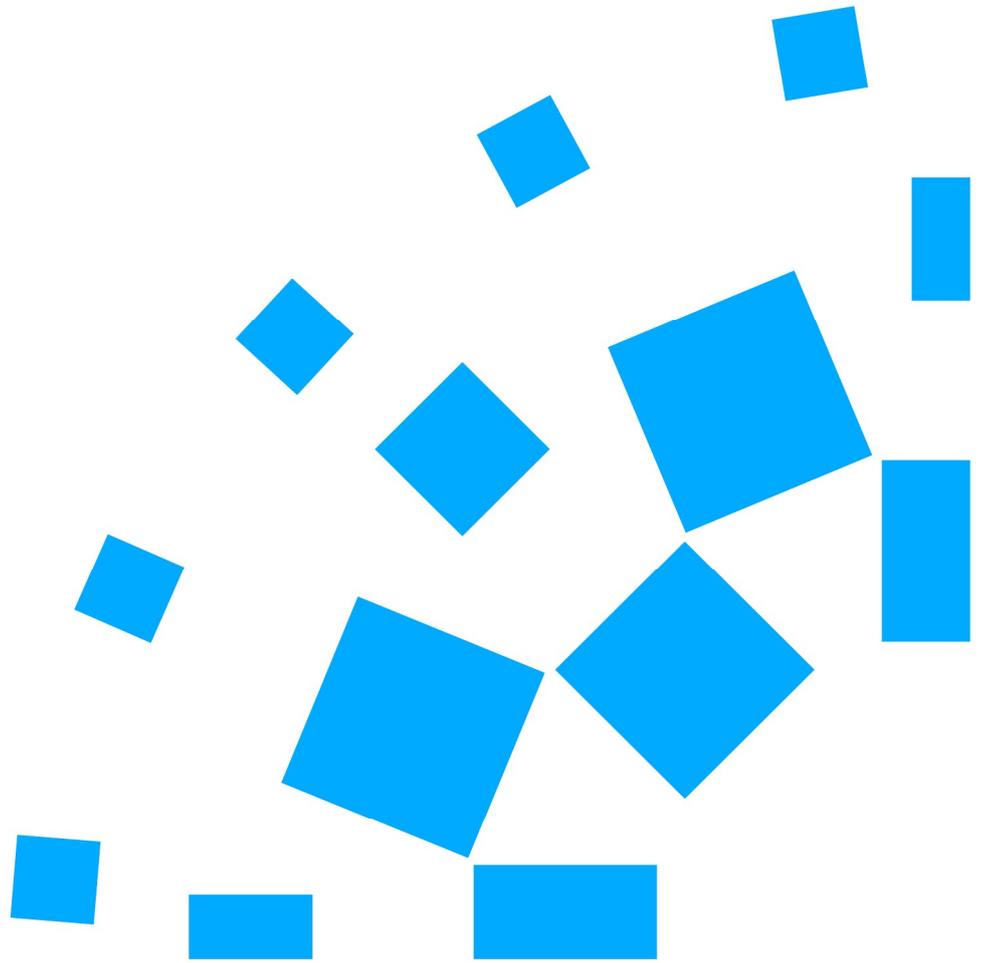


Associates Policy

Version number 1.6



College of Policing Limited
Leamington Road
Ryton-on-Dunsmore
Coventry, CV8 3EN

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Associates Policy

Policy summary	This Policy outlines the high-level principles for attracting, selecting, engaging, deploying and managing Associates
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Links to other College policies	Information Technology Use Policy Vetting Policy
More information available at	Please see section 7 of this document

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1. Purpose statement

- 1.1. The College of Policing purpose is '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.
- 1.2. Whilst not employees, College Associates (hereafter referred to as Associates and defined in the Glossary at section 10) are highly valued and a flexible resource that help design and deliver our services and products and support professional development across the service. They provide current, relevant and specialist skills and knowledge which complement those of our permanent, contracted and seconded staff. They also provide surge capacity to meet demand. They are engaged for specific, short-term, ad hoc and discrete pieces of work.
- 1.3. This Policy outlines the high-level principles for attracting, selecting, engaging, deploying and managing Associates.
- 1.4. We will select, engage and manage Associates in a fair and transparent manner, whilst upholding the principles and standards of behaviour in line with the Code of Ethics and in accordance with managing public money, demonstrating efficient and effective use of resources.

2. Scope

- 2.1. This Associates Policy along with the 'Working for the College of Policing: Key Information for College Associates' (collectively referred to as the "Guidance") is intended for use as guidance for the engaging managers and College staff involved in College Associates' engagement. Both documents are to be published alongside advertised opportunities for information of interested parties. For clarity the Associates Policy and 'Working for the College of Policing: Key Information for Associates' documents are for guidance only and do not form part of the terms and conditions for engagement of Associates. The contractual terms and conditions, and the purchase order or letter of engagement where issued, set out the terms and conditions for the engagement, and in the event of conflict prevail.

- 2.2. The Glossary at section 10 provides definitions of terms used in this document. This Policy applies to the engagement of all Associates (as defined in Section 10) who have agreed to offer their services on a per-day or per-hour basis or by payment of expenses only. For clarity, this Policy does not apply to Subject Matter Experts (as defined at Section 10) and further detailed in 'Working for the College of Policing: Key Information for College Associates' for reference as to when they can be engaged. This Policy is to be followed by College staff involved in the engagement of Associates.
- 2.3. Associates are not employees of the College, or seconded to it. They are not Contractors (as defined at Section 10) and will not be used to fill headcount posts.
- 2.4. The work undertaken by Associates is principally the delivery of learning and assessment, this includes the whole learning and development cycle supporting professional development across the service.
- 2.5. This work must always be governed by a contractual arrangement.

What is out of scope?

- 2.6. This Policy does not apply to Contractors (as defined at Section 10), anyone engaged through a Collaborative Force Engagement, or police officers, police staff, civil servants or employees of any other public sector body who are seconded to the College.

3. Powers and legal requirements

- 3.1. The College is an Arm's Length Body of the Home Office and our use of Associates is subject to a Home Office delegation. This Policy ensures we work within that arrangement.
- 3.2. The College cannot engage as Associates, or pay directly, police officers or police staff.
- 3.3. The College cannot engage as Associates, or pay directly, civil servants or any employee, contractors or Associates of any other public sector body for the same period of engagement, or any part thereof, where it would result in

that Associate receiving dual remuneration for the same period of engagement. Where the Associate would not be receiving dual remuneration for the same period, then the College can engage the Associate. For example an individual who has a part time public sector role is permitted to undertake Associate work in their non-working time for that other public sector organisation.

- 3.4. It is the responsibility of the Associate to ensure that they arrange their working time so that they do not receive dual payment or remuneration for the same period of working time or engagement and that they have the agreement (if required) of the other public sector body to undertake Associate work. The Associate will be responsible for demonstrating to the College that they would not be receiving dual remuneration and have the agreement of the other public sector body (if required) to undertake Associate work. Associates who may have other work from other clients, or employment should be responsible for their overall working time in accordance with working time regulations.
- 3.5. Anyone in receipt of any redundancy (including voluntary redundancy)/compensation payment from a force or public sector organisation should consult their redundancy/compensation scheme provision, consider and where relevant comply with any requirements before being engaged as an Associate.
- 3.6. Subject to paragraph 3.3, Associates cannot be engaged until after the date of their retirement from a force or public sector organisation. There is no requirement by the College to leave a gap from the date of retirement of a public sector employee to the day of engagement as an associate. Those applicants retiring are advised to check with their pension provider for any requirements of their particular scheme.
- 3.7. Service Associates (as defined at Section 10) retiring may request a change of status to be considered for an approved Associate Pool that has vacancies and can be approved by the Business Unit concerned. Selection will be logged by Associates Administration for monitoring by the AGG. If a Pool is full, and there is a justifiable business need to increase the Pool size,

the request will be submitted to the AGG for consideration. There is no guarantee of acceptance into a Pool.

4. Process

Associate Resource Pools

4.1. Key principles:

1. Each Business Area's Engaging Manager is responsible for defining the requirements for its Associate Resource Pools. These are captured in a defined scope of work setting out the business requirement and prerequisite information including a clear set of criteria necessary for the delivery of that work against which potential Associates will be considered, for example qualifications, skills, knowledge, and relevant recent experience. The Engaging Manager will validate qualifications and experience before accepting anyone into an Associate Resource Pool.
2. The Associates Governance Group (as detailed at 4.2.) is responsible for oversight of the Associate Resource Pool management. The process and information is held by Associate Administration in accordance with data protection legislation.
3. All opportunities to join a Pool will be advertised, as a minimum, via the College website at [Associate opportunities | College of Policing](#) or in the case of specialist Pools, the respective National Police Chiefs' Council community.
4. Each Pool will have its own work allocation criteria advertised with the Pool opportunity.
5. The selection of Associates will be made against the selection criteria for the Pool. Expressions of interest will be scored against a marking scheme of 0 - 5 with 0 being 'not eligible' for consideration and 5 being 'excellent' by the engaging manager or selection panel.
6. A Pool cannot have more than the defined number of Associates. If numbers fall below the optimum size, the Business Area has the discretion to seek to re-select for the remaining places, by advertising.

7. To ensure relevant up to date experience and that skills are refreshed, in all instances, the Associate Pool should be re-selected every three to five years, or sooner if required as set out in the scope of work and in accordance with the original advertisement. Re-selection timescales should be subject to the required skills and experience of the Pool and defined as part of the scope of work.
8. A weighting structure may be allocated to each of the criteria dependent upon the business need outlined in the scope of work.
9. The College should provide feedback, if requested, on why an application was unsuccessful, which may be coordinated by the Associate Advocate if required.
10. The Security Vetting process shall be applied to all potential Associates, who are required to successfully complete security vetting to the required level prior to being engaged. The vetting level can be established by the engaging manager using the security vetting tool.
11. The College administers the work equitably through fair and transparent allocation that is outlined in the scope of work included in the advertisement of the Associate opportunity. The College is not obliged to provide any Associate with work, nor does it guarantee an amount of work in any period. An Associate is not obliged to accept any work, although repeated refusals may lead to a review of that Associate remaining in a Pool and undertaking engagements.
12. The engaging manager has responsibility for managing the delivery outcomes, verifying that the work has been completed to a satisfactory standard, and confirming that the work has been delivered in accordance with the scope of work.
13. The College will collect Associates' diversity data (subject to complying with the relevant Data Protection legislation). The collection of personal data must be justifiable, for example monitoring representation, and may therefore vary from Pool to Pool. Where collected, anonymised data will be analysed annually, and reviewed by the AGG to inform decision making.

Associate Governance Group

- 4.2. The Associates Governance Group, chaired by the Head of Delivery Services with members from relevant business areas is responsible for oversight of the resource Pool management. This includes approving the creation of any new Associate Pool including, size, criteria for eligibility to join (currency, skills, knowledge and qualifications), fee rate, whether IR35 applies and the prime location for delivery of the work for purposes of taxation of expenses, vetting level, optimum timeframe for re-selection to a pool and the rationale for this and the approach to allocating work, to ensure fairness and consistency. The AGG monitors the activities of the Pools once created ensuring the principles are correctly applied, including fair allocation and referring matters to the Associate Review Panel (as detailed at 4.3). The chair is the decision maker in consultation with group members.

Associate Review Panel

- 4.3. An Associate Review Panel (ARP) is established by the Chair of the Associate Governance Group (AGG) to review an Associate's position in an Associate Pool or on an Associate list, to consider their continuation or removal as an Associate following any investigation where it is considered that work has not been completed to a satisfactory standard or where conduct may have fallen short of the behaviours and principles of the Code of Ethics, or College Policies. In the event of termination of the contract the Associate Terms and Conditions or Personally Engaged Associate Terms and Conditions apply.
- 4.4. The Chair of the AGG will also take account of the seriousness of any issue, and consider with Human Resources and Procurement advice whether to temporarily withdraw an Associate from an Associate Pool or Associate list whilst the investigation is conducted. Approval to temporarily withdraw the associate will be taken in consultation with a Director and the decision to temporarily withdraw kept under review until the outcome of the Associate Review Panel and final decision by the Chair of the AGG. Temporary withdrawal from an Associate Pool is a neutral act, which does not imply guilt.

- 4.5. The Associate Review panel shall take into consideration of any response and relevant other information provided by an Associate. The results of the Panel will be communicated to the Associate in writing (email acceptable) and are final. In the event of termination of the contract the Associate Terms and Conditions or Personally Engaged Associate Terms and Conditions apply.

5. How does the Policy apply in practice?

- 5.1. It is the Associate's responsibility to comply with the Policy.
- 5.2. Information on dispute resolution is included in 'Working with the College of Policing, key information for Associates' document.

Fee rates

- 5.3. Fee rates will be defined by the College under the oversight of the Associates Governance Group.
- 5.4. Guidance for the standard payment arrangements for Associates are shown in Section 4, Standard Payment & Cancellation Terms, 'Working with the College of Policing: key information for Associates'.

Standards for Engaging Associates

- 5.5. Breaches of Associates' Policy, or the Associate and Terms and Conditions for engaging Associates may result in the Associate Review procedure and ultimately removal from the Associate Pool or list.

General Data Protection Regulation

- 5.6. Diversity monitoring forms, Associate Pool applicants' Expression of Interest forms, and engaged Associates personal data are processed in accordance with Section 7, GDPR 'Working with the College of Policing: key information for Associates'.

Associate Withdrawal from an Associate Pool

- 5.7. To withdraw from an Associate Pool an Associate should notify the College in writing (email acceptable) at the earliest opportunity.

College Associate Review and Associate Pool Review Procedures

- 5.8. The College will specify for each Pool the ideal timeframe for re-selection. However, it reserves the right to manage its Pools outside of these timescales and may choose to retire a Pool for any of the following reasons:
- relevance of skills and experience
 - policy change for usage of Associates
 - changes in College work priorities
- 5.9. Where an issue concerning an Associate's conduct or quality of work arises an investigation may be directed by the chair of the AGG, appointing an Investigating Manager, to report to the Chair, and if appointed the Associate Review Panel as detailed at 4.3 above.
- 5.10. To ensure its ability to deliver, the College reserves the right to deselect an Associate from one or more Pool, and replace them with another Associate, if they are regularly unavailable to carry out engagements.

6. Take action and review

- 6.1. The Chair of the AGG is responsible for monitoring and reviewing this Policy. They may conduct or appoint another person to undertake a formal review of the Policy in response to changes in legislation/codes of practice and, or the efficiency and effectiveness of its application. In order to inform this review the Chair of the AGG will consider:
- number of complaints from Associates
 - diversity monitoring reports
 - employee/management views on clarity of Policy
 - feedback from the AGG
 - breach of procurement rules
 - trade unions' feedback on policy and process
 - any necessary changes following any training and engagement activities

- policy equality statement results on the decisions taken in accordance with this Policy and diversity monitoring
- 6.2. Associates are encouraged to challenge without fear of reprisal, fellow Associates and College Staff who have a clear disregard for the contents of this Policy.
- 6.3. The College reserves the right to update and amend this Policy and its associated documents at any time.

7. Options and contingencies

- 7.1. This Policy is complimented by, and should be read in conjunction with the AGG's Terms of Reference and the 'Working with the College of Policing, Key Information for Associates'.

8. Monitoring, evaluation and review

- 8.1. The AGG will monitor, evaluate and amend as detailed at 6.1 above, and the Policy shall be reviewed every 12 months by the Associate Advocate.

9. Associated documents

- For reference of Engaging Managers
- Expression of Interest Forms
- Scope of Work Document (Excel & PDF)
- Pool Scoring Spreadsheet
- Terms and Conditions
- IPR provisions and licensing
- Allocation policies
- Code of Ethics
- Overseas deployment documents
- Diversity Monitoring form
- IT SyOps
- Information Technology Use Policy

- Travel and Expenses Policy
- Gifts and Hospitality Policy
- External Complaints Policy
- Reporting a Concern Policy
- Social Media Usage Policy
- Commercial Protocol
- 'Working with the College of Policing, key information for Associates'.

10. Glossary

Associate:	Either a Personally Engaged Associate or a Corporate Associate, engaged by the College to perform specific, discrete tasks.
Associate Administration:	Administration team managing the systems, process, and communications for Associates.
Associate Advocate:	Manager appointed by chair of AGG to oversee application of the Associate Policy, and to manage responses to Associate queries that may require a more detailed response.
Associate Governance Group:	Maintains oversight of the resource Pool management.
Associate Resource Pool:	A Pool of Associates defined in terms of the business need, skills required and the optimum number of Associates within that Pool.
Associate Review Panel:	An Associate Review Panel (ARP) is established by the Chair of the Associate Governance Group (AGG) to review an Associate's position in an Associate Pool or on an Associate list, to consider their continuation or withdrawal as an Associate following any investigation where it is considered that work has not been completed to a satisfactory

	standard or where conduct may have fallen short of the behaviours and principles of the Code of Ethics, or College Policies.
Contractors:	Defined by general Home Office Contractors and Contingent Labour (CCL) (N.B. out of scope of Policy).
Corporate Associate:	Corporate Associate is a corporate entity (including but not limited to limited companies and partnerships) that provides individuals to perform any Associate Projects on behalf of the legal entity.
GDPR:	General Data Protection Regulation.
Home Office Delegation:	The Home Office sets the financial parameters within which we can engage Associates. We are subject also to Home Office and the College procurement Policy and procedures and legal and regulatory requirements, including EU Directives.
Personally Engaged Associate:	Personally Engaged Associate is an individual sole trader, who performs any Associate tasks, and who shall not be an employee of the College of Policing Ltd nor classed as Contractor and Contingent Labour (CCL) for internal or Home Office/Cabinet Office purposes.
Scope of work:	Defines the requirements of a business areas Associate Pool, captured in the scope of work setting out the business requirement and prerequisite information Includes guidance on the selection and management of the associate Pool and oversight by the Associate Governance Group.

Subject Matter Expert: A person with specific expertise, knowledge, skill sets or experience which resides in that particular individual. They are distinct from Corporate Associates or Personally Engaged Associates. They may be engaged for, but not limited to:

- someone who has direct experience of dealing with a recent major incident
- a recognised authority/expert in a particular subject e.g. a published academic
- someone who is a victim of crime/or a campaigner on a particular subject
- someone with a particular skill set or background to a particular course or event

Service Associate: A Service Associate is a police officer, member of police staff or public sector employee with specific expertise, knowledge, skill set or experience of a learning programme or of policing. They are released by their home force or department to deliver a specified service, without payment to the individual other than expenses incurred. They are supplied free of charge, or at an agreed rate to the home force or department or unit.

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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