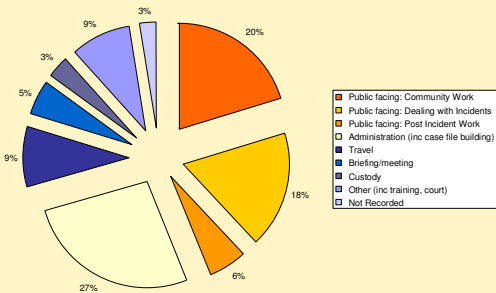


Qualitative - shift stories...



- **Shift 103 – Neighbourhood officer, Late shift, Thursday, urban BCU**
- The shift started at 13:00
- 12:45 – 12:50 catching up on emails
- 12:50 – 13:00 self-briefing
- 13:00 – 13:13 self briefing catching up on recent local crimes
- 13:13 – 13:15 arranging a pub watch meeting
- 13:15 – 13:25 admin - case file building relating to earlier arrests
- 13:25 – 14:20 foot patrol
- 14:20 – 15:15 admin - case file building
- 15:15 – 15:30 walk to pub watch meeting
- 15:30 – 16:10 pub watch meeting
- 16:10 – 16:15 walk back
- 16:15 – 16:25 admin - case file building
- 16:25 – 16:48 asked to take van to pick up shoplifter – no van so waited
- 16:48 – 17:10 pick up and arrest shoplifter
- 17:10 – 17:48 booking shoplifter in to custody
- 17:48 – 18:10 admin - updating files re shoplifter
- 18:10 – 18:22 out of station to pick up evidence related to shoplifter
- 18:22 – 18:35 admin - updating files re shoplifter
- 18:35 – 18:39 check to see if shoplifter's solicitor has arrived
- 18:39 – 19:29 back to case building re shoplifter
- 19:29 – 19:49 interview shoplifter
- 19:49 – 20:00 interview stopped wait while solicitor talks to shoplifter
- 20:00 – 20:20 back to interview
- 20:20 – 20:30 interview terminates discussion with inspector on how to proceed
- 20:30 – 20:45 admin - case building re shoplifter

Time spent on main tasks



Consistent themes



- Across all locations, both roles - administration = consistently 2½hrs, officers structuring their shift?

Unintended policy consequences

In one BCU area, officers mentioned the introduction of a policy that involved officers being allocated set hours for when they must be out on patrol within the neighbourhood. These officers felt the inflexibility this introduced to their working day had a number of consequences relating to inefficient time use:

- Being on compulsory patrols during hours where the impact on public reassurance was perceived to be minimal
- Not being on patrol at key times to provide a deterrent
- Being unable to deal with paperwork responsibilities at less busy times

- Duplication of entry into multiple systems & overly bureaucratic forms and processes – control/bureaucracy

You should have been here last week...



- Response officers "very busy" at peak times
- Little evidence of more time dealing with incidents or more incidents attended at peak times
- Busy shifts more memorable than quiet shifts?
- Deep-rooted...

'It is remarkable how frequently I have been assured by officers I have been accompanying on patrol... that it has been an unusually quiet night; either the laws of chance do not apply to patrol work or the busy shifts impress themselves on the patrolmen's [sic] mind so strongly that all other ones seem to fall below standard.'

Banton (1964)

- 'Prospect of action' = multiple units - same incident
- Officer perceptions include unnecessary back-up

Scope for transformation?



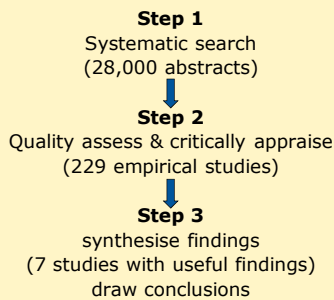
	Neighbourhood	Response
Community work	32%	13%
Incidents	10%	23%

- On average more efficiency issues identified on shifts observing response officers
- Apparently more time on patrol, especially foot patrol, for neighbourhood officers
- *'remarkable continuities and inertia within police values, assumptions and practices'... 'Although there have been important developments within policing contexts, these have not been matched by decisive transformations in rank and file culture'*

Loftus (2009)

- Is it a coincidence that neighbourhood officers structure their own time and problem-solve? - They have more control...

Rapid Evidence Assessments



Getting what we know into practice

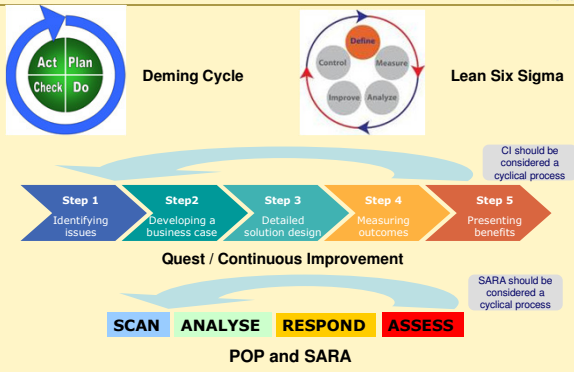


- Most tactics effective for some circumstances – supportive context matters

More effective ↑	Less effective ↓
Multi-faceted – careful assessment of barriers	Single tactic
Active – interactive/practical	Passive – conference/lecture
Credible messenger & tailored content	Generic delivery

- Neighbourhood policing? Next steps - North Wales

Organisational change evidence review - models



Organisational change – what works?



- Robust experimental evidence very limited
- No causal statements or specific factors possible
- Simple pre/post studies = *plausible* success factors

✓ Leadership (and having a clear strategy)
✓ Resources (financial, personnel and training)
✓ Organisational culture and structure
✓ Staff feelings of active participation (and related employee empowerment and strong teamwork)
✓ Communication
✓ ...and prior experience of implementing a quality improvement programme

Organisational change: more specifics



Leadership

- ✓ stability of supervision throughout implementation
- ✓ direct support from supervisors - 'on-the job' training
- ✓ staff involvement in decisions
- ✓ transformational leadership behaviour = reduced employee cynicism

Engagement

- ✓ staff active participation in decision making & 'room to experiment'
- ✓ degree to which staff understood rationale for change
- ✓ communication found to influence self reports of job performance

... Neighbourhood officers – control over their decision-making...

Police leadership



- Transformational leadership
 - Situational leadership – style to suit context (including transactional)
 - Role-modelling & active leadership - valued by less experienced officers
 - Important to enforce ethical and moral standards
 - High emotional intelligence but not with high levels of narcissism
- What seems ineffective?**
- Invisible, unapproachable, "all talk"
 - Paying "lip service" to transformational leadership

<https://polka.pnn.police.uk/GPDocuments/38/Policing%20Research/NPIA%20Research/Great%20Police%20Leader%20REA.pdf>

More reviews & reviews of reviews!



What works and what's promising

- Leadership development... and
- Training and development... and
- Behaviour change

[www.homeoffice.gov.uk/publications/consultations/rev-police-leadership-training\(appendices\)](http://www.homeoffice.gov.uk/publications/consultations/rev-police-leadership-training(appendices))

<https://polka.pnn.police.uk/GPDocuments/38/Policing%20Research/NPIA%20Research/Leadership%20development%20REA.pdf>

What and how to develop?



- Transformational, situational leadership and active leadership
- Ensuring: sense of fairness, communication, engagement and participation
- Finance and business skills
 - "... [training] has been pretty limited in the service so far and I think that that needs to come in an awful lot earlier right down to sergeant level ... particularly around resource management."
- Range of methods: tailored to learner needs
- Reflective learning
 - action learning, 360 feedback, coaching
- Learning from others
- Perceived barriers
 - "We're not a very forgiving organisation as a whole. People tend to bury their mistakes"



Public impact - procedural & organisational justice



- Procedural justice
 - Secure greater cooperation and compliance through better interpersonal contact with the public
 - More likely to focus on public's experience if you perceive your organisation to have fair leadership
- Organisational justice - individuals' sense of fairness in working life impacts on:
 - attachment to organisation
 - job satisfaction
 - discretionary behaviours/ exerting extra effort
- How? (interactional justice)
 - Communication
 - Showing respect
 - Explaining decisions
 - Sharing information



Bringing it together



- Applying the evidence – should save policing money - Analysis, engagement/ownership & leadership
- Tools, training packages and evaluation on POLKA
- Building into 'transformational change'– including leadership development design



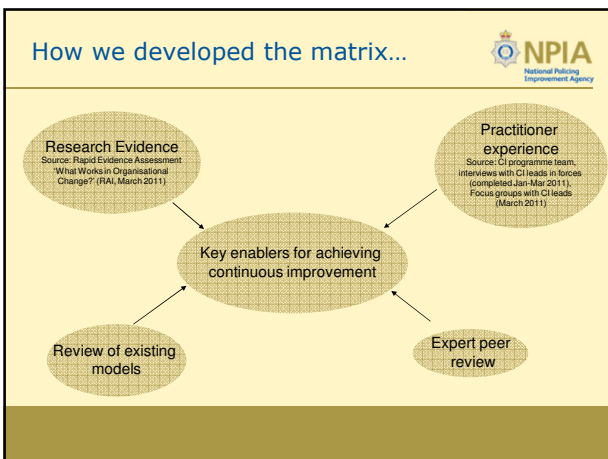
- Download resources
- Ask and answer questions

The screenshot shows the NPIA website interface. On the left, there are navigation tabs for 'Home', 'About Us', 'Contact Us', 'News', 'Events', 'Resources', and 'Forum'. The main content area features a forum post titled 'Hotseat with DCC Crompton - 8 September 2011' by David Crompton. The post text reads: 'Good morning everyone and welcome to the first live Continuous Improvement Community hotseat event. I will be online until 12:30pm and will endeavour to respond to all of your questions. Can I thank all those of you who have submitted questions in advance. I will start by answering each question in turn and will add my responses to your original post. From the interest so far I can see that this growing PCCA community presents an excellent opportunity for us to enhance our communication of best practice by raising questions and commenting on pressing issues. I encourage you all to participate and continue uploading documents, sharing business practice reviews, commenting on blogs and being active community members by contributing to the discussion forum. Please use this forum to join in by pressing 'reply' and posting your questions. I look forward to hearing from you.' There is a 'Reply' button at the bottom of the post.

The CI self-assessment matrix developed...

- Allow forces' to benchmark their current CI capability;
- Allow forces' to identify their own areas of strength as well as areas for improvement;
- Facilitate peer support – matching those forces with 'something to share' to those with 'something to learn'
- Helping the NPIA to offer support appropriately (right force, right area)
- The matrix is not an inspection or audit tool

How we developed the matrix...



Putting the model together



- Experience from regional meetings, practitioner feedback, REAs was used to identify **features and behaviours within** key enablers.
- RAI then developed statements to address the features and behaviours for each level in the matrix.

Key Enabler	Features and behaviours
Leadership	<ul style="list-style-type: none"> • Professional integrity • Vision and visibility • Analytical decision making • Emotional intelligence • Staff involvement
Engagement	<ul style="list-style-type: none"> • Communication • Partnership working • Customer focus • Staff involvement • Measuring and acting upon feedback
Resourcing and sustainability	<ul style="list-style-type: none"> • Central support • Managing expectations • Project and programme management • Using the right people
Methodology and rigour	<ul style="list-style-type: none"> • Issue identification • Measures and metrics • Solution delivery • Learning and improving

Levels of development...



- For each of the four key enablers of continuous improvement the matrix offers a description of what an organisation would look like at five levels of continuous improvement maturity.

Level	Descriptor	Characterised in practice as...
1	Marginal	Forces where improvement efforts are one-off, with CI perceived as a fad which hasn't worked or wouldn't work in practice
2	Reactive	Forces who tend to think about improvement in response to a crisis or external stimulus
3	Process-focused	Forces where projects are the main focus; delivery likely to be cost or process rather than quality focussed – how many/much rather than how well
4	Proactive	Forces that place a high value on improvement, actively invest in CI projects and programmes and are always on the look out for areas to improve
5	Integral	Forces where continuous improvement is a way of life and embedded in everything staff do from the frontline to senior managers

'Litmus test' statements



Litmus test

If you asked people in the organisation "Who makes sure services are being improved for the public?" what would their answer be?

Level 1	Marginal	"I don't know", "It's not my problem", "Headquarters" or something similar
Level 3	Process-focused	"It's the project team, they're working on XXX" or something similar
Level 5	Integral	"I do" or something similar

Importantly

Forces can be at different levels of maturity for each enablers within the matrix, for example:

You might find that your force has well developed strategies for how it engages with stakeholders, but is less well developed in relation to its resourcing and sustainability of CI.

Where we are...



	Level 1: Marginal	Level 2: Reactive	Level 3: Process- focussed	Level 4: Proactive	Level 5: Integral
Leadership	The completed model now contains detailed descriptions for each of the four enablers (left) at each of the five levels of development (above).				
Engagement					
Resourcing and sustainability					
Methodology and rigour					

- Fold-out flyer of the matrix is now available on POLKA and in hard copy
- The matrix allows benchmarking of capability across four key enablers
- Five different levels can describe the current level of CI maturity in force

...so how do you actually use the matrix?



- The matrix as a sort of 'organisational PDR' - the aim of which is to identify where your force is, and where it wants to be in the future.
- Self-assessment is intended to be a collaborative process, drawing on members of the CI team and senior managers to assess the level of development the force has reached for each enabler.
- Ideally, self-assessment might be completed through a discussion of the matrix where participants come to a broad agreement on which level the force is at for each enabler
- Or, you could get different people in force to assess where you stand, and then average these scores.
- Existing sources of information can help inform your self assessment. For example, results of staff surveys might help in giving an idea of how staff perceive the force in terms of the leadership and engagement enablers.

What happens next?



Action	Timeline
Pilot application of the matrix in forces	Ongoing
Focus groups to get feedback on the model at eight regional CI meetings	September - October
NPIA consolidate feedback on the matrix	End October
Model ready for use in forces	November onwards

- After this, NPIA can help to facilitate opportunities for forces with 'something to share' to work with forces with 'something to learn'.

Contact



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