



Her Majesty's Inspectorate of Constabulary
and Fire & Rescue Services

Promoting improvements
in policing and fire & rescue
services to make everyone safer

Excellence in Policing 2017

Vital Signs

An HMICFRS Perspective

Overview



- The usual suspects
- The canary in the mine...
- The subtlety of excellence...



The usual suspects.....

- Training
- Identification of risk
- Identification of vulnerability
- Prioritisation
- Supervision
- Sound and efficient processes



The usual suspects.....



- Emphasis on prevention
- Evidence based policing
- Outcomes for victims
- Information sharing
- Effective partnership



The canary in the mine...

Public signals

- Satisfaction and confidence
- Feelings of safety
- Willingness of the public to engage and challenge
- Victims and witnesses coming forward
- Media and social media comment



The canary in the mine...

Workforce signals

- Perceptions of wellbeing morale and resilience
- Views on personal and professional development
- Fairness of internal processes (grievances, selection and promotion)
- Turnover (and exit interviews)



The canary in the mine...

Effectiveness signals

- Risk suppression (downgrading risk to fit resources)
- Shortcuts on the 'basics'
- Significant operational failures
- Excessive workloads or mis-allocated investigations
- Poor understanding of performance



The canary in the mine...

Efficiency signals

- Not understanding whole system cause and effect
- Short-termism
- Thinking numbers not capability
- Enabling services undervalued and/or under-staffed



The subtlety of excellence...



- Energy, ideas and engagement...
- ...the 'would I want to work here' test?
- Excellence that is above and beyond:
 - Going the extra mile
 - Tailored innovative high-quality services
 - Commitment to learning and improvement



The subtlety of excellence...



Legitimacy

- Valuing fairness and procedural justice
- Actively seeking challenge
- Ethical leadership and tackling 'culture' up front
- A learning culture
- Commitment to professional development



The subtlety of excellence...



Effectiveness

- Long-term problem solving approach
- Active pursuit of justice for victims
- Tailoring of services individuals - a 'human touch'
- Continued innovation and willingness to redesign
- 'Whole force approach' – everyone's' business



The subtlety of excellence...



Efficiency

- Resourcing decisions based on clear rationale
- Knowledge of people skills and styles – staff too!



The subtlety of excellence...



Children

- Listening to and recording the voice of the child in all decision-making
- Effective constructive challenge of other agencies



The subtlety of excellence...



Domestic abuse

- Ability to join the dots (beyond isolated incidents)
- Really listening to the victim
- Officers empowered and given time to use their powers
- Real information sharing and joint working with partners
- Comprehensive analysis of data to understand DA within force areas



The 'new' usual suspects?

- Listening
- Actively seeking challenge
- Joining up the dots, seeing the bigger picture
- Personalised tailored approach to victims
- Whole organisation responsibility with empowerment
- A learning culture
- Joint endeavour



Thank you



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