

## **Entrepreneurial Skills**

### **Driver – Economic**

Related Drivers – Recession, Collaborative Working, Efficiency, Police Funding, Procurement, Public Sector Productivity, Conservative Party Reform, Police Mergers

### **Background**

Funding is set to remain approximately level for the next three years prompting further need to look at forms of income generation. For example, North Wales and Kent Police have generated significant income by selling driving courses to other organisations on a limited basis.<sup>1,2</sup>

In each case, the force made use of resources during down time and employed commercial managers to run the training business to free-up police managers. Ethical considerations such as ensuring internal needs are not sacrificed in lieu of the commercial venture or competition at the appropriate level not to undercut local small businesses need to be considered.

An HMIC recommendation states:

*‘Chief Constables should ensure they are taking an entrepreneurial approach to policing not just in ethical income generation through private sector sponsorship and business enterprise, but also through encouraging finance directors to create and exploit ‘business opportunities’.*<sup>2</sup>

### ***Potential Skills Needs***

***Enterprise skills*** – spotting opportunities, creating new ideas and having the confidence and capabilities to turn these ideas into working realities

***Intrapreneurship skills*** - art of working within an organisation to effect change, by developing new ideas, procedures or products, by innovating practice and thereby enhancing the business

***Collaborative working skills*** – working effectively with colleagues and other forces in procurement of goods and services

<sup>1</sup> [Flanagan, Sir Ronnie \(2007\) \*Independent Review of Policing: Interim Report\*. London: Home Office](#)

<sup>2</sup> [Flanagan, Sir Ronnie \(2008\) \*The Review of Policing: Final Report\*. London: Home Office.](#)