



College of
Policing

Leadership
Standards
Performance

Business plan **2024-2026**

Refreshed April 2025



Contents

<u>Foreword</u>	<u>3</u>	<u>Elevating performance</u>	<u>20</u>
<u>Enhancing leadership capability</u>	<u>4</u>	<u>Identifying, sharing and embedding what works</u>	<u>22</u>
<u>Transforming leadership and progression</u>	<u>6</u>	<u>Supporting our organisation to deliver</u>	<u>26</u>
<u>Improving entry routes</u>	<u>9</u>	<u>Our two-year plan</u>	<u>31</u>
<u>Driving cultural change</u>	<u>11</u>	<u>Measuring performance</u>	<u>33</u>
<u>Ensuring high standards</u>	<u>13</u>	<u>Our finances 2025 to 2026</u>	<u>36</u>
<u>Setting and improving operational standards</u>	<u>15</u>		



Foreword

Our new strategy, focused on leadership, standards and performance, equips the College of Policing to deliver our vision of trusted, effective policing that cuts crime and keeps people safe.

Since the 2021 fundamental review, we have embarked on a journey of reform, addressing key issues and strengthening our connection across policing. By listening to forces, stakeholders and communities, we are now laser-focused on the most pressing issues facing policing today.

Our National Centre for Police Leadership is already developing officers and staff in every role and rank, supporting them to prioritise public service and cut crime. We'll continue to build the capability of our leaders and help forces recognise and retain talent. Strong and supportive leadership at every rank is crucial to rebuild the public's trust and confidence.

We're providing intensive support to forces in the HMICFRS (His Majesty's Inspectorate of Constabulary and Fire & Rescue Services) engage process to deal with areas of concern and deliver the service the public expect. Alongside that, we'll work to improve the standard of investigations at every force. Our comprehensive, detailed and tailored training will be the most significant improvement to neighbourhood policing in decades.

To improve the performance of policing, we must learn and share with speed, so that new innovations can be implemented across policing quickly. To do this, our practice bank and What Works Centre for Crime Reduction will be further boosted, and we'll make even greater use of the evidence of what works to tackle crime. We'll keep pace with global technological advances, like artificial intelligence (AI), and continuously update our guidance to meet these demands.

As the challenges to policing become more complex, we will continue to equip officers, staff and volunteers with the knowledge and skills to reduce crime, improve investigations, protect the public and bring offenders to justice.

While we have made significant improvements, there is much more to do. The College will be a driver of transformative change. We're confident that our collective efforts will result in a policing service equipped for today and the future, which holds the trust and confidence of our communities.



Sir Andy Marsh
Chief Executive

Enhancing leadership capability

We will ensure that policing leaders – both now and in the future – drive cultural change, uphold the highest standards and deliver the best service to the public.

How we will achieve this

We will build the capability of leaders across all levels of the workforce

Through the National Centre for Police Leadership (NCPL), our leadership standards and accompanying learning programmes will build the capability of leaders across all five levels of the workforce, to deliver what the public expects. Our suite of leadership programmes, based on these standards, will enable the development and progression of a new generation of police leaders and ensure that talent in policing is recognised and nurtured. We will support a national review of leadership in policing to understand capability gaps and challenges, helping us invest in the areas that will have most impact.

We will create a profession where talent is recognised, harnessed and retained

We will work with forces to reform promotion processes. We will set clear standards to ensure that promotion is fair, open, transparent, based on merit and linked to leadership capability and potential. Our national talent development strategy (NTDS) will enable a consistent approach to inclusive talent development in policing.

We will continue to improve police entry and progression routes to ensure we are attracting and retaining the best talent to serve our communities.

We will provide policing with an inspiring learning environment that promotes professionalism, best practice, ethical standards and a positive culture

Our digital learning platform will support the delivery of our leadership offer. It will provide those undertaking the leadership programme with tailored content to boost their learning and development.

Enhancing leadership capability (continued)

We will understand and test what works to drive culture change in policing

We will redouble our efforts to achieve lasting cultural change in the service, so that all officers and staff serve with integrity and respect and do not tolerate discrimination in any form.

Building on our behavioural change approach, we will understand and test what works to drive culture change in policing, and ensure fair and respectful treatment of others.

Transforming leadership and progression

The NCPL develops effective leadership skills at all levels in policing, ensuring that officers and staff at every rank and role have access to leadership development.¹ Transformational and supportive leadership skills are more strongly associated with positive development, performance and wellbeing outcomes.²

The NCPL will ensure everyone, including those in frontline roles, is equipped with the leadership skills to support their colleagues effectively, build an inclusive culture and deliver good public service.

Primary outputs		
Title	Activity and milestones	Due date
Leadership standards	<ul style="list-style-type: none"> ◆ Provide continued implementation support for national police leadership standards and the associated police leadership programme (PLP) – stages 1, 2 and 3. 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ New Deliver continuing professional development (CPD) activities and events associated with leadership development at all stages of the leadership framework – stages 1, 2 and 3. 	Q4 2025/26
Senior leadership	<ul style="list-style-type: none"> ◆ Completed Launch new PLP – stage 4 (senior leaders). 	Q3 2024/25
	<ul style="list-style-type: none"> ◆ New Develop and implement a national strategy for expanded delivery of the senior leaders programme (SLP). 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ New Deliver services and initiatives that support leadership development of senior and chief officers via the Senior Leaders Hub – stages 4 and 5. 	Q4 2025/26

1 All leadership work is underpinned by the national Plan for Policing Leadership (2022) agreed with the National Policing Board – as the key driver for leadership transformation in policing. The NCPL functions as the delivery arm for the Plan for Policing Leadership.

2 College of Policing (2022) [Effective supervision: Rapid evidence assessment](#).

Transforming leadership and progression (continued)

Primary outputs		
Title	Activity and milestones	Due date
Executive leadership ³	<ul style="list-style-type: none"> ◆ Completed Implement programme improvements based on 2023 to 2024 review of PLP – stage 5 (the Executive Leaders Programme (ELP)). 	Q4 2024/25
Promotion processes ⁴	<ul style="list-style-type: none"> ◆ Continue to test a new sergeant and inspector promotion and progression (SIPP) process with partnership forces. 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ New Scope, develop and test options for a national promotions framework at chief inspector, superintendent and chief superintendent ranks. 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ New Deliver a coordinated range of initiatives to enable progression by under-represented groups, including learning programmes and resources, webinars and Maximising Potential conference (November 2025). 	Q4 2025/26
Talent management ⁴	<ul style="list-style-type: none"> ◆ Completed Launch a new Fast Track inspector to superintendent programme. 	Q1 2024/25

3 The Executive Leaders Programme (ELP) was developed in response to the Recommendations of the College Review of Chief Officer Development and Progression (2022).

4 College Review of Promotion and Progression (2021) – recommendations included reform of National Police Promotion Framework (NPPF), reconfiguration of talent programmes, new promotion processes for senior ranks and review of Competency and Values Framework (CVF).

Transforming leadership and progression (continued)

Primary outputs		
Title	Activity and milestones	Due date
Talent management ⁵ (continued)	<ul style="list-style-type: none"> ◆ Provide continued implementation support, including working with local force talent development sponsors to embed the six requirements of the new NTDS.⁶ 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ New Publish national guidance on embedding effective Professional Development Review (PDR) strategy and process within an organisation, to enable the professional development of the workforce. 	Q2 2025/26
	<ul style="list-style-type: none"> ◆ New Deliver the Fast Track constable to inspector programme and Fast Track inspector to superintendent programme. 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ New Deliver the Aspire programme for senior ranks. 	Q4 2025/26
Evaluation of leadership	<ul style="list-style-type: none"> ◆ Carry out an evaluation of the NCPL's products and services, with particular reference to SIPP testing and the ELP. 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ New Support and enable a national review of leadership in policing, focusing on leadership capabilities from executive/senior leaders to front line, progress of previous and existing initiatives, current and future gaps and challenges, and where greater investment could be applied. 	Q4 2025/26

5 College Review of Promotion and Progression (2021) – recommendations included reform of National Police Promotion Framework (NPPF), reconfiguration of talent programmes, new promotion processes for senior ranks and review of Competency and Values Framework (CVF).

6 [National talent development strategy for policing](#) (2024).

Improving entry routes

Our work to improve entry routes into policing will continue, to ensure that it is attracting the best talent to serve our communities. We will ensure all new recruits are properly supported to achieve their potential and equipped with the skills to cut crime and keep the public safe.

Our optimisation programme continues to drive and support positive, sustainable workforce change. We will support continuous improvement across the service by capturing and sharing learning nationally.

Primary outputs		
Title	Activity and milestones	Due date
Recruitment support	◆ Completed Full transition to a new online recruitment platform.	Q2 2024/25
	◆ Completed Manage and maintain the Police Uplift Hub to support recruitment and progression. ⁷	Q3 2024/25
End-to-end recruitment standards	◆ Change police regulations to embed the national recruitment standards for police constables.	Q4 2025/26
	◆ New Develop new exercises for the online assessment process, ready for implementation and delivery.	Q4 2025/26
Optimise entry routes	◆ Completed Implement the quality standard assessment process across all entry routes.	Q3 2024/25
	◆ Completed Deliver implementation support to enable transition to the optimised entry routes.	Q4 2024/25

⁷ The online Police Uplift Hub hosts assets, insights and research generated through the Police Uplift Programme (PUP). It contains case studies and resources that forces use in their attraction, recruitment and retention activities.

Improving entry routes (continued)

Primary outputs		
Title	Activity and milestones	Due date
Optimise entry routes (continued)	◆ New Support the implementation of optimised local Police Constable Entry Routes (PCER) programmes.	Q2 2025/26
	◆ New Undertake national PCER equality impact assessment (EIA) review and relaunch.	Q4 2025/26
	◆ New Establish a more formalised approach to PCER review, supporting local evaluation, benefits realisation and continuous improvement, and scoping of future evaluation activity.	Q4 2025/26
Sustain optimisation	◆ Completed Scope and implement engagement activities that support cultural change.	Q3 2024/25
	◆ Completed Design a target operating model that will sustain benefits beyond the programme.	Q4 2024/25
	◆ Completed Scope and design a new process to capture and share learning and promising practice.	Q4 2024/25
	◆ New Establish the continuous improvement model across initial entry to facilitate the capturing and sharing of learning and promising practice.	Q4 2025/26
Impact of optimisation	◆ Completed Scope options for the evaluation of the new entry routes.	Q2 2024/25

Driving cultural change

We will continue our work to achieve lasting cultural change in the service. This is so that everyone acts with integrity and respect, while discrimination and inappropriate behaviour are not tolerated. We have already refreshed our Code of Ethics and we will work closely with forces to ensure successful local implementation.

This year, we will work with policing stakeholders and forces to build more inclusive working cultures and practices using the National policing culture and inclusion strategy. We will work with behavioural and social scientists to test what works to change cultural norms in policing and ensure fair, respectful treatment of others.

Primary outputs		
Title	Activity and milestones	Due date
Implement Code of Ethics ^{8,9}	◆ Provide outreach support and advice to forces to implement the Code effectively.	Q2 2025/26
Raise standards in professional standards departments (PSDs) ^{8,9,10}	◆ Completed Scope, design and commence delivery of development sessions for senior officers to chair misconduct hearings, then implement these.	Q1 2024/25
	◆ Completed Scope, design and deliver development for professional standards investigators.	Q3 2024/25
Test behaviour change	◆ Test a behaviour change package designed to equip supervisors to address inappropriate and discriminatory behaviours. ¹¹	Q3 2025/26

8 [Casey Review: Final Report](#) (2023).

9 [Angiolini Inquiry: Part 1 Report](#) (2024).

10 PSDs are responsible for the investigation of all public complaints made about police officers, police staff or special constables. They also investigate the more serious allegations of misconduct.

11 [Angiolini Inquiry: Part 1 Report](#) (2024).

Driving cultural change (continued)

Primary outputs		
Title	Activity and milestones	Due date
Set standards for culture and inclusion	◆ Completed Develop, consult and publish a national culture and inclusion strategy.	Q4 2024/25
	◆ Completed Publish a culture and inclusion standard to support implementation of the strategy.	Q4 2024/25
	◆ New Identify and share practice to support force implementation of the culture and inclusion strategy.	Q4 2025/26

Ensuring high standards

We will set and assure operational and ethical standards for high-quality policing, equipping people with the knowledge and skills necessary to keep people safe.

How we will achieve this

We will focus on core areas that we know deliver reductions in crime and provide a better service to victims

We will develop neighbourhood policing into a policing specialism with clear career pathways. Overhauling the training of neighbourhood officers and staff will ensure that neighbourhood teams are better supported to develop the knowledge and skills required. This will enable them to conduct effective community engagement, problem solving, partnership working and crime prevention.

We will ensure that officers and staff are better equipped to support victims of crime, bring more offenders to justice and prevent harm

Our National Centre for Violence Against Women and Girls (VAWG) and Public Protection (NCVPP) will help establish and embed consistent, high standards of public protection policing. Working alongside our criminal justice and policing partners, we will improve the quality of investigations. This includes the investigation of rape and serious sexual assault (RASSO) and domestic abuse, and ensuring officers and staff have the skills to navigate our increasingly digital world.

Ensuring high standards (continued)

We will do more to make sure those working in policing adhere to the ethical standards and codes of conduct set by the profession

By working towards accreditation of those working in public protection, we will support policing to improve outcomes for victims and secure public confidence and trust.

We will do more to make sure everyone in policing adheres to the ethical standards and codes of conduct set by the profession. We will ensure that the revised Code of Ethics is embedded by working with forces to support local implementation.

Through accreditation and professional development, we will provide assurance that all officers, staff and volunteers conduct themselves in a proportionate, lawful and accountable way.

Setting and improving operational standards

We will raise standards in core areas of policing. We will focus on reinvigorating neighbourhood policing, improving practice in public protection and working with partners

to improve the quality of investigations. Our work to raise standards will include enhanced specialist training and consideration of licence to practice where appropriate.

Primary outputs		
Title	Activity and milestones	Due date
Strengthen neighbourhood policing ¹²	◆ Completed Design and develop a new curriculum for neighbourhood policing.	Q2 2024/25
	◆ Completed Pilot a new development programme for neighbourhood officers.	Q4 2024/25
	◆ New Develop a world-class training and development programme for neighbourhood policing – complete the career pathway programme curriculum.	Q4 2025/26
Improve public protection	◆ Completed Support transition of the Vulnerability Knowledge and Practice Programme (VKPP) to the College of Policing. ¹³	Q4 2024/25
	◆ Completed Conduct a review of the public protection specialist leadership programme. ¹⁴	Q4 2024/25

¹² HMICFRS (2023) [State of Policing Report](#).

¹³ The VKPP delivers projects to develop the evidence base for vulnerability and related serious crime across police forces in England and Wales, driving practice improvement.

¹⁴ [Angiolini Inquiry: Part 1 Report](#) (2024).

Setting and improving operational standards

(continued)

Primary outputs		
Title	Activity and milestones	Due date
Improve public protection (continued)	<ul style="list-style-type: none"> ◆ Completed Scope and develop a professionalising investigations programme level 1 (PIP1) supervisors investigation programme.^{15,16} 	Q4 2024/25
	<ul style="list-style-type: none"> ◆ Scope, develop and launch a public protection programme, professionalising this policing area.¹⁵ 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ In partnership with the National Police Chiefs' Council (NPCC), host the NCVPP and provide proactive strategic coordination that addresses the increased threat, risk and demand caused by related offending. 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ New VAWG – review and update existing guidance on protective orders in relation to the force response following notification from the courts of an order made. To include engagement and implementation activity. 	Q1 2025/26
	<ul style="list-style-type: none"> ◆ New Produce guidance around domestic abuse (DA) and language to support DA investigations from the point of initial contact by the victim and through the criminal justice process. 	Q2 2025/26
	<ul style="list-style-type: none"> ◆ New Review and scope training following Raneem's Law for force control rooms to deliver high-quality domestic abuse intervention and support at the point of first contact. 	Q4 2025/26

¹⁵ [Angiolini Inquiry: Part 1 Report](#) (2024).

¹⁶ HMICFRS (2025) [An inspection into how effectively the police investigate crime](#).

Setting and improving operational standards

(continued)

Primary outputs		
Title	Activity and milestones	Due date
Improve public protection (continued)	<ul style="list-style-type: none"> ◆ New Provide national policing guidance to support the rollout of rapid video response (RVR) into all force control rooms. 	Q4 2025/26
Manchester Arena Inquiry ¹⁷	<ul style="list-style-type: none"> ◆ Completed National standards and training for force incident managers. ◆ Update standards for command and control of major incidents. 	Q4 2024/25 Q3 2025/26
Keyham shootings – prevention of future deaths notice response ¹⁸	<ul style="list-style-type: none"> ◆ Completed Launch delivery of a new national training course to firearms enquiry officers. ◆ New Firearms licensing – design and develop a delegated authority (managers and supervisors) course and assessments, and initiate a rollout programme. 	Q3 2024/25 Q4 2025/26
Improve the investigation of RASSO	<p>Continue to support the work of Operation Soteria:</p> <ul style="list-style-type: none"> ◆ Completed Deliver a national learning programme for rape investigators: the RASSO investigative skills development programme (RISDP). ◆ Completed Develop a digital and accessible solution to deliver the RASSO national operating model (NOM). 	Q1 2024/25 Q4 2024/25

¹⁷ [Manchester Arena Inquiry Volume 2: Emergency Response](#) (2022).

¹⁸ Courts and Tribunals Judiciary (2023) [Prevention of future deaths report](#).

Setting and improving operational standards

(continued)

Primary outputs		
Title	Activity and milestones	Due date
Improve the investigation of RASSO (continued)	<ul style="list-style-type: none"> ◆ Completed Pilot a revised programme for investigators of serious sexual assault in April 2024, before rolling out revised programme. 	Q4 2024/25
	<ul style="list-style-type: none"> ◆ Completed Oversee completion of academic contract and delivery of research. 	Q4 2024/25
	<ul style="list-style-type: none"> ◆ Completed Support peer-to-peer learning networks. 	Q4 2024/25
	<ul style="list-style-type: none"> ◆ Re-design specialist child abuse investigators development programme (SCAIDP). 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ New Rollout of revised programme for investigators of serious sexual assault (SSAIDP 2) and quality assurance for force delivery and course content academic evaluation. 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ New Embed, maintain and further develop the RASSO NOM as a College of Policing core product.¹⁹ 	Q4 2025/26
Improve digital investigative capability	<ul style="list-style-type: none"> ◆ Completed Conduct discovery into AI risks and opportunities for investigators. 	Q3 2024/25
Police driver training ²⁰	<ul style="list-style-type: none"> ◆ Completed Police driver training – licensing and accreditation. 	Q3 2024/25

¹⁹ HMICFRS (2024) [Progress to introduce a national operating model for rape and other serious sexual offences investigations](#).

²⁰ [Road Traffic Act \(Police Driving: Prescribed Training\) Regulations](#) (2022).

Setting and improving operational standards

(continued)

Primary outputs		
Title	Activity and milestones	Due date
Improve use of police powers ²¹	◆ Analyse the effect of being stopped and searched on teenagers including future offending, health and educational outcomes.	Q4 2025/26
	◆ Evaluate the implementation and impact of new initiatives designed to improve the use of stop and search.	Q4 2025/26
Local Child Safeguarding Practice Review: Child Q ²²	◆ Update stop and search authorised professional practice (APP) guidance involving stop and search activity with children and respond to recommendations from the section 60 super-complaint report (from December 2023).	Q4 2025/26
Non-crime hate incidents	◆ New Conduct a review with the NPCC of the current police approach to reporting, recording and responding to non-crime hate incidents (NCHIs). Consider whether it is fit for purpose and make recommendations where required.	Q2 2025/26
Fitness standards	◆ New Undertake academic research into fitness requirements for specialist roles within policing to inform the fitness standards for these roles.	Q2 2025/26

21 HMICFRS (2023) [Report on the Criminal Justice Alliance's super-complaint](#).

22 City & Hackney Safeguarding Children Partnership (2023) [Child Q update report: Why was it me?](#)

Elevating performance

We will innovate using data-driven analysis, evidence and technology to transform efforts to cut crime, reduce demand and keep people safe.

How we will achieve this

We will advance the application of evidence-based policing

Through our role as the What Works Centre for Crime Reduction, we will continue to identify, share and embed what works in policing. This includes new and promising practice. Where common problems have been identified across many forces, we will aid knowledge sharing, joint problem-solving and peer support.

We will work with forces to improve the use and effectiveness of problem-solving approaches to cut crime and keep people safe.

We will drive improvements in police performance

Our Centre for Police Productivity (CPP) will transform policing's ability to problem-solve crime challenges and manage performance. The centre will deliver a step change improvement in police performance. It will rapidly spread productivity improvements, including supporting local innovation and operational testing of AI within forces.

We will provide tailored support to forces, addressing performance challenges, and raising standards in force analytical capability. Through independent learning reviews, we will identify lessons to learn for wider policing, so that they may be shared and implemented efficiently.

Elevating performance (continued)

We will create a more efficient and effective workforce on a national scale

Together, the What Works Centre and our new CPP will enable us to identify efficiencies across the policing system.

Using a combination of applied evidence and real-time data, we will develop a more informed understanding of opportunities to reduce duplication. We will speed up processes and innovate in relation to those issues affecting the police workforce and what works to solve them.

Identifying, sharing and embedding what works

Our What Works Centre for Crime Reduction will continue sharing new knowledge and innovative practice through our crime reduction toolkit and practice bank. It will encourage rigorous testing where ideas show real promise. We will carry out impact evaluations on priority areas including leadership, VAWG and drug diversion.

Together, our Centre for Police Productivity and What Works Centre will apply evidence and data to solve perennial challenges and drive radical improvement in police productivity and performance.

We will support officer and staff education, ensuring that people have access to evidence through the provision of our National Police Library.

Primary outputs		
Title	Activity and milestones	Due date
Identifying 'what works'	◆ Completed Develop a research control strategy to target academic effort on key gaps.	Q4 2024/25
	◆ Completed VAWG evaluation accelerator fund – completion of three pilots. ^{23,24}	Q4 2024/25
	◆ Completed Evaluations – Operation Divan – knife crime interventions. ²⁵	Q4 2024/25

²³ The three pilots are video-first response, forensic marking and police in classrooms.

²⁴ There is a national focus on supporting forces to prioritise and eradicate [Violence Against Women and Girls](#).

²⁵ [Safer Streets Mission](#) (2024).

Identifying, sharing and embedding what works

(continued)

Primary outputs		
Title	Activity and milestones	Due date
Identifying 'what works' (continued)	◆ Evaluations – promising 'smarter practice' put forward by The What Works Board. ^{26,27,28}	Q2 2025/26
	◆ Evaluations – police drug diversion. ²⁹	Q4 2025/26
	◆ Routine horizon scanning activity.	Q4 2025/26
	◆ New Evaluations – domestic abuse video-first response. ²⁹	Q4 2025/26
	◆ New Evaluations – domestic abuse forensic marking. ²⁹	Q4 2025/26

26 College of Policing (2023) [About smarter practice](#).

27 [Safer Streets Mission](#) (2024).

28 [Policing Productivity Review](#) (2023).

29 [Safer Streets Mission](#) (2024).

Identifying, sharing and embedding what works

(continued)

Primary outputs		
Title	Activity and milestones	Due date
Sharing 'what works'	◆ Add new smarter practice and other examples to the College practice bank. ³⁰	Q4 2025/26
	◆ Add new 'what works' evidence to the crime reduction toolkit. ³⁰	Q4 2025/26
	◆ Produce an evidence-based guideline. ³⁰	Q4 2025/26
	◆ New Lessons learned database for deaths following police contact. ³¹	Q4 2025/26
Supporting forces to embed 'what works'	◆ Completed Scope a crime prevention programme.	Q2 2024/25
	◆ Completed Embed 'what works' to prevent crime in senior investigative officers' learning.	Q4 2024/25
	◆ Completed Serious violent crime – provide support to 43 forces to successfully implement hotspots and problem-solving activity.	Q4 2024/25
	◆ Scope implementation support necessary to embed problem-solving guidelines. ³²	Q1 2025/26

³⁰ [Cabinet Office requirement to be a What Works Centre](#) (2013).

³¹ [Police Accountability Review](#) (2024).

³² [Neighbourhood Policing Guarantee](#) (2025).

Identifying, sharing and embedding what works

(continued)

Primary outputs		
Title	Activity and milestones	Due date
Supporting forces to embed 'what works' (continued)	◆ Continue to provide evidence-based performance support to HMICFRS 'Engage' forces. ^{33,34}	Q4 2025/26
	◆ New Embedding 'what works' in prevention into key College products.	Q4 2025/26
Centre for Police Productivity (CPP) ³⁵	◆ Completed Establish a CPP, including a national police data hub.	Q4 2024/25
	◆ New Identify, evaluate and support implementation of productivity-enhancing innovations. Implement productivity tools for forces to identify opportunities to improve and introduce standardised benefits measurement.	Q4 2025/26

33 [Safer Streets Mission](#) (2024).

34 HMICFRS (2011) [Our approach to monitoring forces](#)

35 [Policing Productivity Review](#) (2023).

Supporting our organisation to deliver

We are committed to being an efficient and effective organisation that delivers excellence in our service to policing and for the public.

We have established a Future College programme to optimise how we work and ensure we continue to deliver our strategic priorities in a changing landscape. By reviewing our structure, processes and ways of working, we are creating a more efficient organisation. This means we are better positioned to respond to emerging challenges and meet the needs of the service to help build trusted and effective policing that cuts crime and keeps people safe.

Our corporate and enabling services are central to delivering on our mission of Leadership. Standards. Performance.

- ◆ Communications connects us with our people, policing and stakeholders to share knowledge and promote standards that enhance public trust.
- ◆ People and organisational development colleagues build capability, ensuring we have the right skills to meet policing's evolving needs.
- ◆ Through digital, data and technology we drive innovation. By extending the integration of our data and technology with forces we will enable insight into organisational and national performance.
- ◆ By providing robust financial and commercial management we will ensure our funding is used efficiently and effectively.
- ◆ Our estates strategy creates spaces that inspire learning and collaboration.

Supporting our organisation to deliver (continued)

Our vision for the College is to provide outstanding support to policing through our corporate and enabling services.

Primary outputs		
Title	Activity and milestones	Due date
Future College	◆ New Develop and implement our organisational operating model to support continuous improvement and effective and efficient use of our resources.	Q4 2025/26
	◆ New Align financial controls to the new operational accountabilities model to deliver operational improvements.	Q4 2025/26
	◆ New Support changes that underpin the delivery of the College commercial ambitions. Including improved processes to integrate commercial requirements into the development of College products to enhance income opportunity.	Q4 2025/26
	◆ New Deliver options for management information (MI) capture within the College to support financial controls, resource tracking and strategic decision making.	Q4 2025/26
	◆ New Deliver an organisational structure that empowers our people and supports long-term capability, sustainability and accountability at all levels.	Q4 2025/26
Communications	◆ New Deliver a communications strategy for the College.	Q3 2025/26

Supporting our organisation to deliver (continued)

Primary outputs		
Title	Activity and milestones	Due date
People and organisational development	◆ New Implement and lead a strengthened establishment management process providing clarity and control over all staffing positions.	Q4 2025/26
Digital, data and technology	◆ Completed Work with colleagues and forces to develop a draft modernising learning strategy.	Q4 2024/25
	◆ Deliver a discovery phase for the future of College Learn to inform the transition to a new business model and a single technical platform, including leadership learning.	Q4 2025/26
	◆ New Implement the approach to modernising learning, working with users, stakeholders and colleagues to provide access to standards, useful information and people in order to deliver the best value in user-centred learning design.	Q4 2025/26

Supporting our organisation to deliver (continued)

Primary outputs		
Title	Activity and milestones	Due date
Finance and commercial	<ul style="list-style-type: none"> ◆ Completed Initial year 1 improvement of internal financial management information and reporting. Seek to secure a long-term sustainable funding base for the College with the Home Office. 	Q4 2024/25
	<ul style="list-style-type: none"> ◆ Drive international business growth and promote the College as a high-quality provider of training. 	Q1 2025/26
	<ul style="list-style-type: none"> ◆ Deliver the business development income growth plan. 	Q2 2025/26
	<ul style="list-style-type: none"> ◆ New Continue improvement of internal financial management information and reporting. Continue work with the Home Office to secure a long-term sustainable funding base for the College. 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ New Design and implementation of a College-wide marketing strategy that will raise the College profile, and promote our products and services, both domestically and internationally. 	Q4 2025/26
Estates	<ul style="list-style-type: none"> ◆ Maintain the delivery of the environmental management plan, including review of baseline environmental data for government reporting. 	Q4 2025/26
	<ul style="list-style-type: none"> ◆ Execute year 4 of the College estates strategy 2022-27 and develop a future estates strategy for approval. 	Q4 2025/26

Core College services

We routinely deliver a wide range of essential products and services designed to support the profession and improve police performance. In the first year of our plan we delivered the following:

	Online assessments for police constable entry into the service.		Candidates supported through our national exams and assessments.		College events, from specialist knowledge sharing to national conferences.
	Digital learning courses completed on College Learn.		APP modules – to set national operational standards (5 published (1 new, 4 major reviews) and 12 in development).		New entries published of ongoing research from 35 research institutions on the Research Map.
	Contacts with our National Police Library to support professional development.		New additions and updates of research summaries published on the Crime Reduction Toolkit.		Professional coaching and mentoring sessions provided to officers and staff.
	New examples of innovative practice from 43 forces and community safety organisations published to the Practice Bank.		Beyond 360 feedback exercises completed to support professional development across 30 forces.		Executive Leadership Programme graduates.
	Senior investigating officers registered across Home Office and other law enforcement agencies.		Students attended our on-site specialist training courses.		Continued provision of the National Police Wellbeing Service, helping forces build world-class wellbeing support.

Our two-year plan

Our two-year plan summarises how, over the next two years, we will:

- ◆ transform police leadership and culture
- ◆ raise operational standards
- ◆ boost police productivity and performance

Our vision: Trusted and effective policing that cuts crime and keeps people safe

Our mission: Leadership. Standards. Performance

Our focus areas

Enhancing leadership capability

Ensuring the highest standards

Elevating performance

Deliverables

Optimise new police entry routes.
Test new promotion processes for sergeant and inspector ranks.
Implement national standards and training for all levels of leadership.
Embed our new Code of Ethics.
Develop the evidence base further by evaluating:

- ◆ behavioural science approaches to changing organisational culture
- ◆ best ways to engage with hard-to-reach communities
- ◆ new initiatives designed to improve the use of stop and search

Strengthen force vetting – evaluating accreditation for critical roles.
Scope new National Centre for VAWG and Public Protection.
Roll out new training and career pathways for neighbourhood policing teams.
Improve standards of investigative practice by overhauling national training for:

- ◆ senior leaders in public protection
- ◆ specialist rape investigators
- ◆ response to non-contact sexual offences

Digital literacy training for all levels.
Pilot a range of measures to improve quality of initial investigation.

Establish a new Centre for Police Productivity, including:

- ◆ data tools to improve productivity and performance
- ◆ new standards for analytical capability
- ◆ rapid testing and rollout of innovation

Host the What Works Centre for Crime Reduction, providing:

- ◆ direct and tailored improvement support to forces
- ◆ access to ‘what works’ through our practice bank and crime reduction toolkit
- ◆ a clear research control strategy to target academic effort on critical knowledge gaps

Increase our income through international and wider market training and consultancy

What we expect to change across the police service

Everyone working in policing experiences:

- ◆ excellent supervision and senior leadership
- ◆ feeling well supported
- ◆ confidence to report wrongdoing
- ◆ fair treatment

Everyone in policing demonstrates excellence in:

- ◆ communication and engagement
- ◆ problem solving
- ◆ investigation
- ◆ public protection
- ◆ digital literacy

Everyone in policing is part of a profession that:

- ◆ uses data and evidence to solve problems and improve performance
- ◆ carries out research to understand what works
- ◆ participates in continuing professional development

What we expect as a result (medium-term outcomes)

Fair and respectful encounters.

Effective problem solving as standard.

Neighbourhood policing viewed as a specialism and prioritised.

Thorough investigations, high-quality victim care.

Individuals unfit to serve dismissed.

Reduced bureaucracy – officer time saved.

What success looks like (long-term outcomes)

Public trust improves.

Public confidence improves.

Crime and anti-social behaviour decrease.

Victim satisfaction increases.



Measuring performance

Our vision is for trusted and effective policing that cuts crime and keeps people safe. We will achieve this through our focus on enhancing leadership capability, ensuring the highest standards and elevating performance across the service. We will measure our performance in terms of:

- ◆ our grip on delivery – whether we deliver our products and services in time and on budget
- ◆ traction with stakeholders – whether our products are used and liked
- ◆ impact – how well we are achieving our mission

Measuring performance (continued)

Grip	Proportion of our commitments that are delivered within the expected schedule.
Traction	Increased uptake of our products and services. Increase in the proportion of users who say our products are relevant, are useful and helped them to do their job, and who would recommend to a colleague.
Impact	<p>We will use a variety of evaluation approaches to track changes in workforce attitudes and perceptions. We expect to see improvements in:</p> <ul style="list-style-type: none">◆ experiences and perceptions of supervision and leadership◆ attitudes to, and experience of investing in, own professional development◆ experience of fair treatment and other organisational justice metrics◆ perceptions of psychological safety◆ experiences and perceptions of call-out culture◆ attitudes to, and experience of, using data and evidence to improve performance <p>Knowledge, understanding and self-confidence in:</p> <ul style="list-style-type: none">◆ effective communication and engagement techniques◆ problem solving◆ investigation◆ identifying and supporting vulnerability◆ digital literacy

Measuring performance (continued)

Impact (continued)	<p>We will track police efficiency, effectiveness and legitimacy (PEEL) performance measures. We will expect to see improvements in the following areas:</p> <ul style="list-style-type: none">◆ building, developing and looking after the workforce◆ treating the public fairly, appropriately and respectfully◆ preventing and deterring crime and anti-social behaviour, and reducing vulnerability◆ investigating crime◆ protecting vulnerable people <p>We will carry out impact evaluation for high-value deliverables, including:</p> <ul style="list-style-type: none">◆ the NCPL◆ neighbourhood policing career pathways <p>We will use existing national data sources to track long-term trends. We expect:</p> <ul style="list-style-type: none">◆ public trust and confidence to improve◆ crime and anti-social behaviour to decrease◆ victim satisfaction to increase
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Our finances 2025 to 2026

- ◆ We set an annual budget in order to deliver the activities set out in our business plan. The College is funded through a combination of grant-in-aid, direct grant and income generation through charges to Home Office Police forces, non-Home Office forces and wider market participants.
- ◆ The largest part of the College's funding comes from the Home Office's annual grant-in-aid settlement to support our resource and capital requirements. This is supplemented by additional direct grants received from the Home Office and other government departments for delivering specific and defined work programmes. Our remaining funding comes from trading activities, where we charge customers directly for College training products and services.
- ◆ The grant-in-aid allocation for the financial year 2025-26 has been set by the Home Office at a net £35.4m (resource) and £3.5m (capital). Within this position, we expect to generate approx. £30m of trading income.

Given the challenging financial environment, both for the College and the wider policing sector, we continue to actively review our priorities and seek efficiencies to ensure we can deliver against our business plan.

- ◆ The key elements and activities funded within our grant-in-aid budget are as follows:
 - ◆ Enhancing leadership capability, reflecting the work we undertake through to build capability of leaders across all workforce levels.
 - ◆ Ensuring the highest of standards by setting and assuring operational and ethical standards for high-quality policing.
 - ◆ Elevating performance using data-driven analysis and technology to transform efforts to cut crime, reduce demand and keep people safe.
 - ◆ Supporting the efficient and effective operations of the College, including estates, IT costs, equipment and associated inflationary pressures.

Our finances 2025 to 2026 (continued)

- ◆ Delivering activities carried out on behalf of and funded by central government.
- ◆ Meeting the College's staffing costs, including pay, allowances and training.
- ◆ Our direct grants continue to grow in both volume and value. These are grants allocated

to the College to deliver specific and defined programmes, often linked to current government priorities such as neighbourhood policing or countering violence against women and girls. Direct grant funding is intentionally more flexible to reflect emerging demand, but the programmes already confirmed for 2025-26 are set out below.

Focus area	Portfolio	Direct grant £m
Leadership	Leadership	2.27
	Recruitment	0.98
	Wellbeing	2.65
Standards	National Centre for VAWG and Public Protection	12.88
	Professionalising neighbourhood policing	2.70
	National Comms Data Service (NCDS)	0.60
	Public and Personal Safety Training	0.17
	Less Lethal Weapons (Taser)	0.16
Performance	EPIP (Evidence-based policing)	0.15
Productivity	Centre for Police Productivity	2.00
Total:		24.56

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.

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