

Business plan 2020/21



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Introduction Mike Cunningham, Chief Executive



“The College must remain capable of responding flexibly and dynamically to new challenges that arise.”

I am pleased to introduce our annual business plan and set out our activities for the forthcoming year. As the professional body for the police service, we have a wide programme of work, all ultimately aimed at keeping the public safe.

We will continue with core activities around setting standards, sharing knowledge and developing the workforce. Further we will particularly focus on diversity, leadership and the challenges and opportunities that come with digital technology.

Like all organisations, our work in the last few months has been heavily affected by the COVID-19 pandemic. The future, in terms of the pandemic and its repercussions, is uncertain. The College must remain capable of responding flexibly and dynamically to new challenges that arise.

We have been playing a crucial role in developing and communicating timely and clear guidance on how to

implement the health protection regulations. We will continue to divert resources to this, as new regulations and amendments are made.

“Within a six-week window during the lockdown period, the College developed and made available a virtual assessment process to allow the continuation of police constable recruitment.”

There has been a lot of praise for College colleagues and how they have supported the police workforce, both during the lockdown months and in the ongoing aftermath. Teams have rallied together and worked at phenomenal pace, along with our partners, to meet force needs. We have demonstrated a strong spirit of innovation and collaboration which we will work to promote and retain.

Within a six-week window during the lockdown period, the College developed and made available a virtual

assessment process to allow the continuation of police constable recruitment. As part of our work this year, we will be developing options for combining the best of the virtual assessment methods with aspects of the recently developed ‘Day One’ face-to-face process.

I am pleased that we have the finances, through the Police Settlement Fund, to continue to support forces to meet the 20k uplift target this year as a key delivery partner responsible for many crucial elements of the uplift. We will be supporting the service to make the most of this unprecedented opportunity – both to recruit talented and diverse officers, but also to ensure they receive the training and support they need to start off well and develop in their careers. We will also continue to support forces with their implementation of the new Policing Education Qualifications Framework entry routes.

The imperative to find alternatives to face-to-face delivery is accelerating the development of our digital offer. Plans for 2020/21 include ramped-up work to make more of our products and services, including training, available online. We will also be working to make sergeant and inspector exams web-based.

The Transforming our College programme will continue to shape our future ways of working and benefits from this programme were already apparent in our pandemic response. Agile, cross-College working is intensifying, along with our ability to engage with and directly support colleagues on the front line.

Our reputation for knowing and quickly delivering what the service needs is growing. Continuing this trend is at the core of our plan for the year ahead. We will continue to develop and make new resources available, including a pilot of new officer safety training, updating the Crime Reduction Toolkit and extending our research and roll-out of a new domestic abuse risk assessment tool.

We have a demanding programme of work for 2020/21. Given the outstanding achievements of the last few months, I have every confidence it will be a highly productive year.



About us

We connect everyone in policing by sharing knowledge and best practice. We set standards and provide training and development to reduce crime and keep people safe.

In our work:

- we connect everyone working in the police and law enforcement to understand the challenges we face
 - we use evidence-based knowledge in everything we develop
 - we help police officers and staff; researchers, academics and learning providers; the international policing community; and the public
- we give a voice to professional policing on standards, skills and capabilities



Our finances

Our main source of income is our Home Office grant-in-aid allocation. This is expected to be £34.3 million for 2020/21. We have also been given £9.9 million from the Police Settlement Fund. This additional funding will help us create an additional 20,000 police officers over the next three years through Operation Uplift, and to continue work previously funded by the Police Transformation Fund, which ended in March 2020. We receive a further £10.4 million of direct grant funding from the Home Office to cover cyber digital work and the Fast Track and Direct Entry Programmes. At the start of the financial year the College planned to receive £13.8m for services delivered directly to customers, the majority of this income is derived from police forces in England and Wales and is related to training delivery. Covid-19 has significantly reduced the level of income that we expect to receive due to the reduced number of training courses we have been able to deliver due to public health restrictions. We will manage this shortfall through subsequent expenditure reductions. The College's total annual expenditure will be £54.6 million.

We are committed to improving and finding more efficient ways to operate, while helping policing reduce crime and keep people safe. We aim to create additional income by providing some products and services to other public sector organisations, and police forces, who can benefit from our unique knowledge.

We will keep a tight control on our costs to achieve value for money for taxpayers. Our capital budget for 2020/21 is £2 million. We will focus on developing our operational estates and priority IT systems. The main financial risks and assumptions for the year ahead include: managing the impact of COVID-19 on our business income; ensuring the College can support Operation Uplift fully; updating our estate and implementing new systems as planned; putting in place the next stage of the Transforming our College programme; and achieving our challenging business income targets.

Our Plan on a page

Promoting excellence in policing

The College of Policing is the independent professional body supporting everyone working in policing to reduce crime and keep people safe

What we do

Share knowledge and good practice

We create and maintain easy access to knowledge, disseminate good practice, and facilitate the sharing of what works.

Set standards

We set standards for key areas of policing which help forces and individuals provide consistency and better service for the public.

Support professional development

We set requirements, accredit, quality assure and deliver learning and professional development, promote diversity and wellbeing, and help to nurture and select leaders at all levels.

Working as part of policing

We connect with those working in policing and law enforcement and understand the challenges they face day-to-day.

Developing evidence-based knowledge

We identify, coordinate, monitor and develop good practice, standards, guidance and content based on practical evidence and research.

Providing a voice of professional policing

We are the independent and authoritative body with regard to policing knowledge, standards, skills and capabilities.

Identifying the future for policing

We analyse and identify the challenges and demands for the future policing workforce. The insights we draw inform our work and the priority areas for knowledge, standards and professional development.

What we need to be good at

Communicating and marketing our services

We communicate clearly and proactively, establish trust and engage well through all forms of media. We effectively market our products and services in the UK and overseas.

Ensuring and assessing impact

Our products and services are right for policing and we assess the impact of our work.

Building and maintaining stakeholder relationships

We work effectively with our key stakeholders, have a clear understanding of roles and responsibilities and support coordination across the sector.

The resources we need

Become an employer of choice

We attract and retain engaged, motivated, talented and committed people from all backgrounds who are valued, supported, empowered and proud to work here.

Foster a learning and improvement culture

We focus on learning and continuous performance improvement supported by clear ownership and accountability.

Ensure effective leadership, values and governance

We develop leadership skills across our organisation and adopt clear, simple and ethical decision-making processes and governance.

Transform our digital and data capabilities

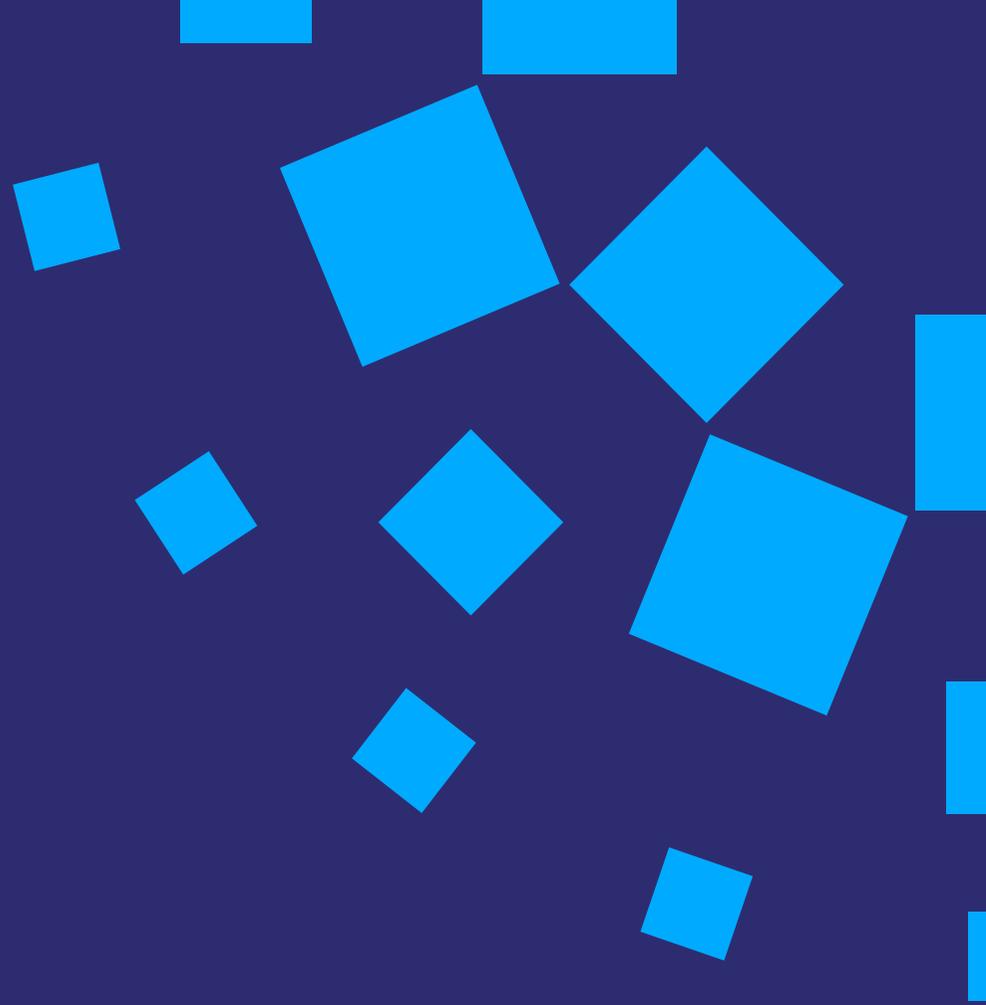
We use technology and data to create an effective digital experience and high quality information for our staff and customers.

Ensure sustainable funding and deliver value for money

We secure resources for our organisation and use them efficiently and effectively to deliver value for money.

Improve our structure and processes

We create an agile and collaborative structure in line with our priorities, and take any opportunity to improve our processes and remove bureaucracy.



Our Business plan for 2020/21

Our areas of focus for 2020/21



We have a wide range of activities planned for 2020/21. They are based on our three principal functions of: 'Sharing knowledge and good practice', 'Setting standards' and 'Supporting professional development'. During 2020/21 we will also support the service to address the most pressing issues facing modern-day policing.

Responding to the COVID-19 pandemic

The College has played, and will continue to play, a crucial role in responding to the COVID-19 pandemic. College colleagues worked together at phenomenal pace, along with our partners, to meet force needs, and supported the police workforce during the lockdown months. This included, among other things, developing and communicating timely and clear guidance on how to

implement the health protection regulations. Staff from across the College also responded swiftly to the crisis by developing, and making available, a virtual assessment process which allowed the continuation of police constable recruitment during the outbreak. Our enabling services, such as digital services, recruitment and legal services, have also responded to significant increased demand to support the College's response to the pandemic. Our National Police Wellbeing Service also provided support for wellbeing and welfare issues arising from the pandemic. It has provided guidance to policing on a wide range of issues such as working from home, caring for vulnerable individuals, bereavement and funerals.

The College has been praised for its quick response to support the police workforce during this time, and the strong spirit of innovation and collaboration that was achieved with partners. The future impact of the pandemic on the College is not yet fully known. However, we will ensure that we can always respond flexibly and dynamically to new challenges that arise, while maintaining the excellent collaborations that have been developed with our partners.



COVID-19 will continue to have a widespread impact on all the College's work. We are reviewing our response to the pandemic so we can capture the invaluable learning gained from this experience and use it to inform our future work.

We have a large work programme for 2020/21 supporting policing to respond to the pandemic, such as developing options for combining the best of the virtual assessment methods with aspects of the recently developed 'Day One' face-to-face process. We must also examine the implications of COVID-19 on the planned programme of activities set out in this business plan, and on our staffing capacity, as well as the impact on our own staff. Where appropriate, we will reprioritise activities to accommodate the changed demands.

20,000 additional police officers (Operation Uplift)

In 2019 the Government committed to recruiting an additional 20,000 police officers and the national Police Uplift Programme was established to achieve this. The Programme has three key delivery partners: the Home Office, the National Police Chiefs' Council (NPCC) and the College of Policing. We are all working together to



achieve an uplift of 20,000 new recruits by 2022 under the oversight of the National Policing Board. This programme is in addition to planned recruitment to support natural turnover, meaning that well over 50,000 officers will be recruited during this period. This is a major undertaking that will make an incredible difference to forces and to communities. The College will provide wide-ranging support to the programme through adaptive delivery of our services and provision of guidance to meet the changing needs of forces and our partners.

Leadership

The 20,000 uplift in officers provides a once-in-a-generation opportunity to shape the policing workforce to meet the current and future challenges in keeping the public safe. It also provides a challenge to the leadership of the service to ensure the culture is inclusive and supports everyone in policing to maximise their potential. By 2023 more than a third of all police officers will be new to the service. It is vital that those progressing into leadership roles are supported in their development, including, at the more senior levels, the skills required to grow an organisation well. Building leadership capability and capacity at all levels is fundamental to ensuring policing organisations are managed efficiently and effectively. We must develop cultures that enhance inclusion, diversity, wellbeing and continuous professional development.

Diversity and inclusion

In recent months people from all parts of society have taken part in Black Lives Matter events to express their frustration and anger at inequalities and injustices. Some of this has focused on the way our communities are policed. Over 220,000 people have participated in what have been overwhelmingly peaceful demonstrations across the UK.



The police service prides itself on being a service that is made up of members of our communities, which polices with the consent of these communities. What has become clear is that this is not necessarily how it feels for all.

Policing is heavily engaged in asking questions such as: 'How do we make our service more reflective of the communities we serve, and inclusive for our black, Asian and ethnic minority officers and staff?' and 'How do we address concerns about use of stop and search and the use of force?'



These are complex challenges. Much work has been done, or is being done to address them, and progress has been made. But it's clear more can be done .

The NPCC has stated that it needs to look at all programmes of work that have an impact in this area, and be clear about the action to take and when it will be taken. This action must be developed and delivered with the help of all parts of the service, and with the support

and scrutiny of our communities. The College will play a key role in helping to take actions forward.

We know that policies, procedures and programmes alone cannot make a change. We will encourage people at all levels and from all groups to recognise, understand and engage with the need for personal and organisational change.

We will challenge ourselves and policing to think beyond the usual, to be radical and to take action. Our work will focus on five broad headings, within which we will deliver a number of activities, including:

- **Guidance** – developing and reviewing guidance and toolkits, including development and delivery of attraction and recruitment toolkit.
- **Peer review** – delivery of a peer review framework and bespoke peer support services.
- **Positive action initiatives** including revising the content of the Aspire leadership programme, exploring alternative methods of delivering the Senior Leaders Development Centre and the Senior Leaders

Career Pathway workshops for officers and staff from underrepresented groups. We will also continue to manage the national mentoring database and coach officers and staff so they can work with officers and staff from underrepresented groups.

- **Inclusion** – supporting internal College staff network groups; training mental health first aiders; supporting the policing senior BAME forum, Women’s progressing initiative , BAME Women in Policing, and LGBT+ development scheme.
- **Accelerating progression** – development of a Fast Track inspector to superintendent programme, and exploring lateral progression into specialisms.

As the professional body for policing we have to lead from the front. Within the College we will work to make sure that we also have an inclusive culture that enables everyone to be their true self at work. We will ensure that our culture and values reflect the diversity of our people and the communities in which we operate. Responsibility for this lies at every level of the organisation. This is a personal leadership challenge

for all College staff. The Chief Executive and the Senior Management Team are committed to leading from the front, challenging ourselves about what we are each doing personally and within our teams. We will review the College leadership behaviours to ensure that everyone is committed to promoting inclusion and diversity in the College and in policing through the work that they do.

Digital capability

Digital or ‘cyber’ crimes have increased significantly in recent years. In addition, the volume of digital evidence will continue to increase.

We will continue to support policing as it adapts and responds to the digital environment, to ensure it can protect the public and reduce crime, wherever it occurs.

In the coming year we will provide digital upskilling to policing and provide specific advice to forces and organisations regarding legislation and operational compliance. We produce guidance and codes for digital capabilities and services. We support the professionalisation of specialist cyber digital investigation practitioners.

Perennial policing challenges

During 2020/21 we will work with stakeholders to develop responses to perennial challenges that we have identified. This year these are investigation and problem-solving. These challenges have been identified as needing work in relation to single crime types in the past, but we have now analysed patterns and found they are repeated across different crime types and demands over the years. If we tackle them, we will be better placed not just to respond to the current workload but to new and unforeseen challenges. The challenges are often multi-faceted, not only requiring us to develop skills but also take action across organisations and complex systems to drive improvement for the public. We will therefore work closely with all our partners to deliver solutions to these challenges.



Transforming our College



Our Plan on a page sets out who we are and what we do, focusing on our three principal functions – Sharing knowledge and good practice, Setting standards and Supporting professional development.

We have set up an ambitious 'Transforming our College' change programme. Our vision for the programme is to modernise our organisation so we are better able to help everyone in policing to make a difference, reduce crime and keep people safe.

We will transform the College to be more proactive, more agile and better connected to the policing profession. We will introduce robust processes to improve the way we manage our resources and define our organisational priorities, so that we can focus on the areas where we can have the most impact. This will mean doing fewer things better and streamlining unwieldy processes.

We will replace silos with a more agile, collaborative and coordinated way of working. We will improve the way we engage with and work with our stakeholders and partners to coordinate our efforts so we can have a greater impact in supporting frontline policing. We will introduce a more flexible model based on the capabilities

we need, supported by the right culture and leadership behaviours. We will also develop a structure that supports the organisation to work in the most effective and efficient way.

‘Futures’

‘Futures’ research and analysis aims to explore how key trends and drivers of change might shape policing’s operating environment over the longer term. This work will entail developing new capabilities such as horizon scanning so that we make smarter use of data, information and stakeholder engagement to anticipate future threats. It will also help us to equip policing to deal with future challenges such as changes in the workforce and the changing nature of crime.

2020/21

This financial year will be a pivotal year for the College, with much of this change being implemented over the next 12 months. We need to strike a balance between delivering our vision of a modernised and transformed organisation with our ongoing work to support those across policing.



We already have a large amount of work in train to support our transformation. This includes a new website, a refreshed brand, replacement back-office systems and a move to modern and collaborative cloud-based IT systems.

Future resources

To achieve our vision it is vital to have the right resources. Over the next 12 months, the ‘Transforming our College’ programme will reflect on all areas of College activity, including how well the College is resourced.

Digital and information transformation

We are improving accessibility to digital products and services for everyone in policing. Our digital strategic vision will improve our services to share best practice, provide access to standards, and advance learning across the profession. During 2020/21 we have a number of key deliverables which will directly contribute to the digital agenda, including procuring new technologies and improving existing services to ensure our digital offering is fit for purpose now and is future-proofed.

Our workforce

Our People and Organisation Development Team will help deliver the transformational change. This will include leading the 'People and Culture' programme workstream, as well as influencing other workstreams to ensure that culture change is a consistent theme throughout all change activities. Our most recent employee survey told us that our people work hard, are positive, highly engaged and find meaning in their work. The new values and behaviours will underpin all our work, along with our commitment to supporting our people to develop an inclusive culture with a focus on learning (growth) and continuous performance improvement. We will continue

to build on this solid foundation to ensure we are seen as an employer of choice.

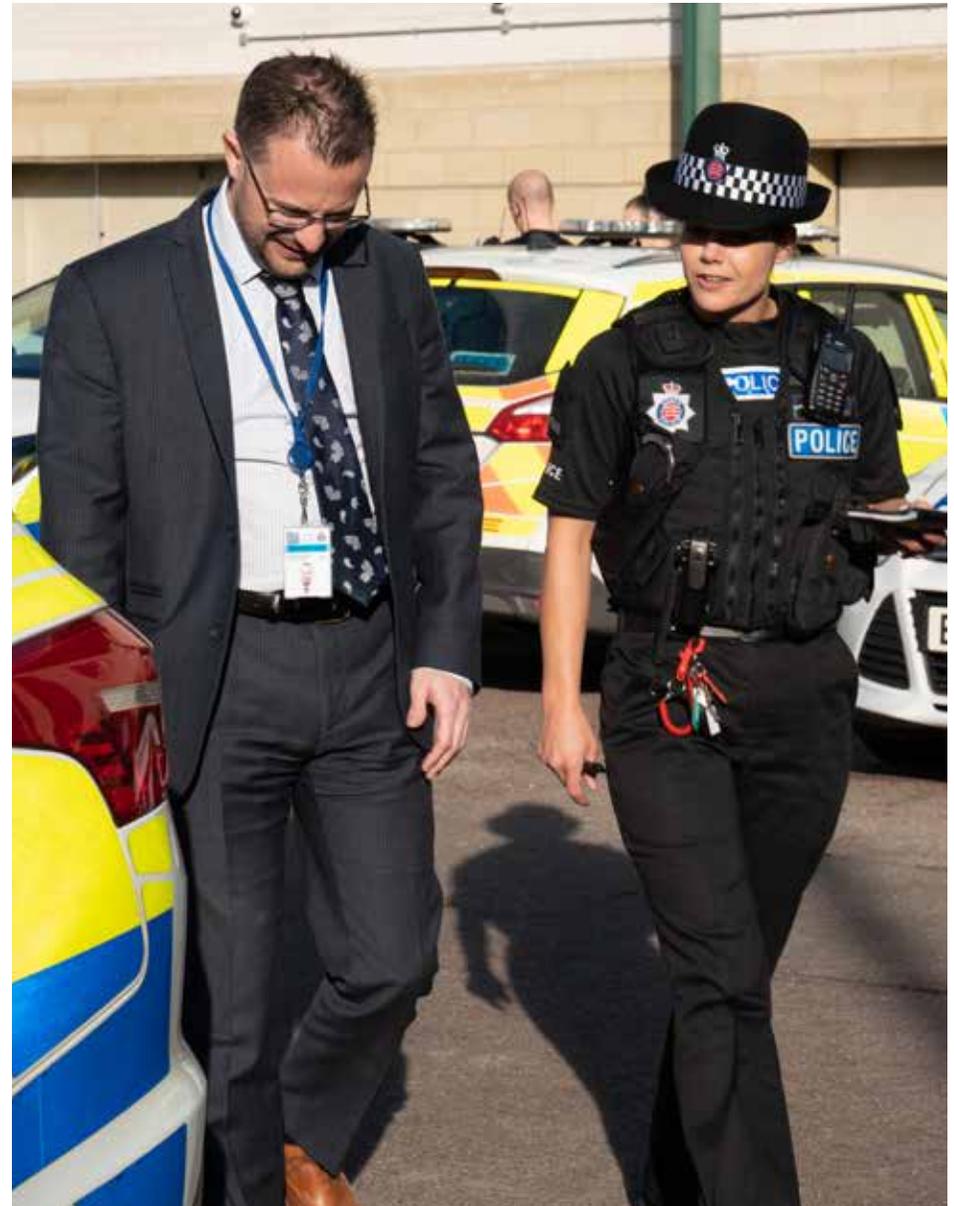
Performance

The Plan on a page is central to all that we do. It recognises the importance of connecting well at all levels in policing and identifying and anticipating emerging developments and challenges. To help us deliver our vision we are using key performance questions (K PQs) which help us to focus and better understand how well we are delivering our vision. During 2020/21 we want to ensure that all K PQs are fully embedded and drive our decisions. We will monitor progress against the K PQs and regularly review them to ensure that they continue to be the right K PQs to drive our business.

Transforming our College

Our key deliverables for 2020/21 are:

1. Deliver a catalogue of our 'fixed' products and services and the resources we need to deliver them.
2. Design a new strategic planning capability, diagnostic scoping and response model.
3. Design and roll out a new portfolio, programme and project management capability to manage our work and resources.
4. Design and develop a new force liaison and engagement capability.
5. Build our product design development, delivery and assurance capability.
6. Introduce our new College website to provide a useful, immediate access point to our products and services to all in policing.
7. Implement an e-recruitment system.
8. Implement our new enterprise resource planning system.



Sharing knowledge and good practice



As the independent professional body supporting everyone in policing, the College plays an important role in sharing knowledge and good practice. We do this through a range of activities.

What Works Centre for Crime Reduction

Our role as the What Works Centre for Crime Reduction is to provide robust evidence to guide decision-making on public spending. We create, identify, review and share the best available evidence on policing and crime reduction. This activity is focused on helping to equip operational leaders within policing, police and crime commissioners (PCCs) and other crime reduction stakeholders with the knowledge, tools and guidance to help them use their resources effectively.

Research and partnerships

To ensure the best available evidence of what works is accessible to practitioners when making decisions, we work across the police service, including with the NPCC, PCCs and academic partners to:

- produce and commission original research on priority areas for policing, those commissioning crime and disorder reduction initiatives, and victim services

- collate and share the best available evidence through our ‘what works’ briefing series and College-led rapid evidence assessments
- embed the best available evidence into standards and practice
- build capacity for research across policing by including evidence-based approaches in police learning and by supporting forces to build partnerships with higher and further education providers
- raise awareness of research evidence standards and the importance of using appropriate and robust research methods

Innovation

Building on activity in the last year, we will deliver a number of initiatives to support officers and staff to innovate. We will continue to support the network of innovation practitioners, which has representation from across all forces, providing toolkits and resources to support innovation locally. At the request of the network, we will have a particular focus on supporting

forces to develop innovation strategies. We will also run a series of virtual events and regular engagement exercises with the Innovation Broker Network, stakeholders, and officers and staff to encourage the development and sharing of innovative practice, including through sharing ideas on our National Map of Police Ideas.

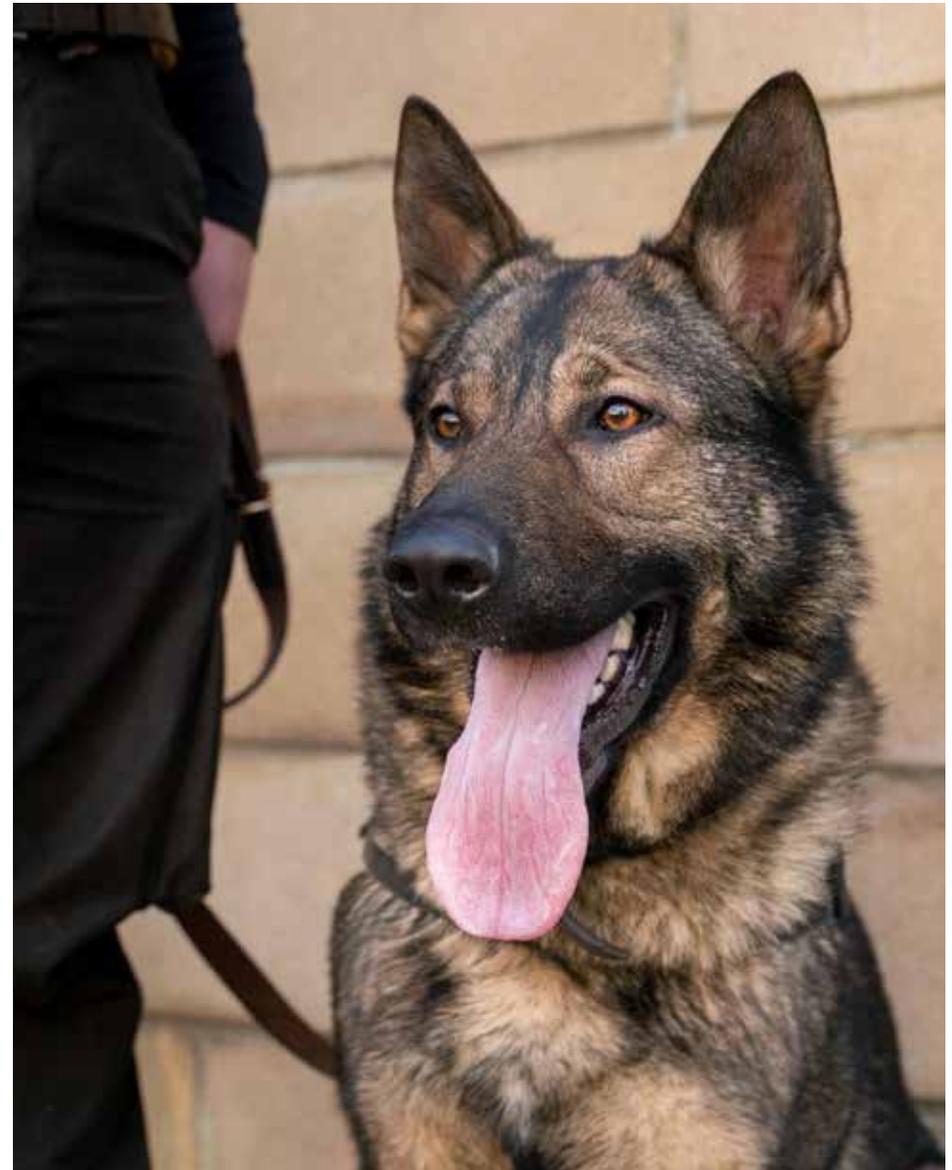
Futures

‘Futures’ research and analysis aims to explore how key trends and drivers of change might shape policing’s operating environment over the longer term. We will undertake a rolling programme of horizon scanning to identify emerging challenges and opportunities facing policing, using multiple data sources to identify early signals and engaging with stakeholders to identify and analyse issues in need of a system-wide response. A new publication, Future Operating Environment 2040 (FOE2040) will take a 20-year ‘forward look’ to help inform long-term planning. Futures activity in the coming year will continue to disseminate and promote this work, including tools that forces can use to explore different issues and scenarios of most relevance to them.

Specialist support and tools

We support police officers and staff with advice and guidance from specialist College staff through various tools and resources, including:

- the Crime Reduction Toolkit, which summarises the best available research evidence on what works to reduce crime
- 'Going equipped', our new online publication, which supports national peer-to-peer sharing of police knowledge and insight
- the Policing and Crime Reduction Research Map, which shares details of relevant ongoing policing-related research
- our Academic Support Network, which offers peer support for police officers and staff studying for academic qualifications
- Research Surgeries, which offer officers and staff bespoke advice and guidance on any research issue facing them or their force



- Evidence-Based Policing Masterclasses, which provide officers and staff with tailored learning and practical tools to understand and use evidence-based approaches in their day-to-day role
- our Evidence-Based Policing Champions Network, which supports forces to embed evidence-based policing
- our annual bursary scheme, which provides funding to support police officers and staff undertaking higher education academic study
- the National Police Library, which provides remote access to journals and offers postal loans of library resources

Developing knowledge to tackle vulnerability and serious violence

We are working with the NPCC to identify and test current police practice and new interventions aimed at tackling vulnerability and serious violence. We will be sharing the findings from evaluations of eight police-led interventions. Through these findings we will develop the evidence base

for policing, and share learning from the programme across the service to support the development of new practice. Work on this initiative will continue during 2020/21.

Evaluation of the Police Constable Degree Apprenticeship (PCDA)

The evaluation aims to understand how the PCDA has been implemented by forces and higher education institutions across England and Wales, and the outcomes that the programme has delivered. The College is currently working with seven early adopter forces to follow the journey of new officers through their initial learning. The evaluation will run until 2023 to ensure the first cohort of recruits can be followed through to completion of the PCDA and into their first year as confirmed police constables. An interim report was published in June 2020 covering findings in relation to programme implementation, recruit diversity and the overall experiences of those on the PCDA.

Sharing knowledge and good practice

Our key deliverables for 2020/21 are:

9. We will work with officers, staff and volunteers to create a National Map of Police Ideas to share ideas nationally, learning from others and building on experience from other forces.
10. We will work with the NPCC to further develop the evidence base on 'what works' to tackle vulnerability and violent crime.
11. We will publish the first two editions of our new national online publication, 'Going equipped'. This will allow officers and staff from across policing to share insights, ideas, learning and practice.
12. We will undertake a major update of the Crime Reduction Toolkit. After an extensive search of the body of academic literature on crime reduction, we will update the toolkit with at least 15 new or updated interventions by March 2021. This will ensure that policing and crime reduction partners have the most up-to-date evidence to inform their crime reduction approaches.
13. We will support the development of officers and staff through our bursary scheme. This year's scheme will build on the 200 bursaries awarded by the College over the last four years.
14. Through our tailored peer support and practitioner networks, we will offer opportunities to share knowledge, promote good practice and embrace change management.

Setting standards

The College sets standards, including codes of practice and regulations, to encourage consistency across all 43 police forces in England and Wales. We develop professional practice standards that draw on the best available evidence, relying, wherever possible, on authoritative research, and consulting across the police service as well as outside policing.

We set standards using different approaches depending on need. Codes of practice must be laid in Parliament and require chief constables to have regard to the standards set.

Authorised Professional Practice (APP) is formal guidance issued by the College to underpin a consistent



national approach to more fundamental and high-risk areas of policing.

Evidence-based guidelines are developed by the College in collaboration with frontline officers, staff and subject matter experts to set out the standards expected from forces, officers and staff in core areas of policing. This key area of business for the College is used to share effective practice between police forces to tackle a crime or policing problem.

Our work on standards is wide ranging and we have a comprehensive programme of work planned for 2020/21.

Safeguarding and public protection

We will continue working with practitioners to develop policing capability in relation to the priority areas of public protection and safeguarding activities.

Approaches to mental health

We are supporting the work to address the recommendations made by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services in its thematic report Picking up the Pieces. This has already included

defining the national meaning of a mental health incident, to help forces and PCCs understand the growing demands on frontline officers and staff responding to incidents involving people experiencing mental illness. To support this, the College collected data as part of a national 24-hour snapshot of police-related mental health activity. The College will analyse the data to provide forces with a clearer picture of demand. We have worked with the NPCC to develop and produce a national strategy for policing and mental health and will now support its implementation.

We are also producing an assessment framework to help PCCs and forces understand the impact of their partnership responses to these incidents through mental health triage schemes. The aim of these schemes is to ensure that people get the type of response they need as quickly as possible.

Firearms training accreditation

We will conduct the annual programme of work to review the quality of firearms training delivered by forces. This will ensure that they continue to meet the high standards set out in our APP and the National Police Firearms Training Curriculum, the Armed Policing Code of Practice and the



“A revised risk assessment tool has been developed that seeks to encourage the disclosure of more evidence and information, particularly regarding coercive and controlling behaviour.”

Police Use of Less Lethal Weapons 2020. We will work with forces to develop and maintain our standards to ensure that they are operationally relevant and based on evidence.

Domestic abuse risk assessment

This project began with a comprehensive assessment of the evidence on the way in which police assess risk relating to domestic abuse crimes and incidents. A revised risk assessment tool has been developed that seeks to encourage the disclosure of more evidence and information, particularly regarding coercive and controlling behaviour. Better information leads to better risk assessment. The new tool was piloted in three forces and there were positive results. We want to be absolutely sure that the new risk assessment process makes victims safer so it is being further tested in four forces. We will assess the testing sites in the autumn with a view to adding more forces to the testing cohort, if the current tests prove positive. This project is based on the concept of evidence-based policing. We have gathered and assessed evidence; we have developed a new tool that is intended to assist policing to be more effective at making people safer; and we are rigorously testing it. If it proves successful, we will roll it out to more forces.

Personal safety training

We will develop a National Personal Safety Curriculum for officers and staff to help keep officers and staff safe. We will do this using evidence provided by frontline practitioners, subject matter experts, staff associations and academics, and the NPCC and College review into officer and staff safety. This will provide forces with the learning materials they need to ensure that frontline officers and staff are equipped with the most effective tactics and techniques to keep themselves and the public safe. We will use evidence to identify the most useful techniques and the time needed to train them. Elements of the curriculum will be in place by April 2021.

Undercover policing

We have conducted the first phase of accreditation of police undercover units and will move on to the second phase of validation of site visits, which will then become a rolling programme.

Guidelines on recognising and responding to risk

We are completing work on the evidence-based guidelines and will work with the national policing lead to encourage adoption across policing.



Cyber Digital Career Pathways Project

The Cyber Digital Career Pathways Project began as a response to the difficulty police forces had in retaining cyber digital investigation specialists. As part of this process, we also aimed to increase the professionalisation, interoperability and skills of cyber digital investigation



practitioners. The approach was intended to help all law enforcement, not just policing.

The approach we developed to tackle the issue was to establish an assessment and accreditation process to recognise the skills of cyber and digital investigation practitioners and allow them to become members of a newly created Institute of Cyber Digital Investigation Professionals (ICDIP). The intention was that this would allow people to move in and out of organisations in law enforcement, developing their career, and come back into policing with recognised skills. We have found overall that this improves retention within policing and law enforcement. The ICDIP has been funded by the Home Office to date, and this year we will establish it as an independent body funded by its membership. We are completing work on guidelines and will work with the national policing lead to encourage adoption across policing.

Digital Investigation and Intelligence

The College is supporting the National Policing Digital Strategy by creating and delivering a digital learning programme. Alongside the College offer aimed at foundation learning and learning programmes for more

specialist roles, such as Digital Media Investigator and those involved in the acquisition of communications data, we are also delivering learning materials for recruits joining the service as part of Operation Uplift. We are creating a team to reach out to forces, particularly first responders, and other experts to inform the development of our materials. We are working with a specialist production company to create an innovative learning experience that will engage those who are new into policing but it will also be a resource that existing members of the service can use to refine their digital skills. The project is funded until the end of this financial year and we are focused on delivering exceptional content to support policing.

Setting standards

Our key deliverables for 2020/21 are:

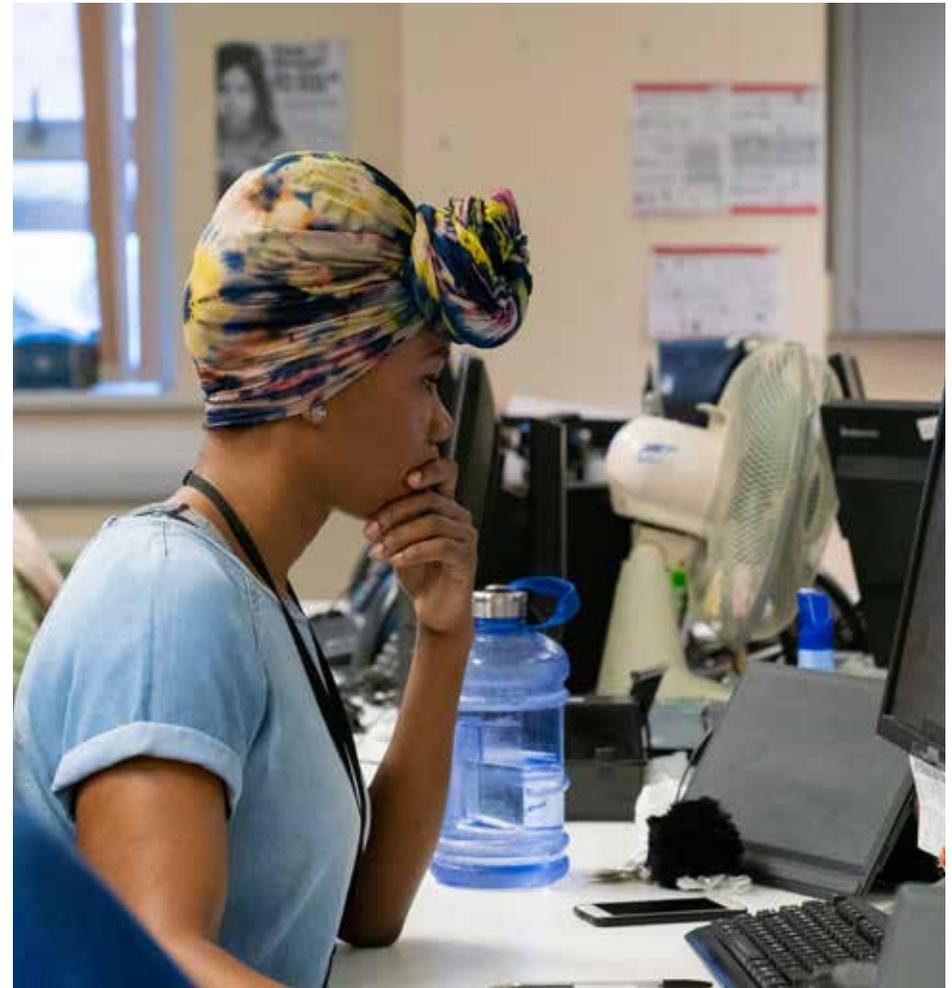
1. Deliver our new guidelines on first-line supervision by April 2021.
2. Deliver our risk assessment guidelines by October 2020.
3. Review the way in which we develop APP to ensure that it delivers the best support possible to those dealing with complex policing matters.
4. Deliver the Digital Intelligence and Investigation project by March 2021.
5. Establish the first elements of a National Personal Safety Curriculum for officers and staff.
6. Assess the testing of the domestic abuse risk assessment tool and decide whether it should be rolled out to more forces.
7. Deliver APP for 'investigation'.
8. Conduct the annual programme of work to review the quality of firearms training delivered by forces.
9. Establish an independent Institute of Cyber Digital Investigation Professionals (ICDIP) body funded by its membership.

Supporting professional development

We fulfil a wide-ranging role supporting workforce development across the service. This includes attraction, selection and progression processes, education, professional development and workforce capability. We promote diversity and inclusion, foster and embed a culture of continuing professional development (CPD) and support everyone to fulfil their full potential.

Supporting attraction, selection and progression

We provide expertise to support and deliver selection and assessment products for national recruitment, promotion and for forces running their own processes. This includes initial recruitment (police constables, specials and



police community support officers), the National Police Promotions Framework (NPPF) legal examinations and the National Investigators' Examinations (NIE). We have implemented an online assessment process to enable forces to continue recruiting police constables during the lockdown months and beyond. We are also delivering examinations from September using an online platform to support forces to continue to promote and progress their officers into supervisory and investigative roles. These interim processes will remain in place throughout 2020 to ensure fairness for all candidates.

We are also responsible for assessments of candidates aiming to progress to the rank of chief officer.

We support PCCs and chief constables with their processes for selecting chief officers and staff, and offer a 360-degree feedback tool which forces can now access online.

We provide and maintain the Competency and Values Framework, incorporating values from the Code of Ethics. This underpins all national assessment processes as well as the assessment guidance used for chief officer appointments and values-based recruitment. In 2020 we

will introduce new guidance on effective recruitment and candidate management.

Supporting education in policing

We will develop and maintain national curricula and programmes of education, as well as providing professional support for national policing-specific apprenticeships. Our national implementation team will continue to support ongoing quality assurance and forces' implementation of the initial entry routes for police constable (Police Constable Degree Apprenticeship, Degree Holder Entry Programme (incorporating a specific pathway for detective constables) and Pre-join degree in Professional Policing). We will also provide professional body support for implementation of the new entry routes for PCSOs, a 12-month professional apprenticeship and an equivalent non-apprenticeship entry route.

In 2020/21 we will also undertake the following initiatives:

- develop a national access programme to help those who do not yet possess the minimum educational requirements to apply to join the service, which will widen the potential recruitment pool



- enhance the existing pre-join degree entry route, enabling higher education-licensed providers to offer an accelerated degree in Professional Policing that can be completed within two years

- work with the Special Constabulary to implement a newly developed education programme that makes it easier for new special constables to apply to join the service as a regular police officer via the new entry routes

Supporting professional development initiatives

We offer a range of guidance and products to support professional development. Over the next 12 months we will continue to develop our Professional Development Platform, which supports a comprehensive set of Policing Professional Profiles for officer/staff roles, and also provides a recognition of prior learning facility.

In 2020 we will promote the professional pathways available to new recruits after the successful completion of their probationary periods. We will review our CPD-related activities to ensure they are effective. We will build on existing initiatives, such as our partnership with the service to establish national performance development review (PDR) principles and processes to encourage the use of PDRs to maximise the benefits to forces, officers and staff.

Developing leadership potential and fostering talent

Building on the solid foundation provided by our current initiatives, we will provide enhanced professional body support for leadership development. We will establish a coordinated approach, via a leadership centre, that will:

- set out national leadership expectations for all levels in policing and provide leadership development opportunities for all, in particular underrepresented groups
- set standards for leadership in policing, providing consistency and a pathway for progression
- provide support to talented individuals who may not have previously considered leadership opportunities

As part of this ongoing process of consultation, we will continue to develop our well-established leadership learning platform, which already supports leadership and management for everyone in policing. We will use digital technologies to support open access to resources such

as webinars and podcasts. This will provide sustainable approaches such as reducing the amount of time that officers spend away from their duties, which will support both forces and individuals. We will also develop additional positive action initiatives to increase the talent pipeline beyond chief inspectors/police staff equivalent.

Our Senior Leaders Hub will support those who wish to progress to senior leadership roles, encouraging greater diversity at senior leader ranks. We will also provide initiatives to support all prospective future chief officers, with a specific offering for underrepresented groups, including face-to-face workshops, online engagement opportunities, and coaching and mentoring provisions. We will increase CPD activities for chief officers following feedback from a national survey.

Supporting workforce capability

Launched in April 2019, the National Police Wellbeing Service provides support to improve wellbeing in policing and is designed to meet the unique needs of police officers and staff. Oscar Kilo (oscarkilo.org.uk), the National Police Wellbeing Service, provides practical support for forces and individuals. In 2020/21 we will develop new capabilities in

occupational health, strategic health partnerships, fatigue and shift patterns, and physical activity.

Our peer support networks share knowledge and good practice to deliver evidence-based improvements in policing. We host national fora to discuss current and emerging priorities for workforce development in policing.

Ambassador network and networking activities

A further element of our work to enhance our connection with the profession is our existing ambassador network and networking activities. We will continue to run regional networking events and explore ways to extend audiences for these events. We will also use social media platforms such as Twitter and LinkedIn to network and share knowledge more widely.

Learning and development

We design and deliver a range of learning and development products and services to equip people with the knowledge, understanding, skills, attitudes and behaviours needed to reduce crime and keep people safe. We aim to ensure the highest standards in some

of the highest risk areas of policing to ensure national consistency. We offer a scalable and cost-effective solution to forces across England and Wales, maximising learning in safe but realistic environments where people can learn and practise crucial skills. We work with subject matter experts and a variety of partners to deliver the best possible learning in the most effective way. We use a variety of methods, delivering directly at our sites in partnership with forces locally, or via our digital learning environment which delivers two million digital learning assets a year to policing.

Our learning and development complements training delivered by forces. Where forces have the scale and facilities to deliver training themselves, we provide our products on a licensed basis. Where we are the most economic delivery option, we deliver to the highest standard. To ensure our learning is of a sufficiently high quality, we continually evaluate and quality assure our products, services and delivery. In 2020/21, we aim to deliver to over 20,000 people across England, Wales and internationally, through a rolling schedule of professional services, courses, selection and assessment centres and examinations.

Supporting professional development

Our key deliverables for 2020/21:

1. We will continue to support ongoing quality assurance and forces' implementation of the PEQF entry routes. We will also develop and implement new initiatives aimed at widening the potential recruitment pool, and a new educational provision for the Special Constabulary, linked to the national curriculum for police constable.
2. We will continue to support recruitment and progression. We will evaluate the experiences of delivering the online assessment process, along with the evaluation of the Day One assessment centre, to inform the future model for recruit assessments. We will also be undertaking a review of the promotion processes for sergeants and inspectors.
3. We will continue to work in partnership with forces, supporting them in their ongoing use of PDR and CPD initiatives as part of workforce development.
4. We will consult on the future delivery and development of Direct Entry/Fast Track programmes, including the potential development of a Fast Track inspector to superintendent programme.
5. We will continue to provide leadership and management development opportunities for all in policing, with targeted activities to support the progression of underrepresented groups. We will enhance the range of products, services and support provided through the Leadership Learning Platform and the Senior Leaders Hub.
6. We will provide specific leadership development for first-line supervisors including toolkits, guidance and information for those who are tutoring and supervising probationers.

About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

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