



College of
Policing

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Leadership Review Appendix 4 – Stakeholder Engagement

June 2015

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Appendix 4

Stakeholder engagement

A key element of the Leadership Review has been an extensive programme of stakeholder engagement and communications.

The review team has engaged with internal and external stakeholders throughout the review period, initially focussing on examining the current and future context of police leadership, including testing the interpretation and implications of identified issues. Secondly stakeholders have been engaged in exploring the early thinking and shaping of potential themes and then a series of ‘challenge workshops’ were held to test the proposed recommendations.

Formal groups

During the review a number of formal groups were established as well as advice sought from individuals:

Formal groups	Membership	
External leader interviews	High profile, successful leaders from academic, political, religious and commercial environments from the UK and internationally (for membership see appendix 3)	
Professional Reference Group	A panel of advisers from inside and outside policing	
	College of Policing	Nicola Dale, Direct Entry and Fast Track Programme Lead Nerys Thomas, Knowledge, Research and Practice Lead
	Home Office	Jonny Bugg Claire Curneen
	HMIC	Christopher Blairs Jonathan Martin
	Independent College Advisory Panel	David Carrigan
	Independent consultant	Judith Gillespie, former Deputy Chief Constable, PSNI
Mayor’s Office for Policing and Crime (MOPAC)	Sue Leffers Dave Hays	

Formal groups	Membership	
Professional Reference Group (continued)	National Crime Agency	Sean Sutton
	Police Federation	Julia Lawrence
	Police Foundation	Gavin Hales
	Police Superintendents' Association for England and Wales	Gavin Thomas Joanna Young
	St George Partners	Professor Andrew St George Sharon Curry (Fathomicity)
	Surrey Police	Lynne Owens, Chief Constable
	Sussex Police	Giles York, Chief Constable and Chair of Workforce Development Business Area
Additional advice	Specific advice from individuals	
	London Business School	Professor Julian Birkenshaw
	Bioss	Gillian Stamp

Other engagement mechanisms

The review team ran workshops and conferences as well as attended many preexisting conferences, events and meetings with police and staff to present and listen to stakeholders as the review progressed. The following table represents the range of one-to-one interviews, meetings, events, conferences, workshops and communications briefings.

Mechanism	Participants
Existing meetings	Chief Constables' Council
Individual interviews	Majority of Chief Constables
Individual contact	Heads of Learning and Development Police and Crime Commissioners x6
Regional conferences	Police officers and staff <ul style="list-style-type: none"> • South • Midlands • North
Challenge workshops	Police officers and staff – two events Deloitte KPMG Professional Reference Group College of Policing Board
Workshops	Force Learning and Development Leads and CIPD Police Forum Association of Police and Crime Commissioners Leading Powerful Partnerships Programme Staff associations, including: <ul style="list-style-type: none"> • British Association for Women in Policing • Disabled Police Association • Gypsy, Roma, Traveller Police Association • Lesbian, Bi-Sexual, Gay, Trans Association (ACPO Portfolio) • National Black Police Association • National Trans Police Association • Police Pagan Association

Mechanism	Participants
In-force workshops	<p>Front-line officers and staff</p> <ul style="list-style-type: none"> • Thames Valley x3 • Hampshire x1 • West Mercia x4 • Metropolitan Police x2 • South Yorkshire x1 • Sussex x1
Focus groups	<ol style="list-style-type: none"> 1. Special Constabulary 2. Victim support groups <ul style="list-style-type: none"> • Advocacy After Fatal Domestic Abuse (AAFDA) • Co-ordinated Action Against Domestic Abuse (CAADA) • Corporate Alliance • Empowerment Network UK (TENUK) • Global Foundation for the Elimination of Domestic Violence (GFEDV) • Harbour • Her Majesty’s Inspectorate of Constabulary/Home Office • Home Office • Peabody • London Probation (YOTS) • Multi-Agency Public Protection Arrangement (MAPPA) SMB • Motiv8 • National Centre for Domestic Violence (NCDV) • National Health Service • National Society for Prevention of Cruelty to Children (NSPCC) • Respect • Stop Abuse for Everyone (SAFE) • Victim Support • Victim Support/Witness Services • Voosh/Refuge • Women’s Aid • Women’s Trust
Seminars and consultation	<p>Staff associations:</p> <ul style="list-style-type: none"> • Police Superintendents’ Association of England and Wales • Police Federation • Chief Police Officers Staff Association (CPOSA)
Meetings	<p>National Policing Equality, Diversity and Human Rights Business Area National Policing Business Area Partners’ Group Workforce Development Business Area Futures Business Area Independent College Advisory Panel National Association of Muslim Police (NAMP)</p>

Mechanism	Participants																
Roundtable	<p>Hosted and facilitated by Police Foundation:</p> <ul style="list-style-type: none"> • Canterbury Christ Church University • Dyfed-Powys PCC's Office • Her Majesty's Chief Inspector of Constabulary • Her Majesty's Chief Inspector of Prisons • Independent Police Complaints Commission • King's College London • Local Government Association • London School of Economics • Mayor's Office for Policing and Crime (MOPAC) • Metropolitan Police Service • National Crime Agency • PA Consulting Services Ltd • Police Foundation • Police Superintendents' Association of England and Wales • Scottish Government, Police Division • Scottish Institute for Policing Research, University of Dundee • Skills for Justice • Transparency International 																
Communications	<table border="0"> <tr> <td>Northern Ireland Policing Board</td> <td>Unite</td> </tr> <tr> <td>Northern Ireland Department of Justice</td> <td>Unison</td> </tr> <tr> <td>Transport Salaried Staff Associations</td> <td>GMB</td> </tr> </table>	Northern Ireland Policing Board	Unite	Northern Ireland Department of Justice	Unison	Transport Salaried Staff Associations	GMB										
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College of Policing engagement with programme participants	<p>Senior Command Course Senior Police National Assessment Centre High Potential Development Scheme Fast Track Programme Direct Entry Programme</p>																
Other engagement activities	<p>Educational organisations:</p> <ul style="list-style-type: none"> • Ashridge Business School • Cabot Learning Foundation • Cardiff University (University Police Science Institute) • Cass Business School • Education Endowment Foundation • Harrogate Grammar School • Manchester Business School • National College for Teaching and Leadership • NHS Leadership Academy • Open University • Warwick Business School • Windsor Leadership • Winchester University <p>Other external organisations:</p> <table border="0"> <tr> <td>• Adair International</td> <td>• PA Consulting</td> </tr> <tr> <td>• Adecco</td> <td>• Police Now</td> </tr> <tr> <td>• HP – UK Public Sector</td> <td>• Royal Air Force</td> </tr> <tr> <td>• John Lewis Partnership</td> <td>• Royal Marines</td> </tr> <tr> <td>• KPMG Academies</td> <td>• Tesco</td> </tr> <tr> <td>• Ministry of Defence, Shrivenham</td> <td></td> </tr> <tr> <td>• NHS Northumbria Trust</td> <td></td> </tr> <tr> <td>• NHS Northwest Leadership Academy</td> <td></td> </tr> </table>	• Adair International	• PA Consulting	• Adecco	• Police Now	• HP – UK Public Sector	• Royal Air Force	• John Lewis Partnership	• Royal Marines	• KPMG Academies	• Tesco	• Ministry of Defence, Shrivenham		• NHS Northumbria Trust		• NHS Northwest Leadership Academy	
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