

*Pillar 4: Embedding  
learning and  
development and  
officer well being in  
rape & serious sexual  
offence investigations*

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# *Corporate responsibility and transformational change*

- **Update from now 4 forces (West Midlands, Durham, Avon and Somerset and the MPS)**
- **Continuation of themes regarding the barriers to effectiveness and professionalism in RASSO investigations:**
  - **De-professionalisation and the lack of specialist knowledge**
  - **Structural and systemic barriers**
  - **Individual resilience officers provide and the impact this has on their welfare**
- ***Focus today on the emerging narrative:***
  - Organisational strain and the link to transactional change agendas**
  - Focus on capacity over capability so.....**
  - 'Cultural' attitudes and behaviours that require change being reaffirmed**
  - Individual strain and welfare**
  - Risks to legitimacy inside and outside of the organisation**

# The voices.....

*'Insufficient training with no open and transparent route to obtaining it. No time for CPD or complete required portfolios for CoP courses. Organisation refuses to respond effectively to capacity and capability issues i.e. staffing and training. No adequate proactive response to welfare i.e. reduce workload which is the catalyst'*

*'The way things are in our force at the minute, we're measured on absolutely everything. And I mean measured on your victims, your crimes, your outcome rates, your resolved rates, your created crimes...we are measured on absolutely everything and we are criticised for everything as well. ... And I think that has a massive negative effect on our officers' wellbeing'.*

*'I do not know how [much] longer I can manage all this on my own without an investigation going seriously wrong or me becoming seriously ill. I am exhausted and the force frankly could not give two hoots and just want more and more from me.....I don't think they know what a terrible state we are in. We are not giving the victims a good level of service and we are destroying our staff'*

*'The department is on its knees and gradually getting worse. There is hardly any experienced officers left within the department and the ones that are left are actively seeking new jobs. We deal with some of the most horrific cases within the force yet we are given no time to do a thorough investigation and often they are left in the hands of probationers with little or no experience at dealing with RASSO offence's'*

# Organisational responsibility and change

## *Internal surveys to define the problem:*

No perceived change: de-valuing of the RASSO roles  
Organisation perceived as not listening: lack of organisational justice  
Perceived **genuineness** of the desire for change

## *Commissioning of reviews to assist improvement: noise creation*

Ongoing change confusing and unconnected  
No clarity of the language of change  
Continuous actions plans with a lack of strategic vision  
Ultimate message that officers continue to be not  
'good enough'  
Narrowness of measures for success

## Organisational strain: Transactional change

## *Focus on capacity over capability:*

Inexperienced officers deployed to meet demand without the  
specialist knowledge required  
Demand deflection and increased pressure on 'experienced officers'  
Cases seen as 'unlikely to go anywhere' remain with the most  
inexperienced

## *Removal/limiting of 'specialism'*

Need to protect officers from dealing with RASSO alone  
Prioritisation of learning for UPLIFT via the PEQF (resourcing issues)  
Individuals responsibility to gain development  
Perceived lack of infrastructure to support learning and effective  
supervision

# *Challenge to internal and external legitimacy*

- **Genuineness of change questioned**
- **Devaluing of the RASSO role and sense of being 'unprofessional' in the approach to investigations and victim care relative to other areas (homicide etc.)**
- **Impact and strain on officer welfare clear: Sense of organisational trauma**
- **Expectation that officers take responsibility for their own learning and development BUT learning climate and ability to access learning minimal**
- **Complex cases being handled by the least experienced officers**
- **Potential continuation of certain behaviours as officers attempt to achieve targets and manage demand**
- **Experience of interaction with the police and victim-survivors' access to justice compromised**

*Corporate responsibility to support the enablers of transformational change through learning*

- **Pillar 4 further supports the need for specialist knowledge in the case of RASSO**
- **The findings highlight a far more complicated narrative than that understood by the public**
- **The dichotomy of ‘good’ and ‘bad’ officers is more nuanced**
- ***The right input of knowledge and skills to change attitudes and behaviour***
- ***Transformational change programmes which attend to public value need prioritizing***
- ***Officers have the agency and desire to be central to change - currently they are disempowered to do so***