

OFFICE OF THE POLICE AND CRIME COMMISSIONER	
LEAD CHIEF OFFICER:	Deputy Chief Constable
TITLE:	Learning and Development Report
DATE:	20 th July 2016
TIMING:	Annual
PURPOSE:	Monitoring
1.	<u>RECOMMENDATION</u>
1.1	To receive and note the content of the report.
2.	<u>INTRODUCTION & BACKGROUND</u>
2.1	The Force's annual costed training plan is reported on at the conclusion of each financial year to provide an overview of the training and development that has been delivered, the number attending courses and the associated costs.
2.2	The training plan details information relating to all formal learning and development activities undertaken within the organisation during the financial year 2015/16. All internal and external training and conference requests are scrutinised to identify how the learning will impact on the Police and Crime Commissioners strategic priorities. All those making a 'bid' for training are also required to identify the risk to the public and force, should the training not be delivered.
2.3	For the purposes of this report, learning and development activities have been captured in three categories. These are as follows: <ul style="list-style-type: none"> a) Internal Learning and Development (excludes regional collaboration such as Joint Firearms Training Unit, Scientific Support and Shared Support Services). (Appendix B) b) External Learning and Development. (Appendix B) c) Conference Attendance. (Appendix C)
2.4	Internal learning and development activities have been delivered by qualified and accredited staff within the organisation. This training is delivered through a number of different functional areas within the organisation for example, Operational Support (Operational Training Unit) and Crime (Casualty Bureau and Holmes).
3.	<u>ISSUES FOR CONSIDERATION</u>
3.1	<u>Internal Training – Highlight Areas</u> A range of training activities were undertaken to support the new operating model and the onmi competent nature of some of the roles. Training was undertaken to up skill or refresh officers and staff. Training was delivered to support new roles such as the Area Incident Sergeants and Advanced Driver Training in order that intelligence officers could undertake surveillance as part of their omni competent role. A number of refresher courses were run to

support officers returning to front line generalist operational duties. These include Rape Investigation, Domestic Violence, Constable Refresher Training and computer based courses such as NICHE. Specialist training was also delivered to up skill officers in the new Area Support Teams which included Road Death Investigation and Fast Roads Awareness.

A large number of advanced driver training courses have been delivered to support the new operating model and Gwent is currently supporting South Wales Police by delivering a number of standard driving courses for their new recruits. It is proposed that Gwent will train around 100 South Wales' officers by March 2017.

April 2016 saw the implementation of the Local Policing Area Training Days. These training days are organised and delivered through the two newly appointed Local Policing Training Sergeants. There are 5 training days per year for each officer. The majority of police constables and sergeants within the local policing areas have these days fixed into their rota pattern. A range of topics have been delivered during the first year and a summary can be found in Appendix A. There continues to be a high demand of request to provide an input at the training day. A local policing training day meeting has been set up to review the bids submitted for inputs on the training day, agree and prioritise delivery.

Following the HMIC Inspection in relation to Public Protection, a Public Protection Training Plan was written and a range of training and development activities were undertaken to deliver the required outcomes. The training inputs included Honour Based Violence, Domestic Abuse, Golden Hour Principles, National Decision Model, Achieving Best Evidence, Mental Health, Modern Slavery and Child Sexual Exploitation. Training was also undertaken to implement Active Risk Management System (ARMS) risk assessment model for Multi Agency Public Protection Arrangements (MAPPA). In addition the Force has trained every Public Protection Unit Investigator and Supervisor this year to ensure that they are fully updated and aware of contemporary developments within the specialism of child interviewing.

The first new officer intake for two years required the development and delivery of a revised post Certificate in the Knowledge of Policing. This was delivered to 19 new recruits who are all now starting to undergo their 10 week reviews and complete their Diploma in Policing.

During 15/16 a further 31 Special Constables have completed or are in the process of completing their initial training. Following a review of the training timetable, the course is now delivered in 3 modules, allowing for officers to put their learning into practice at an earlier stage, be able to support the local policing areas at the earliest opportunity and to minimise knowledge fade.

The implementation of STORM and Fusion this year has had significant ICT training implications. STORM training sessions were developed and undertaken on 5 separate events over the months running up to go live. This provided the ability to recap over the previous days learning, allowed the opportunity to practice between training sessions and ensured that any on-going developments could be incorporated in one of the training days.

The force has invested hugely in cyber-crime training and there are currently 119 officers trained in mainstream cyber-crime. A further 200 training places have been funded for 2016/17, taking this to 350 officers (1 in 3).

	<p>A programme of first line manager courses was run aimed at a police officers and police staff. During 2016/16 90 people have received this input.</p>
3.2	<p><u>External Training – highlight areas</u></p> <p>The highest single course spends in 2015/16 related to:</p> <ul style="list-style-type: none"> • Surveillance Course (£25,704) • Mainstream Cyber Crime Training (£14,960) • SIO Development (£13,662) • Initial Crime Investigation Development Programme (£13,320) • PSD Investigator's Course (£10,800) <p>Additional external training was required to meet the requirements of the new operating model. External crime training spending accounted for the largest element of the budget with a spend of over £95k. This was followed by Operational Support (£37k), Professional Standards (£18K) and Service Development/Staying Ahead 8 (£14k).</p> <p>A total of £3,603 was also accessed via the post entry training scheme and development included Welsh in the Workplace, British Sign Language and Professional Doctorate in Counselling Psychology.</p> <p>The development of Associate Trainers has continued with the training of one additional Personal Safety Trainer and two Driver Trainers to support, when necessary the central learning and development functions. This is a cost effective means of ensuring organisational flex.</p> <p>Full details of all external courses can be found in Appendix B.</p>
3.3	<p><u>Conferences</u></p> <p>Close management of conference attendance ensures that requests are scrutinised to ensure attendance supports the achievement the force and Police and Crime Commissioners strategic priorities, as well as supporting on going accreditation for certain roles.</p> <p>Single attendance at conferences is the agreed approach and the learning disseminated. In 2015/16 60 conferences have been attended and details of each event can be found in Appendix C.</p>
	<p><u>Other Development Activities</u></p> <p><u>Performance Development Review (PDR)</u> - A revised PDR system has been implemented. The PDR model is based on an assumption of satisfactory performance in that it recognises that the majority of officers, once trained and experienced, usually perform their role to a satisfactory standard. The process requires both the line manager and individual to contribute limited but relevant evidence of performance against the role profile, personal qualities, mandated training, role related learning (continuous professional development) and the agreed objectives. The process also aims to support the better identification of poor performance, the initial support provide to individual to bring raise their performance to a satisfactory standard and the identification of talent within the force. This PDR process also meets College of Policing guidance on the new PDR standards. This PDR process meets the Home Office Circular 006/2015, which published amendments to Annex F of the Secretary of</p>

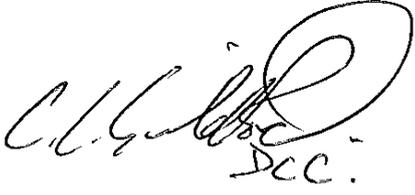
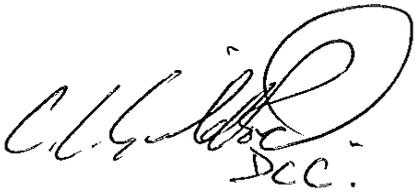
	<p>State's determinations under the Police Regulations 2003, to implement the 2014 Police Negotiating Board agreement published in PNB circular 013-14 (Revised) Agreement on Winsor Recommendations in relation to linking police officer pay progression to PDR grading.</p> <p><u>National Police Promotion Framework</u> - The force undertook its first promotion process under the new National Police Promotion Framework. These newly promoted Inspectors will undertake a Level 4 Certificate in Police Management.</p> <p><u>Training attendance</u> – In excess of 11,000 personal training records were updated in 2015/16 following training or conference attendance. The use of Business Objects has provides the ability for Line Manager to better manager training cancelation and non-attendance through the weekly reporting.</p> <p><u>Access of fully funded training</u> – This financial year we have accessed an estimated £83,413 worth of funding training or qualifications. We will continue to seek other sources of income and utilise them effectively. A summary of the development accessed can be found in Appendix D.</p>
<p>4.</p>	<p><u>NEXT STEPS</u></p>
<p>4.1</p>	<p>A People Plan and Organisational Development Strategy have been developed. The People Plan seeks to maximise the value from every pound we spend by redesigning our services to work more efficiently and effectively and promote an attitude of continuous improvement within the Force. It seeks to identify effective collaborative opportunities to provide better value for money and build on the capability and capacity of our people. Learning and Development will have a key role in implementing the Organisational Development Strategy which aims to improve organisational effectiveness by:</p> <ul style="list-style-type: none"> • Helping members of the organisation to gain the skills and knowledge necessary to deliver an excellent service, to solve problems by engaging them and involving them in the change process. • Having value based leaders who empower people, promoted high performance, rewarding and recognising the right behaviour and attitudes. • By promoting high performance, excellent service delivery, continuous improvement approach and support learning through the effective use of coaching and mentoring. • Ensuring that we effectively use technology to enable more informed and effective planning in order to enhance the service we provide. • Developing a Talent Management model that is based on an appreciation of organisational risk and personal aspiration. Emphasis will be placed on establishing quality talent mobility enabled through the creation of both 'specialist' and 'generalist' talent paths. We will build a culture, with supporting systems, that enables progress to be achieved laterally rather than through traditional hierarchy alone. <p>We will continue to work with the College of Policing who are currently delivering the Professional Development Project. This project includes the work streams Assessment and Recognition of Competence, Professional Development Review (PDR), Police Professional Framework (PPF) and Policing Education Qualification Framework (PEQF).</p>

5.	<u>FINANCIAL CONSIDERATIONS</u>																											
5.1	<p>A summary of the spending in these categories for the last five years is as follows:</p> <table border="1"> <thead> <tr> <th>Budget Spend</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16 Estimated*</th> </tr> </thead> <tbody> <tr> <td>External Training</td> <td>£350,701</td> <td>£192,728</td> <td>£271,799</td> <td>£200,865</td> <td>£183,228</td> </tr> <tr> <td>Conference Attendance</td> <td>£27,478</td> <td>£26,403</td> <td>£24,792</td> <td>£20,543</td> <td>£12,940</td> </tr> </tbody> </table> <p>The 2015/16 figures are only estimated at this time as final end of year financial figures will not be available until the beginning of May. For the last 5 years the department has been underspent on both its external training and conference budget.</p> <p>The budget allocation for 2016/17 against the previous year is noted below and there continues to be investment in training and development events.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Budget/ External Training</td> <td>£327,697</td> <td>£374,136</td> </tr> <tr> <td>Budget/Conferences</td> <td>£30,000</td> <td>£38,919</td> </tr> </tbody> </table> <p>All figures above do not take into account other direct or indirect costs such as the cost of the internal training venue or the abstractions costs of the members of staff attending the training/conference.</p>	Budget Spend	2011/12	2012/13	2013/14	2014/15	2015/16 Estimated*	External Training	£350,701	£192,728	£271,799	£200,865	£183,228	Conference Attendance	£27,478	£26,403	£24,792	£20,543	£12,940	Year	2015/16	2016/17	Budget/ External Training	£327,697	£374,136	Budget/Conferences	£30,000	£38,919
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6.	<u>PERSONNEL CONSIDERATIONS</u>																											
6.1	<p>Succession planning within learning and development is required to maintain a minimum but flexible number of staff if we are to deliver training compliance and the range of training currently delivered.</p> <p>As part of Staying Ahead 8, a review of all learning and development functions is currently taking place and is likely to have an impact of the structure, roles and functions.</p>																											
7.	<u>LEGAL IMPLICATIONS</u>																											
7.1	None applicable.																											
8.	<u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u>																											
8.1	This project/proposal has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group.																											
8.2	In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the																											

	Human Rights Act 1998.
9.	<u>RISK</u>
9.1	The engagement of staff in Learning and Development activities is a key element of the force's ability to deliver against the priorities and there could be substantial risk if our statutory and policy obligations were not adhered to by having properly qualified and experienced staff.
10.	<u>PUBLIC INTEREST</u>
10.1	It is in the public interest to have well-trained and motivated staff to support the force in achieving the priorities set out in the Force Delivery Plan and the Police and Crime Plan.
11.	<u>CONTACT OFFICER</u>
11.1	Neil Lewis, Head of People Services
12.	<u>ANNEXES</u>
12.1	<div style="text-align: right;">  LPA training day contents - Appendix / </div> Appendix A – Summary of LPA Training Day Topic 2015/16
12.1	<div style="text-align: center;">  Copy of Internal External Training App </div> Appendix B – Training Events Completed 2015/16 (details of internal and external training delivered)
12.2	<div style="text-align: right;">  Summary of Conference Appendix </div> Appendix C – Conference Attendance 2015/16
12.3	<div style="text-align: left;">  Summary of Fully Funded Training Appæ </div> Appendix D – Summary of Fully Funding Development 2015/16

Public Access to Information

Information in this submission is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. This submission will be made available on the OPCC website following consideration by the Police and Crime Commissioner.

<p>Are you satisfied that the contents and observations made are necessary and suitable for the public domain?</p>	
<p>In producing this submission, has consideration been given to 'public confidence'?</p>	
<p>If you consider that this submission should be exempt from the public domain, please state the reasons.</p>	

For OPCC use only

Office of the Chief Constable

I confirm that the Learning & Development report has been discussed and approved at a formal Chief Officers' meeting.

It is now forwarded to the OPCC for **information**.

Signature:



Date: 05.07.16

	Tick to confirm (if applicable)
Financial The Chief Finance Officer has been consulted on this proposal.	√
OPCC The Chief of Staff has reviewed the request and is satisfied that it is correct and consistent with the PCC's plans and priorities.	√
Legal The legal team have been consulted on this proposal.	n/a
Equalities The Equalities Officer has been consulted on this proposal.	n/a

Chief of Staff:

I have been consulted about the proposal and can confirm that financial, legal, equalities etc... advice has been taken into account in the preparation of this report.

I am satisfied that this is an appropriate report to be submitted to the Police and Crime Commissioner for Gwent.

Signature:



Date: 12.07.16

Police and Crime Commissioner for Gwent

I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct.

The above request has my approval.

Signature:

Date: