

Fast Track programme handbook

For police forces and
Fast Track programme
members in the policing
profession of England
and Wales.



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1 Aims of the Fast Track programme

The Fast Track programme is provided for by Police Regulations 2003 and the Police (Promotion) Regulations 1996. It supports the **National Policing Vision** in helping the successful implementation of force talent management strategies by:

- Attracting, identifying and developing the most talented constables from within the police service who will bring new perspectives, diversity of thought and backgrounds, have a positive influence supporting the continuous development of policing, and impact on the management and culture of the service
- offer a development programme and promotion mechanism that supports individuals to advance to the rank of inspector within two years for serving constables and to reach the senior ranks of the service (at least superintendent)
- support individuals' continuing development to provide a cadre of officers with the skills, experience and capacity to reach senior ranks of the service.

2 Quality assurance

As the body responsible for setting professional standards for policing, the College of Policing has set national minimum requirements (NMRs) that forces must adhere to in order to successfully implement and deliver the programme.

These requirements have been agreed by the Fast Track and Direct Entry (FTDE) Quality Assurance and Evaluation Steering Group, a sub-group of the FTDE Professional Reference Group.

The overarching rationale for the NMR is to define the critical success factors for effectively and consistently implementing the programme and support local planning to address the following key concerns:

- to attract and retain the most talented individuals as police officers, we need high standards to avoid them leaving to join what they see as better talent management programmes
- as Fast Track is a locally implemented national programmes, we need to ensure standards are met at a national minimum level
- the College must meet periodic progress reporting requirements to its stakeholders on programme implementation as part of its continuous improvement processes – performance against these NMRs will support those reports and help the College develop a knowledge and evidence base of what works in terms of programme implementation
- evidence collected as part of this process will support local force quality assurance and evaluation requirements
- the College is required to submit an evaluation report to Parliament in 2019 on how successfully the programme has been implemented and performance against these NMRs will support that report.

The document used to support the quality assurance of the scheme is the FTDE Planning and Implementation Tool. This will be used by the force single point of contact (SPOC) and College Fast Track lead to track and improve the implementation across the force.

Appendix A outlines the NMRs incorporated in the Planning Implementation Tool. Review these regularly to ensure that the NMRs are being met and also for forward planning to ensure that measures are in place to meet significant events such as the application process.

Also use the Planning and Implementation Tool when inducting a new force SPOC into the role.

3 Governance roles and responsibilities

3.1 The Fast Track and Direct Entry Professional Reference Group

The Fast Track programme is one of five programmes managed by a Consolidated Governance Board. The other four are the High Potential Development Scheme (HPDS), the Direct Entry (Inspector) programme, the Direct Entry (Superintendent) programme and the Direct Entry (Chief Constable) programme. More information on these programmes can be found on the **HPDS** and **FTDE** web pages.

3.2 The College of Policing

The College has appointed a FTDE programme lead who is responsible for the national implementation of the four FTDE programmes. This responsibility includes acting as a link between the national programme board and forces and liaising with all other national senior stakeholders for these programmes on behalf of the College.

To assist in this, the FTDE programme lead has appointed a Fast Track lead who acts as the overall College SPOC for participating forces and programme members and will work with nominated force SPOCs to successfully implement the Fast Track programme in forces.

3.3 Forces

Participating forces are required to nominate a member of the chief officer/ executive team to have overall responsibility for successfully implementing the Fast Track programme in-force and for ensuring compliance with any national regulations, policies and guidance (national minimum requirement A1).

Forces are also required to designate a senior member of staff as a SPOC to work closely with the College Fast Track Lead and to have primary responsibility for managing the implementation, delivery and end-to-end quality assurance of the programme, ensuring the currency of the programme management in-force on a day-to-day basis (national minimum requirement A1).

The force SPOC is also responsible for ensuring an approach to communication that informs all relevant stakeholders of programme regulations, policies, procedures and guidance, as well as other relevant national and local regulations, policies, procedures and guidance (national minimum requirement A1). Relevant stakeholders include:

- programme members
- line managers
- trainers
- assessors
- mentors
- workplace coaches
- local staff associations.

4 Monitoring and evaluation

The police service is committed to attracting, developing, progressing and retaining highly talented officers who are members of under-represented groups so that the service can reflect the community it serves. In implementing the programme, forces and the College have a statutory duty to comply with the provisions of the Equality Act 2010 and must, in particular, give due regard to the public sector equality duty which came into force on 5 April 2011 (national minimum requirement B1). They must also ensure compliance with the Data Protection Act 1998 regarding information gathered, stored or used in the programme.

To do this and to assist with nationally monitoring and evaluating the programme, forces are expected to set out a monitoring and evaluation strategy that corresponds to that being led by the College (national minimum requirement C1). This is necessary to support the College in meeting the requirement placed on it in the FTDE commission from the Home Secretary to submit an evaluation report to Parliament in 2019. It is also necessary for the College to meet its annual reporting requirements to its stakeholders on how well the programme has been implemented and for it to begin establishing an evidence base on what the programmes have delivered.

5 Eligibility

5.1 Forces

All Home Office forces in England and Wales are eligible to take part in the Fast Track programme. Other recognised forces can also take part in the programme, subject to agreement with the College about the service to be provided, College capacity and payment in line with the arrangements determined under the College policy on charging.

All forces which have indicated they would like to participate in the programme must give firm output numbers within the timescales set by the College.

5.2 Serving police constables

At the point of submitting their application form, serving police constables (of only constable rank) must:

- be sworn into a Home Office police force in England and Wales, or by another recognised non-Home Office police force
- not be substantively or temporarily promoted undertaking National Police Promotions Framework (NPPF) Step 4 (on a work-based assessment (WBA) programme).

Officers can still apply if they have been successful at Step 3 but are still on a 'select list' awaiting posting and promotion to temporary sergeant at time of submitting their application. They may hold an Objective Structured Performance Related Exam (OSPRES®) Part I or II qualification, and be an acting sergeant or temporary sergeant other than NPPF Step 4 (WBA – see status on appointment and during the programme in relation to any qualifications attained following application.)

Initial Police Learning and Development Programme (IPLDP) constables may apply in their probationary period, but they must achieve all learning standards in the IPLDP and demonstrate achievement of the assessment criteria associated with the Diploma in Policing (or equivalent standard in the case of the Metropolitan Police Service) before commencing the first Fast Track College module. Forces are responsible for ensuring that the timelines are possible before recommending officers for the programme.

Although there is no requirement for serving police officers to hold a degree, the force must be satisfied that:

- there is substantial and compelling evidence that the individual is likely to be able to cope with the intellectual and academic demands of the Fast Track programme
- the individual has defined skills and abilities that are in demand in the force and are aligned to the force's future success.

Police Constable Degree Apprenticeship (PCDA) constables may apply in their probationary period, but must have achieved Full Operational Competence and must have successfully achieved their degree before commencing the first College Fast Track module. Forces are responsible for ensuring that the timelines are possible before recommending officers for the programme.

The force must be satisfied that:

- the individual has defined skills and abilities that are in demand in the force and are aligned to the force's future success.

Degree Holder Entry Programme (DHEP) constables may apply in their probationary period, but must have achieved Full Operational Competence and must have achieved the Graduate Diploma in Professional Policing Practice before commencing the first College Fast Track module. Forces are responsible for ensuring that the timelines are possible before recommending officers for the programme.

The force must be satisfied that:

- the individual has defined skills and abilities that are in demand in the force and are aligned to the force's future success.

Constables who have joined with a 'Pre-join' Degree in Professional Policing may apply in their probationary period, but must have achieved Full Operational Competence before commencing the first College Fast Track module. Forces are responsible for ensuring that the timelines are possible before recommending officers for the programme.

The force must be satisfied that:

- the individual has defined skills and abilities that are in demand in the force and are aligned to the force's future success.

5.3 Members of the High Potential Development Scheme

Officers who are current members of the HPDS are not eligible to apply for this Fast Track programme.

5.4 Inter-force transfers

A police constable who is in the process of transferring between forces during the selection process and wishes to apply for the Fast Track programme requires the endorsement of the force they are serving in on the application date. They also require the continual endorsement of the receiving force. If not already doing so, the receiving force must agree to participate in the Fast Track programme and to the provisions set out in this handbook.

Fast Track officers who wish to transfer between forces while on the programme will require the continual endorsement of the receiving force. If not already doing so, the receiving force must agree to participate in the Fast Track programme and to the provisions set out in this handbook. If the force fails to endorse the officer, they will exit the programme should they change force.

6 Attraction

Forces must consider their approach to attracting officers to the scheme through their talent management programmes and performance development review (PDR) process. They should pay particular attention to new recruits who stand out during their initial training as having the potential to reach senior ranks.

Forces should use strategies to attract candidates from groups who are disproportionately under-represented in the force and by rank (national minimum requirements B1 and D2).

7 The application process

The College provides guidance and support regarding the application and selection process by making relevant documents available through the **Fast Track programme for serving constables** web pages. Forces are, however, responsible for ensuring they have the necessary resources in place to manage the candidate application process locally. This will entail hosting the national online application form via the force home website and ensuring any additional criteria set out by a force is published and can be uploaded to the national application form.

Before applying for the Fast Track programme, officers must ensure they meet the eligibility criteria and complete the **High Potential Development Tool** and review the competencies set out in the **Competency and Values Framework for Policing (CVF)** document to determine their suitability to apply.

Forces select which candidates to put forward to the national assessment centre from the applications received, which requires support at chief officer level. This must be done in line with the timescales set by the College. Forces must ensure that the application process put in place as part of the selection of candidates (eg, application form sift, interview, assessment centre) is objective, fair, valid and reliable.

The force approach should give specific consideration to how the sifting process appropriately reflects the programme aims of identifying individuals from diverse backgrounds with new perspectives. The College will provide a guidance pack to support good practice in this respect which forces should follow (national minimum requirement E1).

The number of candidates a force may put forward to the assessment centre is based on a ratio set by the College against the number of vacancies the force has stated it needs to fill. Forces are advised of this at the start of each year's application process.

If a force wishes to put forward further candidates, it may do so in agreement with the College, subject to capacity. Candidates who have attended the national assessment centre and have been unsuccessful on two occasions will not be eligible to attend for a third time. Being successful but not selected by a force, however, will not count as an unsuccessful attempt. After a period of five years, the candidate may reapply to the programme.

8 The national assessment centre

The College delivers the national assessment centre, which is held annually, where sufficient demand exists. The centre is administered in line with the specific policies and processes set out in the Fast Track National Assessment Centre Rules and Procedures document. This and any other details and guidance related to the assessment centre can be found on the following websites:

Fast Track programme for serving police constables Accommodations and Reasonable Adjustments for Candidates

The selection process may vary from year to year but is based on three specific criteria:

- the ability to reach and perform competently in the rank of inspector in two years
- the potential and motivation to reach at least the rank of superintendent during their service
- the ability to bring new ways of thinking and different perspectives into the police service and to effectively influence the way that policing operates.

The College will notify forces of the assessment centre results within the predefined timescales.

Only candidates who meet the standard at the assessment centre are eligible to join the programme. A successful result at the assessment centre is only valid for the programme starting that year. If a candidate is unable to complete the assessment centre due to unforeseen and exceptional circumstances, such as serious illness, their application may be carried forward to the assessment centre in the following year without this counting as one of their two attempts. This is subject to the decision made by the Reports and Disqualification Panel outlined in the rules and procedures, further vacancies in their chosen force and ongoing support from their sponsoring force, which is required to resubmit their application.

Candidates will receive feedback on their performance to help them better understand their performance at the assessment centre and to begin to identify their strengths and areas for development. Successful candidates who will be joining the programme are encouraged to reflect on this feedback and incorporate the results into their personal development plan (PDP) (see **14.3 Personal development plan**). Forces should use this feedback to best place the candidate in roles and to support the candidate's specific development.

The Fast Track programme will initially allow candidates to attend the assessment centre twice. Should the candidate fail at the assessment centre on two occasions (being successful but not selected by a force does not count as an unsuccessful attempt), they will be barred from attending the assessment centre for a period of five years in order to develop themselves professionally. After a period of five years, the candidate may reapply to the programme.

9 Final candidate selection

Once the College has advised forces of which candidates have met the required national standards and are eligible to join the programme, forces select who they want to enter the programme. Forces make the final selection in line with local workforce requirements. Providing that the candidates meet the national standard, forces must take their pre-specified required number.

If a force finds it has more candidates who met the standard than the number of vacancies it nominated, it may request additional places on the programme. The College may allow this, subject to overall cohort numbers and capacity to service the programme.

The size of a cohort needs to have a degree of flexibility as it will be determined in line with local workforce requirements and College capacity.

10 Status on appointment and during the programme

For the purpose of registering for the NPPF, promotion regulations and other policies, candidates are considered to be programme members once selected following the national assessment centre, until they complete their final year or exit the programme. The programme, however, commences with the first College module.

Serving constables in their probationary period who have been recommended at the assessment centre need to have completed their IPLDP and to have reached the standards of the awarding body for the Diploma in Policing before commencing the first College module. Any remaining period of probation ends at the point of promotion to temporary sergeant in line with Police Regulations 2003 (regulation 12).

Furthermore, officers who, since applying for the Fast Track programme, have already passed OSPRE® Part I and have been successful in an NPPF Step 3 promotion process, may start the programme as a temporary sergeant. Those who have already passed OSPRE® Part II and a promotion board since applying for Fast Track may, at the discretion of their force, start the programme as a substantive sergeant. They will, however, still be subject to completing the NPPF WBA requirements, legal knowledge examination and all other College requirements of the Fast Track programme.

If, for any reason, a Fast Track officer exits the programme, they do so at the substantive rank that they have achieved at that point. Their service from that point will be governed by standard regulations and any continuation of temporary promotion will be a local decision

11 Programme structure

11.1 Core learning and assessment objectives

The Fast Track programme is a two-year programme. Its focus is on leadership, management and providing operational skills, knowledge and experience. It develops and assesses the qualities and competencies required to perform at the rank of operational uniformed inspector within two years for serving police constables.

It also prepares them for their future career development to senior leadership roles in policing. After successfully completing the programme, participants are expected to have:

- achieved a pass at NPPF Step 2 inspectors' knowledge examination
- achieved all learning standards in the Fast Track programme curriculum by attending all the College Fast Track modules
- achieved all learning standards in the Core Leadership Programme (CLP) at sergeant and inspector level via in-force development and self-study
- performed effectively in the rank of sergeant in line with the core competencies of the rank and achieved all sergeant-level WBA units
- completed all mandatory aspects of the Fast Track programme
- demonstrated readiness for promotion to inspector through completing the performance assessment report (PAR) and commencing the inspectors' WBA in line with NPPF.

11.2 Programme content and delivery

The programme involves a blend of mandatory national core learning products, including the CLP and NPPF, which are set by the College and delivered by force and self-study. The programme also includes mandatory Fast Track programme modules which are delivered by the College. These modules provide strategic leadership learning over and above CLP.

The dates of the College modules will be published before the start of the programme and there is an expectation that all programme members will attend unless annual leave has been booked prior to commencing the programme. Should the dates of the modules change from those initially published and clash with pre-booked annual leave then this leave will be honoured.

See **appendix B** for the programme content and delivery timetable and the NPPF for more information. In addition, search the National Police Curriculum (NPC) hosted on College of Policing Digital Service (formally NCALT) for further information on CLP and how these products align to NPPF WBA units.

Fast Track officers are required to complete all elements of the programme to meet the required standard as set out in this handbook. Failure to achieve this will result in officers exiting the programme. See Appeals and NPPF guidance on appeals for information on the appeals process.

Where a force delivers elements of the programme, it must ensure they reflect the national core curriculum for IPLDP and CLP (national minimum requirement F1 and F2). It is the responsibility of the force chief officer lead to ensure programme members are released as required to attend mandatory parts of the College programme.

There is flexibility in the programme for forces to include development opportunities or training not specified by the College. In doing so, however, the force must ensure this is clearly supported by identified, specific requirements of the force or the programme member's PDP (national minimum requirement G3).

11.3 Custody attachment

An in-force custody attachment is a mandatory aspect of the programme. It is recognised however that each force may want to approach this attachment in differing formats taking into consideration the development needs of the officer but also the operational needs of the force.

In order to meet both force, individual and programme outcomes the following custody options can be adopted by forces:

- Completion of custody course followed by a period in the role of custody sergeant for up to a max period of 3 months.
- Completion of the Custody learning outcomes (see appendix 4) to be delivered in force in the most appropriate format for the officer and force including a period of 2 weeks shadowing in custody. This will be signed off on the PAR confirming the learning outcomes have been delivered and the period of shadowing has been undertaken.

11.4 Community project

Fast Track officers must undertake a placement in the community working with a diverse group of people as part of their personal development. This will not only increase officers' self-awareness but also allows them to develop key transferable skills such as leadership, communication and problem solving in a non-policing environment.

This can be achieved in a number of ways. To assist forces with this aim, a partnership has been formed with The Prince's Trust to enrol Fast Track officers on the Team for Employees programme. This is a flexible, real-world learning and development opportunity in which participants undertake 20-day placements working directly with a diverse group of unemployed young people who are taking part in a broader 12-week programme.

Through the Team for Employees programme, officers have the opportunity to gain external leadership experience working alongside young people not

in education, employment or training. These activities also benefit the local community and help young people by providing support, challenging perceptions of the working environment and broadening the social mix of the team. Access to The Prince's Trust project should be negotiated between the programme member, the force and The Prince's Trust to reflect the needs of the local community and force leadership requirements (national minimum requirement F3).

Alternatively, forces may already have relationships with local partners and charities which could provide the same opportunities to The Prince's Trust. This route can be used to achieve this objective to a maximum of 20 days abstraction.

Officers who join the scheme may have undertaken such activities in previous roles. The force SPOC and College Fast Track lead should discuss the matter to see if there is any added benefit of these officers undertaking such a project.

11.5 Investigators' career pathway

Forces will have their own resourcing needs and each Fast Track officer will have their own preferred career pathway based on their experience, knowledge and career aspirations. The Fast Track programme is therefore flexible to accommodate these needs. As such, Fast Track officers considering a career within investigation (who are supported by their force) are able to use the 'Direct entry and lateral route' for entry and development as stated in the Professionalising Investigations Programme (PIP) Programme Policy 2016.

The PIP Programme Policy 2016 sets out the investigative career pathways at PIP 2 Supervisors' and PIP 2 Managers' level, mapping out the lateral and direct entry route. It is at the discretion of each force which level and route are most appropriate for each officer, based on their own personal circumstances, knowledge and experience.

Fast Track officers joining the scheme who are already in an investigative role may undertake their detective sergeant WBA, if it is in their best interest and within the force's resource planning. Officers must bear in mind that they will be promoted to temporary inspector within two years.

Forces may wish to consider a rotation in the investigatory environment to give officers the opportunity to consider if this is an area they wish to pursue. This could also be used for them to demonstrate their suitability by collecting evidence to meet the 'robust assessment and selection mechanism' as detailed in the PIP Programme Policy 2016.

Depending on the pathway taken, it may be applicable to extend the Fast Track programme. This can be in order to accommodate an additional period of development to meet the PIP Programme Policy 2016 assessment and selection mechanism, which will need to be considered on a case-by-case basis in conjunction with the College and force.

12 Assessment

The purpose of the assessment is to ensure officers are assessed in a fair, valid and transparent manner, which enables them to demonstrate the knowledge, skills and understanding required to perform at each rank throughout the programme.

The standards for in-force assessments will be set and quality assured by the College. With regard to the programme delivery and assessment, force staff undertaking the roles of trainer, assessor and verifier must be skilled to the level of the College standards for these roles (national minimum requirement F2). Those standards are:

Police Sector Standard for the Training of Trainers

Police Sector Standard for Training of Assessors

Police Sector Standard for the Training of Internal Verifiers

The high-level assessment is made of defined points of assessment during the learning phase of core College products and examination.

These consist of:

- NPPF Step 1 – Competence in current rank
- NPPF Step 2 – Inspectors’ knowledge examination
- NPPF Step 4 – Sergeants’ WBA
- NPPF Step 3 – Inspectors’ PAR completed and supported by chief officer.

Fast Track officers are required to successfully complete all mandatory elements of the programme. Failure to achieve assessment or a pass will result in officers exiting the programme and reverting to the substantive rank achieved at that point and to a standard track career path. Appeal processes exist at each assessment stage, detailed in the guidance of the particular assessment or examination being undertaken.

To ensure officers are on track to successfully complete all assessment components, forces should undertake regular one-to-one and performance reviews with the Fast Track officer throughout the programme.

12.1 NPPF Step 1 – Competence in current rank

The purpose of this step is to ensure suitability to enter the promotion process. Candidates accepted onto the Fast Track programme who are supported by their force will be considered as meeting the NPPF Step 1 eligibility criteria.

As such, they may register for the NPPF promotion process. This includes officers during their 12-month probationary period and substantive constables joining the programme. Officers should submit applications to register for NPPF at Step 1 via the force examination officer.

12.2 NPPF Step 2 – Inspectors' knowledge examination

The purpose of this step is to ensure appropriate legal knowledge relevant to the ranks of sergeant and inspector. The pass requirement in the Inspectors' NPPF Step 2 (legal knowledge examination) is an absolute standard (set pass mark). Those officers who achieve a score equal to or above the set pass mark are awarded a pass. In order to remain on the programme, Fast Track officers must achieve the required pass mark of 65% (or above) in the NPPF Step 2 Inspectors' examination.

Responsibility remains with the participating force and the programme member to register at Step 1 of the NPPF to ensure attendance at the Inspectors' knowledge examinations. Officers should register through the force examination officer in the conventional way.

Officers achieving between 55% and below 65%, subject to their chief officer's approval, will be allowed the opportunity to remain on the programme. Such officers will be provided a retake opportunity in year two.

Those officers who are already Sergeants' NPPF Step 2 or OSPRE® Part I qualified and fail to score above 55% will be allowed the opportunity to remain on the programme subject to the approval of their chief officer lead. Such officers will be provided a retake opportunity in year two.

Failure to achieve 65% at the second attempt will result in removal from the programme, reverting to the substantive rank achieved at that point and to a standard track career path.

If candidates reach the standard required for Inspectors (65%) then they will be considered to have passed both examinations. If candidates reach the standard required for Sergeants (55%) but not the standard required for Inspectors' (65%) they will be considered to have passed the Sergeants' NPPF Step 2 Exam.

A pass at the NPPF Step 2 Inspectors' exam will remain valid for five years for those who choose to defer from the programme. See 13. Deferrals.

Forces are responsible for providing their own coaching and support for officers taking the NPPF Step 2 knowledge exam. The College will not provide funding for or endorse any particular provider of examination study. Forces must also apply their own policy with regards to any study leave provision.

12.3 NPPF Step 4 – Sergeants' work-based assessment

The purpose of this step is to:

- provide candidates with an opportunity to demonstrate competence in the rank.
- assess existing candidates against the Regulated Qualifications Framework (RQF) units with a view to their achieving substantive promotion at the end of the 12-month assessment (the RQF units are based on the current National Occupational Standards).

The NPPF includes a WBA for officers temporarily promoted to and undertaking the duties of sergeant. The purpose of the WBA is to provide officers with an opportunity to demonstrate competence in the rank.

The Fast Track programme has a greater level of expectation than previously required in the OSPRE® Part II assessment of competence. Therefore, regardless of attainment of an OSPRE® Part II qualification and/or success at any promotion boards since applying for (but prior to commencing) the Fast Track programme, all programme members must demonstrate competence in the rank of sergeant in line with the NPPF policy.

This means that officers who already have an OSPRE® Part II sergeant pass will still be required to undertake the NPPF Step 4 WBA. It will, however, be a local force decision as to whether those officers undertake the WBA as a substantive sergeant (while on probation) or as a temporary sergeant in line with the NPPF.

Officers who have passed OSPRE® Part II and a promotion board and who opt to still do the Fast Track programme are also required to undertake the NPPF Step 4 WBA for the reason stated above. It is at the force's discretion as to when these officers are promoted to substantive sergeant. This may happen prior to the start of the programme.

Programme members will be prioritised at NPPF Step 4 over and above other officers, even if there are limited places. This means that, although Fast Track officers are required to meet the same standards, they can progress more quickly than normal promotion opportunities may allow while demonstrating the appropriate level of competence. An officer's failure to gain promotion will trigger their removal from the programme, from which point they will revert to the substantive rank achieved at that point and to a standard track career path.

12.4 NPPF Step 3

This will not apply to Fast Track programme members at the sergeant phase of NPPF. The PAR process replaces the traditional Step 3 promotion process. Progress depends on line manager recommendation and chief officer agreement in the home force to progress to temporary inspector and commence the Step 4 WBA on graduating from the programme.

13 Promotion

The Police (Promotion) Regulations 1996, the NPPF operating manual and the NPPF rules and syllabus govern promotion up to the rank of inspector in Home Office forces. Fast Track officers must be appropriately qualified for promotion in accordance with their provisions.

Fast Track officers, however, are not subject to all the requirements applied to other officers in the standard NPPF promotion route. The Police (Promotion) Regulations 1996 enable Fast Track programme members to be promoted more quickly. Fast Track officers do not have to complete the same length of service or probationary period requirements in order to undertake the NPPF Step 2 Inspectors' knowledge examination.

Furthermore, the promotion of a Fast Track officer is, by regulation, not subject to or affected by vacancies. Therefore, forces must guarantee that officers who are appropriately qualified as set out below, have completed the IPLDP and passed the assessment requirements (including the NPPF Step 2 Inspectors' examination) will be promoted to temporary sergeant, if they have not already been.

Forces are to promote officers to temporary sergeant within six weeks of 1 December and substantive sergeant 12 months from the date of promotion to temporary sergeant and, on successfully completing the programme, temporary inspector.

There is no provision to delay these promotion timescales unless a deferment or extension has been agreed. Fast Track programme members must go through all NPPF steps, with the exception of Step 3.

If they have not already been selected or promoted by virtue of their prior qualifications, candidates attaining 65% or above in the examination will be temporarily promoted to the rank of sergeant and commence the 12-month WBA for that rank.

Most Fast Track officers are expected to follow the timelines as set out in the programme in terms of promotion in order to gain the operational knowledge required to move through the ranks. This also provides the opportunity to undertake development opportunities to support their careers in the future. Each officer on the programme will have a differing level of experience and length of service, however, which may need to be taken into consideration.

13.1 Officers' OSPRE® Part I & II qualified

These officers may have spent some time already in an acting sergeant position and have already performed at this rank. On being successful at the Fast Track national assessment centre and accepted on to the programme by their force, it may be appropriate to promote these officers to substantive sergeant at an earlier point and commence their WBA as it is a requirement of the Fast Track programme.

After successfully completing their 12 months' probation and WBA, they will become eligible for promotion, providing they have successfully passed the NPPF Step 2 Inspectors' legal knowledge exam.

Officers are expected to take full advantage of the two-year programme to develop operationally, professionally and personally in preparation for their future careers. Should a force consider that an officer is ready for promotion to temporary inspector earlier than the programme indicates, however, then a PAR (see 14.2) must be completed and the officer will remain on the programme and attend all of the remaining modules.

13.2 Officers' OSPRE® Part I qualified

These officers may have spent some time already in an acting sergeant position and have already performed at this rank. On being successful at the Fast Track national assessment centre and accepted onto the programme by their force it may be appropriate to promote these officers to temporary sergeant and commence their WBA, which is a requirement of the Fast Track programme.

Officers are eligible for promotion after successfully completing their WBA, 12 months' role and passing the NPPF Step 2 Inspectors' legal knowledge exam.

Officers are expected to take full advantage of the two-year programme to develop operationally, professionally and personally in preparation for their future careers. Should a force consider that an officer is ready for promotion to temporary inspector earlier than the programme indicates, however, then a PAR (see 14.2) must be completed and the officer will remain on the programme and attend all of the remaining modules.

13.3 Promotion post-programme

At the conclusion of the final year, following the programme member's graduation from the programme at temporary inspector, the force SPOC is responsible for ensuring that immediate provision is made to provide NPPF Step 4 WBA opportunities to enable the officer to move towards full qualification at inspector rank within a year.

14 Managing and supporting programme members

14.1 Line management

Each programme member should be line managed by an officer or a member of police staff of the next rank/grade of seniority to them. If deemed appropriate, line managers must refer to any guidance and/or complete any training required by the College in relation to this programme (national minimum requirement G1).

14.2 Performance management and performance assessment report

All programme members are expected to have a regular performance review using the PDR system or force equivalent (national minimum requirement G2). The force SPOC is also expected to take an active interest in the officers' development and ensure that these meetings take place and development is monitored.

It is essential, however, that Fast Track officers continually demonstrate appropriate levels of performance and behaviour in line with the principles and standards set out in the **Code of Ethics** to reach at least superintendent rank throughout the programme. Any concerns regarding an officer's performance or progress will be addressed as part of their PDR, PDP and PAR, but consistent failure to meet the required standards may result in the officer exiting the programme. Forces should contact the College Fast Track lead, should any issue be raised.

Programme members must be given early notification of any concerns about their performance or behaviour, given a fair and reasonable opportunity to address the matter and be permitted to make representations as part of any process. If evidence indicates that a programme member is not demonstrating sufficient performance and ongoing potential, forces should consider removing the officer from the Fast Track programme in accordance with section 16 - Exit from the programme.

The PAR (see appendix C) provides the vehicle for chief officer sign off for promotion to temporary inspector at the end of the Fast Track programme. Forces may have their own performance monitoring reviews which will meet this requirement and can use these as a PAR. The officer and force are both responsible for completing the PAR (or force equivalent). They should do so on a regular basis, such as the end of a rotation period or per quarter.

During the first year, the officer is also assessed via the WBA, but in the final year, the PAR can be used proactively to monitor progress. This ensures officers are not only supported in their development but are also reaching the required standards to be promoted to temporary inspector.

Officers may find in their final year that they have a number of rotations to meet their development needs. It is essential that their performance is assessed prior to moving to a new rotation to ensure there has been a continual assessment throughout the year. Continual assessment will also support the final rotation team, as they will be required to 'recommend' or 'not recommend' for promotion when they may only have had contact for a short period.

The PAR requires the officer to provide evidence against the CVF clusters at level 2 and their operational competency. The line manager can then make their comments, confirm that they either 'meet the requirement' or they require 'further development' and put in an associated development plan.

This will need to be passed to the new line manager on rotation to follow up on and monitor progress, taking further actions if no further improvement is seen. To ensure senior management overview, their comments concerning the officer are gathered at this stage. The force SPOC reviews and enters any other relevant comments on the PAR.

The final PAR requires the line manager and senior management team to confirm 'ready for promotion' or 'not ready for promotion'. When this has been completed, the chief officer makes the final decision. If the officer is not being promoted, there will be an audit trail to show the programme member has been given early notification of any concerns about their performance or behaviour, given a fair and reasonable opportunity to rectify the matter and be permitted to make representations as part of any process.

A template PAR is available although, as explained, forces are able to use their own templates if the same information is gathered.

14.3 Personal development plan

Programme members must produce and maintain a PDP as part of their continuing professional development (CPD). This should also be agreed by the force chief officer lead and force SPOC. It should:

- cover the period of the programme and post-programme intentions
- reflect their current development needs
- set specific development goals
- define the level of support required
- be reviewed regularly or at least at the beginning of each rank rotation (national minimum requirement G3).

The line manager should ensure that the PDP is used to place the programme member in roles that will directly support their specific development goals (national minimum requirement G3). The College PDP template supplied to all Fast Track officers should be used for this purpose, however, forces can use their own PDP template to meet this requirement.

14.4 Mentoring support

Mentors play an important role in supporting Fast Track officers while they are on the programme and beyond. To this end, the force SPOC should provide the programme member with two mentors at the start of the programme. One of these should be at least inspector rank and, if possible, a current or former member of Fast Track or the HPDS (national minimum requirement G1) to provide peer support and another of more senior rank to support the ongoing development to meet career aspirations.

The College provides guidance to all those mentoring a Fast Track officer to ensure that they and the programme member embark on a mentoring relationship with an understanding of the expectations on them and are equipped with the required tools and techniques. Additionally, and if deemed appropriate, force staff undertaking the role of mentor must refer to any guidance and/or complete any training required by the College in relation to this programme (national minimum requirement I1).

The College POLKA site Fast Track – peer support network provides Fast Track officers with a means of obtaining up-to-date information on the programme and discussion with fellow programme members on issues concerning them.

For forces SPOCs, the College POLKA site Fast Track – programme development provides up-to-date information on the programme and all relevant documentation that the force may require.

14.5 Part-time or flexible working

The College will consider requests for flexible working from programme members in conjunction with their home force. Requests will be assessed on a case-by-case basis with due regard for the relevant legislation. The College aims to support officers where possible.

Flexible working may take the following forms:

- part-time working – fewer hours than the standard working week

- job-sharing – one full-time job divided between two or more workers
- term-time working – set periods away from work in school holidays
- working from home – completing work from home or elsewhere than normal place of work
- variable shift arrangements
- staggered hours – normal hours with a number of starting and ending times.

See also government guidance on flexible working.

There are a number of existing provisions under the Police Regulations 2003 that support programme members with working flexibly. These include Regulation 5 (part-time service) and Regulation 22 (duties/rosters). In addition to the Police Regulations, there is further legislation that applies to police officers which includes:

- Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- Equality Act 2010
- Health and Safety at Work etc. Act 1974
- Working Time Regulations 1998

Programme members considering making a flexible working request should first contact their force SPOC to discuss the process.

14.6 Post-programme career management

The programme aims to ensure that its members have the capacity and capability to manage their own professional development successfully as they move beyond the programme and into more senior roles.

In the final year, as part of the exit programme, the force SPOC will work with the programme member to develop a career development plan following graduation.

15 Deferral/extension while on programme

15.1 Programme member requests

Programme members facing temporary exceptional personal circumstances which may compromise their ability to undertake the programme successfully may request to defer or extend their participation in the Fast Track programme. Exceptional personal circumstances may include the ill health of the officer or a family member, maternity/paternity support or adoption leave or other significant personal matters.

Programme members who are taking maternity/paternity or adoption leave, may choose to continue with the College Fast Track modules during this period of leave using Keep In Touch (KIT) days. Programme members should speak to their force and College Fast Track Lead to ascertain the most appropriate choice for them.

There may be an occasion when an exceptional development opportunity arises which will affect the officers' ability to fulfil the requirements of the Fast Track programme. If the force considers this opportunity to be desirable for the officer and the force, then a deferral can be made up to a maximum of 12 months.

Programme members who are considering requesting a deferral or extension should inform their force and the College Fast Track lead of their intention and discuss the matter with them. This is to ensure that a deferral or extension is appropriate in the circumstances, that alternatives have been explored and that the officer is fully aware of the consequences.

If a programme member wishes to proceed, they should make this request in writing to their chief officer lead, having informed their line manager and other appropriate persons such as the force SPOC and College Fast Track lead. The request needs an explanation of the circumstances warranting the deferral and evidence as appropriate. This should include a recommendation by the line manager, and other managers as appropriate, as to whether or not the request should be approved.

If the request is supported by the chief officer lead, it should then be forwarded to the College Fast Track lead. The College will accept forces' recommendations with regard to deferral or extension, subject to recommendations being in accordance with this policy and the aims of the programme.

15.2 Force requests

A force may request deferral or extension of an officer's membership of the Fast Track programme where there is a misconduct or discipline issue. In these situations, the provisions set out in this policy in relation to the periods and implications for deferral apply. Any request of this sort should be made with the approval of the chief officer lead and in all other respects should follow the procedure set out above.

The force may identify a development opportunity that will affect the officers' ability to fulfil the requirements of the Fast Track programme. If this opportunity is considered desirable by the force, in agreement with the officer, the force can request a deferral for the period of the opportunity up to a maximum of 12 months.

A force cannot request deferral of an officer's membership of the Fast Track programme while considering whether or not they should remain on the programme. The exception to this is if the officer is already on a development plan specifically focused to address the issues raised. In such a case, the force may consider an extension of three months to complete a development plan.

If, following this period, the force does not consider that an officer has improved and should remain a member of the Fast Track programme, the officer should be removed from the programme as set out in 16.4 Exit from the programme.

15.3 Considering a deferral or extension request

When considering a potential deferral or extension, programme members, forces and College staff should consider whether or not the request is a result of significant personal circumstances which may compromise the member's ability to undertake the programme successfully or a significant development opportunity.

They should also consider if these circumstances are or are likely to be temporary in nature. A heavy workload, whether operational or related to the programme, is not a sufficient reason for deferral or extension in the absence of other factors.

If a programme member is having difficulty coping with workplace and programme requirements in the absence of significant personal circumstances, forces should consider other options. A retrospective deferral or extension will not normally be considered unless there are exceptional circumstances.

A clear rationale is required as to why the request was not made earlier. Similarly, a second period of deferral/extension is not normally considered unless there are exceptional circumstances. A clear rationale is required as to why a longer period is justified.

15.4 Recommencing the programme following a deferral

As the officer nears the end of a deferral period, Forces should discuss with them whether or not they should recommence the programme. Discussions should provide sufficient time for an officer to prepare to rejoin the programme. The College should be advised of plans to recommence the Fast Track programme as soon as possible, but not less than one month before the intended commencement date. Notice of the intended date should be provided to the College SPOC in writing.

16 Exit from the programme

If a Fast Track officer exits the programme they will, in the first instance, revert to the substantive rank achieved at that point and to a standard track career. Forces must have a process in place to manage the return of a Fast Track programme member, including welfare/support mechanisms, ensuring that the officer concerned and the police service derive the maximum benefit from the development opportunities the officer received while on the programme. This should be supported by exit interviews – see **16.4**.

16.1 Programme member requests

If a Fast Track officer is considering leaving the programme, they should inform their line manager, chief officer lead and the College Fast Track lead of their intention and discuss this with them. This is to ensure that any decision to withdraw is in their best interests, that they are fully aware of the consequences of withdrawal and that they have considered alternatives, including a period of deferral.

If an officer wishes to proceed with withdrawal from the programme, they should inform their force SPOC and the College Fast Track lead in writing, confirming that they wish to withdraw and setting out their reasons for doing so. The College Fast Track lead will ensure that programme records are updated and appropriate programme staff are informed.

16.2 Force's request

Any force-led decision to remove a member from the programme is the responsibility of the force chief officer lead, but the College Fast Track lead and other programme staff will be available to offer advice and guidance. The College must be informed in writing of a decision and the reasons for any removal from the programme, which must be evidenced and recorded (national minimum requirement I).

16.3 College of Policing request

If programme members do not participate in any part of the programme or fail to meet the standards set by the College, they may be removed from the programme. There may also be occasions where their membership of the programme may conflict with the overall aims of the programme or undermine its credibility. In such cases, the College FTDE programme lead can, after consultation with the programme member and in agreement with the force chief officer lead, remove them from the programme.

16.4 Exit interviews

An exit interview is mandatory for anyone leaving the programme. The College is responsible for conducting the exit interview, using the College exit interview template. This is to support the implementation of the national monitoring and evaluation strategy.

17 Appeals

Forces are responsible for conducting any appeals process for programme members who wish to challenge any decision in relation to a deferral or exit from the programme, if the exit mechanism does not already have an inbuilt appeals process. Programme members cannot appeal to the College against the decision of their force in regard to a decision relating to a deferral or exit from the programme.

Appeals against a decision by the College should be made to the College FTDE programme lead in the first instance and must be in writing.

18 Personnel arrangements

18.1 Force transfers while on the programme

If a programme member wishes to transfer between forces while on the programme, retention on the programme will be at the discretion of the receiving Force. If not already doing so, the receiving force must agree to participate in the Fast Track programme and the provisions set out in this handbook.

18.2 Fairness at work or grievance

Forces are responsible for handling any fairness at work or grievance raised by programme members in accordance with their local force policy and procedures. This includes any appeals related to the grievance.

18.3 Officer welfare and support

Forces have overall responsibility for the welfare of their officers. Fast Track officers should receive appropriate support from their force in accordance with local policies.

19 Financial arrangements

19.1 Programme members' expenses

Members' expenses are a local force responsibility.

19.2 Funding

Forces are responsible for paying the salary of Fast Track officers and all costs associated with the force-delivered elements. The College funds all College-delivered elements. Charges will be made to non-Home Office forces in line with an annual cohort cost analysis undertaken by the College.

19.3 Officer pay

From the first day of appointment to police constable and when promoted to sergeant and inspector, programme members' salaries start at pay point one of the relevant rank. A chief officer may, however, determine that at the rank of constable this should be pay point zero in line with the provisions of Regulation 24 of the Police Regulations 2003. If an officer leaves the Fast Track programme and reverts to a standard track career path, they remain at the first pay point until they complete the standard probationary period. If the officer is still at constable rank and at pay point zero, then they will remain on that until such a time that they would naturally progress to pay point one in line with the provisions of Regulation 24.

20 Contact information

If the **Fast Track Programme** web pages or **FAQ** pages cannot answer your query then please contact the Fast Track team by email: talent@college.pnn.police.uk

Appendix A

National minimum requirements

A. Governance and communication

- A1 Formal governance structure in place at chief officer/executive team level, supported by a senior member of staff designated as the force SPOC who has an overview of the whole process, coordinating the various departments involved to ensure successful implementation of the programme.

B. Diversity

- B1 The force, in implementing the programme, has given due regard to the public sector equality duty under the Equality Act 2010.

C. Monitoring and evaluation

- C1 The force, in implementing the programme, sets out a monitoring and evaluation strategy that corresponds to the national monitoring and evaluation strategy being led by the College of Policing.

In relation to all assessments on the programme, the force implements an approach to standardising assessment practice in accordance with the national assessment strategy.

That in relation to all assessments on the programme, the force implements an approach to internally verifying all assessment practice in accordance with the national assessment strategy.

D. Attraction

- D1 External

In marketing the programme, each force includes strategies to attract candidates from academic and/or professional backgrounds to deliver against any future force business and leadership requirements.

In marketing the programme, each force includes strategies to attract candidates from groups who are disproportionately under-represented in the force makeup and by rank.

Engage with College of Policing marketing and use guidance provided.

E. Application and selection

- E1 Forces must ensure that any sifting process put in place as part of the initial recruitment of candidates (eg, application form sift, interview, assessment centre) is objective, fair, valid and reliable. F. Programme delivery

The force approach should ensure specific consideration is given to how the sifting process appropriately reflects the programme aims of identifying individuals from diverse backgrounds who will bring new perspectives.

The College of Policing will provide a guidance pack to support good practice in this respect, which forces should adhere to as a minimum.

F. Programme delivery

- F1 Compliant with national IPLDP/force equivalent, meets requirements in terms of programme, evaluation and assessment.

In relation to all rotations, programme members are assigned a workplace tutor who is an officer at the rotation rank and skilled and experienced at that rank.

Force staff undertaking the roles of trainer, assessor and verifier are skilled to the level of the College of Policing standards for these roles.

- F2 Compliant with NPPF, meeting national requirements in terms of programme, evaluation and assessment.

Compliant with the learning standards covered in the CLP curriculum. This can be force-delivered or self-study.

In relation to all rotations (constable, sergeant, inspector and superintendent) programme members are assigned a workplace tutor who is an officer at the rotation rank and skilled and experienced at that rank.

Force staff undertaking the roles of trainer, assessor and verifier are skilled to the level of the College of Policing standards for these roles.

- F3 Fast Track

Community project that reflects the needs of the local community. Officers undertaking a project in the community, working with a diverse group of people.

- F4 Direct Entry

The community partnership project is negotiated between the programme member, the force and the local community to reflect the needs of the local community and the force.

F5 Direct Entry

The business improvement project is negotiated between the programme member, the force and the College of Policing to focus on a specific need of the force.

G. Managing and supporting programme members

G1 Identify and appoint before College of Policing induction two mentors for each programme member at the following ranks:

- Fast Track: one at inspector rank, if possible, a current or former member of Fast Track or HPDS and a senior officer
- Direct Entry Inspector: one at inspector rank and one at superintendent rank
- Direct Entry Superintendent: one at superintendent rank and one at chief officer/executive team rank.

Regularly review to ensure they are still relevant.

Ensure they are aware of the mentor guidance on Fast Track POLKA site and refer to guidance and/or complete training required by the College in relation to the programme.

Direct Entry only

The force facilitates a network of force contacts at the strategic level to assist with developing the programme member.

G2 Undertake relevant and regular performance reviews throughout their time on the programme to ensure ongoing support at force level and feedback to chief officer lead at least every six months.

G3 Each programme member produces and maintains a PDP with the appropriate person in-force, covering the period of the programme and post-programme intentions. The PDP should reflect their current development needs, set specific development goals, define the level of support required and be reviewed regularly.

The PDP is used to place the programme member in roles that will directly support their specific development goals. It enables programme members to gain the necessary level of operational exposure to maximise varied experience in order to meet the aims of the programme in programme timeframes as specified by the College of Policing.

G4 If a force removes an officer from the programme, it must evidence and record this.

Appendix B

Programme structure

January	Start attracting and identifying talented officers and market programme
September/October	Application window opens for internal police constables In-force sifting and selection completed
January	Forces to notify College how many internal applicants for national assessment centre
February/March/April	National assessment centre for internal applicants takes place
April/May	National assessment centre results published
May/June	Registered for NPPF Step 2 Inspectors' knowledge examination
October	NPPF Step 2 Inspectors' knowledge examination, achieving a minimum 65% pass
December	College of Policing input – Managing self and others
	Promoted to temporary sergeant (after NPPF Step 2 Inspectors' knowledge examination received)
January – April	Commence CLP WBA rotations
	WBA rotations
April	College of Policing input – Evidenced-based practice, creativity and innovation
	WBA rotations
June – August	WBA rotations
September	College of Policing input – Collective leadership, organisational change and strategic vision
	WBA consolidation
October	NPPF Step 2 Inspectors' knowledge examination – potential retake opportunity for those who achieved between 55% and 65% if supported by chief officer lead
	WBA consolidation
November	WBA consolidation
December	Promoted to substantive sergeant
January	In-force development consolidating development based on PDP requirements
February	College of Policing input – Valuing difference and inclusion
	In-force development consolidating development based on PDP requirements

March – June	In-force development consolidating development based on PDP requirements
July – September	In-force development consolidating development based on PDP requirements for promotion to inspector in December
October	College of Policing input – Business acumen, partnership working and political astuteness
	In-force development consolidating development based on PDP requirements for promotion to inspector in December
November	In-force development consolidating development based on PDP requirements for promotion to inspector in December
December	Promoted to temporary inspector and exit programme with development plan for CPD

Additional requirement over the programme	
1	All officers to undertake a custody attachment
2	All officers to undertake a community placement
3	Optional investigators' career pathway dependent on force requirements and officer personal development needs

Appendix C

Performance Assessment Report for Fast Track Programme

Personal details

Name	
Warrant number	
Force	
Force Fast Track SPOC	
Force NPCC Fast Track lead	

The Performance Assessment Report (PAR) provides the vehicle for chief officer sign-off for promotion to temporary inspector at the end of the Fast Track programme. Forces may have their own performance monitoring reviews which will meet this requirement and these can be used as a PAR. The PAR (or force equivalent) should be completed on a regular basis, such as the end of a rotation period or a quarterly basis. The officer and the force are responsible for ensuring completion.

During the first year, the officer is also assessed via the WBA, but in the final year, the PAR can be used proactively to monitor progress to ensure officers are not only supported in their development but are also reaching the required standards to be promoted to temporary inspector. Officers in their final year may have a number of rotations to meet their development needs and it is essential that their performance is assessed prior to moving to a new rotation to ensure there has been a continual assessment throughout the year. Continual assessment will also support the final rotation team as they will be required to 'recommend' or 'not recommend' for promotion when they may only have had contact for a short period.

The report

The PAR is used to record officers' evidence on performance in terms of professional competence and behaviours, in line with the CVF. Managers must assess the FT officers' operational competency and also their demonstration of the CVF behaviours at level 2. They should assess them to be meeting requirements or requiring further development. If the FT officer is not reaching the required level, then evidence and rationale must be documented and a development plan to support the officer is required. Reference should be made to the candidate's PDR, PDP and any other sources of evidence.

The PAR process replaces the traditional NPPF Step 3 promotion process. Progress depends on line manager recommendation and agreement by chief officer in the home force to progress to temporary inspector and commence of the Step 4 WBA on graduating from the programme.

Module	Date completed
Ethics and values in policing managing self and others	
Evidence based practice, creativity and innovation	
Collective leadership, organisational change and strategic vision	
Valuing difference and inclusion	
Business acumen, partnership working and political astuteness	

Attachments	Date completed
Custody attachment	
Community placement	
Other	

Review

<p>Evidence of operational competence at the rank of sergeant</p>	<p>Officer's comments</p> <p>Operational competence</p>	
<p>Evidence of Competency and Values Framework for Policing behaviours</p> <p>Values</p> <p>Integrity Impartiality Transparency Social Responsibility</p> <p>Cluster – Intelligent, creative and informed policing</p> <ul style="list-style-type: none"> • We are... innovative and open-minded • We... critically analyse <p>Cluster – Inclusive, enabling and visionary leaders</p> <ul style="list-style-type: none"> • We... Deliver, support and inspire • We are... collaborative <p>Cluster – Resolute, compassionate and committed</p> <ul style="list-style-type: none"> • We... take ownership • We are... emotionally aware 	<p>Competency and Values Framework for Policing behaviours level 2</p>	
<p>Officer's signature</p>	<p>Date</p>	

Line manager's comments		
Overall assessment	<input type="checkbox"/>	Fully meets requirements
	<input type="checkbox"/>	Requires further development to meet requirements and PDP completed
Line manager's name	Line manager's signature	Date

BCU commander's/unit head's review		
Name	Signature	Date

Force Fast Track SPOC review		
Force Fast Track SPOC name	Signature	Date

Final review

<p>Evidence of operational competence at the rank of sergeant</p>	<p>Officer's comments</p> <p>Operational competence</p>	
<p>Evidence of Competency and Values Framework for Policing behaviours</p> <p>Values</p> <p>Integrity Impartiality Transparency Social Responsibility</p> <p>Cluster – Intelligent, creative and informed policing</p> <ul style="list-style-type: none"> • We are... innovative and open-minded • We... critically analyse <p>Cluster – Inclusive, enabling and visionary leaders</p> <ul style="list-style-type: none"> • We... Deliver, support and inspire • We are... collaborative <p>Cluster – Resolute, compassionate and committed</p> <ul style="list-style-type: none"> • We... take ownership • We are... emotionally aware 	<p>Competency and Values Framework for Policing behaviours level 2</p>	
<p>Officer's signature</p>	<p>Date</p>	

Line manager's comments		
Overall assessment	<input type="checkbox"/>	Fully meets requirements
	<input type="checkbox"/>	Requires further development to meet requirements and PDP completed
Line manager's name	Line manager's signature	Date

BCU commander's/unit head's review		
Name	Signature	Date

Force Fast Track SPOC review		
Force Fast Track SPOC name	Signature	Date

Chief officer's decision			
Recommended for promotion		Signature	Date

Appendix D

Learning Outcomes for Fast Track Custody

Introduction to Detention and Custody – IVSTX022

1. Describe the key stages of the custody process
2. Outline the principles which should be considered throughout detention
3. Outline the roles and responsibilities of staff who interact with, or work within the custody suite
4. Explain what should be considered when conducting a risk assessment of a detained person
5. Identify indicators that a detainee may be vulnerable or at risk
6. Outline the extra considerations when dealing with a detainee who has been identified as vulnerable
7. Outline the additional considerations relating to young people in custody
8. Explain the powers of custody officers and staff to use reasonable force
9. Outline their role in preventing an adverse incident or death during or following police contact

Searching and Taking Samples from an Individual During Detention – IVSTX025

1. Demonstrate how to conduct a search of a detained person
2. Explain the procedures for fingerprinting and taking footwear impressions
3. Summarise the procedures for taking non-intimate samples
4. Summarise the procedures for taking intimate samples
5. Describe the powers to photograph a detainee whilst in police custody
6. Explain the processes that are outlined in Schedule 8 of the Terrorism Act 2000 for taking photographs or non-intimate samples
7. Describe care and welfare responsibilities when taking samples and impressions

Transporting a Detained Person – IVSTX023

1. Explain what should be considered prior to escorting a detained person
2. Explain the procedure for conveying detained persons
3. State the steps that should be taken on arrival at the custody suite
4. Explain the procedure for conveying detained persons to and from hospital
5. State what should be considered if delays occur on arrival at the custody suite

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6. Outline the extra considerations when dealing with a detainee who has been identified as vulnerable
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8. Explain the powers of custody officers and staff to use reasonable force
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Management of the Custody Suite – IVSTB002

1. Explain the role of the custody officer in managing custody staff
2. State the key duties of the custody officer in managing the custody suite
3. Describe the role of HMIC and HMIP in the joint inspections of police custody suites
4. Describe the action to be taken when an adverse incident or death occurs in the custody suite
5. Describe the role of the custody officer during booking in
6. Explain the custody officer's duties to ensure that detainees are properly managed and cared for
7. Explain the role of the custody officer in managing access to legal advice within the custody suite
8. Outline how to manage independent custody visitors (ICVs) in the custody suite
9. State the custody officer's responsibilities for understanding, identifying and managing risk
10. Outline the custody officer's role in managing bail
11. Outline how to manage non-PACE detainees
12. Outline the role of the custody officer in ensuring that detainees have access to appropriate healthcare
13. Outline the custody officer's role in ensuring that procedures are followed for sharing information between agencies
14. Outline the role of the custody officer in the charging of offences
15. Explain the issues to be considered when making disposal decisions
16. State how to manage the spontaneous detention of a terrorist suspect

For learning content please log on to the MLW website

About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

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