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THE NATIONAL POLICE COLLEGE OF ENGLAND AND WALES*

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The author has had extensive experience working with delinquent young people in Britain. He has published a number of articles on Police Juvenile Liaison Work in England as well as various articles dealing with the British Police System in publications in this country. He is currently employed at the Children's Department of the Lancaster County Council.

Higher police education commenced in Great Britain in 1948 with the foundation of a single police College for England and Wales. This institution is now permanently located at Bramshill, Hampshire, which is about midway between London and Portsmouth, and to date over 9000 police officers have attended one of the four courses provided. At any given point of time there are approximately 265 students in residence with the Special Course having 60, the Inspectors Course 150, the Intermediate Command Course 30, and the Senior Command Course 25. The two Senior Command Courses are held alternately, and 10% of all students come from overseas police forces. Women police officers also attend these Courses. From the earliest days both junior and senior courses were liberally conceived and much time devoted to general studies with an international context. In a relatively short space of time this College has gained a reputation as a progressive police academy, and it still remains the only centre for advanced police training for the 108,406 male and female personnel employed in the forty-seven police authorities within England and Wales. Scotland has its own staff College which was established four years after Bramshill.

Every law enforcement officer selected after intensive competition to attend such training is considered potential material for future promotion. We have no short cut to police inspector status or direct entry to senior rank, and the majority of police officers serving in the United Kingdom completed their Secondary education long before reaching sixteen years of age. In direct contrast to

the American situation no British University awards either a degree or diploma relating to Police Work, and in this country there is simply no tradition of the more academic individual looking towards the police service as a socially acceptable career. Unfortunately, the present University Graduate Entry Scheme has again proved an abysmal and expensive failure; for in 1970 only 97 applications were received with 9 being finally recommended for a place on the Special Course. Before the successful applicant is eligible to begin his training which leads to accelerated promotion he must be employed as an ordinary police constable for three years.

A cardinal principle is upheld, that within the ranks of the police service there are ample personnel of the highest intellectual calibre to adequately fill all the top executive posts, and today there are over 2500 appointments above the rank of Inspector, including 200 at Assistant and Chief Officer of Police. A Senior police official commands the College and normally serves for five years, and police instructors are seconded for two years by their own Constabularies, there being no career educational structure for professional police instructors. The Dean of General Studies and the other civilian members of the directing staff invariably hold University Honours degrees. All College curricula is continually being renewed, and recently a senior lecturer was appointed to specialise in accountable management. In 1961 in England and Wales there were one hundred and twenty-six police forces, while today there are only forty-seven each with an average strength of two thousand officers plus large auxiliary forces. Those closely involved with the police service consider that within ten years there should only be about ten regional police authorities in Great Britain, for suddenly intensive research, specialisation, management by objectives, and planning, programming, budgeting systems have become of supreme

* John C. Alderson Esq., Commandant, The Police College, "Bramshill House", Hartley Wintney, Hampshire, England, has kindly supplied much of the enclosed information. The Metropolitan Police, New Scotland Yard, Broadway, London, S.W.1, England have supplied the photographs, but the comments, suggestions and responsibility for this article are entirely the author's own.

importance, and for these factors to function effectively large police forces are essential.

AIMS AND METHODS OF SOCIALISATION

"Studiis Alilar Auctoritus or Authority is Strengthened by Learning" is the college's motto, and the spirit of brotherhood fostered within these walls is really the cement which helps bind the British and Commonwealth Police Forces together. Two teaching projects which have been proven by commerce, industry, military colleges, and universities are mainly used. These are the syndicate system in which each course is divided into carefully balanced small groups of students, and emphasis is also placed on the tutorial system so that all students have the benefit of personal tuition for his syndicate director. Almost every present serving police officer in the middle and senior ranks is a late developer made good, and there is always the danger that too many years in the lower ranks does tend to restrict initiative and breeds conforming pension seekers. Great emphasis therefore is laid on the individual aspect of the students' work, with encouragement given to developing forward thinking and imagination. Essentially this college is a high class residential academy, and all students and directing staff are provided with study bedrooms, houses, or flats. Many amenities are supplied by the Police College Club of which both students and staff are members, and among activities sponsored are the publication of the biennial College Magazine, debating, playreading, stage entertainment, the College Choir, music, film shows, photography, handicrafts, and many visits to places of interest. The Police College Students Association and the Police College Director Staff Association each hold annual reunions at Bramshill which are always well attended: This truly magnificent estate is of great antiquity, being mentioned in the Domesday Book of 1086, apart from offering first class facilities for leisure and recreational activities there is a beautiful lake of seventeen acres in extent and this provides for fishing and boating. The College is administered by a Board of Governors under the Chairmanship of the Permanent Under Secretary of State at the Home Office, representing central and local government and all ranks of the Service. Many eminent lecturers from varied fields offer their services. They include judges, senior civil servants, members of the armed forces, scientists,

industrialists, newspaper editors, and university teachers.

THE SPECIAL COURSE

This program trains young officers of outstanding promise who have been finally selected by extended interview. Successful completion of the course entitles them to be promoted to the substantive rank of sergeant and after one year's satisfactory service in that rank to promotion to the substantive rank of inspector. It is now possible for an officer to qualify for admission to this course before the end of his third year of service. In 1970 no less than 9913 Constables sat for the Sergeant's promotion examination, 1437 were successful and a mere 38 constables being finally recommended for the Special Course. The Challenge which faces the British Police Service in this age of violence and social upheaval now highlights the urgent need for police officers of above average ability and acceptance on this elite course is the supreme prize in any young officers early career; and it remains the only key to accelerated promotion.

Academic and professional studies are divided into four terms. General Studies comprise constitutional and police history, government social studies, international affairs and the study of overseas police systems. Professional studies include police duties, criminal law and the Courts, organisation, administration, road traffic, and scientific man-management. During the Course students are attached to police divisions to gain insight into districts services; local government, local police services, and they make visits of observation to various establishments, and take a brief war-time duties course at the Civil Defence Staff College. Also stressed are the virtues of self help, with students leading group discussions, chairing meetings, and carrying out personal research projects. This Special Course tries to instill into the police leaders of tomorrow the attributes of social concern, compassion, allied to a wide range of professional law enforcement expertise.

THE INSPECTORS COURSE

The course trains newly promoted inspectors for the onerous responsibilities of their rank which is really the backbone of the Police Service and for those of Chief Inspector. This intensive course is of three months duration and is divided into two equal parts, the first consists of general studies,

geared to broaden personal outlook and develop greater powers of thought and expression. The second part specialises in police studies designed to increase professional knowledge and skills. Subjects include, discipline, operational planning, law and public order, man-management and administration, and the very latest research and developments in police affairs. This syllabus and the Special Course have much in common, and there is a very beneficial cross-participation of ideas and experiences. Every Inspectors Course has its quota of Metropolitan and Overseas Officers; and since 1948 over six thousand such officers have now attended such specialised training.

THE INTERMEDIATE COMMAND COURSE

This three months course prepares Inspectors and Chief Inspectors who have been singled out as meriting early promotion to Superintendent and endeavours to equip them for divisional and departmental command; for example a Chief Superintendent in charge of a Police Division commands several hundred men and women, including uniformed officers, detectives, traffic wardens, civilian clerical staff, drivers, and maintenance staff. He has general responsibilities for the homes, property, lives, and liberty of perhaps one hundred and fifty thousand people in his area. In addition to being a policeman he is an executive in every sense of the word, and carries at least as much administrative responsibility as a general manager of a fairly large commercial or industrial enterprise. The themes of study for this course; include social problems, leadership, management by objectives, administration and organisation, public and community relations, public order and operational planning, crime, road traffic, and the organisation of Courts of Law.

THE SENIOR COMMAND COURSE

The course is organised to meet the requirements of the next generation of Chief Officers of Police and intensive use is made of lecturers, seminars, personal research projects, placements in various establishments, and occasional visits to overseas police forces. As senior students on this course which is of six months duration the majority of work is carried out under their own arrangements, and the role of the directing staff is primarily to advise, co-ordinate, and assess. In recent months greater emphasis has been given to management studies, with increased integration of academic and

professional studies, and individual assignments now have a higher scientific content. Police management has always been the central theme of this college, and this senior command course of instruction is especially concerned with studying the principles of management by objectives and police planning, programming, budgeting systems.

Every British Chief Constable enjoys immense scope to become involved in community affairs, for the battle for the minds and loyalty of the delinquent and socially deprived youngster will be fought out mainly within the home environment and the schoolroom. The Bristol Constabulary, Police Headquarters, Bridewell Street, Bristol, England, is one of our smallest police forces. It has responsibilities for a population of 426,370, with an annual police expenditure of over \$11,682,400 and an authorised establishment of 1127, and additional help is forthcoming from volunteer special constables, civilian employees, police cadets, and traffic wardens. Apart from providing a multiplicity of services one expects from a well organised police force its Chief Constable George Twist Q.P.M., LL.M. along with his senior police colleagues throughout the United Kingdom are making concerted endeavours to improve community police relations, for example during 1970 no less than 2355 members of the general public from various organisations, colleges, and business undertakings visited their new headquarters, including a large party of Russian professional people. Mounted Branch, dog handlers, unit car drivers, motor patrol officers also attend schools on a planned basis to augment talks given by Area Constables who regularly officially liaise with educational establishments in their districts. This force has especially good relations with a large coloured community for every effort is made to ensure that the role of the police in this country is fully understood. Recently they raised one thousand and twenty-four dollars to buy a guide dog for a blind person, and a high percentage of staff attend annually voluntary blood donor sessions. Their Crime Prevention Department continues to flourish and has earned a commendable reputation with enquiries arriving from many parts of the world. Brief mention may be made of their crime prevention panel, police-scholar, juvenile liaison schemes, vehicle observer corps, and their comprehensive crime prevention campaigns. Any party seeking further information is invited to contact the Chief Constable.

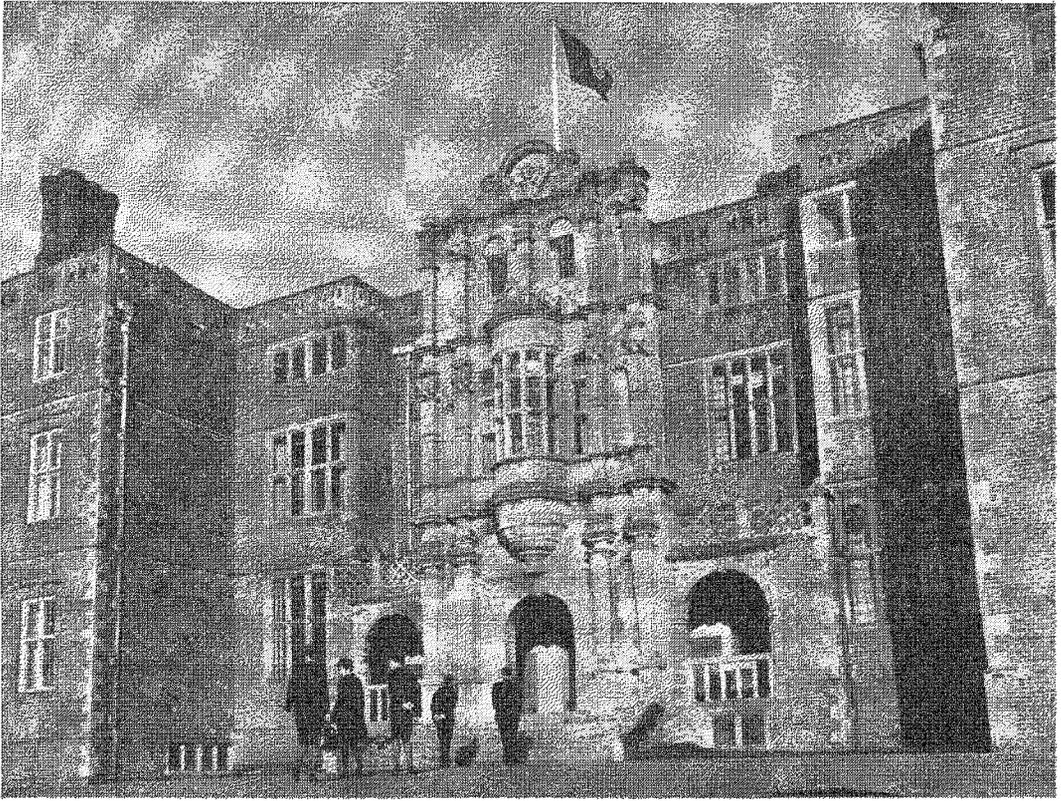


Figure 1. View of the main building of Bramshill College (photograph by the Publicity Branch, New Scotland Yard, London).

THE COLLEGE'S ROLE IN A CHANGING SOCIETY

Since its inception this national police college has continually proved receptive to new ideas and has kept pace with the rapidly changing culture patterns of contemporary society. Unhappily an increasing minority of the more vocal members of the community have been disenchanted and too readily reject the basic institutions of Church, family life, and State. To help combat this sad situation this police college, along with similar organisations and all people of good will have an ethical duty to be in the forefront of a national movement to help uplift declining moral and social standards. The William Temple College, Manchester University specialises in providing short residential courses with a Christian ethical context for police officers, and much greater use should be made of this form of socialisation. The authorised strength of the Police Service in England and Wales is 108,406 male and female officers, and for

this senior staff college to be really effective it has to expand to several times its present capacity; for instance the Dishforth Wing of this college has recently enlarged its Inspector and Overseas Command Courses, but unfortunately this subsidiary department is situated in Yorkshire some 300 miles from the main headquarters. The College and the Institute of Criminology, University of Cambridge should be joining forces and consider regrading the present Special Course into a three year degree giving programme, and there ought to be a Post-Graduate Diploma in Police Involvement. Every year the Commandant selects a small number of Bramshill Scholarship from students who have completed the Special Course, these are seconded on full pay for three years to read for a degree normally in Economics, Law, Social Studies, or Psychology. Since 1964 only 96 former Bramshill students have graduated, which is totally inadequate to meet the minimal needs of the police service.

Experience indicates the British Police Service has much to offer the world in terms of professional expertise, and in their approach to mundane law enforcement. Certainly our Chief Constables are the acknowledged masters in pioneering new ideas in improving police-community relations. Also the Home Office Police Scientific Development Branch and the Police Research Services Department readily makes available to official bodies, especially to those in North America the results of their latest research. Now we are members of the European Common Market the British Parliament and the general public will expect this college to start organising regular residential courses for Chief Officers of Police from Western European countries and include those from the major world powers. The quicker we start interchanging our ideas and ideals with China, Japan, and Russia the better for civilisation. Added to this every British Constabulary ought to be making practical arrangements to twin or arrange reciprocal exchange visits with American police forces of a similar size. Logically this police College could function as a useful medium in helping to bridge the gulf which exists between the British and American peoples, for in spite of joining the Common Market we have a closer affinity with our friends in the United States than with any other nation, including most of the countries within the British Commonwealth of Nations.

All law enforcement officers regardless of social class, religion, or country should be striving to give of a known standard of competence and personal integrity for each officer remains his departments

number one public relations representative. Likewise our National Police College has a public duty to keep the British Police Service abreast of the latest international police developments as they affect advanced police training, and by any yardstick this world famous institution has to date most faithfully carried out this demanding assignment.¹

Nearly 100 years ago Sir Richard Mayne, Commissioner of the Metropolitan Police, London, gave his now classical definition of the role of the police officer in an industrial society. "The primary object of the Police is the prevention of crime, the next that of detection and the punishment of offenders when crime is committed; to these ends all efforts of the police must be directed". Happily in recent years the British Police have rightly earned a splendid name in the increasing important field of community participation, and every police authority is deeply committed in this direction, which has the approval of the general public and Parliament.

¹ Interested parties requiring further information relating to the British Police Services are invited to contact:

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The Report of the Commissioner of Police of the Metropolis for the year 1971 should be published in July 1972, price \$2.

The report of Her Majesty's Chief Inspector of Constabulary for the Year 1971 should be published in July 1972, price \$2.

Address: Her Majesty's Stationery Office, Government Bookshops, 49 High Holborn, London, W.C.IV. 6. H.B. England.