to ensure credibility? ○ If this is undertaken, there must be careful thought about how to involve other agencies that are integral to our work. ○ Other key partners – future thinking and sharing why the police are doing this, and maybe nudge their thinking/approach to same issues mission -demand/capacity/welfare. • Framing and selling – ‘we’ are responding to a crisis – articulate the work already ongoing re demand/Force Management Statements, efficiency effectiveness, professionalising our service let alone what we have today! • Public Voice – managing expectations – know what you get – get what you pay for. <p>However, it must be noted that this particular action was not supported by all participants:</p> <ul style="list-style-type: none"> • Counter argument – we are in the midst of some significant other reviews and would we be able to do this? Is there the funding, time and energy?

Global Action Theme A: A policing review to define the role and purpose of policing in the modern age

Action Themes	Individual Actions Suggested by Participants
<p>Ensuring officers and Forces are equipped and trained for Policing in digital age</p>	<ul style="list-style-type: none"> • Look at impact of technology on work. • Review and recommend policies and practices for policing in the digital age, the use of data and digital tools. • Provide an answer to question: What is the role of the police in policing the internet/digital age? • Clarify whose role it is to enforce what, for example, should social media networks police their own platforms for harassment etc.? • Leadership for a younger, technology enabled workforce. • Recommend workforce mix changes to reflect digital challenges and new capabilities, define excellence and effectiveness, whilst ensuring a focus on developing 1st and 2nd line with the ability to match skills and capability. • Define principles for an overarching governance structure for digital work with safeguards and compliance in place to ensure delivery: <ul style="list-style-type: none"> ○ Government/NPCC roles/Information Commissioner enforcement powers. ○ APCC/public/private Practice. ○ Deal with issues of digital Criminal Justice and police agreement on evidence. ○ Tripartite buy-in; PCCs – Forces – Government (Welsh/ devolved mayor dimension?) ○ Local → Regional → National agreements.

Global Action Theme B: Developing more effective resource management

Action Themes	Individual Actions Suggested by Participants
<p>Improving quantity, quality and comparability of policing data, including indicators of demand and capacity</p>	<ul style="list-style-type: none"> • Develop 'big data' to support predictive analytics, prevention. • More effective data cleaning techniques, and a more structured data refreshment scheduled. • Develop data management to a level that is acceptable and realistic e.g. to support disclosure and data sharing across Forces and public services partnerships. • A coherent data set enables improvement in crime investigation, however also can enable geographic and deployment efficiencies to meet specific identified demand at local, regional and national levels. • A single digital Criminal Justice (CJ) platform would significantly reduce inefficiencies of managing multiple systems. • Identify common data requirements – systems based approach to ranks, roles, locations to ensure consistency. • Common data sets to share data across forces and agencies – unifying some of the pockets of best practice and cooperation; crime, intelligence and demand data linking to deployment data. • Data would need to be aggregated at all levels: Local → Regional → National. • Consider how the counter terrorism (CT) network operates on a shared system as an example – NPCC digital policing portfolio. • Differing methods of data capture (across varied systems and software) but feeding into an agreed, unified format between Forces and public services agencies. • Create capacity and resource to work on the preventative agenda. We need to improve prediction tools and we need to engage with communities to work on better prevention techniques. Examples included working with local chambers of commerce and business communities to prevent cyber-crime. • Promote digital convergence with other stakeholders (e.g. CPS) and collaborative opportunities to a timescale. • Recruit and train in digital skills and use of data in policing.

Global Action Theme B: Developing more effective resource management

Action Themes	Individual Actions Suggested by Participants
<p>Improving workforce management practices, including the promotion of considerate and effective rostering systems</p>	<ul style="list-style-type: none"> • Look at the impact of more flexible working and employment framework that balances organisation/individual needs. This would include evaluation of deployment away from base, self-briefing, alignment to remote supervision, rest and relaxation breaks. On/off points with pension flexibility, breaks for rests. Forces need greater local flexibility in how they manage rest breaks e.g. Short Notice Flexible Leave (Commonly called “Duvet Days”, research validates these as a useful tool in the management of stress). • Introduce scheduled/mandatory breaks. • Review and amend the leave system. It’s too inflexible at the moment. Officers need to be able to buy more leave (to a certain maximum) for special occasions. Forces should consider introducing leave-sharing schemes. Better resource planning could allow for more agile working. • Specify robust resourcing system. We currently duplicate effort in specifying our own systems. We really should pool resources to create a best in class system or, at the least, a “best of breed” specification. • Rostering systems need to have an open standard so they can talk to each other between forces. Through integration, urgent demand spikes can be more efficiently resourced across forces. • Forces need to adopt applications for modelling potential demand and integrating responses. • Introduce/try out agile and lean working on resource intensive non frontline processes. • Pilot methods to tackle internal demand and failure demand. • Become a ‘Learning organisation’ by sharing examples of improving internal efficiency. • Improve safety. Safety failures are very expensive. We need to identify best practices and “level up.” • Reduce red tape for HO directions e.g. handcuffing. • Test Control room triage, demand stripping and signposting to right agencies and evaluate improvement in demand management. • Pilot work on defining workloads/demands, defining safe caseloads and providing guidelines for specific high risk business areas such as Child Sexual Exploitation/rape investigations. A recent piece of work (2016) on MAPPA can be used as an example.¹¹

¹¹ The 2016 paper by Thomson and Davies (2016) ‘Managing MAPPA and Establishing the Relevance of the 50/20 Rule: An Evaluation of the Workload Options of Police Services in England and Wales’

Global Action Theme B: Developing more effective resource management

Action Themes	Individual Actions Suggested by Participants
Finding efficiencies through better technology	<ul style="list-style-type: none">• Provide digital devices and technological provision.• Asset mapping tools – mobilise local assets to support policing and reduce demand.• Provide appropriate mobile technology and apps.• Eradicate “the blue circle of death”. This is where computers are not working effectively. It causes hindrance stress.• Review impact of digitalisation on work flow, intelligence and transactional processes.

Global Action Theme C: Accelerating partnerships and integrated working with other services

Action Themes	Individual Actions Suggested by Participants
Reducing failure demand in the public service system	<ul style="list-style-type: none"> • Clarify roles, responsibilities and protocols internally and with Local Authorities, Fire and Health. Taking a tougher line where they are misusing the police as a service of last resort will help to ensure the system does not inadvertently support Local and Health Authorities in unsafe practices. • Mental health provision to play a proper role. Need to evaluate the cost of displaced demand through service failure in mental health to get a true picture of the cost to the public system.
Improving collaboration, integration and partnership working	<ul style="list-style-type: none"> • Review of Crime and Disorder Act - focuses on EI and integration – to target investment on these. • Emulate and build on the Future Generations Act (Wales). Look at systemic governance e.g. City Mayors in Wales. • Manage the movement of people who may cause higher levels of demand such as Troubled Families. When there are new housing developments, the likely demand on policing needs to be modelled. • ISA/data sharing. • Build on examples of Regional Emergency Services (e.g. ROCU) collaboration planning. • Share information with other services - locally as well as wider – to enable cross-department, agency, and border working.¹² • Work with cross-Force bodies e.g. CoP to define what we do. • Share information with other services - both in the locality and wider. • Closer working with health services. • CiP - think differently about the role of specials, the role of policing in schools/mini police cadets. Youth engagement is important and is not receiving the attention it used to.

¹² The following document by the Centre of Excellence for Information Sharing (CEIS) was suggested as a useful tool in regards to determining good practice in relation to information sharing: CEIS . nd. *Putting information sharing at the heart of collaborative working Information sharing between the police and health services for prevention, early intervention and care purposes.* <https://t.co/5osrTwcpEm>

Global Action Theme C: Accelerating partnerships and integrated working with other services

Action Themes	Individual Actions Suggested by Participants
Building alliances and pooling resources	<ul style="list-style-type: none">• Pooled resources, pooled budgets and pooled leadership sharing data.• Offer more combined national Police and NHS courses to improve mutual understanding and co-operation.• Mayor's NPCC lead.• Party working group and police service working framework (create a united voice).• Specialising for Special Constables and Police Support Volunteers Talent Bank. The police service needs to take more risks in regards to working with civilians.• Need to accelerate Citizens in Policing (CiP) strategy: David Jones CiP strategy national coordinator; 3rd sector CiP leads.• Encourage CiP. Role of volunteering. Shaping and managing public expectations. Communicate value to the public.• Shared budgets with e.g. adult social services and mental health trusts.• Harnessing talent across services to provide an integrated, effective resource.• More place-based commissioning e.g. unitary authorities jointly with PCCs.

Global Action Theme D: Improving direct support for the welfare, wellbeing and resilience of officers

Action Themes	Individual Actions Suggested by Participants
Improving wellbeing leadership at all levels	<ul style="list-style-type: none"> • Welfare is a core role of leadership. This needs to be expressed throughout training and review processes at all levels. Competencies need to be built into the jobs of all those who manage people. • Learning and development products need to be provided to support people managers through training. There needs to be improved training on decision-making and risk taking. • Leadership conversations and approach to be focused on well-being and motivation, not just tasks and performance. • Competency and Values Framework (CVF) needs to reflect leaders' ownership of welfare. This is not a 'bolt on' or 'soft skills.' • Make wellbeing of officers an explicit legal duty by amending health and safety at work legislation for the public sector. And/or Requirement in the CVF in The College of Policing; CVF to explicitly mandate supervisory responsibility to deliver welfare. • Public recognition of either the police or all blue light services would help to restore morale. In particular, acknowledgement by the Prime Minister of the day to day heroics of Police Officers, not just after an ACT incident. • A percentage of Police and Crime Commissioners budgets to be invested in staff well-being. • Review regulations to integrate welfare. • Invest in preventative and early help processes - Greater prominence to the funding and structure of welfare as fundamental; Home Office & NPCC Funding increase in effectiveness of welfare. • Mental Health First Aid should be compulsory for all Sergeants and in same way as mandatory First Aid. • Launch a wellbeing concordat with official national status including a Royal Patron; Police covenant similar to military covenant NPCC/PFEW/ /HO/APCC / Police Superintendents' Association (PSA). • Set up UK Government welfare/wellbeing office 'Ofwell' (significant similarity to Welsh Future Generations Commissioner role).

Global Action Theme D: Improving direct support for the welfare, wellbeing and resilience of officers

Action Themes	Individual Actions Suggested by Participants
<p>Strengthening Preventative and responsive welfare programmes/services</p>	<ul style="list-style-type: none"> • Improve the induction of Police Officers to include resilience building. • It is possible that there is a pre-disposition to stress. Psychological screening could be used to ensure recruits had the ability to manage stress. Includes apprenticeships. • Ensure adoption of Trauma Risk Management (TRIM) process. Peer support is seen as a beneficial approach at Sergeant/Inspector level. It's a sustainable and accessible approach. • Introduce Trauma and coping/Critical Incidents Debriefs as standard. • Build the evidence base to develop what works around debriefing and support staff College of Policing/National Police Chiefs Council. • Pilot "8 a Day" Health plans for officers (advocated by Hampshire). • Systematic review and implementation of THRIVE protocol (Threat, Harm, Risk, Investigation Opportunities, Vulnerability of the victim and Engagement level required to). • Use the Spend to Save budget to assist officers back to work with appropriate treatment and support. • Increase welfare assistance: Implement/prototype/extend welfare schemes and evaluate impact, take forward what works. • Adopt the 9 Point Plan across more Police Forces – track how adoption impacts on prevention and early help to reduce absence. • Consider extending the Police Firearms Officers' Association welfare commitment, which is well regarded, professional, and accessible. • Provide more information about Community Development Foundation¹³ and IDPR.

¹³ Editor's note: This charity closed in 2016.

Global Action Theme D: Improving direct support for the welfare, wellbeing and resilience of officers

Action Themes	Individual Actions Suggested by Participants
<p>Strengthening Preventative and responsive welfare programmes/services <i>continued...</i></p>	<ul style="list-style-type: none"> • Learning and development on managing personal well-being and health. • Flu jabs as an example of cost-benefit. All officers to have access to the comprehensive flu jab on site. This will reduce winter sickness and the accompanying increased workload on officers present. • Prioritisation of 'ease comforts' (equipment and uniforms), adequate rooms, gyms, and refreshment areas. • Assessing the potential impacts of; more flexible working, deployment away from base, self-briefing, alignment to remote supervision to design effective systems. • Ensure the resolution of staff issues, such as car parking, as these can be important to experience of coming to work. • Ensure completion of the wellbeing framework on Oscar Kilo website and utilise shared tools. • Normalize conversations about stress and coping.

Global Action Theme D: Improving direct support for the welfare, wellbeing and resilience of officers

Action Themes	Individual Actions Suggested by Participants
<p>Improving human resourcing (HR) policy and practice to promote positive welfare</p>	<ul style="list-style-type: none"> • Support positive entry and exit (with dignity). • Implement Professional Development Review (PDR) at a team level. This would promote continuous improvement and team cohesion. • Police Officer managers of Police Staff (and vice versa) understanding of handbook and police regulations. • Speed up Force level and Independent Office for Police Conduct investigation timescales. Long investigations have a very adverse effect on officers under investigation. “We should have the right to similar timelines offenders could expect. It’s an extremely stressful process, even if exonerated. We’ve had officers under investigation for 7 years. More than one Officer has died whilst under investigation.” • Improve and accelerate access to the Selected Medical Practitioner. • There needs to be a national minimum standard on rapid access to occupational health. It’s often too little too late. Police Officers need priority support from health and welfare services where their wellbeing has been affected in the line of duty. • Early intervention on sickness and improved back to work practices. • 20-30 year career plan, thinking differently. • Shorter term look at retention and reward. • Define excellence and effectiveness. • Self-managed learning should be put to the fore, as this encourages development of the flexibility of skills and capabilities needed. • Flexible ‘exits’ are needed: e.g. graduates potentially leaving the Force earlier in careers to do other things with their skill sets.

Annex E: Potential actions regarding each of the four key recommendations, that were suggested in workshops

○ Actions relating to Recommendation 1

Conduct a scoping exercise to evaluate the merits and logistics of reviewing and defining the role, purpose and responsibility of the police, by engaging the public and taking into account the impact of changing crime, expectations and policing in a digital age.

The table below briefly summarises some of the potential actions suggested by the workshop participants that relate to Recommendation 1. For a full list of all suggested actions grouped by their action themes, please see Annex D.

Please note: The views, thoughts, and opinions expressed in the text below belong solely to the workshop participants, and do not necessarily reflect those of the police service or the PFEW as a whole.

Actions related to Recommendation 1	
Action Themes	Individual Actions Suggested by Participants
Developing and designing the role and purpose of policing now and in the future	<ul style="list-style-type: none"> • Develop/design a national mission statement – policing purpose now and for the future • Take example from PSNI – Patton review. • Understanding vulnerable citizens and upskilling more officers to: • Deal with new/challenging specialist crime investigations – cyber/ Child Sexual Exploitation (CSE)/rape/human trafficking/financial crimes. • Deal with more vulnerability in populations – ageing society, mental health, debt. • To achieve this: Evidence Based Policing on CSE/rape investigations, upskilling of officers in these highly prevalent crimes. • One group thought that a Commission on Policing would be possible even if it is not a Royal Commission or created by Parliament. I.e. The police family could instigate its' own commission on policing. However, if there was broad consensus on this, it may be that Parliament would seek involvement. Realistically, it would require tacit approval of government.

Actions related to Recommendation 1	
Action Themes	Individual Actions Suggested by Participants
Developing and designing the role and purpose of policing now and in the future continued...	<p>Participants identified that the below would need to be taken into consideration as part of the process for setting up a commission/review:</p> <ul style="list-style-type: none"> • Identify whether buy in for a Commission in policing could be obtained • Develop a discussion/scoping paper • Table scoping paper with all key policing stakeholders for review and formal discussion on the Terms of Reference (TOR) of the review. Including : <ul style="list-style-type: none"> ○ Funding ○ Investment ○ Resources ○ Timescales
Ensuring officers and Forces are equipped and trained for Policing in digital age	<ul style="list-style-type: none"> • Look at impact of technology on work. • Review and recommend policies and practices for policing in the digital age, the use of data and digital tools. • Provide an answer to the question: What is the role of the police in policing the internet/digital age? • Clarify whose role it is to enforce what, for example, should social media networks police their own platforms for harassment/bullying etc.? • Leadership for a younger, technology enabled workforce. • Recommend workforce mix changes to reflect digital challenges and new capabilities, define excellence and effectiveness, whilst ensuring the ability to match skills and capability. • Define principles for an overarching governance structure for digital work with safeguards and compliance in place to ensure delivery: <ul style="list-style-type: none"> ○ Government/NPCC roles/Information Commissioner enforcement powers.

Actions related to Recommendation 1

Action Themes	Individual Actions Suggested by Participants
Ensuring officers and Forces are equipped and trained for Policing in digital age continued...	<ul style="list-style-type: none">○ APCC/public/private Practice.○ Deal with issues of digital Criminal Justice and police agreement on evidence.○ Tripartite buy-in; PCCs – Forces – Government (Welsh/ devolved mayor dimension?)○ Local → Regional → National agreements.

○ **Actions relating to Recommendation 2:**

Help to improve the quantity, quality and comparability of policing data including indicators of demand and capacity.

The table below briefly summarises some of the key actions suggested by the workshop participants that relate to Recommendation 2. For a full list of all suggested actions grouped by theme, please see Annex D.

Please note: The views, thoughts, and opinions expressed in the text below belong solely to the workshop participants, and do not necessarily reflect those of the police service or the PFEW as a whole.

Actions related to Recommendation 2	
Action Themes	Individual Actions Suggested by Participants
Improving quantity, quality and comparability of policing data, including indicators of demand and capacity	<ul style="list-style-type: none"> • Develop ‘big data’ to support predictive analytics, prevention. • More effective data cleaning techniques, and a more structured data refreshment scheduled. • Develop data management to a level that is acceptable and realistic e.g. to support disclosure and data sharing across Forces and public services partnerships. • A coherent data set enables improvement in crime investigation, however also can enable geographic and deployment efficiencies to meet specific identified demand at local, regional and national levels. • A single digital Criminal Justice (CJ) platform would significantly reduce inefficiencies of managing multiple systems. • Identify common data requirements – systems based approach to ranks, roles, locations to ensure consistency. • Common data sets to share data across Forces and agencies – unifying some of the pockets of best practice and cooperation; crime, intelligence and demand data linking to deployment data. • Data would need to be aggregated at all levels: Local → Regional → National.

Actions related to Recommendation 2

Action Themes	Individual Actions Suggested by Participants
<p>Improving quantity, quality and comparability of policing data, including indicators of demand and capacity continued...</p>	<ul style="list-style-type: none"> • Consider how the counter terrorism (CT) network operates on a shared system as an example – NPCC digital policing portfolio. • Differing methods of data capture (across varied systems and software) but feeding into an agreed, unified format between Forces and public services agencies. • Create capacity and resource to work on the preventative agenda. We need to improve prediction tools and we need to engage with communities to work on better prevention techniques. Examples included working with local chambers of commerce and business communities to prevent cyber-crime. • Promote digital convergence with other stakeholders (e.g. CPS) and collaborative opportunities to a timescale. • Recruit and train in digital skills and use of data in policing.

○ **Actions relating to Recommendation 3:**

Support the development and implementation of more considered and effective resource management systems that balance the needs of both the service and individual officers.

The table below briefly summarises some of the key actions suggested by the workshop participants that relate to Recommendation 3. For a full list of all suggested actions grouped by theme, please see Annex D.

Please note: The views, thoughts, and opinions expressed in the text below belong solely to the workshop participants, and do not necessarily reflect those of the police service or the PFEW as a whole.

Actions related to Recommendation 3	
Action Themes	Individual Actions Suggested by Participants
Improving workforce management practices, including the promotion of considerate and effective rostering systems	<ul style="list-style-type: none"> • Look at the impact of more flexible working and employment framework that balances organisation/individual needs. This would include evaluation of deployment away from base, self-briefing, alignment to remote supervision, rest and relaxation breaks. On/off points with pension flexibility, breaks for rests. Forces need greater local flexibility in how they manage rest breaks e.g. Short Notice Flexible Leave (Commonly called “Duvet Days”, research validates these as a useful tool in the management of stress). • Introduce scheduled/mandatory breaks. • Review and amend the leave system. It’s too inflexible at the moment. Officers need to be able to buy more leave (to a certain maximum) for special occasions. Forces should consider introducing leave-sharing schemes. Better resource planning could allow for more agile working. • Specify robust resourcing system. We currently duplicate effort in specifying our own systems. We really should pool resources to create a best in class system or, at the least, a “best of breed” specification. • Rostering systems need to have an open standard so they can talk to each other between Forces. Through integration, urgent demand spikes can be more efficiently resourced across Forces. • Forces need to adopt applications for modelling potential demand and integrating responses.

Actions related to Recommendation 3

Action Themes	Individual Actions Suggested by Participants
<p>Improving workforce management practices, including the promotion of considerate and effective rostering systems continued...</p>	<ul style="list-style-type: none"> • Introduce/try out agile and Lean working on resource intensive non frontline processes. • Pilot methods to tackle internal demand and failure demand. • Become a ‘Learning organisation’ by sharing examples of improving internal efficiency. • Improve safety. Safety failures are very expensive. We need to identify best practices and “level up.” • Reduce red tape for HO directions e.g. handcuffing. • Test Control room triage, demand stripping and signposting to right agencies and evaluate improvement in demand management. • Pilot work on defining workloads/demands, defining safe caseloads and providing guidelines for specific high risk business areas such as CSE/rape investigations. A recent piece of work (2016) on MAPPA can be used as an example.¹⁴

¹⁴ The 2016 paper by Thomson and Davies (2016) ‘Managing MAPPA and Establishing the Relevance of the 50/20 Rule: An Evaluation of the Workload Options of Police Services in England and Wales’

○ **Actions relating to Recommendation 4:**

Improve partnership and integrated working with other public services by pooling resources and setting out clear roles, responsibilities and, where possible, relevant protocols.

The table below briefly summarises some of the key actions suggested by the workshop participants that relate to Recommendation 4. For a full list of all suggested actions grouped by theme, please see Annex D.

Please note: The views, thoughts, and opinions expressed in the text below belong solely to the workshop participants, and do not necessarily reflect those of the police service or the PFEW as a whole.

Actions related to Recommendation 4	
Action Themes	Individual Actions Suggested by Participants
Reducing failure demand in the public service system	<ul style="list-style-type: none"> • Clarify roles, responsibilities and protocols internally and with Local Authorities, Fire and Health. Taking a tougher line where they are misusing the police as a service of last resort will help to ensure the system does not inadvertently support Local and Health Authorities in unsafe practices. • Mental health provision to play a proper role. Need to evaluate the cost of displaced demand through service failure in mental health to get a true picture of the cost to the public system.
Improving collaboration, integration and partnership working	<ul style="list-style-type: none"> • Review of Crime and Disorder Act - focuses on EI and integration – to target investment on these. • Emulate and build on the Future Generations Act (Wales). Look at systemic governance e.g. City Mayors in Wales. • Manage the movement of people who may cause higher levels of demand such as Troubled Families. When there are new housing developments, the likely demand on policing needs to be modelled. • ISA/data sharing. • Build on examples of Regional Emergency Services (e.g. regional organised crime units) collaboration planning. • Share information with other services - locally as well as wider – to

Actions related to Recommendation 4	
Action Themes	Individual Actions Suggested by Participants
Improving collaboration, integration and partnership working continued...	<p>enable cross-department, agency, and border working.¹⁵</p> <ul style="list-style-type: none"> • Work with cross-Force bodies e.g. CoP to define what we do. • Share information with other services - both in the locality and wider. • Closer working with health services. • CiP - think differently about the role of specials, the role of policing in schools/mini police cadets. Youth engagement is important and is not receiving the attention it used to.
Building alliances and pooling resources	<ul style="list-style-type: none"> • Pooled resources, pooled budgets and pooled leadership sharing data. • Offer more combined national Police and NHS courses to improve mutual understanding and co-operation. • Mayor's NPCC lead. • Party working group and police service working framework (create a united voice). • Specialising for Special Constables and Police Support Volunteers Talent Bank. The police service needs to take more risks in regards to working with civilians. • Need to accelerate CiP strategy: David Jones CiP strategy national coordinator; 3rd sector CiP leads. • Encourage CiP. Role of volunteering. Shaping and managing public expectations. Communicate value to the public. • Shared budgets with e.g. adult social services and mental health trusts.

¹⁵ The following document by the Centre of Excellence for Information Sharing (CEIS) was suggested as a useful tool in regards to determining good practice in relation to information sharing: CEIS . nd. *Putting information sharing at the heart of collaborative working Information sharing between the police and health services for prevention, early intervention and care purposes.* <https://t.co/5osrTwcpEm>

Actions related to Recommendation 4

Action Themes	Individual Actions Suggested by Participants
Building alliances and pooling resources continued...	<ul style="list-style-type: none">• Harnessing talent across services to provide an integrated, effective resource.• More place-based commissioning e.g. unitary authorities jointly with PCCs.

Annex F: Acknowledgements

We are deeply grateful to all those who gave up their valuable time to attend these workshops, and would like to thank them for attending. Their contributions were extremely valuable and we hope that they found the experience to be both informative and worthwhile.

We would also like to thank the independent facilitation company, Meeting Facilitators, for developing and delivering the workshops on behalf of the PFEW, and for their hard work in recording and producing detailed session notes for both workshops.