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## 1. PURPOSE

- 1.1 The Professional Development Programme is being introduced as part of wider police reform which aims to ensure policing is delivered by a professional workforce equipped with the skills and capabilities necessary for the new and complex challenges of policing in the 21<sup>st</sup> century. The vision for the programme is to encourage professional development that is individually owned, driven and valued, to upskill individuals and thereby improve performance of forces.
- 1.2 The Role Profiles Framework underpins a number of College of Policing led initiatives to further the professionalisation agenda, and therefore industry expertise are being sought to provide the best available advice and progress the work quickly.
- 1.3 It is intended that any potential supplier will work closely with the existing Professional Development Programme Team and police forces. The College lead will oversee progress, any issues and quality of the deliverables and will also provide the conduit for any interaction between the potential supplier and police forces and their representative bodies.

## 2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The College of Policing is the professional body for everyone working in policing in England and Wales. It intends to be a not for profit membership organisation and intends to achieve chartered status. Further information on the College of Policing can be found here: <http://www.college.police.uk/Pages/Home.aspx>
- 2.2 The College of Policing has a mandate to set standards in professional development, including standards on training, development, skills and qualifications to ensure consistency across the 43 forces in England and Wales.

## 3. BACKGROUND TO REQUIREMENT

- 3.1 Role Profiles have recently been created for core policing roles and some priority specialist roles, to articulate the required professional standards, skills and competencies for each level and category of role. This work now needs to be expanded to cover the remaining specialist roles and core staff roles as well as some Fire Service roles.
- 3.2 The Leadership Review made a number of recommendations which necessitate changes to the PPF. The review of the rank and grading structures, review of leadership and management development and development of the advanced practitioner concept require a new structure for roles and skills aligned to the new model.
- 3.3 Ministers have expressed their wish to see greater collaboration between the Police and Fire services and have proposed changes to legislation to allow a local Police and Crime Commissioner, in agreement with local fire service authorities, to assume

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responsibility for both police and fire services in their area. This arrangement could see the appointment of a single employer Chief Officer to oversee both police and fire services. Under current legislation the single employee would hold the rank of Chief Constable, but there would no longer be a requirement for them to have served as a Police Constable (thereby potentially allowing Direct Entry albeit for current police chief roles candidates must have served as an ACC or DCC).

- 3.4 Since a joint police and fire service Chief Officer role could potentially be filled by a senior police or fire officer, or indeed by a direct entrant from outside policing in the future, there is a need to establish what the current requirements are for Police Chief Constables and Chief Fire Officers/Chief Executives, so that decisions and policies can be formulated to enable the appropriate attraction, development, selection, training, induction and CPD strategies for such roles.

#### 4. DEFINITIONS

| Expression or Acronym | Definition                    |
|-----------------------|-------------------------------|
| PPF                   | Police Professional Framework |
| PSM                   | Policing Standards Manager    |
| CVF                   | Competency & Values Framework |

#### 5. SCOPE OF REQUIREMENT

- 5.1 A single supplier is required to fulfil the full contract
- 5.2 The professional framework is applicable to all Home Office Forces (in England and Wales)

#### 6. THE REQUIREMENT

##### 6.1 Fire Service Role Profiles and Learning Requirements

Create role profiles for a joint Police and Fire Service chief officer, and their direct reports within the police and fire services. The information required should cover:

- The content of the role in terms of key accountabilities, objectives, tasks or activities, breadth of scope, complexity of roles and freedom to act.
- The requirements of the individual in terms of knowledge, training and accreditations, skills and abilities, and essential experience.

Specifically it is important to ascertain how much of the role is dedicated to operational leadership and what knowledge/training/accreditation is required to discharge those functions, and how much of the role is dedicated to a chief executive functions/leadership and what knowledge/training/education is required to discharge those functions.



**Roles required:**

- Chief Constable and Chief Fire Officer
- Chief Fire Officer (Operational). Within this definition there are a range of CFOs, Metropolitan, County Brigades which often cover wider local community responsibilities and Combined Fire Authorities. Some have joint titles Chief Fire Officer/ Chief Executive.
- Chief Executive (Fire) (Non-operational)\*
- Deputy Chief Constable
- Deputy Chief Fire Officer
- Assistant Chief Constable
- Assistant Chief Fire Officer

\*It is acknowledged that in the fire service some Chief Officer roles are operational and others are not – it would be important to identify the characteristics and requirements for both roles - there is a range of Chief Fire Officer roles covering Metropolitan areas, Combined Fire Authorities and County Brigades.

As both organisations are currently hierarchical, the analysis should take account of those qualifications and accreditations which have been achieved at lower levels of the service (e.g. Legal Knowledge checks at Sergeant and Inspector) and ascertain how necessary that knowledge is at Chief Officer and Chief Constable levels.

It is also requested that the potential supplier conduct an analysis of what a joint police and fire chief role may consist of, what the requirements of an individual in such a role would be and identify the learning needs for these roles to enable post holders to fulfil their responsibilities across both services.

**6.2 Populate remaining Role Profile templates**

Clarify and understand role profile content with stakeholders including role holders, their line managers, force Learning & Development Leads and HR Leads and College Policing Standards Managers to populate all remaining role profiles from the agreed list of officer and core staff roles, using the approved template.

**6.3 Incorporate Competency & Values Framework into Role Profiles**

Clarify and understand role profile content with stakeholders including role holders, their line managers, force Learning & Development Leads and HR Leads and College Policing Standards Managers to identify the appropriate level for each of the 6 CVF competencies and include in the Role Profile for each role.

**6.4 Ensure Alignment with the Role Profiles Platform**

Liaise with the College Digital Services Team to ensure the requirements for the Digital Platform are clearly defined and the correct information is provided, including metadata to support Search functionality, to create a slick and user-friendly interface.



### 6.5 Produce Guidance Documentation

Create end-user guidance for candidates, line managers and HR Leads to explain the purpose of the Role Profiles Framework, how it should be used and how it differs from Job Descriptions.

### 6.6 Help to Socialise the Framework

Provide advice, guidance and documentation to the College Team to help them socialise the Framework with the Police Service, highlighting the benefits and having an armoury of responses to the likely challenges and issues of implementation.

### 6.7 Train the College Team

Provide training to the College Professional Development Team to ensure they understand how to review and update the Role Profiles so that they can maintain the system and update it to reflect any future changes.

### 6.8 Final Approval of Products

Prepare materials and support the College Project Team to present the finished products, and address any queries, at a meeting of the College Professional Committee for final review and approval.

### 6.9 Handover of Products

Make final amendments and hand over the finished products to the College team.

## 7. KEY MILESTONES

7.1 The Potential Provider should note the following project milestones that the Authority will measure the quality of delivery against:

| Milestone | Description  | Timeframe      |
|-----------|--|----------------|
|           | Contract start date  | 10 April 2017  |
| 1         | Produce Role Profiles and learning requirements for joint Police and Fire Service Chief Officer and their direct reports | 28 April 2017  |
| 2         | Train the College Team to maintain the Framework   | 31 May 2017    |
| 3         | Populate role profiles for all remaining national policing officer and core staff roles                                  | 30 June 2017   |
| 4         | Incorporate CVF into Role Profiles   | 30 June 2017   |
| 5         | Create end-user guidance documentation on use of the Framework   | 28 July 2017   |
| 6         | Final revisions, approval and handover of all products   | 18 August 2017 |



7.2 The Potential Supplier shall perform its obligations so as to achieve each Milestone by the Milestone Date.

7.3 Changes to the Milestones shall only be made in accordance with the variation procedure and provided that the Potential Supplier shall not attempt to postpone any of the Milestones using the variation procedure or otherwise (except in the event of a Customer default which affects the Potential Supplier's ability to achieve a Milestone by the relevant Milestone Date).

## **8. AUTHORITY'S RESPONSIBILITIES**

8.1 Provide a Project Lead and Project Manager to oversee the development

8.2 Provide supporting materials to inform the development

8.3 Monitor progress and arrange regular meetings with the Potential Supplier

8.4 Conduit of communication with stakeholders

8.5 Create a communications and implementation strategy to get buy-in from end users

8.6 Create a consultation plan

8.7 Administer workshops: to include arranging venues and inviting delegates

8.8 Quality Assurance - Test & Challenge, advice and scrutiny of products throughout the development

8.9 Approve products

## **9. REPORTING**

9.1 The Potential Supplier will be expected to report progress against agreed plans on a regular basis, and as a minimum fortnightly, via teleconference or face to face meetings, and produce a monthly highlight report.

## **10. VOLUMES**

10.1 The number of Role Profiles to be developed in this contract is likely to be in the region of 150 – 200

## **11. CONTINUOUS IMPROVEMENT**

11.1 The Potential Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

11.2 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

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## 12. QUALITY

- 12.1 The Potential Supplier must be ready to commence work on 10<sup>th</sup> April 2017, and complete each milestone by the agreed date.
- 12.2 The Potential Supplier should maintain good working relationships with the College Team throughout the project and check understanding of the requirements before starting work
- 12.3 The Potential Supplier must work in collaboration with the College team throughout the development, be subject to scrutiny and challenge from the internal governance boards and share products in the developmental stage to enable feedback.
- 12.4 The Potential Supplier should raise issues as soon as they are identified to agree a resolution and be available to answer ad hoc queries by telephone or email within 2 working days
- 12.5 Designs must reflect feedback from internal and external stakeholders, and take into account work already undertaken by the College and its partners wherever possible.
- 12.6 The products must be consistent with the web platform that is being developed to host them
- 12.7 The products should be presented as Word documents, written in plain English, free from jargon, with correct spelling and grammar
- 12.8 The Potential Supplier must be willing to work in an arena of uncertainty and be prepared to amend plans and be responsive to changes in the policing landscape that may impact development of the products.

## 13. PRICE

- 13.1 Prices are to be submitted via the e-Sourcing Suite, Appendix E excluding VAT.

## 14. STAFF AND CUSTOMER SERVICE

- 14.1 The Authority requires the Potential Provider to provide a sufficient level of resource throughout the duration of the PFD Contract in order to consistently deliver a quality service to all Parties.
- 14.2 Potential Provider's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract.
- 14.3 The Potential Provider shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

## 15. SERVICE LEVELS AND PERFORMANCE

- 15.1 The Authority will measure the quality of the Potential Supplier's delivery by:

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| KPI/SLA | Service Area    | KPI/SLA description  | Target |
|---------|-----------------|--|--------|
| 1       | Timescales      | All products listed within each Milestone must have been completed to the Authority's satisfaction by the due date.                              | 95%    |
| 2       | Quality         | Products meet the standard set out in the Role Profile Product Description (See Annex A)   | 100%   |
| 3       | Reporting       | Highlight Reports must be submitted by the due date.   | 95%    |
| 4       | Communication   | The Potential Supplier must maintain good working relationships with the College Team and keep them informed of progress throughout the project. | 95%    |
| 5       | Variation       | Any variation on the agreed project plan or scope of work must be agreed by the College Team.  | 100%   |
| 6       | Risk Management | Any risks or issues that may impact success must be escalated to the College Team within 2 days.   | 95%    |

15.2 If the Potential Supplier fails to achieve any of the agreed milestones the Authority reserves the right to terminate the contract with immediate effect.

**16. SECURITY REQUIREMENTS**

16.1 The Potential Supplier must guarantee that all material used in the research will be treated as entirely confidential and that the anonymity of all parties involved will be preserved entirely.

16.2 Tenderers must provide information on data management and security in their bids, and supply details about team members who are vetted. The Potential Supplier must also confirm their ability to comply with the College of Policing Limited Security Requirements Document. If suppliers are required to access any information classified as OFFICIAL – SECURE or higher then suppliers will be required to be vetted to Baseline clearance level Non-Police Personal Vetting 2.

16.3 The successful supplier will be required to comply with the College Security Aspects Letter on award of the contract (please see Annex B).





## 17. INTELLECTUAL PROPERTY RIGHTS (IPR)

17.1 “Intellectual Property Rights” means all patents, rights to inventions, utility models, copyright and related rights, trademarks, service marks, trade, business and domain names, rights in trade dress or get-up, rights in goodwill or to sue for passing off, unfair competition rights, rights in designs, rights in computer software, database right, topography rights, moral rights, rights in confidential information (including know-how and trade secrets) and any other intellectual property rights, in each case whether registered or unregistered and including all applications for and renewals or extensions of such rights, and all similar or equivalent rights or forms of protection in any part of the world.

17.2 All intellectual property rights in any materials provided by the Customer to the Supplier for the purposes of this Agreement shall remain the property of the Customer but the Customer hereby grants the Supplier a royalty free, nonexclusive and non-transferable licence to use such materials as required until termination or expiry of the Agreement for the sole purpose of enabling the Supplier to perform its obligations under the Agreement.

17.3 In the event that the Supplier uses any third party copyright or other intellectual property in its performance of the Services, it hereby represents, undertakes and warrants to the Customer that it shall possess and maintain all necessary licences, authorisations and consents for the Supplier and the Customer to use (with a right to sublicense) such copyright or intellectual property for the purposes of this Agreement.

17.4 All intellectual property rights in any materials created or developed by the Supplier pursuant to this Agreement or arising as a result of the provision of the Services shall vest in the Customer and the Supplier hereby assigns by way of current assignment of future rights with full title guarantee free from any restrictions or third party right, all such Intellectual Property Rights to the Customer and undertakes to procure that any third party engaged by the Supplier to produce materials pursuant to this Agreement shall assign such Intellectual Property Rights to the Customer.

17.5 The Supplier shall indemnify, and keep indemnified, the Customer in full against all costs, expenses, damages and losses (whether direct or indirect), including any interest, penalties, and reasonable legal and other professional fees awarded against or incurred or paid by the Customer as a result of or in connection with any claim made against the Customer for actual or alleged infringement of a third party’s intellectual property arising out of, or in connection with, the supply or use of the Services, to the extent that the claim is attributable to the acts or omission of the Supplier or any Staff, agents or subcontractors (including students).

17.6 The Supplier shall obtain waivers of all moral rights in any materials created or developed by the Supplier pursuant to this Agreement or arising as a result of the provision of the Services to which any individual is now or may be at any future time entitled.

17.7 For the avoidance of doubt, this Clause 9 shall survive the expiry or earlier termination of this Agreement.

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**18. PAYMENT**

- 18.1 Payment will be made following satisfactory delivery of pre-agreed certified products at the end of the project.
- 18.2 Before payment can be considered, the invoice must include a detailed elemental breakdown of work completed and the associated costs.

**19. LOCATION**

- 19.1 The location of the Services will be carried out at the Supplier's location. It is anticipated that much of the work will be desk based, though some visits to the College of Policing sites for meetings and consultation events will be required.