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| Learning and Development Strategy |
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| Strategy & Performance  Board |
| 2023 | 2026 |

# Introduction and Background

The core purpose for the Learning and Development department at Gwent Police is to ensure that every employee and volunteer has the right level of skills and competence to deliver excellent policing services to local communities.

This three-year strategy articulates that vision, detailing the role the department has in ensuring the organisation is fit for purpose now and into the future. A highly skilled workforce is a highly effective workforce. Through four core pillars of;

**Leadership and Culture**

**Core Skills and Compliance**

**Innovation and Collaboration**

**Continuous Professional Development**

This document will set out how Learning and Development will support Gwent Police in achieving excellence in all it does.

This strategy is not a standalone document and has been drafted to align with the priorities of Gwent Police and Crime Commissioner’s Police and Crime Plan 2021-25, the Chief Constable’s Delivery Plan and other force strategies. A guide to definitions within this document is provided at **Annex 1**.

**Current overview:**

The Gwent Police Learning and Development Department is based across three primary sites: Vantage Point, Headquarters and Mamhilad. The following teams make up the Learning and Development department:

* Crime Training
* Operational Training
* Leadership
* Student Officer Training
* ICT
* Compliance and Admin
* Quality Assurance

With an increase in police officer numbers, the department is required to make a number of choices and prioritise in line with budgetary constraints. The department priorities are linked to key local and national drivers with aligned measurements of success. Activities are planned via annual Training Needs Analysis at a departmental level and managed through Quarterly Training Plan meetings. This is a collaborative approach, with Learning and Development working in partnership with all business areas.

**Leadership and Culture:**

Policing has recently faced a number of high-profile challenges, resulting in significant criticism across the media and within our communities, both locally and nationally. The Baroness Casey Review 2023 – (‘*A review into the standards of behaviour and internal culture of the Metropolitan Police Service’*) shone a light on a number of aspects of police culture. The report highlights key areas that must be addressed, and Learning and Development will play a key role in improving the culture across Gwent Police, in both setting and maintaining standards. The department will be instrumental in ensuring that all members of Gwent Police understand their role in delivering a culture we can all be proud of.

The Learning and Development team take a supportive approach to student officers on the range of Police Constable Entry Routes, including robustly assessing their performance against their Operational Competency Portfolios (OCP). This may include addressing underperformance and managing any conduct issues, utilising the appropriate Police Regulations (2003). It is crucial for public trust and confidence in policing that those who pass their probationary period meet the standards of competence, performance and behaviour required to deliver effective and trusted policing across our communities.

The Learning and Development leadership team are committed to delivering the core leadership skills required by our officers and staff. Adopting the core principle of ‘Leadership at all levels’, the department have designed the Leadership Framework (**Annex 2**), detailing an inclusive training and professional development offer for leaders at all levels. Culture is central to this framework and this will be developed iteratively to incorporate the new Code of Ethics from 2024. Operation Uplift, (the government’s commitment to recruiting 20,000 police officers between 2020-2023), has provided a positive opportunity to shape a new and improved culture across policing however further investment in front line leadership is now required to maximise the development of new and inexperienced officers and staff.

Gwent Police is an ‘Anti-Racist’ organisation and takes a proactive stance in tackling Violence Against Women and Girls. As such all programmes will reflect this across the entire curricula, including working with partners, locally and nationally, demonstrating our commitment to these important areas of work. Learning and Development will design and deliver training to strengthen our understanding of Equality, Diversity and Inclusion (EDI) across the force, prioritising and enhancing the EDI learning available to all in front line roles, supporting our aim of earning the trust and confidence of communities, residents and visitors to Gwent. The department will identify and promote learning opportunities for those from under-represented groups to help improve diversity in our leadership teams.

Talent Management Programmes and Performance Development Review processes support the identification of high performing and high potential officers and staff. Learning and Development will take a leading role in providing individuals with the appropriate support to achieve their potential, working with departmental leads to promote effective succession planning and minimising skills gaps following staff movement or leavers.

Learning and Development will work with the College of Policing to improve our coaching and mentoring capability, ensuring there are trained coaches and mentors across the organisation to support and guide colleagues, particularly for those from under-represented groups.

Investment in our leadership capability will help promote more diverse leadership, improved morale across Gwent Police, improved performance across what is a rapidly changing operating environment, and improved public trust and confidence from the communities we serve.

The leadership programmes delivered will align with the College of Policing’s five stage Police Leadership Programme and through clear branding and marketing, there will be an improved level of awareness and engagement across the organisation. This strand will form the bedrock of the other elements of the strategy.

**Embedding Core Skills and delivering excellent Compliance:**

The workforce of Gwent Police needs a solid foundation of skills and experience with which they can deliver an outstanding service to local communities. Those involved in delivering the service need excellent decision making skills, interpersonal and investigation skills, risk management and the ability to identify all forms of vulnerability.

Learning and Development will work with Higher Education Institutes and the College of Policing to ensure the Initial Learning Phase for all new Police Constables, Special Constables and Community Support Officers prepares officers to be the best they can be. Training staff continually review learning materials and update content to ensure it is relevant and equips student officers with the knowledge and skills to effectively police local communities.

Learning and Development horizon scan and seek opportunities to build capability across all areas of policing in a proportionate way that is cognisant of the competing demands on officers and staff. Learning and Development representatives attend force governance meetings to ensure the department remains responsive to organisational needs. Aiming to maximise learning and minimise abstraction time, trainers identify methods of delivery that balance in person training with online learning. Investing in officers and staff completing courses with a Work Based Assessment requirement, an appropriate level of Protected Learning Time is provided.

The crime training team continue to build investigative skills and capability across frontline teams to help improve outcomes for victims. Specialist investigative training is provided to ensure those charged with investigating serious and complex crime are equipped with the skills to do so, utilising specialist external providers where necessary.

Gwent Police provide learners with opportunities to develop their Welsh language skills and access learning in the medium of Welsh, in line with the Welsh Language Standards 2016. The Learning and Development team will continue to work with the Welsh Language Policy Officer to identify further opportunities to build Welsh language capability.

The Operational Training Unit deliver a comprehensive suite of training to meet NPOCC requirements and ensure policing teams can service call demand and effectively manage risk.

The trainers, assessors and quality assurance staff across Learning and Development are offered opportunities to qualify to undertake all aspects of their role, with external funding streams explored to minimise costs to the organisation.

Learning and Development maintain the skills database for Gwent Police. In line with national directives from the National Police Chief’s Council and College of Policing, the team identify mandatory training for all members of Gwent Police and share this data so that compliance can be managed. In support of Strategic Workforce Planning, accurate and timely skills data helps inform effective succession planning and training needs across the organisation.

There is mandatory online learning for all roles in Gwent Police, relevant and in line with national and legal requirements. The Qlikview platform is used to share data to allow line managers and strategic leads to monitor compliance as part of their wider performance management. Monthly training data and compliance reports are shared through force governance meetings to improve course attendance and compliance with mandatory learning and portfolio completion.

**Innovation and Collaboration:**

The Learning and Development teams are committed to horizon scanning and seeking new and innovative ways to deliver training and support the development of staff across the organisation, from both inside and outside of policing.

Technological solutions are used to complement traditional learning methods. The digital developer will work collaboratively with individuals and teams across Gwent Police to design and build digital learning products that replace or support in person learning. The team will seek to expand the catalogue of learning materials across multiple mediums; e-learning packages, podcasts, video content and animations, and commit to keeping content current and relevant. The team continue to explore collaborative opportunities to deliver efficiencies whilst ensuring the needs of Gwent users are met.

Learning and Development will explore new technologies, including Virtual Reality and Artificial Intelligence and utilise these capabilities when appropriate to do so. The team continue to work across the four Welsh Learning and Development teams to share digital solutions and identify opportunities to work on a collaborative basis.

In 2023 Gwent Police launched a new Learning Management System; FIRMS Learn. Phases 2 and 3, due from 2024, will deliver further efficiencies and integration across existing platforms, both in Learning and Development and other support functions. This project was in collaboration with South Wales Police, building on the existing FIRMS system. Further digital solutions to support automation and streamlining of processes across the department are a key focus.

The four Welsh forces work together to deliver Learning and Development solutions. There are clear governance arrangements for the Joint Advisory Group, PEQF Steering Group and Technology Enhanced Learning. In 2023, an All Wales tender was delivered for the new PEQF contract. Gwent Police will be working in collaboration with UWTSD, supporting all existing students through the lifetime of their PEQF programmes, as well as USW for future cohorts. Alongside South Wales Police, and HEI providers the team ensure a high quality student officer learning journey, underpinned by robust governance processes.

The training team will explore opportunities to deliver training to those outside of Gwent Police, where it makes business sense to do so. This will be done in a proportionate way, that does not unduly delay access to training for Gwent Police officers and staff, but offers potential for income generation to support the wider organisation. The success and viability of these initiatives will be kept under review.

To deliver against this strategy the Learning and Development estate must be fit for purpose and the team must utilise all available technologies to maximise classroom capacity and minimise wastage.

**Continuous Professional Development (CPD):**

In order for Gwent Police to be a high performing police service, we need highly engaged, high performing individuals in all areas of the business. ‘Keep Learning’ is one of the Gwent Police Force Values – seeking to embed a culture where continuous improvement and development are valued and supported across the organisation. This requires a learning offer for everyone from their first to their last day in Gwent Police, whether classroom based, online, blended learning or external training. Ongoing CPD opportunities for police staff as well as police officers are critical as is engagement with the PDR to capture the CPD completed within each review cycle.

Force Training Days will be utilised to maximise the CPD opportunities afforded to frontline officers. Content is delivered on a 20 week cycle; to ensure this meets business needs, planned activity is recorded within the annual training plan. Bi-annual CPD Training Days are provided for frontline detective resources with content curated by the crime training team.

Learning and Development continue to support further education for officers and staff via the Academic Funding panel, with the level of financial support linked to the relevance to the applicant’s role. The team will continue to explore opportunities to recognise and reward those who show high levels of academic achievement and commitment to their learning. In addition, they will work collaboratively with HEIs to identify opportunities for staff development across the organisation.

The Learning and Development team will continue to curate high quality learning products and training programmes to support all members of Gwent Police to build on their learning. These products will be hosted on the College Learn platform under thematic areas and officers and staff encouraged to complete self-directed study in their areas of interest. CPD learning events will complement and supplement prior learning to ensure staff retain their skills and operational competence.

There is a requirement to maintain sufficient qualified and operationally competent assessors across all areas of Learning and Development to assess the competence of those who have undertaken training programmes, in line with the awarding body’s requirements. The assessment teams will ensure standards are upheld and those accredited are able to perform their skill to a high standard. Refresher periods detailed by the College of Policing and other providers will be adhered to ensuring those trained maintain their skills and accreditation.

The team will continue to support the organisation with the review of operational incidents to identify good practice and learning points. The trainers will continue to update their training materials to address learning themes and provide suitable development plans where necessary.

Learning the Lessons meetings will continue to be used to capture and share learning from across the Learning and Development teams. Relevant legislation, procedural or guidance updates across Crime Investigation are shared to the ‘Investigator’ publication, distributed to all investigators across the force to ensure their knowledge and understanding is current.

Learning and Development provide a fully costed annual training plan for transparency and to provide confidence to the organisation.

**Annex 1** – Definitions: The following acronyms are commonly used across the Learning & Development workstreams and supporting Policies and Strategy documents.

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| **PEQF** | Police Education Qualification Framework |
| **IPLDP** | Initial Police Learning Development Programme (Old National Training Programme) |
| **PCDA** | Police Constable Degree Apprenticeship |
| **DHEP** | Degree Holder Entry Programme |
| **ILP** | Initial Learning Phase (26 weeks classroom-based study) |
| **APP** | Accompanied Patrol Phase (12-week tutorship phase) |
| **PDU** | Professional Development Unit |
| **PDO** | Professional Development Officer (Tutors) |
| **SLA** | Service Level Agreement |
| **SOP** | Standard Operating Procedures |
| **NPPF** | National Police Promotion Framework (Currently for Sgt and Insp only) |
| **NPOCC** | National Police Coordination Centre |
| **WBA** | Work Based Assessment |
| **WBL** | Work Based Learning |
| **PLT** | Protected Learning Time |
| **OCP** | Operational Competence Portfolio |
| **SFJ** | Skills For Justice |
| **QSA** | Quality Standards Assessment |
| **PDP** | Professional Development Portfolio |
| **PDR** | Professional Development Review |
| **CoP** | College of Policing |
| **NPCC** | National Police Chief’s Council |
| **CVF** | Competency and Values Framework |
| **OTU** | Operational Training Unit |
| **PPST** | Public and Personal Safety Training |
| **POPS** | Public Order Public Safety |
| **NIE** | National Investigators Exam |
| **PIP** | Professionalising Investigations Programme |
| **SSAIDP** | Specialist Sexual Abuse Investigators Development Programme |
| **SCAIDP** | Specialist Child Abuse Investigators Development Programme |
| **TPAC** | Tactical Pursuit and Containment |
| **PNC** | Police National Computer |
| **PND** | Police National Database |
| **FTD** | Force Training Day |
| **UWTSD** | University of Wales Trinity St David’s |
| **USW** | University of South Wales |
| **PSI** | Police Staff Investigators |
| **NCA** | National Crime Agency |
| **IQA** | Internal Quality Assurance |
| **EQA** | External Quality Assurance |
| **JRFT** | Job Related Fitness Test (bleep test) |
| **FTP** | Fast Track Programme |
| **NVQ** | National Vocational Qualification |
| **EDI** | Equality, Diversity and Inclusion |

## Annex 2



# FINANCIAL CONSIDERATIONS

There are no financial considerations at this stage.

# PERSONNEL CONSIDERATIONS

No personnel considerations at this stage.

# LEGAL IMPLICATIONS

There are no legal implications at this stage.

# EQUALITIES AND HUMAN CONSIDERATIONS

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.

# RISK

None.

# PUBLIC INTEREST

There are no public interest matters.

# REPORT AUTHOR

Ch/Insp Laura Bartley.

# LEAD CHIEF OFFICER

A/DCC Mark Hobrough

# ANNEXES



GOVERNANCE BOARD AND CHIEF OFFICER APPROVAL

I confirm this report has been discussed and approved at a formal Chief Officers’ meeting.

Meeting chaired by:

CC Pam Kelly

Meeting date:

14.11.2023

Signature: A signature on a white background

 Date: 14.11.2023