

**Chief Constables' Council
(9-10 July 2025)**

****S31(1)****

Session 8 – College of Policing

Decisions/Actions Required – Session 8 – College of Policing

The following items in this section is discussion only:

- **Strategic Training Requirements for Policing**
Awaiting slides

Decisions/Actions Required – Session 8 – College of Policing

The following items in this section is discussion and decision:

- **Leadership**

The Chief Constables' Council is asked to:

Work in partnership with the College to promote and support greater uptake by forces of the national talent programmes (FTCI and FTIS), enabling these programmes to contribute more effectively to local succession planning and wider workforce strategies.

Decisions/Actions Required – Session 8 – College of Policing

The following items in this section is discussion only:

- **Neighbourhood Policing Training**
Awaiting slides

Decisions/Actions Required – Session 8 – College of Policing

The following items in this section is discussion and decision:

- **National Firearms Licensing Training Funding**

We seek NPCC support to address the annual funding shortfall required to sustain the National Firearms Licensing Training Programme. Continued investment is essential to maintain the nationally accredited training and improvements now expected following the increase in firearms licensing fees

Decisions/Actions Required – Session 8 – College of Policing

The following items in this section is for update and discussion only:

- **Centre for Police Productivity**



College of
Policing

Leadership
Standards
Performance

College of Policing Update

Chief Constables' Council
9-10 July 2025

CC Sir Andy Marsh - CEO
Rachel Tuffin – Interim Director Centre for Police Productivity
ACC Tom Harding – Director of Operational Standards



Areas for discussion

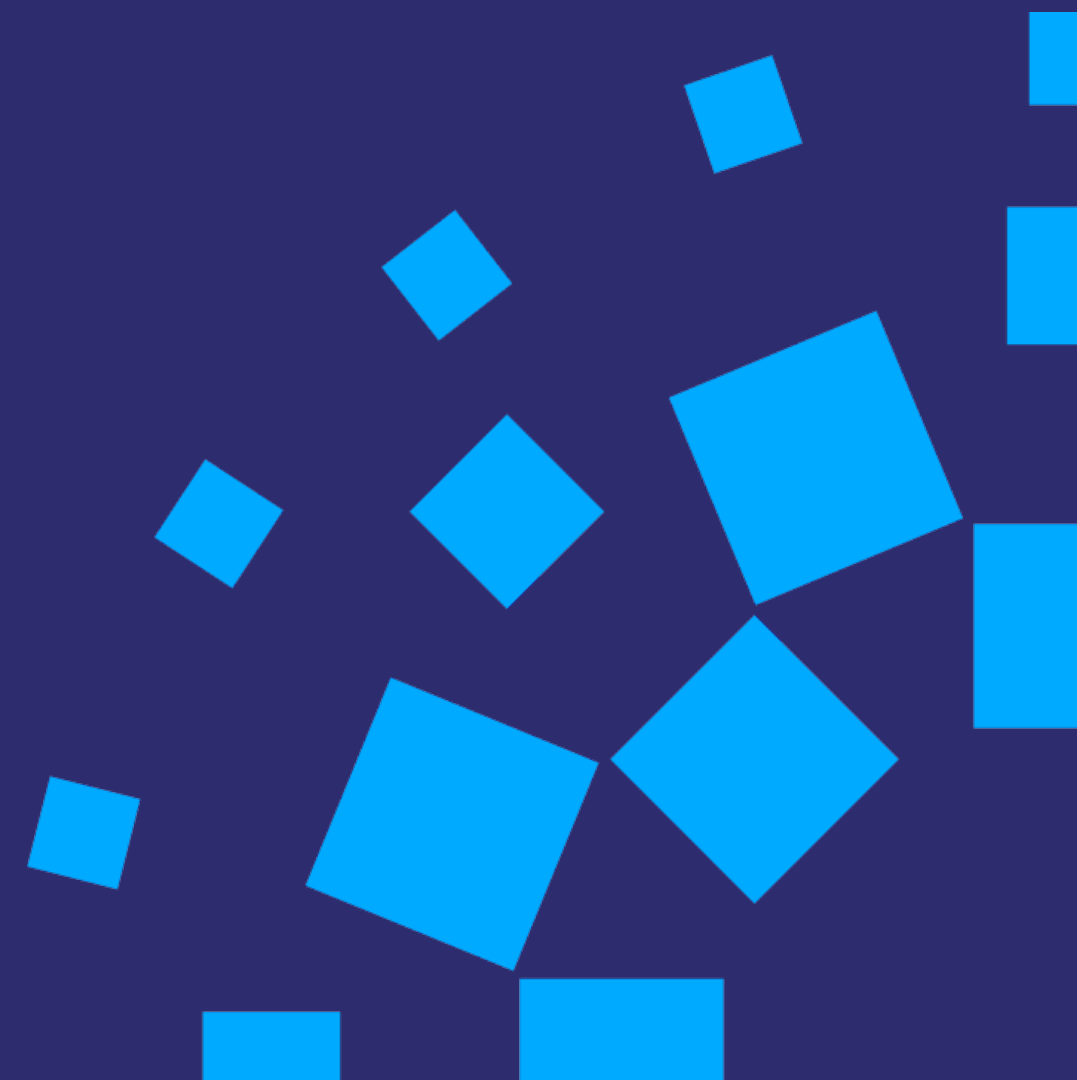
- **Centre for Police Productivity**
- **Strategic Training Requirements for Policing**
- **Neighbourhood Policing Training**
- **National Firearms Licensing Training Funding**
- **Leadership (verbal update)**



College of
Policing

Leadership
Standards
Performance

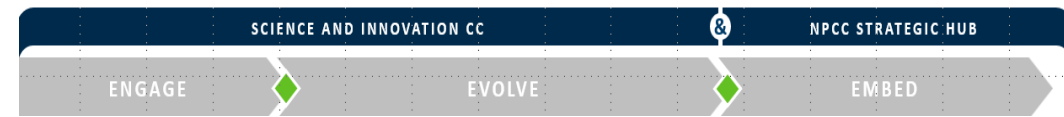
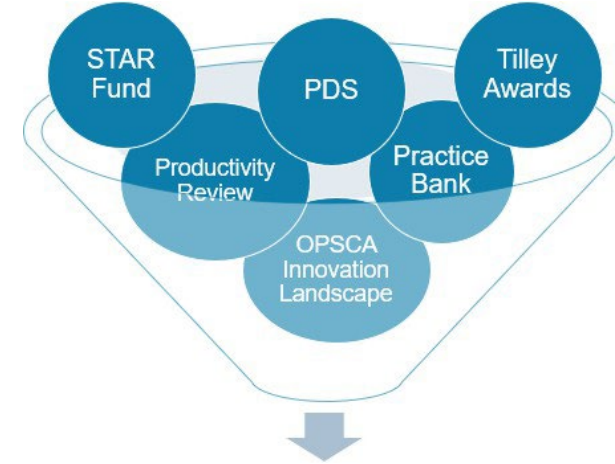
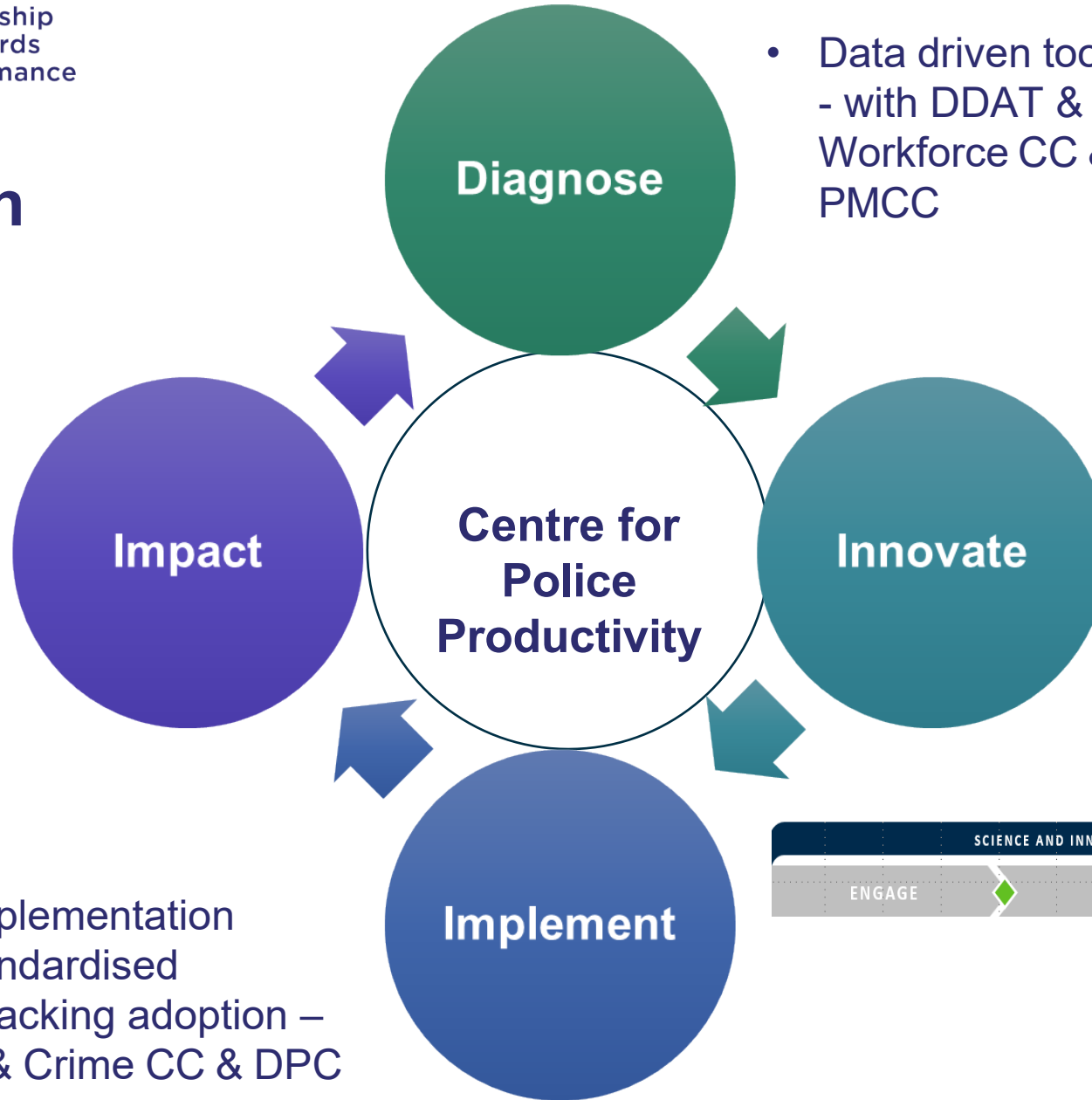
Centre for Police Productivity Update for Chiefs Council



Collaboration

- Standardised guidance to measure benefit – with Finance CC & Prevention CC

- Bespoke implementation support; standardised guidance; tracking adoption – with DDAT & Crime CC & DPC



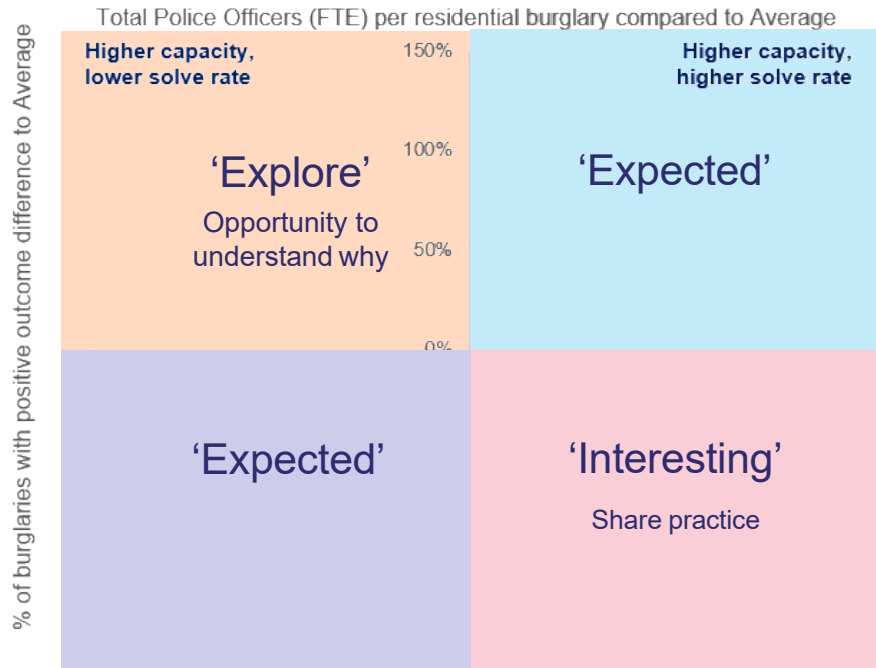
College governance

Productivity diagnostic and insight tool

Input: Total Police Officer Capacity vs.

Output: Residential burglary solve rate

Residential Burglary Positive Outcomes vs. Total Police Officer Capacity



Process: Solve

Hypothesis: Police Forces have a higher solve rate where there is higher officer capacity compared to demand.
 Test: The relationship between residential burglary solve rates and officer capacity compared to demand.

Police Force Selected

Leadership Standards Performance

Police Force
Year - Ending March
Crime Data Integrity Score*
Select force for MSG view

▼

2024

93.9%

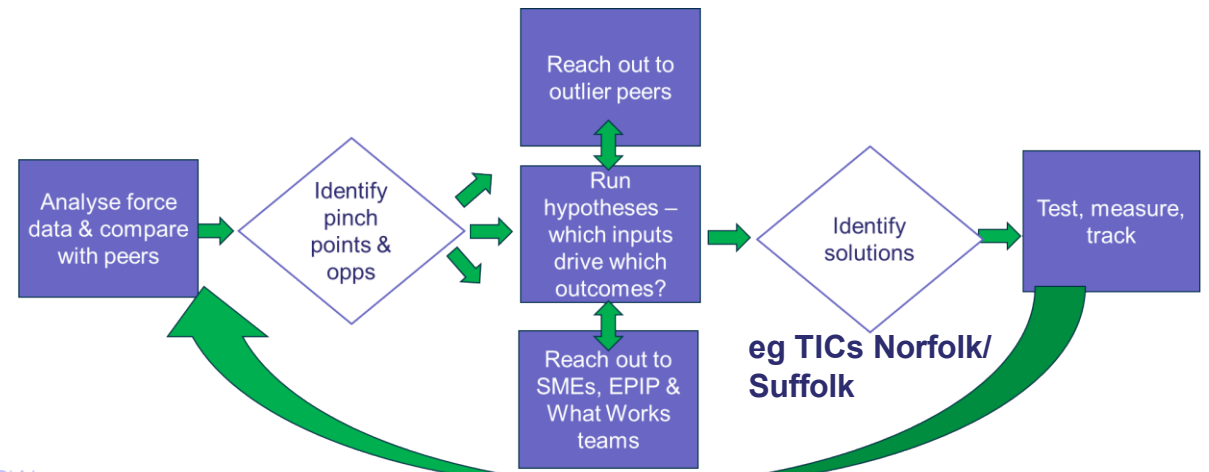
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Reset Slicers and Filters

Residential Burglary Positive Outcomes vs. Total Police Officer Capacity

70	8.9%
Charged/Summonsed	% of outcomes recorded
2	0.3%
Out-of-court (formal)	% of outcomes recorded
4	0.5%
Out-of-court (informal)	% of outcomes recorded
0	0.0%
Taken into consideration	% of outcomes recorded
<hr/>	
76	9.7%
Sub-total	Sub-total %
<hr/>	
2	0.3%
Outcome 22	% of outcomes recorded
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785	
Total outcomes recorded	

*Total Police Officers refers to the total force capacity rather than specifically NHP



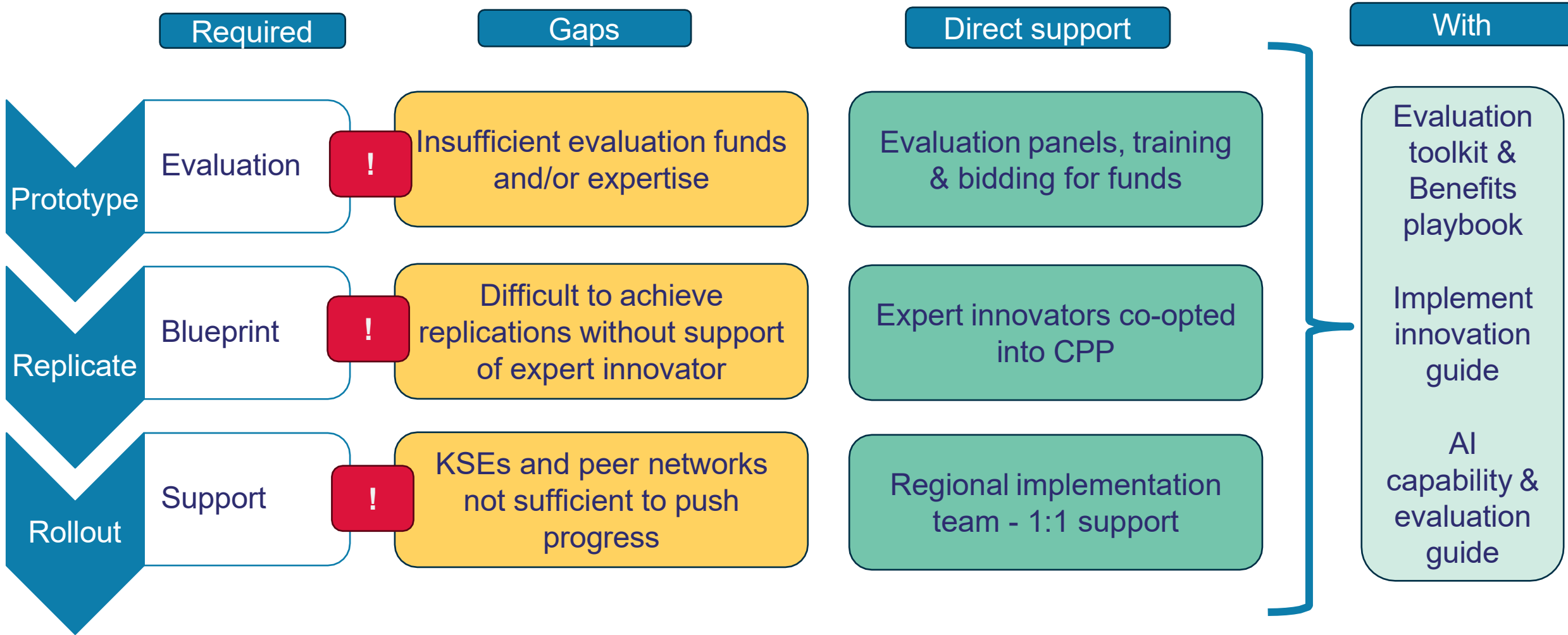


Selecting high potential innovation to evaluate & roll-out

With partners, we've sifted over 900 innovations to identify the most suitable for adoption

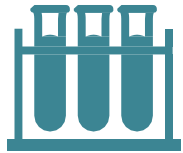
Productivity and What Works Board		
Selection criteria	Selected innovation	Estimated potential uplift if embraced by policing
Productivity-focused Widespread problem High volume Scalable at pace Deployment Ready Clear ROI	Enhanced Video Response	2,400 + FTE*
	Artificial Intelligence	9,600 FTE
	Text redaction	350 FTE
	AVMM	559 FTE

Supporting the pipeline



Menu of support for implementation of innovation

Evaluation



Replication



1:1 support



**Continuous
improvement**



Peer networks



Blueprints



Guidance



Evaluation advice



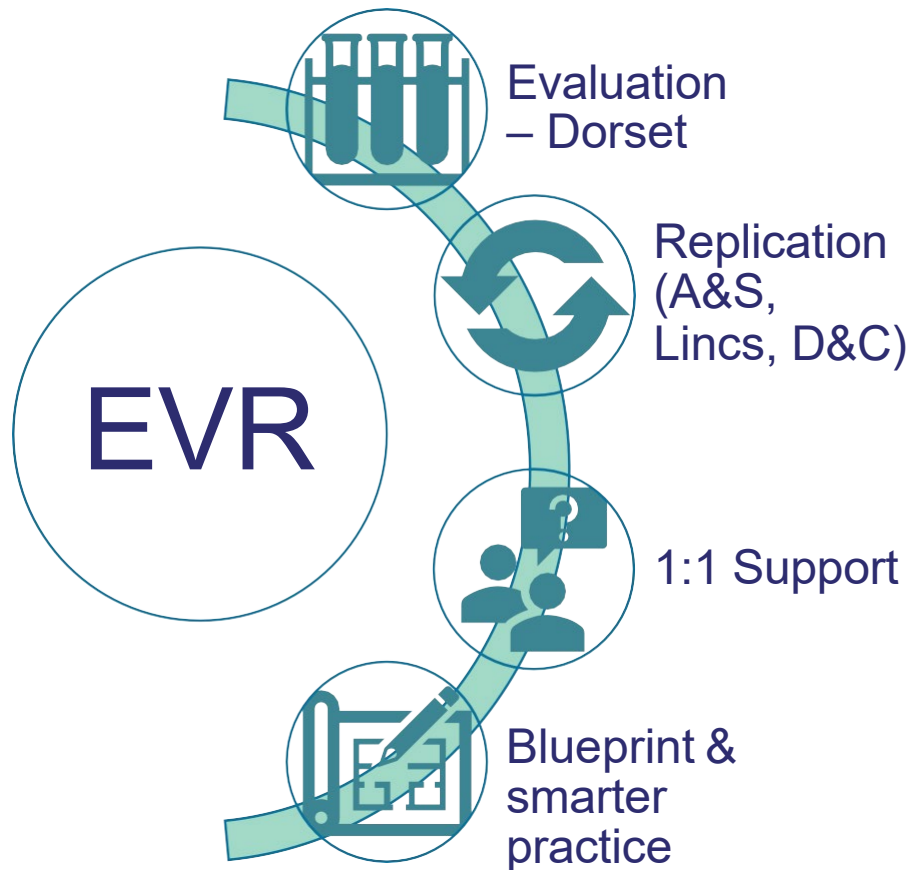
Approved tools



**Knowledge
sharing events
(KSEs)**



Implementation support programmes



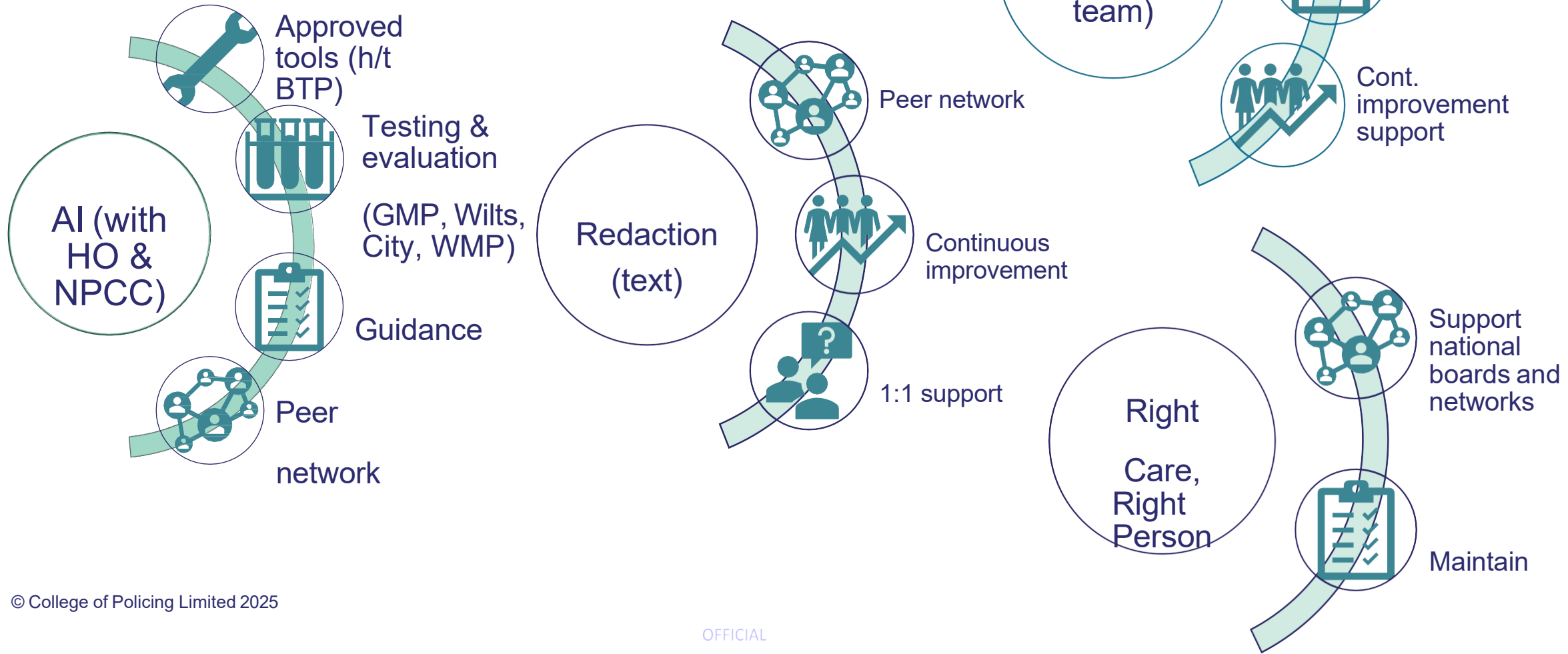
Avon and Somerset evaluation – interim results

Set up cost of £50k approx. ongoing approx £45k a year
Monetizable benefits from travel and vehicles approx. £309k per year

Other benefits	Change for EVR cases
Response times	- 75.3 hours
Investigation quality score	+ 17.6 points
Duration of investigation	- 4.84 days
Victim satisfaction	+0.18

Aligning with RVR

Implementation support 2/2



guidance

Working with forces to measure benefits

Benefits Playbook



Key principles (identify benefits early, continuous monitoring until completion)



Governance, roles and responsibilities




Identification & definition (beneficiaries, monetizable/non-monetizable, qualitative/quantitative, SMART etc)



Baselining, tracking and maturity

Head of Corporate Support and Development
Shirley Jones
Project Lead – Mike Wood



Benefits Realisation Assessment

- Data to date suggests a reduction in CFW deployments, with a decrease of 1,410 incidents per month (-153 Missing Persons) = 1,257.
- With a 95% confidence level, the Avg time to deal for a CFW incident is 90 minutes and the Force deploys 3.1 officers to each incident.
- 1,257 x 90 minutes/60 minutes per hour = 1,886hrs. 1,886hrs per month x 12 = 22,626.
- 27.5hrs in a Constable working week X 52 = 1,430hrs

22,626/1,430 = 15.8 FTE
15.8 FTE x 3.1 officers per incident = 49.0FTE

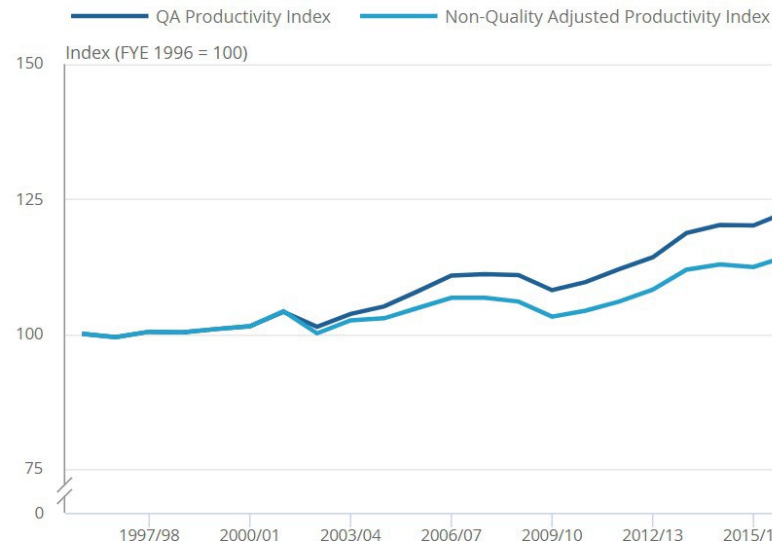
New Capabilities	Officer / Staff Wellbeing	Force Effectiveness / Efficiency	Financial
Compliance or Risk Avoidance	Collaboration / Partnerships	Service Improvement	Time Savings

FTE Capacity RAG Assessment	100%	75%	50%
	49.0	36.8	24.5
		12.3	



Health (biggest contributor to national productivity statistic)

Public service healthcare quality and quantity productivity indices, England, financial year ending (FYE) 1996 to FYE 2022



Productivity = input (eg hours) divided by output – (eg products delivered)

Policing

By comparison –

Policing with defence, and local government has no agreed measures – so ‘input = output’.

For this reason, estimated productivity is assumed constant - at zero so Treasury sees us as a flatline

Work on **policing measures** underway – ONS

Benefits index

Working with Crest Advisory we are developing and testing an index to allow forces to:

Baseline inputs and outcomes/outputs across crime prevention, crime response and public safety and well-being; and

Compare changes to productivity arising from innovation and new approaches

For forces: help understand and improve productivity and resource allocation

For policymakers: help gauge the overall value and benefits of policing across the sector

Sharing info & asks

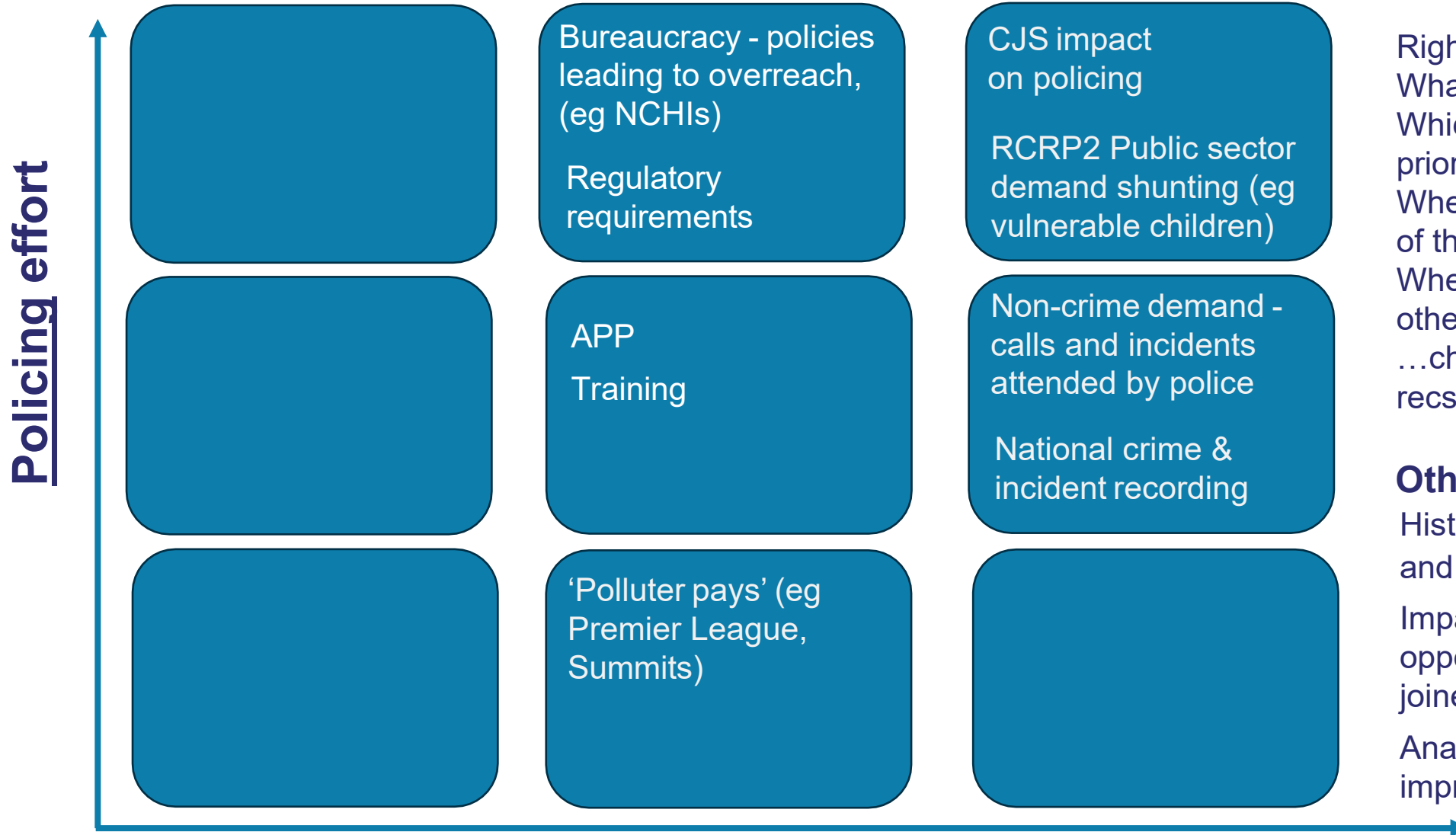
- Productivity exchanges with Executive and Senior Leaders
- Quarterly newsletter to forces and stakeholders
- Media: Emergency Services Times, Policing TV...
- Peer Networks (Redaction, Benefits Measurement, AI)
- Knowledge-sharing events



1. **Productivity tool** – sharing data, ahead of central data hub being set up
2. Issues with **text redaction** and/or **video response**
3. Evaluating **AI** working with OPCS and AI Board
 - free expert advice via **AI review panel**
 - trialling our College Search tool – COPPA
4. Teams to adopt **benefits approach**
5. Get involved with **peer exchange**

****S31(1)**@college.police.uk**

Scoping areas raised



Discussion points

Right boxes?
 What's missing?
 Which would we prioritise?
 Where do we hold more of the levers?
 Where can we get others to act?
 ...check against PPR recs & run KSEs

Other challenges

Historic investigations and inquiries
 Impact of legacy tech & opportunities of modern joined-up tech
 Analytics and AI to improve productivity

Strategic Training Requirements for Policing

What is the College doing:

- Systematically mapping fundamental training requirements, and creating a forward-looking training timeline, to be shared with force heads of learning and development to support effective planning and delivery.
- Enhancing the evidence base to gain a better understanding of training requirements, with the aim of determining optimal refresh rates, and exploring methods to ascertain when training is necessary and if skills can be assessed operationally. Our goal is to achieve a balance between maintaining officers' operational effectiveness and minimising unnecessary training disruptions.
- Establishing new national governance across the College, NPCC and HMICFRS to agree ongoing and future training requirements.

Key training of note for 2025 to 2027:

- Neighbourhood Policing Programme – pilot agreed, NPG has led to mandate
- PIP1 Supervisors – pilot (28 forces volunteering)
- Non-Contact Sexual Offences – online package to meet Angiolini recommendation

Neighbourhood Policing Training - Pilot Evaluation

- 11 pilot forces participated. We estimate that 1,248 officers went through the pilot.
- We saw increases for:
 - Neighbourhood policing being valued and respected
 - Being proud to work in neighbourhood policing
 - Feeling that the force motivates and supports people to do the job
- There was a consistent pattern of significant improvements in self-reported learner knowledge across all three modules
- Improvements were seen for all ranks and lengths of service
- Supervisors and leaders felt their teams would be more effective following the training

Neighbourhood Policing Training – Delivery model

- Understanding the challenges faced by forces, the College of Policing has sought to adopt a flexible approach to the delivery of neighbourhood policing training, with the College offering to redistribute its secured funding directly to forces to deliver this training.
- Current feedback from forces is as followed:
 - 27 prefer the force-incentivised model
 - 4 forces prefer the use of associates
 - 12 forces have not singled out one delivery model
 - 1 is considering a hybrid force/associate delivery
 - 4 are considering force-incentivised but may consider associate delivery, once more details are available
 - 2 are considering regional delivery or associate
 - 3 are considering force or regional
 - 2 are unsure and are waiting on more details before confirming a preference

Firearms Licencing Training Programme

Issue: There is an urgent need for sustainable funding to continue delivering the National Firearms Licensing Training Programme. This programme was initially funded by the Home Office, but this has now been withdrawn following a 100% increase in licencing fees.

Option One: Request £300,000 annually from NPCC to fund the staffing costs, while the College continues to charge forces for course attendance (covering the direct costs).

Option Two: Request £481,935 for year one. The College ceases charging forces for courses, addressing the current regional disparity where some forces received training covered by the direct grant while others now face fees.

If either option one or two are selected, two the cost will reduce after year two.

We'll continue to push the case for full cost recovery of licencing and will drive national activity exploiting new technologies to deliver significant savings locally.

Leadership – verbal update

Chief Constables' Council

National Fast Track Programmes Update:

- Fast Track Constable to Inspector
- Fast Track Inspector to Superintendent

10 July 2025 / Agenda Item: 8

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Author:	Louise Hodgson
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Date Created:	
Coordination Committee:	Workforce Coordination Committee
Portfolio:	Leadership
Attachments:	
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1. PURPOSE

- 1.1. The College of Policing has been successfully delivering the **Fast Track Constable to Inspector (FTCI) programme** since 2014 and, in May 2024, launched the **Fast Track Inspector to Superintendent (FTIS) programme** as a new national talent development initiative.
- 1.2. This paper updates Chiefs' Council on the service uptake of these programmes and the benefits they bring to the service. The College would like to work in partnership with Council to raise the profile of these programmes as key initiatives supporting the pipeline of officer progression.

2. BACKGROUND

What are the National Fast Track programmes?

- 2.1. The **Fast Track Constable to Inspector (FTCI) programme** was originally commissioned by the Home Office to support identification and development of talent in the police service and has been in operation since 2014. This is a two-year, CoP-led, locally-implemented national talent development programme / promotion mechanism, enabling some of our most talented serving police constables to advance to the rank of inspector within two years. Via the comprehensive National Assessment Centre (NAC) which is the gateway to the programme, these officers are identified as having the potential to reach at least the rank of superintendent within their career.
- 2.2. Following on from the NAC, the College provides a wide-ranging modular programme of professional development, specifically targeted towards developing an officer's leadership qualities, operational skills and strategic thinking, so that they can perform effectively at the required rank. Likewise, the local force is responsible for providing operational skills, knowledge, and experience, utilising the National Police Promotion Framework (NPPF) to facilitate the officer's promotion to the rank of sergeant in their first year of the programme, and promotion to temporary inspector upon programme completion.



- 2.3. As indicated above, the **Fast Track Inspector to Superintendent (FTIS) programme** is a relatively new talent programme, developed and launched in 2024 as an outcome from the College's *Review of Promotion and Progression* (December 2021), which was endorsed by Chiefs' Council in March 2022.
- 2.4. The programme follows a delivery model similar to FTCI, in that it is also a two-year, CoP-led, locally-implemented national talent development programme / promotion mechanism, enabling substantive inspectors to progress to the rank of superintendent. Through the relevant NAC, inspectors undertaking this programme are identified as having the potential to become chief officers within the scope of their career. Delegates then complete a wide-ranging programme of professional learning and development, comprising modules on personal, operational and organisational leadership at senior levels.

What are the links to the National Talent Development Strategy (NTDS)?

- 2.5. As well as recommending the development of a Fast Track programme for promotion to superintendent, the *Review of Promotion and Progression* (2021) also found that there were limited, or no strategies in place at local force level to support the identification or development of talent. Because of the lack of service-wide consistency, there was consensus that a national talent development strategy for the police service was required.
- 2.6. A subsequent review of the development / progression pathway to chief officer (September 2022) added to the evidence base, and further highlighted the need to address talent development in policing in a more fundamental and co-ordinated way.
- 2.7. Following extensive consultation and engagement, the College launched the National Talent Development Strategy (NTDS) in January 2025, with the core aim of supporting forces to develop and inspire their workforce to maximise the talent and potential of all officers, staff and volunteers.
- 2.8. The NTDS also aims to directly support the following recommendations of the review of progression to chief officer:

Recommendation 1: Forces will identify, develop, and support a pipeline of officers with the potential to become senior or chief officers, starting early in their careers

Recommendation 2: Specific effort will be undertaken to identify, develop and support a pipeline of officers with the potential to become chief officers from minority and under-represented groups, at force level and nationally

- 2.9. **The two Fast Track programmes are fundamental to the aims of the NTDS.** Requirement 5 of the NTDS revolves around effective use of national leadership programmes as part of a national end-to-end framework for leadership development, progression and promotion. The Fast Track programmes constitute the set of national leadership programmes that are specifically targeted towards identifying, developing and supporting the progression (at pace) of those individuals who have high potential to become senior police leaders of the future. The programmes also have a focus on diversity of representation, with the aim of contributing to diverse talent pools and pipelines.

3. UPTAKE OF FAST TRACK PROGRAMMES

Fast Track Constable to Inspector

- 3.1. Service demand for Fast Track Constable to Inspector has remained steady since the launch of the programme. Since 2021 (i.e. post-pandemic) a total of 36 forces have been engaging with this programme. 339 delegates have so far successfully graduated from FTCI, with a further two cohorts currently undertaking their respective programmes. We also know from a survey of FTCI alumni carried out in June 2024 that at least 96 have subsequently progressed to Chief Inspector roles, while a further 18 have progressed to superintendent roles.
- 3.2. As was originally identified in a five-year evaluation report (published in 2020), FTCI has been successful in recruiting a diverse range of candidates (particularly in terms of ethnicity and sex), and this trend continues. For example:
 - The percentage of candidates from minority ethnic backgrounds successful at the FTCI NAC (16% between 2021-2024), is significantly higher than the proportion of police officers nationally who

identify as from an ethnic minority, at the relevant ranks: 9% of officers at the rank of constable, 6.8% of sergeants and 5.7% of inspectors.

- The percentage of female candidates successful at the NAC (50% between 2021-2024), is higher than the proportion of female police officers nationally, at the relevant ranks: 37.5% at the rank of constable, 28% of sergeants and 27.5% of inspectors.

3.3. For the 2025/26 financial year, the College is charging £1,810 (10% direct costs plus accommodation) for delegate attendance on FTCl. This includes attendance at relevant National Assessment Centre. The application window for Cohort 11 is now closed, with the NAC taking place in September ahead of programme commencement in December 2025.

Fast Track Inspector to Superintendent

3.4. **Fast Track Inspector to Superintendent** will be producing its first graduates in 2026. A summary of force take-up to date:

- Cohort 1 (from May 2024): 46 officers were endorsed to attend the NAC, across 13 forces. **22 candidates** across 9 forces were successful at NAC and endorsed to undertake the programme, with one opting to defer.
- Cohort 2 (from May 2025): 20 officers were endorsed to attend the NAC across 8 forces. **11** candidates across 5 forces were successful at NAC and endorsed to undertake the programme, with one additional candidate who deferred from Cohort 1.

3.5. For the 2025/26 financial year, the College is charging £4,380 (10% direct costs plus accommodation) for delegate attendance on FTIS. This includes attendance at the relevant National Assessment Centre. The application window for Cohort three opens in October, with the NAC running in March 2026 ahead of programme commencement in May 2026.

4. BENEFITS OF THE PROGRAMMES

4.1. The Fast Track programmes develop a cadre of officers with the skills, experience and capacity to reach the senior and executive ranks of the service and have a positive impact and influence on the management and culture of policing.

4.2. A particular and consistent theme emerging from formal evaluation of the long-running Fast Track Constable to Inspector programme is that graduates commonly describe how the programme has helped them develop a leadership style that is more encouraging, inspiring and inclusive. This is a view echoed by the feedback from line managers and mentors.

4.3. In terms of building confidence, we also know that the Fast Track initiatives can provide effective career-enhancing opportunities for those who did not previously think they had potential for senior (and even chief) officer positions.

4.4. Overall, within the end-to-end leadership framework, and in terms of strategic workforce planning, the FTCl programme should be considered as a feeder programme for FTIS and for increasing the pool of eligible officers who have disproportionately lower participation in leadership positions within policing.

4.5. Likewise FTIS, sitting alongside other key leadership programmes, such as Aspire and the Senior Leaders Programme, belongs within a cluster of national programmes and initiatives intended to increase the talent pipeline for progression to chief officer.

5. RAISING SERVICE AWARENESS

5.1. We are confident that the Fast Track programmes are high-calibre and very effective in terms of identifying, developing and progressing talented officers. However, in order to enhance their effectiveness and for Fast Track to have a greater impact on progression at pace within the service, greater take-up of the national talent programmes is required.

5.2. The College is therefore looking to raise service awareness of the potential of these programmes, in effect to 'reset' so that Fast Track can play its part in a wider, long-term, strategic approach to

supporting talent development in policing, increasing the size and diversity of the pipeline of progression, all the way up to Chief Officer level.

- 5.3. The Fast Track programmes were discussed at a recent (6th June 2025) meeting of the National Leadership Working Group (a sub-group of NPCC's Workforce Co-ordination Committee), which advises the College on national leadership development initiatives, on behalf of NPCC. Informal feedback from that meeting indicates that a combination of factors may be having an impact on greater force participation in the national talent programmes. These include current programme costs, as well as cultural issues and local force capacity to provide the promotional infrastructure for these programmes.
- 5.4. The College would like to work in partnership with Chiefs' Council to explore how we can work most effectively with stakeholders, enabling these programmes to contribute more effectively to local succession planning and wider workforce strategies. We envisage the 'reset' outlined above forming part of the advisory role of the NTDS Executive Sponsor Reference Group (the new national plenary forum attended by all local force NTDS sponsors). As indicated previously, the wider strategic priority will be improving the pipeline of progression.
- 5.5. As part of this partnership approach, the College is inviting expressions of interest for a NPCC Talent Programme Sponsor (TPS) to oversee the national talent programmes. (This role would be based on aspects of the model adopted in support of the Executive Leaders Programme, where cohort /service directors have been successfully involved in delivery of the programme.)
- 5.6. When appointed, the TPS will support the College in effective programme delivery, ensuring the programmes address contemporary policing challenges. The sponsor will also be well placed to support / advise the College and the service when considering any new talent initiatives in the future. Acting as an ambassador, the TPS can support the College in promotion of Fast Track programmes, addressing challenges of programme take-up, and raising awareness of the important role talent programmes can play in succession planning for critical roles across the service, as well as the return on investment that can be achieved through use of these programmes.

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6. CONCLUSION

- 6.1. The Chief Constables' Council is asked to:
 - **Work in partnership with the College to promote and support greater uptake by forces of the national talent programmes (FTCI and FTIS), enabling these programmes to contribute more effectively to local succession planning and wider workforce strategies.**

Name: Louise Hodgson

Title: Director of Leadership and Workforce

**Development, College of Policing Committee: Workforce
Coordination Committee
Lead Area: Leadership**

****Admin - Duplicated from here in session 1****

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