



# College of Policing

THE PROFESSIONAL BODY FOR POLICING

## Five-Year Strategy



November 2014



## College of Policing Limited

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Publication date: November 2014

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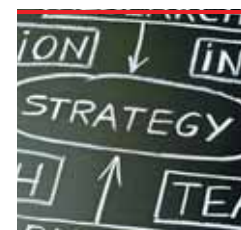
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## Foreword by the Chair of the College of Policing

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

The world in which the police must deliver effective crime reduction has changed dramatically from the early days of policing. Then, it was universally seen as a craft and warranted officers had a legitimacy that came from their being drawn from the local populations and communities they served. Crime patterns, communities and methods of communication have all transformed since modern police forces were established. As a consequence, the skills and knowledge required to prevent and respond to crime have necessarily changed – and will continue to evolve.

Policing now faces the challenge of providing a trusted and effective local presence, while at the same time possessing the skills and ways of working necessary to combat international, often hi-tech, crime networks, operating across national and cultural borders with no recognition or respect for force boundaries.

These changing demands are driving an increase in professionalism and raising questions about the knowledge base, culture and leadership required for effective 21st century policing. Legitimacy must be demonstrated not only through policing that is recognisably representative of the communities it serves, but also in terms of the skills, knowledge and leadership of those who work in all parts of the service.

Policing is already changing to meet the challenges of the next few decades, but there is much more to do before the police are able to benefit from many of the professional support structures that other sectors take for granted.



For example, the growing movement for evidence-based policing is gaining real momentum as pressure grows to understand the knowledge base about 'what works' in policing and to ensure it really does inform practice. The College will promote understanding of this knowledge base and set standards based on the best available evidence. We will support our members to keep up to date with knowledge and help them access it easily. We will find ways to encourage sharing of best practice between individuals, forces and agencies.

We will also support those in policing to increase this knowledge base and play their part in creating further evidence of 'what works' in practice. At its simplest this means creating a culture in which continued learning and continual improvement are valued. A culture in which ideas from frontline officers can be considered alongside those of academics and senior officers, and in which constructive and appropriately timed debate about how practices can be improved is welcomed by all leaders.

These are exciting and challenging times. I have been impressed by the enthusiasm of people in all areas of policing to engage in these changes and help develop the College so that we can support our members most effectively.

**Professor Dame Shirley Pearce, Independent Chair, College of Policing**



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**“The primary object of an efficient police is the prevention of crime...”** Sir Richard Mayne

## **Introduction** by the Chief Executive of the College of Policing

Those who choose policing as a profession perform a crucial role. Supporting them to achieve the highest professional standards is essential, whether they are a warranted officer, a member of police staff, a volunteer or someone contracted to work in a police force.

In recent years crimes of most types have reduced and public confidence in policing has remained broadly stable. However, as in all public services, the police face significant challenges to adapt to a rapidly changing society. Public resources are limited while demands on policing are continually evolving. This means that the work of the College to help and support professionalism in policing is more important than ever.

Keeping people safe from crimes such as domestic abuse and child sexual exploitation is a major feature of modern policing. To be effective today, the police have to deal with new threats such as cyber crime and rising expectations that they will not only guard the streets but protect people in their homes and online.

Policing approaches to crime prevention that are based on the best evidence offer the real possibility of fewer victims and less crime. The College of Policing will help officers, staff and those working with them by identifying these approaches and developing the skills and standards that underpin them.

In our first year we began to embed the characteristics found in the best professions. The Code of Ethics sets out the principles and standards of behaviour we expect to see from police professionals. Through a curriculum for policing, continuous professional development and robust accreditation, we are helping those working in policing to take responsibility for acquiring and maintaining the skills and knowledge necessary to succeed.

Over the next 12 months we will develop our offer on membership and gather information from members about the services they would like and are prepared to pay for. Fees for College membership will be subsidised for police forces in England and Wales for as long as it is possible to do so.

Our desire to be a world-class professional body means we will engage with experts across the world to learn from and contribute to knowledge in policing and crime prevention. UK policing is well respected throughout the world and we are building on this firm foundation, identifying the strategies and tactics that are successful in preventing crime and helping those working in policing to translate them into action.

**Chief Constable Alex Marshall**



## Our vision

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.

## Our purpose

The College of Policing:

- sets standards of professional practice
- identifies, develops and promotes good practice based on evidence
- supports the professional development of those working in policing
- helps police forces and other organisations to work together to protect the public and prevent crime
- identifies, develops and promotes ethics, values and standards of integrity.

## Our values

### **Integrity – we do what we say by:**

- delivering a professional service
- admitting when we make a mistake
- upholding the police 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 to reach their maximum potential
- being effective and efficient.

## Working with our partners

The College sets standards for policing and is the professional body for everyone working in policing. We work in partnership with:

- The Home Office, which sets policing policy and the overall funding for territorial police forces. The home secretary owns national risks associated with policing.
- Chief constables, who provide operational leadership and direction to police forces. At the national level, they coordinate delivery of operational policing through Chief Constables' Council.
- Police and crime commissioners (PCCs), who are elected by the public. They hold their chief constable to account, set the police and crime plan for the area, set the police force budget and have the power to appoint or dismiss the chief constable.
- The Mayor's Office for Policing and Crime, which undertakes the PCC role for the Metropolitan Police Service in London, and other police governance bodies for non-territorial forces.



- Her Majesty's Inspectorate of Constabulary (HMIC), which reports on the efficiency and effectiveness of each police force in England and Wales. HMIC's inspection programme is subject to the approval of the home secretary. Where appropriate, HMIC will inspect against standards that are set by the College.
- The Independent Police Complaints Commission (IPCC), which has oversight of the police complaints system of England and Wales. The IPCC can make recommendations for improving policing practice.
- Police officer and police staff associations, and staff trade unions, which represent the interests of individual officers and police staff.
- Academic partners, so that universities, further education colleges, and other places of learning can work with police forces to build knowledge of 'what works'.

Policing by its very nature affects a wide range of other agencies, volunteering organisations, victims, witnesses and minority groups. The College will work collaboratively to achieve its objectives.

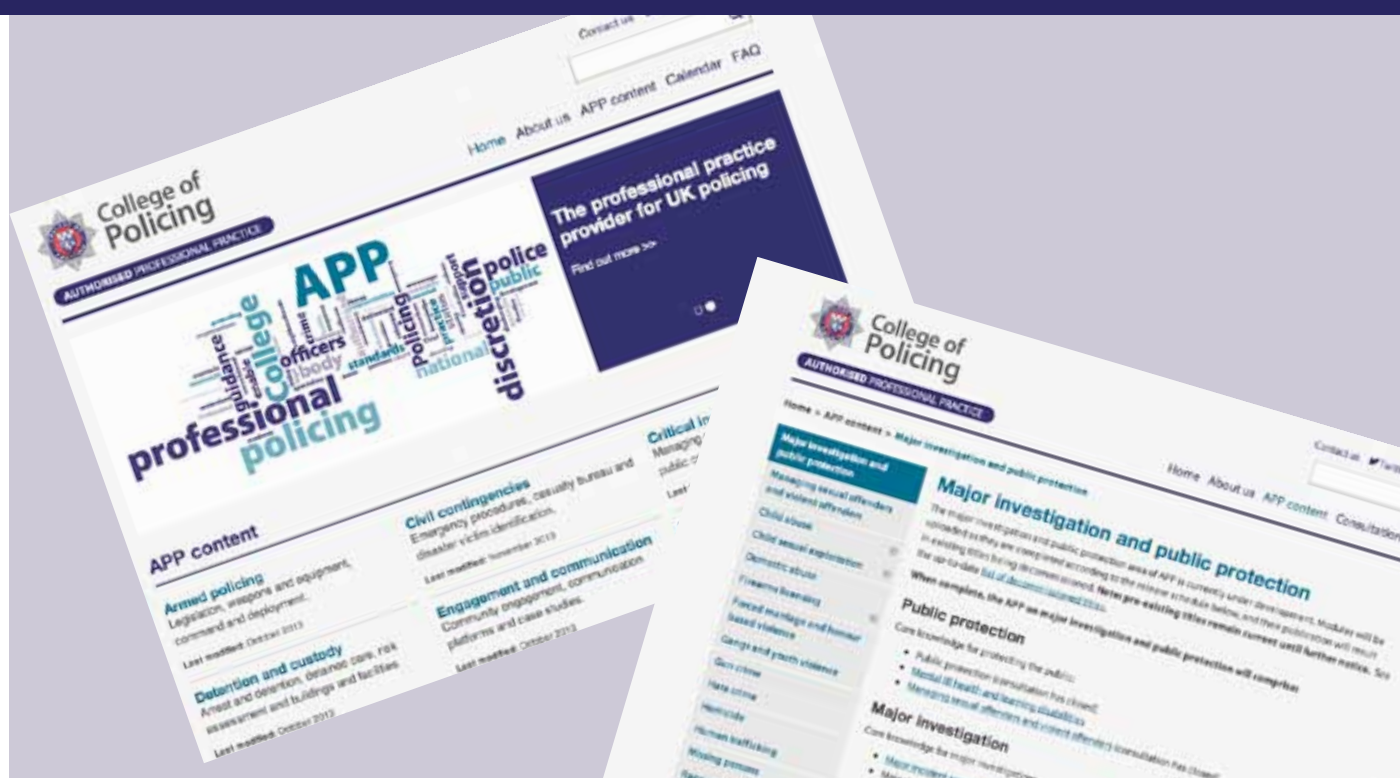
The College does not:

- inspect against standards – we rely on HMIC to do this
- investigate failures to meet standards – this is the role of the IPCC and individual forces
- make representations about pay or other similar conditions of service as we are not an employer or staff association
- coordinate operational policing. This is the role of chief constables individually and collectively, held to account for delivery by police and crime commissioners.



# Our objectives

## Setting standards of professional practice



**Outcome** Standards in policing will be raised. Standards of professional practice will be evidence based, published and accessible to the public.

The College of Policing will set standards of professional practice that draw on the best available evidence, relying wherever possible on authoritative research and consulting inside and outside policing. Standards are set at different levels. Codes of practice may 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 provide a consistent national approach to high-risk areas of policing. The College will also share guidance or practice between police forces to tackle a crime or policing problem.

In the first year of this strategy, the College will carry out public consultation on proposed standards relating to rape and managing sex offenders. Over the next five years, the College will review all existing standards and guidance to ensure they are based on sound evidence and remain relevant, starting with high-risk and priority areas such as domestic abuse, cyber crime, child sexual exploitation and mental health. Standards will be published on the College website to allow instant access for police professionals, the public and the media.

### Case Study: Authorised Professional Practice (APP)

The launch of the APP website in October 2013 gave police officers and staff instant access to authorised policing knowledge and the ability to search content. APP supports a consistent approach to policing practice, has helped reduce unnecessary bureaucracy and is intended to encourage and support professional discretion.

APP is available online at [www.app.college.police.uk](http://www.app.college.police.uk) and can be accessed by anyone, from any location, on any internet-enabled device.

### We will know the College has succeeded when:

- our members can access clear evidence-based standards for policing
- the College provides up-to-date learning, professional development, guidance and support needed to comply with national standards
- our members understand the criteria for using codes of practice, APP and guidance, supporting professional discretion and taking account of risk and public interest
- inspections and investigations carried out by HMIC and the IPCC have regard to the evidence-based standards developed by the College.

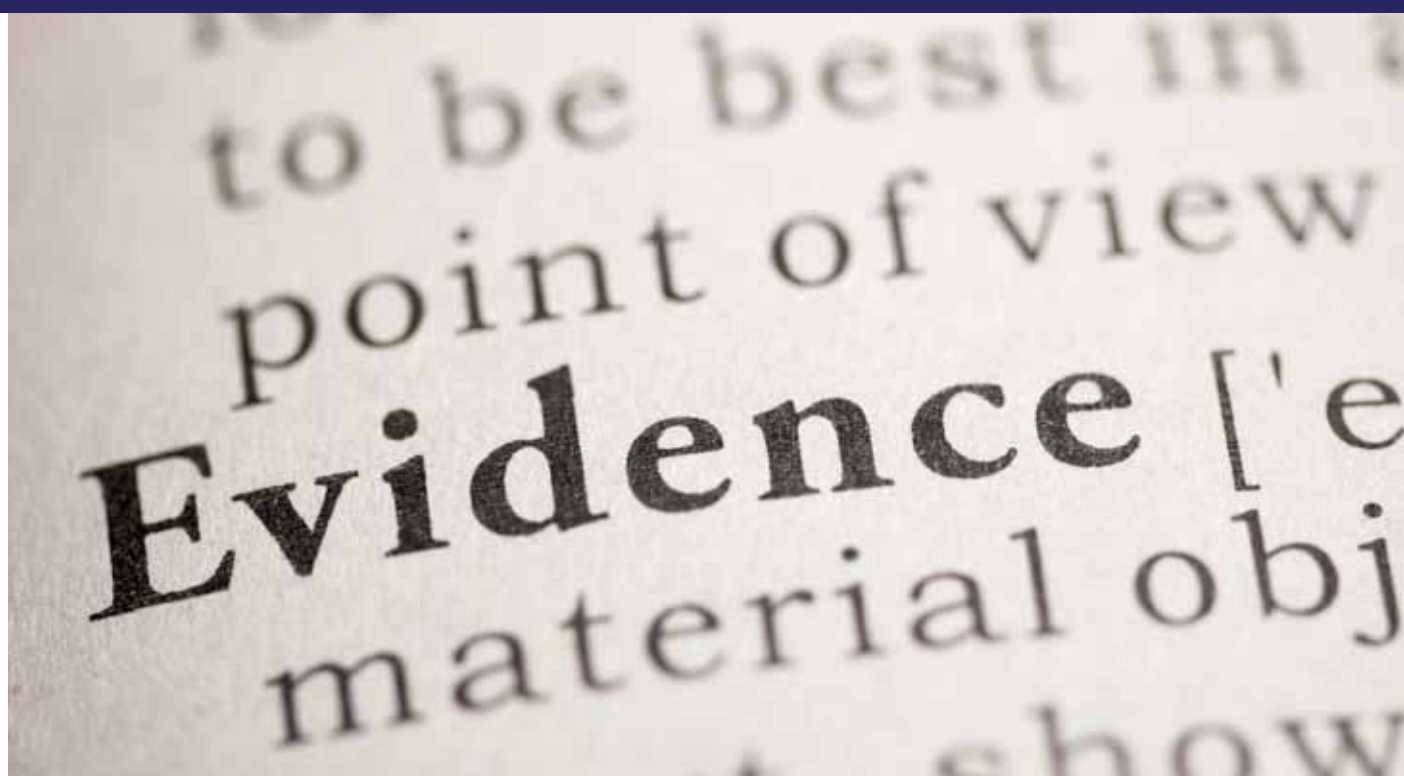
### Achieving the outcome

Actions to achieve this outcome will include:

- working with policing, enforcement and other partner agencies, and academic partners to introduce new codes, standards and guidance in areas where improvement is needed, starting with high-risk and priority areas such as rape, managing sex offenders, cyber crime, domestic violence, child sexual exploitation and mental health
- setting out a transparent process for how standards will be developed.



## Identifying, developing and promoting practice based on evidence



**Outcome** The evidence-based practice we develop will be used to challenge and improve the way policing is delivered.

The College of Policing has responsibility for ensuring that the standards set in policing are based on the best available evidence. Over the next five years, the College will encourage and support academic and other research partners to focus on the priorities identified by the police profession, the public and our partners. The public will be able to access the evidence and contribute to the consultations in setting new standards.

The College is part of a 'what works' initiative which has been set up to support public services to compare the benefits of different interventions and approaches. The College is committed to working with partners to develop a common index to assess interventions to reduce crime. The system will allow police at all ranks and roles to make choices across police activities, considering cost, the potential to reduce harm, and local context.

Those working in policing need to understand and use research evidence in practice, and to do this they need appropriate skills and knowledge. The College will support the direct involvement of officers or staff in designing, undertaking or critically reviewing research for policing.

In this way more evidence and challenges of current policing practice will come from within the profession, helping to foster an environment in which policing knowledge can flourish.

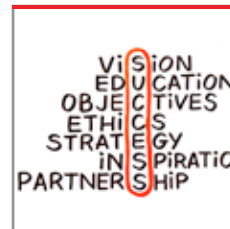
Bringing universities and educators together with policing professionals will help to enhance police legitimacy through the use of objective knowledge. The College will act as a focal point and foster these partnerships.

### Case Study: What Works Centre for Crime Reduction

The College of Policing hosts the newly established What Works Centre for Crime Reduction – one of a network of six – including health, education, ageing, local growth and early intervention. The Centre, in partnership with a consortium of academic institutions, is labelling and ranking the crime reduction evidence base. Its first key output in autumn 2014 will be an accessible, clearly labelled online evidence base – what works and what does not – at the click of a mouse. Over the next five years, the growing evidence base will be directly embedded into standards. The Centre will also develop a core curriculum for policing practitioners in critical evaluation and use of evidence, and ensure this understanding is tested in selection and promotion processes within the police service.

### We will know the College has succeeded when:

- we are using a common measure to assess interventions in policing
- members are using the best evidence available and contributing to building the evidence base
- our members know that there are gaps in the evidence and are motivated to fill them
- all forces have strong and productive partnerships with higher and further education

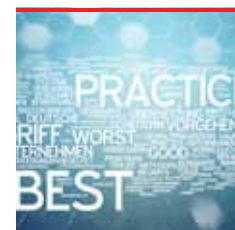


- we stimulate innovative and forward-looking thinking in policing
- the evidence and approaches developed by our members are recognised and adopted internationally.

## Achieving the outcome

Actions to achieve this outcome will include:

- developing our members' capability to undertake research so they can work collaboratively with our What Works Centre and academic institutions to generate the best evidence in support of professional policing
- embedding an evidence-based approach in all College of Policing work and products from the outset, and including evidence-based approaches in police training.



## Supporting the professional development of those working in policing



**Outcome** The College of Policing will raise standards of professionalism in policing through the education, learning and professional development we provide, license or accredit. We will set a framework for professional development in policing.

The College will lead a review of leadership at all levels of policing. We will work to ensure that police leaders across ranks and roles are well supported to respond effectively to rapid change in our economy, society, technology, in the nature of crime and in the need to work effectively with other agencies. We will work with world-class academic institutions and the best of leadership from other sectors to ensure the police are positioned at the forefront of modern thinking on leadership.

The College will work with other training providers to accredit training and ensure those working in policing are equipped with the skills and knowledge needed to maintain high standards. The College will introduce continuous professional development for everyone who works in policing, beginning with new recruits and chief officers. This will be linked to the development of the knowledge and



skills needed to use, understand and build the policing research evidence base. There will also be requirements for core and specialist continuous professional development across policing roles, and a development and assessment process linked to annual appraisals to ensure that officers maintain their skills.

By having accredited continuous professional development and associated qualifications, the College will help those working in policing to have their professional skills recognised and understood by those outside policing.

### Case Study: Strategic Command Course (SCC)

The College has delivered a redesigned SCC, which candidates seeking to become a chief officer in policing must complete. The new SCC comprises modules focusing on ethical leadership, business skills and professional policing skills. The course includes elements delivered by an external academic partner, and professional policing skills including a pass/fail element. Candidates are required to follow an evidence-based approach to the course and are now expected to complete annual continuous professional development.

### We will know the College has succeeded when:

- our members can access a framework for continuous professional development across all roles
- a growing number of suitable training providers are delivering high-quality training for policing
- international police training and development carried out by UK providers is licensed, accredited or delivered by the College of Policing
- police leaders are selected and developed, and their careers are advanced using the skills, values and competencies identified in the review of police leadership.

### Achieving the outcome

Actions to achieve this outcome will include:

- establishing the expertise and procedures within the College to begin licensing and accreditation of police learning and professional development by 2015
- developing effective partnerships across policing and with the public, government, academia and other sectors
- ensuring that all leadership development is influenced by the review of police leadership.



## Supporting police forces and other organisations to work together to protect the public and prevent crime



**Outcome** Collaboration between policing and other agencies will result in joint research, evidence, standards and practice.

The College of Policing is committed to ensuring that the evidence base in policing benefits from knowledge and expertise across all sectors. In setting standards, we will work in partnership with other agencies and bodies which can contribute to delivering effective policing. The College's What Works Centre collaborates with five others, including the National Institute for Health and Care Excellence (NICE) and the Early Intervention Foundation (EIF), to develop a combined knowledge base and approach to common issues.

The College is developing its approach to public involvement. It is working with relevant professional bodies and membership organisations to combine learning and create standards based on shared understanding, which will mean a more joined-up response for the public.

For example, the College is working with Coordinated Action Against Domestic Abuse (CAADA) to support and embed a victim perspective in a review of police training for tackling domestic abuse. We have also formed an oversight group including media, legal and academic representatives to consider guidance and standards for undercover policing. The College will provide routes to enable victims and the public to give feedback on policing practice.

### Case Study: Cross sector leadership programme

The College is a lead partner on a cross-sector leadership programme in collaboration with the health service, fire service and other public and voluntary sectors. This programme has supported multi-agency partnerships, helping them to protect vulnerable people. As a result, police in one London borough recently introduced an initiative allowing agencies to share information about vulnerable people, enabling appropriate safeguarding action to be taken.

### We will know the College has succeeded when:

- standards it sets take account of the work of other relevant agencies
- it is regarded as the place to conduct a safe and open debate on complex policing issues, and shapes future policing practice
- it promotes equality and diversity in policing by working with representative organisations to develop standards.

### Achieving the outcome

Actions to achieve this outcome will include:

- actively engaging partners to improve policing practice by developing standards, codes, APP and guidance
- sharing learning and providing 'critical friend support' to forces, using peer reviews, challenge panels and workshops
- hosting events which bring together experts to discuss topical issues and incorporating the outcomes into the development of standards
- reviewing options for supporting and encouraging secondments outside policing.



## Identifying, developing and promoting ethics, values and standards of integrity



**Outcome** The public from all communities have a high level of trust in the integrity and professionalism of the police. People working in policing have confidence that the decisions they and their colleagues make are guided by sound ethical principles.

Public trust is essential to policing as it fosters legitimacy, thereby encouraging people to abide by the law and assist the police in preventing crime. Police professionals need the skills to build trust when they interact with the public, manage risk and handle people in crisis. The quality of police contact with the public plays a crucial role in establishing trust.

The College of Policing has responsibility for supporting its members to make ethical decisions and promote integrity in policing. We have published a Code of Ethics for police professionals in England and Wales. The Code provides principles to guide people working in policing when exercising discretion in the difficult decisions they face each day. It also sets out the standards and behaviour expected from everyone who works in policing.

The College will support forces to address under-representation of black and minority ethnic communities within policing, drawing together evidence of what works in positive action and community-based approaches to recruitment. The evidence base created will contribute to debate around the need for changes to the law surrounding positive action.

We will draw on the evidence of how to enhance the ethical health of organisations, the role leaders should play, and the effects of increased transparency. For example, we are supporting trials of body-worn video to understand whether it improves police-public contact as well as helping officers to gather quality evidence.

As part of increasing transparency in policing, data about chief officer pay and conditions, gifts, hospitality and business interests will be available via the College website.

### Case Study: Organisational fairness

The College has been conducting collaborative research with Durham Constabulary on what shapes the ethical health of an organisation. The study showed that officers were significantly more likely to support the principles of ethical policing when they felt supervisors and senior leaders made fair decisions and treated them with respect. Organisational fairness was found to help win the hearts and minds of officers, encouraging them to identify positively with their force and feel more confident in their authority. This learning has been shared with other forces.

### We will know the College has succeeded when:

- all those working in policing can relate the Code of Ethics to decisions they make on a day-to-day basis and use it to explain how and why they made a decision.
- all training, guidance and professional practice is developed with reference to ethics and integrity, and the Code is referred to when reviewing performance and when seeking promotion or new roles in policing
- our members challenge negative behaviour and practice in their colleagues regardless of rank or role, and behaviour that falls below standard is dealt with in an open and transparent way
- greater transparency of information and data on policing has improved public trust.



## Achieving the outcome

Actions to achieve this outcome will include:

- working with forces to help those in policing use the principles of the Code of Ethics to make decisions
- providing a framework for forces to assess their own progress in embedding the Code
- enhancing the transparency of misconduct proceedings by maintaining a disapproved list of officers who have been dismissed from policing or who resign prior to gross misconduct proceedings
- developing a new vetting code of practice and increasing the use of vetting at key stages in a person's career
- helping forces to develop a police workforce which reflects the diverse needs of the public.



## Our members



**Outcome** The College of Policing is the professional body for everyone in policing. All those working in policing will be able to use College resources to develop their professional expertise.

Our ambition is to provide a membership service that offers relevant and personalised learning, and career and support resources to people working in policing, in whatever role.

Our membership service will be developed on the basis that members will recognise two distinct roles within the College. These are to:

- serve the professional needs of all individuals involved in policing through a professional body which works closely with forces to ensure that standards of professional practice are met
- serve the personal career and development needs of those working in policing, on an individual and collective basis.

The College will offer access to a range of support services, such as career planning and guidance, information on jobs and volunteering opportunities, and leadership development. Education and continuous professional development will include online training, coaching and mentoring, access to an accredited training directory and web-based information about courses and qualifications.

The College will develop and publish policies, standards and practice advice, and provide communications and information about policing for members. We will communicate with members directly, using the most effective and appropriate channels of communication.

Professional networking will include access to research papers, regional events and affiliated partner networks. Membership information and benefits such as discounts on services will be available, together with customer services to provide help and feedback.

### Individual membership

From 2015 we plan to offer categories of individual membership that will include:

Membership types	Target audience
Full professional	Police officers, staff, volunteers and others working in police services in the UK (including Northern Ireland, Scotland, British Transport Police and the National Crime Agency)
Student (temporary member)	All individuals planning to join the police or engaged in meeting pre-entry requirements
Partner member (affiliate)	All individuals working for partner agencies or providers of services to policing
Educational member	Academic partners and organisations providing training or services to policing and law enforcement
International member	Individuals working for policing organisations outside the UK







# Our independent status

The College of Policing is working to establish its credentials as an independent body, to develop its voice in public debate, and to reduce its dependence on grant-in-aid from the government.

## Our progress

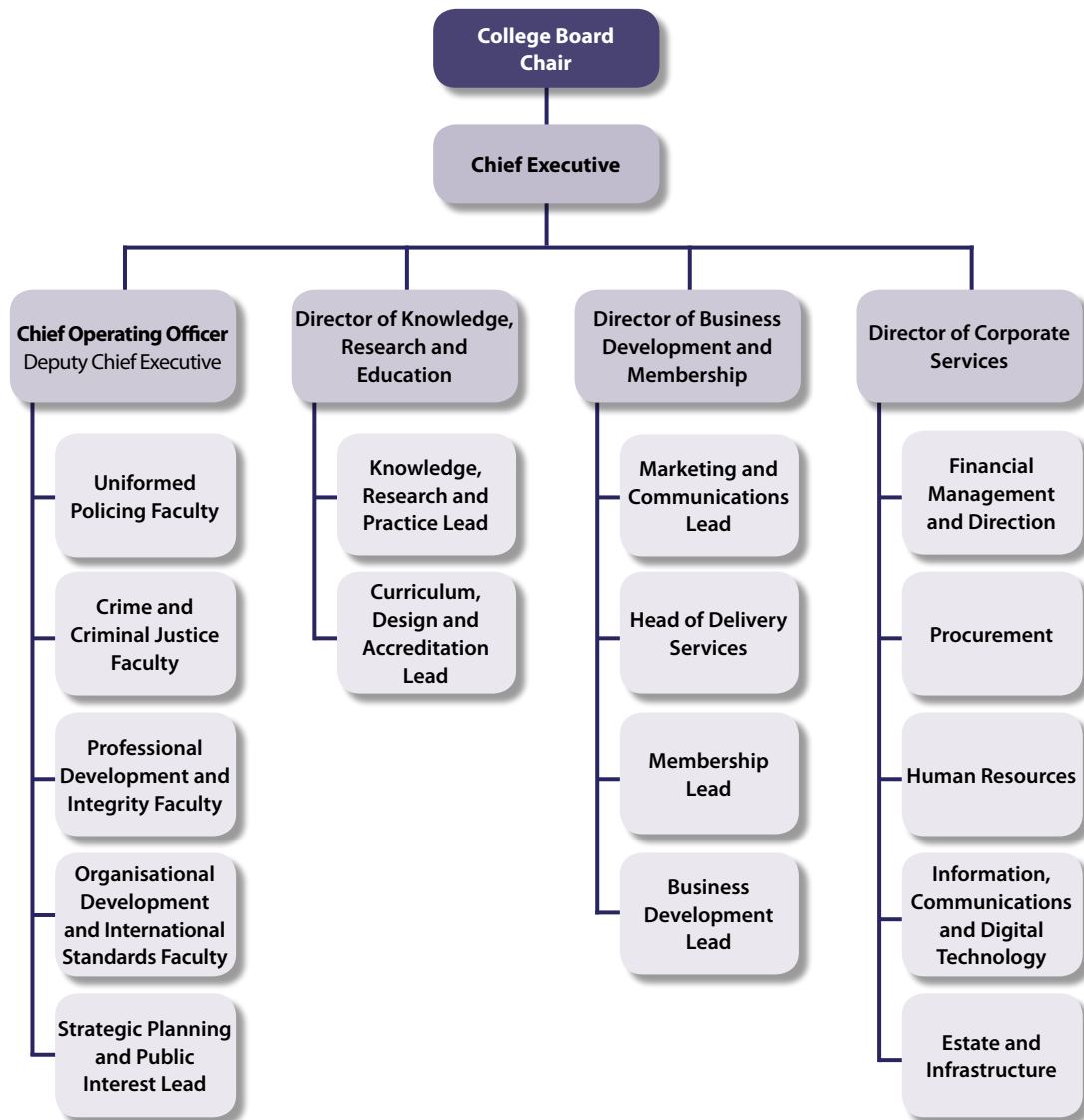
In March 2014 the Anti-social Behaviour Crime and Policing Act 2014 was given royal assent. This Act gives the College powers to draft regulations and issue codes of practice. It describes the relationship between the home secretary and the College in relation to laying police regulations, and issuing codes of practice and guidance.

Our governance structure ensures we have the skills and experience necessary to develop a professional body with service improvement at its heart.

- **Our board of directors** sets the College's strategic direction and oversees our performance, risk, financial management, planning and overall governance. The board approves decisions made by our professional committee, in line with the authority it has delegated to the committee.
- **The professional committee** is chaired by the CEO and comprises representatives from all parts of policing, police and crime commissioners and academics. It makes evidence-based decisions on the development of national standards and practice.
- **The executive** is led by the CEO and is responsible for managing the College's day-to-day operation and for delivering our services.



# Our structure and people



## Policing faculties

These faculties translate the best available evidence into professional policing practice and standards, working closely with police organisations. There are four faculties in the College:

- Operational Policing
- Crime and Criminal Justice
- Professional Development and Integrity
- Organisational Development and International Standards.

### Knowledge, research and education

This department gathers and builds the best possible evidence, working closely with police organisations and educational establishments to:

- set the national policing curriculum
- disseminate knowledge, professional practice and standards
- provide career frameworks
- set learning objectives and assessment standards
- license and quality assure training providers
- accredit members' skills and experience.

### Business development and membership

This is the contact point for members of the College, clients, providers and associates. It manages customer relationships and develops the College's products and brand.

### Corporate services

Support functions which underpin the College's operational delivery include:

- financial management and direction
- procurement
- human resources
- information, communications and digital technology
- estate and infrastructure
- security of people, assets and information.



## The College will:

- have a clear and effective governance structure
- be a model of good practice, providing continuous professional development for our staff, secondees, associates and volunteers
- be founded on knowledge and research
- focus on providing dedicated services to our members and have a strong customer-focused ethos
- seek to attract the brightest and best people
- employ a workforce that represents the diversity of our communities
- employ leaders of integrity who uphold the highest possible standards and lead by example, communicating openly and honestly
- make optimal use of secondments, associates and volunteers and maintain a flexible workforce, bringing relevant and business-critical skills to the College.



## We will be an organisation in which our people will:

- be motivated, highly skilled and professional
- respond swiftly and effectively to the needs of our members, partners and policing
- feel valued and understand their contribution to the high quality of service offered by all in policing
- work according to our values and the Code of Ethics.

# Finance, commercial services and estate

## Finance and commercial services

The College aims to raise more than half its income from sources other than the government grant-in-aid. This will support the goal of greater financial independence and a subsequent move to independent legal status.

### Our progress

In order to become independent and, in time, seek chartered status, we need to raise more than 50% of our income from other sources. In 2014/15 our income is projected to be around £80 million, with some £20 million being derived from training, international assistance, events or assessments and the remainder from Home Office grant-in-aid and other specific grants.

To support this work we are putting plans in place to:

- bring services, products and capabilities together
- operate common and consistent processes
- deliver economies of scale and new ways of working
- provide commercial and contract management, client account management and design services
- deliver commercially viable services for learning, training, international work and digitally supported services.

Once this structure is in place we will:

- develop a charging policy to clearly define the services offered under Home Office grant-in-aid funding, where we will apply full economic recovery and where we would put flexible pricing in place
- develop new sources of income to support reinvestment in the College and attain greater financial independence
- design, license or accredit products to directly support policing improvements
- use customer and market insight to innovate and remain relevant to the police service and its membership



- establish the College of Policing brand at home and abroad, building a reputation for quality and integrity
- support wider UK government policy by delivering high-quality training, development and capability enhancement overseas.

## Estate

Our estate will change over the next few years in order to be fit for purpose, cost effective and aligned to the delivery of our objectives.

## Our progress

In 2014/15 we developed an initial strategy to rationalise, relocating staff and functions to sites more suited to our objectives.

To deliver best value we will:

- improve use of the existing estate by smarter working and investment in modern facilities
- renegotiate facilities management contracts
- migrate to an efficient geographical model
- carry out a thorough review of use of the existing estate
- vacate the Bramshill site by April 2015
- strengthen specialised training facilities at Ryton.



# Marketing and communications

The College of Policing aims to achieve the trust of the public and our members as the authoritative and independent voice of the policing profession.

Through our communications and engagement we will:

- have an open relationship with the media and give them access to our work, products and services
- set out our unique position in policing in all our communications and engagement activity
- promote our work, products and services to the widest range of interested people and communities
- speak authoritatively on behalf of the profession on issues of importance, using the most appropriate expert to represent communities of practice
- communicate with our members and partners using the tools they prefer and most regularly use, including social media
- seek the views of those in policing and the public through meaningful consultation.





# Information services

The public, members and our partners will be able to access information on policing and provide feedback.

## The College will:

- present an online platform providing information, knowledge and learning services accessible to members and the public
- provide a range of digital channels so that members can regularly interact with the College
- provide digital access to a secure environment so that members can share learning and knowledge
- ensure our digital products and services support our commercial development.

## To achieve this the College will:

- introduce a membership services system which provides a digital interface for our members
- link College websites to enable a single sign-on mechanism for members
- provide an app store through which members can download mobile apps and other accredited digital content provided by the College
- integrate an effective online charging mechanism
- horizon scan to identify trends and underpin the development of digital products and services.



# Dependencies

The College cannot achieve these outcomes on its own.

Success depends on the following:

- Police forces and other law enforcement agencies which police our communities. We need police forces and those who work in policing to adopt our standards, continuous professional development and promotion practices.
- Police and crime commissioners and chief officers, who will lead our members through the changes that the College puts in place.
- Training providers, who must sign up to the standards we set and become accredited to deliver them.
- Academics and other research or educational partners, who can share expertise and help us to build the evidence base.
- Our partners, who work with us to ensure that we do not set standards in isolation.
- The IPCC and HMIC, which must have regard to our standards in the course of their work and can make recommendations to enforce standards set by the College.
- Central government, which must respect our independence and challenge us to deliver real improvements in policing.
- The public, to provide feedback and to challenge us to deliver the changes we have set out in this strategy.



# Glossary

**Associates:** include trainers, coaches, assessors, designers, invigilators and expert witnesses. Associate personnel are an approved group of people who provide a valuable and flexible resource to the College of Policing, bringing current, relevant and specialist skills that complement its staff.

**Authorised Professional Practice:** national standards and guidance in key areas of policing that provide a framework to support accountability, interoperability and improvement in working practices across police forces and their partners.

**Chartered status:** incorporated under Royal Charter.

**Codes of practice:** specific principles and standards which designate the type of behaviour expected as part of that practice.

**Evidence:** knowledge from recording, observing or experimenting in line with clear and explicit standards.

**Grant-in-aid:** an amount of money given to an institution for its maintenance.

**Guidance:** policing policies and standards which have been developed on the basis of evidence.

**Home Office forces:** the 43 police forces in England and Wales which receive direct funding from the Home Office.

**Police forces and other law enforcement agencies:** a broader definition, covering both Home Office forces and non-Home Office forces, such as the Civil Nuclear Constabulary, the British Transport Police, Ministry of Defence Police, the National Crime Agency, Police Scotland and the Police Service of Northern Ireland.

**Police professionals:** warranted officers as well as all staff who work in policing.

## **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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