

NPCC Investigations

What 'good' may look like

How Police & Academia can
collaborate to improve police
investigations

Deputy Chief Constable Katy Barrow-Grint



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Katy joined Thames Valley Police in 2000 having studied Sociology at the London School of Economics. She worked in a variety of role and ranks including uniform patrol, CID, neighbourhood policing, child abuse investigation, surveillance and strategic development. In April 2023 Katy was promoted to Assistant Chief Constable for Crime and Criminal Justice, with force wide responsibility for Crime, Intelligence, Public Protection, Criminal Justice and Forensics. She also led Thames Valley Police's response to Violence Against Women and Girls. In November 2024 Katy took up the position of Deputy Chief Constable at Gloucestershire Constabulary. Katy is also the NPCC lead for Investigations.

Katy completed her Masters in Police Leadership and Management at Warwick Business School in 2015. She has a keen academic interest in domestic abuse, and published an academic journal article on domestic abuse attrition rates following her Masters research, and a book chapter on domestic abuse in 'An Introduction to Professional Policing'. She has also written a book with colleagues titled [Policing Domestic Abuse – Risk, Policy & Practice](#) published by Routledge in November 2022. Katy continues to work academically in this field, now focussing on adolescent domestic abuse in a research partnership with the VISION consortium at City University, London where she is an Honorary Research Fellow and Practitioner in Residence. More on her work in this field can be found in this policy brief: [Addressing abuse in teenage relationships - City Vision](#) and this journal article: [Adolescent Domestic Abuse and Its Consequences: A Rapid Systematic Review | Journal of Family Violence](#)

Katy instigated the 'TVP Journal' which is a fantastic gateway to recognise the academic work of officers and staff. Following the success of the TVP Journal Katy was asked to be the Editor in Chief of the College of Policing Publication 'Going Equipped'. Katy also leads on @WeCops a twitter debate forum on current police issues in the UK. In 2024 Katy was the runner up in the World Policing Summit awards in Dubai in the category of Inspirational Female Police Officer.

[Attrition Rates in Domestic Abuse: Time for a Change? An Application of Temporal Sequencing Theory | Policing: A Journal of Policy and Practice | Oxford Academic \(oup.com\)](#)

[Introduction to Professional Policing: Examining the Evidence Base - 1 \(routledge.com\)](#)

[Going equipped – highlighting your experiences | College of Policing](#)

www.WeCops.org

Investigation Portfolio



Portfolio Lead
DCC Katy Barrow-Grint
Gloucestershire Constabulary

Staff Officer
Det Supt Amir Abid
Gloucestershire Constabulary

About Us

- Strengthen investigative capability through national coordination and partnership with forces and the College of Policing.
- Drive improvements in standards, partnership working, and modernisation across policing.
- Led by Katy Barrow-Grint, combining operational and academic expertise to build capability and capacity.

Our Objective

- Raise investigative standards and consistency across all crime types, with a focus on PIP1 fundamentals.
- Build capability through evidence-based practice, technology and AI, and strong partnerships.
- Prioritise workforce wellbeing, HOLMES modernisation, senior investigator development, effective supervision, and modern investigative interviewing.

NCCC

Investigation Portfolio

HOLMES Working Group

Homicide & Coronial Matters Working Group

Investigation Standards Working Group

National Investigative Interviewing Strategic Steering Group (NISSG)

Recruitment, Retention and Wellbeing of Investigators (RRWI) Working Group

Family Liaison Officer (FLO) Working Group

‘Not good’

- The effective investigation of crime is fundamental to the legitimacy of policing & public confidence
- These reports highlight a long-term decline in positive crime outcomes driven by resource shortages, inexperienced investigators, and inefficient processes.
- Common weaknesses include lack of investigative mindset among frontline officers, poor allocation of cases, excessive workloads, and inadequate victim needs assessments, all of which reduce investigation quality.
- Outcomes for victims are not good enough.



Crime investigations

An inspection into how effectively the police investigate crime



State of Policing
The Annual Assessment of
Policing in England and Wales

2024–25

His Majesty's Chief Inspector
of Constabulary

Additional Challenges

Fiscal & budgetary

43 different forces, different ways of doing the same thing, competing demands

Police Reform White Paper



What 'good' could look like.

11 HMIC recommendations –focus on improving demand understanding, process design, training for investigators and supervisors, and strengthening supervision to achieve better outcomes for victims.

Some emerging good practice – 24 case studies highlighted

BTP Capacity Planning Tool

Cumbria & City Of London Police only forces to be graded 'good for investigations.





Case Study Initiatives

Understanding demand & resources	<ul style="list-style-type: none"> - Demand analysis dashboards - Workforce planning tools - Investigator well-being programs
Responding to reports of crime	<ul style="list-style-type: none"> - Call-handler investigative mindset training - Crime-scene preservation guidance apps
Allocating & conducting investigations	<ul style="list-style-type: none"> - Allocation based on skill matrix - Digital investigation plans - Use of PND & facial recognition
Supervising investigations	<ul style="list-style-type: none"> - Early supervisory review protocols - Quality assurance frameworks
Victim support throughout investigations	<ul style="list-style-type: none"> - Victim update apps - Repeat victim identification systems - Compliance monitoring tools
Training & learning	<ul style="list-style-type: none"> - Call-handler e-learning modules - Investigator accreditation schemes - Supervisor coaching
Understanding crime outcomes & performance	<ul style="list-style-type: none"> - Outcome analysis dashboards - Workload impact studies - Performance improvement programs



Academia & Policing Collaborating

Manchester PACE & NPCC – crime demand modelling

Potential for N8 PRP to work with and or support the National Investigations Standards Working Group?

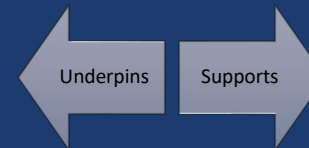
Other question sets – How is demand modelled in other blue light agencies? How is demand modelled in the private sector? How can we scale what works locally to nationally? How can forces balance responding to calls for service vs completing a full primary investigation?



Manchester PACE & NPCC

- **1: Develop 3 month Pilot Project**, with the objective of developing a conceptual and methodological framework to guide the future advance of research to support policy and practice development in this area.
- **2: Showcase event** to invite potential policing and academic partners to participate in the project - sharing expertise and demands
- **3: Span of the project** : Models to predict and understand current demand (by type and complexity); models to unpick hidden and future demand; models to understand deployment (incidents and cases). We need to develop a phased project (priorities and relation of models).
- **4: Themes to consider**: Case management, measures of complexity, factors associated with success and resourcing/costs

HMICFRS Recommendation 1



The National Police Chiefs' Council, working with the College of Policing, should produce a model to help forces better assess and understand their crime-related demand. This should include an assessment of future demand. When producing this model, they should consider the complexity involved in investigations. As soon as practicable after the model has been introduced, chief constables should use it to help them determine the number of investigators their forces need to meet their crime-related demand.



Next Steps

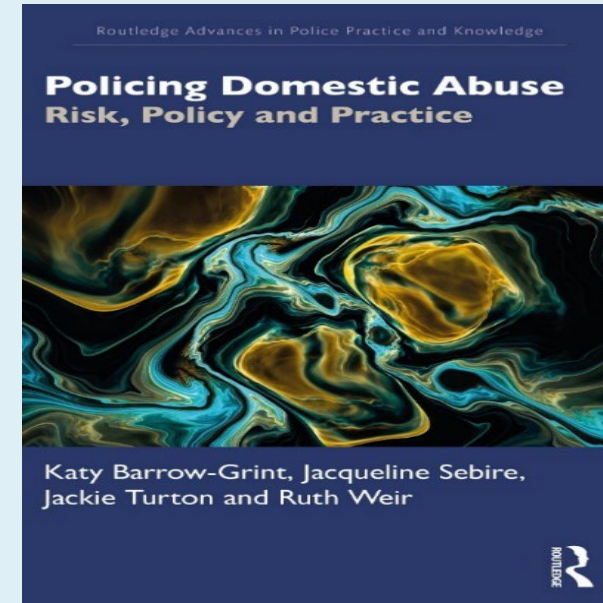
- We would love to work with N8 PRP
- Support Investigations Standards Working Group?
- Get involved in Crime Demand Modelling work?



Teenage Relationship Abuse

- 2011 DA Legislation includes 16-18 year olds
 - 2021 DA Act includes children as victims**
 - Children's Commissioner – 27% of 11 year olds have seen online pornography
 - Where are our children learning about sexual relationships**
 - ONS: 16-19 year old women subject to most DA
 - No data on under 16's**
 - Gloucestershire Constabulary – 12% RASSO & 4% strangulation involves under 16
 - 2023 Murder of Holly Newton – Call for change**
 - Knife Crime to Domestic Abuse
 - A changing trend of victimisation & reporting**
- Bids in with ESRC, Home Office and STAR to:
- Flag and identify under 16s TRA cases in police and social care data
 - Conduct quantitative and qualitative analysis of TRA
 - Systems mapping
 - Produce the evidence base for Teenage Relationship Abuse Risk Assessment

Working with the College of Policing to develop Guidance on TRA and Harm Outside the Home.



Going Equipped



goingequipped@college.police.uk