



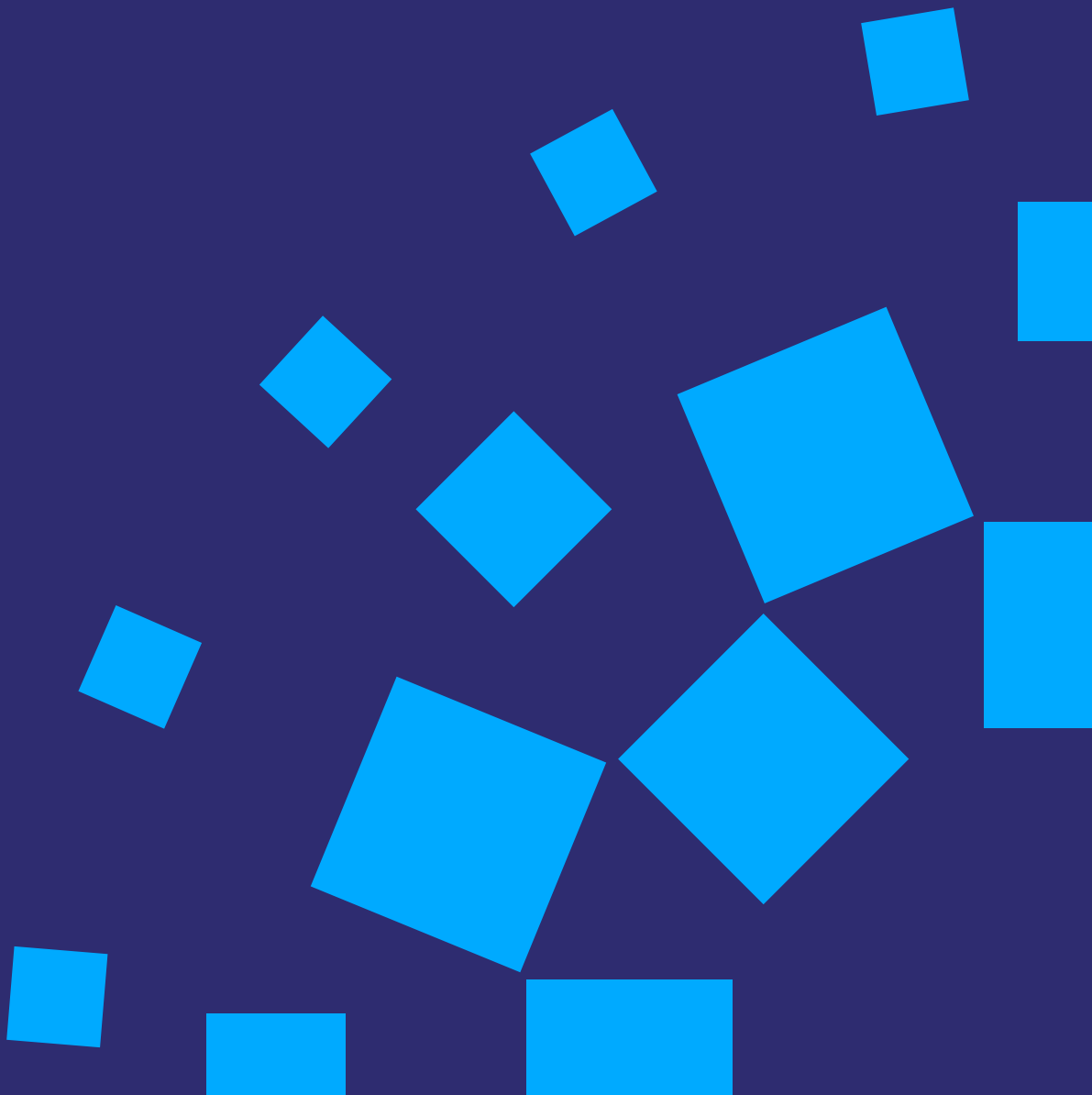
College of  
**Policing**

Working together  
to prevent crime

# Business plan

2022 -2024

May 2023



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# Foreword



**Chief Constable Andy Marsh,  
CEO**

After serving in operational policing for 34 years, I came to the College because I believe in its potential to change policing for the better. We have unique powers to set standards, drive the right behaviour in our workforce, and ensure

that officers and staff have access to the best operational training and practice to cut crime and keep people safe.

At a time of falling trust and confidence in policing, with serious questions being raised about the conduct of some police officers, the role of the College has become even more important. Our commitment, through the ambitions set out in our [Corporate strategy](#) and the deliverables outlined in this two-year [Business plan](#), is to work with policing and our partners, to rebuild trust and confidence.

When I started at the College, the [Fundamental review](#) into the role and purpose of the College was coming to its conclusions. The review set out a clear mission – to drive consistency where both the public and the service expect it, to boost professionalism across the service through standards and sharing knowledge, and to improve leadership at every level. This mission is at the core of all the work set out in our [Business plan](#).

In delivering our mission, we are in a unique position to solve the systemic challenges affecting policing. Only the consistent development of skills, knowledge and leadership can produce lasting cultural change across the whole service. We will seize the opportunity presented by our position in the policing system, to work closely with our partners and achieve improvements for the public.

The College is determined to be relevant to the needs of police officers and staff, the wider policing family and government. We will be dynamic in how we deliver and respond to requests, and we will be connected to everyone in policing, understanding and responding to their challenges. The deliverables in this Business Plan are a demonstration of our commitment to deliver what policing needs, when it needs it. That includes everything from reviewing the Code of Ethics, producing a revised Code of Practice for vetting, supporting the implementation of new entry routes (including the delivery of the fourth (non-degree) entry route), delivering a new home for police leadership through the National Centre for Police Leadership and the creation of the [\*\*Practice Bank\*\*](#) : which has a crucial role in sharing promising and innovative practice across policing and the wider crime reduction sector.

Despite the challenges we face, I am full of hope for the future of the service and confident that, with the support of the College that I lead, the whole service can improve. I have had the privilege of a lifetime of service alongside officers and staffs who are wholly dedicated to achieving the mission of protecting the public. Our commitment is to support them with a strong professional body, providing excellent training, high-quality professional development, and the practical help they need to cut crime and keep people safe.

# Introduction

## Who we are

Formed in 2012, the College is an operationally independent arm's-length body of the Home Office. As the professional body for policing in England and Wales, we support everyone in policing in order to reduce crime and keep people safe. Through our three core functions – sharing knowledge and good practice, setting standards and supporting professional development – the College plays a critical role in the policing system, supporting improvement and driving change across the service.

## Sharing knowledge and good practice

We provide the evidence base for what works in policing, support innovation and ensure policing professionals have access to the latest information on how best to prevent crime and keep people safe.

## Setting standards

We set standards for key areas of policing, so that police forces and individual officers, staff and volunteers provide a better and more consistent service for the public.

## Supporting professional development

We develop recruitment pathways that attract a representative workforce, deliver continuing professional development (CPD) and promote leadership development at every level.

# Achieving our strategic ambitions






## Our purpose

To support everyone in policing to reduce crime and keep people safe

## Our mission

To boost professionalism, drive consistency and improve leadership



Five year ambition: 2022-26	23/24 deliverables: Year 2	Desired outcomes:
 <p><b>Building trust and a fair culture</b></p> <p>Policing is a trusted profession with a representative workforce that demonstrates the highest levels of integrity, fairness and respect towards others</p>	<ul style="list-style-type: none"> <li>• Issue Code of Practice for Vetting and develop accreditation system</li> <li>• Issue revised Code of Ethics and support forces to implement</li> <li>• Work with behaviour change scientists to develop a package of interventions that forces can use to engineer cultural change</li> <li>• Review and strengthen recruitment and promotion standards</li> <li>• Invest in development and talent management for underrepresented groups</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals unfit to serve are identified and vetted out at initial entry and throughout their career</li> <li>• Consistently high standards of vetting are applied across the service</li> <li>• Police culture encourages and supports the workforce to identify and challenge inappropriate behaviours</li> <li>• A more representative police workforce</li> </ul>
 <p><b>Transforming police leadership</b></p> <p>Everyone working in policing demonstrates and experiences effective leadership at every level</p>	<ul style="list-style-type: none"> <li>• Create a National Centre for Police Leadership that sets standards for leadership across all police ranks (and their police staff equivalents), accompanied by a revised development offer for all</li> <li>• Revise promotion assessments and materials to ensure they reflect our new leadership standards</li> </ul>	<ul style="list-style-type: none"> <li>• Police leaders develop the knowledge, skills and ability to provide excellent management of their staff</li> <li>• New police leaders are selected for their management ability as well as their policing expertise</li> </ul>
 <p><b>Supporting career-long professional development</b></p> <p>Everyone in policing will realise their potential, with access to the best in professional development support</p>	<ul style="list-style-type: none"> <li>• Deliver over 700 specialist technical and behavioural skills courses for close to 7,000 officers and staff</li> <li>• Improve curation of College Learn so only the best products are hosted</li> <li>• Translate learning into bite-size products available digitally</li> <li>• Continue to operate the National Police Wellbeing Service available through the Oscar Kilo website</li> </ul>	<ul style="list-style-type: none"> <li>• Specialist policing capabilities are continuously developed</li> <li>• Workforce has easier access to excellent learning programmes</li> <li>• Increased uptake in learning and development opportunities</li> <li>• Workforce has access to wellbeing support and advice</li> </ul>
 <p><b>Boosting core skills</b></p> <p>Everyone in policing is equipped with the skills necessary to cut crime and keep the public safe in a complex operating environment</p>	<p>Continue investing in development support for core policing skills, including:</p> <ul style="list-style-type: none"> <li>• investigation</li> <li>• crime prevention</li> <li>• digital literacy</li> <li>• identifying vulnerability and responding effectively</li> <li>• communication</li> </ul>	<ul style="list-style-type: none"> <li>• Officers and staff develop excellent knowledge and skills in the fundamentals of effective police practice</li> </ul>
 <p><b>Strengthening innovation and implementing what works</b></p> <p>Everyone in policing will build and use evidence of what works</p>	<ul style="list-style-type: none"> <li>• Everyone in policing will build and use evidence of what works</li> <li>• Offer capability-building support to police professionals to help them innovate, test and apply what works to drive down crime</li> <li>• Share evidence of what works in the Crime Reduction Toolkit</li> <li>• Share innovative practice happening in forces via a new Practice Bank</li> <li>• Provide direct evidence-based improvement support for forces in the His Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services (HMICFRS) 'engaged' status</li> <li>• Provide targeted support to police and crime commissioners (PCCs)</li> </ul>	<ul style="list-style-type: none"> <li>• Forces use the best available evidence to inform their strategic and tactical decision making</li> <li>• Innovative practice is shared and tested, building the evidence base of what works</li> <li>• Engaged forces are effectively supported to make improvement</li> <li>• PCCs develop understanding of the evidence base in areas of strategic importance (for example, what works to build public confidence)</li> </ul>





# Building trust and a fair culture

Our ambition is for policing to be a trusted profession with a representative workforce that demonstrates the highest levels of integrity, fairness and respect towards others.

## Why is this important?

Legitimacy is integral to the British model of policing by consent. At the heart of this model is the idea that the police can only successfully carry out their work with the support and cooperation of the public. To be perceived as legitimate, our police need the trust and confidence of all communities. Currently, our police service does not sufficiently represent the communities it serves, with a lack of representation of ethnic minority groups at all levels in the police workforce. There is clear evidence of disproportionality in police practice, most notably in use of stop and search. In particular, our Black communities have low levels of trust in the police and poor expectations of fair and respectful treatment<sup>1</sup>. The Casey review<sup>2</sup> has shone a light on systemic racism, misogyny and homophobia in the

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1 Office for National Statistics. (2020). [Crime in England and Wales: Year ending March 2020 – Annual supplementary tables](#) [internet]. [Accessed June 2022]

2 (2023). [Final report: An independent review into the standards of behaviour and internal culture of the Metropolitan Police Service](#) [internet]. [Accessed April 2023]



Metropolitan Police Service, and cases of disrespect, abuse, misogyny, racism, homophobia and criminal exploitation of powers have been reported across other forces. Police legitimacy and public confidence in the service has been badly damaged.

There are worrying signs that reported cases of disrespect, abuse, misogyny, racism, homophobia and criminal exploitation of powers within the police service may have further damaged legitimacy and public confidence. While the Crime Survey for England and Wales perceptions module was suspended during the pandemic, a recent public attitude survey data of Londoners<sup>3</sup> shows marked decreases in perceptions of police fairness, police respectfulness and trust in the police across all communities.

## What will we commit to?

Our work to rebuild trust and confidence focuses on transforming police culture, starting with issuing an updated Code of Practice for Vetting. This will improve the standard and consistency of police vetting and will support forces in stopping unacceptable behaviour before people enter policing and during their service. We will also scope the requirements for introducing national accreditation for force vetting teams, holding them to the same high standards as we do for other specialist areas of policing, such as firearms. We will issue an updated Code of Ethics setting out the behavioural and ethical standards expected from all officers and staff, and we will support forces with local implementation to meet those standards. We will work with behaviour change scientists to design a package of interventions that forces can deploy to engineer cultural change. We will continue to review and develop our recruitment and promotion standards to ensure that there is no adverse impact on candidates from ethnic minority groups and that the right people are selected to join and lead the service. We will continue to invest in development and talent management for under-represented groups and to embed anti-discrimination into police supervisory and leadership curricula and promotion frameworks.

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3 The Mayor's Office for Policing and Crime. (2022). [Public Voice Dashboard](#) [internet]. [Accessed June 2022]



<b>Setting clear behavioural and ethical expectations</b> Key deliverables	Timeline
<p>Set standards and provide guidance</p> <ol style="list-style-type: none"><li>1. Issue revised Code of Vetting and Authorised Professional Practice (APP)</li><li>2. Issue revised Code of Ethics and provide implementation support to forces</li><li>3. Scope the requirements for the introduction of national accreditation for force vetting teams</li><li>4. Publish revised APP for counter corruption</li><li>5. Publish joint guidance with the National Police Chiefs' Council (NPCC) to support and improve legitimate use of police powers</li><li>6. Scope the requirements to deliver a national Behaviour Change Programme to prevent misogyny and other inappropriate behaviours in forces</li></ol>	<p>Q1 (issue code) Q3 (issue APP)</p> <p>Q1 (issue code) Q1-4 (support)</p> <p>Q2</p> <p>Q2 (development) Q3 (publication)</p> <p>Q4</p> <p>Q2</p>
<p>Manage national registers on behalf of the service</p> <ol style="list-style-type: none"><li>7. Maintain the barred and advisory list for the service and produce an annual report</li><li>8. Maintain accreditation registers for high-risk policing units (for example, undercover and firearms)</li></ol>	<p>Q4</p> <p>Q1-Q4</p>



<b>Attracting and recruiting a more representative workforce</b> Key deliverables	Timeline
<p>Reform police recruitment processes to reduce racial disparities at entry level</p> <p>9. Work with the NPCC to design and deliver a Policing Education Qualifications Framework (PEQF)<sup>4</sup> optimisation plan:</p> <ul style="list-style-type: none"><li>■ Improve access to initial entry routes – using the mix of routes available</li><li>■ Review assessment practices to make them more vocational streamed-lined and workbased.</li><li>■ Improve communications and engagement to ensure universal understanding of new routes and their benefits to support wider embedding across forces</li><li>■ Improve student officer support so this is sufficient and consistent</li><li>■ Explore mechanisms for ensuring protected learning time in a policing context and provide tools to support effective management of this.</li><li>■ Develop a single procurement framework based on best practice to provide better value for money</li></ul> <p>10. Add a fourth entry route (non-degree) to the PEQF</p> <ul style="list-style-type: none"><li>■ Engage with a wide range of stakeholders on design principles and consider high level design options</li><li>■ Develop the fourth entry route and the quality assurance process</li></ul>	<p></p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p></p> <p>Q4</p> <p>Q4</p>

<sup>4</sup> The [Policing Education Qualifications Framework](#) sets out the standards required for the initial entry routes to becoming a police officer, including the Police Constable Degree Apprenticeship, the Degree Holder Entry Programme and the Degree in Professional Policing.



Investing in support to tackle racial disparities	Timeline
Key deliverables	
11. Roll out updated recruitment process for: <ul style="list-style-type: none"><li>■ police community support officers (PCSOs)</li><li>■ those seeking to commence entry-level detective pathways</li></ul>	Q1 roll out processes Q2-Q4 force support
12. Design an enhanced Aspire <sup>5</sup> training for senior ranks and levels (chief inspector upwards and staff equivalent)	
13. Evaluation of new entry routes including new recruits annual survey and identify how the current longitudinal survey is extended to assess the quality of officers that have completed programmes Improve scrutiny of disparity, both internally within forces and externally in police interactions with the public	Q4
14. Develop and issue a 'use of powers framework' with the NPCC to help forces identify and reduce racial disparity in the use of their powers. The framework will have a particular focus on powers that are overused on Black people: <ul style="list-style-type: none"><li>■ stop and search</li><li>■ section 163 of Road Traffic Act 1988</li><li>■ section 60 of the Criminal Justice and Public Order Act 1994</li><li>■ use of Taser</li><li>■ use of force</li></ul>	Q4
15. Publish College research on racial disparity in police use of Taser	Q2
16. Publish College research on what works in community engagement	Q3

5 **Aspire** is a College of Policing Leadership Development Programme designed to build knowledge, tools, confidence and skills for senior leaders who identify as being from a group currently underrepresented in the service.



# Transforming police leadership

Our ambition is that everyone working in policing demonstrates and experiences effective leadership at every level.

## Why is this important?

Everyone in policing has a leadership role, whether this is delivering community policing, responding to an incident, supervising a new recruit or managing a large team and department. While the leadership offer is considered better established for more senior ranks, there has been no consistent offer of development support for those on the front line, despite their significant leadership responsibilities. Over the next few years, there will be almost 50,000 new recruits entering policing. This will create a great opportunity to create a diverse, well-motivated, well-trained and well-led workforce. We must therefore invest in our supervisors and managers so that the potential of the new workforce is realised. Everyone, whatever their rank or grade, deserves development and support to be the best they can be, and all officers, staff and volunteers should have access to an effective supervisor.



## What will we commit to?

The National Centre for Police Leadership will focus on developing effective leadership skills at all levels in policing and ensuring that all officers and staff, whatever their rank or role, have access to leadership development. Transformational and supportive leadership skills are more strongly associated with positive outcomes relating to performance, development and wellbeing<sup>6</sup>. The centre will help ensure that all officers and staff, including those in frontline roles, are equipped with the leadership skills necessary to look after their colleagues effectively and deliver a good service to the public.

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6 College of Policing. (2022). [Effective supervision: Rapid evidence assessment](#) [internet]. [Accessed June 2022]



## We will ensure that everyone in policing experiences and demonstrates effective leadership at every level

### Key deliverables

### Timeline

The College will create a National Centre for Police Leadership, which will set standards<sup>7</sup> for leadership across all police ranks (and their police staff equivalents), and will be accompanied by a revised development offer for all

1. Publish police leadership standards for all five stages<sup>8</sup> of the new Police Leadership Programme (PLP)

Q1

Chief officers and staff equivalent (PLP Stage 5)

2. Design and begin delivery of a new PLP for executive leaders
3. Publish national standards for chief officer appointments and offer an enhanced appointments service

Q1

Q2

Chief superintendents, superintendents and staff equivalent (PLP Stage 4)

4. Design and begin delivery of a new Senior Leaders Programme (SLP)

Q4

Chief inspectors, inspectors, sergeants and staff equivalent (PLP Stage 3)

5. Launch mid-level leaders' programme (national curriculum for local delivery)
6. Provide implementation support and quality assurance for force delivery of mid-level leaders programme

Q1

Q1-Q4

<sup>7</sup> Leadership standards will be based on the best available evidence of what works in effective leadership and supervision.

<sup>8</sup> The five stages of the PLP start with initial entry through the PEQF (stage 1).





<b>We will ensure that everyone in policing experiences and demonstrates effective leadership at every level</b> Key deliverables	Timeline
Constables and staff equivalent (PLP Stage 2)  7. Provide implementation support and quality assurance for force delivery of first-line leaders programme	Q1-Q4
We will develop reformed promotion and progression processes, linked to our new leadership standards  8. Re-design promotion processes for sergeant and inspector ranks  9. Design additional Fast Track programme for promotion from inspector to superintendent <sup>9</sup>  10. Publish revised Competency and Values Framework (CVF) <sup>10</sup>  11. Develop a National Talent Development strategy  12. Develop/launch of initiatives to enable progression by under-represented groups (at less senior ranks/levels)	Q4  Q3  Q1  Q3  Q1-Q4

<sup>9</sup> The new Fast Track programme will be offered from 2024 alongside the existing Fast Track constable to inspector programme, which is open to application from October 2023.

<sup>10</sup> The College **Competency Values Framework (CVF)** defines the behaviours, competencies and values expected at each level of policing and can be used to support development, assessment and recruitment.



# Supporting career-long professional development

Our ambition is that everyone in policing will realise their potential with access to the best in professional development and wellbeing support.

## Why is this important?

Career-long learning and development is a hallmark of any profession. Supporting individuals to reach their potential is fundamental in helping the service cut crime and keep the public safe. Currently, CPD is not sufficiently prioritised and is seen as an abstraction, rather than an investment in future capability of the workforce<sup>11</sup>. Too often, learning is designed to meet organisational needs, rather than the professional development needs of an individual. With ever increasing numbers of young-in-service police officers, access to learning resources and development opportunities for all in policing is more important than ever.

But realising potential is not just about development. Officers and staff need to be fit, both mentally and physically, to be able to give their best. Results from the National Police Wellbeing Survey show officers reporting moderately high levels of mental and general fatigue, anxiety and depression, poor sleep, low emotional energy and feeling undervalued.

<sup>11</sup> Robertson I and Copper C. (2011). 'Well-being: Productivity and happiness at work'. Basingstoke: Palgrave Macmillan.



Levels of post-traumatic stress disorder (PTSD) are worryingly high, with 64% of officers and 55% of staff experiencing symptoms<sup>12</sup>.

## What will we commit to?

We will work to ensure that police officers and staff have access to the best in CPD and that it is prioritised. We will continue to design and deliver high-quality training and development in specialist skills. We will also review our CPD offer, developing and piloting world-class products based on the latest academic thinking about both content and delivery, and delivered by excellent teachers in innovative ways. We will also translate our learning into short bite-size CPD products, making them more accessible and easier to digest.

We will continue to operate the National Police Wellbeing Service (NPWS), an evidence-based, sector-specific programme that has been developed for policing, by policing, and is designed to meet the unique needs of police forces, officers and staff. The programme will keep investing in workforce wellbeing through the delivery of a series of coordinated activities, planned events and related measures, all designed to support the Home Office's **Common Goal for Police Wellbeing**:

‘to ensure that every member of the police service feels confident that their welfare and wellbeing is actively supported by their force throughout their career, that a culture supporting this is embedded in every force, and that individuals have access to appropriate support when they need it’

We will develop and deliver comprehensive support for officers and police staff for both mental and physical health issues, including the provision of mental health outreach support and a range of training and toolkits to improve wellbeing provision in individual forces through the **Oscar Kilo website**.

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<sup>12</sup> Graham L, Plater M, Brown N and Gracey S. (2021). National Policing Wellbeing Survey 2020: Summary of evidence and insights [internet]. Durham University. [Accessed June 2022]



### We will support everyone in policing to reach their potential with access to the best in professional development and wellbeing support

#### Key deliverables

#### Timeline

- | Key deliverables  | Timeline |
|---|----------|
| 1. Develop, maintain and promote a regular knowledge-sharing podcast  | Q1-Q4    |
| 2. Improve curation of College Learn <sup>13</sup> , weeding content and ensuring only the highest-quality products are hosted  | Q1-Q4    |
| 3. Test the feasibility of digital innovations to support learning and professional development (for example, virtual reality, artificial intelligence, Microsoft Viva)   | Q4       |
| 4. Deliver over 700 training events with places for close to 7,000 officers and staff in 2023/24, including developing skills in: <ul style="list-style-type: none"><li>■ strategic command (Gold)</li><li>■ training delivery</li><li>■ ICT</li><li>■ surveillance</li><li>■ investigation</li><li>■ police search</li><li>■ digital and cyber crime</li></ul> | Q1-Q4    |

<sup>13</sup> [College Learn](#) is an online platform hosting learning and development resources available to all officers and staff in policing.



### **We will support everyone in policing to reach their potential with access to the best in professional development and wellbeing support**

#### Key deliverables

#### Timeline

- |   |       |
|---|-------|
| 5. Publish results of the National Police Wellbeing Survey  | Q3    |
| 6. Psychological and Trauma Risk Management service (Psychological surveillance and training)   | Q1-Q4 |
| 7. National delivery of a Peer Support for Wellbeing model  | Q1-Q4 |
| 8. Provide wellbeing outreach service (wellbeing vans tour forces to offer advice and support)  | Q1-Q4 |
| 9. Support the Police Covenant through the National Police Chief Medical Officer and Clinical Governance Group (NHS Engagement, OH Practice and Standards, Suicide Pre/Postvention, Police Health Observatory) a Families Support Model and support for police leavers. | Q1-Q4 |
| 10. Host the Blue Light Wellbeing Framework – annual self-assessment exercise and service improvement events  | Q1-Q4 |



# Boosting core skills

Our ambition is that everyone in policing is equipped with the skills necessary to cut crime and keep the public safe in a complex operating environment.

## Why is this important?

The primary purpose of policing is to protect the public from harm by preventing crime. Crime has become increasingly complex, with rising demand in areas relating to vulnerability and cyber-enabled crime, both of which have been exacerbated by the pandemic. In order to effectively prevent harm and keep the public safe, our officers and staff need to have excellent core skills in:

- investigation, with a strong investigative mindset and the ability to develop lines of enquiry and gather evidence
- digital literacy, to be able to respond to digital-enabled crime and to gather and manage digital evidence
- identifying and responding to vulnerability, to be able to recognise vulnerability and the impact of trauma and to respond effectively
- communication, to be able to verbally de-escalate effectively and interact in ways that build public trust and confidence
- applying what works, to understand and use the best available evidence to inform plans to prevent crime



## What will we commit to?

The College will continue to share knowledge, produce guidance and set standards to support policing. This will mean working closely with those in areas such as neighbourhood policing, roads policing, contact management, specialist operations and other critical roles, to ensure that we are relevant, dynamic and connected. We will further develop the training and guidance available to improve investigative capability, ensuring that police officers and staff conduct professional investigations, identify suspects and support the delivery of appropriate criminal justice outcomes. We will work closely with Operation Bluestone Soteria – launched as a response to the government End-to-End Rape Review and the Home Office pledge to increase the number of rape cases making it to court – to strengthen the skills of officers and staff investigating rape and serious sexual offences. We will focus on the capabilities to carry out digital investigations, developing specialist skills in digital and cybercrime and security, as well as enabling the workforce to use new digital technology in a compliant and ethical way. We will ensure that sufficient emphasis is placed on the development of excellent communication and interpersonal skills. We will ensure that officers and staff are equipped with the skills and knowledge to identify, minimise and manage risk, particularly for the most vulnerable in society, including those who have experienced trauma.



<b>Improving investigative capability</b> Key deliverables	Timeline
1. Publish revised APP on investigation	Q1
2. Update Professionalising Investigation Programme (PIP) learning products	Q1
3. Complete review of the investigation into Nicola Bulley's disappearance on behalf of Lancashire police and crime commissioner	Q2
<b>Improving digital capability</b> Key deliverables	Timeline
4. Publish role profiles for all digital specialist roles, with skills and standards framework	Q4
5. Deliver training on communications data, single points of contact (SPOCs) and radio frequency propagation survey	Q4
<b>Improving communication skills</b> Key deliverables	Timeline
6. Publish APP on public and police safety, including effective use of de-escalation, communication and negotiation	Q4
7. Support forces to implement new public and police safety training curriculum	Q1-Q4
<b>Identifying and responding to vulnerability</b> Key deliverables	Timeline
8. Issue national investigative standard into violence against women and girls	Q4
9. Design and set up force pilots of interventions designed to prevent violence against women and girls	Q4
10. Publish revised APP on child abuse	Q3





Identifying and responding to vulnerability Key deliverables	Timeline
11. Publish revised APP on modern slavery	Q1
12. Re-design Specialist Child Abuse Investigators Development Programme (SCAIDP)	Q4 2024/25
13. Re-design Specialist Sexual Assault Investigators Development Programme (SSAIDP) with accreditation	Q4
14. Scope the requirements to respond to the Manchester Arena Inquiry recommendations	Q1
Problem solving and prevention Key deliverables	Timeline
15. Scope the requirements to design a national curriculum for neighbourhood policing specialists	Q1
16. Maintain <b><u>Anti-social behaviour toolkit</u></b>	Q1-Q4
17. Identify and share Smarter practice <sup>14</sup> examples for tackling anti-social behaviour	Q2
18. Issue bite-size digital learning about the powers available to police anti-social behaviour	Q1
19. Publish evidence-based guidelines on how to implement a sustainable problem-solving approach in force	Q2
20. Develop and test a sustainable problem-solving package in force	Q2

<sup>14</sup> Smarter practice refers to activity that has been tried in a force, has been reviewed jointly by the College of Policing, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and NPCC, has been written up to share with other forces, and is considered suitable for further testing.



# Strengthening innovation and implementing what works

Our ambition is that everyone in policing will build and use evidence of what works.

## Why is this important?

Understanding what works and applying evidence-based approaches to tackling crime is key to effective policing. Using the best available evidence to inform practice and support decision making can help prevent crime, build confidence and provide a better service to the public.

As the What Works Centre for crime reduction, we strive to support good practice and decision-making by identifying, translating and sharing evidence-based practice, as well as emerging practice and innovation. Great strides have been made in developing and sharing evidence. However, policing still lacks systematic approach to identifying, packaging and sharing the full range of relevant and useful knowledge that could improve practice. The focus for the College, working with our partners, will be to build on what we have already established to provide a route for local innovation and practice to be identified, shared, tested and scaled more rapidly.



## What will we commit to?

We will continue our focus on promoting the best-evidenced practice in policing and ensure that evidence of what works is made more accessible and practically useful for all those in policing. We will find ways to share promising practice and innovation and we will provide quicker guidance on emerging issues. We will continue to provide capability-building activity that supports police professionals to test, innovate and understand what works to reduce crime. We will provide direct evidence-based support for forces facing particular crime challenges to help improve their performance.



<b>We will support everyone in policing to build and use evidence of what works</b> Key deliverables	Timeline
Identify and share what works evidence <ol style="list-style-type: none"><li>1. Add new what works evidence to the College <a href="#">Crime reduction toolkit</a></li><li>2. Publish two editions of <a href="#">Going equipped</a>, sharing evidence-based practice written by policing, for policing</li></ol>	Q1-Q4 Twice per year
Deliver two projects funded by Home Office Homicide Fund to support government's <a href="#">Beating Crime Plan</a> <ol style="list-style-type: none"><li>3. Deliver national homicide problem profile</li><li>4. Publish evaluation of police drug diversion intervention</li></ol>	Q2 Q4, 2024/25
Support innovation through practice sharing and horizon scanning <ol style="list-style-type: none"><li>5. Add new practice sharing examples to the College Practice Bank</li><li>6. Deliver regular three-year horizon scan</li></ol>	Q1-Q4 Q1-Q4



<b>We will support everyone in policing to build and use evidence of what works</b> Key deliverables	Timeline
<p>Build analytical capability in police workforce</p> <ol style="list-style-type: none"><li>7. Develop and deliver evidence-based performance support for forces (support to eight forces per year)</li><li>8. Providing support to PCCs, including:<ul style="list-style-type: none"><li>■ sharing the evidence on building public confidence</li><li>■ supporting the development of analytical capability and data literacy</li></ul></li><li>9. Award bursaries to members of the police workforce in higher education and carrying out independent research</li></ol>	<p>Q1-Q4</p> <p>Q1</p> <p>Q1-Q4</p> <p>Q2</p>



# Enabling Services and College improvement

To deliver our priority work, we will focus on the following key enablers:

- People and Organisational Development
- Digital, Data and Technology
- Finance and Commercial
- Business Services
- Communications

## People and Organisational Development

The College of Policing is focused on ensuring that we can attract and retain great people with the right skills, experience and capability to deliver an ambitious agenda to support policing. We will continue to evolve our culture, structure and ways of working to successfully deliver our strategic ambitions and continue to be dynamic, relevant and connected. We also want a workforce that includes a diversity of background and thought that draws talent from across multiple regions of the UK.



## Digital, Data and Technology

Our vision for the College is to provide outstanding support to policing through the use of digital tools and platforms and supported by a culture of innovation. This means using the latest technology to facilitate our efforts to support policing, while fostering an innovative approach among staff. The department has already made strides in this area, through the delivery of Microsoft 365, delivery of the Digital Twin and implementation of improved systems.

## Finance and Commercial

Our focus is to provide effective financial and commercial management, ensuring that the funding we receive is used in the most efficient and effective way to support the key objectives of the College. Our priorities for the year are to deliver a shared service enterprise resource planning system, and to deliver the International Engagement Strategy.

## Business Services

Our role is to manage our estates and support the government's net zero commitments by reducing our environmental impact.

Provide a professional operational delivery service, via centralised administration, to enable the delivery of our products and services.

Provide a range of legal and litigation support to comply with legal, regulatory and mandatory responsibilities.

Deliver a range of customer services, technological support and event management to internal and external customers.

## Communications

Our aim is to lead on strategic communications, ensuring consistent and high-quality engagement with our stakeholders.

Support and help to develop improved connectivity with all our stakeholders.

Promote the College brand and image through effective marketing and communication.



Theme	Transforming the way we work Key deliverables	Timeline
International outreach	<ol style="list-style-type: none"><li>1. Implement the international engagement strategy:<ul style="list-style-type: none"><li>■ establish College International Engagement Team</li><li>■ create College of Policing International Centre for Policing</li><li>■ deliver income growth projections</li></ul></li></ol>	Q1 Q2 Q4, 2024/25
Estates and tech improvement	<ol style="list-style-type: none"><li>2. Execute the College Environmental Management Plan to reduce total carbon (CO2e) in line with Greening Government Commitments.</li><li>3. Execute the College Estate Strategy 2023–2024 key milestones for capital development, officing and total facilities management contract procurement</li><li>4. On-board onto Home Office Oracle Fusion, an enterprise resource planning system</li></ol>	Q1-Q4 Q1-Q4 Q3





Theme	Transforming the way we work Key deliverables	Timeline
Investing in our people	5. Create clear career pathways for all professional communities in the College and provide support to identify and meet development needs.	Q1-Q4
	6. Attract and retain high calibre police secondees to improve the capacity and capability of the College to best meet the needs of policing.	Q2
	7. Delivery of the internal Diversity, Equality and Inclusion (DEI) Strategy to ensure that, across the College, our processes, policies and procedures are fully inclusive, and that we have diverse representation on our key decision-making bodies.	Q4
	8. Adapt and deliver year 3 of the 21-24 Attraction and Recruitment Strategy ensuring labour market changes are reflected in our approach, whilst developing our Attract and Recruit Strategy 24-27 to build on current forecasts and develop proactive approaches based on enhanced market knowledge and greater stakeholder intelligence.	Q3
	9. Gain internal and external approvals for the Pay and Reward Reform Strategy addressing historic and emerging issues in our pay	Q3



## Our finances 2023–24

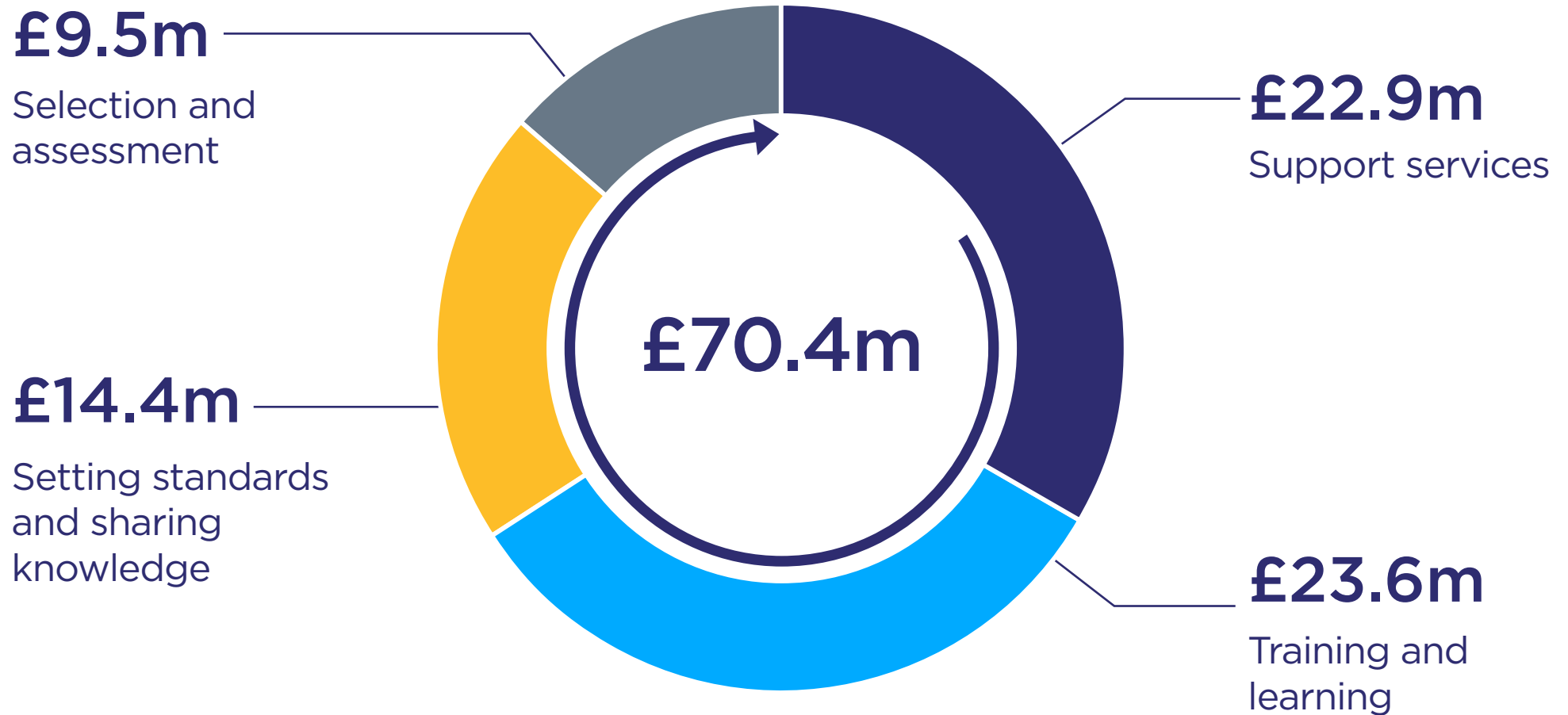
The single largest component of the College’s funding comes from the Home Office via an annual grant-in-aid settlement to support our resource and capital requirements. This is supplemented by additional direct grants received by the Home Office for delivering specific and defined work programmes. Our remaining funding comes from trading activities, for which we charge customers directly, which continues to grow significantly as the College recovers from the financial impact of the COVID-19 pandemic.

The grant-in-aid allocation for the financial year 2023–24 is £31.7m. While we currently do not have visibility beyond this point, we have seen ongoing reductions in both real and absolute terms in the last few years.

Police Settlement funding has also reduced from £8.9m to £7m. A direct grant for the **digital investigation and intelligence** (DII) programme will remain at £2m, although future year allocations are yet to be confirmed.

An additional direct grant of £785k to fund targeted improvement support for forces has been confirmed.

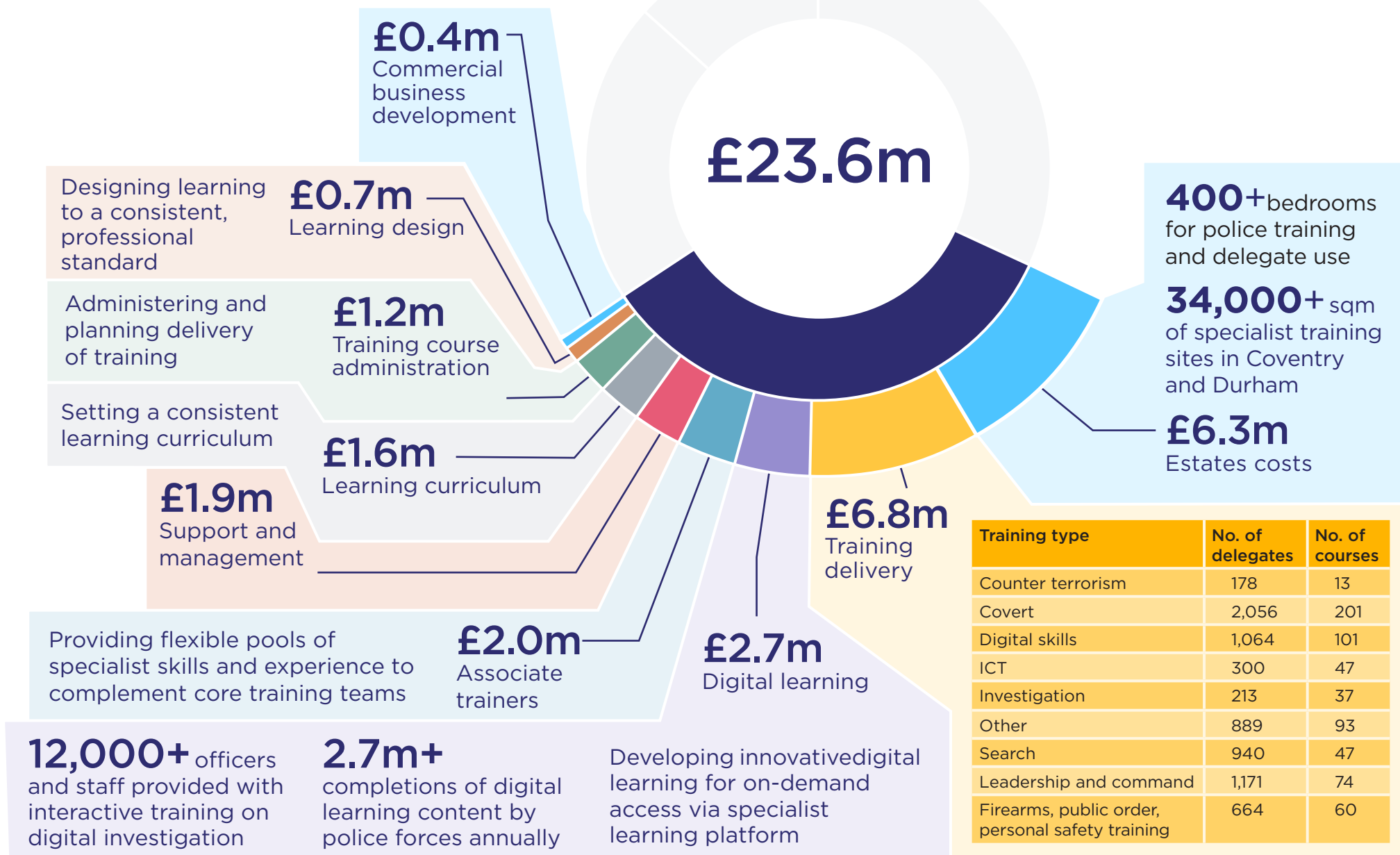
## Annual spending



Due to rounding, some totals may not correspond with the sum of the separate figures

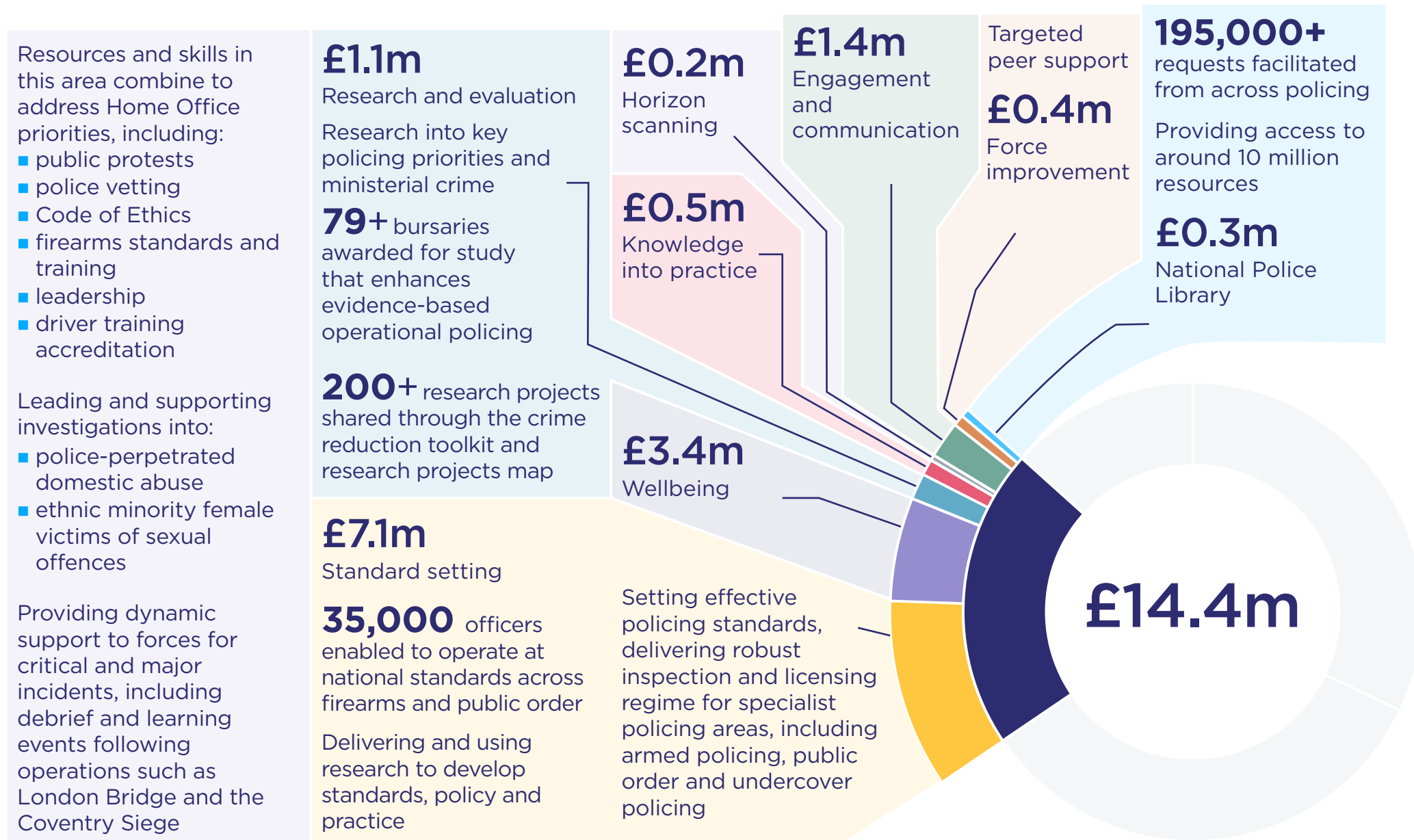
# Training and learning

## Developing world class CPD products



# Setting standards and sharing knowledge

## Supporting practice improvement



# Selection and assessment

Supporting career long professional development

**13,000+** potential sergeants and inspectors whose knowledge has been assessed as part of promotion processes

**1,500+** investigators assessed via the national investigators' exam

**70** areas of national policing standards maintained via the national policing curriculum

**42** forces have implemented the Policing Education Qualifications Framework (PEQF), delivering updated training to new recruits

**25,000+** potential new recruits assessed across **43** forces via our new online process to support the Police Uplift Programme

Costs of delivering selection and assessment

**£1.0m**

Support and management

Designing and delivering national police examinations and supporting chief officer appointments

**£0.4m**

Exams and chief officer appointments

Supporting senior officer selection across the service

**£0.3m**

Senior selection

Selection, assessment and support for specialist operational roles

**£0.2m**

Specialist roles

**£1.5m**

Selection and assessment digital platforms

Setting and maintaining recruitment standards

Delivering national recruitment and initial entry and development routes

Supporting the Police Uplift Programme

Developing the fourth entry route into policing

**£2.6m**

Police recruitment and initial entry routes

**£3.4m**

Associates

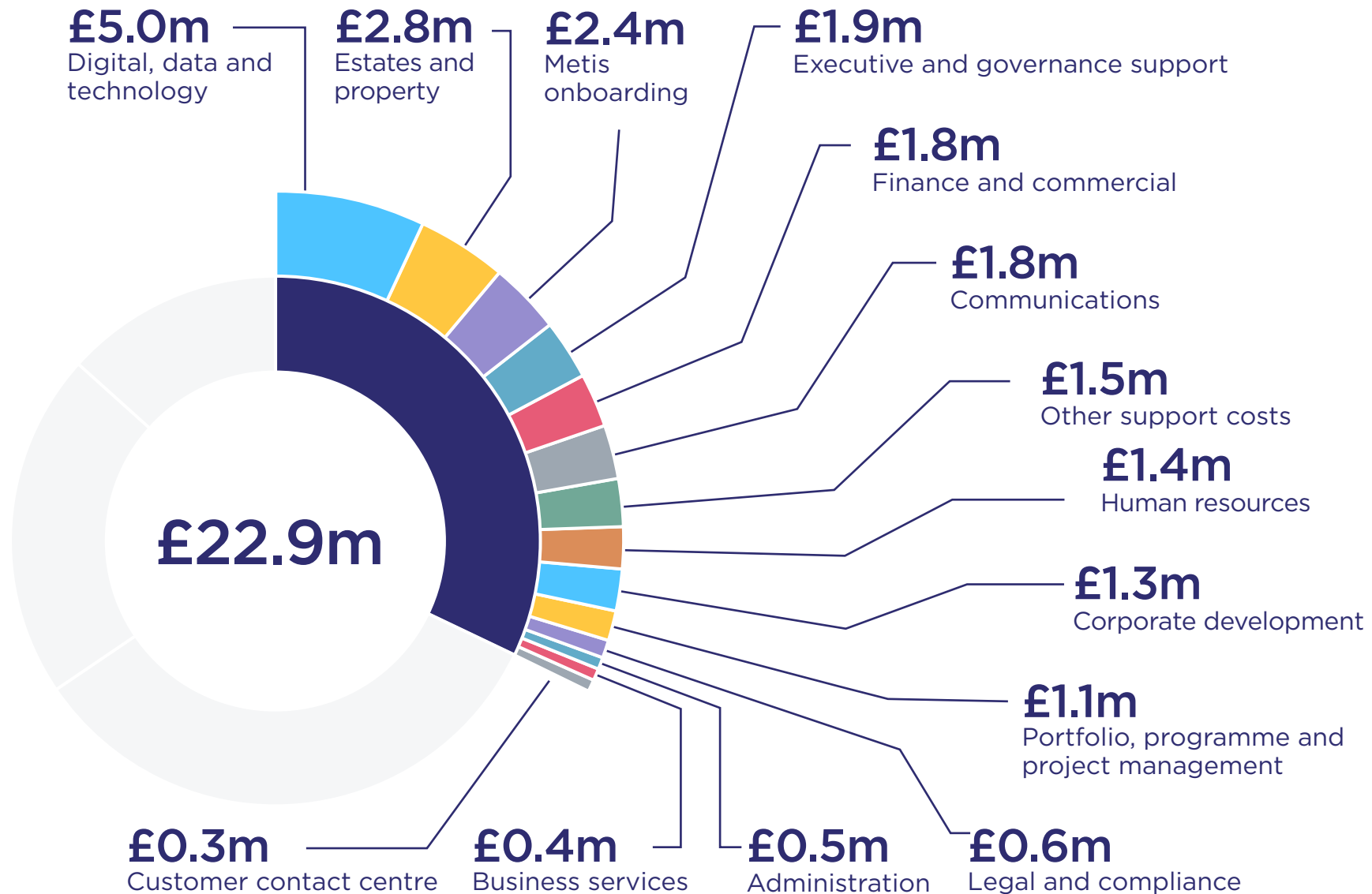
Providing a flexible resource of specialist skills and experience

**£9.5m**

# Support services

Delivering a dynamic, relevant and connected College




Business plan 2022 – 2024



# Annexe: Summary of business plan updates

Strategic ambition:	Completed 2022/23 deliverables:	New 2023/24 deliverables:
<div data-bbox="32 310 181 464" data-label="Image"> </div> <p><b>Building trust and a fair culture</b></p> <p>Policing is a trusted profession with a representative workforce that demonstrates the highest levels of integrity, fairness and respect towards others</p>	<ul style="list-style-type: none"> <li>• Rolled out the National Assessors' Standard</li> <li>• Undertook research to identify further levers for reducing disproportionality at initial entry</li> <li>• Developed recognised prior learning pathways for staff investigators and intelligence officers</li> <li>• Worked with the NPCC to collect and analyse data on areas of police workforce disparity</li> <li>• Evaluated the impact of police school officers' engagement with young Black people</li> <li>• Tested if community trauma and reconciliation support builds trust with Black communities</li> <li>• Updated guidance on outcomes in police misconduct proceedings (in line with 2020 regulations)</li> </ul>	<ul style="list-style-type: none"> <li>• Issue revised Code of Vetting and Authorised Professional Practice (APP)</li> <li>• Scope the requirements for the introduction of national accreditation for force vetting teams</li> <li>• Work with the NPCC to design and deliver a PEQF optimisation plan: <ul style="list-style-type: none"> <li>- Improve access to initial entry routes – using a mix of routes available</li> <li>- Review assessment practices to make them more vocationally streamed-lined and work-based</li> <li>- Improve communications and engagement to and understanding of new routes and their benefits</li> <li>- Improve student officer support so this is sufficient and consistent</li> <li>- Explore mechanisms for ensuring protected learning time in a policing context and tools to support this</li> <li>- Develop a single procurement framework based on best practice to provide better value for money</li> <li>- Engage with a wide range of stakeholders on design principles, consider high level design options</li> </ul> </li> <li>• Add a fourth entry route (on-degree) to the PEQF</li> <li>• Evaluate new entry routes including new recruits annual survey</li> </ul>
<div data-bbox="32 1423 181 1577" data-label="Image"> </div> <p><b>Transforming police leadership</b></p> <p>Everyone working in policing demonstrates and experiences effective leadership at every level</p>	<ul style="list-style-type: none"> <li>• Published evidence-based guidelines on effective supervision and provide implementation support</li> <li>• Published a leadership diagnostic tool (self-help CPD tool) and support implementation</li> <li>• Launched First-Line Leaders Development Programme with implementation support</li> <li>• Developed and tested options for a revised direct entry scheme for inspectors and superintendents</li> <li>• Completed an independent review of progression to chief officer and implement findings</li> <li>• Ran the Senior Leaders Development Centre aimed at officers from under-represented groups</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a National Talent Development strategy</li> <li>• Provide implementation support for force delivery of mid-level leaders programme</li> <li>• Provide implementation support force delivery of first-line leaders programme</li> </ul>



Strategic ambition:	Completed 2022/23 deliverables:	New 2023/24 deliverables:
 <p><b>Supporting career-long professional development</b></p> <p>Everyone in policing will realise their potential, with access to the best in professional development support</p>	<ul style="list-style-type: none"> <li>Delivered CPD events to heads of professional standards directorates and appropriate authority</li> <li>Supported the Operation Hampshire initiative to improve the service's response to assaults on police officers and staff</li> </ul>	<ul style="list-style-type: none"> <li>Develop, maintain and promote regular knowledge-sharing podcasts</li> <li>Test the feasibility of digital innovations to support learning and professional development (e.g. virtual reality, artificial intelligence, Microsoft Viva)</li> </ul>
 <p><b>Boosting core skills</b></p> <p>Everyone in policing is equipped with the skills necessary to cut crime and keep the public safe in a complex operating environment</p>	<ul style="list-style-type: none"> <li>Delivered statutory guidance for pre-charge bail</li> <li>Delivered National Law Enforcement Data Programme (NLEDP) Code of Practice</li> <li>Further developed Operation Modify</li> <li>Developed an agreed national plan and roll out the Domestic Abuse Risk Assessment tool</li> <li>Developed a homicide prevention framework</li> <li>Took the lead on the police-perpetrated domestic abuse super complaint</li> <li>Supported victims of sexual abuse from ethnic minority groups as well as stop and search super complaints</li> </ul>	<ul style="list-style-type: none"> <li>Complete review of the investigation into Nicola Bulley's for Lancashire PCC</li> <li>Re-design the Specialist Child Abuse Investigators Development Programme</li> <li>Scope the requirements to respond to the Manchester Arena Inquiry recommendations</li> <li>Scope the requirements to design a national curriculum for neighbourhood policing specialists</li> <li>Maintain the Anti-social behaviour toolkit</li> <li>Identify and share SMARTer practice including 14 examples for tackling anti-social behaviour</li> <li>Issue bite-size digital learning about the powers available to police anti-social behaviour</li> <li>Publish evidence-based guidelines on how to implement a problem-solving approach in force</li> <li>Develop and test a sustainable problem-solving package in force</li> <li>Publish the APP on public and police safety</li> </ul>
 <p><b>Strengthening innovation and implementing what works</b></p> <p>Everyone in policing will build and use evidence of what works</p>		<ul style="list-style-type: none"> <li>Publish the evaluation of police drug diversion intervention</li> <li>Add new practice sharing examples to the College Practice Bank</li> <li>Deliver regular three-year horizon scan</li> <li>Providing support to PCCs - supporting the development of analytical capability</li> </ul>



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## About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

**[college.police.uk](https://college.police.uk)**



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