

# Operation Turning Point: lessons for leadership, implementation and translation into operational practice in policing

Peter Neyroud

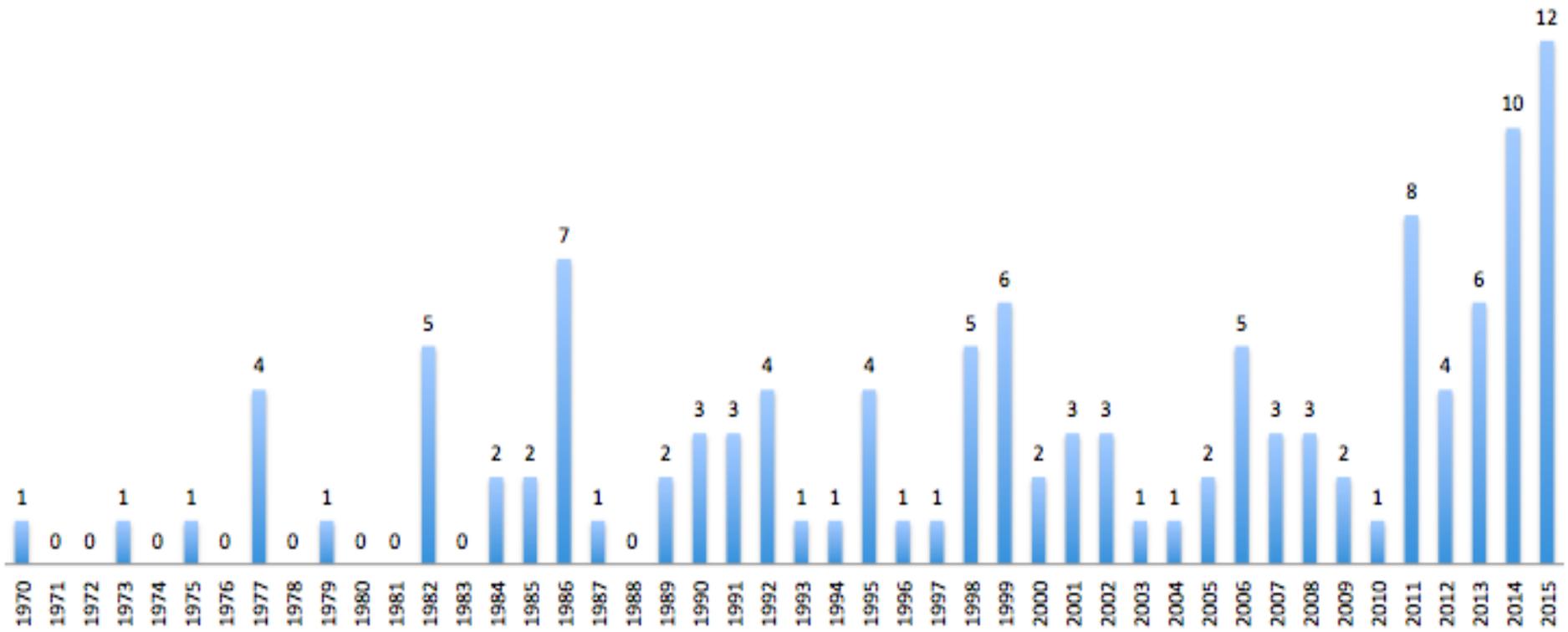
Institute of Criminology

# Overview

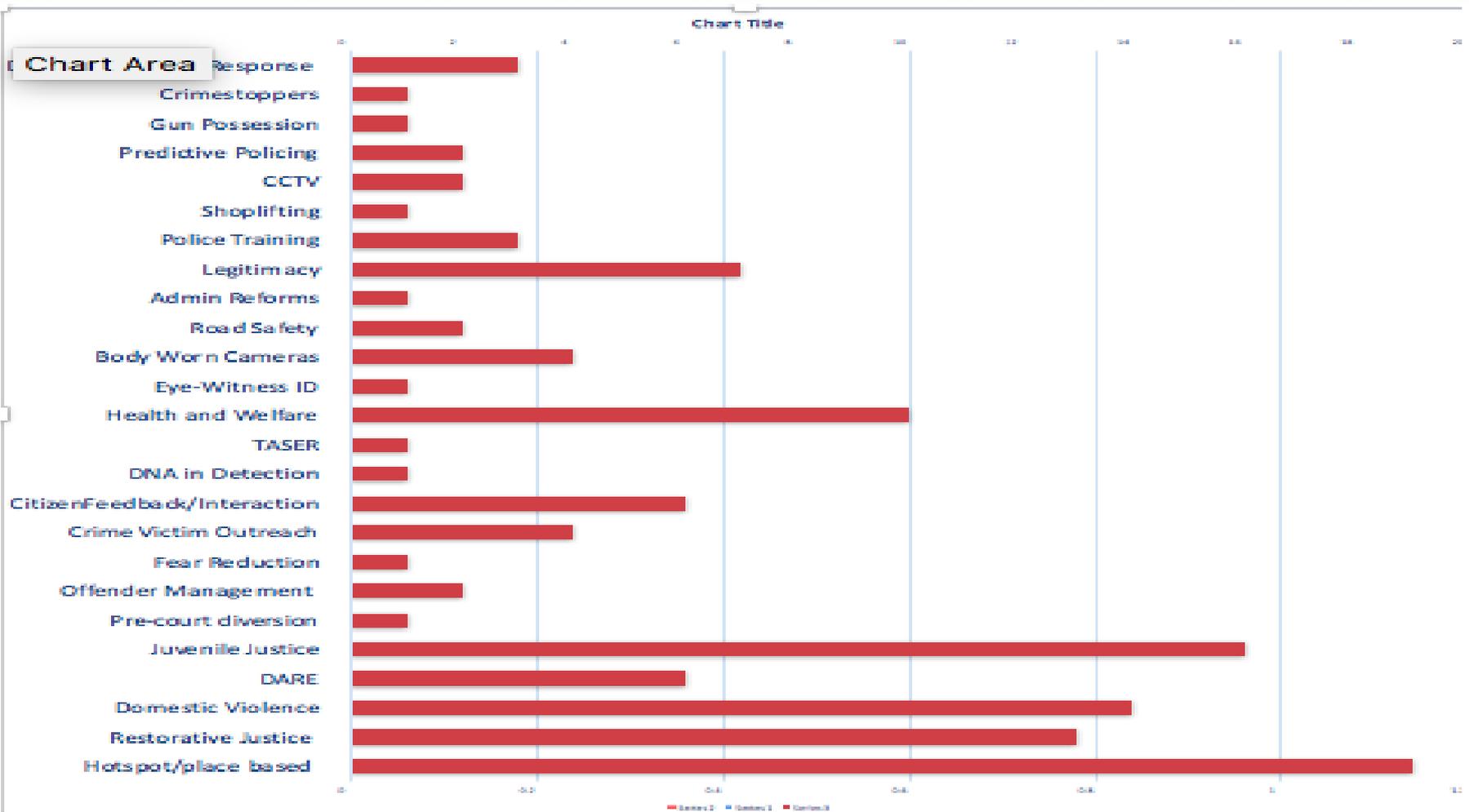
- Patterns of Police RCTs 1970-2016
- Analysing Attrition and Treatment Integrity in Police RCTs
- The Challenge of testing pre-court diversion
- Top ten Lessons from Operation Turning Point for conducting Police RCTs

# Patterns of Police RCTs 1970-2016: 1. Growth

Randomised Trials in Policing 1970-2015 (n.=122)  
Neyroud, P.W. (2016)



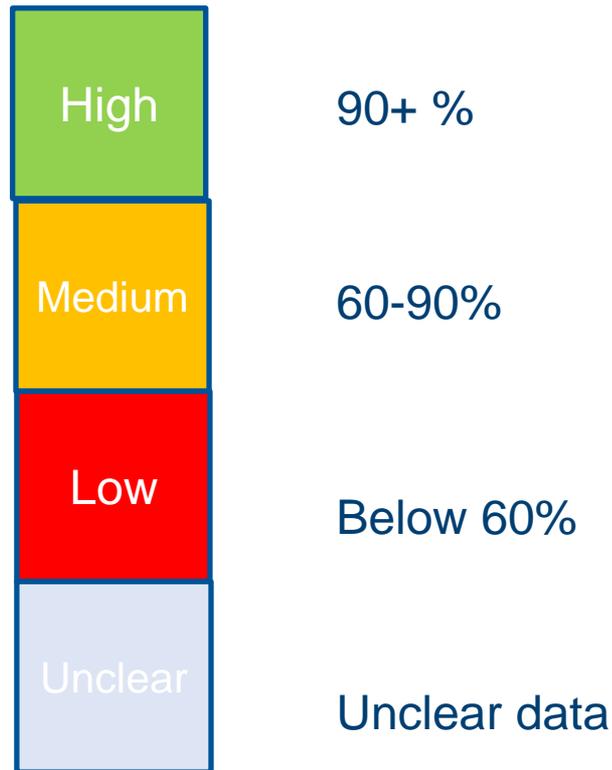
# Patterns of Police RCTs 1970-2016: 2. topics



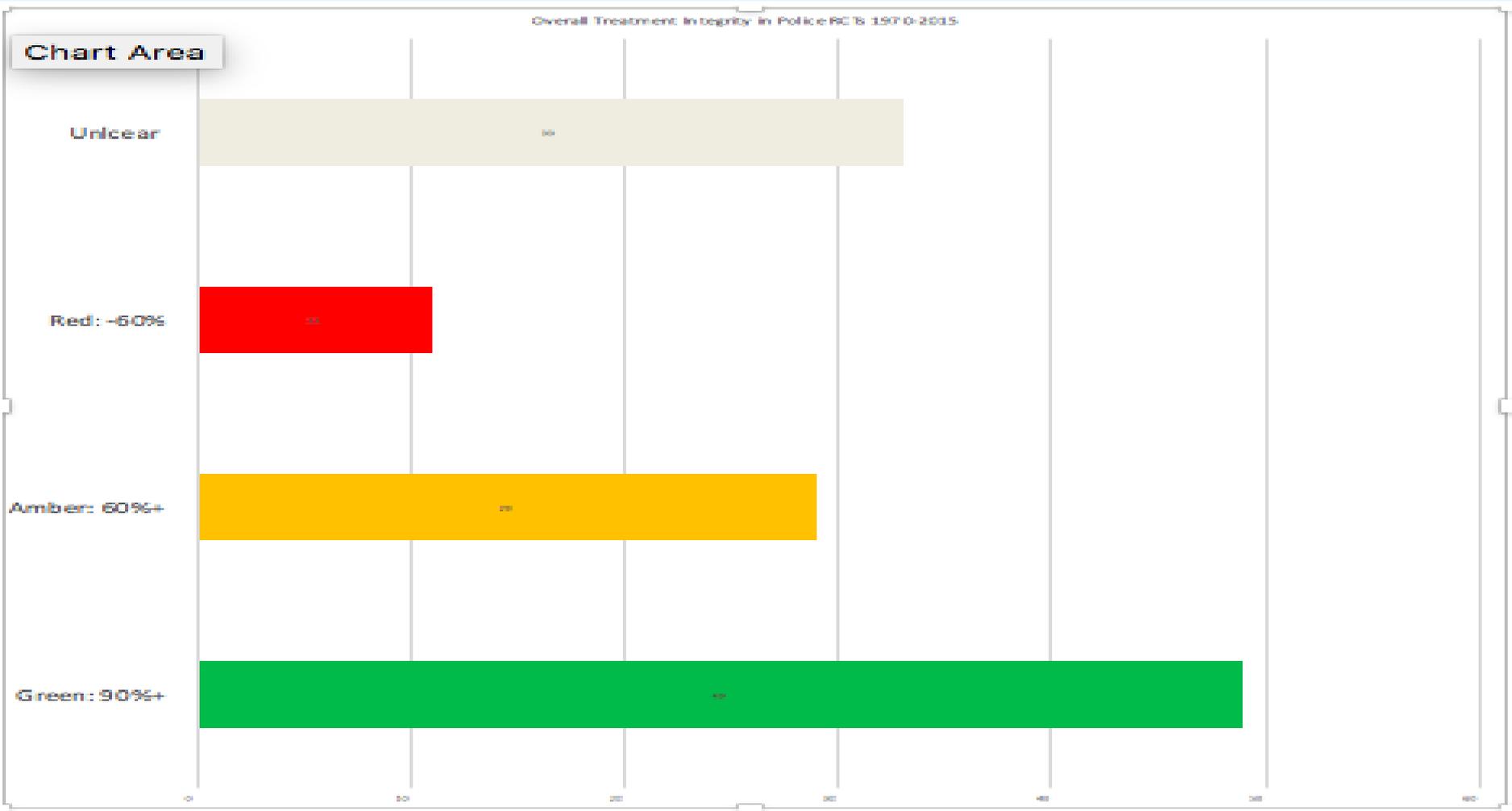
# Analysing attrition and treatment integrity in Police RCTs: approach

- Analysing articles and reports and seeking to construct a CONSORT diagram for each experiment
- Estimating, as far as possible,
  - Attrition from the samples
  - Treatment delivery levels
  - Overall “treatment integrity”
- Grading studies into High, Medium, Low and Unclear

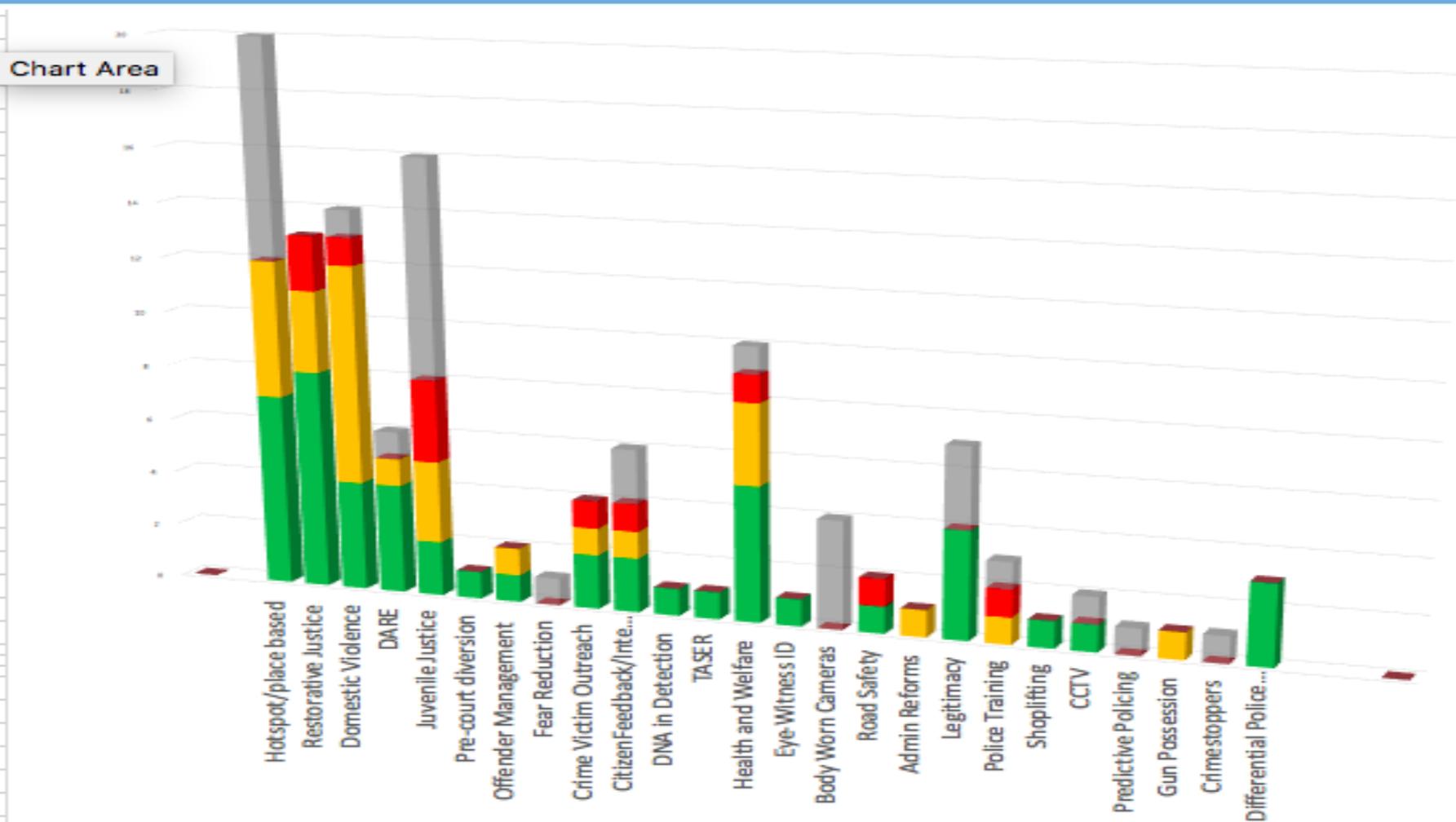
# Assessing “High”, “Medium” and “Low” Treatment Integrity



# Treatment Integrity in Police RCTs



# Treatment Integrity in Police RCTs by topic



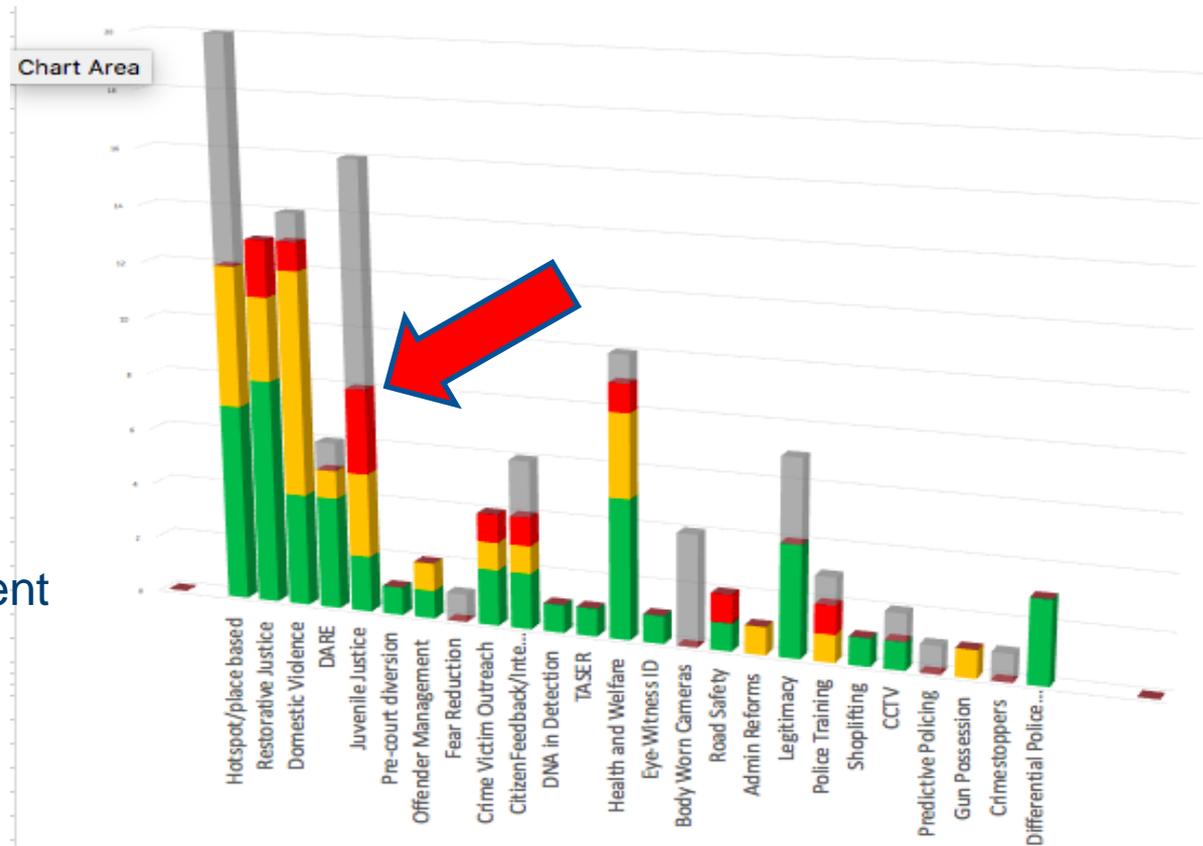
# Treatment Integrity in Police RCTs: the case study of juvenile justice/pre-court diversion

Pre-court diversion studies appear to have a higher risk of bias.

Key issues emerging from the analysis:

- Eligibility screening
- Attrition from samples
- Failures to deliver treatment

Studies have also tended to have small samples and no replication of the treatment approach

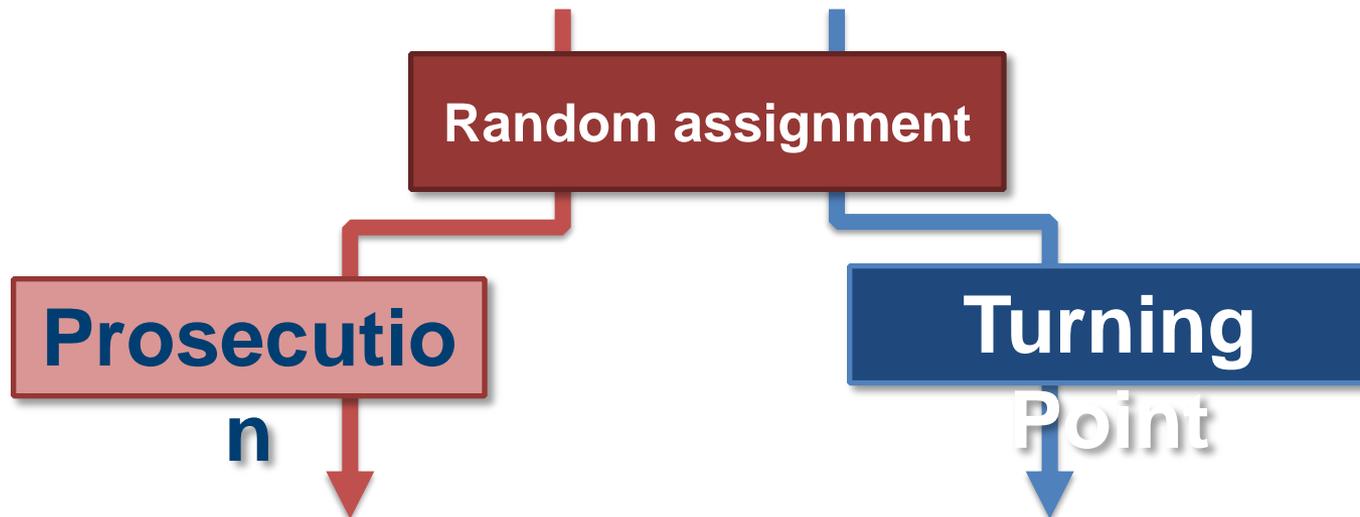


# Issues in Treatment Integrity in Police RCTs

- Higher risk of problems with treatment integrity where
  - Novice investigator
  - New department or “research station” (for experiments)
  - Novel topic
- Juvenile justice studies seem to have a higher risk

# The Turning Point Experiment

Sample of offenders whom the police have decided to prosecute.



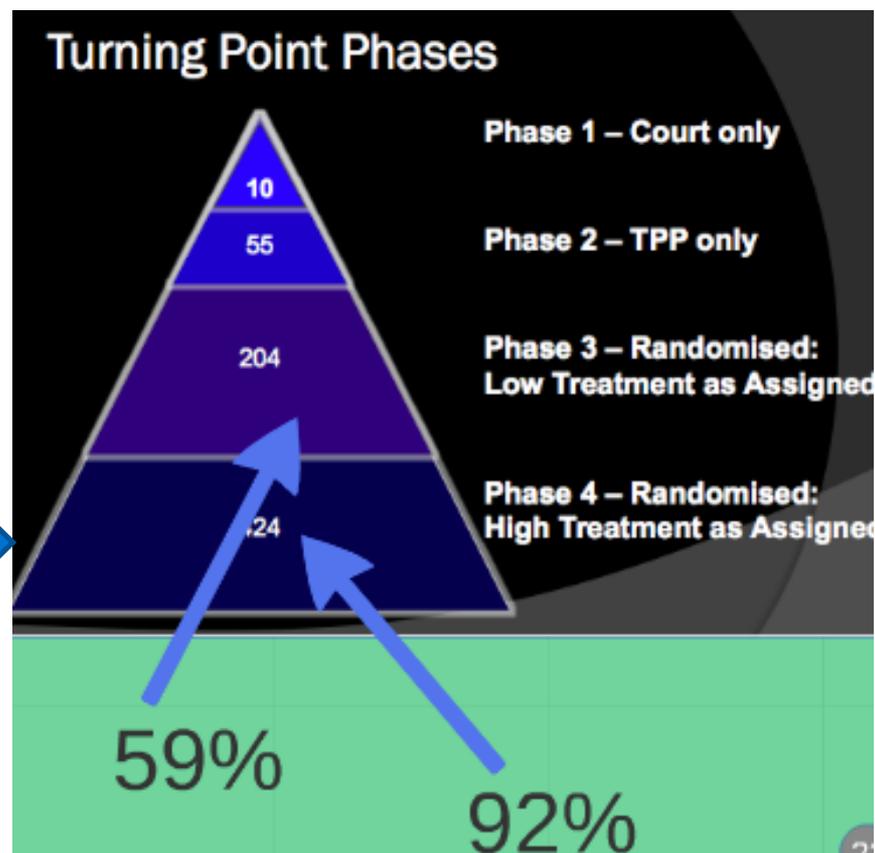
Measure reoffending, cost, victim satisfaction

# Turning Point Case Study

Custody:	N = 5
Offender Management:	N = 7
Project Board/Strategic Leadership	N = 6
Total	N = 18

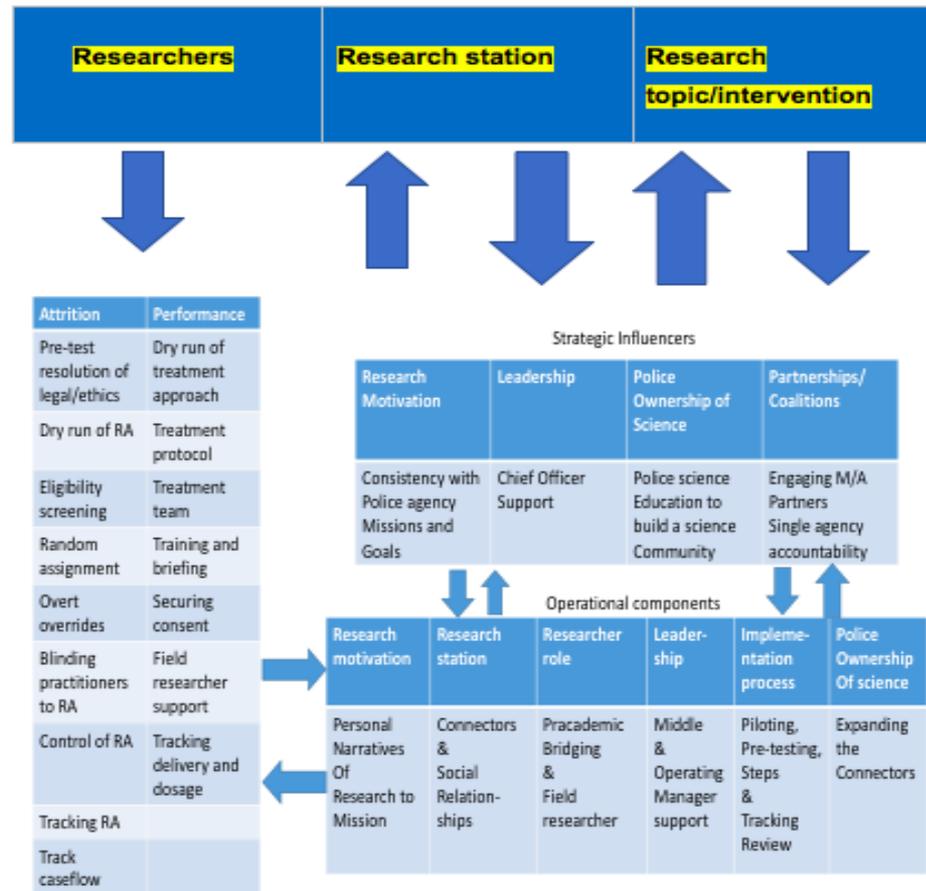


- Research motivation
- Research/experimental station
- Researcher role
- Leadership
- Implementation process
- Police Ownership of science
- Partnership/Coalitions



# Modelling treatment integrity in police RCTs

Implementation Components



Strategic Influences

Operational Components

# 1. Publish a Crimport

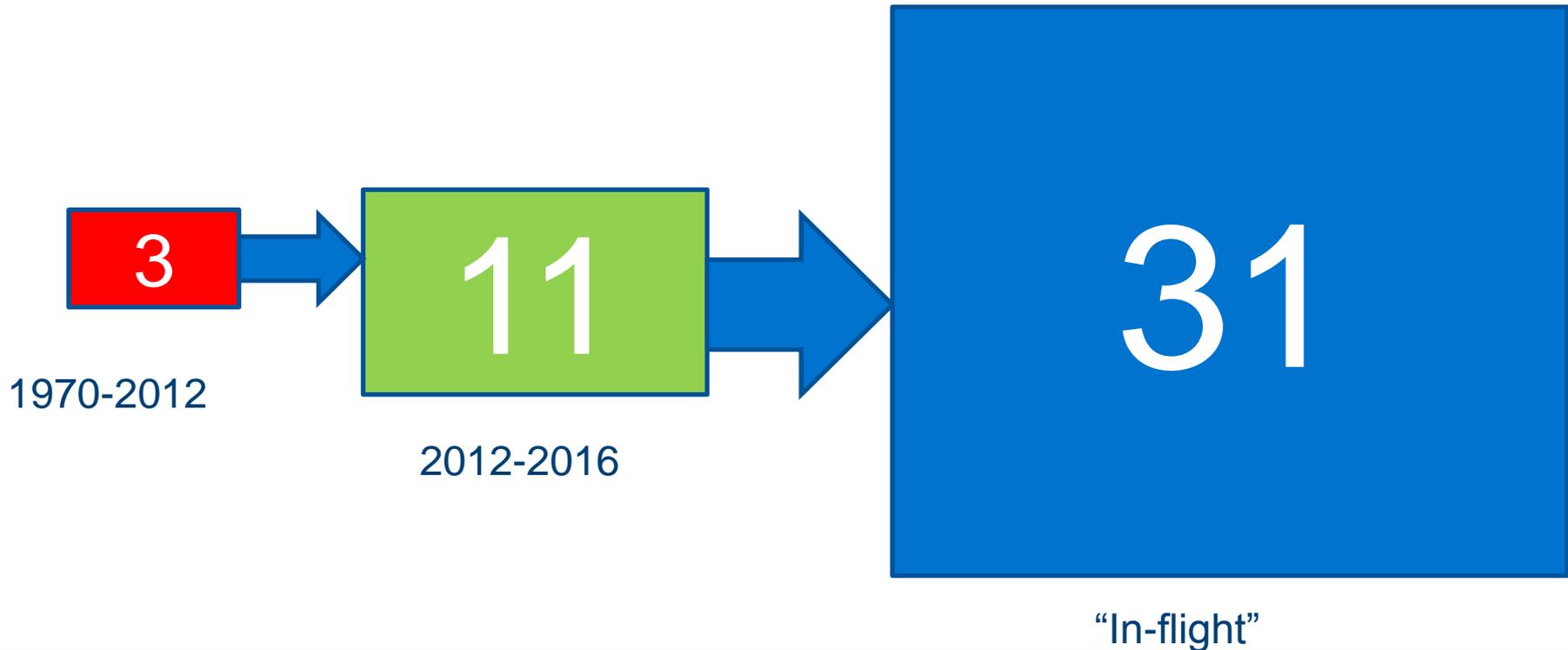
# CRIMPORT definition of treatment

“8.1.1.1 All the subjects allocated to treatment must have a “diagnosis meeting” with a member of the offender management team within 48 hours of arrest and must sign a “turning point contract” setting out the actions, including no reoffending, which they have agreed to following on from the “diagnosis meeting”. Cases where these two conditions are not applied cannot be considered to have met the conditions of the treatment.” (Appendix x)

## 2. Provide Training and Support to the Principle Investigators

# Patterns of Police RCTs 1970-2016: Changing pattern of “Clinical involvement”

Shepherd (2003) suggested that police should participate more actively in the research process. Police involvement in RCTs has changed:



### 3. Building “Field Stations”

- Building agency-researcher partnerships for a programme of RCTs
- Importance of a small group of “connectors” able to link the research team and enablers within the agency
- Establishing the social relationship between the researchers and operational staff through “ice-breaking” or “kick-off” events (the Cambridge sessions), training and meetings
- Building the formal relationships of meetings, contracts and reviews

## 4. Test the Interventions in stages

	Stage 1: pre-test
Eligibility screening	
Case Flow	
Training & Briefing	
Random assignment	
Treatment design	
Treatment Delivery	
Tracking	
Evaluation	



- Small scale pre-test
- Debrief and redesign
- and then larger scale efficacy test under tightly controlled conditions
- Larger scale effectiveness tests in operational conditions

# 5. Test and Track eligibility screening and randomisation

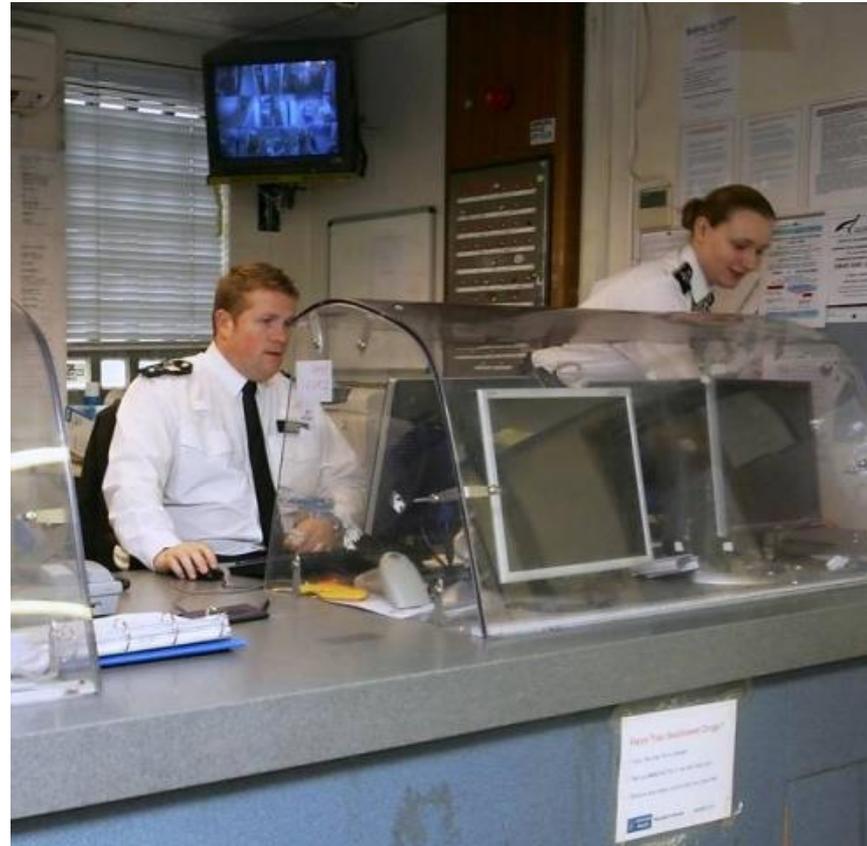
	Stage 1: pre-test	Stage 2: test Treatment
Eligibility screening		
Case Flow		
Training & Briefing		
Random assignment		
Treatment design		
Treatment Delivery		
Tracking		
Evaluation		

- Most pre-court diversion experiments had serious problems with overt and covert reassignments
- Operational reality of pre-court diversion is characterized by problems with fidelity and dosage

# 6. Managing police discretion: build in overt overrides

# What went wrong?

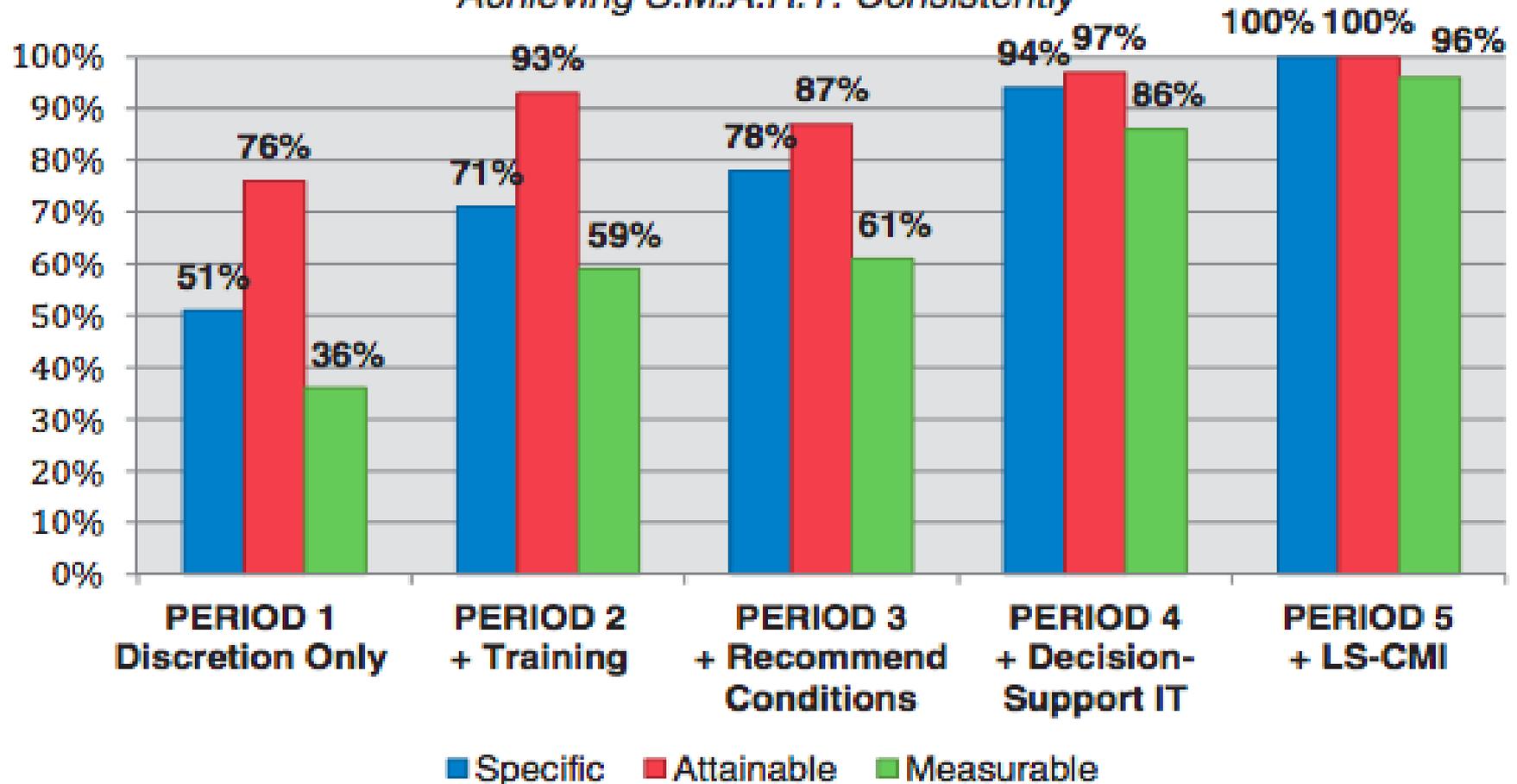
- Custody Officers carried on using their discretion
- The Gateway allowed them to reallocate a decision that had been made
- Tracking was not close up and personal



# 7. Train, Track and Feedback

# Achieving High Treatment Integrity (Slothower, 2015)

*Achieving S.M.A.R.T. Consistently*



# Professional Decision Support IT

**TURNING POINT PLAN**

Inputter SLOTHOWER\_N3602

ID 245

Trigger

Activity / Condition

Completion Date Lifestyle and Associates  
Relationships  
Attitude/Anger Management/Self Control  
Alcohol/Drugs Treatment  
Mental Health  
Education Training & Employment

Evidence Debt/Money Management  
Accommodation  
Other [EDIT BELOW]

Document List

You may select a recommended condition/trigger or add your own.  
To add your own:

- select trigger/condition
- select "other" instead of standard conditions:
- enter condition into the "describe condition here"

NOTE: You can edit recommended conditions (eg. change curfew hours) in the "Step 2 create plan" page

## 8. Police Ownership of Science

“we outline a proposal for a new paradigm that changes the relationship between science and policing. This paradigm demands that the police adopt and advance evidence-based policy and that universities become active participants in the everyday world of police practice. But it also calls for a shift in ownership of police science from the universities to police agencies. Such ownership would facilitate the implementation of evidence-based practices and policies in policing and would change the fundamental relationship between research and practice.”



### Police Science: Toward a New Paradigm

National Institute of Justice (NIJ),  
David Weisburd, Peter Neyroud

# Ownership of Science

"This isn't just something we want you to do because someone upstairs has told us to do it, this is a project and these are the reasons behind why we want to do it. A rationale makes it so much easier to put your effort and your passion into, and you know why you are doing it."

(IV/TP/OM2)

I was quite anti-it to begin with... as in 'Oh it is an experiment' I don't really like the sound of the kind of ethical grounding to it, it sounds as if we are just furthering the studies of Cambridge or what else... I think I have a far more open minded approach to EBP, and I think that has come from TP really.... So I think on a personal basis it has opened my eyes and made me far more receptive to doing experiments, and so on and so forth... So I am perhaps a little bit closer to that and seeing the benefits that it can bring. (IV/TP/LPA2)

# Police Ownership of Science

- Personal experience of the change process from the experimental treatment
- ‘Police science’ education to build understanding of the experimental process and the hypothesis
- Building a ‘science community’ within the agency and linking to wider national and international community
- Providing opportunities for personal growth and learning
- Expanding the small group of police science ‘connectors’

## 9. The Research team and “pracademics”

- Pracademic role as a bridge between research and practice:
- “bridges that gap between the police and academia. [They have] a foot hold in both camps”

# Sparrow and experimentation (2011)

- “offers virtually no benefits for the police...the best that they can hope for is that the scientists they have invited in, after months or years of work, will finally confirm what police thought they knew already” (p.26)
- “the scholars bear no responsibility for the consequences of action or inaction and feel no obligation to invent anything. They mostly want to evaluate” (p.26)

## 10. Create new “Field Universities” of Policing

“Shepherd’s (2003) vision of police practice and research combining to conduct tests in the field is both capable of being realized and capable of offering real benefits to the conduct and management of experiments.” (Neyroud, 2017)

# References

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