

College of
Policing

Leadership
Standards
Performance

Enhancing leadership capability

Our leadership development offer
for policing



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Foreword



The landscape that policing operates in is constantly changing and posing new, complex challenges for us all. This demands innovative, evidence-based solutions and strong relationships with our communities. Recent reports have also highlighted the need for better and more inclusive leadership across all ranks and levels. This is imperative in order to improve police culture, cut crime, catch criminals and keep the public safe through continuous improvement.

When I joined the College of Policing, following my time as chief constable for two police forces, I came with a clear vision. The College must be dynamic, relevant to the current issues facing policing, and connected to both the service and the public. A central part of achieving this vision is investing in leadership and providing opportunities for officers, staff and volunteers at every level to acquire the knowledge and skills they need.

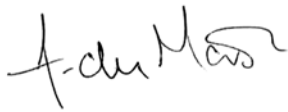
Leadership is not about rank – it's a role that everyone in policing shares. The public expects a new constable who is first at a crime scene to provide leadership, to reassure them that they're safe and that the situation is under control. The leadership shown every day by officers, police staff and the Special Constabulary is just as important as the leadership provided by a force's chief constable.

Our national leadership standards were developed with input from officers, staff and volunteers working across policing. These standards support forces in adopting a culture of strategic thinking, effective communication and collaborative, evidence-based problem solving.

I'm proud that our National Centre for Police Leadership (NCPL) builds on these standards by offering accessible core leadership programmes at all levels. Our operational leadership learning is grounded in real-world experience, featuring inputs from some of the most experienced officers and staff in UK policing. Our courses offer expert learning for people in positions that require significant, role-specific knowledge and skills.

Our future lies in exceptional leaders with a range of backgrounds and experience, who are representative of the communities they serve. This brochure sets out our leadership offer for policing. Only through high-quality leadership, consistent standards and continuous improvement can everyone in policing reach their full potential.

Effective leaders instil confidence, build resilience, boost morale and deliver positive change. When we invest in leadership, we invest in the future of policing.



Chief Constable Sir Andy Marsh QPM

Chief Executive
College of Policing

High-performance policing

Effective leadership is the foundation of good policing. High-quality policing leaders, at all levels, help to embed the right culture, encourage innovation and improve performance, gaining the trust and confidence of the public.

Our leadership development programme provides learning, support and training for every police officer, staff member and volunteer throughout their career. We set world-class leadership standards and practices through our operational leadership training courses and the National Centre for Police Leadership (NCPL), based in the Sislin Fay Allen building on the College's Ryton site.

We focus on leadership skills that will cut crime and result in a high-performing police service. This includes training in:

- problem solving
- leading high-performing and inclusive teams
- financial management
- effective communication
- decision-making skills
- team wellbeing
- resilience
- challenging unacceptable behaviour





Our programmes

Our wide range of leadership programmes offer opportunities for development and progression to everyone in policing, from new recruits to chief officers.

Our five-stage [**police leadership programme**](#) (PLP) covers every part of a career in policing and is aligned to national leadership standards at every level.

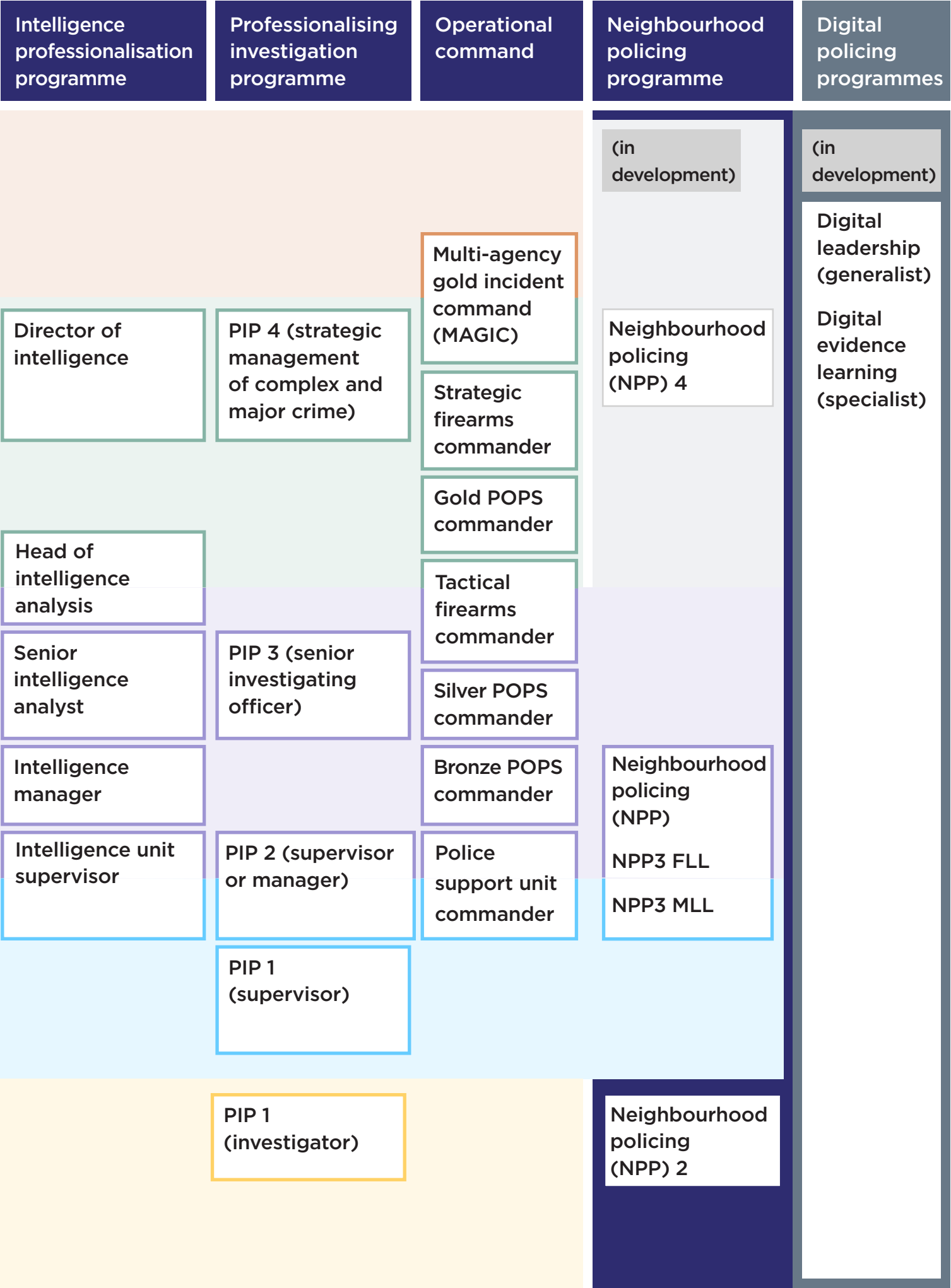
Our [**Fast Track programmes**](#) offer the opportunity to accelerate career progression, while the [**Aspire programme**](#) provides development support for under-represented senior leaders in policing.

We also offer a wide range of specialist operational leadership programmes, which are linked to specific roles across:

- [**public protection**](#)
- [**intelligence**](#)
- [**investigation**](#)
- [**operational command**](#)
- [**neighbourhood policing**](#)

College of Policing core and operational leadership programmes

Leadership standards	Police Leadership Programme	Fast Track programmes	Under-represented groups	Public protection programme
Stage 5 standards (executive) Chief officer or staff equivalent	Stage 5 (executive leaders) Authorising officer			
Stage 4 standards (senior) Superintendent, chief superintendent or staff equivalent	Stage 4 (senior leaders)	Inspector to superintendent	Aspire	Public protection and safeguarding leaders
Stage 3 standards (mid-level) Inspector, chief inspector or staff equivalent	Stage 3 (mid-level leaders)	Constable to inspector		
Stage 2 standards (first-line) Sergeant or staff equivalent	Stage 2 (first-line leaders)			
Stage 1 standards (foundation) Constable or staff equivalent	Stage 1 (foundation leaders)		Specialist sexual assault investigator (SSAIDP) Specialist child abuse investigator (SCAIDP)	



Diversity, equality and inclusion (DEI)

DEI is built into our national leadership standards, our programmes and our NCPL initiatives. We aim to provide leaders at all ranks and levels with the knowledge and skills to:

- champion an inclusive workplace
- challenge and address unacceptable language and behaviours
- ensure that everyone who comes into contact with policing is treated fairly and equally

We are also working with the police service to increase representation of people from under-represented groups at all ranks and levels. We are committed to removing barriers to development and progression for all.

Accessible learning

We provide opportunities to learn and develop through a combination of face-to-face, online and distance learning. Guidance, resources and advice are available 24 hours a day to suit different shift patterns and availability. Some programmes are delivered centrally by the College of Policing, while others are delivered locally within forces.

Our webinars make it possible to learn from senior officers and experts at a time to suit everyone. Most events are recorded and available to watch back online. Our Senior Leaders Hub events secure some of the most highly regarded leaders from policing and other sectors, who share their knowledge and take questions from our future leaders.

Immersive learning

Our immersive Hydra suites use a realistic environment to simulate major and critical incidents. Hydra supports the development of leaders who can conduct strategic and tactical management, make accountable decisions with a clear rationale and apply risk principles.

Immersive learning exercises are interactive and are run in live time. They can include audio, video, documents and role play. This provides a safe environment without real-world consequences, where course attendees can make decisions, challenge peers, work together to find solutions and gain support from experienced officers.

Enhancing leadership capability

When fully implemented, our programmes will help to develop police officers, staff and volunteers who:

- lead with public service, courage, respect and empathy
- challenge unprofessional actions, attitudes, behaviours and language
- use problem-solving approaches and make effective, evidence-based decisions
- are open to innovation and change
- are prepared to face future challenges
- have equal opportunities, regardless of role, rank or background
- reflect the communities they serve

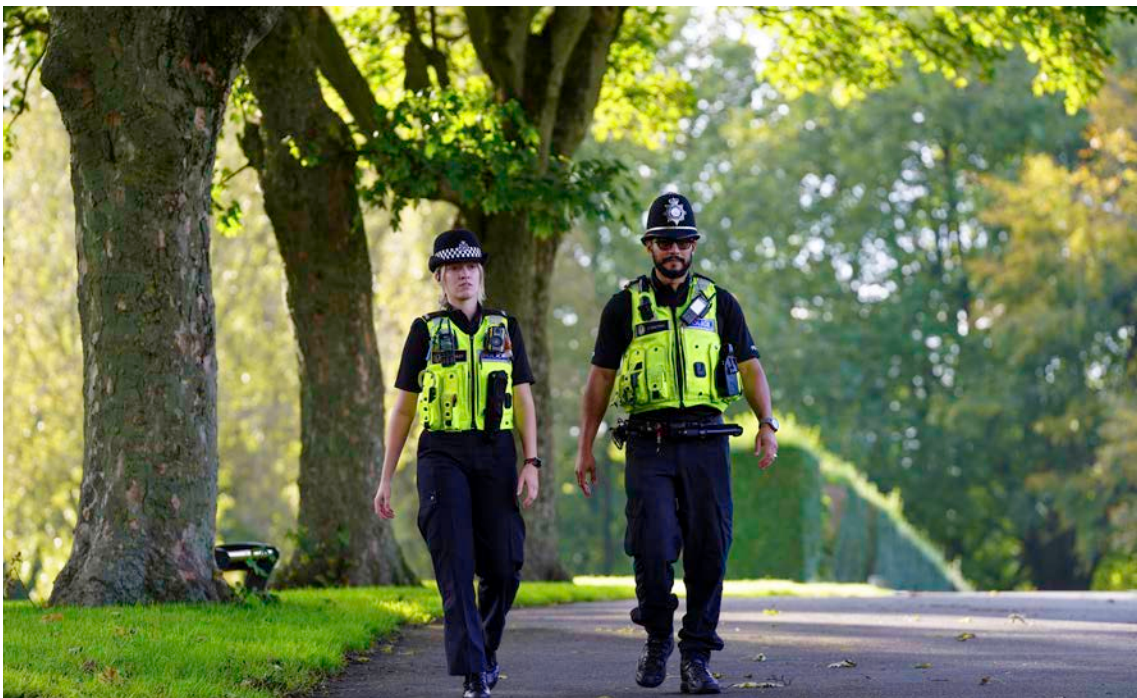
Leadership standards

The national leadership standards provide a clearly defined leadership development framework for everyone in policing, from day one until they leave the service. These standards form the basis of the PLP, across five stages:

- **stage 1 (foundation leadership)**
- **stage 2 (first-line leaders)**
- **stage 3 (mid-level leaders)**
- **stage 4 (senior leaders)**
- **stage 5 (executive leaders)**

The standards outline what is expected of police officers, staff and volunteers at every stage of their career, in terms of their:

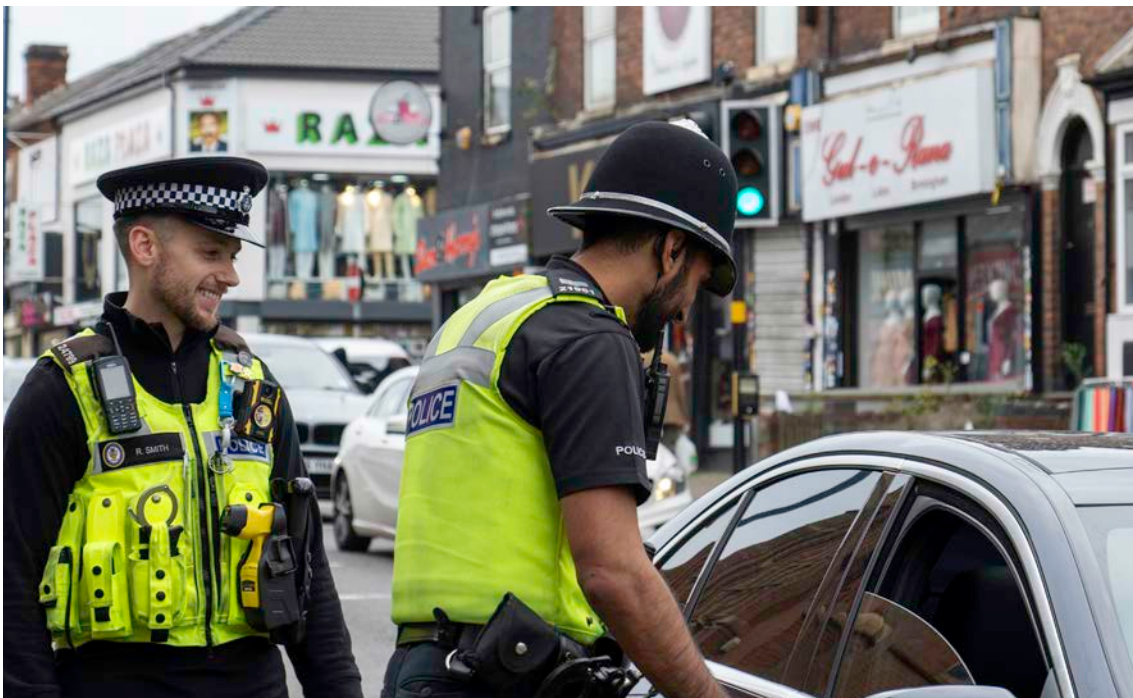
- knowledge and understanding
- skills
- attitudes
- behaviour
- performance



The standards also identify any relevant development opportunities, as well as the requirements for promotion. This allows everyone in policing to map out their own learning, so they can be even more effective in their current position and can reach their desired role or rank. To support this, we provide guidance, training and knowledge-sharing opportunities.

The following considerations are central to every stage of the leadership standards:

- **Code of Ethics**
- **competency and values framework (CVF)**
- **policing professional profiles**
- leadership research
- national policing priorities
- DEI and wellbeing
- problem-solving approaches
- continuing professional development (CPD)



Core leadership development

Police leadership programme

The PLP provides core leadership learning and development for everyone in policing. Each stage provides skills, knowledge and development opportunities to help officers and staff meet the national leadership standards.

Stage 1 (foundation leadership)

Who it's for

- New recruits.
- Anyone requiring stage 1 leadership skills.

Delivery

- Locally by forces, with support and resources from the NCPL.
- If someone enters policing through one of the following entry routes, they will complete stage 1 of the PLP as part of their curriculum:
 - police constable degree apprenticeship (PCDA)
 - police constable entry programme (PCEP)
 - degree-holder entry programme (DHEP)
 - professional policing degree (PPD) (only complete knowledge aspects)
 - special constable learning programme (SCLP)

Content

- The knowledge, skills and understanding required to demonstrate effective leadership.
- Core aspects of leadership performance.
- How individuals operate within a team, the wider policing organisation and the wider community.
- How these skills can help to identify crime prevention opportunities and ways to tackle the issues affecting communities.

Stage 2 (first-line leaders)

Who it's for

- Sergeants and equivalent police staff.
- Anyone interested in further developing their leadership knowledge or skills, even if they are already in a leadership role.

Delivery

- Locally by forces, with support and resources from the NCPL.

Content

- Developing the knowledge and skills learned at stage 1 in preparation for the challenges and opportunities of being a first-line leader.
- Leading a team that acts in the public interest, prioritises public service, cuts crime and improves the safety and wellbeing of the public.
- Coaching, mentoring and assessment.
- Leading stakeholder, community and multi-agency partnerships.
- Taking a problem-solving approach to crime.
- Effective evidence-based decision making.





Stage 3 (mid-level leaders)

Who it's for

- Inspectors, chief inspectors and equivalent police staff.

Delivery

- Locally by forces, with support and resources from the NCPL.

Content

- Advanced knowledge and skills to lead multiple teams as a mid-level leader.
- Leading large projects and operations.
- Managing resourcing.
- Leading innovation.
- Developing successful collaborative partnerships
- Building and maintaining effective relationships with communities and stakeholders.

Stage 4 (senior leaders)

Who it's for

- Senior leaders, including superintendents and chief superintendents or police staff equivalent

Delivery

- By the College of Policing at the NCPL.

Content

- Strategic leadership, focusing on participants' individual strengths and areas for development in a senior leadership role.
- Exploring individual leadership styles.
- Leading inclusive and high-performing teams, with a focus on reducing crime as well as supporting communities and partnerships.
- Effective leadership in complex and demanding environments.
- Implementing strategies to improve policing.
- Making effective evidence-based decisions.



Stage 5 (executive leaders)

Who it's for

- Executive leaders aspiring to chief officer level or police staff equivalent.

Delivery

- By the College of Policing at the NCPL, using a mix of face-to-face and distance learning, as well as workplace activity and a professional placement.

Content

- Identifying, understanding and improving CPD to support progression into a chief officer role.
- Leading complex policing organisations and partnerships.
- Understanding current and future challenges.
- Making high-level, strategic, evidence-based decisions.
- Participants are assessed ahead of, and throughout, the programme to ensure they meet the standards required to perform effectively in senior roles.



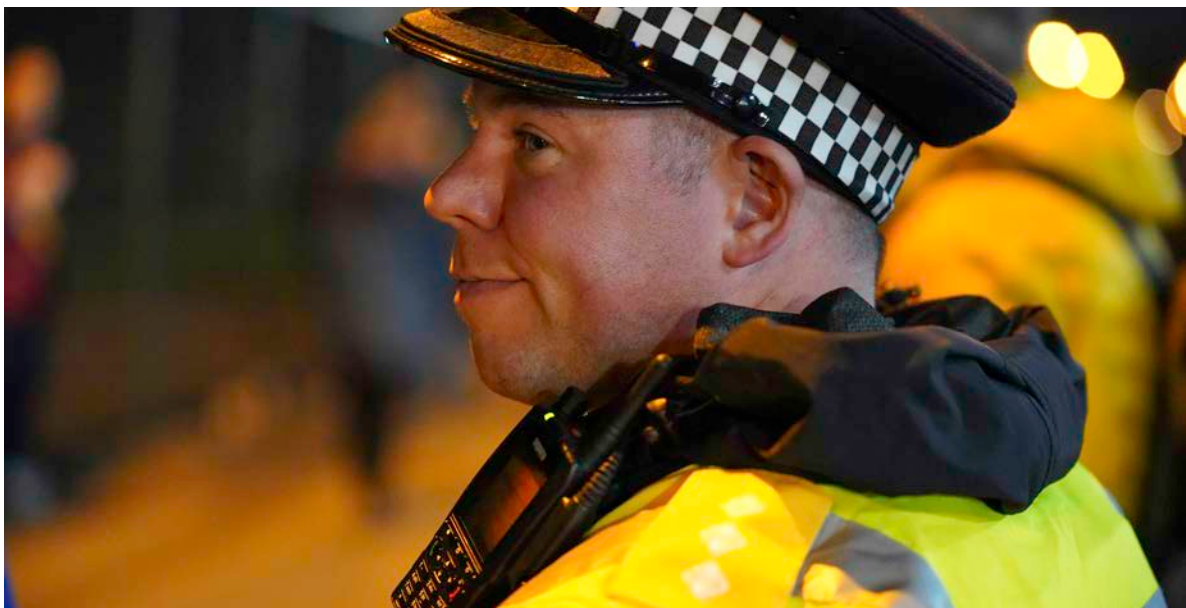
National talent development strategy

The police service is full of talented individuals who work hard every day to keep the public safe. The national talent development strategy aims to help forces develop talent inclusively, fairly and transparently.

Development has traditionally been focused on promotion. This strategy recognises that individuals may prefer to develop within their current roles, or by moving to a different area of policing. This includes providing recognition and development opportunities to talented police staff and volunteers, as well as officers.

The national talent development strategy supports forces to:

- develop and inspire their workforce
- maximise the talent and potential of all officers, staff and volunteers
- improve leadership capability and capacity, with a focus on DEI, transparency and fairness
- identify and develop individuals with senior leadership potential, including those from under-represented groups, both early in their careers and as they progress
- improve succession planning for critical roles in leadership and specialist capability
- meet current and future workforce needs, aligned to force strategy



Fast Track programmes

Our Fast Track programmes identify, develop and support the progression of officers with potential to reach the most senior ranks in policing. These programmes aim to support an increase in the number and diversity of those progressing to chief officer ranks.

Both Fast Track programmes are delivered by the College of Policing, working in partnership with participating forces. The learning content progresses candidates through the relevant stages of the PLP.

Fast Track constable to inspector (FTCI)

- Designed to progress a constable to the rank of inspector within two years.
- The constable attends a national assessment centre, which identifies whether they have the potential to reach the rank of superintendent within their career.

Fast Track inspector to superintendent (FTIS)

- Designed to progress an inspector to the rank of superintendent within two years.
- The inspector attends a national assessment centre, which identifies whether they have the potential to reach the rank of chief officer within their career.

Under-represented groups

As part of its Maximising Potential initiative, the NCPL has a range of resources to enable development and progression by under-represented groups. These include:

- Positive action initiatives as part of Fast Track programmes.
- Maximising Potential conferences, which equip attendees from under-represented groups with a range of tools and techniques to support development and progression.

- Virtual CPD events across a range of subject areas, targeting those from under-represented groups.

Aspire programme

The Aspire programme supports staff and officers from under-represented groups to reach their full potential. It gives access to a strong professional network, peer support and the opportunity to learn from role models.

The Aspire programme is available to those at chief inspector and superintendent ranks, and police staff equivalent. It is delivered by the NCPL, both face-to-face and online.

Candidates can be further supported by executive coaching sessions with a qualified coach. On completion, participants become members of the Aspire Alumni group. This group includes access to dedicated leadership learning materials, bespoke events, workshops and conferences.

Maximising Potential learning package

The forthcoming Maximising Potential learning package will allow aspects of the senior Aspire programme to be delivered locally. This will follow a shorter delivery model and will make best use of the available virtual content.

Coaching and mentoring matching tool

A free coaching and mentoring matching tool is being made available nationally. This will allow everyone in policing to find profiles of coaches and mentors that match their own development needs. For example, individuals from under-represented groups could choose to coach or mentor others from under-represented groups. Individuals who are seeking promotion and/or progression could be coached by someone from the next rank or grade.

Operational leadership programmes

Our operational leadership programmes develop supervisory, management and leadership skills in key areas of operational policing. They meet the expected standards for learning and development across a variety of roles, functions and specialist areas.

Our website provides information on career pathways for several areas of operational policing.

Public protection programmes

Specialist sexual assault investigator development programme (SSAIDP)

Who it's for

- Officers and supervisors in the areas of public protection, building on the professionalising investigation programme (PIP) and stage 1 of the PLP.

Delivery

- Locally by forces.

Content

- Practice and procedures applicable to all stages of these investigations.



Specialist child abuse investigator development programme (SCAIDP)

Who it's for

- Officers and supervisors in the areas of public protection, building on the PIP and stage 1 of the PLP.

Delivery

- Locally by forces.

Content

- Practice and procedures applicable to all stages of these investigations.

Public protection and safeguarding leaders

Who it's for

- Leaders operating at stage 4 of the PLP.

Delivery

- By the College of Policing at the NCPL.

Content

- The roles and responsibilities of partners.
- Priority areas, policy and legislation, and structural procedures associated with public protection.
- Prevention methods.
- Techniques that use an evidence-based approach.
- Sharing of what works locally, regionally and nationally.
- The interfaces between vulnerability, risk management and criminal investigation.

Intelligence professionalisation programme (IPP)

The IPP provides professional recognition of competence across nine specialist roles in policing. Officers and staff on the IPP will gain operational leadership skills as part of their development.

Intelligence unit supervisor

Who it's for

- Leaders operating at stages 2 and 3 of the PLP.

Delivery

- Locally by forces.

Content

- Supervising an intelligence team.
- Supporting and developing the specialist capabilities of an intelligence team.
- Investigative objectives.

Intelligence manager

Who it's for

- Leaders operating at stage 3 of the PLP.

Delivery

- Locally by forces.

Content

- Leading an intelligence team.
- Providing intelligence support to ongoing investigations.
- Developing and maintaining processes, intelligence products and other core intelligence functions.
- Identifying, planning and deploying intelligence resources.

Senior intelligence analyst

Who it's for

- Leaders operating at stage 3 of the PLP.

Delivery

- Locally by forces.

Content

- Decision-making around deploying analytical capability.
- Ensuring that analytical support is provided at a strategic, tactical and operational level to mitigate threat, risk and harm.

Head of intelligence analysis

Who it's for

- Leaders operating at stages 3 and 4 of the PLP.

Delivery

- Locally by forces.

Content

- Setting strategic direction.
- Ensuring that the analytical function is operating in line with force objectives.
- Managing and developing intelligence analysis to inform decision-making and mitigate threat, risk and harm.
- Influencing and contributing to national consultations to develop analytical standards and to ensure they are embedded in an organisational strategy.
- Providing advice, direction and expertise across the force on intelligence-related matters.



Director of intelligence

Who it's for

- Leaders operating at stage 4 of the PLP.

Delivery

- Locally by forces.

Content

- Securing and allocating resources to match the profile of demand and need.
- Ensuring that intelligence resources are deployed effectively to meet the needs of the force.
- Making recommendations to the chief constable for changes, as required.
- Directing, developing and coordinating the intelligence function.
- Setting the strategic direction of the intelligence function and managing intelligence processes.

Professionalising investigation programme (PIP)

PIP is a structured investigative skills development programme. It provides the skills and capabilities to conduct professional investigations at all levels in the police service and law enforcement. An additional programme, PIP 1 (supervisor), is currently in development.

PIP 1 (investigator)

Who it's for

- New recruits.

Delivery

- Locally by forces. Some forces offer the option for police staff investigators to study PIP 1.
- If someone enters policing through the PCDA, PCEP, DHEP or PPD entry route, they will complete PIP 1 as part of their curriculum. PPD entrants only complete knowledge aspects

Content

- Foundation leadership skills.
- Core skills associated with conducting investigations, including the principles and procedures for planning interviews with suspects, witnesses and victims.



PIP 1 supervisor

Who it's for

- Investigative supervisors operating at stage 2 of the PLP (temporary, acting or substantive)

Delivery

- Locally by forces.

Content

Provides essential knowledge, understanding and skills to supervise and lead teams within priority and volume investigations, including:

- Roles and responsibilities associated with file standards, disclosure, charging and court file submissions.
- Ability to supervise and review effective and efficient investigations, ensuring victim support to access justice whilst maintaining the principles of law and fair treatment of suspects.
- Leading others to effectively assess, identify and manage risk and ensure high quality case files.
- Developing and managing effective partnerships with other agencies, including knowledge of how and when to challenge the Crown Prosecution Service (CPS).

PIP 2

Who it's for

- Investigators who have completed PIP1 and who are or are working towards completion of the National Investigators Exam to become PIP 2 registered investigators.

Delivery

- Locally by forces.

Content

Provides advanced knowledge, skills and processes associated with serious and complex investigations, learning the links between

these types of investigations and other criminal activity as well as opportunities available to obtain additional intelligence, including:

- Roles and responsibilities associated with file standards, disclosure, charging and court file submissions.
- The requirements and intricacies associated with witness, victim and suspect care during such investigations, in addition to the psychological and physiological influences of memory and how these impact on the interview process for victims, witnesses and suspects.
- Maintaining own well-being and resilience and those of an investigative team.
- Partnership collaboration associated with offender rehabilitation, as well as understanding the role of specialists and the importance of liaison in relation to complex live (or cold) cases.

PIP 2 (supervisor or manager)

Who it's for

- Leaders operating at stages 2 and 3 of the PLP.

Delivery

- Locally by forces.

Content

- Conducting a supervisory role in relation to investigative plans and specialists.
- Providing appropriate support to investigators.
- Roles and responsibilities associated with file standards, disclosure, charging and court file submissions.
- The differences between – and factors associated with – specific investigations, as well as the supervisory or managerial support required.

PIP 3 (senior investigating officer)

Who it's for

- Leaders operating at stage 3 of the PLP.

Delivery

- Both locally by forces and by the College of Policing at the NCPL.

Content

- Leading major crime or serious organised crime (SOC) investigations.
- Managing the investigative team, including the development of policies and strategies.
- The senior investigating officer (SIO) role in case management and reviews.

PIP 4 (strategic management of complex and major crime)

Who it's for

- Leaders operating at stage 4 of the PLP.

Delivery

- By the College of Policing at the NCPL.

Content

- Undertaking a strategic management role in complex, high-profile or linked series investigations.
- The strategic manager role, including essential interactions with the SIO and gold commander.
- Developing strategies for working with the media and partner agencies that can support the investigation.

Operational command

Police support unit (PSU) commander

Who it's for

- Leaders operating at stages 2 and 3 of the PLP.

Delivery

- Locally by forces.

Content

- Legislation applicable to the role.
- Using the national decision model (NDM) within the command structure.
- Identifying tactics that are compliant with use-of-force guidelines.

Public order public safety (POPS) command courses



Bronze POPS commander

Who it's for

- Leaders operating at stage 3 of the PLP.

Delivery

- Locally by forces.

Content

- Theoretical and practical skills required at public order events.
- The POPS command-and-control structure.
- Practical application of the NDM.
- Developing strategies for events.
- Relevant legislation.

Silver POPS commander

Who it's for

- Leaders operating at stage 3 of the PLP.

Delivery

- Locally by forces.

Content

- Tactical planning around events.
- Route and area reconnaissance.

Gold POPS commander

Who it's for

- Leaders operating at stage 4 of the PLP.

Delivery

- By the College of Policing at the NCPL.

Content

- Acting effectively and safely as a gold commander before, during and after a POPS event.
- Providing effective strategic leadership relating to the POPS command-and-control structure.
- Strategy and tactics relevant to the gold commander's specific role at a pre-planned or spontaneous POPS event.

Tactical firearms commander

Who it's for

- Leaders operating at stages 3 and 4 of the PLP.

Delivery

- Locally by forces.

Content

- Developing and coordinating plans, threat assessments and working strategies.
- Deployment risk assessments.
- Monitoring deployment.
- Developing community impact assessments and other considerations relating to the wider community.

Strategic firearms commander

Who it's for

- Leaders operating at stage 4 of the PLP.

Delivery

- By the College of Policing at the NCPL.

Content

- Strategic command of planned operations and spontaneous incidents involving the deployment of armed officers.
- Tactical activity and its relationship with strategic direction and command.

Multi-agency gold incident command (MAGIC)

Who it's for

- Leaders operating at stages 4 and 5 of the PLP.
- The learning meets the requirement under the Civil Contingencies Act 2004 (CCA 2004) (Contingency Planning) Regulations 2005 for the provision of learning and development for appropriate Category 1 staff who have a role in dealing with major incidents at a strategic (gold) level.

Delivery

- By the College of Policing at sites across the UK.

Content

- Roles and responsibilities as a gold (strategic) commander in a multi-agency context.
- The complexities of strategic command, including planning, JESIP and the joint decision model, legal considerations and specialist support.
- Engaging the media.
- The role of government and the military.

Neighbourhood policing programme

NPP1

Who it's for

Dedicated Neighbourhood policing officers, PCSOs and wider policing roles which impact on Neighbourhood policing.

Content

Supporting the foundation leadership skills, this programme provides essential learning associated with the neighbourhood and community policing function, including applying professional approaches to policing, demonstrating fairness, openness, honesty and integrity.

Covers the principles underpinning community engagement, prevention and problem-solving techniques and tackling anti-social behaviour, in addition to the core role of the police and key partner agencies to support the protection of communities from Serious and Organised Crime and manage offenders in the community.



NPP2

Who it's for

NPP2 is for all neighbourhood teams and those undertaking the core professional practice areas of Neighbourhood Policing.

(Note: Forces may choose for PCSOs to undertake NPP2, if required).

Content

Building on from the NPP1 learning this focuses on techniques to enhance community engagement through community mapping processes and effective communication skills.

Reviewing and supporting neighbourhood policing prevent and protect strategies, including the tools and tactical options to tackle Serious and Organised Crime.

Focuses on enhancing community engagement and applying problem-solving approaches to reduce community tension and encouraging community cohesion.

NPP3

Who it's for

NPP3 is for neighbourhood sergeants and inspectors operating at Stage 2 of the PLP (NPP3 FLL) and Stage 3 of the PLP (NPP3 MLL)

Content: NPP3 FLL

Specific classroom-based learning content which focusses on leading/ supervising as a sergeant / first line leader in a neighbourhood policing context. Learners will develop effective community engagement strategies, understand how to measure and lead staff within the neighbourhood context, develop and maintain meaningful partnership working relationships and continue to establish an evidence-base for neighbourhood policing both at local and force level.

Content: NPP3 MLL

Further classroom-based learning content for mid-level leaders within neighbourhood policing – focussing on setting standards, reviewing what works and why, sharing best practice and learning from others, alongside ensuring alignment with organisational guidance, that their teams operate with legal frameworks and in congruence with the Code of Ethics, in addition to knowing how to support their staff and when to intervene to manage partnerships and stakeholder expectations to ensure efficient service to the community.

Forthcoming programmes

NPP4

- NPP 4 builds on stage 4 of the PLP. It covers the learning required for being a leader at this level in the neighbourhood environment.

Digital policing programmes

A comprehensive digital policing programme is currently being developed, supported by the existing leadership development structure and content.

- The digital leadership programme will initially be aimed at first-line leaders, with appropriate alignment to other leadership stages. This programme will provide attendees with core digital supervisory skills to better manage those elements within their own teams.
- The digital evidence learning programme underpins the development of learning for specialist leaders, such as:
 - digital investigators supervisors
 - digital forensics unit managers
 - communications data single point of contact managers

International leadership

The NCPL promotes the UK's consent-based model of policing. It offers a range of courses that are recognised internationally as benchmarks of leadership excellence.

This includes our prestigious international leadership programme, which runs several times each year and welcomes police leaders from countries across the globe. The programme's four-week syllabus showcases leadership excellence and provides delegates with opportunities to learn about UK methods while considering their own leadership journey.

Working closely with the Home Office and the Foreign, Commonwealth and Development Office, and engaging directly with police forces and organisations across the world, these programmes provide training that helps to build capacity in policing globally. We also welcome direct bookings from forces and partner organisations seeking to participate in or host these programmes.

Contact us

To find out more about any of the programmes featured in this brochure, please visit the leadership page of the College of Policing website.

Alternatively, please contact the relevant team for further information or to offer feedback on any aspect of a programme.

- National talent development strategy: [**talent@college.police.uk**](mailto:talent@college.police.uk)
- Leadership implementation: [**implementation@college.police.uk**](mailto:implementation@college.police.uk)
- PLP – stage 5 (executive leaders):
[**ExecutiveLeaders@college.police.uk**](mailto:ExecutiveLeaders@college.police.uk)
- Senior Leaders Hub: [**hub@college.police.uk**](mailto:hub@college.police.uk)
- Coaching-related queries: [**coaching@college.police.uk**](mailto:coaching@college.police.uk)
- Quality assurance leadership team:
[**CollegeLeadershipQASubmissions@college.police.uk**](mailto:CollegeLeadershipQASubmissions@college.police.uk)
- For locally delivered programmes, please contact the relevant force's learning and development team.

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

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