



College of
Policing

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Business Plan

2018–19

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Contents

| | |
|----------------------------------|-----------|
| Introduction from the CEO | 03 |
| Planning for 2018–19 | 05 |
| Our key areas of focus | 07 |
| Our plan on a page | 08 |
| Summary and close | 12 |

Introduction by the chief executive officer



Welcome to our 2018-19 Business Plan.

The College of Policing works to provide everyone in policing with the skills and knowledge to prevent crime, protect the public and secure public trust. As the new chief executive officer, I am proud to outline the work we will undertake over the next 12 months and beyond.

In setting our ambitions for the year ahead, I am mindful that the context in which policing must be delivered continues to change rapidly. Difficult resourcing decisions and the evolving nature of demand for police services are testing those working in policing. All forces face challenges in ensuring officers, staff and volunteers are equipped with the skills they need for the future, can work in a fair and positive culture and that their wellbeing is supported so they deliver the best possible service to the public.

To ensure we do all we can in helping policing meet these challenges, I want to clarify how we will work with our partners to set priorities and put our resources where they are most required. I have therefore initiated an important piece of work so that, during the early part of 2018/19, we revisit our mission and vision. This will help ensure there is clarity regarding our contribution to policing and our energies are focussed where we can have most impact. With this in mind, this 2018/19 Business Plan represents a set of priorities which we expect to refine and clarify over the coming months. We will keep the commitments we have outlined under review and set out more detail as that thinking develops.

In addition to the work we do every day providing selection and assessment services, training and development opportunities and evidence of what works in policing, the next 12 months will see the progression of key initiatives with the potential to transform policing in England and Wales. One example is officer and staff wellbeing. Aided by £7.5 million of Police Reform Transformation Board (PRTB) funding, we are developing a new national police wellbeing provision that will be informed by and focussed on the needs of frontline personnel.

We will continue working to embed the capabilities, structures and standards that will support professionals working in policing, aided by our work to introduce better and more diverse entry routes. This will include developing a form of licence to practise for high-risk areas of policing, as well as tools and materials which support leadership and management development across all areas of policing.

We will further develop the working arrangements of the College itself so we make greater impact as an independent and authoritative professional body, responsive to the needs of our members.

I am looking forward to the year ahead and grateful to our staff who, through their dedication and talent, will deliver this work for the benefit of our members and the public they serve.

Mike Cunningham

Planning for 2018–19

This 2018/19 Business Plan details the most critical activity we will be progressing during the year ahead.

The College of Policing has four priorities: **knowledge**, **education**, **standards** and **building the College**. During the year ahead we will be:

- developing and communicating **knowledge** of what works in policing – for our members, this will provide ready access to a knowledge base of what works, helping them do their jobs in the most effective manner, serve the public and progress their careers
- supporting the **educational** and professional development of members by making it easier to gain recognition for their expertise and progress their careers – for our members, this work will provide opportunity to gain accreditation for skills and learning, clarity on career progression and access to jobs and development opportunities
- setting **standards** so there is clarity on what's expected of individuals working in the profession – for our members, this will provide access to a wealth of information to identify good practice and understand expectations
- **building the College** so we make a greater impact as an independent and authoritative professional body – for our members, this will provide improved physical and digital training environments, products and services which are easy to access and a College attuned to their needs.

It comprises the five main change initiatives we are prioritising because they have the potential to transform policing in England and Wales, along with activity fundamental to our role as the professional body for policing in England and Wales.

Our **key areas of focus** (see overleaf) are organised as per our priorities of knowledge, education, standards and building the College. All of this work and its alignment with our vision and priorities is summarised in our **plan on a page**.

The executive team will continue to formally manage performance via monthly executive meetings, with the College Board exercising oversight.

In respect to our finances, our main source of income continues to be the Home Office Grant in Aid allocation. This has been confirmed as £35.2 million for 2018-19, a reduction of nearly £2 million on 2017/18. This presents challenges in terms of the College's ability to support any emerging challenges without commensurate adjustments to this business plan.

The College is budgeting to receive a further £15 million in trading income, largely relating to training activities. Training delivery is a competitive arena, however, so there is always an aspect of risk in terms of the timing and amount and variation of associated costs.

The main financial risks and assumptions for the year ahead include:

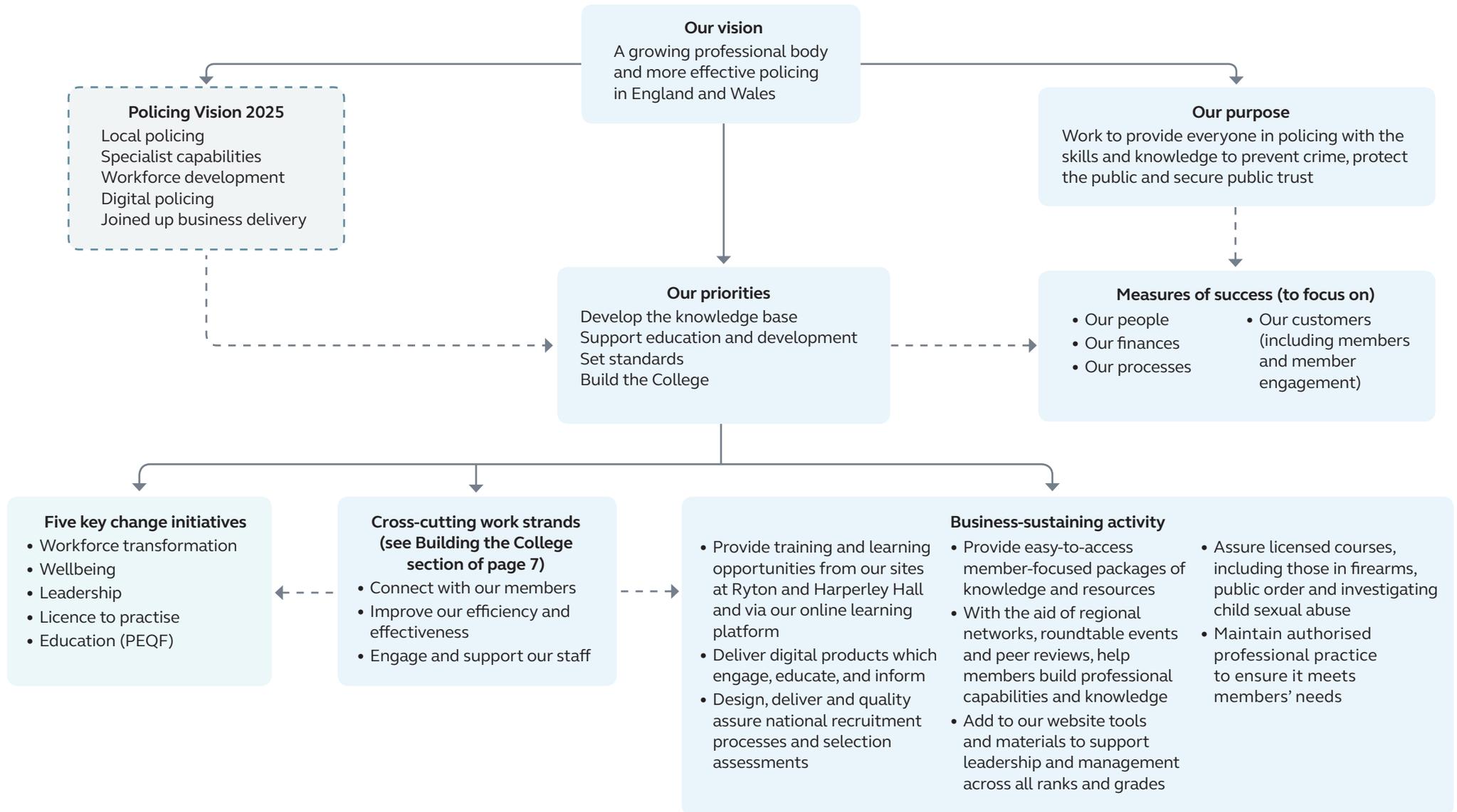
- trading income being subject to change and variability
- staffing vacancies taking time to fill
- staff turnover leading to an ongoing vacancy
- a one per cent permitted maximum pay award and an apprenticeship levy
- employer pension contributions remaining at the same rates.

Capital funding from the Home Office is confirmed as £1.5 million, significantly lower than the £4.5 million for 2017/18. This will limit investment in the College's estate and infrastructure to only the most pressing needs.

Our key areas of focus

| Knowledge – develop and communicate knowledge of what works, helping members do their jobs in the most effective manner | Education – support the educational and professional development of members, making it easier to gain recognition for expertise and progress their careers | Standards – set standards so there is clarity on what’s expected for individuals working in the profession and forces | Building the College – make a greater impact as an independent and authoritative professional body |
|---|---|---|---|
| <p>Evidence-based policing</p> <ul style="list-style-type: none"> • Provide easy-to-access member-focused packages of knowledge and resources • Continue to support policing in building its evidence base in priority areas, including domestic abuse, frontline leadership and officer safety • With the aid of regional networks, roundtable events and peer reviews, help members build professional capabilities and knowledge <p>Leadership and integrity</p> <ul style="list-style-type: none"> • Add to our website tools and materials to support leadership and management development across all ranks and grades • Help create a policing culture which values diversity, difference and inclusion by working with forces, the NPCC and police and staff associations to share good practice on recruitment, career progression and leadership development • Subject to receiving PRTB funding, create a leadership and management development model at all levels and support forces with implementing workforce transformation <p>Wellbeing</p> <ul style="list-style-type: none"> • Develop a new evidence-based national police wellbeing service, piloted and tested, to allow national roll-out | <p>Learning and skills</p> <ul style="list-style-type: none"> • Provide an array of training and learning opportunities from our sites at Ryton and Harperley Hall and via our online learning platform • Review, improve and deliver the Strategic Command Course and the Senior Police National Assessment Centre, focussed on identifying and developing current and prospective leaders • Design and deliver digital products and services which engage, educate and inform <p>Qualifications and recognition</p> <ul style="list-style-type: none"> • Undertake consultation on the qualification expectations, from sergeant to chief superintendent • scope the education requirements for specialist roles and the Special Constabulary • Progress a degree-based national apprenticeship scheme for prospective constables, a national pre-join policing degree qualification and graduate conversion programme • Design, deliver and quality assure national recruitment processes and selection assessments, including the Day One recruitment pilot with the Metropolitan Police Service <p>Recruitment and development</p> <ul style="list-style-type: none"> • Provide support and quality assurance to initial entry routes for constables and police community support officers • Deliver with forces the Direct Entry programmes, helping candidates bring new skills and perspectives to the profession | <p>Support national policing in high-risk areas</p> <ul style="list-style-type: none"> • Continue our work on developing a licence to practise-based scheme for high-risk areas of policing • Assure licensed courses, including those in firearms, public order and investigating child sexual abuse <p>Professional officer and staff standards</p> <ul style="list-style-type: none"> • Implement the Barred and Advisory Lists and develop the associated review processes • Help our members respond to the challenges of the criminal justice environment via approaches focused on the needs of victims and witnesses <p>Police practice guidance</p> <ul style="list-style-type: none"> • Develop and publish a three to five-year schedule for evidence-based guidance | <p>Connect with our members</p> <ul style="list-style-type: none"> • Complete the 2018 College Survey to gain insight into members’ needs • Implement enhanced marketing, public relations and digital platforms, including social media, differentiating the College in the policing landscape so members and stakeholders recognise our role and purpose <p>Efficiency and effectiveness</p> <ul style="list-style-type: none"> • Review our purpose, mission and vision • Further develop of our approach to organisational performance, risk and business improvement • Continue to develop and implement our estates strategy, reducing costs where possible and creating better work and learning environments • Improve our information technology through effective support for agile working and efficient ways of working and processes • Develop income in line with Managing Public Money, ensuring full cost recovery where appropriate for services delivered to forces in England and Wales, and realise the full value of services delivered to other bodies <p>Staff engagement and support</p> <ul style="list-style-type: none"> • Develop and deploy our people strategy • Develop the leadership capability of College staff • Implement our equality, diversity and inclusion strategy |
| <p>For our members, this work will provide ready access to a knowledge base of what works, helping them serve the public and progress their careers</p> | <p>For our members, this will provide opportunity to gain accreditation for skills and learning, clarity on career progression, access to training and learning opportunities and jobs and development opportunities</p> | <p>For our members, this will provide availability of a wealth of information to help identify good practice and understand expectations</p> | <p>For our members, this will provide improved physical and digital training environments, a College more attuned to their needs and products and services that are easier to access and deploy</p> |

Our plan on a page



In terms of our five key change initiatives:

Workforce transformation

We will work with our partners and the profession to help develop and support a professional workforce equipped with the skills and capabilities necessary for the new and complex challenges facing policing as outlined in Policing Vision 2025. Work includes a focus on:

- attraction recruitment and progression
- wellbeing and engagement
- leadership
- organisational development
- building the profession.

All of these are key themes running through this 2018/19 Business Plan. By March 2019, we will have fully populated the career pathways section of the Professional Development website, completed and communicated all of the role profiles and produced a professional development model for the Special Constabulary.

Wellbeing

We will evaluate wellbeing support, to develop and test a service which can be provided across England and Wales. The activity will include:

- peer support
- psychological screening
- post-incident trauma support
- physical wellbeing initiatives.

Alongside the pilots, a national strategy and a landscape review of provision across policing will inform the national service.

Leadership development

We will continue to support leadership and development across all ranks and grades.

By March 2019, we will have:

- added to our website tools and materials to support leadership and management development across all ranks
- completed a review of the Senior Police National Assessment Centre and the Strategic Command Course
- subject to funding, developed a national leadership and management model and a future senior leader's hub to improve the leadership 'pipeline'.

Licence to practise

We will be continuing our work with the profession and the Home Office to develop a licence to practise for high-risk/high-harm roles. This will be informed by pilot testing in investigations of child sexual abuse. By March 2019, we expect to have developed our operating model for a licence to practise approach.

The Policing Education and Qualifications framework (PEQF)

The PEQF sets out the education qualifications that form the basis and criteria of being a profession.

By March 2019, we will have:

- defined the education requirements for specialist roles and the Special Constabulary
- consulted on the senior qualification requirements, from sergeants to chief superintendents

- embedded quality assurance processes across the initial entry routes of policing
- progressed the evaluation of the PEQF.

Additionally, in late 2017, the Home Office asked the College to formally administer and maintain the Barred and Advisory lists. The Barred List holds information on people who are dismissed from policing – officers, staff and specials – and prevents them from re-entering the service. This includes being employed by policing bodies such as offices of police and crime commissioners, Her Majesty’s Inspectorate of Constabularies and Fire & Rescue Services or the Independent Office for Police Conduct. The Advisory List contains information on people who have resigned or retired while under investigation for gross misconduct. This moves the College into a more regulatory role, something for which we will need to establish processes, secure funding and develop our capability.

Summary and close

We have detailed in this 2018-19 Business Plan the most critical activity we will be progressing and delivering during the year ahead, subject to us reviewing our purpose and vision during the early part of 2018/19. In developing the plan, the executive team has considered how best to make optimal use of our resources and focus on those activities that bring most benefit for our members and the public they serve.

By the end of the year, we will have delivered services and products for our members that provide:

- ready access to a knowledge base of what works in policing, helping our members serve the public and progress their careers
- opportunity to gain accreditation for skills and learning
- clarity on career progression and the support available
- access to training and learning opportunities
- improved training environments
- improved access to development opportunities.

In progressing our work, we recognise that none of our ambitions can be achieved without the commitment of our talented staff, secondees and associates, and we will continue to focus on their development and wellbeing.

In carrying out our work we are committed to maintaining sound working relationships with partner agencies such as the National Police Chiefs' Council, the National Crime Agency, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services and the Independent Office for Police Conduct, and with such bodies as the Association of Police and Crime Commissioners, among others. Our work will also be guided by the invaluable input provided by our Professional Committee, our Members' Committee and our Equality, Diversity and Inclusion Advisory Panel.

2018/19 will be another important year for the College and the profession, by the end of which we will have delivered a range of key activities that will help provide everyone working in policing with the skills and knowledge to prevent crime, protect the public and secure public trust.

About the College

We're the professional body for everyone who works for the police service in England and Wales. Our purpose is to provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure public trust.

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