

**Report of a Police Foundation Roundtable
'How can policing meet the leadership challenges ahead?'
12th February 2015**

On the 12th of February the Police Foundation hosted a closed roundtable discussion with 27 senior stakeholders to consider the future of police leadership. Chaired by Professor Sir David Omand (King's College, London) the event was held on behalf of the College of Policing and was intended to inform their ongoing 'fundamental review of police leadership', which produced a preliminary report in March 2015 and will produce a final report in June 2015. The discussion was framed by six questions:

- (i) What is *police* leadership?
- (ii) What are the key leadership challenges that lie ahead for policing?
- (iii) What should the police service be doing to identify and develop future leaders at all levels?
- (iv) What should be the role of stakeholders (Home Office, College of Policing, HMIC, National Police Chief's Council, Police and Crime Commissioners)?
- (v) What can policing learn from other sectors?
- (vi) What is the value of looking outside of policing for leaders and leadership; what might be the risks?

This report provides the context for, and an overview of, the discussion. The identity of participants is disclosed, but individual contributions are anonymised and will not be attributed. The one exception is that the opening talk, given by Dr Bryn Caless to stimulate the discussion, is being published alongside this report.¹

Background: change and complexity

Policing has always had to respond to the changing social and economic context in which it operates, but the pace of change appears to be accelerating. The complexity of the challenges confronting policing, and especially police leaders, is growing. At the same time as financial austerity is necessitating significant changes to business models and a reduction in police personnel (in 2014 there were 11 per cent fewer police officers than in 2010), the nature and our understanding of crime is changing, as is wider society. While many conventional types of crime (such as burglary and motor vehicle crime) have fallen, there are signs that the demands on policing are changing.²

Resources are increasingly being committed to responding to complex social problems and seeking to manage their associated harms – for example, public protection work, responding to mental health crises³, and investigating child sexual exploitation (noting that public services with

¹ Available at <http://www.police-foundation.org.uk/projects/police-leadership-roundtable>

² College of Policing (2015) *Estimating Demand on the Police Service*. C162I0115
http://college.pressofficeadmin.com/repository/files/Demand%20Report%2023_1_15_noBleed.pdf

³ The Metropolitan Police have estimated that between 15 and 20 per cent of incidents responded to by police are linked to mental health (College of Policing, 2015: 10).

shared responsibility for tackling these issues have also seen very significant budget cuts in recent years). The emergence of new forms of cyber-enabled and cyber-dependent crime, for example online frauds, is placing new demands on police forces. Transparency and accountability are increasing, not least given the advent of the Freedom of Information Act, the creation of Police and Crime Commissioners, and significant increases to the resources of both HMIC and the IPCC. Policing also continues to confront allegations of both contemporary and historical corruption and other forms of misconduct (including by very senior leaders), which threaten public confidence in – and consequently the legitimacy of – the police service.

Against this background, Sir Thomas Winsor, HM Chief Inspector of Constabulary, has highlighted a need for police leadership to ‘improve considerably’:

Police leaders at all levels will need to continue to absorb and embrace further radical change. The police service is likely to be smaller in the future; if it is to be smaller and better, that will require sustained effort and commitment from the leadership of the police. **The quality of that leadership, at all levels, will need to improve considerably if the police are to meet the challenges they face in improving capabilities, meeting the needs of victims and becoming ever more efficient and effective.** (HMCIC, 2014: 8; emphasis added)⁴

The College of Policing Leadership Review⁵

In its first year, the College began a review to examine police leadership training and development, given the changing context in which policing is operating. It became clear that a fundamental review of police leadership was required and this mandate was taken on in July 2014 following a commission from the Home Secretary Theresa May:

The College of Policing will undertake a fundamental review of police leadership. The Review will look at how we can go further and faster with direct entry, how we can encourage officers to gain experience outside policing before returning later in life, and how we can open up the senior ranks to candidates from different backgrounds. The review will start immediately. (Theresa May, oral statement to Parliament, 22 July 2014)⁶

The College of Policing launched their Leadership Review in the summer of 2014. A preliminary report was published in March 2015⁷ and a final report will be produced in June 2015. The principles of the Leadership Review are that it will:

- be future focussed;
- consider leadership at all levels (including PCSOs);
- be evidence-based;
- take a collaborative approach;
- give due consideration to culture;
- produce a series of recommendations; and
- not cover pay and remuneration.

⁴ HMCIC (2014) State of Policing: The Annual Assessment of Policing in England and Wales 2013/14. London: HMIC.

⁵ <http://www.college.police.uk/What-we-do/Development/Promotion/the-leadership-review>

⁶ The Home Secretary also announced reviews of the police disciplinary and complaints systems <https://www.gov.uk/government/speeches/home-secretary-on-police-reform>

⁷ <http://www.college.police.uk/News/College-news/Pages/College-of-Policing-interim-leadership-review.aspx>

Discussion

Summary

- Police leadership involves moral courage and strategic competence, although views differed on the nature of the relationship between them.
- The public value trust and legitimacy over competence, given the powers and responsibilities of policing, and this requires visible moral courage.
- It was recognised that there are many excellent examples of strong and effective leadership in policing and that a key challenge is to identify and encourage them.
- However, roundtable participants took a rather pessimistic view of the current structure and styles of leadership, which were characterised as defensive, inward-looking and resistant to outsiders.
- A systemic focus on 'delivering performance' has been at the cost of more reflective and progressive styles of leadership.
- Selection and training for leadership roles need to be improved.
- Leadership development has been poor and focused on senior ranks. It should encompass all ranks including PCs and PCSOs (who must demonstrate community leadership), but have a particular focus on Sergeants. It should consider the police service holistically and reflect both team and individual elements of leadership.
- Policing requires an increasingly outward-looking and reflective public service leadership style, underpinned by values.
- Cultural change in other public services has been facilitated by direct entry.
- There is a need for constructive engagement with the police service that does not denigrate it and that preserves positive cultural attributes while appropriately challenging areas of weakness.

What is police leadership?

The roundtable discussion began by considering what 'leadership' means in a policing context, noting that it is a broad term that may mean different things in different professional environments. In policing, participants agreed, it does not simply refer to the direction and control exercised by Chief Constables; good leadership is required at all levels from senior chief officers down to the PCs and PCSOs interacting routinely with members of the public, and is a feature of teams as much as individuals. There was broad agreement that leadership development should have a particular focus on Sergeants because of their pivotal position in the rank structure.

The relationship between leadership and management was discussed, as was the relative importance of moral courage and strategic competence. Views differed as to the exact relationship between these two, for example whether strategic competence minimised the need for moral courage, or was in fact contingent on moral courage and a clear vision of the purpose and values of policing. It was suggested that sometimes the excuse of strategic leadership is given as a way of avoiding considering moral issues. Where participants were in agreement was that leadership in an

organisation with so much power requires strong moral courage, and that is sometimes lacking and rarely discussed.

The question was posed whether, given the significant differences in the size and remit of county, metropolitan and national forces (for example, the National Crime Agency and British Transport Police), there should be several different discussions (and therefore reviews) of police leadership. The consensus view was that there should not.

Is there a problem?

Roundtable participants were asked whether the current model of leadership is indeed broken, and evidence was presented that in general terms senior officers see less of a problem with the existing system than their junior counterparts: a glass half full when viewed from the top, and half empty when viewed from the bottom.

It was acknowledged that there are many excellent examples of strong and effective leadership in policing, and that it is important to identify those doing a good job and to encourage and champion them. It was also recognised that police leaders are subject to a high level of accountability and often feel 'under attack'. It was suggested that defensiveness can result in risk aversion, which can make it more difficult to show moral courage.

Roundtable participants were generally pessimistic about the current structure and styles of police leadership, which was characterised as frequently defensive, hostile to outsiders, occasionally wilfully blind, and relatively poor at strategic planning and delivery. One participant observed that 'policing is too convinced it is a craft and not a profession'. In particular it was noted that, with the exception of the current limited direct entry at Superintendent level, policing recruits officers on the basis that they will be good PCs and then promotes officers on the basis of ability at their current rank, rather than because they are especially well suited to the next one up having demonstrated leadership potential. Leadership development is limited and, where it exists, tends to be focused on senior ranks.

The wider systemic context within which policing operates was highlighted as an important factor in shaping police leadership. It was asserted that 'we now have the leaders that everyone wanted over the last decade' and that many leaders in policing today have been promoted on the basis that they have demonstrated 'grip and pace' as part of a prevailing 'performance culture' that has tended to prioritise the short-term delivery of quantitative results ('delivering numbers by the end of the week') over values and strategic competence. At times this has been driven by political imperatives (for example, the 2002 Street Crime Initiative). It was asserted that this culture has been encouraged by policy makers, politicians and HMIC, and reinforced by the media, and has tended to marginalise more reflective or progressive leaders who have sometimes been portrayed as soft on crime. Even though top-down central government targets have been formally abolished, senior police leaders often still operate within a performance management culture. In this context, current chief officers are often good managers, but that does not necessarily make them good leaders. Moreover, it was suggested that many lack an understanding of research and evidence and are unable to stand back, analyse and develop strategy for the longer term. More broadly, there was consensus that there needs to be a much greater emphasis in leadership development on 'what it means to be a leader in public service', and, especially at senior levels, a greater focus on 'outward facing' and reflective strategic leadership that recognises the range of services in addition to policing that interact with members of the public, particularly those who are vulnerable.

New challenges

We are in an era of rapid change, in terms of technological advancement and economic flux and participants raised concerns as to whether the existing leadership will be able to respond effectively to the challenges ahead; it was suggested that policing is 'lagging behind', particularly relative to the private sector. Alongside this, austerity is having a significant impact on policing and leaders need business skills to budget well and to innovate for more efficient and effective styles of policing. Leaders are increasingly being asked to think long-term; to focus on prevention rather than simply on immediate crime fighting; and to prioritise threat, harm and risk rather than volume crime problems. With budget cuts across the public and third sectors, the police service finds itself both trying to rein in the breadth of its remit while also coping with the gaps left by the contraction or even withdrawal of other services. Partnership working has become essential. At the same time, the introduction of Police and Crime Commissioners (PCCs) has forced additional changes on senior officers.

Leaders need to begin to work in a more collaborative way, to communicate well and to use and apply evidence of what works in a strategic way. Alongside this, they need to be adaptable and capable of fast change where necessary. Participants asked whether the police service is recruiting, training and promoting those with the right sets of skills to cope with these changes, themes that will be considered in more detail below.

What does the public want and need?

Discussion moved on to considering what kind of policing the public would like to see, and the relationship this has to leadership. It was asserted that the police role is unique given the breadth of the police task and the responsibilities involved, and the considerable degree of power conferred on police officers, each of whom has the ability to deprive someone of their liberty in the short-term and to use force when necessary.

To the public, participants agreed, trust and legitimacy are more important than budgets and strategy. The public expect not just physical but also moral courage from every officer. They expect officers to treat them with respect and they want the police service to operate within a framework which is procedurally just and fair. The evidence on the importance of procedural justice ('the *how* of policing') is clear: it increases public cooperation and builds institutional legitimacy, making citizens more likely to comply with the law. In this respect there is a need to join up specialist operational units and neighbourhood policing. If specialists do not understand the communities they work in, this can have important consequences for public trust and confidence. As one participant stated, the more we separate out different components of policing, the harder it will be to be effective; another was concerned that the process of separation results in 'law enforcement rather than policing'.

A focus on the interests and priorities of the public must be borne in mind both by individual officers and by the leaders who direct them. For example, when briefing officers, leaders need to explain why an order given is in the interests of the public, and the importance of carrying out that order fairly, respectfully and with legitimacy.

However, this does not mean that the police have to respond to every demand made by the public. In practical terms, there is a disconnect between the kind of policing the public want and the kind of

policing they need. In many cases, the police have become the agency of first resort, as so graphically illustrated by the Greater Manchester Twitter experiment.⁸ The public expect the police to deal with all sorts of 'crises', from burst water mains and livestock blocking roads to serious criminal matters requiring an emergency response.

Levels of demand are unlikely to decline; indeed it is more likely that, with further economic cuts to come, they will increase (relative to resources). A recent report by the College of Policing showed that a significant proportion of police resources are having to be committed to more complex, high harm (but not necessarily high volume) issues, in areas such as human trafficking or child sexual exploitation. Participants anticipated that, in an era of austerity, collaborative leadership, partnership working, prevention and problem solving will become increasingly important and a central focus for leadership should be to aid them. Business skills will be required and where gaps exist in the skill-sets of forces decisions need to be made about what kinds of work to outsource, or what kinds of skills to bring in. Leaders will need to think more strategically in terms of the management of operational resources, perhaps collaborating with other forces or other emergency services.

At the same time, more should be done to empower communities to take responsibility for their own safety and well-being. An example was given of the 'clunk-click' campaign, which increased the wearing of seatbelts in cars.

Police leaders therefore need a wide range of skills. Not least they need business acumen, alongside the ability to work with others, to engage with communities, to inspire trust and to maintain legitimacy.

Recruitment, identification and training of leaders

Leadership needs to be borne in mind from the outset: in recruitment, in identification and in training. As one participant put it, 'it is the responsibility of [police] organisations to produce people who are thoughtful, confident, capable and accountable, yet demonstrate moral courage and compassion'. At a time of rapid change, however, thought needs to be given to what style of leadership the service requires now, and what style it may require in the future.

Policing demands a lot of its officers and the service needs to ensure it recruits those who are bright enough to be able to cope. While Robert Peel deliberately set the level of pay for his first officers as that of a low-level labourer so 'gentlemen' wouldn't be attracted to join the service, today a great deal more is required from officers and forces should take care to attract high-level candidates. However, as mentioned above, the service recruits people based on whether they will be good Police Constables operating at a tactical level, and places great importance on operational experience at all levels. It was claimed that there is a tactical bias throughout the ranks, which becomes increasingly problematic with seniority as roles become increasingly complex and strategic, particularly given the relative paucity of training available to officers on how to run complex organisations. A significant challenge is the need for senior police leaders to have both incident management and organisational leadership skills, the requirements for which are very different. One participant pointed out that some forces are the size of FTSE companies, yet their leaders don't have the kinds of skill sets such companies demand; those of strategy, technology, an understanding of people and of financing. Another described talking to a newly-promoted Chief

⁸ <http://www.bbc.co.uk/news/magazine-11552419>

Superintendent who was responsible for 800 police officers and a £54 million budget, but who reported a complete absence of training for taking on such a demanding role.

Participants were in agreement that leadership training is an area desperately in need of attention, especially at PC and Sergeant level. More generally, senior leaders need different skills to PCs and recruiters should take account of the need to identify and recruit the leaders of the future. One participant, however, cautioned against recruiting 'born leaders', who, it was asserted, often have too much desire to control and to give orders. It was also acknowledged that it is not easy to spot who has the requisite skills. It was claimed that policing 'doesn't know what leadership talent looks like', related to which is a lack of clarity about the role and purpose of police leaders, and it was noted (citing NPIA research) that there is limited evidence on what makes effective police leaders.⁹ One participant remarked that the literature on police leadership (and leadership more broadly) is often characterised by a lack of consensus.

Current leaders should remember that future leaders may need markedly different abilities to their own and accordingly identifying future leaders will be more about looking at potential. However, it was suggested that officers are generally promoted on the basis of their track record and performance at the level below, rather than on an assessment of their ability to undertake more senior roles, and concerns were raised about the existence of a culture of risk aversion and conformity. It was claimed that mid-level leaders will often take on the 'received culture' rather than working to change and improve the current thinking; one participant argued that leadership often requires mavericks and challengers. One idea that was aired was that much greater use might be made of temporary promotion as a means of establishing suitability for substantive promotion.

A particular concern raised was that police officers may receive mixed messages about values, particularly from their immediate supervisors (and therefore leaders) in the formative stages of their career. The police undertake a great deal of training on the law and how to enforce it, but there is comparatively little training on the *how* of policing – interaction, engagement, emotional intelligence, people skills – yet these are essential to good policing. The example was given of arrest quotas set for probationary Constables (e.g. that they must make five arrests during their early training), which it was suggested emphasises quantity and process rather than establishing the principles of arrest as a power to be used only when appropriate and necessary, and how to go about arresting someone in the right manner. Another speaker highlighted the 'attention to ritual myths' in policing, highlighting the 'powerful message' sent to junior colleagues by chief officers decorating their offices with medals, helmets and photos showing with whom they attended various courses – the implication being that these are superficial signifiers of status that convey a particular set of values.

Broader concerns included the existence of a 'them and us' culture between junior and senior personnel, with promotion seemingly secretive and haphazard, and career paths unclear. It is important that junior officers understand and are aware of the career path ahead of them (including when choosing particular roles may constrain future opportunities). It was suggested that senior officers need to be more alert to the personnel in their forces. In contrast with the army, police leaders are less likely to know their staff well. Furthermore, Chief Constables cannot demote officers for misbehaviour and they cannot reward someone other than by promoting them. This is

⁹ I. Campbell and J. Kodz (2011) *What makes great police leadership? A Rapid Evidence Review*. NPIA. See http://whatworks.college.police.uk/Research/Documents/Great_Police_Leader_REA.pdf#search=great%20police%20leadership

disempowering. Similarly, it was suggested that the rank structure can act to prevent effective communication and slow change.

Finally, it was observed that the first 'native digital generation' is about to enter the workforce, and it was claimed this 'Generation Z' will have a range of new attributes and skills, be more entrepreneurial, more desiring of responsibility and promotion, and less inclined to want a 30 year career than previous generations. The police service will need to think through how to harness the capabilities of this new workforce. Although it is impossible to predict exactly what the leadership challenges will be in 30 years' time, one can foresee a range of capabilities – rather than 'hard skills' – that leaders will require to cope with uncertainty, such as adaptive thinking, an understanding of position and place in a fast changing world, boundary spanning, and network building.

Making use of outside knowledge and perspectives

The discussion moved on to talk about the recruitment of 'outsiders' – those who come to the police service from other careers. It was observed that operational experience does matter in policing, and that a number of scandals have centred on inexperienced senior leaders relatively new in post. It was also noted that outsiders can bring much-needed skills to policing, such as business acumen, technical ability, innovative thinking and leadership skills. In respect of the Superintendent Direct Entry programme, for example, one participant described the way that existing Superintendents have considerable operational experience but 'have never been trained to be senior leaders', while their Direct Entry colleagues have the opposite challenge; the two were seen to be complementary.

More generally, policing was described as often having a 'how very dare you' attitude to outsiders: that is an ingrained culture of hostility to any outsider who passes comment on the service. One participant pointed out that the concept of 'outsiders' often includes women, ethnic minorities, and the bright and ambitious inside the service.

Reflecting both this relative insularity, and indeed the (related) tendency to defensiveness described earlier, the analogy of a 'circle of wagons' was given: a core clique of long-term insiders closing ranks in response to perceived external challenge. This circle is not easy to break down, and needs to be approached 'not by firing arrows but by gaining trust'. To achieve this, the police need to become less defensive and more open to input from others, not least because 'if you try and solve the problems within a silo, you reinforce the silo'. It was also noted that there are lots of people inside policing who are nevertheless not comfortable with the prevailing culture (and are 'outside the wagons'), and who are an important constituency to help achieve change. A concern was expressed that if policing doesn't change, these people will ultimately leave the service.

There was a general view that greater value needs to be placed on external skills. Leaders should be aware of the strengths and weaknesses within their forces and contract in outsiders to fill gaps in knowledge and skills where necessary. To help with this, exit from, and re-entry to, forces needs to be redesigned. Officers could gain valuable knowledge from secondments or career breaks into other organisations or companies across all sectors. Yet there is no clear system whereby an officer can leave and return to a higher rank – and no known examples of that having happened. It was suggested that policing does not value experience gained elsewhere. The current system for exit and re-entry was characterised as chaotic and it was claimed that officers don't always understand it.

Responding to failings

In conjunction with valuing input from outsiders, participants agreed that the police need to improve their attitude to complaints. Participants described a defensive 'blame rather than learning culture'. It was claimed that this centres on a view that public trust and confidence 'comes from flawlessness', which militates against any acknowledgement of failings. Complaints – most of which relate to incivilities – are not seen as helpful and there is a resistance to learn from mistakes; many forces are reluctant to see complaints as a way of listening to their local community and therefore fail to appreciate how the public wants to be policed. Yet it was observed that in business complaints and feedback from customers are highly valued as a means of improving service levels and customer satisfaction, even if they are not upheld. Complaints allow business leaders to identify problems at an early stage so they can be tackled before they become serious issues.

Similarly, the service does not react well to criticism from insiders and challenge is not encouraged. As one participant remarked, 'if you speak up and challenge, colleagues tell you that you are damaging the service'. There is an assumption that those in more junior ranks complain simply because they are disgruntled, and their concerns are not taken seriously. Whistle-blowers are not sufficiently encouraged or protected; those who speak out can face a long period of rejection, and may be heavily criticised for damaging the reputation of the organisation.

It was also suggested that there has at times been a culture of 'wilful blindness' within the service and it was reported that there have been many cases where the first instinct of police leaders was to cover for officers below, rather than facing problems head-on. Parallels were drawn by one participant to the Francis Report on the failings in Mid-Staffordshire NHS.

With the power the police hold, there is great potential for that power to be misused and one participant felt that; 'there are not enough good people in policing willing to challenge the bad'. The example set by leaders is crucial and if a dysfunctional model is allowed to take root, it can be very hard to undo. In the recent past, policing has been focused on performance measures such as crime reduction and detection targets, rather than on procedural justice. Procedural justice matters both externally, in terms of policing the public, and internally, in terms of leading those below. Officers have to feel they are treated fairly by their leaders; high internal trust is a good indicator of effective leadership.

Ethics in leadership was particularly tricky for officers promoted above their colleagues in the same team. It is not easy to challenge the behaviour of those with whom one trained, but moral courage at all ranks must be encouraged. This may be hindered when promoted officers are not required to move to another team.

Creating a positive narrative

Improving the culture of policing will not be easy. The pace of change to the policing landscape provides little time for reflection and there are ingrained attitudes that are difficult to shift.

The first of these is the defensive culture mentioned above. This possibly stems from a feeling the police have of being subject to significant scrutiny from many angles. It is reportedly common for officers to sense that, as one participant put it: 'the politicians are getting at them, the middle class look down on them, and the working classes distrust them.' It is said that this contributes to officers being immediately defensive when criticised. It was suggested that the creation of a blame culture leads to a service resistant to change and accountability.

The contrast was given of the prison sector, which was described as having an ‘enabling’ culture (made possible in the first instance by leadership at the highest level), whereas the ‘top down discourse’ in policing has not been able to achieve this. In the former, many leaders have ‘war stories’ of how they took on the culture and tried to change it, building from the bottom up. In policing, as a junior officer, it is very difficult to be a force for change. The circle of wagons closes tight to shun the critic and stop change breaking through. Although both the prison sector and the police deal with care of the vulnerable, and sometimes involve the use of force, there is one clear difference: the prison sector has a system of direct entry. It was claimed that this system has contributed to breaking down barriers and changed attitudes – although given the small numbers in policing it would seem unwise to rely on them to achieve cultural change.

Some participants felt strongly that, without robust external monitoring mechanisms, attempts to achieve structural and cultural change would fail. But, one participant warned, it is crucial to get the buy-in of existing chief officers. A positive narrative has to be found, and current leaders need to feel that any change is working with rather than against them. The media and politicians also need to be on board and it will be important not to send the message that ‘the current chiefs are inadequate’. In fact, the reverse is true: there are many excellent leaders in policing and it is important to identify and champion them.

Conclusion

As a service with a unique combination of powers and responsibilities, roundtable participants were clear that the public require police leaders at all levels of the service whose strategic competence and especially moral courage inspires trust. This is made more difficult by a number of factors including the tactical/operational focus of most police roles, the lack of strategic leadership training, and the way that thoughtful police leaders have tended to be labelled as weak – particularly in the context of a ‘delivering crime performance’ narrative that has dominated over the last decade. There was a view that internally policing would benefit from a focus on organisational justice, seeking to enhance the degree to which police personnel feel that they are treated fairly by the organisations in which they work.

Recruitment and promotion need to be reconsidered. Against a background of ongoing austerity, mounting challenges confront police leaders as a result of rapid changes to society and a police mission increasingly defined by complex public protection/harm reduction responsibilities necessarily undertaken in partnership with the wider public service and third sectors. The scale of the leadership challenge confronting policing is considerable, and roundtable participants broadly agreed that leadership development has been given insufficient attention, particularly (but certainly not only) at the more junior levels. The case for the current leadership review is clear.

As the most populous supervisory rank, and as the leaders who are most important in the formative stages of police recruits’ careers, there was broad agreement that the greatest effort should be focused at developing the leadership abilities of Sergeants, while mainstreaming leadership development for all ranks and roles. At the same time, it was acknowledged that bringing in experienced senior leaders has the potential to benefit the service if it can be done in a way that complements the significant operational experience of officers who have worked their way up through the ranks. Questions relating to the role of warranted powers at more senior levels were not aired but are clearly relevant.

Participants described their experience of the police service as often being defensive, inward-looking and resistant to challenge both from within and outside. There was also a recognition that examples can be found of excellent leadership in policing, and that there is an appetite from many in the service to support change and work towards a more explicitly values-based, outward-looking and reflective leadership style. It is essential that a constructive approach to leadership development is found that retains and builds on the many positive aspects of police culture and avoids denigrating and alienating the service. It seems clear that this needs to be built from within policing, but with the assistance of willing, supportive, and at times critical, partners outside of the service.

Roundtable participants

Steve Allen	Deputy Chief Constable	Police Scotland
Neil Amos	Policing and Justice Lead	PA Consulting Services Ltd
Helen Bailey	Chief Operating Officer	Mayor's Office for Policing And Crime (MOPAC), London
Rob Beckley	Chief Operating Officer	College of Policing
Dr Bryn Caless	Senior Lecturer	Canterbury Christ Church University
Professor Nick Fyfe	Director	Scottish Institute for Policing Research, University of Dundee
John Graham	Director	Police Foundation
Gavin Hales	Deputy Director	Police Foundation
Nick Hardwick	Her Majesty's Chief Inspector of Prisons	HMIP
Sir Bill Jeffrey	Chair of Trustees	Police Foundation
Robert Leach	Director, Police, Crime and Justice	Capita Secure Information Solutions Ltd
Abie Longstaff	Legal and Policy Analyst	Police Foundation
Ray Marley	Detective Superintendent, Policing Standards Manager	College of Policing
Aidan Melling	Leadership Review Advisor	College of Policing
Denise Milani	Director of Business Change and Diversity	Metropolitan Police Service
Professor Sir David Omand (Chair)	Visiting Professor	King's College London
Dame Anne Owers	Chair	Independent Police Complaints Commission
Trevor Pearce	Director	National Crime Agency
Professor Maurice Punch	Visiting Professor	London School of Economics and King's College London
Mark Pyman	Director, Defence and Security Counter Corruption Programme	Transparency International
Christopher Salmon	Police and Crime Commissioner	Dyfed-Powys
Joe Simpson	Principal Strategic Advisor in the Leadership Centre	Local Government Association
Nick Skeet	Managing Director	Skills for Justice
Ann Thomson	Head of Workforce Development	Police Division, Scottish Government
Rachel Watson	Deputy Director, Head of Police Workforce and Capability Unit	Home Office
Sir Thomas Winsor	Her Majesty's Chief Inspector of Constabulary	HMIC
Joanna Young	Chief Superintendent, London Secretary	Superintendent's Association

About the Police Foundation

www.police-foundation.org.uk

The Police Foundation is an independent think tank working to improve policing for the benefit of the public (Charity reg. 278257).

The Police Foundation's work is wide-ranging; we pose challenging questions and promote debate through events such as our annual lecture and conference, which attract high profile speakers, and more focused discussion forums such as our Oxford Policing Policy Forum. Through our inquiries and research, such as our Police Effectiveness in a Changing World project, we also aim to improve practice in policing and crime reduction and we disseminate our findings and insight through a range of publications.

Policing has never been changing as fast and as much as it is today. As the government pushes through a major police reform programme, the police find themselves striving to deal with both local issues and the new threats posed by terrorism and transnational organised crime while working within tighter budgets imposed by the recession.

All this makes the existence of an independent body that uses high quality evidence to deliver an impartial perspective on contemporary policing issues more important than ever.

For more information about this report or future roundtable events, please contact:

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