



College of
Policing

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Business plan 2017/18

BetterPartnershipsTM
for **BetterPolicing**

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1 Introduction

I am proud to introduce our 2017/18 Business Plan, outlining the steps the College of Policing will be taking over the next 12 months.

Ensuring the College connects with its members and our products and services reflect their needs will shape everything we do.

Our priorities include implementing the Policing Education Qualification Framework through establishing a degree apprenticeship and recognition of prior learning. This will provide opportunity for members to enhance their learning and gain formally recognised qualifications.

Our focus on vulnerability will continue. We will provide increased support by way of training and building the evidence base of what works, helping our members to protect the public.

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

Chief Executive, Chief Constable Alex Marshall

2 Our priorities

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.

Our focus is on:

- developing and communicating **knowledge** of what works in policing, thereby helping our members do their jobs in the most effective manner
- supporting the **educational** development of individual members by making it easier to gain recognition for their expertise and to progress their careers

■ setting **standards** so there is clarity on what's expected for individuals working in the profession and forces

■ **building the College** so we make a greater impact as an independent and authoritative professional body, responsive to the needs of its members.

We summarise these four areas as Knowledge, Education, Standards, and Building the College.



3 Planning for 2017/18

The four delivery plans on the following pages detail the most resource-intensive and impactful activity the College will be progressing.

It will be a year in which we will focus on connecting with current and prospective members so we develop an even better understanding of their needs and can ensure the products and services we provide meet their requirements.

Our work on vulnerability, supported by £2 million of Police Transformation Funding (PTF), will come to the fore, reflecting its importance to the public and to the profession. We will complete a licence to practise pilot in the crucial area of child sexual abuse (CSA) investigation.

Ensuring our products and services reflect the needs of members and forces will be a key focus.

In developing this 2017/18 Business Plan, the main risks to delivery have been identified. These include:

- our membership proposition not resonating with the profession
- the College not adequately defining its place in the policing landscape
- a lack of capacity and capability in the College to deliver what's needed
- products services not having the envisaged impact
- the College's reputation being negatively affected.

Many of the activities outlined in this 2017/18 Business Plan directly address these risks and particularly those actions which will help us to gain a better insight into our members' needs.

The four delivery plans are living documents to be updated throughout the year.

It is an ambitious but deliverable agenda and one which will help provide everyone working in policing with the skills and knowledge to prevent crime, protect the public and secure public trust.

Knowledge

<p>Our focus:</p>	<p>Developing and communicating knowledge of what works in policing, helping our members serve the public in the most effective manner.</p>
<p>During the year ahead we will be:</p>	<p>Evidence-based policing</p> <ul style="list-style-type: none"> ■ Establishing phase 2 of the Police Knowledge Fund, subject to funding, and updating the What Works toolkit so good practice is identified, communicated and supported. ■ Providing easy-to-access, member-focused packages of relevant knowledge and resources on popular topics, such as body-worn video, stop and search, and domestic abuse. ■ With the aid of regional networks, roundtable events and peer reviews, helping members build professional capabilities and knowledge. <p>Leadership and integrity</p> <ul style="list-style-type: none"> ■ Developing a new model of leadership and management development with a focus on frontline leaders. ■ Adding to our website tools and materials to support leadership and management development across all ranks and grades, enabling our members to do their jobs and progress their careers. ■ Helping to create a 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. <p>Challenges of modern policing</p> <ul style="list-style-type: none"> ■ Helping our members respond to the challenges of the criminal justice environment via approaches focused on the needs of victims and witnesses. ■ Supporting forces and members with neighbourhood policing. ■ Helping members meet the challenges of the digital age by reviewing and improving relevant College products.
<p>For our members this will mean:</p>	<ul style="list-style-type: none"> ■ Ready access, and support using a knowledge base of what works, helping our members serve the public and progress their careers.

Education

<p>Our focus:</p>	<p>Supporting the development and education of members, making it easier for them to receive recognition for their expertise and progress their careers.</p>
<p>During the year ahead we will be:</p>	<p>Qualifications and recognition</p> <ul style="list-style-type: none"> ■ Establishing a system for members to gain formal recognition of their skills and knowledge. ■ Establishing a national degree apprenticeship scheme for prospective constables, a national pre-join policing degree qualification and graduate conversion programme, helping more people move into policing, bringing new skills and perspectives. ■ Designing, delivering and quality assuring national recruitment processes and selection assessments. <p>Learning and skills</p> <ul style="list-style-type: none"> ■ Providing training and learning opportunities from our sites at Ryton and Harperley Hall and via our online learning offer. ■ Providing the means for vulnerability training to be delivered to 12,000 policing professionals and, subject to gaining PTF, domestic abuse matters training to at least 12 forces. ■ Reviewing, improving and delivering the Strategic Command Course and the Senior Police National Assessment Centre, focussed on identifying and developing current and prospective leaders. ■ Launching a continuing professional development approach for chief officers and superintendents to support them in addressing CSA. <p>Recruitment and development</p> <ul style="list-style-type: none"> ■ Piloting a new values-based initial recruitment selection process for police constables, to encourage the widest possible diversity in entry. ■ Delivering with forces the Direct Entry programmes and helping candidates bring new skills and perspectives to the profession. ■ Developing a national jobs board and exploring the potential for a national recruitment platform similar to that used in other professions. ■ Exploring how best people can move in and out of policing as part of their career development.
<p>For our members this will mean:</p>	<ul style="list-style-type: none"> ■ Opportunity to gain accreditation for skills and learning. ■ Clarity on career progression and support available. ■ Access to training and learning opportunities. ■ Improved access to jobs and development opportunities.

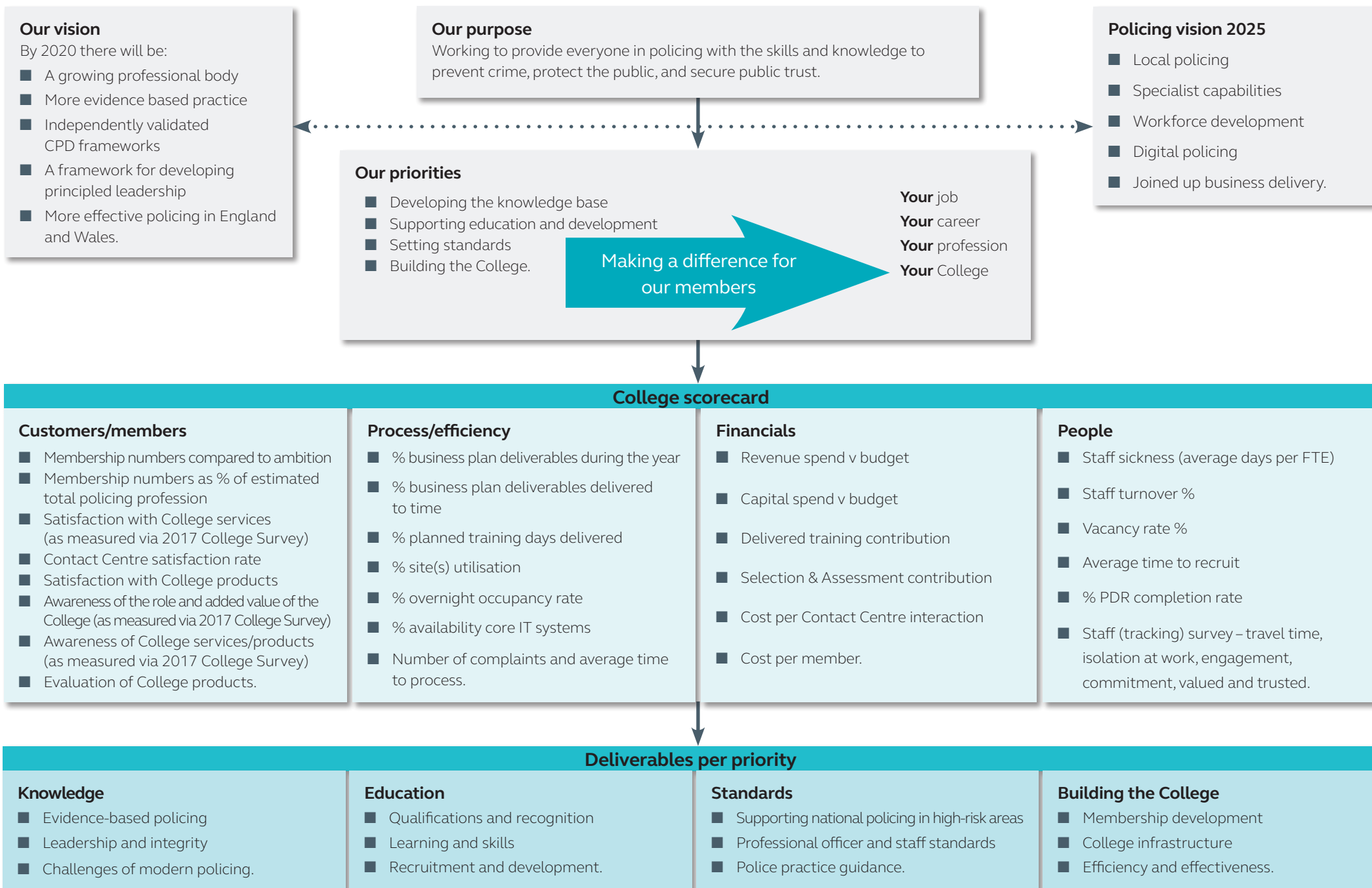
Standards

Activity	Setting standards so there is clarity on what's expected for individuals working in the profession and forces.
<p>During the year ahead we will be:</p>	<p>Supporting national policing in high-risk areas</p> <ul style="list-style-type: none"> ■ Vulnerability – establishing a professional register and a code of practice for members investigating CSA and progressing a licence to practise-based approach. ■ Wellbeing – subject to gaining PTF, providing support to improve officer and staff wellbeing. ■ Undercover – beginning the accreditation of undercover policing units. ■ Firearms – developing a code of practice. ■ Assuring licensed courses, including those in firearms, public order and child abuse. <p>Professional officer and staff standards</p> <ul style="list-style-type: none"> ■ Creating new professional role profiles that help provide consistency across forces. ■ Subject to securing PTF, designing a licence to practise scheme for policing. ■ Implementing an interim solution for the Barred and Advisory Lists and progressing development of permanent solutions. <p>Police practice guidance</p> <ul style="list-style-type: none"> ■ Maintaining authorised professional practice to ensure it is accessible and meets members' needs. ■ Publishing evidence based guidelines on officer safety, investigative interviewing and neighbourhood policing.
<p>For our members this will mean:</p>	<ul style="list-style-type: none"> ■ Increased support in the areas of vulnerability and investigating CSA. ■ Availability of a wealth of information to help identify good practice and understand expectations.

Building the College

Activity	Improving the College's working arrangements so we make a greater impact as an independent and authoritative professional body responsive to the needs of members.
During the year ahead we will be:	<p>Membership development</p> <ul style="list-style-type: none"> ■ Increasing the membership base with a focus on frontline posts. ■ Providing our members appropriate and timely information that helps them serve the public, making the benefits of membership clearer. ■ Completing the 2017 College Survey, to gain insight into the needs of current and prospective members. ■ Enhancing understanding of the needs of members through the work of member ambassadors and improved market research. ■ Delivering digital products that engage, educate and support. <p>Infrastructure</p> <ul style="list-style-type: none"> ■ Undertake market segmentation research and analysis. ■ Differentiating the College in the policing landscape and ensuring members and stakeholders are able to recognise the College's role and purpose. ■ Supporting delivery of the College's Business Plan through enhanced marketing, public relations and social media. ■ Developing and implementing phase 2 of our Estates Strategy, reducing costs and creating better work and learning environments. ■ Improving our infrastructure and information management by replacing outdated systems and telephony. ■ Improving our online learning offer. <p>Efficiency and effectiveness</p> <ul style="list-style-type: none"> ■ Establishing the means to measure the College's performance and impact. ■ Reviewing the suitability of College products to ensure they reflect the needs of our members and forces. ■ Developing income in line with Managing Public Money and ensuring the College's intellectual property is managed appropriately. ■ Establishing effective resourcing and talent management strategies.
For our members this will mean:	<ul style="list-style-type: none"> ■ Improved physical and digital training environments. ■ A College more attuned to the needs of its members. ■ Products and services that are easier to access and deploy.

4 Demonstrating progress and impact



5 Resourcing considerations

The College's 2017/18 budget was prepared on an incremental basis, that is, with existing costs and income lines carried forward, albeit with informed adjustments to reflect planned operational changes.

Two thirds of College expenditure relates to staff costs. To ensure the College has visibility of all activities and to inform planning for 2017/18, senior managers participated in a resource allocation exercise. This provided greater understanding of the College's cost base and opportunity to allocate resources against priorities.

The 2017/18 Home Office main grant in aid (GIA) allocation is likely to be approximately £37 million. It has decreased in recent years and there is the potential for further reductions in years to come. The College is dependent on guaranteed GIA from the Home Office and is also budgeting to receive a further £15 million in trading income, largely relating to training activities.

Training income is an area of risk in terms of the timing, amount and variation in the associated costs. This risk and variability has been factored into our planning assumptions.

The key risks and assumptions for the year ahead include:

- an acceptance that vacancies take time to fill
- there will be staff turnover, leading to an ongoing vacancy factor
- a 1% permitted maximum pay award and an apprenticeship levy
- employer pension contributions remaining at the same rates
- trading income being subject to change and variability
- the cost of facilities management recharges.

The Home Office issues a formal financial delegation to the College accounting officer (the CEO), after which staffing budgets are delegated to directors along with income (and associated costs) and non-staff costs.

Capital funding from the Home Office for 2017/18 has not yet been formally allocated but is expected to be in the region of £4 million.

To ensure the College has the capacity as well as the resources to deliver any new activities identified during the year, there will be a bid approval process to ensure that only appropriate, realistic and deliverable projects are accepted.

The executive will manage performance via PMG and executive meetings, so enabling the College to direct resources into activities that will have most impact.

6 Summary and close

We have detailed in this 2017/18 Business Plan the most resource intensive and impactful work the College of Policing will be undertaking.

By the end of the year, the College will have developed and delivered for its members' services and products that will provide:

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

In developing this plan, the executive team has made and will continue to make important decisions regarding the optimal use of resources. This enables the College to focus its efforts on those activities that will bring most benefit for our members and the public they serve.

In carrying out our work we are committed to maintaining excellent working relationships with partner agencies, including the National Police Chiefs' Council, the National Crime Agency, Her Majesty's Inspectorate of Constabulary and the Independent Police Complaints Commission.

None of the ambitions set out in this document can be achieved without the commitment of our talented staff, secondees and associates. We will act on staff feedback, including that gained via the 2016 Staff Survey, and continue to invest in their development and welfare.

2017/18 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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