

Information and Potential Timelines for forces considering adoption of the National Police Promotion Framework

national **AGENCY** POLICING

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1. Introduction

1.1 This document is intended to assist and advise forces seeking to adopt the National Police Promotion Framework. It aims to begin to help prepare forces to join the Framework, if the decision is made to implement in spring 2011. It should read in conjunction with the prepared time lines at Appendix A below.

1.2 The National Police Promotion Framework is a four step licensed process for promotion to the rank of sergeant and inspector, which is currently being trialled until the end of March 2011. Ten forces have been involved in the trial. The process involves greater use of practical work-based assessment and development. Part of the original impetus to trial a new promotion system was for a more effective mechanism to help forces be better able to select the right number of candidates for existing vacancies.

1.3 The four steps of the National Police Promotion Framework are as follows;

- **Step One:** Suitability. Officers are eligible to enter the promotion process once they have established their competence in their current rank. Candidates must be endorsed as suitable for promotion by their Line Manager.
- **Step Two:** Legal Examination. This is established through taking the OSPRE[®] Part I Legal Examination; a national paper based multiple choice examination.
- **Step Three:** Assessment against rank specific competencies and matching to vacancies. Officers' potential to perform at the next rank is assessed against the relevant behavioural competencies.
- **Step Four:** Temporary Promotion and Work Based Assessment. Officers demonstrate competence in the rank to which they aspire and are supported over a 12 month period in order to ready them for substantial promotion.

2. Operating the National Police Promotion Framework

2.1 The requirements of the National Police Promotion Framework are set out in the Operating Manual. Forces have to abide by the licensing and data capture requirements in order to be accepted on to the National Police Promotion Framework, and to have their successful candidates qualified by the PPEB.

2.3 Operating Manual

The Operating Manual provides clear procedures for forces implementing the National Police Promotion Framework for promotion to the rank of sergeant and inspector. The requirements of this manual are mandatory as prescribed by the PPEB.

2.4 The Operating Manual details the mandatory steps of the National Police Promotion Framework. In particular, the operating manual:

- describes the operating procedures for the four steps of the promotion process;
- describes the process of applying the four steps to all candidates for sergeant and inspector promotions until the end of the trial
- outlines arrangements for further monitoring of the framework and explains the compulsory data capture requirements for participating forces.

2.5 Further information and a full copy of the Operating Manual for the National Police Promotion Framework can be found at www.npia.police.uk/promotions

2.6 The Licensing Process

The licensing system has three stages; Registration, Interim Licence and Confirmed Licence.

The registration process commits the force to implementing the framework in accordance with the Operating Manual and licence. Once a registered force is able to demonstrate that they have the necessary infrastructure in place then they will be issued an Interim Licence. This will enable that force to operate the four steps of the National Police Promotion Framework for the first time.

Forces will then work through all four steps of the National Police Promotion Framework as they progress towards their Confirmed Licence. Successful evidencing

of the implementation of the National Police Promotion Framework will result in the issue of the Confirmed Licence.

The licence will be subject to renewal every three years, to cater for national or legislative changes, and to ensure a force is still meeting the terms and conditions of the National Police Promotion Framework.

Forces will be supported through all stages of the licence. Further information on the licensing system can be found on the web page linked below: The licensing system overview is Document 2A. The other licensing documents including self assessment for the differing license stages can be found at the following web page www.npia.pnn.police.uk/promotions

2.7 **Data Capture**

NPPIA have developed a centralised software system that can record the required candidate data, and provide forces with information on their reporting requirements. Use of this data capture system is mandatory for all forces.

2.8 This system allows forces to fulfil their monitoring obligations under the general and specific diversity duties. Additionally, this data capture system allows the PPEB to fulfil its obligations in relation to monitoring and reporting on the fairness of the National Police Promotion Framework on a national level.

2.9 For further information on the data capture system please see data capture force guidance and data capture user guidance, which set out the requirements of forces, and give advice on how the data capture system works. These documents are also available at www.npia.police.uk/promotions

2.10 **Equality Impact Assessment**

Forces should have their own equality impact assessment in place on existing promotion processes within the force. Forces should align this policy to the requirements of the operating manual as a part of preparing to undertake the National Police Promotion Framework.

2.11 A copy of the most recent national equality impact assessment is included on the NPPIA web page. This is

completed in an easy to use template, and includes a summary of all relevant research.

2.12 **Communications and Marketing**

Communications and Marketing is an important area in adopting the National Police Promotion Framework, in order to ensure candidates receive accurate information. To assist in this the National Police Promotion Framework webpage is updated regularly, and each quarter a **newsletter** is produced to ensure all forces are up to date with any information about, or changes to the process. Forces are welcome to cascade the information provided to their officers.

Web page: www.npia.police.uk/promotions

3 Early Preparation

- 3.1 A decision on the future of the National Police Promotion Framework Trial will not be made until after the conclusion on the trial on 31 March 2011. However there is scope for forces to explore elements of the trial framework, for example their post OSPRE part II processes which are the equivalent of Step Three of the framework, and which should be a benefit the force even if the National Police Promotion Framework is not rolled out.
- 3.2 Forces keen to enter the National Police Promotion Framework in 2011 can start preparing now. Licensing documentation is available on the website which will allow forces seeking early adoption to review their policies and procedures to reduce the amount of work required when it comes time to apply for a licence. By having existing policies that are close to the requirements of the licence, this will make any later application to join the National Police Promotion Framework easier to complete and more likely to be immediately successful.
- 3.3 Practical suggestions from forces that have already applied for licences, to assist those that are looking to prepare for joining the National Police Promotion Framework in 2011 include;
- a. Ensure that the force equality impact assessment on promotion processes is up to date.
 - b. Ensure that preparation involves interaction between learning and development, human resources and workforce planning departments.
 - c. Consider using a project management approach to the change to the National Police Promotion Framework which is supported and championed at ACPO level.
 - d. Take note of the documents outlined above to ensure learning from the experiences of the existing trial forces.
 - e. Keep up to date with progress in the trial by reading newsletters and briefings from NPIA. Make sure these are included in your communications strategy.
 - f. Evaluate your existing HR processes against the requirements of the licence to make an early start on any required changes.
 - g. Remember to involve your police authority and other local stakeholders at an early stage (e.g. Federation, staff support associations).

- h. Consider how the force already complies with the general and specific equality duties in its biographical data collection; and establish how the force can comply with the promotion framework's mandatory data capture system.
- i. Establish what the force is spending on promotion at present in terms of OSPRE costs and other costs such as study time, provision of materials and provision of training courses.
- j. Ensure that the person responsible for establishing the methodology for assessment at Step Four is experienced and skilled in designing and implementing assessment methodologies. This will ensure a modern and bureaucracy lite assessment methodology.

3.4 **Other Useful Documents**

The following documents are also included on the National Police Promotion Framework web page, which is designed to help forces prepare to join the National Police Promotion Framework. Forces may wish to add this webpage to "favourites" as it will regularly be updated with information and downloads:

- A **planning toolkit** was created by one of the trial forces to give advice to other forces wishing to join the National Police Promotion Framework. This document includes advice on the licensing system.
- There is also a **noteworthy practice** document from July 2009 which highlights what the first seven forces to join the trial are doing to comply with the requirements of the operating manual. There is a section on the methodologies those seven forces employ at Step Three of the framework, which forces might find useful in assessing whether your existing selection processes in force meet the requirements of the licence. A **shared practice** document will follow in July 2010 that provides updates and deals in much more detail with Step Three selection.
- Forces may find the **frequently asked questions** document around transition from OSPRE to the National Police Promotion Framework useful. This document advises on how officers already in the promotion process are dealt with and the choices that they have as individuals. It also advises forces on how to deal

with such officers ensuring their progress is fully recognised.

4 **Shadowing**

- 4.1 Some forces have already expressed an interest in shadowing the National Police Promotion Framework in anticipation of a successful trial. These forces will have to comply with the requirements of OSPRE Parts I and II, and will not be able to apply for any type of licence until a decision is made to roll out the National Police Promotion Framework. It should be noted that forces that are shadowing will need to take account of any changes that take place as a result of the outcome of the trial, prior to any licence application.
- 4.2 NPIA may be able to provide some feedback to forces that are shadowing the National Police Promotion Framework on how the process they put in place compares with the requirements of the licensing system. This advice will only look at the system a force has in place at that time and does not reduce the requirement on the force to have appropriate systems in place at the time of any future licence application.
- 4.3 In order to shadow the National Police Promotion Framework, a force could consider each of the four steps of the framework, and how a force could comply with the requirements of each step, while complying with the requirements to complete OSPRE parts I and II;

a. Step One: At present there is no bar to any officer putting themselves forward for OSPRE I. The National Police Promotion Framework adds a test of competence at this step to ensure that an officer is competent in their current rank prior to attending Step Two which is the OSPRE Part I Examination. Regulations do not make a provision either way as to whether a force can introduce such a test for officers wishing to take promotion in an OSPRE force at present.

For details of the test of confidence, please see the Operating Manual (reference N page 10)

b. Step Two: There is no change here. OSPRE I is required in both promotion processes.

(In a shadowing force, it is clear that at this point candidates must be registered for and undertake OSPRE II in accordance with the Rules and Syllabus document)

c. Step Three: Most forces hold some form of selection of officers who are qualified. Qualification in OSPRE forces is by a pass in OSPRE I and II, selection for promotion is by an in force board.

The National Police Promotion Framework Step Three similarly involves selection for promotion by an in force process, by which officers to be temporarily promoted to undertake work based assessment are chosen. OSPRE forces would need to look at their existing selection process and ensure it meets the requirements of the framework. For more details on the requirements of a selection process at Step Three please see the Operating Manual (reference N page 16).

d. Step Four: This step is new to OSPRE forces. While shadowing the National Police Promotion Framework, completion of a successful probationary period for sergeants is the legal requirement for confirmation of appointment. There is no such requirement for inspectors.

A force could require its officers to undertake work based assessment, as the force has the right to train and develop its own officers as it sees fit.

While a force is shadowing the National Police Promotion Framework and until it has achieved Interim Licence; failure to complete work based assessment cannot be the test of whether an officer has completed the probationary year. This would still be assessed and evaluated through PDR. The test of a successful promotion in OSPRE forces, whether there is a probation or not, must remain his/her PDR.

5 History

- 5.1 A two year trial of the Licensed National Police Promotion Framework began in April 2009. There will be an evaluation at the end of the trial, to help allow the Police Promotion Examinations Board (PPEB), (who govern police promotion to the rank of sergeant and inspector), to make an informed recommendation to the Minister on the future of the trial.
- 5.2 The Minister for Policing identified four key areas for the trial to address. In particular:
- Equality and Diversity;
 - PDR – Ensuring that the National Police Promotion Framework is underpinned by a robust and fair PDR process;
 - National Standards – Putting in place national standards on what is expected of sergeants and inspectors;
 - Bureaucracy – minimising bureaucracy in the process – particularly at Step Four
- 5.3 This two year trial has a clear and defined set of success criteria, which have been agreed by all stakeholders. These criteria separate the trial into three areas which are the Project, Processes and Product. A full set of the success criteria can be found at Appendix B
- 5.4 The original seven forces involved in the National Police Promotion Framework Trial are Bedfordshire, Hertfordshire, Leicestershire (Inspectors only), Merseyside, Metropolitan Police Service, Sussex and Thames Valley. In August 2009 Avon and Somerset, North Wales and West Midlands were also accepted onto the new licensed trial.
- 5.5 The NPIA is working with key stakeholders who are members of the National Police Promotion Framework Project Board. Members of the Project Board include the Association of Chief Police Officers, Association of Police Authorities, the Police Federation, the Superintendents Association, Her Majesty's Inspectorate of Constabulary, Skills for Justice and practitioners from both National Police Promotion Framework Trial and OSPRE forces.
- 5.6 Between spring 2010 and the conclusion of the trial, evaluative research is being carried out and mapped to the success criteria for the trial. This research will be used to assist the PPEB in reaching their decision at the conclusion of the trial.

- 5.7 At present the forces within the trial represent over 48,000 constables, over 10,400 sergeants and over 3,300 Inspectors. The views and experiences of officers, taking part in the trial and the forces operating the trial will be included in the research being carried out.
- 5.8 There are some significant benefits to forces adopting the National Police Promotion Framework that have been identified by forces taking part in the trial. These include:
- Forces will have greater control of the number of officers in their local promotion pools
 - The Framework can be designed and implemented to suit the needs of the force while standards are maintained through the licensing criteria.
 - Officers will be supported throughout the process, including during the 12 months of temporary promotion during which the Work Based Assessment is undertaken. The officers are assessed against National Occupational Standards by in force trained assessors. It is this step at the rank of Sergeant which effectively replaces the 12 months of probation required in OSPRE forces.
 - Where the candidates are deemed as successful after this 12 months of work-based assessment (Step Four) the candidate is qualified for promotion and then substantively promoted.
 - Feedback shows that newly promoted supervisors feel supported and developed during work-based assessment, making them more confident and able.
- 5.9 The success criteria for the project have been agreed by the PPEB and are set out in appendix B.
- 5.10 At the conclusion of the trial and after the PPEB has examined the research and information supplied by the trial, they will make a decision on whether to recommend the roll out the National Police Promotion Framework to the Policing Minister. No decision has been made at this point, and no decision will be made until the conclusion of the trial.

- 5.11 If the decision of the board is to recommend roll out of the National Police Promotion Framework, and the Minister agrees, then NPIA will assist the PPEB by organising and facilitating a selection process for forces wanting to join the Framework in the first year. It is likely that the roll out will take place over two years or maybe three, based on the needs of forces. One of the selection criteria which will be applied to forces seeking to adopt the framework will be their readiness to implement the requirements of the licensing system, data capture system and operating manual.

6 Contacts

- 6.1 The website address for the National Police Promotion Framework Project is: www.npia.police.uk/promotions
- 6.2 The implementation and trial of the National Police Promotion Framework is the responsibility of the Police Promotions Implementation Project Board, which is a sub group of the PPEB. The Police Promotions Implementation Project Board will report to the PPEB in spring 2011 on the trial evaluation research.
- 6.3 The timelines document in the annex to this document gives indicative timings for new forces to join the National Police Promotion Framework, and key dates that you may need to consider – such as timings of OSPRE Pt I applications.
- 6.4 Please direct any questions on the implementation of the National Police Promotion Framework to;

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7. Useful References

A. National Police Promotion Framework Licensing System

www.npia.police.uk/promotions

B. National Police Promotion Framework Licensing System – Document 1 Force Registration

www.npia.police.uk/promotions

C. National Police Promotion Framework Compliance Procedure

www.npia.police.uk/promotions

D. Skills for Justice – Integrated Competency Framework

www.skillsforjustice.com/icf

E. Rules and Syllabus – Qualifying Examinations for Promotion to the Ranks of Sergeant and Inspector

www.npia.police.uk/en/6767.htm

F. National Police Promotion Framework National Occupational Standards for the ranks of Sergeant and Inspector

www.npia.police.uk/promotions

G. National Police Promotion Framework Data Capture Force Guidance

www.npia.police.uk/promotions

H. Police (Promotion) Regulations 1996 and the Police (Promotion) (Amendment) Regulations 2005

www.opsi.gov.uk/si/si1996/Uksi_19961685_en_1.htm

www.opsi.gov.uk/si/si2005/20050178.htm

I. National Police Promotions Framework Equality Impact Assessment

www.npia.police.uk/promotions

J. NVQ Qualifications and Curriculum Authority Codes of Practice

www.qca.org.uk

K. National Police Promotions Framework Independent Equality Impact Assessment

www.npia.police.uk/promotions

L. High Potential Development Scheme Manual of Guidance

[www.npia.police.uk/en/docs/HPDS Manual of Guidance FINAL 241 108.pdf](http://www.npia.police.uk/en/docs/HPDS_Manual_of_Guidance_FINAL_241_108.pdf)

M. Current National Occupation standards for candidates at Step Four of the National Police Promotion Framework

www.npia.police.uk/promotions

N. National Police Promotion Framework; Operating Manual

www.npia.police.uk/promotions

Appendix A

National Police Promotion Framework

Indicative Timelines for Prospective Adopter Forces

There are many potential permutations of National Police Promotion Framework adopter force timelines, however the one shown below is premised on the assumptions that:

- the trial is a success,
- the Minister's agreement to national roll-out is made in a fairly quick timeframe,
- an adopter force will be able to complete the Interim Licence process in 10 months (based on two forces, one of whom achieved Interim Licence in 8.5 months and the second in 9.5 months. 10 months should therefore be sufficient time in which to achieve Interim Licence but forces may complete the process sooner.

In terms of managing expectations, it is worth emphasising that the timing of those points in the timeline below, which include some degree of workload, is an estimated two months. Previously a one month separation was used but this was considered by PPIPb to be unrealistic.

If it transpired that each point in the timeline took as little as a week or two longer than indicated below to achieve, subsequent points could be pushed back by several months. It is also worth noting that a force's ability to respond to any actions resulting from the stages of the licence processes may impact on the timeline.

NPIA will, however, work as closely as possible with all new adopter forces to help them through the process.

Timeline – Interim Licence achieved in 10 Months after application to adopt the National Police Promotion Framework

This timeline is based on the following assumptions:

- 1) The National Police Promotion Framework Trial ends on the planned date (31/03/11).
- 2) The National Police Promotion Framework Trial is deemed to be a success by the PPEB, and recommended for roll-out (June 2011).
- 3) The Policing Minister agrees the recommendation of the PPEB in 'good time' (August 2011).

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- 4) That forces interested in adopting the National Police Promotion Framework can begin preparatory work at any point before 31/03/11, on the basis of the acceptance of the following key risks:
- a. That the National Police Promotion Framework may not be recommended for roll-out.
 - b. Should it be necessary to limit the number of forces adopting the National Police Promotion Framework in each year, that their force may not be one of the first chosen.
 - c. That in order for Confirmed Licence to be granted, forces have to have operated all four steps of the National Police Promotion Framework, which means there must be planned vacancies into which to promote people.
 - d. That the National Police Promotion Framework, as it is currently designed and being trialled, is not required to change significantly.
- 5) That there is a period of selection and agreement by the Policing Minister of first year adopters which takes around the same length of time as that taken by the selection of the three adopters in 2009.

Date	Activity/Stage
2010 to March 2011	Forces can begin preparatory work using available National Police Promotion Framework documentation (Operating Manual, Licensing Documentation, Data Capture, Planning Toolkit – subject to the risks identified).
31/03/11	National Police Promotion Framework Trial ends. PPEB recommend roll-out of National Police Promotion Framework.
May 2011	Minister agrees the PPEB recommendation.
Jun 2011	NPIA invite applications from forces to adopt National Police Promotion Framework.
Jul 2011	Closing date for applications.
Oct 2011	Sergeants OSPRE Part I/Step 2 (provisional date – subject to change).
Oct 2011	Selection of successful applications completed (maximum number still to be agreed).
Nov 2011	Policing Minister’s agreement to selection received. Successful forces notified.

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Nov 2011	Year 1 Adopter forces begin the Interim Licensing Process (Registration)*.
Nov 2011	Sergeants OSPRE Part I/Step 2 Results (subject to Exam being held in October).
Dec 2011	Year 1 Adopter forces submit Interim Licence application*.
Jan 2012	Year 1 Adopter forces receive Interim Licence validation of application and guidance where appropriate*.
July 2012	Year 1 Adopter forces submit revised Interim Licence application*. – subject to any required actions identified.
Aug 2012	Year 1 Adopter forces receive Interim Licence*.
Aug 2012	Year 1 Adopter forces can implement National Police Promotion Framework and begin process of achieving Confirmed licence.
Oct 2012	Inspectors OSPRE Part I/Step 2 (provisional date – subject to change).
Nov 2012	Sergeants OSPRE Part I/Step 2 Results (subject to Exam being held in October).
Oct 2013	Inspectors OSPRE Part I/Step 2 (provisional date – subject to change).
Nov 2013	Sergeants OSPRE Part I/Step 2 Results (subject to Exam being held in October).

*The timescale used is based on 10 months to achieve Interim Licence.

Assuming the same length of timescale as above for year 2 and 3 adopters	
Nov 2012	Year 2 Adopter forces register and begin the Interim Licensing Process.
Aug 2013	Year 2 Adopter forces can implement National Police Promotion Framework and begin process of achieving Confirmed licence.
Aug 2015	Year 2 adopter forces achieve Confirmed licence.
Nov 2013	Year 3 Adopter forces register and begin the Interim Licensing Process.
Aug 2014	Year 3 Adopter forces can implement National Police Promotion Framework and begin process of achieving Confirmed licence.
Aug 2016	Year 3 adopter forces achieve Confirmed licence.

Summary

The above timeline for potential adopter forces is indicative only and assumes that each step follows the last completed step without significant delay. Whilst it may prove to be the case that actual achievement of the various points in the licensing process may be faster or slower than those indicated, this timeline may be useful in providing forces with a broad outline of what might be expected and when.



Andrew Clayton
Project Manager; National Police Promotion Framework Trial
25 May 2010

Success Criteria – Project

Appendix B

Operating Manual

- One Operating Manual, signed off by the Project Executive and Chair of PPEB and issued to forces
- Feedback sought from forces (as part of feedback exercise at 1.6 below) and taken into consideration by PPIPb prior to the next iteration of the manual in 2010

Licensing

- One series of Licensing Documents, signed off by the Project Executive and Chair of PPEB and issued to forces
- Feedback sought from forces (as part of feedback exercise at 1.6 below) and taken into consideration by PPIPb if the decision is made to roll out the NPPF.

Quality Assurance Sub Committee

- One Quality Assurance Sub Committee Constitution and Terms of Reference, signed off by the Project Executive and Chair of PPEB and issued to QASC members
- Feedback sought from Quality Assurance Sub Committee members and taken into consideration by the committee prior to the next iteration of the Constitution and Terms of Reference in 2010.

Equality Impact Assessment

- One Independent Equality Impact Assessment report, signed off by the Project Executive and Chair of PPEB
- Content of assessment to be used to inform the ongoing National Police Promotion Framework project
- Updated Equality Impact Assessments, the first of which to be signed off by the Project Executive and Chair of PPEB by 08/10/09 are to be considered by PPIPb prior to informing the ongoing National Police Promotion Framework project.
- Updated Equality Impact Assessments, second Stage Two report

Results and Analysis/Data Capture Reports

- A series of Results and Analysis/Data Capture Report, signed off by the Principal Psychologist submitted to PPIPb/PPEB members by April 2010, October 2010 and April 2011

Trial Force feedback on the Processes

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- One Trial Force feedback exercise to be carried out by 04/11. Component items for inclusion in the feedback exercise to be signed off by the Project Executive
- Feedback obtained from forces and taken into consideration by PPIPb prior to the next iteration of project documents.

Trial Force feedback on the Product

- One Trial Force feedback exercise to be carried out by 04/11. Component items for inclusion in the feedback exercise to be signed off by the Project Executive.
- Feedback obtained from forces taken into consideration by the PPEB and steer provided to PPIPb/NPIA.

Project Trial Stage Report

- One Trial Project Stage report including summaries against each of the above factors, to be signed off by the Project Executive and submitted to the 04/11 PPEB

Success Criteria – Processes

Fully involves local management input and decision making

- Operating Manual (see 1.1)

Minimal Bureaucracy

- Operating Manual and Licensing Criteria (see 1.1 & 1.2)

A clear and reasonable Licensing Regime

- Licensing and QASC (see 1.2 & 1.3)

Provides development plans through a fair and robust PDR

- Licensing and QASC (see 1.2 & 1.3)

Minimum National Standards to assist with consistency and equality of application

- Licensing and QASC (see 1.2 & 1.3)
- 10 forces being awarded Interim, and at least 7 forces being awarded Confirmed during the two year trial period (and eventually Re-confirmed) licences will evidence that the National Police Promotion Framework is operating successfully
- In the case of any drop in standards the issue will be addressed by the Quality Assurance Sub Committee according to their terms of reference. Should the issue not be resolved then the Quality Assurance Sub Committee can invoke

sanctions which will be reported to PPEB and recorded in minutes

Progress on Equality

- EIA and Results and Analysis (see 1.4 & 1.5)
- Submitted Equality Impact Assessment Reports, incorporating the Results and Analysis, will evidence that the National Police Promotion Framework requirements are being achieved
- Content of the assessment to be used to inform the ongoing development of the National Police Promotion Framework processes.
- Updated Equality Impact Assessments, the first (for actual NPPF) of which to be signed off by the Project Executive and Chair of PPEB by 31/10/09 are to be considered by PPIP prior to informing updated National Police Promotion Framework processes.

Success Criteria – Product

Forces are able to match candidate numbers to vacancy numbers

- Fully involves local management input and decision making (see 2.1)

Forces and candidates can operate the NPPF easily

- Minimal Bureaucracy (see 2.2)

Forces are clear about the requirements needed for promotion and National Standards are being used

- Clear and reasonable Licensing Regime and fair and robust PDR (see 2.3)

Forces report that the quality of newly promoted Sergeants and Inspectors is improving

- National Minimum Standards (see 2.5)

The NPPF helps Forces achieve their obligations under the statutory Equality Duties

- Progress on Equality (see 2.6)