



Leicestershire Constabulary Learning and Development
Business Plan 2009/10



Leicestershire
Constabulary

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1. Executive summary

2008/9 was proved a year of success and achievement for the Learning & Development. In particular, working with stakeholder and partner colleagues, the department has accommodated the additional requirements of:

1. The roll out of the '105' expansion programme, in terms of training, assessment and accreditation of new recruits and transferees;
2. The expansion of the Professionalisation of Investigation Programme (PIP), through the design and introduction of the PIP level 1 module within IPLDP¹;
3. The launch of the Leicestershire High Potential Development Scheme, as a part of the Leadership Development Strategy;
4. The design and delivery of key learning through E-learning, e.g. MOPI², Police Conduct Regulations, NSPIS Custody, and Criminal Justice Streamline Processes.

This is in addition to core priorities of:

- Continued development of IPLDP and PCSODP³, particularly in the areas of Neighbourhood Policing and the assessment of operational competence;
- Delivery of initial and continued development to first and second line managers;
- Continued expansion of work based accreditation in business critical areas;
- Expansion of regional training;
- Responding, swiftly and proportionately, to prioritised training needs identified during the course of the year.

The new business year will present challenges to both the Force as a whole and the Learning and Development department, with particular reference to the Force realising the benefits of the '105' expansion programme⁴, against a backdrop of both a standstill external training budget and learning and development establishment.

However, the department has structured and orientated its priorities around the Assessments of Policing and Community Safety Framework (APACS), ensuring that activity is in line with our operational colleagues, ensuring that we make a genuine contribution to Force performance.

¹ Initial Police Learning & Development Programme

² Management of Police Information

³ Police Community Support Officers' Development Programme

⁴ The last groups of student officers recruited under this programme will not be on independent patrol until January 2010, and not confirmed in rank until March 2011.

1. Highlights from 2008/09

First Graduation Ceremony for Leicestershire Student Officers

2008 was a milestone year for the Force as the first cohort of Student Officers and PCSOs formally graduated from De Montfort University following successful completion of the Foundation Degree in Policing and University Certificate in Professional Development, respectively; Leicestershire being one of a small handful of Forces to extend the standard for being confirmed in the rank of Constable beyond the Home Office minimum requirement of NVQs in Policing.

Leicestershire extended its commitment to professionalising the Service

This year also saw the extension of the Wider Policing Family Learning & Development (WPFLDP) contract⁵ to 2013, demonstrating the Forces commitment to professionalising the service. We also saw the opening of the dedicated learning suite for the WPFLD contract, at De Montfort University. This reflects the University's investment in this contract, and the strength of commitment to working in collaboration with the Force.

All the stops pulled out, as Force launched major recruitment campaign

The Department made a significant contribution to ensuring the successful increase in Force establishment, under the 105 project. Every section had some involvement in ensuring that new colleagues received a targeted training programme, appropriate to their circumstance, from induction, IT training, driving assessments, officer safety training and familiarisation with Leicestershire to full foundation training programmes and specialist external courses.

Force launched its Leadership Strategy implementation plan

National High Potential Development Scheme (HPDS) was relaunched, with 3 Leicestershire officers being successful in gaining places on the scheme, a higher proportion than any other similar sized Force. In tandem with this the Force launched its internal talent management scheme, the Leicestershire HPDS, representing a major strand of the Leadership Strategy.

The resilience of the Force was further reinforced with the introduction of the requirement for officers to complete the Initial Sergeants' Development Programme, before being confirmed in rank.

The Continuous Professional Development for first and second line managers moved into its second year, completing the Management Skills workshops from year 1, and commencing Quality People workshops for year 2, in supporting the Delivering Service Excellence agenda.

Department programmes set the base-line for safety when policing roads

In response to national and local agenda, the department has delivered two major improvement programmes covering fast roads policing, and the assessment of standard drivers, as per Lind Report recommendations.

The Force set the standard for Regional collaboration in skills training

The Force has become a regional centre for the testing of D1 drivers under the DVLA. This enables the Force to accommodate changes to DVLA driving licences which no longer include D1 (Van) driving authorisation.

The Department has been instrumental in supporting the Force in increasing its CBRN response capability, through a new suite of training programmes.

Officers equipped with state of the art communication equipment

The Department has played a significant role in supporting the successful roll-out of mobile data across the Force. Again this is fully supporting the frontline officers in providing a quality service to the public.

⁵ WPFLDP currently includes IPLDP and PCSODP

3. Services to be offered in 2009/10

The following defines the approach of the Learning & Development department in delivering our services:

- Performance and training needs analyses for all new initiatives will be carried out with stakeholders and functional leads, and where appropriate presented to Training Priorities Panel for consideration.
- Design of learning interventions and solutions.
- Delivery or acquisition of learning and developmental solutions, including structured coaching, action learning sets and e-learning.
- Provision of the requisite qualification and accreditation framework, where appropriate, for accrediting work based learning and competence⁶.
- Administration of learning solutions, including accommodating, costing and recording of interventions.
- Evaluation and quality assurance of interventions, to appropriate level in collaboration with the Quality Assurance and Evaluation Unit, within the Performance Improvement Unit.

Our internal quality assurance processes underpin all of the services listed above.

4. Priorities for learning and development 2009/10

The priority work streams of the Learning & Development dept., which will dominate and direct the department's activity, all focus on the Confidence agenda which underpins each of them, and service the core areas of the APACS⁷

- Professionalisation of the service
This represents the assessment, accreditation and, where appropriate, qualification of officers and staff in operational roles against national standards. This is reflected in career long learning from equipping officers and staff with personal and public safety skills, to the provision of a vocational and academic qualification framework.

This work stream is at the heart of the Force's People Development Policy, and directly impacts on all of the core areas of the APACS.

- Leadership
The Force is committed to the development of its managers and leaders under the Leadership Development Strategy. The launch of the Leicestershire High Potential Development Scheme is a major step in identifying and developing future leaders, as are the programmes of continuous professional development (CPD)⁸, coaching, mentoring and assessing of managers.

Our ability to deliver an ever more complex policing service is dependent upon strong ethical leadership; this underpins all of the APACS core business areas.

⁶ The department is a registered OCR Centre for accreditation of work based competence

⁷ Core areas of the APACS are:

- Promoting safety
- Tackling crime
- Serious crime and protection
- Confidence and satisfaction
- Organisational management

⁸ The 2009-10 CPD programme is focused on the Force's Confidence agenda.

- **Community policing**
Maintaining the confidence of our communities remains the core theme running through our programmes, particularly at foundation level, supported by our academic partner De Montfort University. Through this we are focusing our officers on the core APACS areas of promoting safety and tackling crime at local/neighbourhood level, plus developing the force priority of protecting vulnerable persons in our communities.
- **Protecting vulnerable persons**
Safeguarding vulnerable persons is a clear priority for the service. This impacts on every aspect of policing and our recognition of and response to vulnerability is critical to effective policing and safeguarding of individuals. Significant developments will take place in 2009/10 within learning & development to support this corporate priority.
- **Investigation skills**
The Force is undergoing a two year programme to increase our capacity and capability in investigation at all levels bringing offenders to justice, promoting safety and building confidence.
- **Roads policing**
The Learning & Development department has increased its capacity to deliver a broad programme of Roads Policing courses and assessments, in order that community expectations are met in relation to the safety of our roads, and that cross border criminality, facilitated by the mix of motorway and major trunk roads within our policing area, is effectively countered.
- **Use of information systems**
Intelligence and information are the life-blood of effective policing. Leicestershire has been at the leading edge of technology in the service, with the introduction of mobile data. The department will continue to be at the heart of systems implementation projects, ensuring that officers capitalise on these innovations to make policing as efficient and effective as possible.

The Department maintains its commitment to working with regional forces where appropriate, collaborating over working practices and in the design and delivery of learning solutions. This will deliver both cost effective solutions to delivering specialist training, plus will support cross border operational policing activities

5. Significant development programmes of work for 2009/10

We continue to develop the Wider Policing Family Learning & Development Programme, with the addition of a progression course pilot for PCSOs successfully joining the regular force. This will be a jointly developed and delivered new Foundation degree programme with our academic partner, De Montfort University.

The programme of First Aid and Officer Safety training will be redefined and delivered, upskilling and protecting our officers, whilst engendering greater confidence and safety within our communities.

Under the core areas of Promoting Safety, Tackling Crime and Confidence and Satisfaction, a major programme of awareness raising around the protection of vulnerable persons will take place. This will focus on identification of, response to and management of the protection of vulnerable of persons. This will particularly link to wider programmes of critical incident management, and training under the Safeguarding of Children agenda.

Tactical areas of Roads Policing training will be redefined and delivered in collaboration with Operations department, ensuring the safety of officers, police staff and the public. This will not only bring all element of driver training under the Driving School, but will also free up operational capacity within the operations department.

The extension of best practice from the Inspectors' promotion pilot, to Constable to Sergeant promotion process, irrespective of the national implementation of the National Police Promotions Framework (NPPF), will form a significant work stream for the department. This will link up competence assessment

with coaching, action learning sets and conventional learning programmes, ensuring that we give the very best opportunity to our managers and future senior leaders.

6. The training delivery plan and prioritisation

The planned volumes and costs of courses to be delivered are set out in the Costed Training Delivery Plan and are based on the learning priorities set out in section 4 above. Details of the courses listed can be found in the Learning and Development department course programme, which shows planned training for the financial year and is based upon identified organisational need including consultation with Area's and Departments.

The Course Programme for 2009/10 is available on the Force Learning & Development intranet site.

7. Cost of delivering the plan

See Appendix 1

8. Resources required to deliver the plan

See Appendix 2

An organisational structure chart for the Learning and Development department is shown at Appendix 4.

9. Indicators and measures for assessing the impact of the plan

See Appendix 3

Progress against the agreed plan is reported as follows:

Monthly

- Learning & Development managers' meeting monitors progress against the plan.
Chair: Learning & Development Manager.
- Learning and Development Senior Management Team meeting monitors budget and key service delivery data.
Chair: Head of Workforce Planning and Development.

Bi-Monthly

- HR Apex meeting monitors Learning and Development delivery and projects.
Chair: HR Director.

Quarterly

- Training Priorities Panel monitor all new projects and initiatives that may require Learning and Development department input.
Chair: HR Director.
- Police Authority Human Resources Committee monitors training activity against the Costed Training Plan.
Chair: Chair of the Police Authority HR Committee
- Strategic Equalities and Confidence Board monitors diversity and equality performance data against activity.
Chair: Chief Constable.
- Corporate Development department monitors performance against Learning & Development targets within the Leicestershire Constabulary Policing Plan.

Annually

- Police Authority Human Resources Committee monitors year end costs and delivery performance against the costed training plan.
Chair: Chair of the Police Authority HR Committee

Performance is also subject to external scrutiny through the East Midlands Regional Training Managers Group, as part of a peer assessment process under the HMIC Baseline Assessment Process⁹.

10. Critical success factors

An assessment has been made of the critical success factors required for the Learning & Development Department, with the most significant risks included below:

Priority areas	Threats/Risks
Professionalisation of the service	Reduction in Home Office/NPIA support for work based assessment and accreditation. Reduction in support for Force infrastructure through which to deliver the qualification and accreditation framework
Leadership	Reduction in establishment could disrupt new services, e.g. coaching
Community policing	HO/NPIA move towards pre-entry qualification for student officers, poses a significant threat to the development of our student officers (police and PCSOs)
Protecting vulnerable persons	Reduction in establishment threatens capacity to deliver the major awareness training
Investigation skills	Stand still external training budget will restrict external specialist training programmes
Roads policing	No major threat perceived
Use of information systems	Reduction in establishment restricts capacity to deliver major projects

⁹ An EFQM based Self Assessment process, which is subject to peer and HMIC review

COST OF DELIVERING THE PLAN

Learning & development budget¹⁰	
• Police Staff	1,153,514
• Police Officers	1,928,138
• Other costs	609,352
Corporate external course budget	731,585
Total	4,422,589

¹⁰ Provisional at time of writing

RESOURCES REQUIRED TO DELIVER THE PLAN

The table below compares resources planned for 2009/10 with the previous year 2008/09

Staffing (Learning and Development Department)

See Appendix

* + * (eg 1+7) below in year columns, denotes supervisors + staff/trainers as applicable

Role/ Establishment	2008/9	2009/10	Staff Detail (2009/10)
Head of Workforce Planning & Development	1	1	C/Supt
Learning and Development Manager	1	1	Police Staff Manager
Head of Learning Delivery	1	0	Chief Inspector
Support Manager	1	1	Police Staff Manager
Administrators	1+ 6	1+ 6	1 Team leader 6 Police Staff
Learning Delivery Manager	1	1	Inspector
Driver Trainers	1+ 7	1+ 8	1 Sergeant 5 Constables 3 Police Staff
Investigative Trainers	3	4	3 Constables 1 Police Staff
Skills & Fitness Trainers	1+ 4	1+ 6 ¹¹	1 Sergeant 5 Constables 1 Police Staff
Foundation Training Manager	1	1	Inspector
IPLDP Trainers	1 + 8	1+ 6	1 Sergeant 8 Constables
PCSO Trainers	1	1	1 Police Staff
PDU Staff	3+ 15	3 + 15	3 Sergeants 9 Constables 3 Police Staff
Leadership Development Manager	1	1	Police Staff Manager
Leadership Development Trainers	4	3	3 Police Staff
Qualification & Assessment Unit Manager	1	1	Police Staff Manager
Assessment & Accreditation Officers	4	4	4 Police Staff
Assessment Administrators.	1.5	1.5	2 Police Staff
Learning Design Manager	1	1	Police Staff Manager
IT Trainers	6	5	1 Constable 4 Police Staff
Learning Needs Analysts	2	3	1 Police Staff team leader

¹¹ Subject to realignment

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			2 Police Staff
Generalist Trainers	1+ 2	1	1 Constable
Learning Needs Researcher	1	0	
Multi-media designer	2	2	2 Police Staff
Total (FTE)	83.5	80.5	-3

Key resources

Resource	
Standard Classrooms	7
Investigation skills training suite ¹²	1
IT Classrooms ¹³	5
Lecture Theatre	1
Syndicate Rooms	3
WPFLDP ¹⁴ training suite	1

¹² Comprises classrooms and interview suites

¹³ Can be used as small classrooms

¹⁴ Dedicated new suite of classrooms, changing rooms, and storage provided by De Montfort University for the Policing contract.

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Appendix 3

Id	Description	Previous full year performance	YEAR TO DATE 09-10				FULL YEAR			
			Trend	Year to date target	Year to date actual	Year to date variance	Flag	2009/10 target	Forecast	Full year variance
LD	Learning Delivery Measures									
LD 1	Training days delivered							90%		
LD 2	Number of non-attendance days (to Feb 09)							<10%		
LD 3	Course places taken up by BME officers and staff (to Dec 08)							Force proportion		
LD 4	Course places taken up by female officers and staff (to Dec 08)							Force proportion		
LD 5	Course places taken up by disabled officers and staff (to Dec 08)							Force proportion		
LD 6	Number of e-learning completions							>75%		
LD 7	Number of leadership coaching interventions							No target prescribed		
LD 8	Number of leadership action learning set facilitations							No target prescribed		
LD 9	Number of candidates registered for NVQ programmes/unit accreditation							No target prescribed		
LD 10	Number of candidates successfully completing vocational accreditations							No target prescribed		

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LD 11	Percentage of student officers completing FDs in period							80%		
LD 12	Percentage of PCSO student officers completing UCPDs in period							80%		
C&S	Confidence and satisfaction									
C&S 1	Number of student officers leaving the service							<5%		
C&S 2	Delegate satisfaction for targeted L & D departmental events							>3		
C&S 3	User satisfaction with L & D services							>77%		
C&S 4	Client manager satisfaction with L & D services							>77%		
C&S 5	L & D staff satisfaction with department							>77%		

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R	Resilience									
R 1	Number of A1 assessors registered/qualified								No target prescribed	
R 2	Number of de-registrations from work based accreditation								No target prescribed	
R 3	Number of trainers qualified to NVQ level 3								No target prescribed	
R 4	Number of qualified coaches (work based accredited + qualified)								No target prescribed	
R 5	% of police trainers who have completed operational competence placement								100%	
R 6	Average days lost per month due to sickness: police offices								<7.2	
R 7	Average days lost per month due to sickness: police staff								<7.2	
P	Overall performance									
P1	Performance against the policing plan									

