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# **Professor Harry Scarbrough**

Police Leadership Review

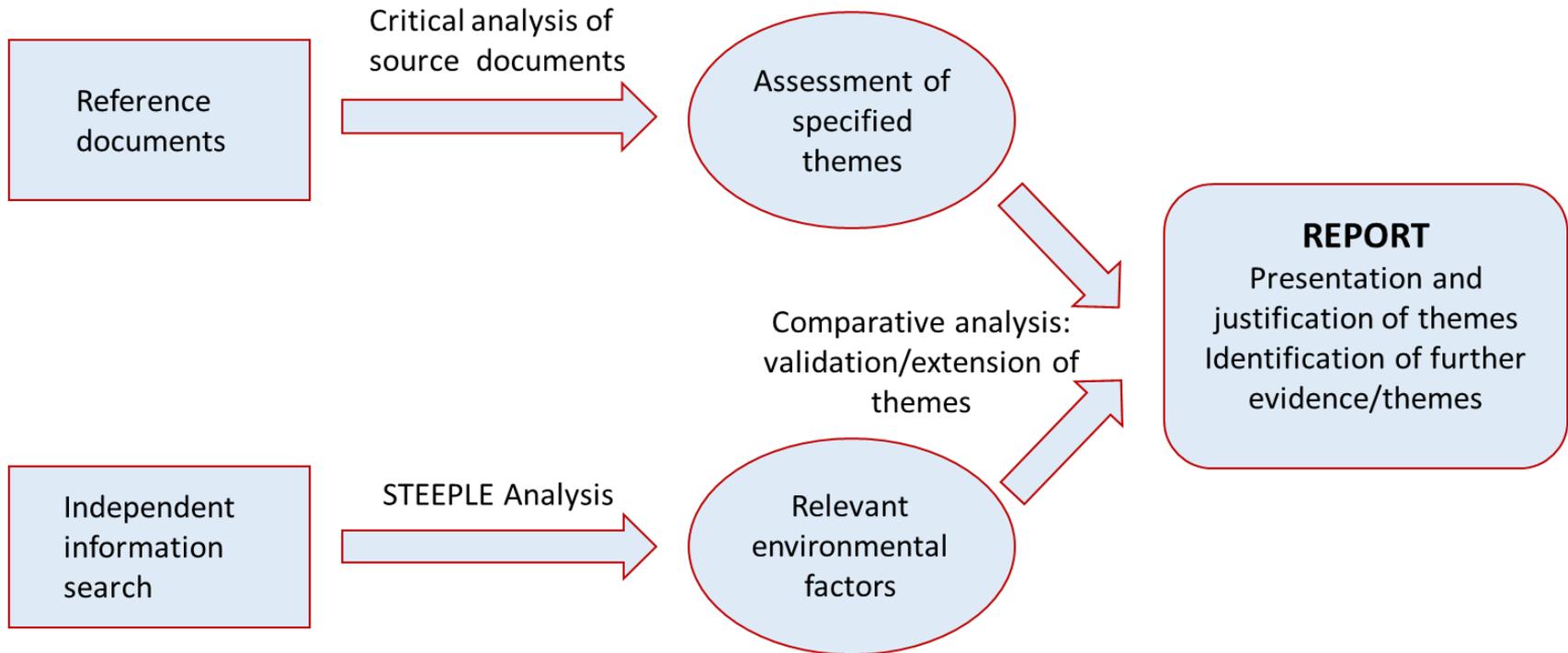
Horizon Scanning and Interpretation

January 2015





# Horizon-scanning methodology





## Themes identified by College of Policing team

- **Economic Challenges** – e.g. continuing austerity and the impact on those delivering services to the public
- **Changing Demographics** – e.g. an ageing population, more culturally and ethnically diverse, significant competition for talent
- **Citizen/service user expectations** – e.g. increasing awareness and access to knowledge and information which impacts on the relationship between citizens and policing
- **Technology Developments** – e.g. keeping pace as technology continues to develop and using it to the full, technology in learning and education
- **Complexity** – all of the above (and more) leads to an increasingly complex environment in which the leadership role will need to be able to empower staff





## Review of themes

- **Economic Challenges** Global economic uncertainty. Rising costs of pensions and healthcare etc.
- **Changing Demographics** Impact of immigration, growing, aging and more diverse population. Generation, X -- Y -- Z
- **Citizen/service user expectations** Impact of PCCs, increasing expectations of professionalism & service
- **Technology Developments** Role of Internet – new crimes, ambiguity on policing mission, new forms of expertise
- **Complexity** Need to collaborate with a wider range of groups to deliver policing functions, changes in organizations and operations etc



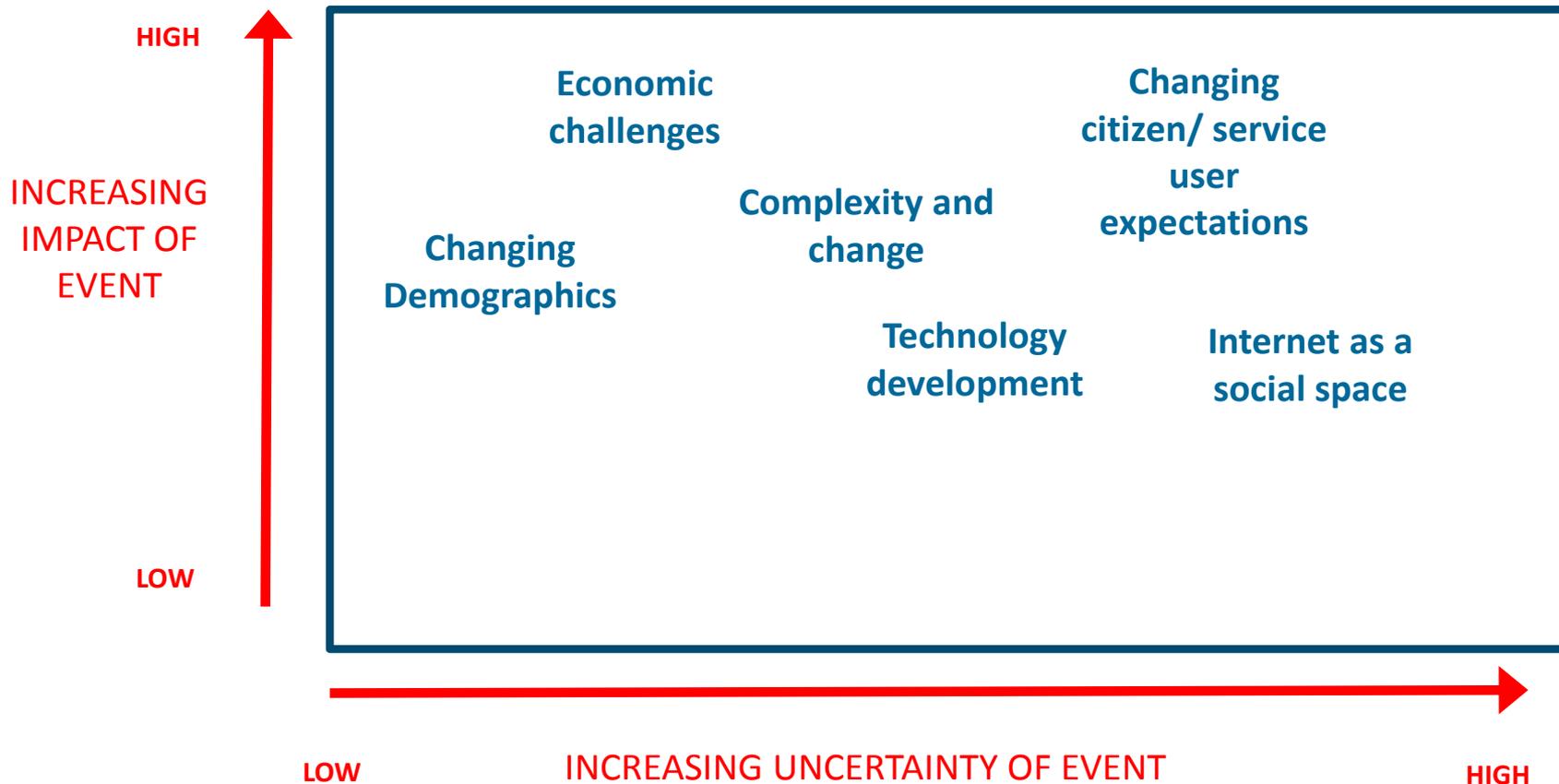
**Internet as a social space**

**Complexity & Change**





# Assessing impact of themes





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## Interactions between themes

Citizen expectations



Greater diversity in recruitment to secure best available talent and safeguard legitimacy

Demographic shifts



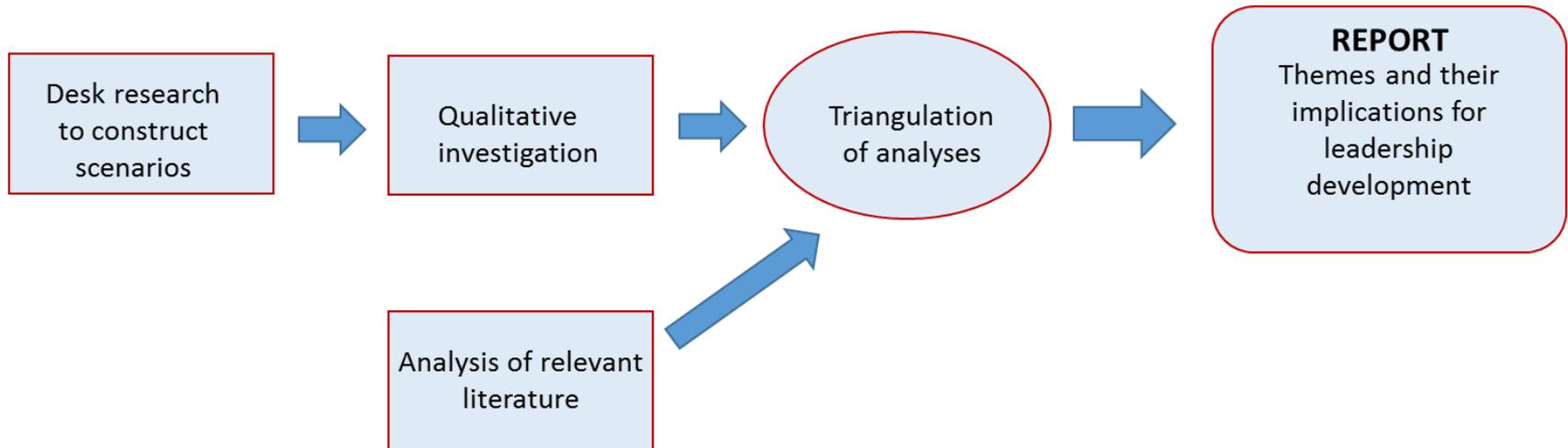
Ring-fencing of health and pensions reduces funding for policing

Economic challenges





# Interpretation Methodology





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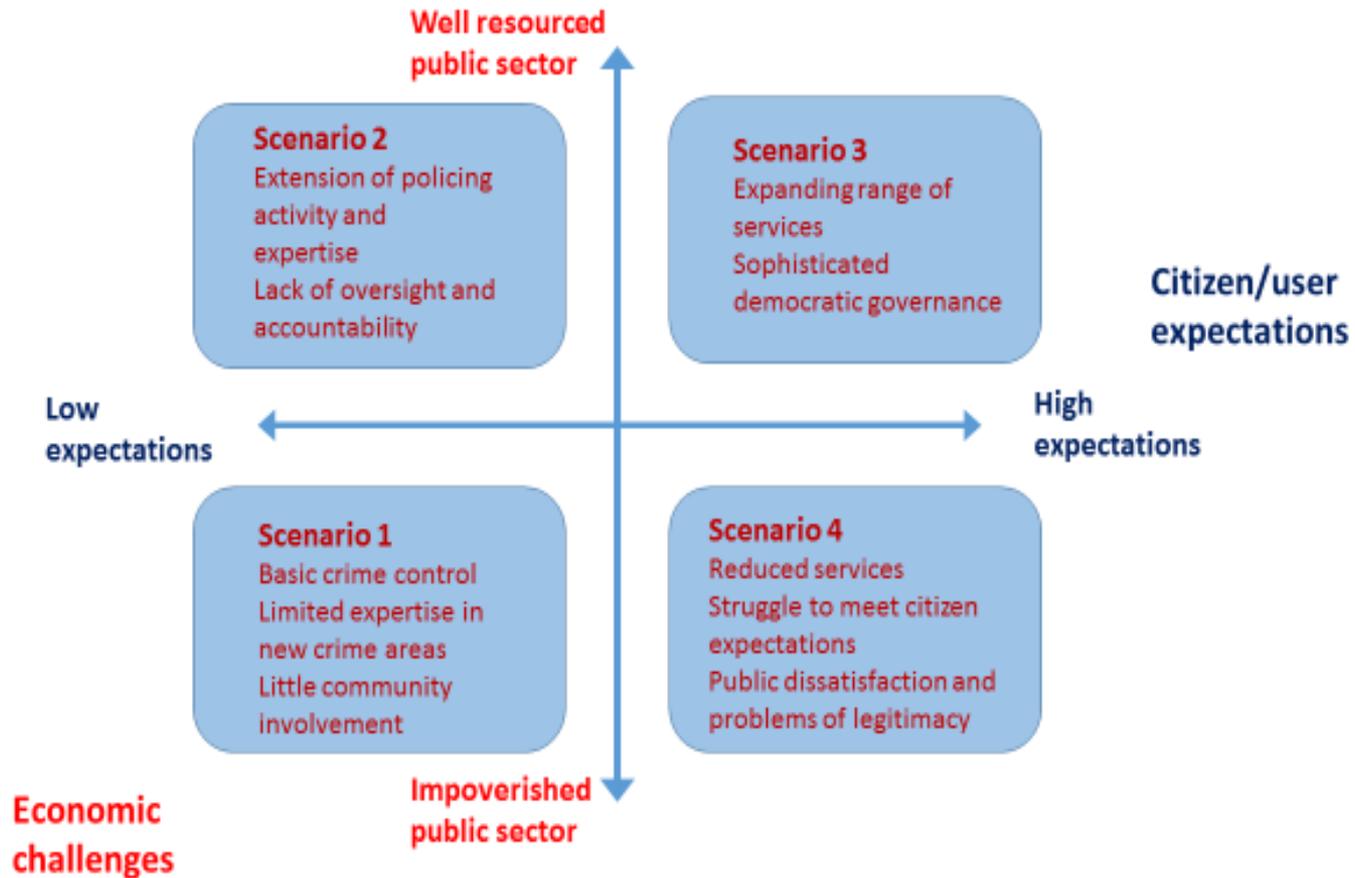
# Scenario Planning

- a) a focus on uncertainties – issues that we do not fully understand - whereas traditional planning focuses upon the known and predictable;**
- b) exploring extremes, outside established ways of thinking;**
- c) examining multiple futures and ;**
- d) describing the future in qualitative, not quantitative terms**





# Scenario planning





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## Changing Demographics

- Aging and growing population
- Increasing ethnic/cultural diversity

## Economic challenges

- Global economic uncertainty
- Reductions in public sector funding

## Changing citizen/ service user expectations

- Forms of democratic governance, accountability and scrutiny

## Internet as a social space

- New forms of crime and terrorism
- New arenas for public engagement

## Technology Development

- Improved communications support new work patterns and flatter organizations

## Complexity and Change

- Collaborative partnering
- More diverse forms of expertise

# Policing Domain

## Institutional level

Increasing professionalism and specialization of policing models. Impact of democratic governance. New challenges of legitimacy and scrutiny.

## Organizational level

More flexible and collaborative structures to respond to complexity and growing citizen expectations. Leaner and more innovative organizations to meet reduced resources.

## Operational level

More knowledge-intensive policing work based on new tools and higher level workforce capabilities





# Changing context >>> Leadership capabilities

- Democratic governance
- Public expectations of professionalism and growing range and complexity of policing
- Increasing complexity due to collaboration with external partners etc.
- Organizational change and restructuring to meet economic challenges
- New arenas and tools for policing



- Political skills to negotiate with democratic reps
- Leadership to support good practice inc. evidence-based policing
- Leadership more dependent on social interactions and networks of influence than formal authority
- Change capabilities to bring forces through re-alignments and restructuring
- Leadership in a multi-disciplinary environment; analysts, IT specialists etc.





# Lessons from other sectors

## NHS

- Move away from target-driven, centralized leadership of ‘pacesetter’ Chief Executives towards a more **collective** form of leadership. This is more appropriate to a multi-disciplinary setting where professional groups, managers and other agencies need to work together.

## Private sector organizations

- Greater emphasis on leadership to produce a compelling narrative or ‘vision’ for organizations.
- Need to promote leadership at all levels to respond to shifting and more complex environment.





## Changing context and capabilities

### 'Heroic' leadership



- Leader is a Commander
- Leadership centralized in a few individuals
- Leadership is what the leader does
- Leader defines a 'vision' for the organization



### Collective leadership



- Leadership at all levels of the organization
- Shared view of mission not a singular 'vision'
- Capacity for change and embracing diverse perspectives
- Supports collaboration across groups & orgns
- Alignment to shared values





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Napoleon also said:

*“Every private in the French army carries a field-marshal’s baton in his knapsack.”*

