The professional body for policing

Our Strategic Intent

September 2013
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From the Chair

Independent Chair, College of Policing

As a member of the public, I feel greatly privileged to be part of the team developing a professional body for all those who work in policing. We all ask a great deal of our police. We look to them to provide a professional service to all parts of our society.

We expect them to demonstrate the highest levels of integrity, operate with genuine compassion, use force only when appropriate and, at the same time, be willing to take extreme personal risks for the benefit of others. We want to be able to trust all in policing to do what they know to be right. Always.

To meet these expectations, the police deserve to be supported by a first-rate professional body, and that is what we will deliver. In my role as Independent Chair of the College Board I will strive to ensure that the needs and concerns of the public are always in our minds as we enhance the professional development of all those who work in policing.

From the Chief Executive

Chief Executive, College of Policing

As an experienced police officer, I am delighted to lead the first professional body for policing. This role comes at a time when policing needs to demonstrate high levels of professionalism and integrity. British policing has a well deserved reputation for bravery and a focus on protecting the public and fighting crime. There is much to be proud of – we have seen crime continue to fall during a period of reducing budgets, and, despite the recent financial constraints, new approaches are emerging in many police forces.

I am determined that the College builds on this strong foundation and will make sure that we embed what we know works. I am determined that the College will help the police deliver a further step change, equipping officers and staff to deliver the professional service the public expects and deserves.
Joint foreword

As Chair and CEO of the College of Policing, we are committed to leading the development of the College of Policing.

We live in a multicultural, technologically advanced, increasingly global society. To deliver successfully in this environment, the police should be able to easily access the most recent and credible evidence about what works best and equip themselves with the skills to use that evidence. They need to work effectively across the many organisational and international boundaries they encounter and should be supported to do so. They should have access to ongoing professional development and education to support the skills, attitudes and behaviours needed in modern policing.

In creating the College of Policing we aspire to meet these needs. We are building on a great history of public service in British policing whose excellence is recognised across the world. In delivering our responsibilities, as set out in the Anti-Social Behaviour, Crime and Policing Bill 2013, we will work with partners across policing to deliver a step change in the professional status of policing. As the professional body for policing, we aim to be recognised for focusing on clear standards, education and continuous professional development, promoting the highest standards of ethics and integrity in policing, and facilitating effective cooperation between the police and other agencies.

Our work will help individuals develop their careers in policing so they feel better equipped to deal with the demands of their jobs and make a difference for the public. We will also help police forces enhance the effectiveness of their workforces, to be better able to develop and deploy people and other resources to protect the public, and help police and crime commissioners deliver their priorities locally. Ultimately our work will, through the individuals and police forces we support, contribute to reducing crime and protecting the public.

To achieve our ambition we will extend our networks beyond the traditional boundaries of policing, in particular to academia, the private sector and the general public, making the most of opportunities to work with others to support the policing profession.

This document sets out our early ideas about what we want to do. It shows you some of our early thinking and invites you to comment. We will develop a more detailed five-year strategy next year, in light of your feedback, so that we can be sure we have taken the views of the police and the public into account.

Please do let us know what you think. We look forward to hearing your views.

Professor Shirley Pearce and Chief Constable Alex Marshall
Section 1

Introducing the College of Policing

1.1 Our ambition

Our ambition is to establish a world-class professional body that works in the public interest by achieving the highest possible standards in policing. We aim to be a not-for-profit membership organisation and will seek Chartered status.

All that we do will be based on the best available evidence. We will support the integrity, leadership and continuous professional development of all our members and of police forces in England and Wales. We will enhance the ability of police forces and individuals to deliver their mission of preventing crime and protecting the public.

We will draw on policing experience and knowledge from across the world and share our learning with partners at home and abroad.

Our core areas of responsibility are:

- setting standards of professional practice
- accrediting training providers and setting learning and development outcomes
- identifying, developing and promoting good practice based on evidence
- supporting police forces and other organisations to work together to protect the public and prevent crime
- identifying, developing and promoting ethics, values and standards of integrity.

The College will have a powerful mandate to set standards of professional practice (subject to the successful passage through Parliament of the Anti-social Behaviour, Crime and Policing Bill 2013). We will seek consensus from all parties in policing when setting standards. While we acknowledge the operational independence of chief constables and the role of police and crime commissioners in holding them to account on behalf of the public, we will consider issuing codes of practice and regulations where an issue is important to protecting the public and where cross-force consistency is required.

Although the College will not have a core role as the primary provider of training, we do envisage that the College will deliver some highly specialist or high-value training.
Section 1: Introducing the College of Policing

1.2 Achieving our ambition

To achieve our ambition we will extend our networks beyond the traditional boundaries of policing – to include the public, further and higher education, the private sector, charitable organisations and the wider public sector – and make the most of all opportunities to work with others to support policing.

We have a specific remit to deliver services for officers and staff working in the 43 Home Office-funded police forces in England and Wales. From the outset we will also offer those services to many other individuals and organisations involved in tackling crime, including:

- those working in other police forces, such as the British Transport Police (BTP)
- law enforcement partners
- community safety and criminal justice partners
- international policing bodies.

The College will lead in developing and promoting policing as a profession that attracts the brightest and the best from all communities. We will speak on behalf of the profession and be recognised for advancing the highest standards of ethics and integrity in policing.

We will enable those working in policing to build the research and knowledge base themselves, through their practice and continuous professional development. Working together with partners, including universities and other professions, we will take the next step as a profession. We will use the evidence base of what works to drive professional practice and facilitate inspirational and effective leadership at all levels. We want policing knowledge to be accessible to all who need it, when they need it. This knowledge should come with the tools and skills to use it to best effect.

Membership involvement will be core to the College of Policing’s success. We will develop a network of practitioners to inform, develop, test, implement and champion our work. Their professional knowledge and experience will be vital when developing standards and codes of practice, assessing new research and challenging and supporting the police to implement change.

We will create open and transparent development opportunities for police officers and staff at all levels. These will include:

- being part of a network with local academic institutions to gather evidence and test new approaches
- participating in a community of practice
- providing peer support to share experiences
- working in the College or with one of our partner organisations to gain new skills and knowledge, while sharing learning and experience.
Section 1: Introducing the College of Policing

We are committed not only to acting in the public interest, but also to involving the public in our work and responding to their concerns. We will learn from the directly-elected police and crime commissioners and the data from various public surveys. We have an Independent Advisory Group and are exploring options for widening our network of individuals, representative bodies and community groups so that we are informed and influenced by a broad range of perspectives. We are keen to use the most innovative and effective approaches to public consultation and would welcome ideas as to how we might do this.

We aim to be transparent to all of our members and the public. We will publish information on our website about our current work, future plans, governance and decision making and will invite feedback.

Because we value the importance of having a clear mission and recognise current financial constraints, we will be realistic in how we pursue our ambition. We will prioritise our work to ensure that, while we may not be able to meet every expectation placed on us, we are able to respond to those which matter the most to the public and the police. We are shaping our organisation, our role and our funding model to meet this ambition.

Our offer to the public

We will support the police to prevent crime and protect the public by:

- setting and sharing standards so you know what to expect from your interactions with the police
- working to ensure standards are met
- making clear how you can give feedback on the police and how we will use it
- supporting the police to work more effectively with partner agencies so that you receive a more cohesive response
- supporting access to the best available evidence so the police in your area know what works
- offering you opportunities to find out more and share your views about what works in tackling crime and protecting the public
- listening to your views about the College of Policing and acting on them.

How we will know we are succeeding

Evidence indicates that:

- public confidence in policing is increasing, especially in areas of crime and disorder that generate the greatest public concern
- the public’s experience of policing – whether as a victim, witness or member of the community – is improving
- the public are receiving a more cohesive response from police forces and across public service providers
- the public see that the police are more representative of their community
- the public have greater confidence that the police are making decisions and taking actions based on sound evidence of what works well
- the public engage with their local forces and the College of Policing.
1.3 The context

Public expectations

We have a model of policing by consent and our police forces are admired around the world. The 2011/2012 Crime Survey for England and Wales reported that 62% of adults thought local police were doing a good or excellent job. The Independent Police Complaints Commission (IPCC) Complaints Statistics for 2011/12 showed that the overall number of complaints was falling.

This is a solid foundation but we aim to do more to meet public expectations. The IPCC figures show that 45% of complaints referred to ‘incivility, impoliteness and intolerance’ and ‘other neglect or neglect or failure in duty’. The public have understandable concerns about a range of policing issues, such as the use of stop and search powers and the police response to the emerging threats of online crime.

Recently-highlighted failures of integrity by a small minority of individuals in policing have contributed to greater expectations of openness and transparency. Those who hold the highest ranks are rightly expected to lead by example and demonstrate integrity in all aspects of their role.

There is a strong desire across policing to tackle all of these issues. Police leaders are determined to make a positive difference and individual officers and staff want to be recognised for their integrity and professionalism.

Social, economic and technological changes

The changing social, economic and technological context brings challenges and opportunities for policing. For example, the economic climate has led to many hard decisions having to be made across policing, but has also given a renewed impetus to find new and more efficient ways to tackle old problems. The College of Policing aims to help forces deal with the problems and maximise the potential benefits.

Policing by consent

Our model of policing by consent is based on the principle attributed to Sir Robert Peel that: ‘the police are the people and the people are the police’. It is a principle that is still relevant today. While we aim to have a policing profession that is part of the community it serves and reflects the diversity of that community, we know that this is hard to achieve. As communities and their priorities and concerns change, the police response also needs to evolve if it is to maintain public trust and confidence. Forces must recruit, develop and promote the best candidates from a wide pool.

One of the College of Policing’s early priorities is a programme supporting forces in attracting applications from under-represented groups and in understanding the current constraints on progression.
Local policing partners
The police continue to look for new ways to work with partners to deal with complex issues, such as:
• anti-social behaviour
• mental health
• missing persons
• non-suspicious deaths
• concerns for welfare and social care.
There is common recognition that such problems can only be tackled effectively by working with partners. Evidenced good practice has shown that such an approach not only makes best use of the resources available to all partners, but also delivers a less bureaucratic and more cohesive response to the public, with seamless delivery of a range of public services. The College will support the development and evaluation of innovative approaches.

Technology – risks and opportunities
Advances in technology can bring new types of crime and influence existing crime types. Recent examples include a spike in reports of thefts of smart phones, online grooming of children, and a global increase in cyber crime fraud and computer viruses.

Technology can also help to fight crime, and recent advances in mobile technology present an enormous opportunity for changing the way we police our streets. The right technology can:
• enable officers to spend more time interacting with the public rather than completing paperwork
• give officers fingertip access to required data
• provide evidence to support convictions.

To maximise the opportunities offered by new and emerging technology, people in policing need to have the right skills and support. The College will work to ensure that the policing profession harnesses these opportunities.

Policing structures
Recent Government reforms have established directly-elected police and crime commissioners across England and Wales, and have created the new National Crime Agency (NCA) to lead the overall effort on serious, organised and complex crime. These reforms have also introduced new approaches elsewhere in criminal justice, such as payment by results in reducing re-offending. Tom Winsor’s Independent Review of Police Officer and Staff Remuneration and Conditions includes recommendations for skills thresholds, regular reviews of skills and competence, and ensuring recruitment and promotion processes result in a more representative workforce.
Section 1: Introducing the College of Policing

The College will be working with all of its policing partners in the new structures. We are very clear that we will not achieve our goals on our own. The difference we aspire to make will come from working effectively with our members, National Policing Business Areas (subject matter experts from all parts of policing), the public and our partners, and from anticipating and reacting to the ever-changing operational context.
Building the profession of policing

2.1 Evidence-based policing

A fundamental element of our role as a professional body is to be a catalyst for the development and use of knowledge and research by and for those working in policing. This will ensure that the best available evidence of what works is accessible for practitioners when making decisions. The College will take a coordinating role across the country, including commissioning research.

Our aspiration is that:

• forces and individuals will become more engaged in generating evidence and testing police practices to contribute to the knowledge base of ‘what works’
• our partners will both contribute to and benefit from access to knowledge, evidence, standards and training
• regional networks will bring together higher and further education and policing professionals to expand the evidence base
• knowledge of evidence and ideas to create new evidence will pass easily between universities and forces, nationally and internationally
• those who need to use the evidence will have the required skills and competencies, from basic training onwards, and will be supported by leaders who understand and value research and evaluation
• government and research bodies will value this approach and provide support in terms of finance and policy direction.
How we will expand the evidence base and equip people to use research

Our aim is to develop and maintain an up-to-date academic research base for policing. Our partnership with educational institutions and police forces will nurture mutual respect between academic and policing cultures and enable ideas to flow in both directions to expand the evidence base.

We will establish College of Policing regional networks, so that universities, further education colleges and police forces can cooperate to determine research and educational priorities, and provide practically relevant research for the police. These regional networks will involve institutions engaged in undergraduate and postgraduate programmes and research-intensive activities. The networks will build on the momentum created by existing collaborations and current activity (for example, by the Society of Evidence Based Policing) and learn from best practice in other professions and overseas.

In these networks we see the potential for joint appointments between universities and police forces. This could include regular secondments of officers to universities to work on research and educational programmes, as well as academics working in police forces to promote field-based research.

An early and significant step in promoting cultural and structural change is our programme to establish a ‘What Works Centre for Crime Reduction’. The Centre will be hosted in the College of Policing and involve collaboration between the College and a university or academic consortium. It will be co-funded by the Economic and Social Research
Council (ESRC). This collaboration provides an exciting opportunity to make a difference for the public through better use of research evidence in policing. We have already approved a university-led consortium to help establish the What Works Centre for Crime Reduction in the College.

The Centre is part of a network (see Figure 1) of six ‘evidence centres’ covering the following sectors:

- health and social care
- education attainment
- ageing better
- local growth
- crime reduction
- effective early intervention to tackle the root causes of social problems amongst children and young people.

While each centre will have a sector-specific focus, being part of a network will ensure they work together, sharing best practice and drawing on the experiences of local and international partners. A What Works National Adviser has been appointed to sit in the Cabinet Office to ensure that consistent standards of research are applied across the network.

Being part of the network allows the What Works Centre for Crime Reduction to influence decision making across sectors and build successful partnerships with academia. The Centre has huge potential to improve community safety and its creation has already raised the profile of policing and crime research with research councils and government.
2.2 An independent body built on its membership

Membership

As the professional body for everyone in policing, the College of Policing aspires to be independent of government. From the outset, our members will be at the heart of the College and fully involved in all aspects of our work, from identifying emerging priorities and developing the knowledge base to designing and implementing the right products and services.

Our primary membership will be individual police officers and staff who work in England and Wales. We envisage offering membership to others who work in policing, including those delivering policing services who are employed by private sector contractors.

We are also exploring different types of membership so we can offer membership to other individuals and police forces in the United Kingdom, such as:

- BTP
- the Royal Military Police (RMP)
- the Ministry of Defence Police (MoDP)
- the Civil Nuclear Constabulary (CNC)
- Police Scotland
- the Police Service of Northern Ireland (PSNI).

Membership may also be opened to non-police partners, including academic institutions, members of the public and international partners. This broad membership base would reflect our aim to share our knowledge widely and learn from others across the country and other parts of the world, in the interest of the public and the profession.

The College is still consulting on what to offer its members, but we anticipate the following benefits:

- professional accreditation and certification of specialist competencies, supporting flexible and diverse career pathways and leadership development
- a more rigorous continuous professional development process that provides accreditation of skills and experience and is recognised outside of policing and transferable to other sectors
- access to networks of experts and communities of practice that offer opportunities to gain experience in partner organisations, including universities and other educational institutions
Section 2: Building the profession of policing

- a personalised online service for members
- being part of National Policing Business Areas’ project teams to deliver police priorities while building professional skills and knowledge
- opportunities to build the evidence of what works in policing and develop new ways of working
- access to the best available evidence and online support
- professional advice and evidence-based support
- opportunities to develop and participate in College conferences, seminars and workshops on issues that matter to members
- being kept up to date with all developments across the policing profession.

Subscription
The majority of our current funding comes from a Home Office grant-in-aid, with additional income generated through services the College provides. Our ambition is to shift that balance to generate the majority of our income from sources outside central government.

Comparable professional bodies charge their members a subscription fee. Even where the fee is relatively low, it helps the organisation maintain independence and gives its members a direct interest in the direction and performance of their professional body. There are no immediate plans to charge membership fees. However, we will explore all forms of membership including voluntary subscriptions as we develop our plans for the professional body.

We seek your views on membership fees as a means of achieving genuine independence from government and securing long-term financial stability for the professional body.

New income sources
We are developing a broad and robust commercial strategy that will maximise existing income sources and open up new ones that fit with our purpose, values and areas of responsibility. We will seek to broaden business opportunities from new and existing markets, products and services, and customers in the UK and overseas. In addition to membership charges, other potential income sources we are considering include:

- accreditation and setting standards for learning and education across the profession
- protecting our intellectual property through effective licensing
- specialist training
- international training and development.
Alongside work to generate new income, we will continue to reduce our costs. Savings will be made as we consolidate our estate and restructure our operating model in line with our developing priorities. We will also achieve longer-term efficiencies by investing in areas such as IT infrastructure.

2.3 Professionalism in policing

Leadership

The College recognises the importance of excellent leadership in policing at all levels and ranks. Police officers and staff frequently perform exceptional tasks in difficult circumstances and leadership across policing must be of the highest possible standards.

Strong technical and operational leadership alone is not enough. Those in senior positions must show top-rate ethical leadership, have the ability to lead organisations through difficult times with reducing budgets, and demonstrate the skills to deliver effectively with partners.

Effective leadership is not restricted to senior officers or even those who hold supervisory or managerial roles. It is needed in every team and during every shift, as officers and staff work together to deal with unexpected challenges on a daily basis. Leadership skills and potential must be sought at recruitment, developed early in the profession, and honed through continuing professional development.
Our role in helping develop the best leaders for the policing profession will involve:

- attracting the right people with leadership potential at the point of recruitment
- ensuring leadership standards for roles at all levels are up to date, reflect known good practice across policing and other professions, and are based on evidence of what works as well as principles of ethics and integrity
- supporting forces in developing those with exceptional talent and those from under-represented groups, and in providing development for leaders, managers and supervisors at all levels
- ensuring the leadership curriculum is current and meets the needs of forces, individuals and the public
- identifying and promoting opportunities for leadership development, both across policing and with partner organisations.

We are reviewing existing leadership courses, including those for supervisory and managerial roles at all levels as well as the Strategic Command Course that is the ‘gateway’ to the most senior leadership positions in policing. We plan to launch the new courses in 2014.

**Integrity**

The police are often and rightly praised for their physical courage in times of danger. We also aim to recognise and build on the moral courage shown by officers and staff.

The College’s Integrity Programme is currently developing a code of practice and will address concerns highlighted by recent inquiries. We expect this programme will have a lasting impact on the way leadership is defined and developed in policing and ensure new recruits can demonstrate strong ethical leadership and standards.

The Integrity Programme comprises five programmes of work:

- **The Code of Ethics** will set out expectations of individual and organisational behaviour in police forces and ensure that integrity and values drive all aspects of police work
- **Developing our evidence base** will focus research on the role of leadership and on what works in preventing wrongdoing in organisations
- **Transparency** will publish the professional standards required to practice as a police officer, deliver a national register of officers who have been dismissed, and introduce greater transparency regarding the outcomes of misconduct proceedings
• **Workforce development** will ensure that arrangements for recruitment, retention and progression of police officers and staff embody more fully the Code of Ethics

• **Vetting** will develop a code of practice for vetting all employees and those seeking senior appointments.

In our first five years, we expect to see our early focus on integrity impact a range of areas. We want the Code of Ethics to be widely respected and understood and become part of the ‘policing DNA’.

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**Our offer to individuals in policing**

We will support you throughout your career from recruitment onwards by:

• developing national standards for open and fair recruitment processes
• facilitating your professional development, through lateral progression or promotion
• promoting continuous professional development for all
• maintaining a national policing curriculum that sets learning and development standards
• providing access to the knowledge you need to do your job when you need it, including through web and mobile applications
• enabling you to shape professional practice by testing new ways of working, building the evidence base and working with the College and partners
• always listening to your feedback
• providing you with access to the best available evidence of what works in policing practice, sign posted and organised for you
• promoting fairness and equality of opportunity in your development
• recognising the importance of personal integrity and moral courage.

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**How we will know we are succeeding**

Evidence indicates that individuals across policing:

• look to the College and its networks for knowledge and best evidence of what works in tackling crime
• identify the College as the professional body for policing, providing leadership, authority and consistency
• see clear career paths and gain skills and qualifications that will serve them in and out of policing
• are motivated to take their learning further, whatever their level of experience, to achieve academic recognition
• feel better supported by having new technologies, swift access to information, and new ways of working
• feel better skilled and supported to work with a range of other agencies to achieve common aims
• regard the College of Policing as adding value
• are proud to be members of the College of Policing.
Our values and priorities

3.1 Our values and ways of working

Our values describe how we will operate as an organisation and what you can expect when you interact with us. We have chosen these values, and the behaviours we think best describe them, because they underpin the relationship of trust between the public and the police. We will promote these behaviours, building them into the standards we set and the materials we publish.

Our values and ways of working

<table>
<thead>
<tr>
<th>Integrity – we do what we say</th>
<th>Evidence – we generate and share evidence</th>
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<tbody>
<tr>
<td>• we deliver a professional service</td>
<td>• we support innovation</td>
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<tr>
<td>• we admit when we make a mistake</td>
<td>• we say when we don’t know</td>
</tr>
<tr>
<td>• we uphold the police Code of Ethics</td>
<td>• we make decisions based on the best available evidence</td>
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<table>
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<tr>
<th>Respect – we are open and honest</th>
<th>Improvement – we aim to develop continuously</th>
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<tbody>
<tr>
<td>• we give everyone a voice</td>
<td>• we aim to learn from everything we do</td>
</tr>
<tr>
<td>• we welcome challenge</td>
<td>• we support our members and staff to reach their maximum potential</td>
</tr>
<tr>
<td>• we work collaboratively</td>
<td>• we are effective and efficient</td>
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<tr>
<td>• we make and communicate our decisions openly</td>
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Much of the modern policing model has been in place for almost two centuries but the College of Policing is wholly new. Our approach to supporting and challenging policing professionals is different from anything that has gone before. All parts of policing will be involved in our governance and business, including practitioners at all levels. This inclusive approach will help ensure we maximise the opportunities provided by the wealth of experience and expertise within policing.

We will carry out work that:
• is aligned with our five areas of responsibility
• is in the public interest
• benefits police professionalism and the professional development of individual members
• adds value across policing.
Section 3: Our priorities and our early work programme

Working with partners
We have been building strong relationships with a range of partners. In the policing system, these include police and crime commissioners, Her Majesty’s Inspectorate of Constabulary (HMIC), the IPCC and the NCA. We will work together to create an environment in which the police can thrive and, with our support, make a positive difference for the public in fighting crime.

We will work with many partners beyond policing. Partnerships with, for example, the Local Government Association (LGA) and NHS England will help improve cooperation between police forces, local authorities and health providers. Our work with higher and further education partners and private sector training providers will deliver learning and development products and services and support continuous professional development across policing.
Section 3: Our priorities and our early work programme

We are excited by the response of many of our partners to the opportunities to work together in genuinely different ways. We have a significant task ahead of us, but if we work effectively with our partners, we will bring about change. Figure 2 shows some of the partnerships the College is developing.

3.2 Defining priorities

Our priorities will be based on agreed criteria, including:

- the need for a national response
- risk to the public
- the impact on resources and public confidence
- the need for consistency across policing or with partners.

More detail about our governance can be found at http://www.college.police.uk/en/20128.htm
Section 3: Our priorities and our early work programme

For the current year, 2013/14, our priorities include:
• working on integrity in policing
• establishing the What Works Centre
• expanding the evidence base
• reshaping our approach to leadership development.

These, along with other objectives, are reflected in our Delivery Plan 2013/14.

Our offer to police forces

We will support you to enhance the effectiveness of your workforce by:
• developing clear standards for recruiting and promoting officers
• providing accessible guidance and codes of practice, based on the best available evidence
• developing a workforce strategy
• giving access to training providers, licensed and accredited to standards set by the College
• delivering training, particularly in highly specialist or sensitive areas
• working with you and partners to develop and test evidence of what works in policing and make that evidence accessible
• helping you to develop exceptional talent, including from under-represented groups
• providing development opportunities for police leaders
• helping you deliver national assessment and selection processes and providing guidance on local delivery.

How we will know we are succeeding

Evidence indicates that:
• forces are deploying and developing their workforce more effectively to protect the public
• forces have confidence in the core skills set of their workforce
• forces are more representative of the communities they serve
• guidance and codes of practice are valued and used consistently in all forces
• partnerships and networks between forces, higher and further education institutions and other partners are building the evidence base and supporting better outcomes
• police and crime commissioners are influencing partners across community safety and leading an evidence-based response
• the College’s horizon scanning helps identify evolving threats to public safety and helps build required capabilities
• police leaders, at every level, demonstrate integrity and professionalism in all that they do.
Section 3: Our priorities and our early work programme

3.3 Our work programme

We intend to use your feedback on this Strategic Intent to develop a five-year Strategy ready for the start of the next financial year (April 2014). For each priority reflected in the Strategy, we will develop an implementation plan led by senior responsible owners in the College of Policing’s Executive Team.

The Strategy will be underpinned by a rolling five-year Business Plan that describes our longer-term aims and resource issues, including our commercial trajectory and increasing independence from government grants.

We will publish an annual Delivery Plan that sets out our priority work for the year ahead.

All of these documents will be approved by the College’s Board of Directors.
Our organisation and how we will deliver

4.1 Our legal framework

The College of Policing was established as a company limited by guarantee and became operational on 1 December 2012. The company is currently owned by the Home Secretary. Our aspiration, which is shared by the Home Secretary, is to achieve a legal framework that provides greater independence from government.

Parliament is currently considering the Anti-Social Behaviour, Crime and Policing Bill 2013. The Bill includes clauses that would give the College a set of legal powers and responsibilities. These would enable us to issue or revise codes of practice and prepare regulations in respect of:

- rank, entry and promotion in policing
- police training
- the qualifications required to perform particular roles
- police practice and procedure.

4.2 Our governance

The College of Policing’s Board comprises 15 directors, as follows:

- an independent chair
- seven members from across policing
- three police and crime commissioners and the Chair of a police authority
- three independent members appointed by the Home Secretary.
The Board sets the College’s strategic direction and has delegated limited authority to its three Committees:
• the Professional Committee
• the Audit and Risk Committee
• the Nominations and Remuneration Committee.

Full details including terms of reference of the Board and Committees are available on the College’s [website](#).

The National Policing Business Areas form a core part of the College’s Professional Committee. The Business Areas consist of subject matter experts from all parts of policing. Working across force boundaries, they make proposals to the Professional Committee on improving police practices, tackling new and emerging crime trends and other policing issues.

### 4.3 Our structure

Our aim is to be a lean, transparent and accessible organisation. We want everyone who is interested to see what we do, why we do it and how to find more information about it.

With that in mind, we are developing a structure built around small teams (or faculties) of subject matter experts in core areas of policing which will be supported by a central hub of support services. There will also be teams focused on:
• knowledge, research and education
• peer support and professional development
• membership and business development.

We will publish the emerging structure on our [website](#).
How you can get involved

5.1 Tell us your views

This Strategic Intent was developed following extensive consultation with our prospective members and partners. It will inform our strategy from April 2014. We hope this document will invite a broad range of views and welcome input from everyone with an interest in what we are doing.

Please give us your feedback on this document including anything you feel we may have missed. We recognise that different groups have different hopes and concerns for the College and we want to hear from as many of you as possible. The following questions indicate the type of input we are seeking but we welcome any thoughts or views:

1. Do you agree with the College’s role and the services it plans to offer, as set out in this document?
2. What areas do you think we need to prioritise, when setting our standards?
3. Are there any other products and/or services you would expect us to provide?
4. How do you want to be able to interact with the College?
5. How can the College engage most effectively with you?
6. How can the College engage the public and community organisations most effectively?
7. Are there any partners or partner bodies we have not mentioned that should be explicitly included?
8. What are your views on membership issues, including categories, benefits and charges?

5.2 Our contact details

Contact us to comment on this document.

By email: strategic.intent@college.pnn.police.uk

Through our website: www.college.police.uk/strategicintent

By post: Strategic Intent, College of Policing
10th Floor Riverside House
2A Southwark Bridge Road
London, SE1 9HA

We would welcome your feedback by 17 December.

We will publish our strategy by the start of 2014/15.

It will be available on our website (www.college.police.uk) along with all our other news, information and publications.

We look forward to hearing from you.
Our work programme for 2013/2014

<table>
<thead>
<tr>
<th>Programme</th>
<th>Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Integrity</strong></td>
<td>Seeking to bring about significant improvements in how ethics and integrity are managed in policing at both the personal and organisational level, for example, through developing a Code of Ethics and improved vetting procedures for recruitment and promotion.</td>
</tr>
<tr>
<td><strong>What Works Centre for Crime Reduction</strong></td>
<td>The College is hosting the new What Works Centre for Crime Reduction, part of a national network of centres which will provide robust evidence to inform public spending decisions. The College is working with universities, police and other crime reduction partners to review, synthesise and label the evidence base in crime reduction to make it easy to access and understand.</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Making sure that leadership development is effective at every level, from initial recruitment to the most senior leaders, with police trained in evidence-based practice and supported in applying core values and integrity. This will include reviewing all leadership training, from pre-join accreditation to the Strategic Command Course, and implementing improvements.</td>
</tr>
<tr>
<td><strong>Positive action for under-represented groups</strong></td>
<td>Driving an integrated approach to improving the recruitment, retention, progression and promotion of under-represented groups and the promotion of equality and diversity in policing.</td>
</tr>
<tr>
<td><strong>‘Winsor Review’ outcomes</strong></td>
<td>Developing and implementing relevant recommendations from the Winsor Independent Review of Police Officer and Staff Remuneration and Conditions, for example, developing a framework for Direct Entry and creating an environment of professional development that supports other Winsor recommendations.</td>
</tr>
<tr>
<td><strong>Local policing</strong></td>
<td>Defining and communicating the most effective models of local policing, to support local policing, prevent crime, improve outcomes for victims, witnesses and communities, and reduce the demand for policing. The work will reflect the diversity of needs and contexts across England and Wales.</td>
</tr>
<tr>
<td><strong>Policing Vision 2016</strong></td>
<td>The College will support and coordinate the work going on across policing to achieve the National Policing Vision 2016. The Vision sets out how policing will look for the public and those involved in policing. It sets out how frontline officers and staff will be supported with the skills, leadership, technology and ways of working that will allow them to provide high-quality policing. This work links to a broader cross-government programme: ‘Freeing Up Police Time’.</td>
</tr>
</tbody>
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continued...
### Programme Overview

<table>
<thead>
<tr>
<th>Programme</th>
<th>Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Setting standards</strong></td>
<td>Setting national standards, based on the best available evidence, and the delivery and availability of Authorised Professional Practice for policing practitioners.</td>
</tr>
<tr>
<td><strong>Core learning and development products and services</strong></td>
<td>The development and implementation of critical learning, leadership and knowledge products and services, as agreed with police forces, including international engagement. These will form part of the National Policing Curriculum.</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Making sure leadership development is effective, with leaders trained in evidence-based practice and supported in applying core values and integrity, for example by reviewing the Strategic Command Course and implementing changes to improve it.</td>
</tr>
</tbody>
</table>
### Our partners and how we will work with them

<table>
<thead>
<tr>
<th>Our partners</th>
<th>We will work with them to ...</th>
</tr>
</thead>
</table>
| Police forces in England and Wales | • ensure the standards we set are appropriate, understood and implemented consistently  
• facilitate partnerships with academic partners and educational institutions to help generate and test new ideas and innovative solutions to suit national and local needs  
• ensure College products and services are shaped by input from across forces and police officers, including chief constables and senior leaders acting as heads of National Policing Business Areas on the College’s Professional Committee and Board |
| HMIC | • ensure College standards and the HMIC’s inspection framework are clearly aligned and that standards are enforced |
| IPCC | • enhance integrity in policing – we will use IPCC data to inform us about trends relating to standards and which areas require attention |
| NCA | • offer our products and services and promote interoperability to avoid potential duplication or unhelpful operational differences |
| Other police forces, including Police Service Northern Ireland (PSNI) and Police Scotland, British Transport Police (BTP), Civil Nuclear Constabulary (CNC) and Ministry of Defence Police (MoDP), immigration law enforcement | • offer our products and services and promote interoperability, to avoid potential duplication or unhelpful operational differences |
| Police and crime commissioners | • provide guidance, products and services to help police and crime commissioners meet their duties |
| Other law enforcement, emergency services, community safety and criminal justice partners | • contribute to the evidence base of what works well in cutting crime and offer opportunities and support to test out new ideas with a view to providing a more effective and cohesive response to the public  
• establish joint standards, where appropriate |

continued...
## Annex B: Our partners and how we will work with them

<table>
<thead>
<tr>
<th>Our partners</th>
<th>We will work with them to ...</th>
</tr>
</thead>
</table>
| Police staff associations and representative bodies (Association of Chief Police Officers, Association of Police and Crime Commissioners, Police Superintendents’ Association, Police Federation, Unison, Chief Police Officers’ Staff Association) | • develop policy, standards and guidance, contribute to the evidence base of what works well in cutting crime and promote new ideas to policing practitioners  
• ensure input from representative bodies to key discussions about police business at the national level, through their representation on the College’s Board and Professional Committee                                                                                                                                                                                                                                                                                           |
| Academic partners in universities and further education colleges          | • consolidate the research evidence base, through the What Works Centre for Crime Reduction, and facilitate partnerships between police forces and educational institutions to help generate and test new ideas and innovative solutions to suit local needs  
• support the development and implementation of the National Policing Curriculum through education provision                                                                                                                                                                                                                                                                                                                                                           |
| Sector skills councils                                                    | • ensure appropriate National Occupational Standards are designed and maintained for policing and that relevant qualifications are included in the qualification and curriculum framework to support professionalism in policing                                                                                                                                                                                                                                                                                               |
| Awarding bodies                                                           | • ensure high-quality qualifications are designed and delivered to meet the needs of policing and the public                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Private sector contractors providing staff who work in policing           | • provide the standards that apply to private sector contractors working in policing                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Private sector training delivery partners                                  | • offer the chance to partner with the College by becoming licensed or accredited to deliver training to College standards                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Government                                                                | • ensure that, where necessary, appropriate legislation is drafted to support national standards and protect the public interest  
• influence wider governmental partnerships and act as a conduit for public concerns raised through political routes                                                                                                                                                                                                                                                                                                                                                                                   |
| International and overseas law enforcement agencies                      | • develop and share professional practice, learning, advice and knowledge that builds sustainable overseas capability and enhances public safety (at home and abroad)                                                                                                                                                                                                                                                                                                                                                                                                 |
| Other professional bodies                                                 | • understand good practice in other professions and learn from their experiences in developing and supporting professions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
The impact of our ambitions

When we achieve our ambitions…

<table>
<thead>
<tr>
<th>The public will …</th>
<th>Officers and staff will …</th>
<th>Police forces will …</th>
<th>PCCs will …</th>
<th>Partners will …</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setting standards of professional practice</td>
<td>receive a consistent and professional standard of policing, wherever they are, and have a police force that is more representative of the local community</td>
<td>have access to clear and consistent information about the skills, behaviours and competencies required for all roles and the range of career pathways available</td>
<td>have confidence in the core skills of their workforce and access to a flexible framework of continuous professional development and support</td>
<td>have confidence that the local force can deliver local priorities and work to meet national standards</td>
</tr>
</tbody>
</table>

| Accréditing training providers and setting learning and development outcomes | experience highly professional interactions, with well trained, knowledgeable, competent officers and staff | receive consistent, high-quality and effective training and development for current roles and continuous professional development | have professional induction processes and a continuing curriculum that attracts and retains the best people | have confidence in the skills and abilities of the local workforce and the quality of new recruits | know what is required of them as training providers and be able to develop and deliver the right products |

| Identifying, developing and promoting good practice based on evidence | have confidence that the police base their decisions and practice on sound evidence of what works, leading to the right resolutions and best use of resources | build and share the knowledge base and have easy access to it, wherever they are, learning from each other and developing professional skills | have evidence-based guidance developed by officers, staff and partners, and be able to deliver a consistent and high-quality national and local response | help ensure the evidence base reflects local and national priorities and use it to assess local practice and performance | have more opportunities to work with the police and other partners to generate research, test practice and build interest in the study of policing and related practice |

continued...
## Annex C: The impact of our ambitions

<table>
<thead>
<tr>
<th><strong>Supporting inter-agency cooperation to protect the public</strong></th>
<th><strong>The public will …</strong></th>
<th><strong>Officers and staff will …</strong></th>
<th><strong>Police forces will …</strong></th>
<th><strong>PCCs will …</strong></th>
<th><strong>Partners will …</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>receive cohesive and more effective responses and problem solving from the police and other local and national agencies</td>
<td>engage better with other agencies, exchanging knowledge and expertise to achieve the right outcomes</td>
<td>make best use of resources by drawing on wider skills and expertise and by coordinating efforts</td>
<td>be supported in their duty to develop effective partnerships, improve local relationships, meet community needs and prevent crime</td>
<td>know how to work with the police to achieve shared goals, build community confidence, and make best use of resources by drawing on wider skills and expertise and by coordinating efforts</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Identifying, developing and promoting ethics, values and standards of integrity</strong></th>
<th><strong>The public will …</strong></th>
<th><strong>Officers and staff will …</strong></th>
<th><strong>Police forces will …</strong></th>
<th><strong>PCCs will …</strong></th>
<th><strong>Partners will …</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>have full confidence in the integrity of those working in policing, leading to more positive views, greater trust and readiness to engage</td>
<td>know what is expected of them, be part of a culture that supports doing the right thing, and be supported when questioning the actions of others</td>
<td>have a confident and ethical workforce with common values and strong leaders that respect challenge</td>
<td>have full confidence in the ethics and integrity of their forces and national bodies, trusting them to do the right thing and build the most effective working relationships</td>
<td>be confident that they are working with highly respected policing professionals.</td>
<td></td>
</tr>
</tbody>
</table>
Glossary

ACPO
Association of Chief Police Officers – brings together the expertise and experience of chief police officers from the UK, providing a professional forum to share ideas and best practice, coordinate resources and help deliver effective policing to keep the public safe.

APCC
Association of Police and Crime Commissioners – provides essential national support functions for elected police and crime commissioners and all policing governance bodies in England and Wales.

APP
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.

BTP
British Transport Police

CNC
Civil Nuclear Constabulary

Community of practice
Online practitioner network – get peer support, ask questions, share insights and discuss new ideas about particular topics.

CPOSA
Chief Police Officers’ Staff Association

ESRC
European Social Research Council

Evidence-based policing
What happens when we use the best available evidence to inform a policing decision. We don’t assume what we’ve always done is necessarily the right thing to do – we ask why. Evidence here means knowledge from recording, observing or experimenting in line with clear and explicit standards. Problem-oriented policing and the National Decision Model are both a good fit with evidence-based policing.

Grant-in-aid
Regular payments by departments to outside bodies (usually ALBs – arm’s length bodies) to finance their operating expenditure. These outside bodies will have aims and objectives that match those of the grant-giving department.

HMIC
Her Majesty’s Inspectorate of Constabulary

IPCC
Independent Police Complaints Commission

LGA
Local Government Association

MoDP
Ministry of Defence Police

National Policing Business Areas
National area of policing headed by a serving chief officer who takes lead responsibility for a broad area of policing work. The National Policing Business Areas set the direction and development of policing in that area, working with government and external stakeholders. Each Business Area contains portfolios, led by individual officers who act as the national leads for specific issues. The national portfolios comprise working groups led by officers experienced in the specific area of policing.

continued...
NCA
National Crime Agency – a newly established national organisation with responsibility for tackling organised crime, fraud and cyber crime, protecting children and young people and strengthening our borders.

NICE
National Institute for Health and Care Excellence

PCC
Police and crime commissioner

PSNI
Police Service of Northern Ireland

RMP
Royal Military Police

Strategic Command Course
Current name for the senior leadership development course which acts as a ‘gateway’ to chief officer and staff roles in policing. The course format and content is under review, with changes to be implemented in 2014.

Unison
One of the UK’s largest unions representing public sector workers including many police staff.

What Works Centre
Hosted by the College, the What Works Centre for Crime Reduction is part of a new national network of centres introduced by the Cabinet Office to ensure policy and spending decisions are based on evidence of what has been tested and found to work in delivering outcomes.

What works
Practice and interventions which have been tested using research and repeatedly found to deliver positive results.
Protecting the public  
Supporting the fight against crime  
by ensuring professionalism in policing

As the professional body for policing, we set high professional standards to help forces cut crime and protect the public. We’re 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.

Contact us  
To find out more about the College or to request this document in an alternative format:

Call: 0800 496 3322
Email: contactus@college.pnn.police.uk
Web: www.college.police.uk

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