



Protocol between the College of Policing and The Chair of the National Police Chiefs' Council

1. This protocol between the College of Policing (the College) and the Chair of the National Police Chiefs' Council (NPCC) covers:
 - a. The scope of the protocol.
 - b. The roles and working relationship between the two bodies.
 - c. Their roles within the commissioning, assessment and approval process.
 - d. The process for resolving differences.
 - e. Media engagement.

Scope of the protocol

2. This protocol applies only to the NPCC in its relationship with the College and its responsibilities for contributing to and implementing national standards and policing practice. It does not apply to the National Police Chiefs' Council when it performs other functions or in its relationship with other bodies.
3. This protocol does not supersede or vary the legal duties and requirements of the office of constable. Chief Constables remain operationally independent.
4. This protocol does not alter the relationship between Police and Crime Commissioners and Chief Constables. The Chief Constable is accountable to the Police and Crime Commissioner; the Police and Crime Commissioner is accountable to the electorate.
5. While this protocol applies to the College in its relationship with NPCC, it does not apply to the College when it performs other functions or in its relationship with other bodies. Equally, it does not supersede company law or the established corporate governance of the College or NPCC.

Roles and working relationship between the two bodies

6. The College will:
 - a. Set standards of professional practice.
 - b. Identify, develop and promote good practice based on evidence.
 - c. Support the professional development of those working in policing.
 - d. Help police forces and other organisations to work together to protect the public and prevent crime.
 - e. Identify, develop and promote ethics, values and standards of integrity.
7. The Board of Directors of the College of Policing (the Board) is accountable for the long-term success of the College and its good governance as a company limited by guarantee and an arms-length body of the Home Office. It sets the strategic direction and aims of the College,

provides the leadership to achieve them and shapes the culture of the College. The Board composition includes one seat reserved for a chief police officer.

8. Chief Constables' Council is the senior operational decision-making body for the NPCC. Its primary purpose is to enable Chief Constables to discuss issues and challenges in operational policing, share ideas, emerging best practice and co-ordinate resources.
9. Chief Constables' Council assesses the feasibility, affordability and workability of national police standards and practice developed by the College and legislation proposed by the government.
10. The College and Chief Constables' Council will work constructively and effectively together, specifically through:
 - a. Regular consultation on areas of mutual interest.
 - b. Sharing information as appropriate to promote timely, well-informed decision-making.
 - c. Promoting clarity over their roles and responsibilities, recognising their separate, discrete and complementary jurisdictions.
 - d. Developing effective relationships between the two organisations.
11. To support this, the Chief Executive Officer (CEO) of the College is a serving Chief Constable and will attend Chief Constables Council as a full member.
12. Chief Constables' Council will also interact with the College through its Professional Committee. The Professional Committee oversees national standard setting for the police profession on behalf of the Board and supports the wider strategic objectives of the College as set out in its five year strategy.
13. Where appropriate, Professional Committee will consult Chief Constables' Councils on the operational implementation of national standards developed by the College.
14. The Professional Committee includes 3 representatives from the NPCC who are members of the Committee. They will support the work of the Committee and input views from across NPCC national co-ordination committees.
15. NPCC co-ordination committees are responsible for co-ordinating and developing a national response to operational policing issues. The College will work with co-ordination committee chairs and its wider stakeholders to support the development of national standards for the profession under the direction of its Professional Committee.
16. NPCC and the College will support co-ordination and links across co-ordination committees and the wider work of the College through a joint meeting held every two months between co-ordination committee staff officers and faculty leads from the College. This will include an annual stocktake and review of priorities and emerging areas of work across NPCC and the College.
17. The College CEO and Chair of the NPCC will meet on a quarterly basis to maintain an effective working relationship between the two organisations and ensure clarity around their respective roles and responsibilities.
18. There are four Professional Community Chairs (who are selected from the chief police officer community) to support the College by engaging with its membership and representing their views at its Professional Committee. They also help to direct national standard setting resources by identifying priorities for improvement across the police profession, and looking forward

articulate what the College and its membership need to do to raise standards over the long-term. This will involve direct engagement with the NPCC's co-ordination committees and, where appropriate, portfolios and working groups as well as wider members to ensure the standards, training and professional development the College provides meet the needs of its members and are credible and relevant. Professional Community Chairs may attend relevant NPCC co-ordination meetings.

19. The College Board will sign off an annual plan setting out priority areas for development of national standards and policing practice. These priorities will be informed by wide ranging consultation with its members and wider stakeholders including the NPCC and Chief Constables' Council.
20. Chief Constables' Council will sign off the NPCC's annual Delivery Plan. This will set out priority areas of change activity to support the co-ordination of policing in response to strategic threats. These will be developed by the co-ordination committees, with support from the College and under the direction of Chief Constables' Council. The Delivery Plan will inform co-ordination committee work in developing national approaches to key issues.
21. The College will work with co-ordination committees and Chief Constables' Council to ensure standards are implemented across policing.

Roles within the commissioning, assessment and approval process

22. The College will consult and work collaboratively with the NPCC national leads when developing national standards, guidance, shared information and training. In some areas, NPCC may lead and oversee the development of guidance or training that supports changes in national policing practice in line with the College Framework.
23. The key principles and approach to commissioning is set out below:
 - a. The College will provide access to material. The NPCC will not provide a publication route.
 - b. There will be three ways to prepare and publish material depending on national need and legal implications: 'standards', 'guidance' and 'shared information'
 - c. Guidance or training may not be the best way to change policing practice, so the College is providing a fortnightly Solutions Panel call for all those seeking to develop national responses to policing problems to discuss the options upfront.
24. The College will lead the process where there is a need for a **national standard**, supported by a Code of Practice and license to practice. HMIC will use these standards for inspection. As forces 'must adopt' these standards, Chief Constables' Council will be consulted.
25. If there is an agreed national requirement for **guidance** which all forces 'should adopt', the College will produce content in priority areas. Those who have identified a need in other areas may produce content linked to APP by agreement with the College.
26. Forces 'may choose to adopt' other types of **shared information** and tools, where a national requirement has not been agreed. These resources will be made accessible in POLKA.
27. All material will need to reference the evidence base, demonstrate a development process including expert practitioner and stakeholder involvement and be peer reviewed by end users to test operational viability and use.

28. Any in-year requests coming through the Solutions Panel which require significant support from the College will be referred to the College Executive or Professional Committee in order to review and consider resource implications.
29. Standards and guidance will be formally approved by the Co-ordination and Delivery Group (CDG). The CDG will report on decisions made to the Professional Committee. All new standards or guidance (or where there have been significant revisions to existing guidance) which cover high risk, contentious or resource intensive activity for forces and/or the College may be referred to both Professional Committee and the Chief Constables' Council for wider discussion and clearance.
30. The Professional Committee and CDG will support the College Board, or make decisions in line with their delegated authority on whether work should be commissioned.
31. In areas where the Professional Committee does not have delegated authority the final decision will rest with the College Board.
32. The College Board or Professional Committee may decide to:
 - a. Agree the proposed commission.
 - b. Seek further information or amendments, such as on the evidence base, timing or scope.
 - c. Reject the request.
33. Appendix A sets out the approval process for all College products and the respective roles of the Professional Committee, Chief Constables' Council and the College Board.
34. In addition to clause 29 above, at the Professional Committee's discretion some items may be referred to:
 - a. Chief Constables' Council for consideration of operational implementation issues; or
 - b. Police and Crime Commissioners for consideration of affordability and other issues (where relevant, through the APCC).
35. Responsibility for the operational implementation of national standards authorised by the College Board rests with Chief Constables.



Process for resolving difficulties and differences

36. The vast majority of College products and services will be developed in collaboration with relevant co-ordination committee chairs and other policing and external partners through an iterative process. This approach, combined with the role that coordination committee chairs have on the Professional Committee and their membership of Chief Constables' Council, should help to mitigate against products and services failing to receive Chief Constables' Council endorsement. However, there may be rare occasions when difficult issues need to be resolved or agreement cannot be reached.
37. If Chief Constables' Council support is not achieved the NPCC will formally notify the College and request that the outcome from Council be considered at Professional Committee. An iterative process may follow, with the College taking amendments, if considered appropriate, back to Chief Constables' Council setting out how its concerns have been addressed. If agreement cannot be reached, the proposal can be put to the College Board for approval, with Chief Constables' Council objections clearly stated. If the College Board endorses the proposed products or service, a Chief Constable will, where reasonably practicable, comply with the

decision. Chief constables are operationally independent and should make a documented decision should they decide not to implement a national standard. The College and the NPCC would seek/work to avoid such a position wherever possible. HMIC may inspect against national standards.

Media, engagement and communications activity

- 38. The College and NPCC have distinct and separate roles in regard to standard setting and co-ordination of national operational issues. The respective media and public communications responses will reflect these different responsibilities and will focus on building and maintaining separate public profiles.
- 39. However, in some areas there are likely to be overlaps between operational and standard setting issues. In such cases, the two organisations will maintain a dialogue and work collaboratively to determine who will speak for the service on matters of public interest.
- 40. Three important general principles will be honoured by both parties.
 - a. Each body should liaise with the other before releasing information to the media and other external parties that may impact on the other’s roles, responsibilities or reputation.
 - b. Those speaking on behalf of the College and NPCC will ensure that public statements make clear their respective roles and duties.
 - c. If there is a real or potential conflict of interest, senior leaders in the two organisations will agree the approach to be taken, in consultation with their communications leads where appropriate
- 41. This protocol is made between the College of Policing and the NPCC. It will be subject to annual review and the content can be amended at any time by agreement between the Parties. It is signed on their behalf by:

	
Alex Marshall	Sara Thornton
Chief Executive Officer, College of Policing	Chair, National Police Chiefs' Council
Date: 6.1.17	Date: 6-1-17

Appendix A

Approval and consultation thresholds

Minor revisions to existing products or materials requiring national circulation (e.g. MOUs, practice examples).	May be cleared by College Faculty Leads or NPCC committee leads with an update provided to the College's Co-ordination and Delivery Group.
APP and other new policy guidance or significant revisions to existing guidance.	Reviewed and endorsed by College CDG with an update to the Professional Committee. Where appropriate items may be referred to Professional Committee for wider discussion and approval.
High risk/high impact issues requiring a national response and or where development costs (non-resource) are higher than £50K and opportunity costs of implementation for forces are likely to be higher than £1million.	To be approved by Professional Committee with discretion to refer to: a. Chief Constables' Council for consideration of operational implementation issues; or b. Police and Crime Commissioners for consideration of affordability and other issues (where relevant, through the APCC).
Highly controversial issues including those likely to result in potentially significant changes to policing practice, regulation etc.	May be simultaneously referred to Professional Committee for approval, CCC for consultation and Board for final clearance.
Work covering only operational issues.	Approved by CCC with discretion to refer to Professional Committee for consideration.