

A programme that brings together leaders from across public sectors aims to build strategic capability and partnership working to deal with the current challenging times. In this edition, *Police Professional* looks at the programme and includes the first of many contributions from participants.

Powerful partnerships

Since April 2010, the National College of Police Leadership (NCPL), part of the National Policing Improvement Agency (NPIA) and supported by the Home Office, has been delivering a new and innovative five-day cross-public sector leadership programme. Leading Powerful Partnerships (LPP), originally called the Independent Command Programme (ICP), is designed for multi-agency leaders in senior roles to release innovation, strengthen personal power and enhance partnership working.

It is seen as vital that leaders are better equipped to play an active role in effective partnerships, especially in these times of austerity. The development of the LPP programme means the NPIA is in the business of developing critical skills beyond the mere acquisition of information and competence. These skills are readily transferable and can be applied in other areas of leadership.

Simon Wickenden, Head of Partnership Support at the Home Office, said: "The initial results of the [programme's] evaluation have shown that participants are strengthening their critical thinking skills and creative ways of working to explore solutions to complex issues within operational environments of competing priorities. Many participants discovered their negotiating and influencing skills were heightened by the course resulting in a greater understanding, and confidence, to address the fiscal and delivery challenges ahead.

"The evaluation process will continue over the next few months to ensure the professional diversity of the course is embedded, it remains contemporary, facilitates effective problem solving and is delivering the highest standards of continuous improvement in partnership working."

Five of the programmes have been delivered; with one more scheduled this financial year. A total of 206 participants have benefited to date, consisting of leaders from the police, fire and rescue, probation services, voluntary sector, county community safety officers, Home Office, health services staff, children's services and the prison service.

Angela O'Connor, Chief People Officer at the NPIA and President of the Chartered Institute of Professional Development (CIPD) Police Forum, said: "The Leading Powerful Partnerships programme is a unique opportunity for senior leaders to share ideas and experiences with colleagues across the public sector, gain insight into how they can help their organisations thrive and innovate whilst developing their own negotiation and leadership skills. It is a sign of the programme's success that increasing numbers of delegates from non-police organisations wish to attend."



Key elements of the programme

The LPP is supported by a wide range of executive leaders from across the voluntary, public and private sector. As such at the end of the programme participants develop critical skills to:

- Lead within financially constrained, changing, challenging and demanding environments, balancing risk, managing performance and complex change issues and applying ethical and values based decision making;
- Engage with communities, demonstrating flexibility of leadership style and political awareness in collaboration with key stakeholders and partner agencies to explore a 'leadership of place' approach to public services;
- Apply negotiating and influencing skills resulting in collaborative multi agency strategies which have a common effective and productive goal; and
- Develop strategies which embed and promote equality, diversity and human rights, while increasing and maintaining community confidence and maximising the potential of the workforce to improve service delivery.

The programme uses three major exercises to help leaders enhance their ability to think strategically working in partnership:

1. Strategic negotiating and influencing.
2. Setting effective strategic objectives in a partnership



Jenny Sims – cutting-edge programme.

setting within a complex scenario.

3. Answering a key strategic question to both a panel and an accompanying written evidence-based report.

DCC Alfred Hitchcock, at the NCPL, explained: "All of the exercises centre around challenges that senior leaders are currently facing in their workplaces. The programme is set against a backdrop of public sector cuts and explores issues relating to leadership within the Big Society context. Individuals walk in the shoes of other agencies representing organisations including health, children's services, probation and other sectors."

For the written essay, good quality leadership development and curriculum design, like public sector policy, rests upon an evidence base. In view of this, participants, in syndicates of up to ten people, are required to undertake a 3,000-word project on a current issue facing their organisations. To do this, the group has to effectively work together and seek out appropriate research and apply this to their workplace.

The syndicate project is presented to a high level, challenging panel and a written essay is produced.

On day three of the course, the participants also receive inputs on ethics and values and leadership and emotional intelligence, which then forms part of the penultimate day's exercise. Day three is often a turning point or a "light

bulb" moment for some participants, often having a profound effect upon individuals.

Dr Tim Meaklim, from the NCPL, says the programme helps participants consider how they can deliver better services and outcomes at significantly lower cost while Assistant Chief Constable Max Sahota, chair of the Professional Reference group, explained the aim of the programme is to prepare participants to embrace the significant challenges ahead, seize upon the opportunities and reflect on the kinds of strengths which great leaders might require to develop powerful partnerships.

"It is set in the current financial climate so both challenges and forces participants out of their comfort zone, to try different approaches and invigorate their creative thinking. Ultimately it is about effecting significant change back in the workplace that improves services to the public."

The programme was originally called the ICP, but following significant delegate feedback from the first delivery, the name was changed to better reflect the programme's themes and ambitions and all uniformed participants now attend in plain clothes to ensure there are no barriers to learning. The delegate feedback resulting in these two changes has been significantly positive.

Programme deliveries

Superintendent Jenny Sims, the LPP overall lead at the NCPL, is clear that the programme remains cutting-edge because: "We use proven syndicate directors not just from policing but from across the public sector; for example, the health service and ACAS. As such, participants benefit from the one-to-one coaching on the programme and the honest but invaluable feedback they receive from both peers and their syndicate director, who may not be from the same agency they belong to.

"Using proven executive leaders from the public sector ensures that how participants think is really challenged and they take the learning back to their workplaces and ultimately make a difference both to the people they lead but also the communities they serve."

Programme evaluation

Since the course's inception, the Home Office has supported the use of an independent evaluator to measure the success of the programme and the impact it is having back in the work place both on leaders but more importantly citizens. Dawn Hart commented: "A common theme has been enabling people to reconnect with values-based leadership. In addition, many public sector leaders have not had to utilise the skill set which is needed in the current financial climate – many delegates reported that the course has enabled them to recognise these skills within themselves and to give them the confidence to use them effectively."

Overwhelmingly, participants are keen to see an even greater diversity of organisations represented on the programme, as they recognised the need to work even more collaboratively with partners in order to meet the current and future challenges.

Participants felt they needed to increase their understanding of other organisations' perspectives in order to negotiate and influence situations to achieve joint outcomes. The evaluation results support the finding that the course helped participants to do this and to take their learning back into the workplace when working within partnerships.

Feedback from the programme

One police chief superintendent participant commented that the difference for them was that they no longer presented a completed proposal to colleagues in other agencies, they now negotiated with and influenced others far more when leading up to a partnership meeting and allowed more time for others to reflect. Another local authority participant reflected that it had helped to broaden the partnerships perspective so that decisions and risks can be taken jointly.

"I enjoyed the course because it was different, it wasn't just about important knowledge it was about me and my impact on others. It also offered me access to advisors who could help me improve during the course. The course was a great facility for me. To have the opportunity to learn with multi-agency partners enriched the whole experience. This is something we should have been doing many years ago." (C/Supt Surjeet Manku, West Midlands Police)

"An excellent programme – well thought out and balanced and certainly one of the best learning experiences in my 20 years or so of public sector work." (Anne Boyens, Service Manager, Partnerships & Engagement, Wakefield City Council)

"I think the course is excellent and provides the opportunity to have strategic discussions with leaders in other organisations in a safe and productive environment." (Pam Bradbury, Director, NHS Direct, West Midlands)

"A fantastic syndicate whose experience and depth of knowledge of the wide variety of sectors they represent meant that the learning outside the classroom was as great as inside." (Richard Davis, Merseyside Fire and Rescue)

"It was the most stimulating learning experience I've ever had." (Chief executive, voluntary sector)

"The hardest course I've been on – I've been stretched, disoriented, worked very hard, tested. I've never been on a course like this before – I'll certainly be recommending this." (Head of human resources)

"Really good course – can you do this course elsewhere to make it more accessible?" (Assistant director of leadership)

"Brilliant – we've nothing like this. You've got the content right and the right people here – the networking has been great." (Director NHS)

Participants of the Leading Powerful Partnerships programme examine the implications for leadership of devolving executive control for public services to directly elected local politicians



Politics in the public sector: the challenge for leadership

In the last 20 years, arrangements that transfer greater control over the delivery of public services to locally-elected politicians have been introduced in many countries and municipal areas. In the UK, this has included the election of mayors with direct responsibility for running local services in London and Middlesbrough.

The Conservative Party's *Public Sector Manifesto 2010* argued that political reform was needed to make local services more transparent and accountable, and that this would encourage more responsibility in society (*Queen's Speech – Decentralisation and Localism Bill 2010*). The election of a coalition government in which both constituent parties are committed to greater local democracy is likely to see a rapid advance of this agenda.

Policing in the 21st Century: reconnecting Police and the People (HMSO, 2010) sets out a vision for substantially shifting control away from government to people and communities through the introduction of Police and Crime Commissioners (PCCs). PCCs will have powers to oversee police strategy and performance. It is believed this will give the public greater ownership of and a voice in local policing and force performance, which will facilitate a strengthened bond between the public and the police, as well as greater accountability. The expectation is that the first public votes for PCCs will take place in May 2012.

Although the most specific proposals concern the police force, it is likely that all public services will be subject to greater scrutiny and oversight by elected politicians. For instance, the coalition programme includes plans to free the NHS from political micromanagement and introduce new governance structures that will include directly-elected individuals on local health boards.

This paper considers what will be the implications for public service leaders of devolving increased powers for executive control to elected politicians and how these implications should inform the future development of public service leaders to enable them to function productively in a changed organisational environment.

Methodology

This paper is a summary of work performed by Syndicate 2 on the Leading Powerful Partnerships course from November 1-5, 2010, at National Policing Improvement Agency (NPIA), Bramshill. It was produced under a very short timescale and therefore aimed only to highlight high-level implications for public service leaders of working in organisations in which power has been devolved to elected politi-

cians, and from these make recommendations for future public service leadership programmes.

The syndicate used two strategies to address these questions: a literature review to identify and analyse findings from publications on organisations in which political control had been devolved; and a survey of the views and attitudes of senior public sector leaders to working in such environments. Further details of the methodology are in Table 1 below.

Table 1: Methodology

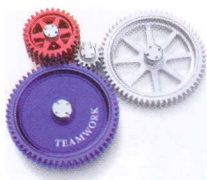
| Investigation type | Description of methodology |
|----------------------------------|---|
| Literature review | The literature was searched to identify articles that examined issues raised by the devolution of power for local services to directly-elected politicians; and considered how public sector leadership development should be adapted to these new challenges. The search strategy was influenced by the limited time available and the database available at NPIA. The NPIA Library database and Internet search engines (Google and Yahoo) were searched using a number of key terms to identify articles that looked at public services, public service leadership and political/democratic control of local services. |
| Survey of public service leaders | Based on findings from the literature review, a questionnaire was developed for interviewing senior public service managers. Given the limited time available, interviews were targeted at managers known to members of the syndicate. This meant that rapport, trust and confidence could be rapidly established, allowing interviewers quality time with a limited number of expert authorities, and potentially more open and honest replies (Glesne C & Peshkin A. <i>Becoming Qualitative Researchers: an introduction</i> . New York: Longman, 1992). |

Following completion of these tasks, key public service leadership issues that may arise from increased democratic control for services were categorised and consequent future leadership development needs were identified.

Results

Literature review

No pure research studies in which devolved and non-devolved local public sector services were directly com-



pared were identified. The literature comprised national and local policy documents, opinion pieces, miscellaneous position papers and case studies of public services led by locally-elected officials. Although in a few cases the implications for the public sector and public sector leaders were addressed, in most cases these implications were inferred from the descriptions or predictions of the nature of local public services in which power had been devolved to elected politicians.

Elcock and Fenwick described characteristics of democratic leadership in local government based on interviews with mayors in England, Europe and the US (Howard Elcock, John Fenwick, 2007, 'Comparing elected mayors', *International Journal of Public Sector Management*, Vol. 20 Iss: 3, pp.226-238). Their research concluded that mayoral models generally produced quicker decision-making, greater emphasis on coordinated working across different local government departments, an increased concentration on strategic issues and engagement with the wider governance role.

The growth of accountability and visibility in the mayoral position impacted on other local leaders. The key challenges identified by locally-elected leaders were of potential corruption and abuse of power, and that the hoped-for engagement by the local populace may not materialise.

A series of essays collated by Roxburgh in 'Next Steps to Democracy' described attributes needed for successful leadership of democratically constituted local governments (Roxburgh I. *Next Steps for Local Democracy*, NLGN, 2008). Key points highlighted were a requirement for a more 'facilitative' leadership style that brought different stakeholders together and allowed a greater tolerance of diverging perspectives.

A Deloitte discussion paper highlighted the risks to public sector leaders of democratic devolution of power to elected politicians if this were presented as an empowerment of local communities but went hand in hand with efficiency savings rather than an increase in financial resource (Leslie K, et al. *Leadership at all Levels. Leading public-sector organisations in an age of austerity*. Deloitte, 2010). This combination would challenge leaders to manage unrealistic expectations that may have built up prior to devolution of power. The authors, nevertheless, highlighted their belief in the inevitability of the coming changes by stressing that "regardless of the shortcomings of political leadership, the intention of bringing significant change is clear – the question is whether there is the public sector leadership to make it happen".

In *Improving Performance Management*, the Audit Commission sought to emphasise the potential benefits of devolving power to elected politicians, such as the freedom to develop local priorities and performance measures; the possibility of radically changing the orientation of local public policy by, for example, making police chief officers responsive to local needs rather than central governmental priorities; fostering innovation and responsiveness in the public sector; and freeing partner agencies of conflicting agendas (Audit Commission. *Improving Performance Management*. London; I&DeA, 2010). To flourish, however, it would be crucial to have clear political as well as managerial leadership, a shared sense of purpose between the two types of leaders, and a willingness for both to stick to plans, even when progress seemed slow.

A study of the local leadership capabilities of the Eastern

Area Local Partnership in *Regional Leadership Consultation: Report, analysis and findings* (Aspire 2 Perform 2008) suggested that contextual leadership – described as an understanding of the relationship of one services' aims to others, particular of partners' service aims – is very important in devolved power systems (Aspire 2 Perform. *Regional Leadership Consultation: report, analysis and findings*. East of England Regional Assembly, 2008).

The authors contended that this type of leadership was often overlooked in public sector leadership programmes, which were typically informed by more strategic or operational approaches based on the organisations hierarchy of command, and referenced by the particular organisation's goals. Contextual leadership would require a substantially different skill set to that needed to function in a more "hierarchical" management role.

The difficulties in persisting with long-term plans were highlighted in the South Wales Police Authority's *Police and Crime Commissioners: Some Considerations* report, which underlined the dangers of an elected commissioner focusing on short-term populist priorities without due regard for the "bigger picture" (South Wales Police Authority. *Police and Crime Commissioners: Some Considerations*. 2010). The paper considered that although this could be mitigated by negotiations with senior public service leaders, these leaders would need to be skilled in these types of political discussions.

Research surveyed in the New Local Government Network's policy paper *Your Police or Mine* suggested that central government crime targets and initiatives may distort priorities, raising questions for services led by politicians mandated to deliver narrow policy objectives, such as inappropriate or extremist populist policies, and the potential for undermining police discretion and independence in the field (Brand, A. *Your Police or Mine. Delivering local police leadership*. NLGN, 2007). These concerns are real but, in contrast, case studies showed altered priorities appeared to have had little, if any, impact on the behaviour of policing on the ground. Furthermore, the authors contended the chance of new political arrangements producing elected politicians with unhealthy populist agendas are less likely given that commissioners are likely to be from traditional parties, on whose financial and logistical support they would rely, and this will act as a restraining influence as traditional parties are unlikely to choose an extremist to represent them.

Qualitative interviews

The interviewees consisted of six men and three women, covering a cross-section of ages, employment status, educational backgrounds and public services. Concurring themes identified were the need for much improved political, negotiation and presentational skills. A detailed summary of key points and quotes from public sector leaders can be found on pages 22-23.

Conclusions: Implications for public services leaders

On the basis of the literature review and questionnaire findings, the syndicate identified the following challenges for public service leaders more particular to working in organisations run by elected local politician:

1. Managing high-level exposure to political pressures;
2. Handling a much greater requirement to engage with the media;

3. Providing a crucial advisory role to the political leader;
4. Maintaining operational independence in the face of political pressure;
5. Handling tensions between local and national priorities;
6. Delivering service objectives to politically-set timescales that would demand quicker decision-making;
7. Managing an accountability to both professional and elected authorities;
8. Accepting employment on terms that would allow dismissal based on political rather than performance issues;
9. Maintaining the allegiance of professional staff while owing allegiance to an elected official with the power to appoint and remove officials;
10. Protecting personal and organisational reputation where the service is associated with failure by other services for which an elected official is responsible;
11. Managing potential ethical dilemmas such as:
 - being asked to deliver a strategy set through electoral mandate that conflicts with professional values and
 - being associated with abuse of power by elected officials;
12. Having to negotiate more directly in competition with other local for finite local financial resources.

Conclusions: Implications for public service leadership programmes

To maximise the new opportunities, public sector leaders must develop the skills to influence not only colleagues but also local political leaders. To do so requires an appreciation of the influences and roles of political leaders. A simple model of these is provided in Table 2 (above right), which reproduces a model produced by Northumbria University. The model can help public sector organisations consider how they might improve their methods for managing political leadership in a time of transition.

Drawing on this model and the key implications for leadership described above, three types of additional skills likely to be critical to public sector leaders' success in a devolved democratic structure were identified (Table 3).

The implications for current public sector leadership development are that aspiring leaders will need to learn new skills, greater competence in certain existing skills, and greater understanding of a role that may be very different to anything they have performed previously in a hierarchical organisational structure. The latter may imply a greater need for allowing aspiring leaders opportunities for observing and being mentored by senior public sector staff in political roles. The implications of this for current leadership development programmes may be considered by using Tomasky's seven models of leadership development to compare current and possible future emphases for leadership development programmes (Table 4 overleaf).

Limitations of methodology/research

The findings are limited by factors inherent in the methodology. Since there was insufficient time to perform a systematic review of the literature, it is possible that important articles were not included in this review. Against this must be set the general paucity of evidence; for instance between 2006-2010 there were no articles on the subject in the *International Journal of Public Sector Leadership*, exactly the type of publication in which this issue may have been considered.

The literature reviewed consisted almost entirely of

Table 2: Northumbria University model of factors influencing political decisions

| | | Influences | | |
|-------|--------------|--|---|--|
| | | Institutional | Formal | Informal |
| Roles | Governmental | Policy, budget, vetoes, appointments | Relations with other parties, backbenchers, chief officers | Ability to articulate, dominate, negotiate |
| | Governance | Representation outside memberships, decentralised structures | Relations with lobbies, interests, other levels of government | Abilities/skills; Established contacts/networks |
| | Allegiance | Term of office, formal relation to council. Power of recall/dismissal, Abolition of office | Relations with outside parties, electorate, Power | Approachable, Accessible? Risk of corruption; clientism; power |

Table 3: Additional skills required in politically devolved power structures

| Skill | Details |
|----------------------|---|
| Negotiation skills | a. Able to manage political ambiguities by agreeing with elected politicians a clear agreement of the boundaries of professional and political decisions, for instance in the setting of targets. b. Develop relationship skills to influence the setting of local agendas in conjunction with elected officials so that community's needs can be met in a political environment. c. Strengthen their influence at national negotiations to ensure that critical nationwide objectives are not subsumed by local prerogatives e.g. managing the Olympics. |
| Communication skills | a. Develop presentational skills and styles to promote professional initiatives to wider audiences including elected politicians and members of the public b. Improve media management to competently manage greater media scrutiny, for instance during critical incidents or during elections. |
| Political acumen | a. Able to understand and negotiate the political landscape to deliver on political imperatives while maintaining focus on professional duties. b. Maintain relationships with all politicians to preserve position and protect personal and professional position if political landscape changes. |

unsubstantiated descriptions of existing elected local governance structures and opinion pieces; these would necessarily be influenced by personal bias. Furthermore, experience of devolution of power to locally-elected officials elsewhere may not describe the outcomes in the UK. Nevertheless, the high degree of consistency in different authors' conclusions supports the strength of their arguments.

People were selected for qualitative interviews based on their connection to syndicate participants rather than a scientifically-derived sample. This may have biased responses

Table 4: Tomasky's models of leadership development

| Model | Underlying principle | Current | Future |
|------------------------------|--|---------|--------|
| Intellectual construct-based | Mastery of defined knowledge and skills | ✓ ✓ | ✓ |
| Learning-lab-based | Simulate leadership situations in a controlled setting | ✓ ✓ | ✓ |
| Business issue-based | Construct programs to deliver a specific benefit | ✓ | ✓ ✓ |
| Strategy-based | Curriculum should relate to an organisation's strategic plan, ie, be very organisation-specific | ✓ ✓ | ✓ |
| Career stage-based | Leadership skills are stage-specific and should be developed at a person's stage in the organisation | ✓ | ✓ ✓ |
| 'Leaders-developing-leaders' | Leadership best learned through mentoring with recognised leaders through 'identification' with a role model | ✗ | ✓ ✓ |
| Pantheon of leaders | Learn by observing other leader's actions including their mistakes | ✗ | ✓ |

towards the views of the police, but the fact that responses from NHS and local government executives largely agreed with these opinions suggested that the views obtained were reasonably representative of the wider public sector workforce.

Conclusions

The coalition government has proposed fundamental organisational and political changes for public services. These will present significant challenges, but also opportunities for public service leaders to become more responsive and accountable to their local communities and elected leaders.

New skill-sets and style of leadership will be required to fully realise the potential benefits of a politically-driven local agenda. Consideration will need to be given to producing guidelines on managing conflicts between national and local agendas, ethical dilemmas and accepting employment on terms that may be very different to those that operate currently. Leadership development programmes across all public services will need to substantially change to reflect these factors, and creative methods found for equipping future leaders for the challenges they will face.

Senior police officers' views

Politicians base their views on what gets them elected. This will skew the priorities – are they going to concentrate on the right things?

Policing needs to respond to the full breadth including international and national issues. The professional voice of the service has to be heard.

Commissioners will be potentially powerful with dangerously little knowledge.

There is a danger that the service will stagnate in moving from here to there. There will be a reluctance for police authorities to make decisions as the governance will not fall to them once the commissioners are introduced.

Leaders will need a much more refined and sophisticated approach to negotiating and influencing, and they will have to up their game in understanding politics.

The leadership issue is now. Leaders must influence the agenda to address these growing concerns. What the service needs is courage in leadership, maintaining ethical principles – do you just become a puppet to who hires and fires you?

Who do these commissioners represent in a large geographical area? A politically-elected official will not encourage public confidence if they do not represent the public's interests.

Who is holding who to account?

The model must be flexible enough to respond to different demands; priority can shift and we need to engineer the business in order to be able to respond to this.

Everyone's going to be feeling the pinch. Politicians must be able to streamline the business to what's really important. I'm not convinced they'll know how to do that.

The relationship between police and politician must be a joint mission aligned to how you're going to go about it – it's not just a bilateral relationship.

This will be the introduction of overt politicisation of policing priorities. There will be subtleties that set the priorities – will it be the chief constable or politician?

I'm not sure how operational independence will be affected. It might be OK but could be reduced to making single issue comparisons.

There is no consistency of awareness across politicians.

There will be learning to be done by them.

Who will stand up to be counted when push comes to shove?

Directly-elected politicians will need moral courage, acumen and a disciplined approach if they're going to do the job effectively.

It will depend on the narrative of the mandate

Powerful Partnerships, Syndicate 2:

Lance Saker is a consultant in public health and a part-time general practitioner. He leads on a range of public health areas in Camden and North Central London, including screening services, individual treatment funding requests and cancer care. As a GP he is a member of the new GP commissioning board in Camden.

Clive Barker has 11 years' experience of working within the police. He is currently the Chief Financial Officer in Wiltshire Police with responsibility for finance, procurement and

insurance. He qualified as a chartered accountant while working for Wiltshire County Council and chairs the Tri-Service Joint Services Board.

Chief Supt Graham Bartlett is the BCU commander at Brighton and Hove in Sussex. He jointly chairs the Community Safety Partnership in the city and is a member of the newly-formed multi-agency Intelligent Commissioning Board. He is Gold Firearms and Public Order commander and a previous head of Public Protection.

Superintendent Paula Wood is head of the Professional Standards Department at Lincolnshire

Police. Her more recent roles include an 18-month secondment to Lincolnshire County Council as the assistant director for crime and disorder reduction and Operational Command in the BCU covering Lincoln city and surrounding towns.

Chief Superintendent Karen Manners has 23 years' service with Hampshire Constabulary and is currently the Operational Commander for central Hampshire, encompassing Winchester, Fareham, Gosport and Havant. Her career has been split between uniform and CID, including child protection, serious and organised crime.



provided to PCCs and the level of empowerment given to them from central government.

Leaders need to focus on outcome rather than being activity-focused.

Most police authorities are currently benign with police leaders using command and control techniques to manage those authorities. We will need influencing skills as we will no longer be in charge.

We have 43 chiefs who have 43 views and we will require a professional body to provide a collective professional response.

It's vital to ensure the breadth of mission is catered for in the priority setting process – currently, police authorities agree priorities with the chief but under PCCs they will set the priorities. That way the individual's elected mandate will drive the priorities of the force.

Ultimately, the PCC will hold the chief to account for their mandate.

Current chief constables will need advanced 1-2-1 negotiating skills; you've got one person overseeing one person – very unusual. It will require a very good working relationship.

The person won't be vetted – which will be a risk – and it will be vital to build up that relationship.

Are the PCCs only going to employ people who agree with them?

In advance, ACPO is working with the Home Secretary and police ministers to ensure the job description for the role includes sub-national and national issues.

In post, it will be the intellectual ability of the chief constable to be able to get buy-in and demonstrate to the PCC the benefits of more national delivery.

Local authority chief executives' views

It's important to establish appropriate roles and responsibilities for political leadership and managerial leadership. The Institutional leadership is shared between management leadership (internal) and political leadership, which is responsible for connecting the institution to the community. The challenge is to ensure both undertake the right role – there is a significant overlap and it is important that this is kept to a minimum.

How are we going to understand roles and responsibilities?

It will be important to manage relationships; not to understand politics more but rather how to relate to politicians

Self-awareness, self-control and self-confidence becomes more necessary (emotional intelligence). In this context, leadership becomes more personal.

Rather than internalise the tension, you have to explain to people who are making the local demands why, and the reasons why, you deploy resources elsewhere.

Expression of public reason: why is this happening?

At the national level you have to convince ministers but at the local level you have to convince communities – the numbers become bigger.

It is all about the explanation.

It's important to ensure the political leadership maintains a balanced view of policing. The service needs to provide political leaders with a view of the full spectrum of policing needs and challenges and to guide them away from news worthy interventions.

The quality of elected members is such that some do not understand their full responsibilities, often seeing their role through a party political context. The proposed General Power of Competence will require new capabilities to innovate safely.

Local devolution will increase the perception of postcode lotteries of services unless leadership demonstrates the maturity to explain the basis for variation and decision-making.

Leaders need to develop to be skilled in engaging with a radical improvement agenda where historically they have been required to sustain processes and services.

Leaders need to be visionary and radical and prepared to disrupt the current norms.

Leaders need to become and communicate outcomes rather than just activities.

As advocated by DCLG, it's important to be more robust with regulators and focus on what matters for place and people rather than the old regime.

It's important to maintain an ongoing dialogue with communities and politicians as to choices made over priorities – for example, what's more important, child protection or repairing park benches?

Director of Public Health's views

There's no easy answer; it depends on the quality of the relationship.

Reconciling the differences between professional judgement and political aims will be crucial.

Relationship building between elected officials and professional leaders will add to the process.

Both parties will need to agree processes for setting agendas. Negotiating appropriate governance arrangements will be key.

Staff, including (but not exclusively) leaders, would need support in acting in a political environment; negotiating skills; personal relationship buildings, etc, will all need to be carefully honed.

Chief Superintendent Jeremy Burton joined the Metropolitan Police Service in October 1988, working in various uniform and CID roles, including the Racial and Violent Crime Task Force and as a detective inspector in the newly-formed Diversity Directorate, leading on the implementation of the MPS Diversity Strategy in all London boroughs.

Mark Benden is assistant chief officer, Devon and Cornwall Probation Trust, coordinating day centres, managing probation volunteers, supporting probation officer colleagues in court and providing benefits, housing and

employment/training advice to offenders. Previously he managed a team responsible for the direct supervision of offenders on Community Orders and pre/post release from custody.

Detective Chief Superintendent Graham McNulty is the head of Serious and Organised Crime Command, Metropolitan Police Service, currently responsible for the management and oversight of both proactive and reactive serious and organised crime investigations. In 2004 he received a Commissioner's Commendation for his role as the mortuary manager responding to

the Tsunami in South East Asia. He has been responsible for a number of high profile inquiries including 'Cash for Honours'.

Chief Superintendent Rachel Kearton is the Head of Operations Command in Northumbria Police with responsibility including firearms, public order, roads policing and other specialist operational resources. She spent two years on secondment to the Home Office introducing a national race and diversity strategy for the service and leading on the introduction of work-based assessments for promotion.