



Date: 10/12/2018

Our Reference: FOIA-2018-0089

Your Reference: N/A

(Via email to Patrick Breathen <request-530690-35436992 @whatdotheyknow.com>)

Dear Mr. Breathen,

RE: Freedom of Information Act 2000 Request

I write in response to your Freedom of Information Act 2000 (FoIA) request submitted to the College of Policing on 6/11/2018. You have requested that you be provided with 'the full training curriculum and/or training guidelines/handbook used to train senior members of the Constabulary'. On our further enquiry dated 8/11/2018, you confirmed on 15/11/2018, you had intended by 'senior officers', officers at assistant chief constable rank and over.

After conducting careful searches, I can confirm that information is held by the College to answer your request. However, we have determined that some of this information is commercially sensitive and subsequently, section 43(2) of FoIA (commercial interests) applies. For further information please refer to the refusal notice in Appendix A. We are able to disclose to you the 'Course Overview' for the Strategic Command Course 2019, which we do not believe will prejudice the commercial interests of any party. This can be found in Appendix B. The information supplied to you is and continues to be protected by Copyright law. Unless expressly permitted by law, any reproduction of College information, in whole or in part, requires permission from the College of Policing. To request permission please contact the College's IPR and Licensing Manager at Diane.Kennedy@College.pnn.police.uk.

If you have any queries or concerns, please do not hesitate to contact us. Your rights are detailed in Appendix C.

Yours sincerely,

Diane Winnett | Legal Researcher
Legal Services
College of Policing

Email: FOI@college.pnn.police.uk
Website: www.college.police.uk

Appendix A

Refusal Notice

Section 43 (Commercial Interests)

Section 43 provides –

(2) Information is exempt information if its disclosure under this Act would, or would be likely to, prejudice the commercial interests of any person (including the public authority holding it).

The College has applied this exemption because of:

- a high possibility of a request for open tender being issued for accreditation of the Strategic Command course (the course) in 2019
- a request for open tender is just about to be issued for the Business Skills component of the course
- existing components of the course being delivered by other organisations and the possibility of requests for open tender being submitted for these components in the future.

Section 43(2) allows for circumstances when it is reasonable and correct for public authorities to withhold information where release would be likely to damage commercial interests, be it those of the authority itself or a third party. A commercial interest relates to a party's ability to participate competitively in a commercial activity. As a public authority there is a clear balance to be struck between balancing commercial interests and ensuring that we are as open, transparent and accountable as possible about what we do. Section 43(2) provides for this, being a 'qualified exemption'. Under this section, the College is required to consider the prejudice and harm to commercial interests as well as applying the public interest test to determine whether the public interest in disclosure outweighs that of non-disclosure.

Factors favouring disclosure:

- To allow the College to act on its commitment to transparency and openness.
- The opportunity for scrutiny of the quality and content of the training offered to senior members of the constabulary, contributing to public confidence in the capabilities of our senior officers.
- To facilitate accountability and transparency in the spending of public money.

Factors against disclosure:

- Releasing the material in question may distort competition in future procurement exercises. The open tender process only works where there is fairness in the process and a trust that the instructing organisation will not release information which may give one bidding party an advantage over another, for this and any future negotiations.

- Releasing the information may affect the quality of the bids received by the College in that it may direct the way a tenderer should choose to present material to answer the bid or answer evaluation criteria.
- Releasing the information may cause prejudice to the best value which could be achieved by the College from the tender process.

Conclusion

The College considers that there is a public interest in disclosing the information requested but as above, section 43(2) of FoIA makes provision for those circumstances where disclosure may prejudice commercial interests. Given that disclosure may compromise an efficient and viable tender process and limits the College's ability to attain best value for the public, the public interest in withholding the information outweighs the public interest in disclosing it. Information will be disclosed if it does not prejudice the College's or any other party's commercial interests.



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Strategic Command Course 2019

Course Overview

Developing senior leaders in law enforcement to lead policing operations and organisations locally, regionally and nationally, at chief officer level.

Course structure

Module	Dates	Start time	Finish time
Course briefing	26 November 2018	10:30	15:30
Introduction to gold command (for police staff, partner and international students only)	27 November 2018	09:00	17:00
Operational leadership module	14 January to 8 February 2019	Monday: Wk 1 – 13:00 Wk 2 – 13:00 Wk 3 – 12:00 Wk 4 – 13:00	Friday: Wk 1 – 12:30 Wk 2 – 12:30 Wk 3 – 12:30 Wk 4 – 12:30
Organisational leadership module	25 February to 21 March 2019	Monday: Wk 1 – 13:00 Wk 2 – 13:00 Wk 3 – 13:00 Wk 4 – 13:00	Friday: Wk 1 – 12:30 Wk 2 – 12:30 Wk 3 – 12:30 Wk 4 – 17:00
Graduation and final dinner	22 March 2019	To be confirmed during the course	

UK police officer students also complete the Authorising Officer Course during the SCC.

Welcome to the Strategic Command Course

The Strategic Command Course (SCC) is the most senior leadership development programme in policing in the United Kingdom. To gain entry to the course, you will have been through and passed an intensive, competitive three day assessment centre. The SCC is a mandatory requirement for all police officers in England and Wales seeking to gain promotion to Assistant Chief Constable/Assistant Chief Officer and beyond. It marks the start of your continuous professional development at Chief Officer/Executive level.

We are also pleased to welcome senior leaders from across the public sector along with students from overseas law enforcement agencies, all of whom will have been assessed as suitable for progression to executive level. The course will present you with a unique opportunity to engage in a demanding and stretching programme in preparation for transition to executive level posts.

The SCC is a significant element of the overall development for executive leadership, which will continue as your career through continuous professional development.

What is covered in the course?

The course is structured into two modules, operational and organisational leadership. Personal leadership and strategic partnerships are addressed throughout both modules.

Module 1 Operational leadership (14 January to 8 February 2019)	Module 2 Organisational leadership (25 February to 21 March 2019)
Focuses on the high risk areas of operational command. The module will equip you to become qualified operational police commanders and staff, ready to be appointed to Chief Officer roles across the UK.	Aims to provide the skills and knowledge to create an environment and culture where there is a diverse workforce. You will develop the strategic skills necessary to develop and lead an organisation where staff are motivated, engaged, healthy, high performing, behave ethically and are committed to serving the present and future needs of the public. You will develop the skills needed to become accountable public sector leaders who are equipped with the business skills required to lead and transform high profile multi-million pound public sector organisations.
Personal leadership You will find yourself challenged and stretched as you develop your resilience, confidence and emotional intelligence; you will tackle ethical issues as the themes aim to develop you into a politically astute leader with clear values, integrity and the ability to create and communicate organisational and personal vision.	
Strategic partnerships You will be able to identify and maximise the opportunities and benefits of working collaboratively both in public and private sector partnerships and alliances.	

Delivery

The SCC uses a blended approach to delivery. Some elements will require reading and reflective study, others will be taught by experts from within policing along with a wide range of other sectors and academia.

We provide engaging immersive learning sessions along with lectures from leading experts from the world of policing and beyond. Our aim is to look both outwards and inwards to provide you with the very best on your journey to become our future senior leaders.

The wide and hugely diverse background of every student on the SCC means that much of the learning will come from you and your colleagues. There will be rich and varied experience which you will be able to use to develop your own skills.

We create an environment that is high challenge and low threat with an adult-adult approach to learning, coaching, peer development and assessment. All syndicate directors and speakers accept the use of first names to encourage interaction and debate.

Your cohort will be arranged into syndicates at the commencement of the course, which will change both members and syndicate director at the start of the second module, to broaden both your learning experience and your opportunity to develop your own networks.

Operational leadership module overview

The first module focuses on the high risk areas of operational policing, aiming to develop you to become a qualified operational police commander ready to be appointed to Chief Officer roles across the UK.

You will examine the principles and responsibilities of strategic command, including:

- An examination of the role of a strategic commander and how the National Decision Making Model (NDM) supports the decision making process. The decision making process will also include consideration of the application of the Code of Ethics, NPCC Risk Principles, and decisions made in a multi-agency strategic partnership context. Students will engage with strategic partners which will include the Government, devolved governments, National Crime Agency, security services, local authorities, ambulance and fire services to explore the identification and management of threat and risk. The module will allow students to examine both the requirement and the responsibilities of a Strategic Co-ordinating Group (SCG).
- Honing and refining your skills for developing strategies for maintaining public confidence in policing delivery and engagement. Central to this approach will be the policing purpose of preventing and detecting crime and other serious incidents. This will include an examination of the importance and relevance of community impact and equality impact assessments. Fundamental to this module will be the consideration of legitimacy and proportionality and the relationship with human rights and coronial processes.

- Working collaboratively with other forces, police and crime commissioners and other agencies, including the Home Office. You will be given the skills and knowledge to equip you to work effectively and in partnership at the highest levels, often making pan-organisational decisions. You will consider the political landscape and environment policing operates in and broaden your knowledge to enable you to navigate successfully and effectively, improving the level of service to the community. You will receive input from the Home Secretary and the Policing Minister, along with other notable speakers.
- You will be given a range of inputs, reading and assessments to enable you to manage effectively in difficult and pressurised operational environments. You will cover a wide variety of topics all relevant to operational command, such as:
 - vulnerability
 - media and communication
 - major investigations
 - Multi Agency Gold Incident Command (MAGIC)
 - counter-terrorism
 - working with the security services
 - community policing issues
 - organised crime
 - evidence-based policing
 - complexity

The module is designed to stretch and challenge your thinking, ensuring that with each policing challenge you are able to consider the development of effective strategy, communication along with resource and staff wellbeing. It is deliberately designed to maximise your exposure to operational policing complexity at the highest levels. After successful assessment, you will feel confident in undertaking operational management at executive level.

Organisational leadership module overview

The organisational leadership module will equip you with the skills and knowledge to create and sustain a culture where there is a diverse workforce who are motivated, engaged, healthy and high performing. There will be a definite focus upon ethical decision making and leading an organisation which is dedicated to serving the present and future needs of the public.

As in the operational leadership module you will cover a broad range of topics, including business skills, which will develop your thinking and knowledge to enable you to build a healthy and successful organisation. The module will focus on areas such as:

- the roles and responsibilities of directors and senior responsible officers
- leading strategic transformational change to deliver an ethical and value-for-money service to meet current and future needs
- how to embed accountable and transparent workforce strategies, including effective performance management, staff wellbeing and managing professional standards and discipline throughout the organisation, including working with the IOPC
- to meet the challenges of a modern public sector business, you will deepen your understanding of business knowledge, to enable you to manage the complex commercial environment at command level. Subject matter experts and business partners will cover areas such as finance & procurement, strategic HR and workforce transformation, enabling you to gain a deeper understanding of organisations and how they work using techniques of effective consultancy.

Strategic partnerships content overview

Public services do not exist in isolation. The leaders of the future will be working together to deliver services. You will examine the changing political environment of public services. You will explore the importance of developing collaborative and productive working partnerships, leading across boundaries involving a variety of governance systems. You will also look at ways of building effective ethical relationships with the media.

Personal leadership content overview

Alongside the above, you will have the opportunity to develop your thinking and knowledge of current and future strategic leadership challenges at the executive level. Throughout the course you will develop a more detailed understanding of integrity issues as they affect you personally and the organisations you will lead.

You will also spend some time focusing upon the importance of developing cultures that value difference and inclusion, ethical decision-making, learning and practice that is based on valid and reliable evidence. You will have the opportunity to evaluate different approaches to leadership critically, raise your levels of self-awareness and develop your leadership style.

You will have the opportunity to develop a personal vision for leadership of your own organisations, promote effective team working at the executive level and enhance your personal political awareness to be able to negotiate, influence and lead with integrity in a complex environment.

Review of the SCC

In April 2017 a review of the SCC (along with the assessment process to it) commenced. The first phase of the review focused on improving the numbers and diversity of those progressing through the SCC to Chief Officer level. A number of changes have been implemented, the most significant of these for the delivery of the course was the restructure to two modules as outlined above.

The second phase of review commenced with a consultation about the purpose of the course and whether further changes were required. It was agreed that the purpose of the SCC is to develop senior leaders in law enforcement to lead policing operations and organisations locally, regionally and nationally, at Chief Officer level. The results of the consultation also found that the current content, structure and style of delivery are fit for purpose.

Key themes of the SCC

The 2019 SCC has been designed building on the experience and subsequent evaluation of the 2017 and 2018 courses, and incorporating the latest developments and priorities in policing.

Managing risk, developing a culture of enquiry, candour and challenge, embedding integrity, the valuing of difference and inclusion, and evidenced-based practice are integrated throughout the course.

The wide ranging consultation to identify the future challenges for policing identified a number of priority areas. These have been used in the design of the exercises for senior PNAC/police staff assessment process in 2018 and as a foundation in the design of the SCC. It is the intention that these topics are not only covered with a specific input during a module/session but are to be picked up throughout by the directing team during facilitated discussions and by the coaches.

The priority areas identified by the future challenges for policing consultation exercise are as follows:

1. protecting vulnerable people from harm
2. tackling child sexual exploitation
3. countering terrorism
4. tackling sexual violence
5. tackling cybercrime
6. building, maintaining and expanding effective partnerships
7. upholding key policing principles, integrity and improving public confidence in policing
8. understanding and responding to increased demands
9. tackling serious organised crime
10. improving and expanding victim care
11. improving public confidence
12. increasing diversity and valuing difference
13. increasing the innovative use of technology
14. managing culture change
15. transforming and reforming services

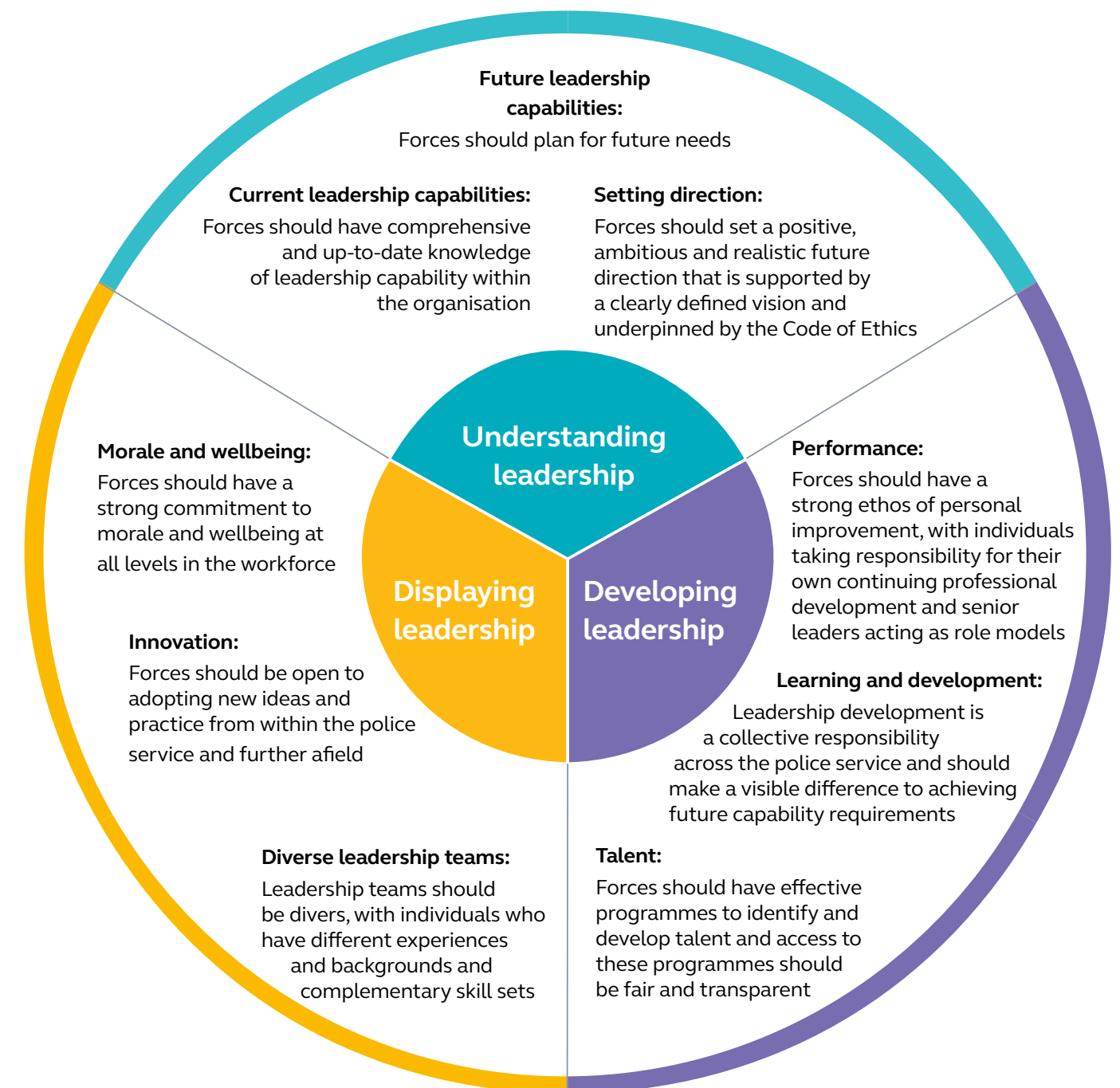
The abilities, skills and characteristics needed by future leaders to deal with the challenges the police service will face.

In 2014 the College of Policing carried out research to identify the skills, abilities and characteristics needed from future leaders. This was one of the sources used in the 2015 leadership review. The below shows how the findings of the 2014 research link to the overall findings of the leadership review. These findings have also informed the design of the course, as have the guiding principles for organisational leadership.

1. personal integrity and commitment to public transparency (e.g. exemplary personal integrity and actions, able to communicate and set standards for others, greater demonstration of transparency)
2. flexible transformational leadership skills (e.g. move beyond command and control, trusting staff to get on with their jobs and applying discretion, empower and engage staff, leading a corporate organisation over operational management, able to create effective senior teams and manage greater accountability)
3. resilience and positivity (e.g. a positive attitude to making things work, able to work under pressure and with uncertainty, staying calm under pressure and stick by decisions)
4. internal business and financial skills (e.g. business acumen, deal with the challenge of on-going budget reductions, able to hold deliverables to account, understanding commissioning and procurement)
5. building integrated strategic partnerships (e.g. develop partnership working on a strategic level outside policing, more radical and integrated collaboration, sharing power and autonomy with others, utilise a collective leadership style to build alliances, engaging partners in solving problems)
6. able to lead effective organisational change (e.g. positive to create momentum for change, able to ‘pitch’ new ideas convincingly and sell the benefits, comfortable with facilitating organisational change, leading and motivating staff through change, using continuous improvement)

7. holding a long term, strategic vision (e.g. thinking about the longer term benefits for the organisation/service beyond personal tenure, a strong vision with the ability to translate this, consider alternative strategic visions and how they may be achieved)
8. creativity and innovation (e.g. demonstrate agility and flexible thinking to identify new ways of doing things, create new opportunities)
9. open-minded and willing to challenge existing culture and practice (e.g. look beyond what has always been done, creating opportunity rather than waiting for it, open to new perspectives and diversity of thoughts, adapt quickly to new circumstances, challenge the status-quo, learning from mistakes rather than seeking to apportion blame, a willingness to challenge authority)
10. humility and self-professional development (e.g. reflective of own practice and influence from others, learning from mistakes rather than seeking to apportion blame, a willingness to compromise)
11. political astuteness (e.g. greater political awareness at local and national level, a more outward facing approach politically, how to influence and persuade political leaders, working together with political leaders to build relationships, understand and engage with the relationship between policing and politics).

The guiding principles for organisational leadership



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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Appendix C

Your Rights

If you are dissatisfied with the handling procedures or our decision made under the Freedom of Information Act 2000 (the Act) regarding access to information you have a right to request an internal review by the College of Policing.

Internal review requests should be made in writing, within **forty (40) working days** from the date of the refusal notice and should be addressed to: FOI team, Central House, Beckwith Knowle, Otley Road, Harrogate, North Yorkshire, HG3 1UF or via email: FOI@college.pnn.police.uk

The College of Policing will aim to respond to your request for internal review within **20 working days**.

The Information Commissioner

If, after lodging a review request you are still dissatisfied with the decision you may make an application to the Information Commissioner's Office (ICO) for a decision on whether the request for information has been dealt with in accordance with the requirements of the Act.

For information on how to make application to the Information Commissioner please visit their website at <https://ico.org.uk/for-the-public/official-information/>.

Alternatively you can write to the ICO:

Information Commissioner's Office

Wycliffe House

Water Lane

Wilmslow

Cheshire

SK9 5AF

Phone: +44 (0)1625 545 700