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The Rt Hon Amber Rudd, MP  
Home Secretary  
Home Office  
2 Marsham Street  
LONDON  
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Dear Home Secretary

## **HMIC PEEL INSPECTION - Police Leadership 2016**

Police leadership is crucial in enabling the Force to be effective, efficient and legitimate. The inspection report addressed three main questions, each of which I will comment upon in this letter.

### **1. How well does the Force understand leadership?**

It is pleasing to note that the Chief Constable's briefing seminars for staff have been well received, during which the Force's vision for 2020 was explained. As stated in the report, the Force's leadership expectations form part of the vision and values of the organisation which is a strength.

The good work of the senior leadership and development manager and team is highlighted, as are the Chief Officer meetings with newly promoted officers during which the Force's leadership expectations are reinforced. An area for development is the requirement for a comprehensive leadership skills analysis being clearly linked to its training needs analysis and leadership development profile. The Force is developing a comprehensive assessment of workforce skills but clearly more needs to be done in this area, so that gaps in its leadership capability are identified and addressed.

### **2. How well does the Force develop leadership?**

The Force has a number of initiatives and capabilities which are aimed at recruiting people with the necessary and required leadership skills. These include a database of people who are interested in working for the Force and recruitment campaigns aimed at the private sector. The Force support 'Police Now', fast track and direct entry schemes to attract talented people.

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Lots of successful work has been carried out to attract and recruit greater numbers of women and black, Asian and minority ethnic (BAME) candidates which I monitor with great interest. The Force has a formal mentoring programme and stages professional development days for Superintendents, Chief Inspectors and Police Staff equivalents. But one area for improvement identified in the report was to ensure that all officers and staff understand how the talent management scheme and talent management grid operate.

### **3. How well does the Force display leadership?**

Warwickshire Police does work with other Forces to identify good ways of working. A Chief Inspector has been appointed to promote new ways of working and progress employee suggested improvements. Both of which are a strength.

A new specialist recruitment manager is improving workforce diversity and the Chief Constables strategic diversity group is promoting diversity at all levels within in the organisation. The Realising Potential Programme has resulted in one female and one BAME senior officer being promoted to Assistant Chief Constable, and promotion and selection procedures have been improved to reduce unconscious bias. However, one area for improvement is the Alliance's policy of recruiting and promoting from across both Forces and posting in either Warwickshire or West Mercia, which might possibly deter good candidates who are unable to commute long distances or relocate.

Overall, the Force has been graded as **Good**. Great strides have been taken to produce a more diverse and highly skilled leadership teams, but there is still much to do. I am currently looking at ways to improve the Force and the three areas for improvement highlighted in the report will be considered and addressed during my holding to account meetings with the Chief Constable. This will help to ensure that our communities receive an extremely professional service, overseen by highly capable leaders dedicated to protecting them from harm.

Yours faithfully



**Philip Seccombe TD**  
Police and Crime Commissioner