



Promoting improvements  
in policing to make  
everyone safer



# Organisational strategy 2016–2020



Her Majesty's Inspectorate of Constabulary

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## Our purpose

To promote improvements in policing to make everyone safer



## Our objectives

Demonstrate our values in everything we do

Conduct informed, independent and evidence-based inspections

Work with others to promote improvements in policing

Report our inspection findings and analysis in a clear and compelling way

Ensure that our staff have the skills, knowledge and support to do their jobs

Provide value for money

## Our measures of success

We will have provided further **value for money** by realising the potential of technology to improve the way we report our recommendations

We will have established regular monitoring to show the extent to which others judge HMIC to be embodying our **values**

Our updated reporting technology will have improved our **credibility** and widespread confidence in our judgments

We have a culture of supporting our staff, reflecting our values, with learning and **continuous improvement** at its centre

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**Sir Thomas P Winsor**  
Her Majesty's Chief  
Inspector of Constabulary

## Foreword

As an inspectorate, independent of both government and police forces, HMIC's role in the world of policing is important.

Our specialist and PEEL inspections – their focus and their findings – are central to our work. In particular, the PEEL inspections, which consider the effectiveness and efficiency of police forces, and assess the legitimacy of how they discharge their obligations, provide an in-depth and growing bank of information about how well every police force in England and Wales is operating. Such analysis is vital so that areas of weakness can be identified, evaluated and addressed by forces.

The need for continued reform across the police service remains. Constantly striving to do things more efficiently and to greater effect is the only way in which the police service will meet the demands that it will face in the years ahead. Its reform programme must be a high priority if it is to continue to provide the public with the policing that they have the right to expect.

HMIC's specific objectives for the next four years recognise the need to be responsive to changes within society and the wider world. While we judge the forces we inspect, it is only right that we also assess and seek to better HMIC itself. However, we cannot achieve these objectives on our own: we will collaborate with and learn from other public bodies and voluntary sector agencies.

The four-year plan set out in this document will help HMIC to have the right tools and workforce in place as the world of policing continues to evolve. Only then can our inspection work support the police service to retain and improve the confidence, trust and respect of the communities it serves.

# Who we are

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Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses and reports on the efficiency and effectiveness of police forces from neighbourhood teams to serious crime and the fight against terrorism – in the public interest.

In preparing our reports, we tackle the questions that the public would ask and we publish the answers in an accessible format, using our expertise to interpret the evidence. We provide authoritative information to allow the public to compare the performance of their force against others. Our work is also used to promote improvements in policing to make people safer.

We visit police forces and organisations in England, Wales and Northern Ireland, carrying out inspections or reviews ranging from individual functional areas – such as child protection and roads policing – through to force-level performance and leadership. We also look at critical national questions and problems across the police service as a whole.

We inspect other major law enforcement bodies such as the National Crime Agency and the British Transport Police. We also inspect HM Revenue and Customs, the Civil Nuclear Constabulary and military police forces including those at the Sovereign Base in Cyprus.

Our approach to inspections – from the questions we ask to the data we collect and analyse – is designed with experts from forces as well as people who use the police service, and academics.

HMIC's workforce comprises approximately 230 staff: HM Inspectors of Constabulary, civil servants, police officers and seconded staff. In addition to these staff, HMIC has a register of up to 150 associate inspectors.

We have a long history and, since 2011, a statutory responsibility to work with other criminal justice inspectorates: those concerned with the Crown Prosecution Service, Prisons and the National Probation Service.

We are committed to working with relevant national bodies, experts and advisory groups to develop our inspection approach and use our inspection findings to encourage improvement throughout the policing and criminal justice sectors.

HMIC was  
established  
in **1856**

# Our values

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In 2015, HMIC reaffirmed its corporate values.

This involved staff and associates at every level (from the board to the most junior members of staff) discussing the values that should be at the heart of how we operate, and what these mean for how we do our jobs and how we treat others.

**Our values are:**

**Respect** – we respect and value all those we work with, and the contribution that they make.

**Honesty** – we are truthful at all times.

**Independence** – we are objective in all we do, without bias towards or against anyone; we are independent of the police service and government, and act only in the public interest.

**Integrity** – we act ethically and openly in all we do.

**Fairness** – we treat everyone – both within and outside HMIC – fairly.

Strong, clear values provide the foundation for an effective organisation. Everyone in HMIC must understand and sign up to ours.

These values also act as a touchstone to help both individuals and HMIC as a whole to make decisions. They provide a clear statement to the outside world of who we are and how we work.

The task over the next few years is further to embed these values.





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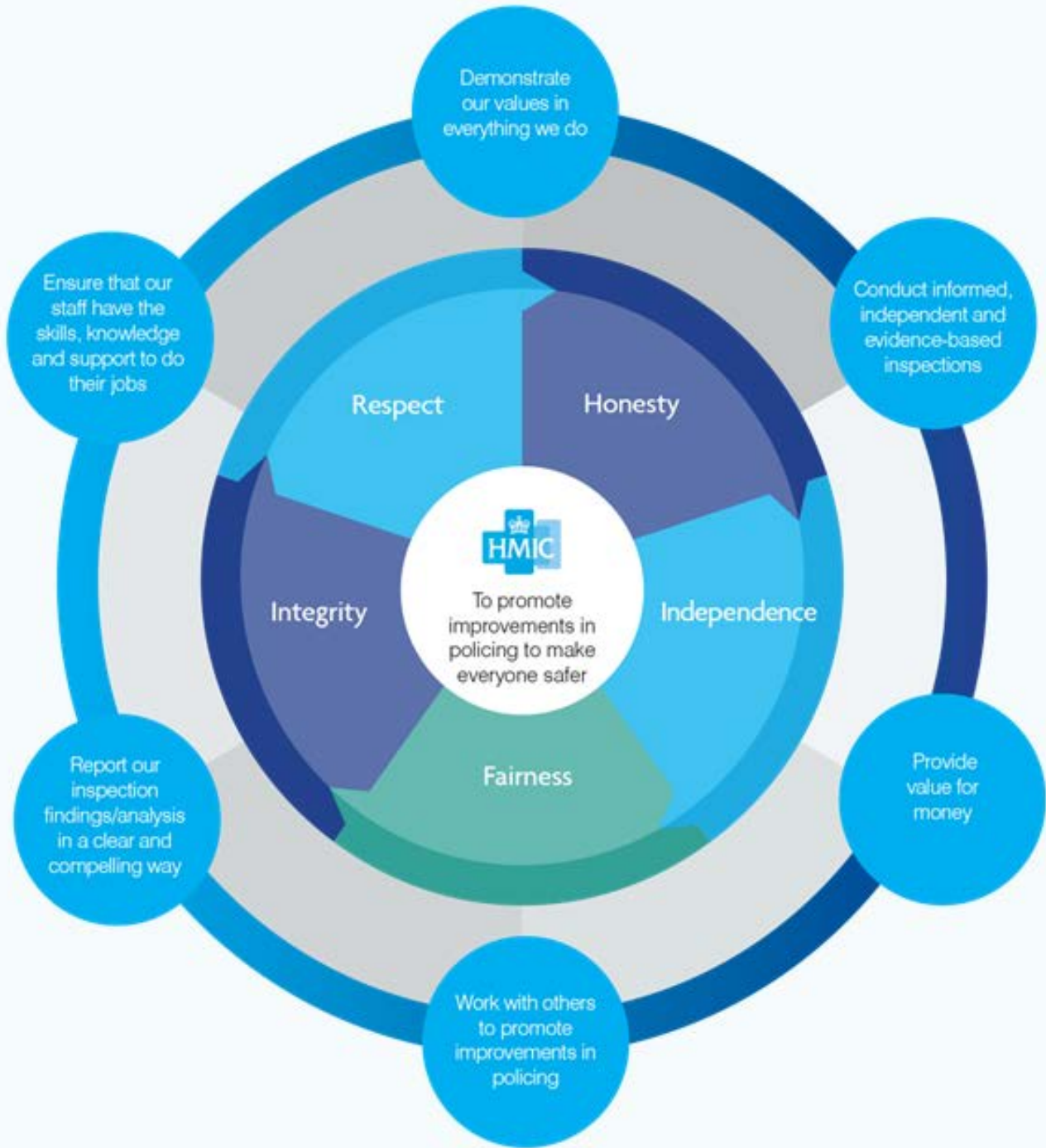
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# What this strategy does

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This strategy enables HMIC to establish that we are on track to achieve our objectives by 2020, and how we will achieve them. We will build on our achievements as a highly regarded, independent, efficient and effective inspectorate that promotes improvements in policing to make everyone safer.

In describing our objectives, we have set out why each one is important to HMIC: what we will do, how we will do it and where we want it to have taken us by 2020.

The strategy provides clear messages to HMIC staff and members of the public on HMIC's purpose, objectives and values. Each objective describes how we will achieve it for the public, for policing, with our people and in our work with others. Our values are reflected in each objective, in our work with others and in all we do in our day-to-day work.

Beneath the strategy, there are detailed plans to develop our continuous improvement, set out our annual inspection programme, and develop our workforce, communications and finance.

The strategy will be reviewed on an annual basis to ensure that we are making good progress towards our objectives and are responsive to a rapidly changing policing and broader criminal justice environment.



By 2020, HMIC will have a more diverse workforce, with improved technology to support its work.

We will continue to establish rigorous methods to assess the practice and performance of all who contribute to policing.

Our work on communications and reporting will have raised our profile and improve yet further the confidence of the police and the public in our judgments.

# Conduct informed, independent and evidence-based inspections

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## Why is this objective important?

Inspections are the principal means by which HMIC fulfils its purpose.

We carry out several different types of inspection. All are independent of both government and police forces.

Our judgments inform democratic accountability, promote improvements in what the police do and how they do it, and identify shortcomings in practice that have the potential to put the public at risk of harm.

The focus of our inspections must always be informed by broad-based consultation and specialist advice. We must always adapt and improve the ways in which we inspect to reflect changing ways of working and new evidence-gathering methodologies.



## What we will do

Our PEEL inspections will continue to be characterised by the three standing tests of effectiveness, efficiency and legitimacy.

- In the Effectiveness inspection, we analyse and judge how well forces carry out their responsibilities to cut crime, protect the vulnerable, tackle anti-social behaviour and conduct investigations.
- In the Efficiency inspection, we analyse and judge whether forces operate and plan in an economic and sustainable way.
- In the Legitimacy inspection, we analyse and judge whether forces act in an equitable, proportionate and legal way.

Our judgments inform an annual, rounded assessment of each police force that is supported by detailed inspection reports.

In addition to PEEL inspections, we undertake thematic and specialist inspections, some of which are done jointly with other organisations.



# Conduct informed, independent and evidence-based inspections

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## How we will do it

In accordance with our values, our inspections are based on questions about the practice and performance of police forces and others who contribute to policing. We answer these questions by analysing evidence from a variety of different sources including fieldwork. In some instances, we make graded judgments of performance by analysing and assessing evidence against grading criteria.

**For the public:** we will report summary judgments of how effective, efficient and legitimate the police are.

**For policing:** we will provide reasoned explanations of our judgments and specify areas for improvement.

**With our people:** we will ensure those who work at HMIC are equipped with information and skills to undertake inspections.

**With others:** we will promote good practice in how to carry out inspections by discussing - both internally and with interested parties - insights and experiences related to our findings.

## Where we want to be in 2020

We will continue to develop and adapt our approaches to inspection to allow us to assess the diverse models of policing services.

We will provide even greater value for money by realising the potential of new technology to gather, analyse and communicate information, both to forces and to the public.

This will enable us to adopt approaches to inspection that allow us to devote more attention to those practices that represent the greatest risk to public safety.

By 2020, we will have completed five cycles of the PEEL assessment and have incorporated other inspections into it.

The five PEEL cycles will have allowed HMIC to establish authoritative judgments based on rigorous assessment of the practice and performance of the police and others who contribute to policing.

# Work with others to promote improvements in policing

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## Why is this objective important?

In order to make informed, relevant and effective recommendations to help the police to improve, it is imperative that we consult widely, work with other interested parties (ranging from Government and the police to the third sector and groups representing victims of crime), and promote our findings, knowledge and expertise.

All work with other individuals and organisations also provides opportunities to demonstrate how we embody our values.

There are concordats in place with interested parties to ensure this happens. However, there is still more to do. The shifting policing landscape means that there will continue to be regular additions to the list of people with whom we should work and new cooperative arrangements to be made.

We need to be able to predict and exploit this work. We must also provide evidence that our reports are promoting improvements in policing. If they are not, we must determine why not and alter our future approach to inspection.

## What we will do

### Set up and establish a baseline

- Consider all concordats currently in place.
- Establish concordats with policing institutions and other interested parties.
- Establish ways to survey and consider the work of other interested organisations.
- Liaise with other inspectorates on digital expertise (use of Huddle, etc.).

### Gather information

- Prepare surveys for views on our inspection work and our judgments, checking that the appropriate individuals and organisations have been included in our surveys.
- Increase use of peer inspectors to gauge the value and reach of HMIC's work.
- Ensure that feedback will inform future inspection design.

### Show improvement

- In policing, as a result of our recommendations.
- In our long-term inspection design so that our assessments encourage two-way communication and learning.

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## How we will do it

**For the public:** we will look for ways to increase our engagement, so the public can have the best possible information: this will involve telling them how forces perform in time for PCC elections.

**For policing:** our recommendations will focus on what matters most, to improve policing and public safety.

**With our people:** we will develop further proficiency in inspecting and reporting, including by increasing development opportunities through other organisations (e.g. by running and accessing joint training, or using peer inspectors more often).

**With others:** we will speak regularly to others with an interest in policing, continue to assess changes in policing, and offer joint training and improved ways of collaborating. We will also expand ways of working directly with us.

## Where we want to be in 2020

### Forces

For each inspection, forces to report that our inspections:

- were instrumental in them making changes to the way they work; and
- have contributed to significant improvement(s) being seen in forces' performance.

### Public

We will have developed a range of metrics showing improved recognition of HMIC as an organisation, and wider awareness and understanding of HMIC's work.

### Organisations with an interest in policing

We will have established joint training, accreditation and development programmes.

### For all

We will:

- survey the effectiveness of our work with others in promoting improvements in policing; and
- monitor to what extent others perceive HMIC to be embodying our values.

# Report our inspection findings and analysis in a clear and compelling way

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**Report our inspection findings/analysis in a clear and compelling way**

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## Why is this objective important?

Our judgments help to inform democratic accountability and promote improvements in what the police do and how they do it. They also identify shortcomings in practice that have the potential to put the public at risk of harm.

As an inspectorate, rather than a regulator, our power is in our voice, and our reports and publications are the means by which we make that voice heard. These inform the public, Parliament, police and crime commissioners, and others who hold individual forces to account for their performance, both in the short term and the longer term.

At all times, our published findings must take into account HMIC's values, and so demonstrate respect, honesty, independence, integrity and fairness.

## What we will do

- Our judgments inform an annual, rounded assessment of each police force. This is done through the PEEL assessment and is supported by detailed inspection reports. The PEEL publication schedule offers clearly defined points of analysis for forces.
- Our thematic inspection reports will continue to provide the opportunity to look in more depth at topical areas of interest. They also allow HMIC to identify causes of concern and recommend ways in which forces can improve their future planning and service provision.
- Our non-HO force inspections allow us to present fair and independent assessments on a range of other law enforcement agencies. This work will support other public sector organisations such as HMRC and the MoD to make improvements to provide better value for money.
- The Chief Inspector's annual assessment - called 'State of Policing' - will continue to provide not only the means to report on HMIC's completed work but also the opportunity to set out his views on how policing will need to evolve in years to come.

# Report our inspection findings and analysis in a clear and compelling way

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## How we will do it

We will continue to publish reports at scheduled times of the year for the PEEL inspections and at regular intervals for thematic inspections and commissions.

**For the public**, we will provide easy to understand, useful information to enable them to press for improvements in their force areas.

**For policing**, we will provide reasoned explanations of our judgments and identify areas for improvement.

**With others**, we will seek the support of other inspectorates and organisations with an interest in policing - including the National Police Chiefs' Council, the College of Policing, and the Association of Police and Crime Commissioners - in this work.

Each report will be made available on the HMIC website as well as to the media and on social media.

## Where we want to be in 2020

We will continue to develop our approach to communications, embracing new technologies to provide information to the public and police in accessible and interesting ways, in particular on social media.

We will be using better audience insight and analysis techniques to adapt our reporting methodology to improve even further the credibility and confidence that the public and police have in our judgments.

Both these strands of communications work will have helped to raise HMIC's profile and increase awareness of HMIC's work.

These improvements to our media handling and publication methods will be carried out in line with the HMIC values and provide good value for money for the taxpayer.



# Ensure that our staff have the skills, knowledge and support to do their jobs

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**Ensure our staff have the skills, knowledge and support to do their jobs**

## Why is this objective important?

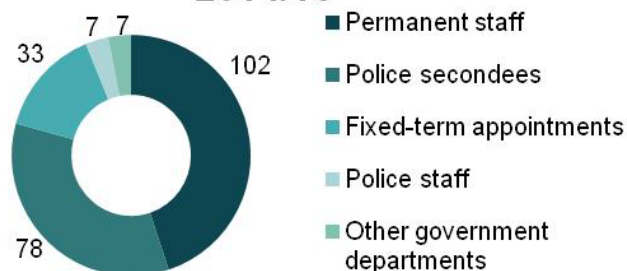
Up to 2020, our programme will comprise inspections of the broadest sweep of policing: from child protection to counter-terrorism, stalking and harassment to the effectiveness, efficiency, legitimacy and leadership of forces.

We must have the most effective organisational structure and all our staff must be fully equipped to contribute to inspection activity efficiently and effectively, whatever their role within HMIC.

It is therefore vital that we develop our workforce to its full potential to support it to carry out high-quality, ethical and fair inspections, both now and in the future.

The results of our annual staff survey show that there is still work to do to ensure the wellbeing of all of our staff. That is why we will continue to develop a culture in which staff feel valued and respected and in which they are always treated fairly.

## Breakdown of HMIC staff 2014/15



## What we will do

- Promote a positive work culture which is supportive, reflects our values and has learning and continuous improvement at its centre.
- Ensure that staff well-being is considered throughout our planning for the future demands facing HMIC.
- Help our staff to identify their career potential and understand their strengths and areas of expertise so that projects are resourced appropriately in terms of personnel and skills.
- Develop leadership skills in order to maximise the potential of our workforce.
- Develop an HMIC Code of Practice to set out practice standards for our inspections, including consistent business processes that all staff understand and can adhere to.
- Equip staff with the skills and knowledge they need to carry out high-quality inspections.
- Ensure that our staff have the technology to fulfil their duties efficiently and effectively.

# Ensure that our staff have the skills, knowledge and support to do their jobs

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Ensure our staff have the skills, knowledge and support to do their jobs

## How we will do it

**For the public:** we will ensure that our staff are equipped to carry out high-quality inspections by managing our resources effectively and efficiently.

**For policing:** we will conduct ethical and fair inspections, using staff who have the necessary skills and expertise to do so.

We will make effective use of peer inspectors to evaluate HMIC's work for the benefit of individuals and their home organisations.

**With our people:** we will continue to conduct annual staff surveys to understand how staff are feeling and promote their well-being.

We will equip them with the information, skills and technology to carry out their roles effectively.

We will provide formal recognition of skills through the HMIC inspection development programme.

**With others:** we will work together to provide learning and development opportunities that are fit for purpose and open to all members of staff.

## Where we want to be in 2020

We will have a more diverse workforce that reflects better both the public and organisations that we inspect, with a balance of skills across inspection teams.

We will make efficiency savings where possible in order to maximise our resources and our commitment to make year-on-year savings.

We will have an established HMIC culture which is supportive, reflects our values and has learning and continuous improvement at its centre.

We will have developed and improved the capability of our staff by better understanding the available skills within our workforce and the additional skills required to meet future demands. This will enable us to provide our staff with appropriate levels of learning and development to carry out high-quality inspections and assist individuals in achieving their own future career aspirations.

We will also have a better awareness of new technology required to assist our staff to carry out efficient and effective inspections or inspection-related activities.



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## Contact us



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