

Appendix A - L&D Outturn Report 2024/25

Embed a Learning Culture	Blended learning has continued through the financial year with a total of 29 e-learning packages created and eight currently in development. Each package is created and uploaded to College Learn for compliance auditing purposes. Additionally, two members of the ICT training team are completing a digital collaboration pilot with South Wales Police (SWP). This will enhance digital learning and broaden the scope of products that we as a force have access to such as podcasts and digital video interviewing. The aim is to reach and engage more staff, reduce abstraction and overall cost. Staff Development To assist personal & professional staff development, Academic Assisted Funding continues to be available for all staff as well as Welsh Government funded qualifications with our training partner Talk Training. As a force we have supported five staff with continued learning through the academic funding route. The Level of funding depends on the relevance to the applicant's role and benefit to the organisation. The meeting is held by an independent panel, supported qualifications vary from working with victims of crime, MA Professional Policing, to CIPD Level 5 associate diploma in People Management. There are ten employees currently studying with Talk Training all completing various qualifications from Project Management, Business Administration and ILM Management qualifications. Over the last 12-months two applicants were supported in application for bursaries with the college of policing. However, both were unsuccessful. The scheme will not run next year as the College were unable to secure funding.
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Personal Development Reviews (Perform)

Work continues in collaboration with South Wales Police developing the Perform Annual Assessment. This year the PDR format remained the same where only one check in was required at the end of September and an annual check in at the end of March 2025.

Compared to year 2023-24 where the annual completion rate stood at 64.11%, this year, the completion rate has increased significantly to 88%.

A total of 1668 completed forms. 209 forms in progress, 34 forms not started. Staff can continue to use the PDR system to select training preferences and to request access to courses.

This year saw the PDR change to global objectives where staff and line managers can create their own that directly link in with the departments plan on a page.

Assessment and Accreditation

Staff undertaking qualifications within the workplace have been assessed to the required standards by our assessment and accreditation team. The PCER students continue to be assessed over two years (DHEP students) or three years (PCDA students) process.

- Over the last 12 months 28 Level 4 Police First Line Management have been assessed and 20 Level 5 Police Management Qualifications. 13 SCAIDP programmes, 26 PIP Portfolios, 1 Police Support Investigators, 8 ISMDP, and 12 SSAIDP.
- Following another successful visit by Skills for Justice this year Gwent continue to use its Direct Claims Status and expedite the awarding of these qualifications, this status has been in place since 2016.

	Coaching and Mentoring The Leadership development team have delivered Coaching and Mentoring training to hundreds of employees across a range of programmes. The department now has a standalone Coaching and Mentoring Workshop that can be selected via PDR. Following the creation of the coaching directory in 23/24, 22 staff have been coached internally. The directory can be accessed by our employees via the Leadership Intranet page. The force has supported 14 candidates to complete a Level 5 ILM Coaching and Mentoring qualification with the University of South Wales. Candidates will study over a year period and will strengthen our formal offering to staff in force.
Take a structured approach to Leadership and Talent Development	Leadership training in Gwent Police is designed and delivered by the Leadership Academi. The Academi established in 2022 aim to implement and deliver the core requirements of the College of Policing Leadership Programme (PLP). Prior to this, the organisation did not provide internal leadership training. Therefore, over the last 3 years the team has designed and delivered a full range of programmes at Stages 1 to 3 of the PLP i.e.: Stage 1 – Foundation Stage 2 – First Line Leaders (FLLP) Stage 3 – Mid-level leaders (MLLP) During 202 COP formally licenced Gwent to deliver stages 2 and 3 internally following a Quality Standard Assessment (QSA) process during November 2024. Stages 4 (Senior) and 5 (Chief Officer) are delivered externally by the College of Policing and are supported by external suppliers.

Historically, Leaderful Action have delivered the Talent Management programme, however, the Academi developed Evolution to deliver internally which to date has received positive feedback and will continue with a further cohort in 25/26. This has offered the force a cost saving of £14,170 per cohort.

The leadership team have established a relationship with the University of South Wales, consequently, we have been able to offer a part funded ILM Level 5 Coaching and Mentoring Qualification to 14 staff. Those staff are currently studying and will complete by the end of the year. Following huge interest, a further possible two cohorts will be planned, increasing our formal coaches from 20 to 50, enabling staff to be supported within the workplace.

The Academi supports any internal delivery and will embed training where possible and as such have delivered inputs on the PCER initial learning, High performing team initiatives and force events such as International Women's Day.

Future development will be focused on the delivery of the 3 key national strategies underpinning leadership and talent management, namely:

- 1) Policing Leadership Programme (PLP).
- 2) National Talent Delivery Strategy (NTDS).
- 3) Sergeants and Inspectors Progress Promotion (SIPP).

As such. The team have planned for a moderate increase in demand for coaching/mentoring; the necessity to put on additional Mid-Level Leader Programmes and extra capacity to run an additional TM programme for underrepresented groups.

Leadership and Talent Delivery 2024-25

	Quantity of Courses Delivered	Attendance Numbers
Foundation Leadership Event	4	34
First Line Leaders Management Module	4	39
Core Leadership Module	5	42
Ethical and Inclusive Leadership	5	42
Effective Presentations	5	55
Difficult Conversations	5	50
Introduction to Coaching	4	41
Stakeholder Leadership	4	39
Leading Wellbeing	4	59
Mid-Level Leaders Programme	2	23
Evolution Talent Management Programme	1	11
Coaching Provision		22 currently receiving coaching

Provide the Knowledge, Skills and Processes needed to do a great job

Police Constable Entry Routes (PCER - Formally PEQF)

2024 / 25 has seen Gwent continue to train student officers through the three main entry routes – DHEP (two-year programme) for officers already holding a degree, PCDA (three-year programme) for those who

	do not and PPD for those who have previously completed a degree in Professional Policing. DHEP students have included those entering on the DHEP DC (Direct Detective Entry) programme. 2024 has been the first year in which the force have done so with the new higher education institute partner, the University of South Wales (USW), which has seen some changes to the structure of the programmes and how the team works with the University on academic achievement and student support. Legacy students with University of Wales Trinity Saint David (UWTSD) continued to be supported and the final cohort are due to complete in September 2026. A significant change for 2025 / 26 will be the introduction of what has been termed nationally as the 'fourth entry route', the Police Constable Entry Programme (PCEP). Gwent Police gained a licence to deliver this route following an extensive College of Policing Quality Standards Assessment process which concluded in December 2024. In addition to the small number of officers joining with a Professional Policing degree already, from March 25 the force will only be recruiting officers on the new PCEP programme or it's detective equivalent (DCEP). Both the PCDA and DHEP routes will no longer being offered. This will simplify our recruitment process and the delivery of student officer training. PCEP is a two-year programme, equivalent to education level 5, that does not require or result in a degree. Nationally it is an unaccredited course that forces can choose to accredit should they wish. Gwent will be doing so, working with USW. Officers undertaking PCEP will still need to demonstrate they are operating at Level 6 (degree), but this will be in the form of a third year of CPD post confirmation in rank. Details of the requirements for this have not yet been released by the College.
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	Within Gwent, officers can alternatively still choose to undertake a third year of academic study and achieve a degree, but this will be optional. PCEP has reduced, more vocationally focused assessment compared to previous programmes. In 2024/2025: • 112 student officers (17 PCDA, 8 DHEP, 5 PPD, 40 PCEP, 42 DHEP DC) have been recruited into the programme, including the cohort scheduled to join at the end of March 2025. • 90 student officers (27 PCDA, 19 DHEP, 5 PPD, 39 DHEP DC) have completed their initial 26-week Initial Learning Phase. These courses are now predominately being held at Police Headquarters. • 78 student officers (31 PCDA, 25 DHEP, 4 PPD, 18 DHEP DC) have completed their 12-week Accompanied Patrol Phase, achieving Independent Patrol Status. An additional 51 students are due to commence this part of their training by the end of March 2025. • During the year 73 student officers (29 PCDA, 25 DHEP, 4 PPD, 18 DHEP DC) from two cohorts will have successfully passed through their Year one to Year two Gateway. • 96 student officers (all PCDA) from three cohorts will have successfully passed through their Year two to Year three Gateway and 116 (63 PCDA, 42 DHEP, 7 PPD, 4 DHEP DC) across nine cohorts will have been confirmed in rank by the end of the Financial Year.
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The PCER team have continued to deliver an approved Tutor Constable course over three days. This has seen 22 officers trained over two courses this year. Low compared to previous years, this is largely down to other courses having to be cancelled due to breaches in minimum staffing levels.

National Police Promotion Framework

Over the last 12 months our qualified Level 4 and Level 5 Assessors have continued to assess Sergeants and Inspectors who have been successful at the NPPF Step 3 Selection Panel.

During this period 4 Sergeants have completed who were inducted in the previous year, a further 24 were inducted in July. Over the same time period 20 Inspectors were inducted onto the programme and 14 have completed their Level 5 Qualification in Police Management who were inducted the previous year.

Other Training

A collaborative approach from all teams within the department has enable the force to deliver the Training Essentials Programme (TEP) which is the equivalent to Level 4 Education and training certificate. This equips those staff who deliver training in any capacity across the force with the skills to plan, create and deliver training. This has offered the force a significant saving on external budgets and this is the preferred method moving forward.

Force Training Days

During the last 12 months we have delivered Force Training Days across 3 cycles. These have covered:

- RASSO
- PPST

	• Quality of Investigations workshops • Problem oriented policing • DA Matters training. The decision to retain PPST training on FTD, PPST compliance has remained at 98% throughout the year, increasing from 96% last year. Skills Project The Service Delivery Manager and the Talent Management Lead handed the skills capture to a restricted resource with nominated heads of areas to capture essential skills required for a staff member to complete their roles. Capturing these skills for each role in force has been a momentous task prior to uploading to Firms Learn. Once uploaded into Firms Learn this will form personal training needs analysis for individuals and capture skills gap analysis across the force. Additionally, this will better inform HR with posting panels, placing the correct candidate with the correct skills into the most suitable post. The data has been uploaded into Firms; however, the development team do not have the capacity or skill to build the required report, therefore, a contactor is being procured to resolve alongside other developments.
Develop strategies and structures that can deliver Policing Vision 2025	Business Planning The quarterly training plan meetings continued with the trainings needs analysis (TNA) build in September detailing strategic training needs to the forthcoming financial year. The TNA enables the department in identifying a phased approach to training where there was a significant cost and demand. Since the

	reintroduction of the training plan meetings this has allowed leaders to reactive to training needs that arise outside of these meetings.
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