

Date: 22nd June 2021

Our Reference: FOIA-2021-059

RE: Your request for information under the Freedom of Information Act 2000

I write in response to your Freedom of Information Act 2000 ('FoIA 2000') request, dated **24/05/2021**, in which you requested:

"I would be very grateful if you could also advise me on any publications, guidance notes, handbooks or other learning materials relating to the work and development of Intelligence Analysts or Intelligence Officers if at all possible?"

Decision

When a request for information is made under FoIA 2000, a public authority has a general duty under section 1(1) of the Act to inform an applicant whether the requested information is held. There is then a general obligation to communicate that information to the applicant. If a public authority decides that the information should not be disclosed because an exemption applies, it must, under section 17(1) cite the appropriate section or exemption of the Act and provide an explanation for relying upon it.

In line with section 1(1) of the FoIA, I can confirm the College **holds information** relevant to your request. Ten documents held by the College were captured within the scope of your request.

Three of these: 'ILP Programme Specification', 'INT-INT-SD Analyst' and 'INT-INT-SD Officer' have been provided to you. The 'ILP Programme Specification' has been redacted to exclude information which falls outside of the scope of your request. Please find these documents attached to the main email.

The titles of the other seven documents are:

- Guidelines for Assessment of Operational Competence

- Introduction to Research PowerPoint
- Introduction to Research Pre Class Tasking
- Introduction to Research Resource Pack
- IPP Introduction to Analysis Pre Class Tasking
- IPP Introduction to Analysis Resource Pack
- IPP Introduction to Analysis

However, all seven of these documents will be withheld in their entirety under the section 43(2) – commercial interests exemption.

Your rights can be found at the end of this letter. Please find an explanation of our decision to apply the section 43(2) exemption below.

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Yours sincerely,

Kate Kaufman | Legal Advisor
Information Management and Legal Team
College of Policing
Email: FOI@college.pnn.police.uk
Website: www.college.police.uk

Section 43(2) commercial interests

The College has spent considerable time and resource in developing its materials for the Intelligence Professionalisation Programme (IPP), which are regularly re-used for different licensees. Materials used within the IPP are licenced to numerous policing and non-policing organisations at a cost.

As a public authority, we have to ensure that we spend public money appropriately. If resources used within the IPP were to be released, other commercial organisations could use these resources to develop their own equivalent intelligence programme. From a commercial perspective, this would be costly to the College and if we were required to change or redesign the process due to our materials being replicated, the commercial viability of the programme would be damaged. In addition, this would result in a loss of customer confidence and damage the relationship of trust that we have with the organisations for which we offer support and training.

This exemption is subject to a public interest test which means that in considering your request, the Act requires us to balance the risk of harm if the information were to be released against the benefit that disclosure would have to the public. There is undoubtedly an interest in the work of the College and this directly links into the public interest in policing and police training in England and Wales. It is right that the public are reassured that the College provides training to the highest possible standard.

However, on balance, maintaining the integrity of the Intelligence Professionalisation Programme and ensuring the College is able to deliver value for money, is paramount. For this reason the information will be withheld on the basis of commercial interests.

Your right of review

Under the Freedom of Information Act 2000 you have a right to request an internal review if you are dissatisfied with our handling of your request. Review requests should be made in writing (by email or post) within 40 working days from the date of our original response. We will aim to respond to your review request within 20 working days.

The Information Commissioner's Office (ICO)

If, after lodging a review request you are still dissatisfied, you may raise the matter with the ICO. For further information you can visit their website at <https://ico.org.uk/for-the-public/official-information/>. Alternatively, you can contact them by phone or write to them at the following address:

Information Commissioner's Office

Wycliffe House

Water Lane

Wilmslow

Cheshire

SK9 5AF

Phone: 0303 123 1113



College of
Policing

college.police.uk

Programme Specification

Programme Title: Intelligence Professionalisation

Programme (IPP): Intelligence Learning Programme (ILP)

Version 1.2

College of Policing Limited
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The College of Policing is committed to providing fair access to learning and development for all its learners and staff. To support this commitment, this document can be provided in alternative formats by contacting

NationalPolicingCurriculumEnquiries@college.pnn.police.uk.

Purpose of this document

This programme specification is intended to assist eligible organisations to deliver the learning and development products associated with the Intelligence Professionalisation Programme (IPP), by providing all the relevant, high-level information needed to plan, organise, deliver and assess the learning programme.

It will help the reader to understand the teaching and learning methods that enable the IPP learning outcomes to be achieved and the assessment methods that enable the outcomes to be demonstrated. It shows the relationship of the programme and its study elements to the national qualifications framework and also to any subsequent professional qualification and career path.

Programme definition

Contextualising the IPP and ILP

The IPP is a multi-agency programme that is designed to provide an overall framework of certification for intelligence professionals. This includes the development of:

Core National Occupational Standards (To be superseded by National Role Profiles)

National learning standards

Learning programmes

Agreed career pathways with supporting continuous professional development

The creation of a locally held list with details of staff deemed competent within their specific roles.

The aim of the IPP is to ensure that there is consensus in the National Occupational Standards (NOS)/ National Role Profile across the nine core intelligence functions. This is underpinned by the Intelligence Learning Programme (ILP), detailed within this Programme Specification, which is only one strand of the IPP Framework. The ILP is designed to provide the learning standards and underpinning learning to ensure that the nine individual functions within the intelligence community receive the learning required to aid them in achieving the relevant work based competency standards. Once learners have met the agreed standards, they will then be added to the locally held list of competent staff.

When reviewing this document, it is important to ensure that a clear understanding of the difference between the IPP and the ILP is borne in mind. The ILP links to the work based competency assessment and the learning standards also providing the means by which an individual will be able to be added to the locally maintained competency list, it is only an aspect of the IPP framework.

Programme summary

The Intelligence Learning Programme (ILP) provides for the learning and development needs of a wide range of intelligence functions, right across all IPP organisations, in order to provide consistency in intelligence standards and service in the protection of the public and the tackling of criminal activity.

It provides learners with a knowledge of the collection, management, analysis and use of intelligence. It also details (according to the individual's function) the use of analytical techniques and business models (such the National Intelligence Model – NIM), the coordination of the analytical function, the management of risk and delivery of the intelligence strategy. It will provide all learners with an understanding of not only their own function, but also of all those working within intelligence. Completion of the function-relevant learning modules will aid learners, in their workplace assessment of competency in the relevant National Occupational Standards (NOS)/National Role Profiles.

Target audience

This programme is aimed at all intelligence professionals currently working within or working towards a role within IPP organisations and covers the range of nine intelligence functions. These are the core intelligence functions that exist across all the IPP agencies, their specific function, title and number may vary across IPP organisations. However these core roles have been mapped across to the agency functions and agreed National Occupational Standards (NOS)/National Role Profiles:

1. Intelligence Support Officer

Responsibilities may vary widely to support the needs of a particular unit, including data inputting and retrieval, creation of briefings and maintaining records management systems along with evaluating information to determine its intelligence potential.

2. Intelligence Researcher

Responsibilities include researching a wide variety of sources to assess and evaluate information. This may be done to produce bespoke intelligence products, or to support analysts or intelligence officers or investigators.

3. Intelligence Analyst

Responsibilities include the production of analytical products utilising appropriate techniques to test hypotheses and make recommendations for decision-makers at a strategic, tactical and operational level. Analysts may or may not also be supervisors of other roles such as researchers or intelligence support officers.

4. Intelligence Officer

Responsibilities include fieldwork developing and evaluating intelligence, providing intelligence support to reactive, proactive and major incident investigations, identifying intelligence gaps and appropriate tactical options.

5. Intelligence Supervisor

Responsibilities include management of a team, supervising the creation of intelligence products and development of tactical responses.

6. Senior Analyst

Responsibilities include managing a team of analysts/researchers, or managing a particular area of business within the analytical function. This includes quality assuring analytical products, and developing relationships and processes with partners & experts.

7. Intelligence Manager

The manager of an intelligence team based at either an organisational or local level, this role is responsible for managing the team and ensuring compliance with relevant intelligence processes and legislation and guidance. The role includes responsibility for chairing intelligence meetings, developing, delivering and reviewing intelligence collection plans, sharing best practice and identifying appropriate tactical responses. This role may also have further specialist functions for which the appropriate role profile should be consulted.

8. Head of Analysis

This is the most senior management position as head of profession, with responsibility for managing and developing the analytical function within the organisation. To carry out this role they will normally have a proven track record in the field of analysis. They may

have line management responsibility for senior analysts, or provide professional support and guidance for local supervisors.

9. Director of Intelligence

To carry out this role post holders will normally have a proven track record in intelligence or pro-active investigations. This is the most senior manager role in intelligence and has responsibility for setting the strategic direction of the intelligence function, and ensuring efficient management of the intelligence process within the relevant legislation and minimum standards.

Programme aim

The ILP programme has been developed to:

- Provide national learning and assessment standards for core intelligence functions that can be used by all IPP organisations.
- Provide learning and development programmes that will be delivered to a national standard but with local flexibility and choice of learning techniques.
- Assure the quality of the learning and workplace assessment that is delivered across IPP organisations, via the IPP QA Strategy.
- Improve public protection, crime reduction, crime prevention and detection by ensuring that all intelligence professionals are delivering services to a nationally agreed standard.
- Facilitate an increased level of interoperability of intelligence professionals across the IPP organisations.

What does the Intelligence Learning Programme (ILP) give the learner?

The aims of the learning are to provide all intelligence professionals with the knowledge and understanding in the field of intelligence enabling them to;

- Have an overview of all functions within their own organisation and the wider UK 'intelligence community'.
- Understand what is meant by intelligence and information gathering and have an overview of the key legislation which underpins intelligence work and how to share information gathered both safely and lawfully.

- Collect, analyse, manage and disseminate intelligence and information in line with the intelligence cycle, effectively fulfilling their own function within any of the IPP organisations.
- Help to ensure a consistency of intelligence standards and service within their own organisation and right across all of the IPP organisations.
- Have their competence and achievements recognised, via function certification and national professional registration.

ILP programme outcomes

The learning outcomes for this programme are based upon the National Learning Standards for IPP within the National Policing Curriculum, and can be found listed within the five ILP Module Specification documents, namely:

- Introduction to Intelligence (curriculum code: INTLA004)
- Introduction to Intelligence Research (curriculum code: INTLA024)
- Introduction to Intelligence Analysis (curriculum code: INTLA034)
- Intelligence Management (curriculum code: INTLX001)
- Strategic Management of Intelligence (curriculum code: MAIX014)

These can all be found on the College of Policing Managed Learning Environment (MLE) by accessing the National Policing Curriculum home page.

Programme structure

Components of the ILP

The programme is made up of five learning modules;

1. Introduction to Intelligence (for all functions across intelligence and a pre-requisite for the other four ILP learning modules)
2. Intelligence Research Function (a pre-requisite for the Intelligence Analysis Function)
3. Intelligence Analysis Function
4. Intelligence Management Function
5. Strategic Management of Intelligence

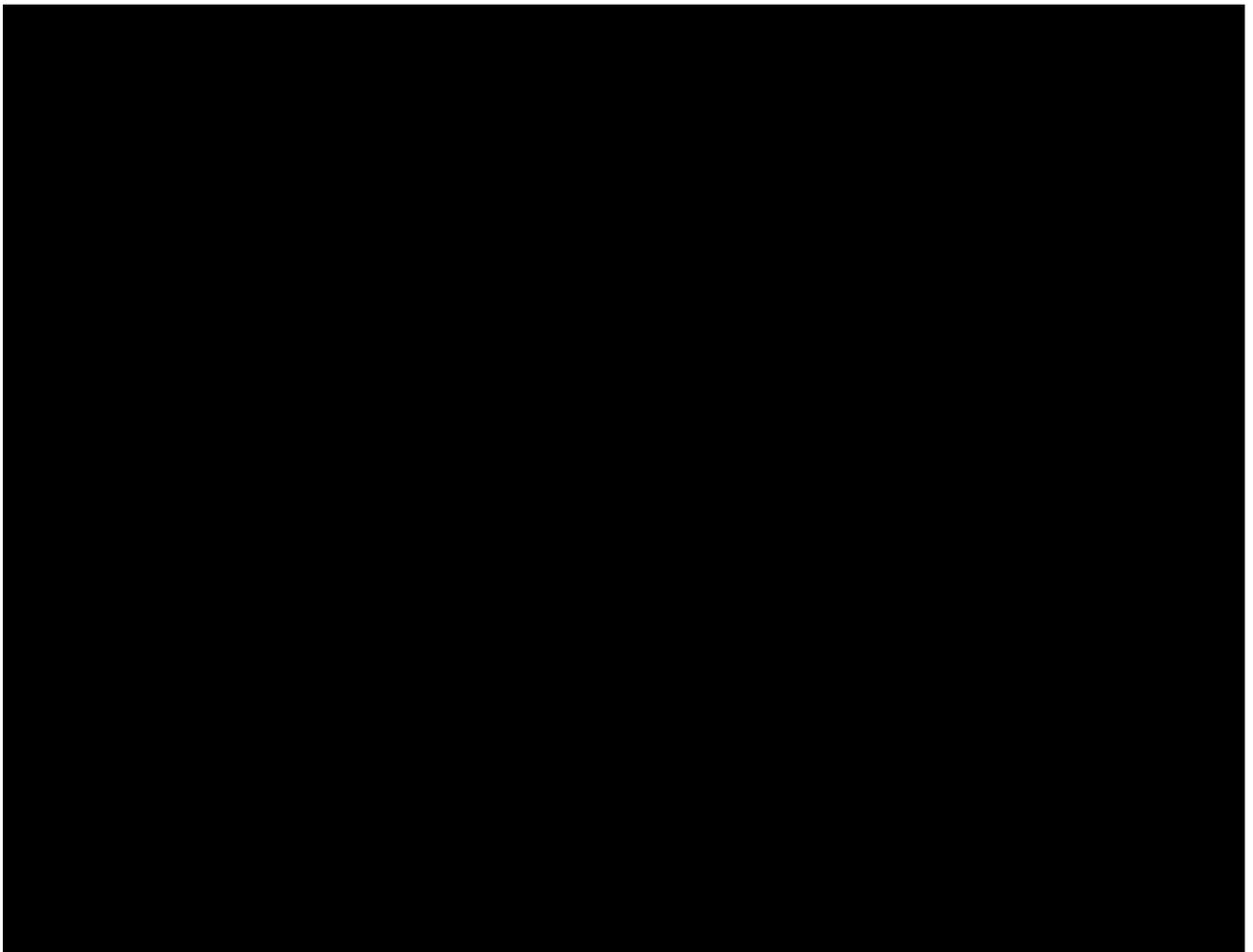
Within each of these modules, there are **four components**:

- i. Pre-requisite learning
- ii. Classroom-based learning
- iii. Workplace assessment of competency against NOS/National Role Profiles
- iv. Maintenance of competence and CPD

Successful completion of the first three components entitles individuals to be certificated and placed on professional competency list for their function.

Those individuals who are already established within their function (and who do not need to complete the learning module) will need to be assessed as competent against the relevant NOS in the same way, in order to be certificated and placed on the professional competency list.

Maintenance of this certification and retention of competency status requires the demonstration of continued competence against the NOS/National Role Profile, as well as evidence of CPD.



Policing Professional Profile

Analyst

Job Family:	Intelligence
Sub group:	Intelligence
Level:	Service Deliverer
Code: (For College use only)	INT-INT-SD-Analyst v2.1

Role Purpose

(This section summarises the key function of the role)

The Analyst provides expertise through the development and use of analytical products to assist decision making at a strategic, tactical and operational level.

Key Accountabilities

(This section details the key responsibilities required of the role)

- Establish and interpret requirements to ensure the needs of key stakeholders are met.
- Develop and maintain relationships internally and externally to share data, information and analysis, where appropriate.
- Collect and evaluate data and information to support the creation of a collection plan (where applicable) and the delivery of analytical products.
- Conduct analysis at a strategic, tactical and/or operational level, identifying and using appropriate analytical tools and techniques to interpret gaps, patterns and trends, assess threat, risk and harm and make recommendations in support of decision making, prioritisation and resource allocation.
- Produce written and/or verbal briefings and presentations to stakeholders to provide a clear and concise evidence based understanding of the subject matter, including providing advice and guidance. Be able to prepare, deliver and present analytical products for use in court proceedings, as required.
- Adhere to all legal frameworks, key working principles, policies and guidance relevant to the role.
- Maintain awareness of innovation within intelligence to ensure implementation of latest techniques and tactics, best practice, and information relevant to the role.

Behaviours

(Outlines the behavioural requirements of the role)

All roles are expected to know, understand and act within the ethics and values of the Police Service.

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

It is suggested that this role should be operating or working towards the following levels of the CVF:

Resolute, compassionate and committed	
We are emotionally aware	Level 1
We take ownership	Level 1
Inclusive, enabling and visionary leadership	
We are collaborative	Level 1
We deliver, support and inspire	Level 1
Intelligent, creative and informed policing	
We analyse critically	Level 2
We are innovative and open-minded	Level 1

Education, Qualifications, Skills, and Experience

(Outlines the skills and educational and qualification requirements to be able to fulfil the role)

Prior Education and Experience:

- Willing to undertake College of Policing Intelligence Professionalisation Programme (IPP) Certification (to complete within 12 months of appointment).
- Knowledge of National Intelligence Model
- Educated to Level 6 e.g. a degree with or without honours OR 3 years' experience (in the field of analysis)
- Experience of utilising different computer software packages.
- Experience of communicating effectively and of undertaking analysis of a qualitative and quantitative nature.

Skills:

- Ability to identify and scope a problem to effectively deliver analytical products.
- Research, analysis & assimilation of large volumes of complex data & prepare & produce concise analytical reports.
- Good communication skills with the ability to present information and provide recommendations to various stakeholders to ensure understanding and support decision making.
- Ability to develop and test inferences and hypotheses and to draw evidence based conclusions and make recommendations, in support of decision making.
- Ability to research, analyse, and assimilate large volumes of complex data and prepare and produce concise analytical reports.
- Skilled in the use of use IT packages, systems and/or databases involved in analysing, interpreting, storing, and presenting data.
- Able to identify potential opportunities to enhance efficiency and/or effectiveness within own area of work.

- Good team working skills demonstrating awareness of individual differences and providing support as required.
- Able to appropriately prioritise and plan own work.
- Able to proactively develop effective working relationships with colleagues, partners and other stakeholders.
- Ability to develop own knowledge and awareness of the discipline of intelligence.

Continuing Professional Development (CPD)

(Outlines continuing professional development activities which will enable the individual to maintain and enhance competence in the role)

- Identify, develop and test new data sources for analysis.
- Identify, develop and test new methods of analysis.
- Identify, develop and test new methods of reporting analysis and effectively disseminating your analytical product.
- Stay up-to-date and/or actively contribute, within the confines of good operational practice and with data and security in mind, to analytical developments and general intelligence advancements e.g. APP updates, relevant IPP communities of practice, Intelligence Community, SEBP, Analyst Community and National Analyst Working Group.
- Stay up to date with new approaches to evidence-based policing and analysis.
- Stay up-to-date with changing legislation, nationally disseminated products and current national policing priorities.
- Evaluate the impact of the IOPC (Independent Office for Police Conduct) Learning the Lessons reports relating to intelligence.
- Develop knowledge of other roles within both analytical and intelligence units e.g. work alongside intelligence officers to further operational knowledge of each other's roles.
- Network with partners in external organisations in order to encourage better cross-sector analytical working practices e.g. academic institutions and emerging technology companies.
- Coach and/or mentor less experienced colleagues e.g. Junior Analysts, Intelligence Researchers and non-intelligence roles.

Professional Registration/Licences

(Outlines any ongoing registration or licensing requirements of the role)

IPP Accreditation and Registration

Assessed competence against the relevant professional standards for this function is required to achieve IPP accreditation and registration. Maintenance of this accreditation requires the demonstration of continued competence against professional standards, as well as evidence of CPD, in line with the College's Model.



Links to other profiles:

(Indicates links to NPoCC role profiles, or other professional profiles which should be read in conjunction with this professional profile, please note this may not be exhaustive)

- Intelligence Officer
- Intelligence Researcher
- Intelligence Support Officer
- NPoCC Mercury profile: Analyst 373 v1

Policing Professional Profile

Intelligence Officer

Job Family:	Intelligence
Sub group:	Intelligence
Level:	Service Deliverer
Code: <i>(For College use only)</i>	INT-INT-SD -Officer V2.1

Role Purpose

(This section summarises the key function of the role)

The Intelligence Officer develops and evaluates intelligence, making an assessment of the threat, risk, harm, vulnerabilities and opportunities which exist and identifying gaps. They manage the dissemination of the assessment or intelligence product, support reactive, proactive and/or crimes in action and provide advice on appropriate tactical options to support policing priorities.

Key Accountabilities

(This section details the key responsibilities required of the role)

- Receive and assess information on the intelligence system and disseminate to relevant parties, in line with confidentiality, sensitivity and duty of care policies and relevant legislation to ensure intelligence is processed correctly.
- Gather, research and evaluate information (in accordance with a defined and agreed collection plan where applicable) to identify gaps, and patterns, and inform (de)briefing, tasking and RIPA authorities (where appropriate and in accordance to principles of legality, necessity and proportionality).
- Prepare and deliver intelligence products to clearly and accurately inform decision making, and providing advice on tactical options.
- Establish and maintain networks with internal and/or external partners at all levels of seniority to ensure appropriate information sharing in support of a timely response and to achieve shared objectives.
- Adhere to all legal frameworks, key working principles, policies and guidance relevant to the role to ensure information and intelligence is handled and processed legally.
- Maintain awareness of innovation within intelligence to ensure implementation of latest techniques and tactics, best practice, and information relevant to the role.

Behaviours

(Outlines the behavioural requirements of the role)

All roles are expected to know, understand and act within the ethics and values of the Police Service.

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

It is suggested that this role should be operating or working towards the following levels of the CVF:

Resolute, compassionate and committed	
We are emotionally aware	Level 1
We take ownership	Level 1
Inclusive, enabling and visionary leadership	
We are collaborative	Level 1
We deliver, support and inspire	Level 1
Intelligent, creative and informed policing	
We analyse critically	Level 2
We are innovative and open-minded	Level 1

Education, Qualifications, Skills, and Experience

(Outlines the skills and educational and qualification requirements to be able to fulfil the role)

Prior Education and Experience:

- College of Policing Intelligence Professionalisation Programme (IPP) Qualification (to complete within 12 months of appointment), and continued IPP compliance.
- Experience of researching information from a variety of sources.
- Experience of interrogating, maintaining and utilising data on a variety of computerised systems, including Microsoft Word, Excel, and Outlook.
- Experience of preparing detailed reports and presenting information in a variety of formats.
- Experience of the National Intelligence Model (NIM).

Skills:

- Ability to write detailed reports and other documents.
- Able to communicate with a range of stakeholders to provide information and intelligence and ensure understanding.
- Skilled in using specialised and standard software related to own area of work to extract, analyse and report on data.
- Able to identify potential opportunities to enhance efficiency and/or effectiveness within own area of work, including developing own knowledge to increase effectiveness.
- Able to break down a problem into component parts and determine appropriate action.
- Good team working skills demonstrating awareness of individual differences and providing support as required.
- Able to appropriately prioritise and plan own work.
- Able to proactively develop effective working relationships with colleagues, partners and other stakeholders.

Continuing Professional Development (CPD)

(Outlines continuing professional development activities which will enable the individual to maintain and enhance competence in the role)

- Develop innovative tactics for acquiring, developing and evidencing intelligence.
- Work closely with colleagues in Investigation, in order to develop strong practices in relation to turning intelligence into evidence.
- Help to develop innovative collection plans and new ways and means of acquiring intelligence e.g. via the public, partner agencies.
- Stay up-to-date and/or actively contribute, within the confines of good operational practice and with data and security in mind, to general intelligence advancements e.g. APP updates, IPP communities of practice, wider Intelligence Community.
- Stay up-to-date with new approaches to evidence-based policing and apply this to your work.
- Stay up-to-date with changing legislation (including current information on disclosure) and current national policing priorities.
- Evaluate the impact of the IOPC (Independent Office for Police Conduct) Learning the Lessons reports relating to intelligence.
- Develop knowledge of other roles within the intelligence units e.g. work alongside Intelligence Analyst to further operational awareness of each other's roles.
- Develop knowledge of more public-facing roles within Policing, or partner agencies, to further operational awareness e.g. shadow a Police Constable or crime prevention officer.
- Coach and/or mentor less experienced colleagues and deliver training sessions to support learning and development.

Professional Registration/Licences

(Outlines any ongoing registration or licensing requirements of the role)

IPP Accreditation and Registration

Assessed competence against the relevant professional standards for this function is required to achieve IPP accreditation and registration. Maintenance of this accreditation requires the demonstration of continued competence against professional standards, as well as evidence of CPD, in line with the College's Model.

Links to other profiles:

(Indicates links to NPoCC role profiles, or other professional profiles which should be read in conjunction with this professional profile, please note this may not be exhaustive)

- Intelligence Analyst
- Intelligence Researcher
- Intelligence Support Officer