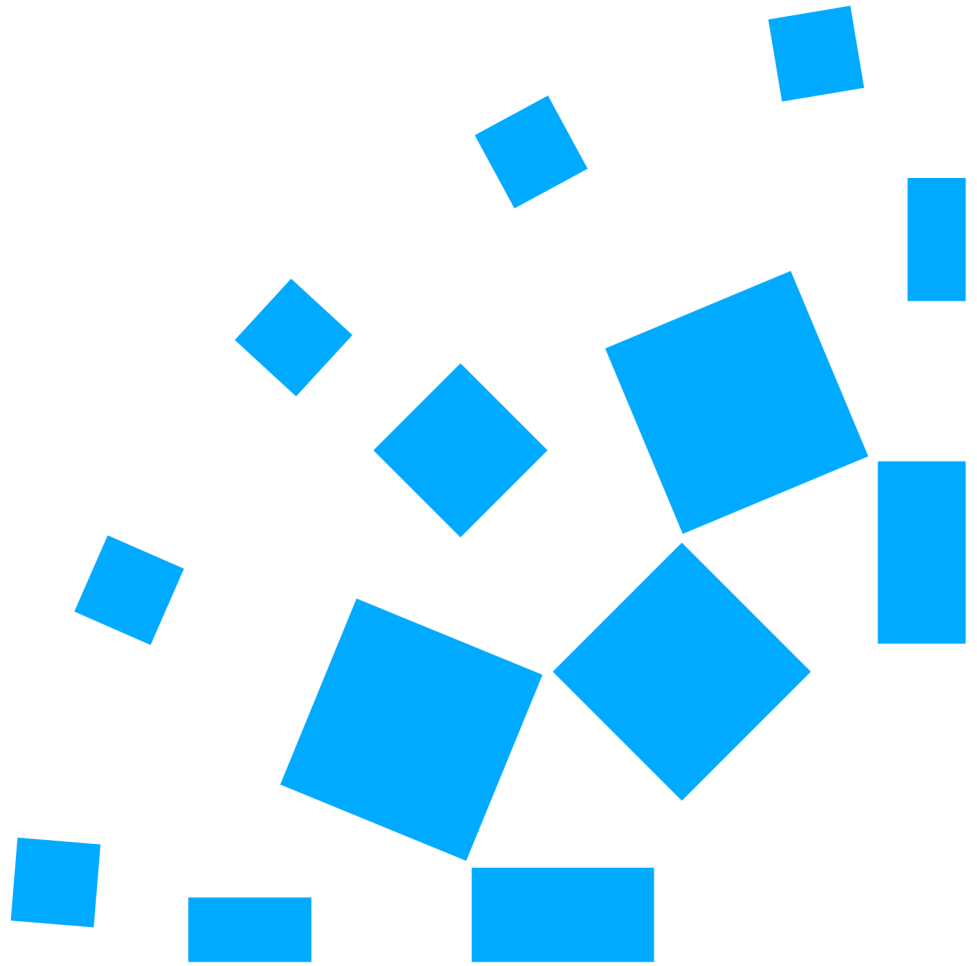


# Associates policy

Version 1.9



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## Associates policy

<b>Policy summary</b>	This policy outlines the high-level principles for attracting, selecting, engaging, deploying and managing associates
<b>Version control</b>	<p>v 1.0: Significant revision, 17/09/17</p> <p>v 1.1: Format revision, 19/09/17</p> <p>v 1.2: GDPR revision, 09/05/18</p> <p>v 1.3: Significant revision (phase 2 review), 23/10/18 consultation draft</p> <p>v 1.4: EDI revision, 26/11/18</p> <p>v 1.5: Significant revision to reflect plan on a page, and annual review completed, 11/07/19</p> <p>v 1.6: Annual review and rebranding, 12/11/20</p> <p>v 1.7: Annual review, insertion of guest speaker exclusion and definition, 29/04/21</p> <p>v 1.8: Insertion of working time regulations policy, 07/10/21</p> <p>v 1.9: Annual review, update to UK GDPR and Code of Ethics reference of ethical policing principles, November 2023</p>
<b>Date implemented</b>	01/10/17
<b>Owner/contact (approved by)</b>	<a href="#">Anne Parker-Tyler</a> Head of Delivery Services
<b>Consultation</b>	<p>Senior leaders group, 05/07/17</p> <p>College executive, 18/09/17</p> <p>Associate governance group and business area users, 05/09/18 to 23/10/18</p>

	<p>Ethics and equality, diversity and inclusion, 26/11/18</p> <p>Associates governance group final direction, 26/02/19</p> <p>Government legal department, 15/05/19</p> <p>JP Buck, 11/07/19</p> <p>Government legal department, 01/10/21</p> <p>Associate governance group, 04/04/23</p> <p>UK GDPR and Code of Ethics review, November 2023</p>
<b>Policy review phase</b>	Phase 5
<b>Date of next review</b>	November 2024
<b>Legal validation</b>	<p>15/09/17; for GDPR, 09/05/18; GLD 15/05/19; JP Buck, 11/07/19</p> <p>Government legal department, 01/10/21</p> <p>Associate governance group, April 2023</p> <p>College data protection, August 2023</p>
<b>Equality impact assessment</b>	15/09/17
<b>Approved by ELCA manager</b>	19/09/17
<b>Links to other College policies</b>	<p>Information technology use policy</p> <p>Vetting policy</p> <p>Working time regulations policy</p>
<b>More information available at</b>	Please see paragraph 7 of this document

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## 1. Purpose statement

- 1.1. The College of Policing is the professional body for the police service in England and Wales. Our core purpose is to support everyone in policing to reduce crime and keep people safe. Our three core functions are setting standards, supporting professional development, and sharing knowledge and good practice.
- 1.2. Our fundamental review in 2021-22 established our mission to improve leadership, boost professionalism and drive consistency.
- 1.3. While not employees, College associates (hereafter referred to as associates and defined in this document's glossary) are highly valued and a flexible resource. Associates help to design and deliver our services and products, and support professional development across the service. They provide current, relevant and specialist skills and knowledge that complement those of our permanent, contracted and seconded staff. They also provide surge capacity to meet demand. They are engaged for specific, short-term, ad hoc and discrete pieces of work.
- 1.4. This policy outlines the high-level principles for attracting, selecting, engaging, deploying and managing associates.
- 1.5. We will select, engage and manage associates in a fair and transparent manner, while upholding the ethical policing principles of the Code of Ethics and in accordance with managing public money, demonstrating efficient and effective use of resources.

## 2. Scope

- 2.1. This associates policy, along with the 'Working with the College of Policing: Key information for associates' (collectively referred to as 'the guidance'), is intended for use as guidance for the engaging managers and College staff involved in engagement with associates. Both documents are to be published alongside advertised opportunities for information of interested parties. For clarity, both documents are for guidance only and do not form part of the terms and conditions for engagement of associates. The

contractual terms and conditions – as well as letter of engagement where issued – set out the terms and conditions for the engagement, and prevail in the event of conflict.

- 2.2. This document's glossary provides definitions of terms used in this document. This policy applies to the engagement of all associates (as defined in the glossary) who have agreed to offer their services on a per-day or per-hour basis, or by payment of expenses only. For clarity, this policy does not apply to subject matter experts or guest speakers (as defined in the glossary). Further detail is given in 'Working with the College of Policing: Key information for associates' for reference as to when they can be engaged. This policy is to be followed by College staff involved in the engagement of associates.
- 2.3. Associates are not employees of the College, or seconded to it. They are not contractors (as defined in the glossary) and will not be used to fill headcount posts.
- 2.4. The work undertaken by associates is principally the delivery of learning and assessment. This includes the whole learning and development cycle supporting professional development across the service.
- 2.5. This work must always be governed by a contractual arrangement.

## What is out of scope?

- 2.6. This policy does not apply to:
  - contractors (as defined in the glossary)
  - anyone engaged through a collaborative force engagement
  - police officers, police staff, civil servants or employees of any other public sector body who are seconded to the College

## 3. Powers and legal requirements

- 3.1. The College is an arm's length body of the Home Office, and our use of associates is subject to a Home Office delegation. This policy ensures that we work within that arrangement.

- 3.2. The College cannot pay police officers or police staff directly, and cannot engage them as associates.
- 3.3. The College cannot engage a civil servant – or an employee, a contractor or an associate of another public sector body – as a College associate, or pay that individual directly, if this would result in them receiving dual remuneration for the same period of engagement, or any part thereof. If an associate would not be receiving dual remuneration for the same period, then the College can engage that associate. For example, an individual who has a part-time role in the public sector is permitted to undertake associate work for the College in their non-working time.
- 3.4. It is the associate's responsibility to ensure that they arrange their working time so that they do not receive dual payment or remuneration for the same period of working time or engagement. It is also the associate's responsibility to ensure that they have the agreement of the other public sector body, if required, to undertake associate work. The associate is responsible for demonstrating to the College that they would not receive dual remuneration and that they have the agreement of the other public sector body, if required, to undertake associate work. Associates who also work for other clients should be responsible for their overall working time, in accordance with working time regulations.
- 3.5. Where an associate takes up full-time employment in the public sector, they are no longer eligible to remain an associate, as this would be likely to result in dual remuneration for the same period of engagement, which would breach paragraph 3.3 above. When dual remuneration is confirmed, the associate will be withdrawn from all associate pools at the direction of the chair of the AGG. An associate review panel (ARP) is not required, as dual remuneration is not permitted.
- 3.6. Anyone in receipt of any redundancy (including voluntary redundancy) or compensation payment from a force or public sector organisation should consult the redundancy or compensation scheme provision. They should consider – and, where relevant, comply with – any requirements before being engaged as an associate.



- 3.7. Subject to paragraph 3.3, associates cannot be engaged until after the date of their retirement from a force or public sector organisation. There is no requirement by the College to leave a gap from the date of retirement of a public sector employee to the day of engagement as an associate. Those applicants retiring are advised to check with their pension provider for any requirements of their particular scheme.
- 3.8. Retiring service associates (as defined in the glossary) may request a change of status, in order to be considered for an approved associate pool that has vacancies. This can be approved by the relevant business area. Selection will be logged by Associates Administration for monitoring by the associate governance group (AGG). If a pool is full and there is a justifiable business need to increase the pool size, the request will be submitted to the AGG for consideration. There is no guarantee of acceptance into a pool.

## 4. Process

### Associate resource pools

- 4.1. Each business area's engaging manager is responsible for defining the requirements for its associate resource pools. These are captured in a defined scope of work, which sets out the business requirement and prerequisite information. This information includes a clear set of criteria necessary for the delivery of that work, against which potential associates will be considered (for example, qualifications, skills, knowledge and relevant recent experience). The engaging manager will validate qualifications and experience before accepting anyone into an associate resource pool.
- 4.2. The AGG (as detailed at paragraph 4.14) is responsible for overseeing the associate resource pool management. The process and information is held by Associates Administration in accordance with data protection legislation.
- 4.3. All opportunities to join a pool will be advertised, as a minimum, via the College website at [Associate opportunities](#) or, in the case of specialist pools, via the respective National Police Chiefs' Council (NPCC) community.

- 4.4. Each pool will have its own work allocation criteria advertised with the pool opportunity.
- 4.5. The selection of associates will be made against the selection criteria for the pool. Expressions of interest will be scored by the engaging manager or selection panel against a marking scheme of 0 to 5, with 0 being 'not eligible' for consideration and 5 being 'excellent'.
- 4.6. A pool cannot have more than the defined number of associates. If numbers fall below the optimum size, the business area has the discretion to seek to re-select for the remaining places by advertising.
- 4.7. To ensure relevant, up-to-date experience and to ensure that skills are refreshed, the associate pool should be re-selected every three to five years in all instances, or sooner if required (as set out in the scope of work and in accordance with the original advertisement). Re-selection timescales should be subject to the required skills and experience of the pool and defined as part of the scope of work.
- 4.8. A weighting structure may be allocated to each of the criteria, dependent on the business need outlined in the scope of work.
- 4.9. The College should provide feedback, if requested, on why an application was unsuccessful. This may be coordinated by the associate advocate if required.
- 4.10. The security vetting process shall be applied to all potential associates, who are required to successfully complete security vetting to the required level prior to being engaged. The vetting level can be established by the engaging manager using the security vetting tool.
- 4.11. The College administers the work equitably through fair and transparent allocation, which is outlined in the scope of work included in the advertisement of the associate opportunity. The College is not obliged to provide any associate with work, nor does it guarantee an amount of work in any period. An associate is not obliged to accept any work, although repeated refusals may lead to a review of that associate remaining in a pool and undertaking engagements.

- 4.12. The engaging manager has responsibility for managing the delivery outcomes, verifying that the work has been completed to a satisfactory standard, and confirming that the work has been delivered in accordance with the scope of work.
- 4.13. The College will collect associates' diversity data (subject to complying with the relevant data protection legislation). The collection of personal data must be justifiable – for example, for monitoring representation – and may therefore vary from pool to pool. Where collected, anonymised data will be analysed annually and reviewed by the AGG to inform decision making.

## Associate governance group

- 4.14. The AGG, chaired by the manager nominated by the senior responsible officer with members from relevant business areas, is responsible for overseeing the resource pool management. This includes approving the creation of any new associate pool, including:
- size
  - criteria for eligibility to join (currency, skills, knowledge and qualifications)
  - fee rate
  - whether IR35 applies
  - the prime location for delivery of the work (for purposes of taxation of expenses)
  - vetting level
  - optimum timeframe for re-selection to a pool (and the rationale for this)
  - the approach to allocating work, to ensure fairness and consistency
- 4.15. The AGG monitors the activities of the pools once created and ensures that the principles are correctly applied, including fair allocation. If required, the AGG refers matters to the ARP (as detailed at paragraph 4.16). The chair is the decision maker, in consultation with group members.

## Associate review panel

- 4.16. An ARP is established by the chair of the AGG to:

- review an associate's position in an associate pool or on an associate list
  - consider their continuation or removal as an associate following any investigation, where:
    - it is considered that work has not been completed to a satisfactory standard
    - conduct may have fallen short of College policies or the ethical policing principles of the Code of Ethics
- 4.17. If a contract is terminated, the terms and conditions for the supply of corporate associate services or the terms and conditions for the supply of personally engaged associate services apply.
- 4.18. The chair of the AGG will also take account of the seriousness of any issue, and will consider – with advice from Human Resources and Procurement – whether to temporarily withdraw an associate from an associate pool or associate list while the investigation is conducted. Approval to temporarily withdraw the associate will be taken in consultation with a director. The decision to temporarily withdraw the associate will be kept under review until the outcome of the ARP and the final decision by the chair of the AGG. Temporary withdrawal is a neutral act and does not imply guilt.
- 4.19. The ARP shall take into consideration any response and other relevant information provided by an associate. The results of the ARP will be communicated to the associate in writing (email acceptable) and are final. If a contract is terminated, the terms and conditions for the supply of corporate associate services or the terms and conditions for the supply of personally engaged associate services apply.

## 5. How does the policy apply in practice?

- 5.1. It is the associate's responsibility to comply with the policy.
- 5.2. Information on dispute resolution is included in the 'Working with the College of Policing: Key information for associates' document.

## Fee rates

- 5.3. Fee rates will be defined by the College under the oversight of the AGG.
- 5.4. Guidance for the standard payment arrangements for associates are shown in 'Working with the College of Policing: Key information for associates'.

## Standards for engaging associates

- 5.5. Breaches of associates policy or the terms and conditions may result in the associate review procedure and ultimately removal from the associate pool or list.

## General Data Protection Regulation

- 5.6. All personal data and special category data that is collected in diversity monitoring forms, associate pool applicants' expression of interest forms and engaged associates personal data are processed in accordance with the UK General Data Protection Regulation (UK GDPR), as outlined in 'Working with the College of Policing: Key information for associates'.

## Associate withdrawal from an associate pool

- 5.7. To withdraw from an associate pool, an associate should notify the College in writing (email acceptable) at the earliest opportunity.

## College associate and associate pool review procedures

- 5.8. The College will specify the ideal re-selection timeframe for each pool. However, it reserves the right to manage its pools outside of these timescales and may choose to retire a pool for any of the following reasons:
- relevance of skills and experience
  - policy change for usage of associates
  - changes in College work priorities
- 5.9. Where an issue concerning an associate's conduct or quality of work arises, the chair of the AGG may appoint an investigating manager to carry out an investigation, who will report back to the chair. If necessary, an ARP will be appointed, as detailed at paragraph 4.16 above.

- 5.10. To ensure its ability to deliver, the College reserves the right to deselect an associate from one or more pool and replace them with another associate, if they are regularly unavailable to carry out engagements.

## 6. Take action and review

- 6.1. The chair of the AGG is responsible for monitoring and reviewing this policy. They may conduct or appoint another person to undertake a formal review of the policy, in response to changes in legislation and codes of practice or in relation to the efficiency and effectiveness of its application. In order to inform this review, the chair of the AGG will consider:

- number of complaints from associates
- diversity monitoring reports
- employee and management views on clarity of policy
- feedback from the AGG
- breach of procurement rules
- trade unions' feedback on policy and process
- any necessary changes following any training and engagement activities
- policy equality statement results on the decisions taken, in accordance with this policy and diversity monitoring

- 6.2. Associates are encouraged to challenge fellow associates and College staff who have a clear disregard for the contents of this policy without fear of reprisal.

- 6.3. The College reserves the right to update and amend this policy and its associated documents at any time.

## 7. Options and contingencies

- 7.1. This policy is complemented by – and should be read in conjunction with – the AGG's terms of reference and the 'Working with the College of Policing: Key information for associates' document.

## 8. Monitoring, evaluation and review

- 8.1. The AGG will monitor, evaluate and amend the policy as detailed at paragraph 6.1 above. The policy shall be reviewed every 12 months by the associate advocate.

## 9. Associated documents

- For reference of engaging managers
- Expression of interest forms
- Scope of work document (Excel and PDF)
- Pool scoring spreadsheet
- Terms and conditions for the supply of corporate associate services
- Terms and conditions for the supply of personally engaged associate services
- IPR provisions and licensing
- Allocation policies
- Code of Ethics
- Overseas deployment documents
- Diversity monitoring form
- IT security operating procedures
- Information technology use policy
- Travel and expenses policy
- Gifts and hospitality policy
- External complaints policy
- Reporting a concern policy
- Social media usage policy
- Commercial protocol
- Working time regulations policy
- Working with the College of Policing: Key information for associates

## 10. Glossary

Associate:	Either a personally engaged associate or a corporate associate, engaged by the College to perform specific, discrete tasks.
Associates Administration:	Administration team managing the systems, process and communications for associates.
Associate advocate:	Manager appointed by the chair of the AGG to oversee application of the associates policy, and to manage responses to associate queries that may require a more detailed response.
Associate governance group:	The AGG maintains oversight of the resource pool management.
Associate review panel:	An ARP is established by the chair of the AGG to review an associate's position in an associate pool or on an associate list, in order to consider their continuation or withdrawal as an associate following any investigation where it is considered that work has not been completed to a satisfactory standard or where conduct may have fallen short of College policies or the ethical policing principles of the Code of Ethics.
Contractors:	Defined by general Home Office contractors and contingent labour (out of scope of the associates policy).
Corporate associate:	Corporate entities, including limited companies and partnerships, which provide individuals to perform any associate projects on behalf of the legal entity.
Guest speaker:	A particular individual with specific expertise, knowledge, skills or experience engaged for a one-



off event. They are distinct from corporate associates or personally engaged associates.

They include, but are not limited to:

- a recognised authority or expert in a particular subject, such as a published academic
- someone who has direct experience of dealing with a recent major incident
- someone who is a victim of crime and/or a campaigner on a particular subject
- someone with a particular skill set or background pertinent to a particular course or event

Home Office delegation:

The Home Office sets the financial parameters within which we can engage associates. We are subject also to the Home Office's and the College's procurement policy and procedures, as well as legal and regulatory requirements, including EU directives.

Personally engaged associate:

An individual sole trader who performs any associate tasks, and who shall not be an employee of the College of Policing Ltd nor classed as contractor and contingent labour for internal, Home Office or Cabinet Office purposes.

Resource pool:

A pool of associates defined in terms of the business need, skills required and the optimum number of associates within that pool.

Scope of work:

Defines the requirements of a business area's associate pool, captured in the scope of work setting out the business requirement and prerequisite information. Includes guidance on the

selection and management of the associate pool and oversight by the AGG.

Service associate:

A service associate is a police officer, member of police staff or public sector employee with specific expertise, knowledge, skills or experience of a learning programme or of policing. They are released by their home force or department to deliver a specified service, without payment to the individual other than expenses incurred. They are supplied free of charge, or at an agreed rate to the home force or department or unit.

Subject matter expert:

A person with specific expertise, knowledge, skills or experience. They are distinct from corporate associates or personally engaged associates.

They include, but are not limited to:

- a recognised authority or expert in a particular subject, such as a published academic
- someone who has direct experience of dealing with a recent major incident
- someone who is a victim of crime and/or a campaigner on a particular subject
- someone with a particular skill set or background pertinent to a particular course or event

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## About the College

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

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

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

**[college.police.uk](https://college.police.uk)**