

FOI-581

I write in connection with your request for information dated 24th August 2015 concerning the College of Policing's interim leadership review consultation.

I am required by the Freedom of Information Act 2000 to handle all requests in a manner that is blind as to the identity and motives of the requestor. Any information released as a response to a request is regarded as being published and therefore in the public domain without caveat.

Following receipt of your request, searches were conducted within the Office of the Police and Crime Commissioner.

Your request for information has now been considered and I am able to respond as follows:

You wrote:

Can you please supply me with a copy of the PCC's response to the College of Policing's interim leadership review consultation (the review was published on 20 March, 2015 and the consultation started shortly afterwards)?

Response

Please see attached response document. For your ease of reference, the recommendations were as follows:

- 1: Existing police leaders should influence and drive the required culture change by demonstrating their own commitment to personal development and supporting the implementation of the review.
- 2: Review the rank and grading structures in policing across warranted and staff roles.
- 3: Embed the values articulated in the principles from the Code of Ethics in all local and national selection processes.
- 4: Provide a structure for entry, exit and re-entry points to allow for career flexibility.
- 5: Advertise all vacancies for recruitment and promotion nationally.
- 6: Create a new model of leadership and management training and development which is accessible to all within policing.
- 7: Increase flexibility in assigning powers and legal authorities to staff.
- 8: Develop career opportunities which allow recognition and reward for advanced practitioners.

9: Introduce national standards for recruitment and promotion into all ranks and grades.

10: The Home Office should review whether existing structures, powers and authorities in policing are sufficient to support consistent implementation of these recommendations

I am satisfied that all the relevant information has been passed to me, and been considered in the light of your request, within the time constraints applicable under the legislation.

Yours sincerely

A handwritten signature in black ink, appearing to read 'L Nutland', written in a cursive style.

Laura Nutland
FOI & Complaints Officer



Review of Police Leadership 2015 Feedback form

On 20 March 2015 the College of Policing published a preliminary report following its review of Police Leadership. A final report will be published in June 2015.

The College of Policing welcomes feedback on how the recommendations can be delivered in the best way to secure the most successful and impactful implementation. This feedback will inform the overall delivery plan, which will begin in June 2015 at the same time as the College publishes the final report.

What will happen to your feedback? The College has committed to working in a collaborative way to ensure that we achieve the best outcomes for police leadership in the future. We will therefore use the feedback to inform the delivery plan and the final report.

Please send your feedback to leadershipreview@college.pnn.police.uk by 30 April 2015.

In order to be able to systematically analyse the feedback please could you present your feedback to the College of Policing by addressing the following questions using this form:

Section 1:

Specific comments on the recommendations:

For each recommendation;

- **Is there anything missing that would improve the recommendation?**
- **Are there any obvious and significant unintended consequences?**
- **How can the proposed delivery of the recommendation be further improved?**

Recommendation 1.

Agreed

Recommendation 2.

Agreed. It is important to ensure that the civilian and officer structure is composed of fully multi-disciplinary teams. There is a requirement to have the police and civilian positions on equivalent ranks.

Recommendation 3.

Fully endorse and no further comments.

Review of Police Leadership 2015

Feedback form continued

Recommendation 4.

Fully endorse this recommendation.

Recommendation 5.

Agreed - as long as this allows for redeployment on redundancy at a local level. Helpful to have national web based system on which all vacancies could be advertised.

Recommendation 6.

Endorsed.

Recommendation 7.

Fully endorsed - especially favour the progressive approach.

Recommendation 8.

Whilst supporting the recommendation, there are concerns regarding any proposals which overcomplicate existing progression and rewards systems. Previous attempts to achieve something similar have not been either effective or popular.

Recommendation 9.

Endorsed.

Recommendation 10.

Agreed. Would like to see recognition that the developing collaborations will require more flexibility in terms of senior management roles. The capacity to share Chief Constable and Deputy Chief Constable roles across two or more forces should be facilitated by new legislation.

Do you have any other feedback that you wish the review team to consider?

