



THE EVOLUTION OF LEADERSHIP AND MANAGEMENT WITHIN POLICE FORCES IN THE UK

Organisational Leadership within the police-
Theory in practice BMPL6004

Chelsea Pelosi (2015581)
[Email address]

The Evolution of Leadership and Management within Police Forces in the UK.

In the realm of policing, leaderships not confined to those in formal positions of authority; rather, it extends to every individual within the organization. From frontline officers to administrative staff, each member plays a crucial role in shaping the culture, effectiveness and public perception of law enforcement efforts. Leadership styles within policing are instrumental in guiding decision-making, fostering teamwork, and addressing contemporary challenges such as misconduct. As law enforcement agencies navigate these complexities, the importance of effective leadership styles becomes increasingly evident, as they serve as the foundation for promoting accountability, integrity and public trust within policing organizations.

Sir Robert Peel formed the first ethical police force in 1829, known as the Metropolitan Police. Peel made the first organized attempt to create a professional and standardized police force due to the failure and increased crime rates in England from previous forms of law enforcement such as watchmen (Roach, 2004). Due to the previous failure of crime control and prevention, Sir Robert Peel introduced nine principles which consisted of; Maintaining public order, building public trust, policing by consent, preventative policing, professionalism and discipline, minimal use of force, neutrality and impartiality, accountability and transparency (College of Policing, 2014). Research by Stockdon Police (2017) stated that Sir Robert Peels principles approach to policing by consent made a shift in modern day policing practices. The principles underlined that police authority originates from public cooperation rather than intimidation, emphasizing that policing should be grounded in the endorsement and esteem of the public.

Sir Robert Peels vision and introduction of the Metropolitan Police demonstrated transformational leadership. Leaders who demonstrate a transformational leadership style often have a clear vision for the future and are able to communicate that vision effectively. Transformational leaders inspire and empower their followers by fostering a sense of shared purpose, encouraging creativity and innovation, and providing support and encouragement (Richardson, 2011). Sir Robert Peel exemplified transformational leadership through his impact on law enforcement practices. Peel's establishment of the London Metropolitan Police Force in 1829 introduced revolutionary concepts such as community policing by policing with consent, reshaping the law enforcement. By emphasising the importance of public cooperation, trust and officer accountability through his nine principles, Peel inspired a cultural shift within police organisations, demonstrating how a visionary leader can inspire meaningful change by aligning the values and actions of law enforcement with the needs and expectations of society.

Sir Robert Peel also demonstrated servant leadership. Servant Leaders focus on serving the needs of others such as employees or the community, rather than their own interests or ambitions. Individuals who demonstrate a servant leadership style prioritizes the well-being and development of their followers, empowering them to reach their full potential and achieve collective goals (Wilson, 1998). According to Wilson (1998) Servant leaders typically exhibit conceptualization, meaning they have a vision for the organisation and can

conceptualize long-term goals and strategy. Sir Robert Peel's long-term goal in policing was largely successful and laid the foundation for modern law enforcement practices (College of Policing, 2014). His establishment of the Metropolitan Police in London and principles revolutionized policing by emphasising crime prevention, community engagement and professionalism. Sir Robert Peel demonstrates how being a Transformational and servant leader within the police force can have a significant positive impact. UK Parliament (2023) supports this by revealing that 70% of the public expressed confidence in the police in England and Wales, during 2020. However, by 2023, this figure dropped to 47%, signalling a decline in the public trust in law enforcement.

In Modern day policing, addressing misconduct and rebuilding trust in the police force is a contemporary challenge (Home Affairs, 2023). The research argument posits that a decline in trust in police is likely associated with widely publicized instances of misconduct committed by officers. This is supported by UK Parliament (2023) which revealed a decrease in trust in the police from 63% in February 2020 to 53% in November 2021, subsequent to the sentencing of Wayne Couzens, a former Metropolitan Police Service Officer who had abused police power and displayed misconduct.

Former Metropolitan Police Officer Wayne Couzens was convicted June 2021 for the kidnapping, rape and murder of Sarah Everard, a woman he abducted while she was walking home in London (Lowerson, 2022) . Wayne Couzens had demonstrated a lack of ethical leadership through his egregious actions. According to Hartog (2015) ethical leadership entails upholding principles in fairness, integrity and justice, promoting a culture of respect for human rights, diversity and inclusivity within their organization. Individuals that demonstrate an Ethical Leadership style prioritise doing what is right, not just what is expedient or beneficial for themselves or their organisation. Wayne Couzen's actions infringed upon the human rights of Sarah Everard under the Human Rights Act 1998, including Article 2, right to life (Equality and Human Rights Commission, 2021) representing a serious breach of both legal and moral obligations under the Human Rights Act 1988. As a police officer entrusted with upholding the law and protecting the public, Couzens violated the fundamental principles of integrity, trustworthiness and accountability. Couzens failed to uphold ethical standards expected of a police officer and instead perpetrated a grave injustice, causing irreparable harm to the victim and her loved ones. His actions exemplify a stark departure from the principles of ethical leadership, highlighting the dire consequences of moral lapses within law enforcement.

In this case of misconduct, it is apparent that there was also a lack of transformational leadership by Wayne Couzens. Bass and Riggio (2005) states that transformational leadership emphasizes inspiring and motivating followers to achieve common goals, fostering a culture of accountability and promoting ethical behaviour. It is clear that Wayne Couzen's actions were antithetical to these principles. His actions underscored the need for ethical leadership within law enforcement to prevent and address misconduct effectively. It is apparent Couzens case has further strained trust between the police and the community, making it a contemporary issue in modern day policing. This highlights the importance of transparency, accountability and meaningful engagement to rebuild trust.

It is apparent that while the core principles articulated by Peel remain foundational to modern policing, however their interpretation and application must adapt to address contemporary challenges including misconduct, to maintain public trust and confidence in law enforcement. As such, The Independent Office for Police Conduct (IOPC) operates as an independent organization responsible for overseeing the police complaints system in England and Wales. It investigates the most serious, sensitive cases involving the police, including allegations of misconduct and corruption which could result in disciplinary procedures (IOPC, 2018). The IOPC reflects efforts to address instances of misconduct within the police force, promoting integrity, transparency and accountability among officers. Ongoing review and adaption of procedures and policies are essential to ensure that the police force restores and maintains public trust and confidence.

The misconduct exhibited by Wayne Couzens prompted the police to adapt and revise procedures within the police force (UK Parliament, 2022). The research underscores the implementation of new protocols taken by The Metropolitan Police during 2022. New procedures were put into place to review the vetting status of active officers and addresses concerns about their conduct, whilst launching a public hotline to report instances of Metropolitan police Officers misusing their authority. It is apparent that emotional intelligence had been demonstrated by The Metropolitan Police.

Emotional intelligence refers to the capacity to recognize, understand, and manage one's own emotions, as well as the ability to perceive, interpret and respond to the emotions of others in a socially adept manner (Goleman, 2020). The research highlights how emotional intelligence plays a crucial role in personal and professional success, with the ability to empathize with others, understanding their perspectives and navigate social interactions with sensitivity and tact. Magny and Todak (2021) identifies the significance of emotional intelligence within a police force by highlighting how it can de-escalate tense situations and build trust with the community. Ali et al (2011) reinforces this notion by highlighting that emotional intelligence contributes to fostering trust and collaboration with the community, thereby enhancing their effectiveness in combatting crime. The metropolitan Police displayed emotional intelligence by implanting new procedures, such as public hotline for reporting misconduct. It can be seen that this proactive step aimed to address public concerns and foster a trust within the community. Offering a direct avenue for reporting misconduct demonstrated empathy towards individuals who may have previously hesitated to come forward. Moreover, it underscored a dedication to transparency and accountability, recognizing the significance of community participation in upholding the police force's integrity.

Effective management is pivotal in policing, ensuring the provision of law enforcement services, safeguarding public safety, and nurturing community trust (College of Policing, 2023). Throughout time, management strategies in law enforcement have substantially transformed, spurred by factors like technical advancements, shifts in societal norms and lessons learned from high profile cases (Metropolitan Police, 2021).

The high-profile case of the Soham murders, distinctly underscores the significance of effective management in policing, as well as the ramifications that poor management can entail. The Soham murders occurred in August 2002 when two ten-year-old girls, Holly Wells

and Jessica Chapman were abducted and murdered. The case drew widespread attention as Ian Huntley, a local school caretaker, was apprehended and accused of the murders after being the last person to see the girls. Huntley was later convicted in 2023 (HM Inspectorate of Constabulary, 2023). Prior to the Soham murders, Ian Huntley had a history of concerning allegations, including accusations of sexual assault and inappropriate behaviour towards young girls (Gibin, 2008). Gibin (2008) states factors such as insufficient evidence and lack of collaboration and communication between different law enforcements played an integral role in the failure of prosecution of Ian Huntley prior the Soham murders, which later allowed him to uphold a position of trust as a school caretaker. House of Commons (2004) supports this by highlighting the failure of Humberside Police and social services to recognize Ian Huntley's behavioural patterns promptly. The Chief of Humberside Police acknowledged systematic and organizational shortcomings in managing their intelligence systems during his testimony. The establishment of records on their primary local intelligence system, known as CIS nominal, was flawed. Insufficient guidance and training meant officers were unaware of proper recording procedures, resulting in the deletion of records shortly after creation. Following the shortcomings exposed by the Ian Huntley case, the Management of Police Information (MoPI) code of practice was introduced across UK police forces in 2005. The MoPI was implemented to ensure the accuracy of intelligence and information concerning individuals, highlighting the crucial role of data quality (Loughborough Univeristy, 2018). The MoPI establishes protocols for collecting, storing, sharing and discarding information, with a focus on preserving accuracy, integrity and confidentiality (National Centre for Policing Excellence, 2005). It is clear that in the result of the Ian Huntley case, the management of police information underwent significant evolution to rebuild trust and prevent similar incidents. Police have evolved their information management practices under MoPI by implementing advanced technology for secure data sharing among agencies, enhancing training and data handling procedures and establishing clear guidelines for information dissemination (National Centre for Policing Excellence, 2005).

The introduction of the MoPI in all police forces following the Ian Huntley case demonstrated a proactive approach to leadership. According to Wu and Wang (2011) proactive leadership entails foreseeing challenges, seizing opportunities and enacting pre-emptive strategies to tackle issues before they escalate. Proactive leaders aim to instigate positive transformations within their organization or community, emphasising innovation, ongoing enhancement and effective risk management to ensure enduring success and reliance. It is apparent that the police force exhibited proactive leadership by instituting MoPI, underscoring their dedication to averting comparable incidents. Through acknowledging the necessity for enhanced information governance and enforcing a uniform code of conduct, they proactively bolstered operational efficiency, transparency and the restoration of public confidence in the police.

On the 3rd may, the day following Holly and Jessica's disappearance there was only one chief officer on duty due to one being on annual leave and an excising vacancy for another (House of Commons, 2004). Likewise, during the notable absence of annual leave in August, several other senior officers were unavailable, including the BCU commander for the Soham area and the detective superintendent (HM Inspectorate of Constabulary, 2023). This meant there was significant pressure on the Chief officer on duty who was essentially responsible for the workload that would typically be divided among three people. This situation can lead to

increased stress fatigue and potential oversight of critical tasks, impacting decision making and the overall effectiveness of the police response. The absence of Chief officers, BCU commander and the detective superintendent in the Cambridge Constabulary indicates a deficiency in strategic leadership. Davies (2007) stated that the strategic leadership style is characterized by a focus on setting and achieving long-term goals, anticipating future challenges and effectively allocating resources to meet those goals. The absence of the appropriate number of chief officers during the Soham murders indicates a potential lapse in strategic leadership, as it suggests a failure in organizational preparedness and delegation of responsibilities in the Cambridge Constabulary.

On 14th August, returning from his annual leave earlier than planned, the Chief Constable assumed command ten days after the disappearance of Jessica Chapman and Holly Wells (House of Commons, 2004). It was crucial for the Chief Constable to return to work immediately during the early stages of the investigation due to the gravity of the situation and the need for effective leadership. The decision to return to work 10 days into the investigation of Holly Wells and Jessica Chapman, indicates a lack of situational leadership. A situational leadership entails leaders modifying their approach based on the unique requirements of the situation and the individuals involved. It encompasses evaluating the readiness and abilities of team members and tailoring leadership style to suit their needs (Graeff, 1997). The research states that situational leaders adjust between directing, supporting and delegating, enabling the leader to adeptly steer their team through diverse challenges and tasks. In this case, the absence of situational leadership stems from the ability to respond effectively to the urgency and gravity of situation. The Chief Constable's failure to promptly return to his role, despite acknowledging the shortage of Chief Constables within Cambridge Constabulary and the seriousness of the case, indicates a deficiency in both responsiveness and adaptability, which are fundamental aspects of situational leadership. A situational leadership style was essential to tailor his leadership style to suit the circumstances, perhaps transitioning to a proactive leadership approach, instilling confidence in the team, maintain public trust and maximise the chances of a successful outcome in resolving the case.

However, situational leadership was later shown despite returning 10 days into the investigation. The Chief Constable later demonstrated situational leadership by responding to the evolving circumstances, adjusting his plans and priorities based on the urgency of the situation. Additionally, his decision to return early indicates a level of transformational leadership as he recognises the need to inspire confidence and to take charge in a critical case. Overall, his actions suggest a willingness to adapt to the situation and prioritize the needs of the investigation and community, which are key aspects of effective leadership. According to HM Inspectorate of Constabulary (2023) the Chief Constable acknowledged his mistake regarding his prolonged absence in the Soham murders case. The Chief Constable demonstrated traits of Democratic leadership. Democratic leaders encourage open communication, fostering a sense of ownership, commitment and empowerment among team members. The Chief Constable's open admission of his error in not returning to work sooner from his annual leave demonstrates democratic leadership by promoting transparency and accountability. It can be seen that by acknowledging his mistake, the Chief Constable fosters an environment where honesty and accountability are valued, encouraging his followers to do this same.

In conclusion, Leadership styles play a crucial role in policing, influencing organizational culture, decision-making processes and community interactions. In light of contemporary challenges such as misconduct, effective leadership is essential for upholding integrity, accountability and public trust within law enforcement. High profile cases like the Soham murders and the Wayne Couzens incident underscores the critical role of leadership in policing, emphasizing the need for leaders to demonstrate transparency, responsiveness and empathy to foster trust with the public.

As Police navigate these challenges, Sir Robert Peel's nine principles of policing serve as enduring guidelines for effective law enforcement. These principles underscore the importance of building public trust, preventing crime and maintaining professionalism and integrity. Moreover, it is essential to recognize that everyone in policing is a leader, regardless of rank or position. Every police officer plays a crucial role in shaping organizational culture and upholding the values of integrity, professionalism and public service. By embracing their leadership role, individuals in policing can contribute to building trust and confidence within the community they serve, ultimately enhancing public safety and well-being

Bibliography

- National Centre for Policing Excellence, 2005. *CODE OF PRACTICE ON THE MANAGEMENT OF POLICE INFORMATION*, London: National Centre for Policing Excellence.
- Ali, O., Garner, I. & Maggadley, W., 2011. An Exploration of the Relationship Between Emotional Intelligence and Job Performance in Police Organizations. *Journal of Polica and Criminal Psychology*, 27(1), pp. 1-8.
- Bass, B. M. & Riggio, R. E., 2005. *Transformational Leadership*. 1st ed. New York: Psychology Press.
- College of Policing, 2014. *The Code of Ethics- Reading List*, Coventry: College of Policing.
- College of Policing, 2023. *Leadership standards*. [Online]
Available at: <https://www.college.police.uk/career-learning/leadership/leadership-standards#:~:text=Lead%20a%20team%20with%20fairness,good%20practice%20and%20motivating%20others>
[Accessed 30 April 2024].
- Davies, B. J., 2007. Strategic leadership. *School Leadership & Management*, 24(1), pp. 29-38.
- Equality and Human Rights Commision, 2021. *Article 2: Right to life*, London: Equality and Human Rights Commision.
- Gibin, H., 2008. *Hailey's Story - She Was an Eleven-Year-Old Child. He Was Soham Murderer Ian Huntley. This is the Story of How She Survived*. 1st ed. London: Kings Road Publishing.
- Goleman, D., 2020. *emotional intelligence*. 2nd ed. London: Bloomsbutry.
- Graeff, C. L., 1997. Evolution of situational leadership theory: A critical review. *The Leadership Quarterly*, 8(2), pp. 153-170.
- Hartog, d. N., 2015. Annual Review of Organisational Psychology and organizational Behaviour. *Annual Review*, 2(1), pp. 409-434.
- HM Inspectorate of Constabulary, 2023. *A REPORT ON THE INVESTIGATION BY CAMBRIDGESHIRE CONSTABULARY INTO THE MURDERS OF JESSICA CHAPMAN AND HOLLY WELLS AT SOHAM ON 4 AUGUST 2002*, London: HM Inspectorate of Constabulary.
- Home Affairs, 2023. *Hard- hitting measures to eradicate toxic police culture must come before wider change possible, Home Affairs Committee warns*, London: UK Parliment.
- House of Commons, 2004. *The Bichard Inquiry*, London: House of Commons.
- IOPC, 2018. *Taking disciplinary action against officers who left the police*, London: IOPC.
- Loughborough Univeristy, 2018. *Mobile access to information systems in law enforcement: an evaluation of its implications for data quality*, Loughborough: Loughborough Univeristy.
- Lowerson, A. J., 2022. Proportionate? The Metropolitan Police Service Response to the Sarah Everard Vigil: Leigh v Commisioner of Police of the Metropolis. *Sage Journals*, 86(4), pp. 122-135.
- Magny, O. & Todak, N., 2021. *Emotional intelligence in policing: a state-of-the-art review*. 1st ed. Lodnon: Emerald.
- Metropolitan Police, 2021. *Force Management Statement 2021*, London: Metropolitan Police.
- Richardson, D., 2011. Transformational Leaders. *Radiologic*, 82(5), pp. 478-480.

- Roach, L. T., 2004. *The origins and impact of the function of crime investigation and detection in the British Police*, Loughborough: Lawrence T. Roach.
- Stockton Police, 2017. *The Evolution of Policing and a Return to Principles*, Stanford: Stanford University .
- UK Parliament, 2022. *Crime and misconduct within the Metropolitan Police*, London: UK Parliament.
- UK Parliament, 2023. *Police standards and culture: Restoring public trust*, London: House of Lords.
- UK Parliament, 2023. *Trust in the Police*, London: UK Parliament.
- Wilson, R. T., 1998. The Physician Executive. *American College of Physician Executives*, 24(5), pp. 6-52.
- Wu, C. & Wang, Y., 2011. *Understanding proactive leadership*, London: Emerald.