



Home Office

Consultation on the Implementation of Direct Entry in the Police

Contents

Consultation summary	3
Current situation.....	5
The future	6
Independent Review of Police Officer and Staff Remuneration and Conditions.....	7
Fast tracking to inspector rank.....	8
Direct entry to superintendent rank	15
Direct entry to chief constable rank.....	22

Consultation Summary

About this Consultation

Topic:	Recommendations from the Independent Review of Police Officer and Staff Remuneration and Conditions on direct entry in the police including fast tracking to inspector, direct entry at superintendent rank and chief constable rank for those with equivalent experience from overseas.
Scope:	To discuss how these proposals can be implemented including selection procedures and training packages.
Geographical scope:	England and Wales

Basic information

To:	This consultation is open to the public.
Duration:	30 January – 28 March
Telephone inquiries:	0207 035 0627 / 0207 035 3424
Email inquiries:	directentryconsultation@homeoffice.gsi.gov.uk
How to respond:	You can complete the online form at: www.homeoffice.gov.uk/police
or respond by email on:	directentryconsultation@homeoffice.gsi.gov.uk
or send your response by post to:	Direct Entry Consultation Police Productivity Unit 6th Floor Fry Building 2 Marsham Street London SW1P 4D
Additional ways to become involved:	Please contact the Home Office (as above) if you require information in any other format, such as Braille, large font or audio.
After the consultation:	The Government will consider all responses to the consultation carefully and will then publish a response to the consultation. The responses to this consultation will ultimately shape how the College of Policing will implement the recommendations. A summary of responses will be placed on the Home Office website.

About you

These details are voluntary and will be treated as personal data by the Home Office in compliance with government guidance on holding personal information.

1) Which of the following best describes your organisation or the professional interest that you represent? * Please select one option.

- a. Police staff association
- b. Police force
- c. Association of Chief Police Officers (ACPO)
- d. Association of Police and Crime Commissioners (APCC)
- e. Police and Crime Commissioner (PCC) / Office of the PCC
- f. Individual police officer
- g. Organisation / profession that currently works with the police
- h. None – I am responding as a member of the public
- i. Prefer not to say
- j. Other (please specify)

2) Which organisation or force do you represent? Providing this information is optional.

3) If you are a police officer which of the following best describes your rank? * Please select one option.

- a. Constable
- b. Sergeant
- c. Inspector
- d. Chief inspector
- e. Superintendent
- f. Chief superintendent
- g. ACPO ranks
- h. Prefer not to say
- i. Other (please specify)

Current Situation

Police officers start as a constable and progress through each rank in order to reach the top post of chief constable. Existing recruitment practices, which is a single entry point and no academic qualification requirements, can miss too many people who might make highly effective senior police officers. The average time to reach the post of chief constable is approximately 20-25 years.

Serving officers can apply to take part in the Higher Potential Development Programme (HPDS) – a five year programme designed to provide all participants with high level learning and the opportunity to embed that learning operationally. However it does not guarantee promotion, even if completed successfully, and because it is only open to serving officers it does not encourage the most talented people to join the police.

There are many outstanding senior police officers who have led and inspired their workforce through challenging times and have achieved excellence. But when all the senior leaders in a sector have had only minimal exposure to other working cultures it may lead to a relatively insular and closed culture among those who reach the top of the organisation.

For too long a career in the police has not been viewed in the same way as professions such as law, medicine, finance and industry. A career in policing should be a vocation which is attractive to the brightest and the best in our society. Many other public and private sector organisations use sophisticated and effective systems and programmes to identify, quickly develop and fast track individuals to senior leadership positions in their organisations. The Government wants the police to reflect that same ambition.

The Future

The Government wants the police to be best placed to fight crime. In order to achieve this it believes that the police should:

- Be open and connected to the public;
- Be representative of the communities it serves;
- Attract the very best candidates;
- Have the right skills, expertise and professionalism.

Policing today is more complex and demanding than it has ever been. The right leadership will equip the police to tackle the significant challenges the police currently faces. Police leaders need to be able to succeed in times of financial austerity. This requires skills, expertise and working methods, such as finance and change management, that is similar to management in other sectors that have had to go through periods of sustained and significant change. In order to work more cost effectively police leaders will need to collaborate and cooperate with neighbouring forces and other service providers. The police needs to reflect and respond better to the needs of the increasingly diverse communities it serves.

Allowing people with the right skills to be fast tracked or enter the police at a senior rank could enable the police to benefit from the very best talent and leadership available to fight crime, keep communities safe and give the best possible service to the public.

The benefits of implementing fast track and direct entry schemes include:

- Enhance the police's ability to attract the very best individuals as officers in a competitive labour market;
- Widen the talent pool from which leaders can be selected and focus on the need for excellent leadership skills;
- Open up the culture of the organisation;
- Bring particular skills and experiences which those wanting to embark on a second career in the police would bring.

The Government wants the police to be more representative of the communities it serves. Fast tracking and direct entry bring the opportunity of new routes into the police which may have the potential to improve the numbers of underrepresented groups at the higher ranks. The police have made progress on encouraging all parts of society to consider a career with them but when the only recruitment is at constable level any efforts to make the police more attractive to underrepresented groups can take a generation to filter through to the highest ranks.

Additionally having those with experience of working in more diverse professions could further change the culture in a way that will help talented serving female and ethnic minority officers to fulfill their potential.

Independent Review of Police Officer and Staff Remuneration and Conditions

The Independent Review of Police Officer and Staff Remuneration and Conditions, led by Tom Winsor, has looked at reforms that will support the police in maintaining and improving the service that they give the public. His recommendations will support the objectives set out in the review's terms of reference to:

- Use remuneration and conditions of service to maximise officer and staff deployment to frontline roles where their powers and skills are required;
- Provide remuneration and conditions of service that are fair to and reasonable for both the public taxpayer and police officers and staff;
- Enable modern management practices in line with practices elsewhere in the public sector and the wider economy.

The review's final report looking at longer term reforms published in March 2012 was asked to specifically consider entry routes to the police for officers, including multi-point entry considerations.

The review recommended that:

- A national Direct Entry scheme to the rank of inspector should be established from August 2013, offering rapid training and promotion to individuals of high ability and capacity. It should be run by the police professional body with the co-operation of police forces. The intake should be set annually, with at least 80 participants in each intake. Around half of the scheme members should be external graduates and half in-service officers and police staff members. The scheme should be rigorous and highly selective. (Recommendation 8)
- A national scheme for recruitment directly to the rank of superintendent should be established and brought into operation from September 2013. Participants on the scheme should be persons of exceptional achievement and ability who have been assessed as having the potential to be senior police officers. (Recommendation 19)
- From September 2013, the eligible experience for a chief constable set out in Determination Annex B, made under Regulation 11 of the Police Regulations 2003, should be amended to include service in a chief officer equivalent role overseas in a common law jurisdiction which practises policing by consent. (Recommendation 23)

¹ In December 2012 the College of Policing was established. More information can be found at www.college.police.uk

Fast tracking to inspector rank

The police needs to attract the very best to ensure that it will have the best senior leaders in the future.

Talented individuals should be provided with the opportunity and support to advance quickly through the ranks. The police should take steps to attract the best graduates from the best universities to be its future leaders, and to actively manage their careers through the introduction of a scheme open to exceptional graduates, police staff and internal candidates, which enables the most promising to progress from constable to inspector in three years (two in the case of serving officers).

Why this rank?

The review said that inspectors are the officers who organise, manage and engage with constables and sergeants to the greatest extent. They are the officers who can introduce change which may have the greatest effect on the policing services which forces provide. Promoting officers of the highest potential rapidly to this rank should have an appreciable beneficial effect on police culture and the way policing is managed.

Benefits

- Making the police an attractive career option for graduates and so attracting the best talent available.
- Accelerating the best candidates quickly to a senior rank in the shortest possible time.
- Focusing development on leadership skills to strengthen police leadership in the medium to long term.

The focus of the inspectors' scheme is to recruit and nurture those candidates with potential to reach the senior leadership ranks of the police.

Attraction and recruitment to the scheme

Demands on the police are such that it is necessary for new entrants to undergo assessment beyond that of competence and skills. Police officers operate in a position of power and they have access to sensitive information. For these reasons it is vital that they have proven integrity, therefore vetting checks will be made against the Police National Computer (PNC), Criminal History System (CHS), Criminal Information System (CIS), police force crime information system, local intelligence and other relevant non-conviction database systems in accordance with vetting rules set out by the Association of Chief Police Officers and the College of Policing.

New entrants will also have to prove they are physically capable of performing in the role and will have to pass a fitness test along with other medical assessments.

- 4) There are over 130,000 police officers in England and Wales and more than 6,000 inspectors. The review suggested that the cohort on the fast track inspectors' scheme should be set at 80 people per year.

To what extent do you agree or disagree that there should be a centrally managed number of participants / a national limit? Please select one option.

- a) Strongly agree
 - b) Tend to agree
 - c) Tend to disagree
 - d) Strongly disagree
 - e) Not sure
- 5) **In your view, if there was a nationally agreed cohort size / limit, what should it be?** Please select one option.
- a) Less than 80
 - b) 80
 - c) More than 80
 - d) No nationally agreed cohort size / limit
 - e) Not sure

Please give reasons for your answers above. If you would like to be more specific about what size you think a nationally agreed cohort should be, provide details and your rationale below:

- 6) The review suggested that graduates should be targeted for the inspectors' scheme?

To what extent do you agree or disagree with this suggestion? Please select one option.

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure

7) The review also suggested that graduates with 'good' degrees should be eligible for the inspectors' scheme.

Which of the following comes closest to your view on who should be eligible for the scheme? Please select one option.

- a) Only those who achieved a First class degree
- b) Those who achieved a 2:1 or above in their degree
- c) Those who achieved a 2:2 or above in their degree
- d) Those who achieved any level in their degree
- e) I don't think a degree should be a mandatory requirement
- f) Not sure

8) The review suggested targeting the longest established and most prestigious universities, such as the Russell Group of universities with information about the scheme. For more information about the Russell Group visit this link www.russellgroup.ac.uk/our-universities.aspx.

To what extent do you agree or disagree with this suggestion? Please select one option.

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure

Please give reasons for your answers above:

9) The review suggested that along with an external graduate selection process half of the annual cohort of participants on this scheme should be drawn from serving officers and police staff members via an internal selection process.

To what extent do you agree or disagree with this suggestion? Please select one option.

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure

10) The review suggested that the assessment of candidates for the direct entry inspectors' scheme should be 'rigorous'. Assessment centres evaluate applicants by observing performance across a variety of exercises and assessing potential to perform in the role.

To what extent do you agree or disagree that that a rigorous assessment centre would be an appropriate way to assess candidates for the direct entry inspectors' scheme? Please select one option.

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure
- f) Other

Please give reasons for your answers above. If you disagree with the use of assessment centres for the purpose of assessing candidates for this scheme, please provide suggestions for other assessment methods you think would be suitable:

11) The review suggested that entrants onto the inspectors' scheme should have to pass an approved policing knowledge qualification before they could join. This would include information about policing which would then cut down on training needed in the post. These cost around £800 which applicants may have to fund themselves and would need to complete in their own time.

To what extent to you agree or disagree with this suggestion? Please select one option.

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure

12) **In your view, should applicants have to pass this qualification prior to applying to the scheme, or only start it when they are told they have been successful?** Please select one option.

- a) Applicants should pass the qualification prior to application;
- b) Applicants should only start the qualification when told they have been successful at application (with an offer conditional on passing the qualification);
- c) Neither of the above – I do not think applicants should have to pass a policing qualification before they join;
- d) Not sure

Please give reasons for your answers above:

13) Recruitment to the police should be fair and open to those from a diverse range of backgrounds. **How do you think this can be best achieved?** Please give your reasons:

Training, development and support

14) The review suggested that a candidate on the inspectors' scheme should spend a year as a constable and then be promoted to sergeant if he or she shows potential. Candidates should then undergo a two year intensive training course focusing on leadership, management and operational knowledge and skills. This time should be split between the classroom and the force and there should be regular assessments. If the candidate is successful he or she will be promoted to inspector.

To what extent do you agree or disagree with this suggestion? Please select one option.

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure
- f) Other

15) The review also suggested that six months of the training for the scheme should be delivered at a residential centre. This would facilitate networking with other people on the scheme but would also involve spending lengthy periods of time away from home.

To what extent do you agree or disagree with this suggestion? Please select one option.

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure

Please give reasons for your answers above:

16) So they can progress rapidly and as they will face other assessments the review suggested that candidates on the inspectors' scheme should not have to complete the sergeant and inspector promotion exams that other candidates are required to pass.

To what extent do you agree or disagree that candidates on the inspectors' scheme should not have to complete these exams? Please select one option.

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure

17) The review also suggested that candidates on the scheme should have two examinations a year.

In your view, what forms of assessment, if any, should be used on the inspectors' scheme? Select all that apply.

- a) Regular examinations
- b) Work based assessment
- c) Assessed in a work simulation
- d) 360 degree feedback – from peers and those that the candidate manages
- e) Appraisal
- f) None of these
- g) Other (please specify)
- h) Not sure

Please give reasons for your answers above:

18) **In your view, what support, if any, should be provided for participants on this scheme?**

Select all that apply.

- a) Peer support / buddying – from those who are on the same scheme or the same rank
- b) Mentoring / coaching – from someone external or more senior who can give independent advice
- c) Creation of fast track inspector network
- d) Working in action learning sets – where people work and learn together by tackling real issues and reflecting on their actions
- e) None of these
- f) Other (please specify)
- g) Not sure

Please give reasons for your answers above:

Direct entry to superintendent rank

Why superintendent rank?

Superintendents are the senior operational commanders of the police. They are responsible for the efficiency and effectiveness of the policing of their communities. Each controls a significant proportion of their force's resources. Superintendents are also the current recruitment pool for future chief officers. By working their way through the ranks from constable, it could take talented officers over a decade to work their way from constable to superintendent rank.

What would be the benefits of direct entry at superintendent level?

The aim of direct entry is to bring those candidates who have had successful careers in other professions and / or sectors in at a senior level and bring in new perspectives or specific skills.

The benefits for the police may include bringing in:

- Proven senior level organisational capability;
- Fresh perspectives developed in a range of sectoral and organisational settings, not in the police alone;
- High level of management capacity or specialist skills;
- Greater diversity of entrants at this higher rank; and
- Greater openness and connection to the public.

The focus of the superintendents' scheme is to recruit professionals with a high-level of proven leadership competencies who have the potential quickly to become competent senior leaders of the police. As with existing superintendents, direct entrants will need to inspire and enhance the confidence of the officers and staff in their command, and the public who depend upon their decisions for their protection.

Attraction and recruitment to the scheme

As with the inspectors scheme those wishing to join the police at superintendent level will have to have proven integrity and vetting checks will be made against the Police National Computer (PNC), Criminal History System (CHS), Criminal Information System (CIS), police force crime information system, local intelligence and other relevant non-conviction database systems in accordance with vetting rules set out by the Association of Chief Police Officers and the College of Policing.

New entrants will also have to prove they are physically capable of performing in the role and will have to pass a fitness test.

19) There are over 800 superintendents in England and Wales. In his report, the review suggested that the cohort of direct entry superintendents should be set at 40 people per year.

To what extent do you agree or disagree that there should be a centrally managed number of participants / a national limit? Please select one option.

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure

20) **In your view, if there was a nationally agreed cohort size what should it be?** Please select one option.

- a) Less than 40
- b) 40
- c) More than 40
- d) No national limit
- e) Not sure

Please give reasons for your answers above. If you would like to be more specific about what size you think a nationally agreed cohort should be, provide details and your rationale below:

21) **In your view, which of the following would be suitable applicants for the direct entry superintendents' scheme?** Select all that apply.

- a) Officers from the armed forces
- b) Members of the intelligence services
- c) Other enforcement agencies
- d) Lawyers
- e) Senior public sector managers
- f) People with experience of running private sector operations
- g) Prison governors
- h) Senior police staff roles
- i) Members of the Special Constabulary - i.e. voluntary police officers
- j) None of these
- k) Other (please specify)
- l) Not sure

22) **In your view, which of the following high-level skills and experience, if any, should we expect applicants to be able to demonstrate?** Select all that apply.

- a) Leadership
- b) Management of people / teams
- c) Financial / budget management
- d) Change management
- e) None of these
- f) Other (please specify)
- g) Not sure

Please give reasons for your answers above:

23) The review suggested that entrants onto the direct entry superintendent scheme should have to pass a policing knowledge qualification before they join. This would include information about policing which can then cut down on training needed in the post. These cost around £800 which applicants may have to fund themselves and would need to complete in their own time.

To what extent do you agree or disagree with this suggestion? Please select one option.

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure

24) **In your view, should applicants have to pass this qualification prior to applying to the scheme, or only start it when they are told they have been successful?** Please select one option.

- a) Applicants should pass the qualification prior to application
- b) Applicants should only start the qualification when told they have been successful at application (with an offer conditional on passing the qualification)
- c) Neither of the above – I do not think applicants should have to pass a policing qualification before they join
- d) Not sure

25) The review also suggested that the assessment of candidates for the direct entry superintendents' scheme should be 'rigorous'. Assessment centres evaluate applicants' performance by observing performance across a variety of exercises and assessing potential to perform in the role.

To what extent do you agree or disagree that a rigorous assessment centre would be an appropriate way to assess candidates for the direct entry superintendents' scheme?

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure
- f) Other

Please give reasons for your answers above. If you disagree with the use of assessment centres for the purpose of assessing candidates for this scheme, please provide suggestions for other assessment methods you think would be suitable:

26) Recruitment to the police should be fair and open to those from a diverse range of backgrounds. How do you think this can be best achieved? Please give your reasons:

Training, development and support

27) The review suggested that the direct entry scheme for superintendents should last 15 months. The design of the scheme is set out in this table:

Outline of the proposed scheme for direct entry superintendents				
Block	Length	Aim	Key elements	Key elements
Block 1 – becoming a police officer	20 weeks	To introduce members to policing and gain an insight into the key constable roles.	<ul style="list-style-type: none"> - Induction to the scheme - Begin engagement with ACPO mentor - Basic training - Shadowing constables in force 	Members should leave with an understanding of the role of a constable and other ranks and staff within the police and have an understanding of, and practice basic practical skills required by an officer.
Block 2 – becoming a superintendent	18 weeks	To teach the knowledge and skills necessary for senior police leadership, focusing on operational leadership.	<ul style="list-style-type: none"> - Policing in context - Operational command - Legal responsibilities - Managing in the police - Partnership working - Assessment through examinations and scenarios 	Members should leave with the key skills and knowledge required to operate as a superintendent
Block 3 – in-force training	26 weeks	To give members experience in operational command and being a police leader in a supportive environment.	<ul style="list-style-type: none"> - Lead an appropriate area of a police force. - Undertake gold command accreditation in public order or firearms or both. 	Members should leave competent and confident in the application of their policing knowledge and skills and as an accredited gold commander.
Block 4 – final selection board	One to two days	To ensure that all those who pass off the scheme are appropriately skilled and are performing at an appropriate standard to take on the full responsibilities of a superintendent safely and competently.	<ul style="list-style-type: none"> - Board of senior police and external members - Draw on continuing assessments and examinations results to determine whether an individual is ready to pass off the scheme 	Those superintendents assessed as competent to progress to being a full, generalist superintendent should pass off the scheme.
Total length	64 weeks	One year and three months		

To what extent do you agree or disagree with the proposed structure of this scheme?

Please select one option

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure

Please give your reasons for your answer above:

28) In your view, what forms of assessment, if any, should be used on the superintendents' scheme? Select all that apply.

- a) Regular examinations
- b) Work based assessment
- c) Assessed in a work simulation
- d) 360 degree feedback – from peers and those that the candidate manages
- e) Appraisal
- f) None of these
- g) Other (please specify)
- h) Not sure

Please give reasons for your answers above:

29) **In your view, what support, if any, should be provided for superintendent direct entrants?** Select all that apply.

- a) Peer support / buddying – from those who are on the same scheme or the same rank
- b) Mentoring / coaching – from someone external or more senior who can give independent advice
- c) Creation of direct entry superintendent network
- d) Working in action learning sets – where people work and learn together by tackling real issues and reflecting on their actions
- e) None of these
- f) Other (please specify)
- g) Not sure

Please give reasons for your answers above:

Direct entry to Chief Constable rank

The review's recommends that officers with relevant overseas experience should be able to join at the rank of chief constable, with an appropriate support package.

There would be benefits in opening the pool of direct entry applicants to the most senior rank in force. Given the figurehead nature and vital importance of the role of chief constable for the maintenance of law and order and the Queen's peace, the need for significant experience of policing at chief officer level rank is vital and it would not be appropriate to open direct entry to any senior manager of any other public or private organisation.

The pool of eligible police officers should be drawn from countries from common law jurisdictions with a tradition of policing by consent. These are most likely to be Australia, New Zealand, Canada and the United States of America.

As with other ranks, ensuring that those appointed as chief constable from overseas must be able to demonstrate they are of proven integrity and be able to satisfy vetting requirements. Where these requirements are not met an individual could not be appointed as a chief constable.

Training, development and support

30) The review suggested that training for chief constables from overseas should be tailored to meet the needs of the individual but should include several broad areas of knowledge and expertise which include:

- The political and criminal justice context of policing in England and Wales;
- Operational command in England and Wales;
- The legal responsibilities of chief constable;
- Managing in the police; and
- Working with other agencies.

To what extent do you agree or disagree with this suggestion?

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure

Please give reasons for your answer, including suggestions for other areas for chief constables' training to focus on, if relevant:

31) The review also suggested that a newly appointed chief constable should be offered contact with a chief constable as a trusted advisor during their initial first few weeks.

To what extent do you agree or disagree with this suggestion?

- a) Strongly agree
- b) Tend to agree
- c) Tend to disagree
- d) Strongly disagree
- e) Not sure
- f) Other

Please give reasons for your answer including suggestions for other sources of advice for chief constables, if relevant:

32) Finally, if you have any other comments you would like us to take into consideration, on any element of the proposed scheme that you have not already mentioned, please outline them below:

33) If you are happy to be contacted should we have queries about any of your responses, please provide your email address. This is optional.

If you provide your email address we may use it to ask you for further information about your response.

Providing your contact details is voluntary. Please be assured that they will be treated as personal data by the Home Office in compliance with Government guidance on holding personal information.

Many thanks for your time in completing this survey; we appreciate your feedback.

If you have any queries or would like any further information at this stage, please contact the Home Office Police Productivity Unit at directentryconsultation@homeoffice.gsi.gov.uk.