



College of
Policing

college.police.uk

Associates' welcome pack

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We provide practical and common sense approaches based on evidence of what works. As an Associate you will be part of this work and expected, when you work for us, to uphold these values.



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This publication is available for download at <http://www.college.police.uk/leadershippreview>

Any enquiries regarding this publication should be sent to us at contactus@college.pnn.police.uk

Our purpose

The College of Policing provides everyone working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure public trust.

We have three complementary functions:

- **Knowledge:** developing the research and infrastructure for improving evidence of 'what works'. Over time, this ensures policing practice and standards are based on knowledge, not custom and convention.
- **Education:** supporting the development of individual members of the profession. We set educational requirements to assure the public of the quality and consistency of policing skills, and facilitate academic accreditation and recognition of our members' expertise.
- **Standards:** drawing on the best available evidence of 'what works' to set standards in policing for forces and individuals, for example, through authorised professional practice and peer review.

Our values

Integrity – we do what we say by:

- delivering a professional service
- admitting when we make a mistake
- upholding our Code of Ethics.

Respect – we are open and honest by:

- promoting equality and allowing everyone to have a voice
- working collaboratively
- making and communicating our decisions openly and welcoming challenge.

Our ways of working

Evidence – we generate and share evidence by:

- supporting innovation
- saying when we do not know something
- making decisions based on the best evidence available.

Improvement – we aim to develop continuously by:

- learning from everything we do
- supporting our members and staff in reaching their maximum potential
- being effective and efficient.

Welcome

Dear colleague

I would like to take this opportunity to welcome you to the College of Policing. We are grateful for the skills and experience you bring and look forward to working with you.

Everything we do seeks to provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public, and secure public trust. In delivering this goal our work includes building the evidence base, setting standards and supporting the education of officers and staff. Everyone in the College, regardless of role, contributes to this work and I hope that you are excited to play your part.

Like any successful organisation, the most valuable asset of the College is its people and our flexible workforce are an equally valuable part of our delivery capacity. We are committed to creating a positive and supportive environment for you in which to operate. In return, I ask that you challenge me and your colleagues to be the best we can be. I am confident that you will find the College a rewarding, challenging and fulfilling place to work and I wish you every success.

David Buckle

Director of Membership and Business Development



Contents

This pack is designed to help you gain an understanding of the College. The information contained will make you aware of information which may be relevant to you in your engagement with the College of Policing.

The pack is divided into sections. There are links provided in each section – please follow them for more information.

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Section 1 – Associate induction

Your associate induction will be delivered by your engaging manager or the project lead. The induction process is designed as a welcome to the College of Policing and to ensure that you are equipped to fulfil your role as efficiently as possible. The process will include the following:

- expectations of your role
- department description and structure of the department you will be working with
- an overview of Associate Administration, your single point of contact to coordinate requests such as technology, shopping carts and payments
- direction on information management
- introduction to document management and version control
- project-specific information and resources
- facilities that will be useful to the associate e.g. the National Police Library.



Section 2 – College information

Executive directors



Mike Cunningham
Chief Executive Officer

We are the professional body for policing. We're working to find the best ways to deliver policing in an age of austerity.

The police service faces a series of challenges: from the transformational change that police forces must make to deliver savings and reduce crime, to the increasing complexity of the threats to national security, public safety and public order.

We are helping to meet these challenges. Operating in the public interest, we're an authoritative voice in policing, continually reviewing how we support the police service.

We intend to be a not-for-profit membership organisation, and aim to achieve chartered status.

Read more about our [current activities](#).



DCC Bernie O'Reilly
Executive Director

Board of Directors

The purpose of the College Board is to secure the College of Policing's long-term success. It sets our strategic direction and values and ensures that we meet our obligations to the public, our members, partners and the home secretary, as the Member of the company. The Board directors bring their professional judgement to matters of strategy, performance, risks, financial and human resources and the conduct of College staff.

Read more about the [board members](#).



Rachel Tuffin
Director of Knowledge,
Research and Education

Executive directors



David Buckle
Director of Membership and
Business Development

The executive leadership team is led by Chief Executive Officer (CEO) Mike Cunningham. The CEO is also the College's accounting officer. He is supported in his duties and responsibilities by the team of executive directors and is accountable to the College of Policing's Board of Directors.

The executive directors lead the College, overseeing operations, managing the organisation and driving achievement of our strategic objectives. They also create the culture that enables everyone in the College to meet the standards and principles of our Code of Ethics for policing in England and Wales. The executive directors ensure standards of good governance, decision making and financial management across the College, including safeguarding, proper handling and value for money of public funds.

Read more about the [executive directors](#).



Kate Husselbee
Director of Corporate
Services

Being an Associate

We rely on Associates to help design and deliver our services and products. Associates provide current, relevant and specialist skills and knowledge which complement those of our permanent, contracted and seconded staff. Associates also provide surge capacity to meet demand. Associates are engaged for specific, short-term, ad-hoc and discrete pieces of work.

Please take time to familiarise yourself with the following documents:

- [Associate Terms and Conditions](#)
- [Associate Frequently Asked Questions \(FAQ\)](#)

College Associate Management Team

The College of Policing have a dedicated Associate management team who are available to offer guidance and support to associates and associate managers. The Associate [FAQ](#) have been developed to answer many of the queries you may have in your engagement with the College of Policing.

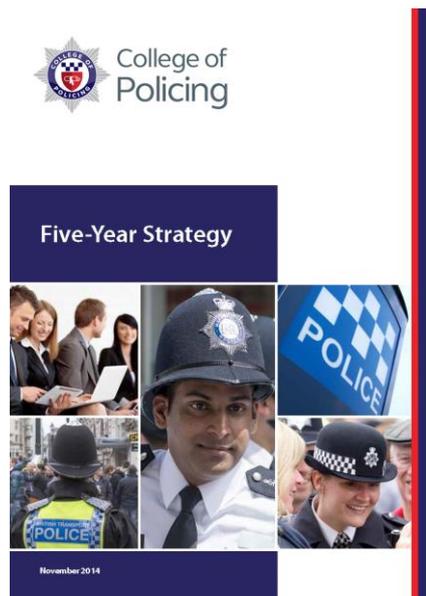
If you have any feedback or require further support from the College of Policing please contact your engaging manager or project lead as soon as possible. To raise further concerns or for wider feedback, please contact the [College Associates](#) inbox.

International deployments

From time to time you may wish to be deployed overseas to work on behalf of the College of Policing.

College of Policing has a duty of care to anyone deployed overseas, on each occasion the International Business Development Team will contact you separately and provide you with all of the information you require for your deployment.

Five-Year Strategy



At the College, we are determined to make a difference to the way people who work in policing are supported in doing their jobs. In this strategy, we outline our plans to support future members in making the best possible decisions and gaining recognition for their skills so they can provide the best service to the public.

Our vision is to be a world-class professional body, equipping our members with the skills and knowledge to prevent crime, protect the public and secure public trust. The Five-Year Strategy outlines what we intend to do to achieve this vision.

Read the [Five-Year Strategy](#).

Code of Ethics

The Code of Ethics has been produced by the College of Policing in our role as the professional body for policing. It sets and defines the exemplary standards of behaviour for everyone who works in policing. The Code of Ethics defines nine policing principles. They are built on the Nolan principles for public life, with the addition of 'fairness' and 'respect'.

The Code is an everyday guide to decision making. It encourages people to take responsibility for their actions and consider how their behaviour might be perceived by others. We want everyone to feel confident to challenge colleagues whose behaviour falls below expectation, irrespective of role or position, and to create a culture where people are encouraged to do the right thing in the right way.

Read the [Code of Ethics](#).

College news



We have a mandate to set standards in professional development in Policing, including codes of practice and regulations, to ensure consistency across the 43 police 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 maximum support to help the police service implement these standards.

This means that the College is involved in a wide range of activities.

Read the latest [news updates](#) on what we have been doing.

Leadership Review

Everyone working in policing deserves the very best leadership and management at all levels in order to deliver the highest levels of service to the public.

Our Leadership Review builds on the strengths in policing. It identifies future challenges and makes ten recommendations about how we need to change in several key areas.

Read more about the [Leadership Review](#).

The Digest

The College of Policing [Digest](#) is produced monthly by our Legal Services team as an environmental scanning publication.

The Digest provides the latest news on matters relating to operational policing practice and criminal justice.

It is an invaluable resource for those responsible for strategic decision making, operational planning, and police and law enforcement training. It is particularly informative for students and operational officers, as well as those involved in areas outside policing or who have an interest in policing and criminal justice.

Every edition contains summaries of key developments in police law and practice, including:

- new legislation, statutory instruments and case law
- recently published government reports and initiatives
- latest statistical bulletins.

Freedom of information/data protection

Freedom of information



As a public authority, the College is subject to the requirements of the Freedom of Information Act 2000. We are committed to operating openly and transparently and to maintaining a high level of public trust and confidence in our organisation. To support this commitment, we will meet all reasonable requests for information.

The Act gives a general right of access to all types of recorded information held by public authorities. The Act's purpose is to make public bodies more accountable to those who fund them and to members of the general public. If we hold the information requested, we will disclose it unless we can demonstrate that doing so would result in harm or prejudice.

As part of the College's commitment to transparency, we maintain a publication scheme where we seek to proactively publish as much information as possible, as well as a disclosure log where we publish the responses we have given to previous requests.

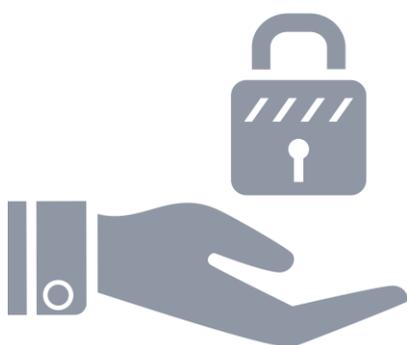
Data protection

The General Data Protection Regulation (GDPR) and the Data Protection Act came into effect on 25 May 2018. These laws control how your personal information is used by organisations, businesses or the government. We are all affected as we are all data subjects.

The new laws also affect how we do handle personal data at work. Any person whose information is held by an organisation has certain rights. We hold information on various groups of people like members, associates and staff, and therefore we need to consider people's rights as part of the way we process their data. Each processing activity must follow the key data protection principles (such as lawfulness, fairness and security) and must have a lawful basis.

Contact data.protection@college.pnn.police.uk if you have any questions.

Security



We have proportionate and effective physical, personnel and information security policies, procedures and measures in place to prevent unauthorised access to our sites and information and to protect our staff and visitors.

Please take the time to familiarise yourself with the current threat level, our security policies and what your personal responsibilities are. This ensures we remain a safe and secure place to work.

Read more on security and the [current threat level](#).

Protecting information

Information is the lifeblood of our organisation. All individuals who have access to College IT systems are required to undertake the minimum standard of training and awareness in protecting our information. We all have a personal responsibility to adequately protect our information, from its creation through to its safe disposal. Information can be on paper, in emails, on a database, in phone calls and via texts and Skype for Business.

It is essential that we secure our information in a proportionate and reasonable manner in accordance with its classification and the likely impact if it is lost or compromised. Therefore, the online training packages of 'Equality & Diversity, Data Protection (GDPR), Information Security, and Freedom of Information' have been developed and are accessible via the [MLE](#).

Contact the [College security unit](#) for further details and advice.

Government Security Classifications

The College of Policing applies Government Security Classifications (GSC) to its information, from creation to disposal. GSC has three tiers: OFFICIAL, SECRET and TOP SECRET. The majority of our information is classified at OFFICIAL and we do not routinely mark information at this level. At present, not all of the police service has moved from the previously used Government Protective Marking Scheme to the GSC, therefore, we have an agreement in place as to how we handle the exchange of information between the College and forces. Please ensure you familiarise yourself with how we use the GSC, from emails to policies, from phone calls to removable media.

There is an additional handling caveat within OFFICIAL which is only to be used in exceptional circumstances where the content of that information has seriously damaging consequences if accessed by unauthorised individuals or groups and could significantly impact or damage legal proceedings for example. This classification is OFFICIAL – SENSITIVE.

College writing style and branding

As a professional organisation, we have an agreed house style for all written communications. We produce a large number of reports, policies and guidance. These undergo editorial checks to ensure that we use correct language consistently.

The world of policing contains many specialist terms and acronyms and we need consistency in tone, style and grammar when communicating with our members and wider stakeholders to ensure clarity.

Please refer to our quick reference style guide for advice on how to write effectively for maximum impact, with helpful advice on avoiding pitfalls such as common spelling and grammatical errors.

If you have any queries or suggestions about the style guide, please email the [College Marketing Team](#). Closely linked to this important work is our brand identity manual – please obtain a copy from your engaging manager and familiarise yourself with this. Our internal design team is here to help you ensure your documents are on-brand, so just email them with your requests.

Information Services



Information Services can offer a host of guidance on information management, such as our version control standard, where to save documents and best ways of working electronically. Email [College Information and Records Management](#) for further help.

If you have further questions about how IT and Digital Services can help you, please contact the Customer Contact Centre by telephone on **0800 692 1122**, extension **1122**, **Monday to Friday, 8am to 6pm**, using short dial, or via the quick dial button on VOIP handsets. Alternatively, email your query to [College Customer Contact Centre](#).

National Police Library

The **National Police Library**, which is based in Edgbaston at Ryton, is for the use of College staff. New starters are invited to register. To register, complete the registration form (which can be found on the Membership web page) and email it to the **library**.

The **library catalogue** is freely available online. The library holds resources on many subjects to support all College staff. The library team is also on hand to help – **email** them if you are looking for resources on a particular subject.

The library offers a full enquiries service with document supply and online access to journals. As well as policing topics, the library has material on broader subjects such as management and leadership, career development, psychology, marketing and training.

By searching the library's **catalogue**, you can get free access to thousands of electronic resources that you would otherwise have to pay for. These resources are invaluable in helping staff maintain current awareness and developing our offer to members.

Section 3 – About College of Policing sites

The following guides will be helpful if you visit one of the **College of Policing sites**:

- **Harperley Hall**
- **Harrogate**
- **Old Queen Street**
- **Ryton**





Protecting the public Supporting the fight against crime

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We will provide practical and common-sense approaches based on evidence of what works.

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