

Taking the Leadership Review from interim to final report

Introduction

The Leadership Review interim report was produced on the basis of an extensive stakeholder engagement and research process described in the report's methodology section, including nation-wide interviews, workshops and conferences. Within the College, the report and the recommendations it made were debated exhaustively by the leadership team and by the College Board. Outside the College, views were captured from those working in policing across different ranks and roles, from a wide range of organisations in the policing landscape and beyond. The College drew on a selection of individuals able to offer expert insight into modern leadership from the perspective of different sectors and experience. Our stakeholder engagement has been transparent, proportional and inclusive.

Once the interim report was published on 20 March 2015, the College created feedback opportunities and sought responses from across the police service and beyond. The feedback received on the report and its recommendations was wide ranging and valuable. In order to ensure that any changes or additions to the report would be coherent and effective, the review team collated all feedback and analysed it in detail for overlaps and gaps.

Who was invited to respond to the interim report?

The College invited feedback from all police forces and from all stakeholders who were engaged in the development of the interim report. In addition, a feedback form was publically available on the College website.

What did the feedback say?

In general, feedback received addressed issues such as the delivery plan, details of the costs and implementation methods for the recommendations, the role of Police and Crime Commissioners (PCCs) and other senior stakeholders, wider workforce planning issues and the visibility of police staff in the report.

A large number of those who provided feedback commented on aspects relating to how the recommendations of the leadership review will be delivered. These included budgets and affordability. Some felt that the College would need to secure additional central budget to ensure that some of the changes recommended in the review would take place.

Representatives of several forces commented on actions they have already taken to think or act on the recommendations.

The review team grouped all feedback into general comments and specific aspects relating to the themes of the report:

■ **Improving culture**

The interim report identified positive and negative aspects of police culture. It advocated a model in which leaders move away from over-reliance on command, and play an important role in developing a culture of reflective practice and learning as policing develops as a profession.

A number of those who provided feedback commented that encouraging officers and staff to gain experience in other organisations would be beneficial, including, for example, those organisations that have proven records in managing issues of customer expectation and technological change.

Other feedback made reference to the importance of removing 'blame culture' and placing emphasis on what police officers and staff can contribute. There was broad support for recognising the importance of chief officers and other senior leaders leading by example and taking responsibility for developing others within their forces.

■ **Addressing unintended consequences of hierarchy**

Recommendation 2 in the report focusses on a review of the rank and grading structures in policing across warranted and staff roles. Those who provided feedback were broadly supportive of such a review, but many recognised that to do so would be a significant undertaking and raise questions about pay and terms and conditions. Some changes proposed would need to be negotiated with trade unions at local and national level.

Some respondents linked hierarchy to the cultural change that they felt necessary in policing, or expressed concerns that the recommendations may not go far enough in this area.

■ **Increasing diversity and valuing difference**

Many of those who responded commented on issues relating to diversity and valuing difference. Some felt that police staff continue to be underappreciated in policing and that the Leadership Review did not go far enough to address this issue. Others commented on the need for visible representation of BME officers and staff within policing, with some believing that the Review should be stronger on the need for a 'game changer' to achieve a representative workforce. A number emphasised that the focus should be on culture and making policing attractive to minority groups as well as on representation.

There was considerable agreement that the Code of Ethics should be embedded into recruitment processes (recommendation 3).

There was broad support among most of those who provided feedback for recommendations 4 and 5, enabling career flexibility and advertising recruitment vacancies nationally, although a range of those responding raised questions about how these recommendations would be implemented.

■ Giving attention to both management and leadership development

Several of those who provided feedback to the review recognised existing development within policing while noting their support for a revised model of leadership training and development which offers different ways of engaging in learning and development. Others recognised the resource implications of supporting the plans. A number offered suggestions as to the content of such development, from focussing on operational policing alone to ranging across financial management, partnership working and programme management.

■ Recognising lateral development

Many of those providing feedback were supportive of recommendations 7 and 8 within the review report. Some expressed concerns about the potential costs of developing lateral career paths and advanced practitioner status.

■ Achieving greater consistency of practice across forces

A number of respondents felt that the report should have more explicitly acknowledged the role that PCCs have to play in supporting implementation of the recommendations. Some emphasised that PCCs would want to be actively involved in future debates. A number of others pointed to the need for the College to work with others, including the new government and Home Office and across policing, in order to gain momentum for change.

What did the College do with feedback?

The College established an editorial group led by Deputy Chief Constable Rob Beckley and comprising senior College staff and secondees from across policing. Where necessary, clarification was sought from feedback providers or via additional desk research to ensure the analysis of feedback was accurate.

What was the outcome?

The feedback provided insight that has helped to inform the development of additional materials in support of the Leadership Review, and will continue to inform the progress of the Review overall. Much of the detail in the feedback will be used to shape the delivery of the recommendations. The review team followed up specific points in the final report, and made a number of changes, including stronger emphasis of certain points. Overall, the editorial group concluded that the final report should remain close in content to the interim report, with some additions made where they added greater depth, understanding and clarity.

Annex A

Respondents to the interim report included:

Police Federation of England and Wales
Police Superintendents Association of England and Wales
British Transport Police
Mayor's Office for Policing and Crime
Leicestershire Police
Metropolitan Police
Devon and Cornwall Police
Dorset Police
British Association for Women in Policing
Northamptonshire Police
Cheshire Police
Staffordshire Police
Hampshire Police
Police National Legal Database
Association of Police and Crime Commissioners
Police and Crime Commissioner for Sussex
Police and Crime Commissioner for Dorset
Police and Crime Commissioner for Warwickshire
Police and Crime Commissioner for Lincolnshire
Police and Crime Commissioner for Wiltshire.