



This report provides a summary of progress that the College has made in relation to the recommendations of the Leadership Review 2015. For each recommendation, it sets out what the College has delivered to date, planned next steps and related evaluation and/or review activity.

The College will now work with the key delivery partners to conduct a gap analysis looking ahead to delivery of the Policing Vision 2025 and checking back to the overall aims of the Review. This check will determine whether any additional activity is needed alongside the ongoing programme.

In light of that work, and as further progress is made, you can expect further communications from the partners on our future delivery plans.

This report is available electronically on the Leadership Review web page [college.police.uk/What-we-do/Development/Promotion/the-leadership-review/Pages/Leadership-Review.aspx](https://college.police.uk/What-we-do/Development/Promotion/the-leadership-review/Pages/Leadership-Review.aspx) and this is where any future updated versions will also be published.



## Recommendation 1

Key Leadership Review theme  
**Culture**

Delivery owners  
**Forces, the College, PCCs, NPCC**

Existing police leaders should influence and drive the required culture change by demonstrating their own commitment to CPD and supporting implementation of review

### Delivered

- ✓ Senior leaders' CPD workshops, plus Action Learning Sets
- ✓ Senior leaders' CPD Research Group
- ✓ Principles for senior leader professional development
- ✓ Senior leaders' CPD Framework, including self-assessment tool
- ✓ CPD web resources
- ✓ Force Professional Development Champions Network
- ✓ National CPD Week
- ✓ CPD recording tool
- ✓ Chief Constable CPD events (x4)
- ✓ Chief Officer CPD Framework
- ✓ Leadership Insights pilot
- ✓ Chief Officer appointments guidance
- ✓ Funding secured from the Police Transformation Fund to set up and deliver Senior Leaders Hub to support Chief Officer appointments and development
- ✓ NPCC Learning Leaders Action Plan and Oversight Group

### Completed evaluation/review:

- 🔄 Evaluation of senior leader workshops
- 🔄 Evaluation of National CPD week
- 🔄 Evaluation of Chief Constable CPD Events
- 🔄 Leadership Insights reviewed quarterly

### Planned evaluation/review:

- 🔄 National CPD week, annually
- 🔄 Ongoing review and update of the Chief Officer Appointments Guidance

### Next steps:

- ⬆️ Senior Leaders Hub launch due in Nov 2018



## Recommendation 2

Key Leadership Review theme  
**Hierarchy**

Delivery owners  
**The College, Home Office, Forces**

Review the rank and grading structures in policing across warranted and staff roles

This work has been progressed by NPCC led by Francis Habgood, Chief Constable of Thames Valley Police. The work has culminated in an approach which is based on an organisational design principle and incorporates 5 levels (rather than ranks) and against which the PEQF and advanced practitioner role have been aligned. This work has been presented at NPCC Workforce Coordination Committee, the Workforce Transformation Group and Chiefs' Council.



## Recommendation 3

Key Leadership Review theme  
**Diversity**

Delivery owners  
**The College, Forces, PCCs**

Embed the values articulated in the principles from the Code of Ethics in all local and national selection and promotion processes

### Delivered

- ✓ The Competency and Values Framework (CVF), which clearly defines new and relevant competencies and values which strongly uphold the principles of the Code of Ethics and is now incorporated into national selection processes and many local force processes, including assessment
- ✓ CVF Framework Guidance
- ✓ CVF Framework Implementation Guidance
- ✓ Values Based Recruitment and Selection Guidance
- ✓ National implementation events for CVF (x3)
- ✓ Force specific CVF workshops/familiarisation events

### Completed evaluation/review:

- 🔄 Feedback from assessors and candidates on use of CVF in assessment

### Planned evaluation/review:

- 🔄 Final evaluation of National Recruit Assessment Centre (Day One) by summer 2019
- 🔄 Periodic review of CVF dates TBA

### Next steps:

- ↑ From 2019, decommission previous Policing Professional Framework Personal Qualities



## Recommendation 4

Key Leadership Review theme  
**Diversity**

Delivery owners  
**The College, Home Office**

Provide a structure of entry, exit and re-entry points to allow career flexibility

### Delivered

- ✓ Fast Track programme (police constable to inspector)
- ✓ Direct Entry routes into policing (inspector and superintendent)
- ✓ Secondments pilot completed
- ✓ Network of external secondment partners
- ✓ Secondments Toolkit and guidance for forces
- ✓ Secured funding from Government Equalities Office (£110K) to support the Investigative Re-entry Project, starts Sept 18 for approximately 18 months
- ✓ MPS External Detective Constable Pathway delivered (via National Workforce Futures) with Trainee Detective Constable recruits starting in January 2018

### Completed evaluation/review:

- 🔄 Secondments pilot project evaluation

### Planned evaluation/review:

- 🔄 Secondments concept evaluation by Dec 2018
- 🔄 Fast Track and Direct Entry evaluation by Mar 2019
- 🔄 Development of self-assessment tool for membership site to gather ongoing evaluation data by Dec 2018
- 🔄 Investigative Re-entry evaluation estimated to report by 2020

### Next steps:

- ↑ Use 'Executive Search' to attract BAME candidates to the Direct Entry Superintendents route
- ↑ Ongoing marketing, attraction and positive action work with forces in relation to initial police entry, Fast Track and Direct Entry routes
- ↑ Promote and expand Secondments, the supporting Toolkit and partner network to all forces via the Senior Leaders Hub
- ↑ Collect and showcase secondment case studies
- ↑ Progress Investigative Entry Routes into Policing, through the Government Equalities Office project
- ↑ Progress the Re-joining the Police Service Initiative
- ↑ Paper on changes to the Police Regulations to facilitate more flexible entry in Sept 2018 and, subject to CRCG approval, will be laid before Parliament in Feb/March 2019



## Recommendation 5

Key Leadership Review theme  
**Diversity**

Delivery owners  
**The College, Forces, Home Office**

Advertise all vacancies for recruitment and promotion nationally

### Delivered

- ✓ National Online Jobs Board on Membership site (internal)
- ✓ HR Zone with recruitment guidance on College Membership site
- ✓ Attraction Toolkit for force recruitment leads on College Membership site
- ✓ National Police Jobs and Opportunities Virtual Events Platform (external) piloted and now launched
- ✓ National Recruitment Platform (NRP) options assessment including recommendations

### Completed evaluation/review:

- 🔄 User journeys exploration
- 🔄 National Police Jobs and Opportunities Virtual Events Platform (Virtual Events Platform) pilot evaluation
- 🔄 Ongoing analysis of site data for National Jobs Board

### Planned evaluation/review:

- 🔄 HR Zone and Attraction Toolkit evaluation, Mar 2019
- 🔄 Virtual Events Platform evaluation, Mar 2019
- 🔄 Potential survey of forces to gauge impact of recruitment pool since launch of National Online Jobs Board

### Next steps:

- ⬆️ Promote HR Zone offer, Attraction Toolkit and National Police Jobs and Opportunities Platforms with forces
- ⬆️ Implement accepted recommendations from NRP options assessment



## Recommendation 6

Key Leadership Review theme  
**Management and leadership**

Delivery owners  
**The College, Forces**

Create a new model of leadership and management training and development which is accessible to all within policing

### Delivered

- ✓ Principles for Leadership Delivery
- ✓ Guiding Principles for Organisational Leadership
- ✓ Review of Senior Police National Assessment Centre (SPNAC)
- ✓ Review of Strategic Command Course (SCC)
- ✓ Career development workshops for under-represented groups – delivery will be ongoing
- ✓ Pilot development centre for under-represented groups
- ✓ Leadership Development Pathways (LDP) model for all ranks/grades
- ✓ Launched ‘Leadership Learning’ 2 year pilot on Virtual Learning Environment that includes generic, internationally recognised leadership and management qualifications at level 6, 7 and 8 at award, certificate and diploma, together with level 5 certificate in coaching
- ✓ New Senior Leadership Development Programme (SLDP) including Organisational Leadership, Personal Leadership and Command Skills modules
- ✓ Leadership workshops – one day themed events targeted at a range of roles, grades and ranks, covering a range of topics
- ✓ Leadership Dimensions launched via College Membership site
- ✓ Coaching Skills workshops (x12) for superintendents and police staff equivalents, including ability to enrol for CMI level 3 qualification and commitment to coach 3 people from group currently under-represented in policing
- ✓ Secured funding from Police Transformation Fund to deliver leadership and management development to all ranks and grades and further support those engaged in the online learning platform or undertaking academic programmes
- ✓ Secured funding from Police Transformation Fund to deliver positive action initiatives for under-represented groups



### Completed evaluation/review:

- Development Centre pilot evaluation
- Career Development workshops evaluation
- Strategic Command course annual evaluations
- SLDP module evaluations
- Leadership workshop evaluations at level 1
- Draft internal College report on Evaluation of PeDALS pilot (Personal Development and Action Learning Sets for under-represented groups in policing)

### Planned evaluation/review:

- Review of 2017 SCC, Sept 2018
- Annual review – LDP model/web area
- Final evaluation of the Leadership Learning pilot to report 2019/20
- Ongoing SLDP module evaluations
- Ongoing Leadership workshop evaluations including at level 3
- Leadership programmes for under-represented groups evaluation, dates to be confirmed
- Working with PSA to provide data on Coaching Skills workshops for superintendents and police staff equivalents to Home Office analysts for a longitudinal study of impact
- Front-line supervision research on learning needs and preferences, initial findings Mar 2019
- Systematic literature search to update **What Makes Great Police Leadership REA**, references, date TBA



## Next steps:

- ↑ Activities currently part of the review of SPNAC and the SCC project will move into the Senior Leaders Hub
- ↑ Incorporate outcomes of evaluation of 2017 (level 3) and 2018 (level 1) SCC into development of 2019 SCC
- ↑ Development of LDP interactive web area for launch by Dec 2018, including versions of forces' own adaptations of the LDP model
- ↑ Leadership Skills Guide to be reviewed and updated to articulate agreed definitions of leadership expectations at each rank and grade by March 2019
- ↑ Promote Leadership Learning pilot to increase participant number of forces and individual learners over the 2 year period and continuously evaluate pilot to ensure continuous improvement and to inform next steps
- ↑ SLDP – work to complete the design and piloting of new immersive learning exercises, work to determine the correct level of accreditation/credit value which can be attributed to the SLDP modules and finalise the pre-course knowledge check for the Command Skills modules
- ↑ Deliver a rolling programme of Leadership workshops
- ↑ Conduct a review of previous Releasing and Realising Potential programmes for under-represented groups, quantitative and qualitative research and evidence gathering to design new leadership programmes for under-represented groups for launch by February 2019
- ↑ Delivery of more Coaching Skills workshops for superintendents and police staff equivalents
- ↑ Develop study skills tool kit to support those engaged in the online learning platform or undertaking academic programmes
- ↑ Deliver a programme of theme based leadership and management development events and activities to all ranks and grades, locally, national and regionally
- ↑ Annual delivery of development centre for under-represented groups
- ↑ Workshops, coaching and mentoring for under-represented groups



## Recommendation 7

Key Leadership Review theme  
**Lateral development**

Delivery owners  
**The College, Home Office**

Increase flexibility in assigning powers and legal authorities to staff

Consultation in respect of staff and volunteer powers completed in 2015. The **Policing and Crime Act 2017** set out chief officer flexibilities with a list of core powers exclusive to police officers.



## Recommendation 8

Key Leadership Review theme  
**Lateral development**

Delivery owners  
**The College, Home Office**

Develop career opportunities which allow recognition and reward for advanced practitioners

### Delivered

- ✓ Advanced Practitioner pilot (x7 forces)
- ✓ Advanced Practitioner conferences (x3)
- ✓ Advanced Practitioner and Force Lead case studies

### Completed evaluation/review:

- 🔄 Ongoing evaluation activity. Regular review, progress and development meetings with force leads

### Planned evaluation/review:

- 🔄 Final Advanced Practitioner evaluation report, Oct 2018

### Next steps:

- ⬆ Decision on evidence-based proposal for National Advanced Practitioner Model by Mar 2019 (excludes pay)



## Recommendation 9

Key Leadership Review theme  
**Consistency**

Delivery owners  
**The College, Forces**

Introduce national standards for recruitment and promotion into all roles, ranks and grades

### Delivered

- ✓ Professional Profiles for Policing Roles
- ✓ Development of new initial entry routes for police constables
- ✓ Guidance for Appointing Chief Officers
- ✓ Senior Police National Assessment Centre Review
- ✓ Strategic Command Course Review
- ✓ CVF and Values Based Recruitment Guidance
- ✓ Advanced Practitioner Model (if adopted)

### Completed evaluation/review:

- 🔄 Feedback from assessors and candidates on use of CVF in assessment

### Planned evaluation/review:

- 🔄 The Police Constable Degree Apprenticeship (PCDA) evaluation is underway and an interim report is due in July 2020, evaluation will run until 2023
- 🔄 Ongoing review and update of Chief Officer Appointments Guidance
- 🔄 Periodic review of CVF, dates TBA
- 🔄 Final Advanced Practitioner evaluation report, Oct 2018

### Next steps:

- ↑ Implement new initial entry routes for police constables during 2019/early 2020
- ↑ Further engagement on PEQF during 2019, plus trial development work with volunteer forces on the educational provision for ranks from sergeant upwards
- ↑ Senior Leaders Hub to launch in Nov 2018



## Recommendation 10

Key Leadership Review theme  
**Consistency**

Delivery owners  
**Home Office**

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

The Home Office worked with the College to understand whether the College's suite of powers were sufficient and used to their full extent. The **2017 Policing and Crime Act** gave the College powers in respect to the setting of ranks. Plans in respect of powers to develop a licence to practise scheme were developed but were put on hold, following the 2017 general election.



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## About the College

We're the professional body for everyone who works for the police service in England and Wales. Our purpose is to provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure public trust.

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