



College of
Policing

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Strategic Command Course 2020

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	15 October 2019	10:30	15:30
Introduction to gold command (for police staff, partner and international students only)	16 October 2019	09:00	17:00
Operational leadership module	6 January to 7 February 2020	Monday: Wk 1 – 13:00 Wk 2 – 13:00 Wk 3 – 13:00 Wk 4 – 13:00 Wk 5 – 13:00	Friday: Wk 1 – 12:30 Wk 2 – 12:30 Wk 3 – 12:30 Wk 4 – 12:30 Wk 5 – 12:30
Organisational leadership module	24 February to 19 March 2020	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 – 12:30

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, delegates will have 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 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 learners with a unique opportunity to engage in a demanding and stretching programme in preparation for transition to executive level posts.

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 (6 January to 7 February 2020)	Module 2 Organisational leadership (24 February to 19 March 2020)
<p>This module provides learners with the opportunity to explore ways to effectively lead the strategic command of investigations, critical incidents and other policing operations. To achieve this, they will examine the components of an effective command strategy and how the National Decision Model and the management of risk apply to the strategic command of incidents. Learners will deal with a case review, engage with strategic partners and manage threat and risk. They will examine the responsibilities of a strategic coordinating group and establishing the need for one. They will explore the requirements for, and the responsibilities of, a strategic coordinating group, and they will explore media strategy in complex and critical incident situations. This will include the role of the Cabinet Office Briefing Room and national coordination processes. They will examine the importance of working with the security services and the role the National Crime Agency can play in incidents and operations. Finally, they will examine the use and importance of covert intelligence operations, balanced with a comprehensive understanding of human rights and community impact. This is an assessed module, and SCC students will undertake an assessment of a planned response to a critical incident.</p>	<p>This module provides learners with the opportunities to explore the responsibilities of an executive director and senior responsible officer. They will analyse corporate governance in the public and private sectors and develop a commercial mind-set to enable delivery of value to stakeholders. They will also appraise organisational consulting, and examine how to achieve strategic innovation while distinguishing strategic risk. Learners will examine how to develop a high-performance culture in their organisation and discuss the requirements for leading a high-performing organisation – including strategies for engagement and well-being. Learners will undertake a series of executive business skills sessions, delivered by experts from the public and private sector. This includes commercial awareness, innovations and public finance. This is an assessed module and SCC students will undertake individual assignments and presentations.</p>

Personal leadership

This module provides learners with opportunities to develop their leadership knowledge and skills as ethical, resilient, confident, emotionally intelligent, politically aware leaders, with clear values and vision, and credibility as public sector leaders at the executive level.

Learners will explore current and future strategic leadership challenges. This will include exercises on personal and organisational ethics and integrity where they will learn more about their own leadership style and those of others and their personal impact.

Also covered is the importance of developing cultures that promote equality, diversity and human rights and ethical decision-making. Learners will develop their vision for leadership of their organisations and their role and promote effective team working at the executive level, enhancing their personal political awareness to be able to negotiate, influence and lead with integrity in a complex environment.

Delivery

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

We provide engaging, immersive learning sessions along with expert-led lectures. Our aim is to look both outwards and inwards to provide learners with the very best on their journey to becoming 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 within the cohort. There will be rich and varied experiences which learners will be able to use to develop their own skills.

We create an environment that is high-challenge and low-threat, with an adult-to-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.

The cohort will be arranged into syndicates at the commencement of each module. Learners will have a different cohort and syndicate director for the two modules to broaden both their learning and experience and the opportunity to develop their own networks.

Operational leadership module overview

The first module focuses on the high-risk areas of operational policing, aiming to develop learners to become qualified operational commanders ready to be appointed to chief officer roles across the UK.

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

- An examination of the role of a strategic commander and how the national decision model supports the decision-making process. The 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.
- Learners will engage with strategic partners, which will include the government, devolved governments, national law enforcement agencies, local authorities, and other emergency services, to explore the identification and management of threat and risk. The module will allow learners to examine both the requirements and the responsibilities of a strategic coordinating group.
- This module enhances existing skill sets and builds on them to develop strategies for maintaining public confidence in 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. The consideration of legitimacy and proportionality and the relationship with human rights will be fundamental to this module.

- Working collaboratively with other forces, police and crime commissioners and other agencies, including the Home Office. Learners will be exposed to different governance and collaboration arrangements, including devolved government, PCCs and Mayoral systems. There will be an opportunity to work with the Home Office and other government departments at the highest levels. This module seeks to equip learners with the knowledge and skills to make pan-organisational decisions in a shifting political landscape. This will broaden their understanding, allowing them to successfully and effectively improve the level of service to the community. Learners will receive input from the home secretary and the policing minister, along with other notable speakers.

- Learners will be given a range of inputs, reading and assessments to enable them to manage effectively in difficult and pressurised operational environments. This covers a wide variety of topics all relevant to operational command, such as:
 - vulnerability
 - media and communication
 - complex investigations
 - Multi Agency Gold Incident Command (MAGIC)
 - counter-terrorism
 - working partners and national law enforcement agencies
 - National and transnational crime and threat issues
 - community policing issues
 - organised crime
 - evidence-based policing.

The module is designed to stretch and challenge learners' thinking, ensuring that with each challenge they are able to consider the development of effective strategy, communications, resourcing and staff wellbeing.

It is deliberately designed to maximise exposure to operational complexity at the highest levels. After successful assessment, learners will feel confident in undertaking operational management at executive level.

Organisational leadership module overview

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

As in the operational leadership module, learners will cover a broad range of topics, including business skills, to develop their thinking and knowledge to enable them 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 Independent Office for Police Conduct
- the challenges of a modern public sector business, deepening learners' understanding of business knowledge, to enable them to manage the complex commercial environment at command level. Subject matter experts and business partners will cover areas such as finance and procurement, strategic HR and workforce transformation, enabling them to gain a deeper understanding of organisations and how they work using techniques of effective consultancy.

Personal leadership content overview

Alongside the above, learners will have the opportunity to develop their thinking and knowledge of current and future strategic leadership challenges at executive level. Throughout the course learners will develop a more detailed understanding of ethical leadership and integrity issues as they relate to the individual and the organisations they lead.

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

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

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

Key themes of the SCC

The 2020 SCC has been designed building on the experience and subsequent evaluation of the 2017, 2018 and 2019 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 evidence-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 2019 and as the 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 from policing consultation exercises and wider stakeholder engagement are as follows:

1. Diversity and inclusivity.
2. Leading strategic operational command.
3. Countering terrorism.
4. Protecting the vulnerable from harm.
5. Building a strong, resilient workforce.
6. Prevention.
7. Powerful partnerships.
8. Community engagement.
9. Serious and organised crime.
10. Crime and disorder.
11. Upholding policing standards.
12. Transforming and reforming services.
13. Leading successful, effective organisations.

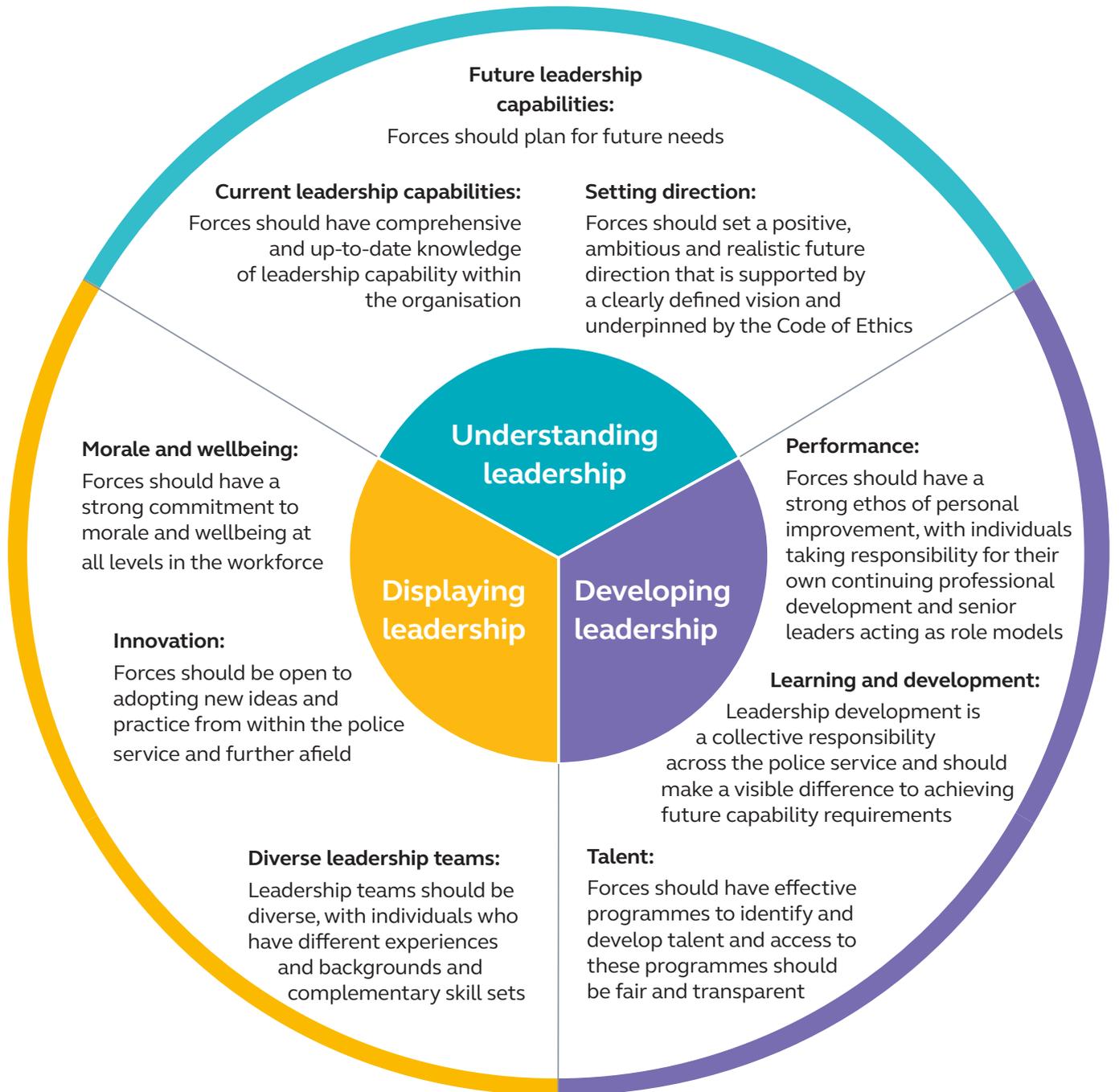
The abilities, skills and characteristics needed by future leaders to deal with the challenges the police service will face

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. Below we show 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 (eg, exemplary personal integrity and actions, able to communicate and set standards for others, greater demonstration of transparency).
2. Flexible transformational leadership skills (eg, 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 (eg, a positive attitude to making things work, able to work under pressure and with uncertainty, staying calm under pressure and sticking by decisions).
4. Internal business and financial skills (eg, business acumen, deal with the challenge of ongoing budget reductions, able to hold deliverables to account, understanding commissioning and procurement).
5. Building integrated strategic partnerships (eg, 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 (eg, 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 (eg, 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 (eg, 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 (eg, 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 blame, a willingness to challenge authority).
10. Humility and self-professional development (eg, reflective of own practice and influence from others, learning from mistakes rather than seeking to blame, a willingness to compromise).
11. Political astuteness (eg, 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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