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**Appendix B – Statement of Requirements  
Provision of the Business Skills Module of  
The Strategic Command Course (SCC)  
For the College of Policing  
Procurement Reference: CCZP18A15**

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**1. PURPOSE**

- 1.1 The Strategic Command Course (SCC) is the Police Service's most senior leadership development programme for those who aspire to the executive level – assistant chief constable/assistant chief officer and beyond. Senior police staff and other senior leaders from across the public sector are equal partners on the course. Students from some overseas police forces also join the course.
- 1.2 The SCC presents an opportunity for all of these senior leaders to engage in a demanding and stretching programme in preparation for transition to executive level posts.
- 1.3 The SCC is one key component part of the overall development for executive leadership, which will continue once the individual is in post through continuing professional development (CPD).
- 1.4 The programme is modular in approach with delegates spending time on work-based elements as well as attending residential programmes.
- 1.5 The overall outcomes are grouped under the three domains of police leadership: operational and organisational and their aims are:
  - **Operational Leadership**  
Focuses on the high risk areas of operational policing – aims to develop qualified operational police commanders ready now to be appointed to Chief Officer roles across the UK.
  - **Organisational Leadership.**  
Aims to provide the skills and knowledge to create and sustain an environment and culture where there is a diverse workforce who are motivated, engaged, healthy, high performing, who behave ethically and are committed to serving the present and future needs of the public. Aims to develop accountable public sector leaders and equip them with the business skills required to lead and transform high profile multi-million pound public sector organisations and maximise the opportunity and benefits of working in public and private sector partnerships and collaborations.
  - **Personal Leadership**  
Aims to develop resilient, confident, emotionally intelligent, ethical, politically astute leaders with clear values, integrity and the ability to create and communicate the organisational and personal vision.

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**2. BACKGROUND TO THE CONTRACTING AUTHORITY**

- 2.1 In December 2011 the Home Secretary announced her intention to create a police professional body to increase professionalism in policing. This led to the creation of the College of Policing (“The College”) which was formed as a company late in 2012.
- 2.2 The College is the first body to focus solely on professionalising policing and acts in the public interest. It provides evidence-based services, primarily for police officers and staff.
- 2.3 The College of Policing is the professional body for policing. It has a mandate to set standards in professional development, including codes of practice and regulations, to ensure consistency across the 43 forces in England and Wales. We also have a remit to set standards for the police service on training, development, skills and qualifications and we provide support to help the service implement these standards.
- 2.4 The College also provides leadership development and CPD for police officers and staff.
- 2.5 Further information is available on the College website: [www.college.police.uk](http://www.college.police.uk).

**3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT**

- 3.1 The SCC is structured into two modules; Operational Leadership and Organisational Leadership.
- 3.2 Personal leadership and strategic partnerships are addressed throughout both.

**3.2.1 Operational Leadership - Module**

Students will examine the principles and responsibilities of strategic command. This will include an examination of the role of a strategic commander and how the National Decision Making Model (NDM) supports the decision making process. The decision making 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. Students will engage with strategic partners which will include the Government, Devolved Governments, National Crime Agency, Security Services, Local Authorities, Ambulance and Fire Services to explore the identification and management of threat and risk. The module will allow students to examine both the requirement and the responsibilities of a Strategic Co-ordinating Group (SCG).

- 3.2.2 Students will also consider and develop strategies for maintaining public confidence in policing 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. Fundamental to this

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module will be the consideration of legitimacy and proportionality and the relationship with human rights and coronial processes.

3.2.3 The management and decision making in respect of undercover and covert human intelligence source operations will be considered. Students will examine the requirement for future external scrutiny of such decisions.

3.2.4 In each policing challenge considered the development of communication strategies and an understanding of how the review process supports an effective strategic oversight will be examined.

3.2.5 **Organisational Leadership - Module**

This module aims to equip the students with the skills and knowledge to create and sustain, alongside colleagues, an environment and culture where there is a diverse workforce who are motivated, engaged, healthy, high performing, who behave ethically and are committed to serving the present and future needs of the public.

3.2.6 The students will investigate the roles and responsibilities of directors and senior responsible officers. They will explore ways to lead strategic transformational change to deliver an ethical and value-for-money service to meet current and future needs. They will also investigate how to embed accountable and transparent workforce strategies, including effective performance management and managing discipline throughout the organisation. To meet the challenges of modern public sector business they will deepen their understanding of the challenges and benefits of police finance, procurement and outsourcing. To gain a deeper understanding of organisations and how they work, they will learn and use techniques of effective consultancy.

3.2.7 The Organisational Leadership Module within the SCC includes a Business Skills element/module aimed at director level or equivalent and will have the overall aim of assisting the students to be accountable public sector leaders with executive business skills able to lead and transform high profile multi-million pound sector organisations with integrity whilst safeguarding the public.

3.2.7.1 **Business Skills**

To prepare for executive leadership students will investigate the roles and responsibilities of directors and senior responsible officers. They will explore ways to lead strategic transformational change to deliver an ethical and value for money service to meet current and future needs.

3.2.7.2 They will also investigate how to embed accountable and transparent workforce strategies, including effective performance management and managing discipline throughout the organisation.

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3.2.7.3 To meet the challenges of modern public sector business they will deepen their understanding of the challenges and benefits of procurement and outsourcing.

3.2.7.4 To gain a deeper understanding of organisations and how they work they will learn and use techniques of effective consultancy.

**3.2.8 Strategic Partnerships Content**

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

**3.2.9 Personal Leadership Content**

Students will explore current and future strategic leadership challenges at the executive level. Through the course they will develop a more detailed understanding of integrity issues as they affect them personally and the organisations they lead. They will also explore the importance of developing cultures that value difference and inclusion, ethical decision-making and practice that is based on valid and reliable evidence. They will evaluate different approaches to leadership critically, raise their levels of self-awareness and develop their own leadership style. Students will develop their vision for leadership of their organisations and their role, promote effective team working at the executive level and enhance their personal political awareness to be able to negotiate, influence and lead with integrity in a complex environment.

**4. DEFINITIONS**

Expression or Acronym	Definition
CPD	Continuous Professional Development
NPCC	National Police Chiefs' Council
CoP	College of Policing
SCC	Strategic Command Course
PSD	Professional Standards Department

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**5. REQUIREMENT**

- 5.1 The College of Policing is looking for a provider to develop and deliver the Strategic Command Course strategic business skills element (re: para 3.2.7 et seq.) of the organisational leadership module for March 2019 delivery initially and potentially to continue to deliver this for up to three more years (at the sole discretion of the Authority).
- 5.2 The Strategic Command Course business skills module will be of 5 days duration (comprising face-to-face delivery) and is next required to be run from Tuesday 12 March 2019 to Tuesday 19 March 2019 inclusive.
- 5.3 Classroom delivery should be scheduled within time boundaries of Monday 13:00 hrs to Friday 12:30 hrs and must be run on consecutive weekdays.
- 5.4 Future Strategic Command Course business skills modules are also expected to be 5 days duration (comprising face-to-face delivery) and be run annually during mid-March each year.
- 5.5 We anticipate provision of a trainer to student ratio of 1:20.
- 5.6 The expected course cohort size is between 35 and 50 students (for information, previous actual cohort volumes: 2015 = 40 students, 2016 = 37 students, 2017 = 41 students and 2018 = 41 students).
- 5.7 Length of Contract will be an initial 2 years plus a potential extension of 1 + 1 (2) years (at the sole discretion of the Authority) up to the delivery of a course in March 2022.
- 5.8 The College of Policing is looking for a provider who has the necessary skills, experience and track record in being able to provide a blended learning solution that will meet the learning objectives as detailed in the specification with a mix of educational input, learning from other organisations and policing case studies by Police subject matter experts.
- 5.9 The Strategic Command Course business skills module should contain some practical and interactive elements, relevant case studies and, ideally, credible guest speakers with personal large organisation executive experience drawn from academia, public and private sectors.
- 5.10 Within the requirements we would like the academic partner to consider off site visits although this is not essential.
- 5.11 Subject Matter Experts from within policing will deliver inputs on;
- Finance
  - Strategic HR
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- Workforce Transformation
  - Procurement
- 5.12 The Strategic Command Course business skills element of the organisational leadership module delivered by the educational partner should cover the following broad areas;
- Corporate governance, Audit and Risk
  - Creating a Business Case
  - Leading and Managing Change
  - Commercial Awareness
  - Creativity and Innovation
- 5.13 On successful completion of this Strategic Command Course business skills module, delegates will be able to;
- Evaluate the roles and responsibilities of directors as senior responsible officers and apply governance required across organisations
  - Assess the role and responsibilities of chief officers in relation to the current financial challenges facing public services
  - Formulate a strategy to effectively deliver an ethical, value for money service which meets local and national needs
  - Develop and implement a fair, accountable and transparent workforce strategy which meets stakeholder needs and promotes the values of the police service
  - Create, employ and monitor an effective performance management strategy that achieves improved performance through active workforce engagement
  - Identify good practice in commissioning and procurement and employ it to overcome common challenges when outsourcing delivery services which meet local and national needs
  - Explain the need to develop effective collaborative working with a range of partners and employ quality consultancy to improve organisational performance
  - Develop, evaluate and sustain ethical collaborative partnerships which achieve joint priorities and develop improved future services

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- Evaluate theories of and approaches to change leadership and organisational change
- Discuss the importance of developing a culture of innovation and corporate entrepreneurship throughout the organisation and analyse ways in which this can be achieved.

5.14 As part of the Strategic Command Course business skills module, the provider will also be expected to provide assessed marking of two separate students' assignments, within tight deadlines;

**5.14.1 Organisational Assignment**

This will be an individual or group piece of applied work which will enable students to apply business skills and knowledge to address a critical issue in their own or partner organisations. Students will be working on one of number of topic-based projects explored during the Business Skills element of the Organisational Leadership module.

The assessment will either be of a written submission, a presentation or a combination of the two.

We require this work to be assessed as a formal work-based learning assignment or presentation at Master's level or equivalent.

**5.14.2 Personal Leadership Assessed Assignment**

This brief concerns marking of student's written assignments for the Personal Leadership element of the Course.

The Personal Leadership element runs through the whole of the course and aims to develop resilient, confident, emotionally intelligent, ethical, politically astute leaders with clear values, integrity and the ability to create and communicate organisational and personal vision.

We require this work to be assessed as a formal work-based learning assignment at Master's level or equivalent.

5.15 The College of Policing are looking for an educational partner who will provide a partnership approach. The College of Policing requires the educational partner to source and manage a wide range of potential professional 'experts' with the final decision on procurement of speakers to be with the College to ensure that their input meets overall course requirements.

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- 5.16 Although much of this material will be available as an off the shelf product we wish to work with the provider to ensure that it is relevant to the police and wider public sector context.
- 5.17 Training materials provided to students should be regularly reviewed and remain up to date, including on-line material such as pre-course reading material and recommended reading lists. This material must be considered in the context of policing and the wider public sector and tailored to these requirements. The College of Policing will have access to a knowledge area which will be used to host materials but providers may have their own portal which they would wish to use.
- 5.18 In terms of assessment and accreditation, the chosen provider must be able to provide a course which will enable students to acquire credit which will count towards a robust external academic or professional qualification. We are not at this stage looking for formal accreditation but only that the level of any assessment undertaken is at Masters Level (Level 7).
- 5.19 We would expect the provider to be flexible with the contents provided, with the potential to incorporate ad-hoc requirements as we have multiple stakeholders contributing to the review of the Programme. The business skills core elements should include the fundamentals of:
- Corporate Governance, Audit and Risk
  - Creating a Business Case
  - Leading and Managing Change
  - Commercial Awareness
  - Creativity and Innovation
- 5.20 The College of Policing wishes to retain the right to request any ad-hoc changes to the course contents, subject to discussion with the provider. Any minor amendments of 10% or less per annum will not result in an additional charge from the provider.

Any major change requests, which may have a significant impact on the course will be subject to discussion and a potential variation separate agreement with the provider.

**6. KEY MILESTONES**

- 6.1 The Potential Provider should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	A project plan provided 2 weeks after project commencement.	2-3 weeks from Contract Award.
2	To provide a draft course plan and timetable which meets our detailed learning objectives and outcomes.	By November 19 <sup>th</sup> 2018.

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3	To provide a finalised course timetable including details of exercises and speakers which meets our detailed learning objectives and outcomes.	By 7 <sup>th</sup> December 2018.
4	To deliver the initial course 12 <sup>th</sup> – 19 <sup>th</sup> March 2019 (and any subsequent annual iterations as agreed)	As per specified date(s).
5	To attend an initial evaluation meeting post course.	Date TBC

**7. AUTHORITY’S RESPONSIBILITIES**

- 7.1 The College of Policing will be responsible for organising the marketing, selecting course participants, choosing course premises and issuing joining instructions.
- 7.2 The College of Policing will schedule a minimum of two meetings per annum to review course contents and discuss course evaluations and participant feedback. This will provide the opportunity to identify areas of improvement and consider any new ad-hoc requirements.

**8. REPORTING**

- 8.1 The Contract will be managed by an official of the Authority who will act as nominated officer responsible for the day-to-day management of the Contract.

**9. TARGET COHORT PROFILE**

- 9.1 The majority of students will be senior police officers at the rank of Chief Superintendent with an average of 20 to 25 years’ service as a police officer. A Chief Superintendent is the most senior police officer at local or departmental level. They will be typically responsible for up to 800 staff. Chief Superintendents are responsible for setting strategy, standards and operational policy. They are expert practitioners, with substantial experience in a variety of roles within the police service.
- 9.2 The rank to which they aspire (Assistant Chief Constable or Commander in the Metropolitan Police Service) will have shared executive responsibility for a whole force (total workforce of between 3,000 and 40,000 depending on force).
- 9.3 There will also be students who are senior police staff and from partner organisations at an equivalent level of seniority (just below the executive).

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9.4 Many, but not all of the group, will have advanced academic qualifications. All will have substantial senior leadership experience with responsibility for large teams of employees and budget holding experience. It is likely that the group will have a mixed background in terms of knowledge and skills in this area.

9.5 A few students will be drawn from overseas and may not have English as a first language although all will be able to follow lectures and other inputs.

**10. CONTINUOUS IMPROVEMENT**

10.1 The Potential Provider will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

10.2 The Potential Provider should present new ways of working to the Authority during the two Contract review meetings.

10.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

**11. SUSTAINABILITY**

11.1 The Potential Provider will ensure they use the most environmental/economical method when carrying out the training and assessed assignment.

**12. QUALITY**

12.1 Not used.

**13. PRICE**

13.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

13.2 Prices are to be submitted using Appendix E, Pricing Schedule and should be inclusive of any expenses but exclusive of VAT.

13.3 Prices are to be submitted via the e-Sourcing Suite in Appendix E, excluding VAT.

**14. STAFF AND CUSTOMER SERVICE**

14.1 The Authority requires the Potential Provider to provide a sufficient level of resource throughout the duration of the provision of Strategic Command Course strategic business skills module in order to consistently deliver a quality service to all Parties.

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- 14.2 The Potential Provider’s staff assigned to the provision of Strategic Command Course strategic business skills module shall have the relevant qualifications and experience to deliver the Contract.
- 14.3 The Potential Provider shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

**15. SERVICE LEVELS AND PERFORMANCE**

- 15.1 The Authority will measure the quality of the Potential Provider’s delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Programme Delivery	Any agreed elements of the course to be delivered by the Potential Provider at the agreed date/location.	100%
2	Contract Management	The Authority’s nominated officer responsible for the day-to-day management of the Contract to respond to requests for information relevant to the requirement to respond within 2 working days. The Authority’s nominated officer to attend quarterly meetings as arranged with the College of Policing.	90%
3	Moderation	Moderation of any agreed element of the course to be completed within 2 calendar weeks of request from College of Policing.	80%

In the case of poor performance refer to the Termination Clause in the Terms and Conditions. This is only to be used as a last resort and any underperformance would be managed by the Authority following due process. Poor performance will be picked up ‘immediately’ and fed back during the course delivery via evaluation from course directors who sit in on the event. The directors are at the back of the course in every session and there is an immediate evaluation by them at the end of each session. Poor performance will be picked up during the session and at the end of the day this will be fed back to the speakers on each day. On the day before last day there will also be a whole course debrief of what went well/not so well day before last day of course.

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15.2 Poor Potential Provider performance can be defined as:

- Design of content delivery not meeting deadlines
- Delivery of the assessed assignment not achieved within the allotted timeframe
- Poor quality and low standard of trainers and speakers
- Training and assessed assignment not meeting the required standards or having adequate, or relevant content
- Feedback from participants highlighting issues
- A lack of respect and understanding for the Authority's style, culture and values demonstrated by any trainer

15.3 The Authority appreciates it is difficult to quantify the above points and will enter into dialogue with the Potential Provider to put improvement plans in place.

15.4 In the event of a Contract termination, the Potential Provider will provide all materials and work in progress to the Authority.

## **16. SECURITY REQUIREMENTS**

16.1 All academic partner's staff proposed to be used in delivering the service will be required to be vetted to basic vetting by PSD Vetting prior to attending the Course. Please note anyone attending the College of Policing site must be able to provide photographic ID documents prior to admittance

16.2 Any Potential Provider personnel requiring access to the College of Policing site without the above clearance will need to be escorted at all times and at least 24 hours advanced notice of their attendance given. Whilst on College of Policing premises issued ID badges must be worn and security protocols adhered to at all times.

## **17. INTELLECTUAL PROPERTY RIGHTS (IPR)**

17.1 All IPR rights are outlined in the Terms and Conditions.

## **18. PAYMENT**

18.1 Invoices must be submitted quoting the valid Purchase Order and following instructions on the Purchase Order.

18.2 Invoices can be submitted electronically to: [payables@college.pnn.police.uk](mailto:payables@college.pnn.police.uk).

18.3 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

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- 18.4 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

**19. ADDITIONAL INFORMATION**

19.1 General Data Protection Regulation (GDPR)

The New Data Protection Legislation (aka General Data Protection Regulation 'GDPR') May 2018, aims to protect the privacy of all EU citizens and prevent data breaches. It applies to any public or private organisation processing personal data.

Established key principles of data privacy remain relevant in the new Data Protection Legislation but there are also a number of changes that will affect commercial arrangements, both new and existing, with Potential Providers. The new General Data Protection Regulations specify that any processing of personal data, by a Processor, should be governed by a Contract with certain provisions included.

The Cabinet Office and other government department Contracts involving processing personal data, and which will be in place after 25 May 2018, will require updating to bring them into line with the new regulations.

This will involve updating Contract Terms based on the generic standard clauses published in Procurement Policy Note 03/17 and ensuring specifications and service delivery schedules reflect the roles and responsibilities between the Controller and the Processor as required by the new regulations.

Any organisation required to comply with the new Data Protection Legislation may incur costs in doing so, especially where new systems or processes are required. However, these costs are attributable to conducting business in the EU, and not supplying the UK public sector. We expect all Potential Providers to manage their own costs in relation to compliance.

As the Controller, we will not accept liability clauses where you are indemnified against fines under GDPR as the Processor. The legal penalty regime has been extended directly to Processors to ensure better performance and enhanced protection for personal data. That means indemnifying Processors for any GDPR fines or court claims undermines these principles.

If you are the successful bidder you will be contacted in the coming weeks in relation to varying this Contract.

You may also have received similar communications from commercial teams across the public sector.

If you would like to know more about the upcoming changes, the Information Commissioner's Office is a useful source of information on the new regulations (ICO Information on GDPR).

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**20. LOCATION**

- 20.1 The provision of the Services will be carried out at The College of Policing, Leamington Road, Ryton on Dunsmore, Coventry, Warwickshire, CV8 3EN.

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