

**Drapper J (Joanna)**

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**From:** Laing A (Andrew)  
**Sent:** 19 December 2012 09:01  
**To:** 'Charles.Phelps@college.pnn.police.uk'  
**Cc:** Archibald SM (Susan)  
**Subject:** RE: Urgent

Charlie

Many thanks for this. I will feed the detail into the panel on Friday and before selection is made.

Andrew L

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**From:** Archibald SM (Susan)  
**Sent:** 17 December 2012 09:12  
**To:** Laing A (Andrew)  
**Subject:** Urgent

Hi Andrew

Please see e-mail below from Charles Phelps

Susan

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**From:** Phelps Charles [mailto:]  
**Sent:** 16 December 2012 17:11  
**To:** Archibald SM (Susan)  
**Subject:** Urgent

Susan,

For the attention of Andrew Laing please,

Thanks

Charlie

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Andrew,

In following up our conversation of yesterday I spoke with Ciaran McGuigan at Exams and Assessment who worked with the HMIC to help produce the original report. The request and work was quite specific

and related to an enquiry from the Northern Ireland Policing Board. On reflection, we don't think it is appropriate to share this paper without express permission from the HMIC and NI Policing Board, as it was a specific request and contains some personal and potentially sensitive information.

However, in looking back at the work, we can state the following which I hope you find useful:

1. It is clear that both programmes, the SCC and the Executive Leadership Programme (ELP) have high credibility in their own arenas and are both designed to support the development and effectiveness of future chief officers. Having examined the aims and objectives of a few years ago there are many similarities in the learning outcomes that relate to the executive level.
2. The key difference however is that the SCC is more practically based, is in a policing context and is supported by academic involvement, whereas the ELP is academically based and the delegates are then required to transfer that learning to the policing context.
3. The length of the programmes also varies significantly which **may** indicate the depth of exploration of some matters. The SCC course is over 360 hours, whereas the ELP is over 162 plus assignments.
4. Given the differences in the courses, HMIC stated that recognised practice in the field of learning and development made it impossible to establish equivalence between an accredited course ( ELP) with a non-accredited course (SCC).
5. Other differences relate to the selection criteria used. Before this year and since approximately 2002, force recommendations for the SCC have been based on the 'Ready Now' criteria whereas the ELP is based more on the 'Has Potential' criteria. This **can** change the view of recommending Chiefs as to who would be eligible to attend the selection process. There are also different competencies used which **could** potentially give rise to different decisions being made locally as to who should be recommended to attend the respective selection processes.
6. The processes used to select those who attend the respective courses are also very different. The selection process to gain a place on the ELP is based around a presentation and interview and involves academics whereas to gain a place on the SCC, officers are assessed by Chief Officers and Non Service Members through a more demanding multi exercise assessment centre run over 3 days.
7. Whilst there would always be some cross over as both assessments (from the force recommendation to the assessment centre itself) are looking at the executive level it would not be possible to say with any degree of certainty that the same delegates would have passed both forms of selection process or course.

Taking the above and a few other factors pertinent to the case into consideration, the HMIC concluded that both the ELP and SCC route have merit in relation to the selection and the training of the future leaders in the context of the police service in Northern Ireland. In addition, the HMIC stated that given the significant changes in policing within Northern Ireland, what might be deemed appropriate in terms of selection of chief officers for policing in England and Wales might not be for those determining the future police leadership in Northern Ireland. In highlighting the differences and reaching it's conclusions the HMIC made it clear that the selection and training of future police leadership of PSNI was a key matter for the NI Policing Board and ultimately it would be their decision about what to do and what criteria to apply in their selection process.

Sorry I'm not in a position to share the full report with you but hopefully this brief summary presents some of the issues and findings as they were seen at the time.

It's only a personal view but given the recent and significant changes in Scotland, along with the creation of the Scottish Police Services Authority and the fact that Regulation 11, Annex B of the Police (Scotland) Regulations does not apply to the Authority, the Authority could take a similar stance as suggested by the HMIC to the NI Policing Board.

Hope this helps, if you wish to discuss further, please let me know.

Charlie

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