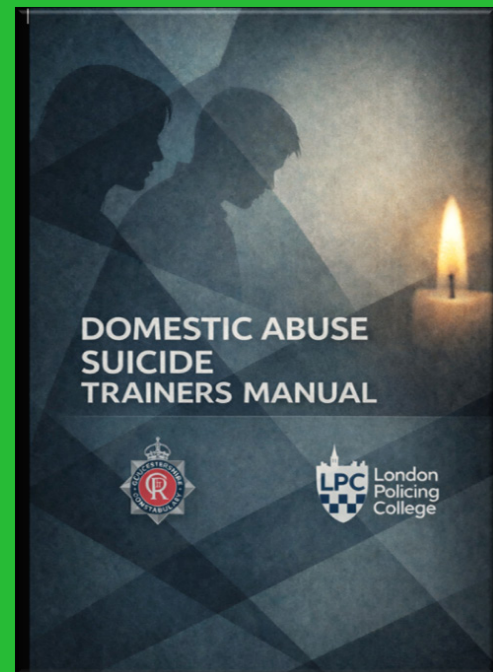
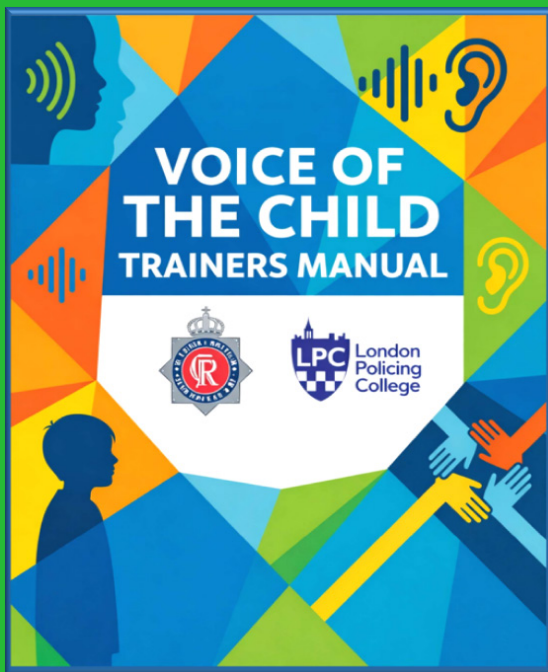


Portfolio 04: Operational Safeguarding Capability Development

Strengthening Frontline Practice through
Specialist Partnership



Client: OPCC Gloucester and
Gloucester Constabulary



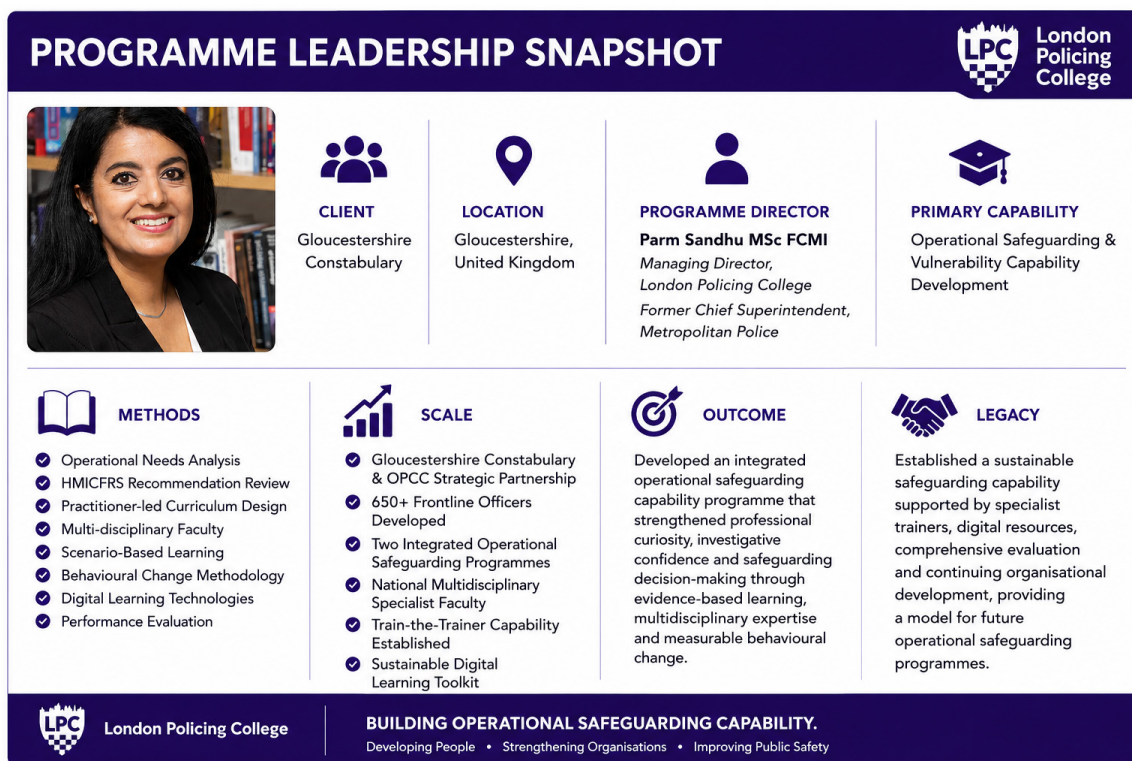
Safeguarding is ultimately about people, not process.

Every decision taken by an officer has the potential to change a life.

By combining operational experience, specialist expertise and modern learning approaches we helped officers build the confidence, judgement and investigative curiosity needed to protect the most vulnerable members of our communities.

Parm Sandhu D.Lit MSc FCMI
Programme Director
London Policing College

Capability Snapshot



Executive Summary

Following inspection findings, operational learning and emerging safeguarding priorities, Gloucestershire Constabulary and the Office of the Police and Crime Commissioner commissioned the London Policing College to strengthen frontline safeguarding capability across the force.

Working in close partnership with operational leaders, safeguarding specialists and frontline officers, LPC designed an integrated capability development programme that addressed two critical operational priorities: Voice of the Child and Domestic Abuse Suicide. Rather than producing conventional classroom training, the programme was designed to influence professional judgement, strengthen investigative curiosity and improve the confidence of officers making complex safeguarding decisions in demanding operational environments.

Recognising that safeguarding demands expertise from multiple disciplines, LPC assembled a nationally recognised multidisciplinary faculty led by Parm Sandhu D Lit MSc, former Metropolitan Police lead for Harmful Practices across London. The team brought together specialist knowledge in domestic abuse, harmful practices, homicide review, safeguarding, investigation and behavioural learning, ensuring every element of the programme reflected current operational practice and evidence-based policing.

The programmes combined immersive case studies, professionally produced body-worn video, facilitated discussion, digital engagement tools, realistic operational scenarios and structured reflective learning to maximise participation and behavioural change within two intensive one-day products. Continuous evaluation enabled rapid refinement throughout delivery, resulting in exceptional levels of learner confidence, engagement and intended changes in operational practice.

The partnership demonstrates how the London Policing College brings together the right practitioners, evidence and learning methodologies to create sustainable operational capability rather than simply deliver training.

ENGAGEMENT SNAPSHOT



THE ENGAGEMENT

In response to inspection findings and emerging safeguarding priorities, Gloucestershire Constabulary and the OPCC partnered with the London Policing College to strengthen operational safeguarding capability across the force.



AT A GLANCE

- ✓ 650+ frontline officers developed
- ✓ 2 integrated operational safeguarding programmes
- ✓ 10+ delivery dates across multiple cohorts
- ✓ 97% overall feedback response rate
- ✓ 90%+ reported improvement in key areas



OUR APPROACH

- ✓ Evidence-led design informed by operational insight and research
- ✓ Realistic scenarios, body-worn video and active case studies
- ✓ Facilitated discussion and digital engagement (Slido, etc.)
- ✓ Continuous evaluation and rapid refinement



DELIVERY AT SCALE

- ✓ Multiple venues and cohorts delivered January to March 2026
- ✓ Adaptable delivery to meet operational pressures
- ✓ High engagement achieved across all cohorts



HIGHLY ENGAGED LEARNERS

- ✓ Practical, relevant and immediately applicable learning
- ✓ Strong participation in discussion and activities
- ✓ Excellent feedback across all measured areas
- ✓ High levels of intended behavioural change reported



OUTCOME

Strengthened safeguarding awareness, confidence and professional judgement, leading to improved operational decision-making and practice.



LEGACY

Established sustainable safeguarding capability through specialist trainers, digital resources, comprehensive evaluation and ongoing organisational development.



BUILDING OPERATIONAL SAFEGUARDING CAPABILITY.

Developing People • Strengthening Organisations
• Improving Public Safety

Why This Matters

Safeguarding is one of the most demanding areas of modern policing. Officers must continually balance risk, vulnerability, investigative opportunity and safeguarding responsibilities whilst making complex decisions under operational pressure.

Inspection findings increasingly demonstrate that improving safeguarding is rarely achieved through policy alone. Sustainable improvement depends upon developing professional judgement, strengthening investigative curiosity and giving officers the confidence to recognise vulnerability, ask better questions and make defensible operational decisions.

Gloucestershire sought not simply to increase knowledge, but to strengthen frontline decision-making in those moments where professional judgement has the greatest impact on public safety.

Building this capability required more than subject expertise. It demanded programmes to combine operational credibility, evidence-based learning, behavioural science and realistic practice to influence how officers think as well as what they know.

Challenge - Understanding the Operational Problem

Following inspection findings and local operational learning, Gloucestershire Constabulary identified an opportunity to strengthen safeguarding capability across frontline policing.

The requirement extended beyond delivering training. The Force needed two intensive one-day programmes capable of addressing significant learning requirements whilst remaining practical, engaging and immediately relevant to operational policing.

LPC therefore needed to design products that responded directly to HMICFRS findings, reflected local safeguarding priorities, incorporated current evidence and maintained high levels of participant engagement despite significant volumes of complex material being delivered within limited classroom time.



UNDERSTAND

Defined the operational challenge.



EXPLORE

Identified capability gaps.



DESIGN

Co-designed the capability solution.



DEVELOP

Developed confidence through practice.



MEASURE

Measured behavioural improvement.



SUSTAIN

Established sustainable capability.

SPECIALIST DELIVERY TEAM

The expertise behind operational capability.



PARM SANDHU MSc FCMI
Programme Director

- Former Metropolitan Police Chief Superintendent
- Strategic lead for harmful practices and operational safeguarding
- Responsible for programme design, engagement and quality assurance



POLLY HARRAR MSc
Founder – The Sharan Project

- National authority on domestic abuse, honour-based abuse and forced marriage
- Joint Chair, London Harmful Practices Group
- Domestic Homicide Review Chair
- Ensured victim-centred practice and cultural competence remained central



CHRISTOPHER SCOTT
Lead Operational Trainer

- Former Gloucestershire Detective Sergeant, hostage negotiator and safeguarding specialist
- Recent frontline investigative experience
- Ensured content reflected local operational realities and challenges



MINDY MAHIL
Safeguarding Specialist

- West Midlands Police investigator
- National Crime Agency recognised expert in harmful practices
- One of only five UK specialists in Forced Marriage
- Brought national expertise and contemporary safeguarding practice



NARINDER SIDHU
Domestic Abuse & Safeguarding Specialist

- Former Thames Valley Police Sergeant
- Over 30 years' policing experience
- Specialist in domestic abuse, honour-based abuse and FGM
- Trauma-informed practitioner and community safeguarding leader

This core team is supported by a further network of **five specialist associates and practitioners**, bringing additional expertise and capacity to every stage of programme delivery.

FACULTY STRENGTH

- Former Chief Superintendent
- National safeguarding specialists
- Current operational investigators
- Victim advocacy leaders
- Domestic abuse experts
- Harmful practices specialists
- Practitioner-led learning
- Real operational experience



BUILDING OPERATIONAL SAFEGUARDING CAPABILITY.
Protecting Vulnerable People • Strengthening Professional Judgement
• Delivering Lasting Impact

Discovery - Finding the Capability Gap

Parm Sandhu led a comprehensive discovery process involving operational leaders, frontline officers, safeguarding specialists and partner organisations.

The team reviewed HMICFRS inspection findings, analysed local operational challenges and engaged directly with Gloucestershire officers to understand where confidence, investigative practice and safeguarding decision-making could be strengthened.

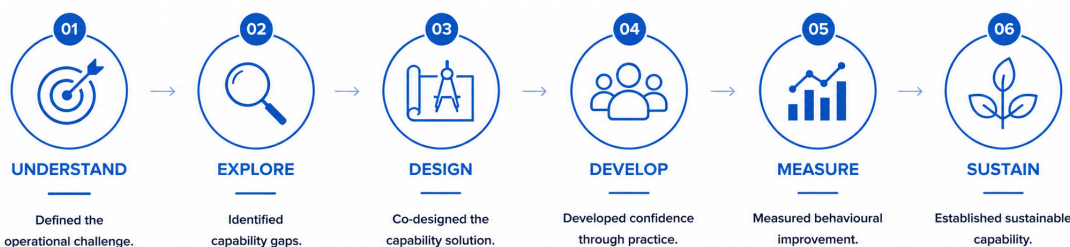
Recognising that sustainable improvement required expertise beyond any single discipline, LPC assembled a multidisciplinary design team bringing together nationally recognised specialists from policing, domestic abuse, harmful practices and safeguarding.

This ensured every aspect of the programme reflected operational reality rather than theoretical best practice.

Design - Building the Right Solution

The programme represented one of LPC's strongest examples of collaborative capability design. Parm Sandhu directed programme development, drawing upon his experience leading London's response to harmful practices. The specialist faculty which included: Polly Harrar MSc, Christopher Scott MSc LLb FHEA, Mindy Mahil, and Narinder Sidhu.

This core faculty was supported by a wider network of experienced investigators, safeguarding practitioners and subject matter experts, providing additional resilience and specialist capability throughout programme delivery.



The resulting products combined behavioural learning principles, realistic policing scenarios, body-worn video produced specifically for the programme, facilitated discussion, digital engagement tools including Slido, immersive case studies and structured reflection to maximise learning within two single-day programmes. The programme therefore translated inspection findings directly into operational learning outcomes.

Delivery - Developing Confidence Through Practice

Delivery was intentionally designed to maximise engagement rather than maximise presentation.

Professionally produced body-worn video scenarios were commissioned specifically for the programme to stimulate discussion and realistic decision-making. Participants worked through these realistic operational scenarios, with facilitated discussion, digital polling, structured case studies and collaborative problem-solving.

Rather than passively receiving information, officers continuously analysed evidence, challenged assumptions and explored practical safeguarding decisions throughout the day.

Pilot deliveries were formally evaluated, enabling rapid refinement before wider rollout. This iterative approach ensured the final products achieved consistently high levels of learner confidence, engagement and operational relevance despite the compressed delivery format.

Evaluation - Measuring Operational Change

Evaluation was embedded from the outset, enabling iterative refinement throughout delivery rather than simply measuring outcomes at programme completion.

Using structured quantitative and qualitative evaluation together with Kirkpatrick analysis, LPC demonstrated measurable improvements in safeguarding awareness, confidence, intended behavioural change and operational practice.

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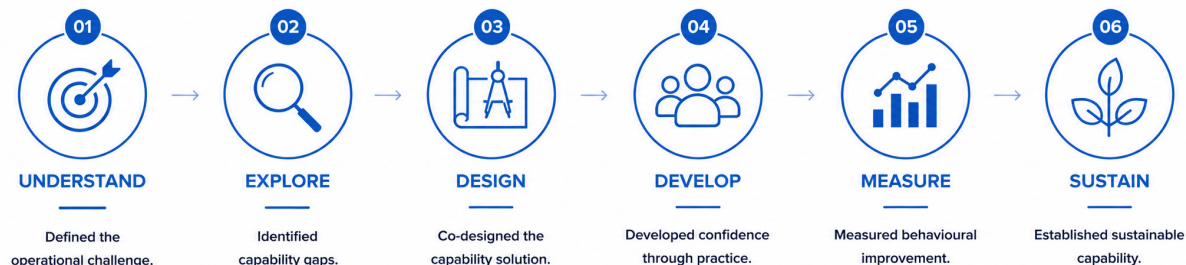


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The evaluation also identified how delivery environments, digital engagement and facilitation influenced participant experience, allowing continual refinement throughout the programme.

The result was not only two highly successful learning products but a robust evidence base supporting future organisational learning and capability development.

Legacy - Building Sustainable Capability

The Gloucestershire partnership demonstrated how specialist multidisciplinary teams can rapidly respond to organisational need and produce measurable operational improvement.

Beyond the initial programmes, the work established sustainable internal capability through Train-the-Trainer development, digital resources and continuing organisational support. The methodologies developed continue to influence safeguarding learning, while the evaluation provides an enduring evidence base for future capability development.

Most importantly, the project demonstrated that complex safeguarding capability can be significantly strengthened when operational experience, specialist expertise, evidence-based design and modern learning approaches are brought together within a genuine partnership. Leaving:

- Sustainable Operational Safeguarding Capability
- Stronger Professional Judgement
- Enduring Partnership for Continuous Improvement

Safeguarding is one of the greatest responsibilities placed upon policing. Every interaction carries the potential to change someone's life. To reduce risk and make people safer. Our ambition was to deliver training to help competent officers be more effective, to strengthen the judgement, confidence and professionalism of officers so they could make better decisions for the most vulnerable members of our communities. Working alongside Gloucestershire Constabulary demonstrated what can be achieved when experienced practitioners, specialist expertise and genuine partnership come together with a shared commitment to protecting people.

Parm Sandhu D.Lit MSc
Director, London Policing College