

## **REVIEW OF POLICE LEADERSHIP AND TRAINING**

### **Ministerial foreword**

The Government has set out a clear vision for 21st century policing: rebalancing accountability through Police and Crime Commissioners at force level and street level crime data and beat meetings in neighbourhoods, enhancing the fight against serious and organised crime by creating a National Crime Agency, freeing the service from central government interference, returning discretion to the frontline, enabling and supporting the police to exercise their professional judgement. These reforms represent the most radical changes to policing in 50 years. They will mean that the police service can continue to deliver and improve the service to the public that it is rightly recognised for throughout the world.

The police will have to meet their objective of cutting crime at a time when they, like the rest of the public sector, have to play their part in cutting the deficit. Ensuring the best leadership and development is central to meeting that objective in future. We need to ensure that future generations of police leaders are able crime fighters.

Last year I asked Peter Neyroud to undertake a fundamental review of the delivery of police leadership and training functions. I am very grateful to Peter for this report and I want to consider the review's conclusions and recommendations very carefully with the police service and other interested parties. However the issues covered by the report are important not just to the police service but also to the public. I therefore want to hear your views on how police leadership and training should be delivered. This consultation document seeks your views on this and on the reports proposals and I should be grateful for responses to this by 28 June.

**HOME SECRETARY**

## REVIEW OF POLICE LEADERSHIP AND TRAINING

The Government's reforms for policing set out in *Policing in the 21st Century – Reconnecting the Police and the People* represent the most radical changes to policing in 50 years. The police will have to meet their objective of cutting crime at a time when they, like the rest of the public sector, have to play their part in cutting the deficit.

The reforms to policing now being taken forward will focus the police on crime fighting, empower the public, provide greater accountability and transparency and better value for money for the taxpayer. They will replace bureaucratic accountability with democratic accountability. We are reforming and streamlining the national policing landscape, including by creating a new operational crime-fighting body - the National Crime Agency - and by phasing out the National Policing Improvement Agency. All of this means a clear focus on empowering policing professionals to cut crime; restoring, supporting and promoting professional judgement, discretion and responsibility.

Strong and focused police leadership will enable the police service to deliver the best workforce management, ensuring those in the service are deployed effectively and making the best use of the range of skills available to it. This requires leadership at every level to make the most of every pound spent to maintain and improve frontline services. It requires highly skilled officers and staff with the capability and support to continue to deliver in challenging times.

The Government is clear that the service should have the lead role in this, in line with our wider approach to public services and policing. There should be a strong focus on developing the policing profession based on evidence of what works. The police service has a wealth of information and experience on which to draw to ensure that the standards of policing reflect the needs of 21st century policing; cutting crime, delivering the service the public expects. It is not for the Government to set the standards for policing professionals. However, for this approach to be effective, it should be balanced by clear and effective accountability including through Police and Crime Commissioners and Government on behalf of the public.

The Review of Police Leadership and Training was asked to reflect and take account of the new policing landscape and provide a service owned cohesive vision for leadership and training. The future delivery of police leadership and training must reflect how the current arrangements can be developed and reformed to best equip all in the service to cut crime. Future arrangements will need to take account of wider related changes including the recommendations of, and any changes resulting from, Tom Winsor's independent review of police remuneration and conditions of service.

The report of the Review of Police Leadership and Training proposals include the creation of a new professional body for policing responsible for the key national standards, qualification frameworks, and the leadership and training approaches for the service. Reform of these arrangements has implications for the future of the Association of Chief Police Officers (ACPO) and the role and

relationship of any new arrangements with other police representative organisations including the Police Federation, the Superintendents Association, the Chief Police Officers' Staff Association and the police staff trade unions.

Ensuring appropriate arrangements for leadership and training in policing is central to achieving the police objective of serving the public by cutting crime. We need to ensure that future generations of police leaders are able crime fighters. The Government is therefore seeking the views of policing partners and the public on how police leadership and training could be developed and delivered in the future.

A set of suggested consultation questions is attached. The Government would be grateful for responses to this consultation by 28 June.

## CONSULTATION QUESTIONS

We would like the public's views on how police leadership and training could be delivered in the future and on the report's proposals for this. The following questions may be helpful in providing your views:

1. How can arrangements for police leadership and training best support the police in being able crime fighters?
2. Who should set and maintain the standards for the police service and how should it be done? Do you agree with the proposal for a professional body supported by a charter?
3. How should any arrangements for police leadership and training be made accountable and transparent to the public? What role should the public themselves have in influencing how the police do their work?
4. How and by whom do you think police leadership, training and development should be delivered for police officers and staff?
5. How should any training and leadership arrangements be funded? How can this be done in a way that ensures value for money?
6. Should a new framework of professional policing qualifications be introduced? How do you think that the standards for policing and the skills of police officers and staff should be attained, assessed and maintained?

## Consultation text

### Scope of the consultation

<b>Topic of this consultation:</b>	Police leadership and training.
<b>Scope of this consultation:</b>	The consultation seeks views on how police leadership and training could be delivered in the future
<b>Geographical scope:</b>	Policing is a reserved matter. This consultation welcomes views from all with an interest in policing in England and Wales.
<b>Impact assessment (IA):</b>	To assist us in complying with the Coalition Government's regulation requirements this document is intended to stimulate discussion and elicit views both from those likely to be affected and any interested stakeholders. Any legislative provisions brought forward following this consultation will be accompanied by a fully developed and robust Impact Assessment measuring the impact on the public, private and third sectors.

### Basic Information

<b>To:</b>	We would like to hear from anyone who has an interest in policing and community safety.
<b>Duration:</b>	The consultation starts on 5 April 2011 and ends on 28 June 2011 (12 weeks)
<b>Enquiries:</b>	Home Office Police Leadership Team Police Productivity Unit 6 <sup>th</sup> Floor, Fry Building 2 Marsham Street London SW1P 4DF
<b>How to respond:</b>	You can respond at: <a href="mailto:LeadershipandTraining@homeoffice.gsi.gov.uk">LeadershipandTraining@homeoffice.gsi.gov.uk</a>
<b>Additional ways to become involved:</b>	Details of this consultation are available on the Home Office website. This includes a PDF consultation document that can be downloaded. Please contact the Home Office (as above) if you require information in any other format, such as Braille, large font or audio.
<b>After the consultation:</b>	Responses to this consultation will be considered with policing partners as part of policy development

### Responses: Confidentiality & Disclaimer

The information you send us may be passed to colleagues within the Home Office, the Government or related agencies.

Information provided in response to this consultation, including personal information, may be subject to publication or disclosure in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 [FOIA], the Data Protection Act 1998 [DPA] and the Environmental Information Regulations 2004).

If you want other information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence.

In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.

The Department will process your personal data in accordance with the DPA and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties.'

### Alternative formats

The Department is obliged to both offer, and provide on request, these formats under the Disability Act.

### Consultation criteria

The Consultation follows the Code of Practice on Consultation – the criteria for which are set out below. Where possible, this consultation has followed this code.

***Criterion 1 – When to consult – Formal consultation should take place at a stage when there is scope to influence the policy outcome.***

***Criterion 2 – Duration of consultation exercises – Consultations should normally last for at least 12 weeks with consideration given to longer timescales where feasible and sensible.***

***Criterion 3 – Clarity of scope and impact – Consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected costs and benefits of the proposals.***

***Criterion 4 – Accessibility of consultation exercises – Consultation exercises should be designed to be accessible to, and clearly targeted at, those people the exercise is intended to reach.***

***Criterion 5 – The burden of consultation – Keeping the burden of consultation to a minimum is essential if consultations are to be effective and if consultees’ buy-in to the process is to be obtained.***

***Criterion 6 – Responsiveness of consultation exercises – Consultation responses should be analysed carefully and clear feedback should be provided to participants following the consultation.***

***Criterion 7 – Capacity to consult – Officials running consultations should seek guidance in how to run an effective consultation exercise and share what they have learned from the experience.***

The full Code of Practice on Consultation is available at:

<http://www.berr.gov.uk/whatwedo/bre/consultation-guidance/page44420.html>

#### Consultation Co-ordinator

If you have a complaint or comment about the Home Office’s approach to consultation, you should contact the Home Office Consultation Co-ordinator, Nigel Lawrence. Please DO NOT send your response to this consultation to Nigel Lawrence. The Co-ordinator works to promote best practice standards set by the Code of Practice, advises policy teams on how to conduct consultations and investigates complaints made against the Home Office. He does not process your response to this consultation.

The Co-ordinator can be emailed at: Adam. Mcardle2@homeoffice.gsi.gov.uk or alternatively write to him at:

Adam Mcardle, Consultation Co-ordinator  
Home Office  
Performance and Delivery Unit  
Better Regulation Team  
3<sup>rd</sup> Floor Seacole  
2 Marsham Street  
London  
SW1P 4DF