

**L&D Outturn Report 2018/19**

<p>Ensure the workforce is more representative of the communities we serve.</p>	<p><b><u>PALS Programme (Professional Action Learning Sets)</u></b></p> <p>In 2018, Gwent completed its first PALS programme with 3 officers completing the modular programme. The aim of PALS is to develop talented BAME officers and staff members who have the potential to deliver outstanding performance. The desired outcomes of this programme involve a return on investment that will enable improved personal, team and organisational performance targeted on:</p> <ul style="list-style-type: none"><li>• Delivering outstanding performance, focussing on delivering the best service for its communities</li><li>• Creating a fair and equitable career pathway for BAME members</li><li>• Supporting the progression of BAME police officers and staff demonstrating the talent to reach the next step</li><li>• Retaining the services of high performing BAME individuals</li><li>• Recognising and releasing the potential of BAME police officers and staff to ensure they are able to improve their leadership, self-efficacy and deliver high quality performance as future leaders for Gwent Police.</li><li>• Develop Emotional Intelligence by seeking to raise awareness, self-belief and confidence, thus capability and capacity to manage self and lead others more effectively</li><li>• Supporting long term development programme to address lack of senior BAME police officers and staff, including succession planning</li></ul> <p>The PALS programme consists of an introductory workshop and six action learning sets (ALS), with targeted homework for candidate's in-between these action sets. The learnings from Stephen Covey's 'The 7 Habits of Highly Effective People' is a key feature across all six ALS sessions.</p> <p>Staff are also provided with an opportunity to create an ongoing development plan, be matched with a Force mentor, and complete self-assessments including a Personal Development Plan, with the aim of supporting them to progress in their careers.</p>
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	<p>Gwent Police recognise the importance and significance of having a diverse workforce to help enhance the capability and capacity of delivering a high quality service to our communities. Gwent will be commencing a further PALS programme in June 2019 in collaboration with South Wales Police.</p>
<p>Support our leaders to deliver effectively, as well as be successful and help them to improve force morale and focus on improving performance against force priorities Underpinned by the Code of Ethics.</p>	<p><b>Inspector Leadership Programme</b> In July 2018, Gwent Police launched its Lead Excel and Change Programme (LECP), which is aimed at newly, promoted Inspector's. The programme has been developed with the following Aims and Objectives</p> <ul style="list-style-type: none"><li>• To lead and manage using your strengths applying effective practice to align behaviours and values.</li><li>• To articulate the future direction of policing and to take others with you on the journey creating a positive and high performing culture.</li></ul> <p>There are eight Inspectors on the programme who were successful at last year's NPPF Step 3 selection panel and they are over half way through their development programme. Feedback received on the sessions has been positive and a has been developed for newly promoted Sergeants ready to commence following the next Step 3 Sergeant selection process. The Programme consists of a blended learning approach of On Line Modules and face-to-face delivery with group activities at our training facility at Vantage Point. The programme has been developed with the Organisational Development Company Leaderful Action.</p> <p><b>Supervisors Masterclasses.</b> Supervisor master classes were delivered at Vantage Point to all police staff supervisors and Sergeant's by an external subject matter expert on Absence Management, Difficult Conversations and Dignity at work.</p> <p><b>Sergeant/Inspector Development day</b> – Development days were held for both Sergeant's and Inspectors, driven by Heads of Service in order to assist them in their current roles. Inputs included:</p> <p>Current issues and challenges for supervisors Quality Investigation minimum standards Core Business Thrive/Vulnerability Approach for Unsatisfactory Performance Procedures (UPP) Niche</p> <p><b>Tutor Courses</b> - Three tutor constable courses were completed that provided officers with the skills to become an effective tutor.</p>

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	<p><b>Managing Mental Health in the Emergency Services</b> – This training was designed to improve supervisor’s awareness and understanding of mental health issues and the skills to support their staff.</p>
<p>Enable the continued successful implementation of organisational change programmes through effective workforce planning, matching resources with finances.</p>	<p><b>ILPDP</b></p> <p>Severn intakes totalling 161 student officers completed their initial training during 2018/19.</p> <p><b>PEQF</b></p> <p>In March 2019, the first cohort of 15 Gwent officers recruited under the two new entry routes commenced their training. Police training staff are in the process of collaboratively delivering the twenty-six week initial learning phase in Bridgend.</p>
<p>Build professionalism and equip our officers and staff with the skills and knowledge they need to be successful in their roles to move from ‘good to great.’</p>	<p>In February 2019, Gwent commenced delivery of a number of courses to support the Competency Vales Framework and the core skills for attributes for Police and Police Staff. In partnership with the organisational development company Leaderful Action 16 Modules have been developed, which are provided through blended learning, delivered in both E Learning package and half-day face to face sessions. The courses are aimed at both practitioners and managers and will continue throughout 2019 to meet demand. The courses run in conjunction with the self - development section of the PDR.</p> <p><b>Welsh</b></p> <p>The organisation has embarked on a commitment to ensure its staff are able to provide basics greeting in Welsh to comply with the Welsh Language legislation. 870 officers and police staff have had a 90 minute introductory session where they learn basic vocabulary for greetings, a history of the Welsh language and an overview of the Welsh Language Standards. There are a cohort of 8 leaners on a Mynediad course and one course has completed. The more experienced Welsh Speakers continue to have a session every week with a tutor from Coleg Gwent.</p> <p><b>Crime Training</b></p> <p>In order to professionalise our Public Protection Unit, the department introduced the Serious Child Abuse Investigation Development Programme (SCAIDP). This consisted of the completion of online pre course material, classroom based training and a work based portfolio. This preparation has placed the Public Protection Unit in a state of readiness for the proposed introduction of Licenced to Practice The majority of staff in the Public Protection Unit are now registered with the college of policing. We delivered two x one week SCAIDP courses in the last year.</p>

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Learning and Development have introduced a CID assessment team who are now able to assess the Initial Crime Investigation Development Portfolio (ICIDP), the force is now in a position to quickly progress investigators to PIP Level 2 registration.

To enhance and support Detective Sergeants in their role they will now complete the Management of Serious Crime and Investigation Development Programme (MSCIDP).

In order to improve the standard of investigations a tiered approach has to investigative interview training. A combination of internal and external trainers have worked together in order to provide the following courses:

- Post Foundation Tier 2 interviewing – four x two week courses.
- Tier 3 Advanced Suspect Interviewing – three x two week courses.
- Tier 3 Sex Offender Interviewing – two x two week courses
- Achieving Best Evidence – three x two week courses
- Tier 5 Interviewing – one x 2 week course

### **ICT Training**

In the last financial year, the ICT team have experienced increased pressure to develop and deliver relevant ICT training to staff throughout the force. The recent increase in recruitment for Police Officers has resulted in a large amount of training taking place at Vantage Point. Similarly, the Force Communications suite and Data Management Unit have increased their staffing, resulting in further training requirements in specialist areas.

The team have rewritten aims and objectives to fall in line with South Wales Police Niche role profiles and have been working on lesson plans and training in other areas of business with reduced staffing.

Learning and Development have a new PNC trainer who has spent the last six months completing a portfolio and is now able to provide all PNC courses required by the force.

124 courses have been provided in total. Comprising of: 16 four day PND courses, 54 Niche courses delivered in a combination of week, three or two day inputs. 14 Storm/Webstorm sessions for the Communications Suite and probationers, 40 PNC courses and the facilitation of seven assessment centres for the Force Communications Suite.

### **Digital Training**

During the last financial year, the Digital Trainer has completed 11 two-day Cybercrime courses.

Developed and completed two Virtual reality scenarios in our new Virtual Reality Suite. Conducted 123 XRY competency checking and refresher training to practitioners and trained nine officers to XRY Local examiner standard.

Six five-day Mainstream Cyber Crime courses have been delivered by an external trainer.

### **Driver training**

The Driver Training Unit have temporarily increased their establishment with the addition of two ASU officers who will become nationally accredited as Police Driving Instructors. This is to enable the training of TPAC, Initial Pursuit and other specialist driving skills within force. This has been necessary due to the lack of availability and increase in costs of specialist courses in other force areas. As part of their accreditation the officers must instruct in Standard Police Driving courses (blues and twos), and this has the fringe benefit of increasing the availability of these courses and reducing the waiting list of probationer officers unable to attend at immediate calls.

The unit have also developed pursuit commander courses and now train communications suite staff alongside pursuit drivers in order to foster understanding and best practice between staff during pursuits.

In preparation for the impending Road Safety Act, and to meet required national Governance, all Driver Trainers have been upskilled to advanced driver level.

Over the last financial year, 360 driver training courses have been delivered. 188 Permits, 29 three week Standard courses, eight four weeks Advanced courses, 54 two-hour Standard refresher courses, 20 four day Advanced refresher courses, four Trailer courses and three D1 van driver courses. In addition, two ASU officers have received a Driving Instructors course in order to commence Tactical Pursuit and Containment (TPAC) training in force.

### **Operational Support Training**

The Operational Training Unit provides training and operational support in the areas of Taser, PSU, Method of Entry, Protester Removal, CBRNe, Officer Safety and First Aid.

Taser – as well as providing training, the team provides two officers for 32 days per year to administer all Taser armouries forcewide, conduct requisite Governance checks on Taser use, and provides reports and quality

assurance on Taser usage and incidents. The Taser training lead represents the Force at the Wales regional Taser group and implements changes to hardware, policy and training into Force procedures.

During the last financial year the Operational Training Unit have provided:

Taser X2 Initial – Seven Courses (four days)

Taser X2 Refresher – Eight courses (one day)

Taser X2 Trainer Refresher – One course (one day)

Taser X2 Local Procedures – One course (one day)

Taser X2 Trainer – One course (one day)

Taser X2 User Upskill – 12 courses (two days)

CBRNe – As well as providing training in CBRNe, the team administers stores and maintains all personal protective equipment for officers. This includes Training and Live suits for deployment and three respirators per officers. The team conduct annual “porta count” checks on all respirators to ensure safety and Governance compliance.

This year the team have faced challenges following the Salisbury Nerve Agent attack, including deployment of Gwent Officers, replacement PPE and an increase in Force CBRNe establishment from 50 to 80 officers.

During the 18-19 financial year the team have provided four two day CBRN Responder refreshers.

Method of Entry – MOE is a vital tool in operational policing, both for pro-active enforcement operations and to protect life and limb. Training is provided in basic, intermediate and advanced MOE and a bespoke Rig has been constructed which allows officers to train using all types of door and window currently used in housing. A tactics house and flat are also available, where officer’s train and practice room domination and raid tactics.

During the 18-19 financial year Learning and Development have provided:

MOE Advanced Refresher – Five courses (one day)

MOE Basic Refreshers – 11 courses (one day)

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	<p>Protester Removal – This training has been designed and developed this year, giving Gwent Police it's first operational capability in this area and in anticipation of potential increased protest during forthcoming political conferences and potential motorway construction. A team of eight operational officers has been developed and OTU staff have purchased and maintained all specialist equipment and vehicle for deployments.</p> <p>Protester Removal Training CPD Module 1 was provided last year.</p> <p>PSU – The team administers and trains our cadre of PSU officers. To enable our National PSU commitment we are required to train 200 PSU officers, plus the dog section. In addition, OTU purchases, stores and administers all specialist PPE and equipment for Live and Training Public Order deployments. This year the team have also reviewed and implemented accreditation governance for Public Order Commanders and Tactical Advisors, to comply with College of Policing requirements.</p> <p>During the 18/19 financial year the team have provided the following:</p> <p>PSU Evidence Gathering (Refresher) – Four courses (one day)</p> <p>PSU level 2 Trained - Five courses (three days)</p> <p>PSU Medics Requalification Refresher – Two courses (four days)</p> <p>PSU PSNI Upskill – One course (one day)</p> <p>Officer Safety Training (OST) – OTU provide officer safety and first aid training for all officers, Police staff and Special Constables. The team provide OST and first aid training to PEQF recruits at the regional training centre in Bridgend.</p> <p>During the 18/19 financial year the team have provided the following one day courses:</p> <p>OST/FA Police Officers – 69 Courses (one day)</p> <p>OST/FA CDO/Custody Officer – Three Courses (one day)</p> <p>OST/FA Special Constable – One Course (one day)</p>
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OST/FA CDO Initial Course – One Course (four days)

First Aid At Work Module 4 – Four courses (three days)

First Aid Skills Custody Module 3 – One course (one day)

First Aid Skills Module 2 initial – Seven courses (one day)

First Aid Skills Module 2 refresher – Two courses (four hours)

Operational Deployments – OTU staff are required to maintain operational competency and provide operational advice and live deployments. In total, the team provides three PSU Tactical Advisors, one CBRNe Tactical Advisor, one Lead Taser Officer, four PSU level 1 officers, four Search Trained Officers, four Advanced MOE Officers. All officers have deployed operationally this year, including nine PSU Tactical Advisor deployments, 14 x PSU deployments and 10 x search deployments.

#### **Force Training Days –**

During this year, Force Training Days have been restructured to enhance officer learning and development. A quarterly Training Planning meeting is attended by heads of LPU and Departments, who discuss training requirements for their staff and compulsory training necessitated by inspection or other Governance. Agreements are reached on content of training days, and Learning and Development facilitate the content. Class numbers have been halved, and the syllabus spread over a longer timeframe, to enable smaller classes and more practical, interactive sessions. These sessions have included virtual reality based training for the first time.

In order to meet continuous professional development needs of officers, 1 – 2 training days per year are allocated to this area. Officers are briefed on requirements of PDR, NPPF, NCALT, CID Portfolios and other remote training requirements, then provided with IT support and allowed to conduct personal development duties with access to L and D staff for advice and support.

52 force training days have taken place for front line officers over the last 12 months which has consisted of the following subjects:

Welsh Level 1, Custody and Disclosure training, Modern Day Slavery, Virtual Reality training in domestics, JESIP, MAPPA, Wales illegal money laundering, Stop Stick, DASH, Stalking and Harassment, the role of Youth Offender Service, Post Incident Management, Mental Health and the recent changes to legislation and Adverse Child



	<p>Experience (ACE). On the current round of Force Training Days which commenced in February there are sessions including The role of the negotiator, Female Genital Mutation, Prevent and Pursue, RIPA, Drones, PMAS, Registered Social landlords and Trauma Resilience.</p> <p><b>External Training</b></p> <p>For areas where the Learning and Development Department do not have the expertise or capacity to provide training, external providers are sought. Where possible, external trainers are requested to run courses in force to reduce cost and contribute to attendee's wellbeing not having to travel and overnight stays for training.</p> <p>356 external training courses have been arranged for staff across various departments around the force, which were agreed at the quarterly training plan meeting. Details of this training can be found in the document attached in Annex A.</p>
<p>Enable all our staff to realise their potential, through a clear framework for personal development and talent management.</p>	<p><b>Gwent Police "My Runway" Talent Management Programme</b></p> <p>2018 saw the continuation of our Talent Management Programme "My Runway" which aims to identify and develop those individuals in Gwent Police who consistently go over and above.</p> <p>The programme forms part of Talent Management Strategy and has been developed and delivered in partnership with an external organisation development company, Leaderful Action.</p> <p>The first cohort of successful candidates were initially nominated by their peers we received 23 nominations and 18 of these engaged with the programme. The 18 staff members were required to undertake an on-line Emotional Intelligence psychometric test and then complete a statement based on a significant achievement in the past 12 months. Leaderful Action assessed these and 15 successful candidates progressed through to the programme.</p> <p>The programme aims to support staff in their daily interactions, enabling them to be a peak performer developing their leadership skills with transference to those that they work with.</p> <p>Cohort 1 completed the programme in January 2019.</p>

The Peer nomination process for Cohort 2 commenced in October 2018 and following the selection process, 8 members of staff (both Police officers and staff) commenced the programme in January 2019

My Runway has been developed further to include participants undertaking a project that aims to bring about some form of positive change in their working roles. Members will be responsible for taking an idea or improvement forward within the force, working with others along the way. This could be an improvement to a process, a change of working practice, a new addition to a service or a new way of working with others. The purpose of the project is:

- To allow staff to apply their new skills, knowledge and behaviours to a real challenge or opportunity, developing their role as a leader within the force
- To enable staff to share learning with, and gain support from, the others in the group
- To improve the service we offer to the public, and/or our internal services
- To ensure that what staff learn makes a real impact and that the investment made in the programme delivers tangible results.

The Long Term goal is for the My Runway programme to run on an annual basis and future co-horts will comprise of supervisory nominations.

#### **Personal Development Reviews**

In 2018, Gwent Police also launched its new Personal Development Review (PDR) to steer and evidence each staff member's personal development within the organisation.

The PDR launched on the 15<sup>th</sup> November 2018 and is a collaborative product with South Wales Police based within the FIRMS database. The PDR covers the mandatory requirements for the College of Policing and Police Regulations with sections covering

1. Strategic Objectives, Mandated for Inspectors / Police Staff equivalent and above
2. Assessment of the Competency & Values Framework
3. Personal reflection
4. Continuing Professional Development
5. Reward & Recognition

6. Supervisory Review

Gwent Police are continuing to work on a collaborative project with South Wales on a new version of this, increasing the alerts within the system and the areas for recording self-development.

**Assessment and Accreditation**

Staff Undertaking qualifications within the workplace have been assessed to the required standards by the Assessment and Accreditation Team. Over the past 12 months we have assessed 243 Level 3 Diplomas in Policing, 62 Level 4 Police First Line Management Qualifications and 14 Level 5 Police Management Qualifications. 21 SCAIDP programmes, 23 PIP Portfolios and 8 Level 3 Education and Training Qualifications. During the External Qualification Assessment in 2018, Gwent moved from a grading of Fair to Good for assessment practices and have just completed the EQA visit for 2019 and received further positive recognition of our assessment processes and staff development. Learning and Development have also upskilled a number of our training staff.

**Fast Track and Direct Entry**

In 2018, Gwent Police had one additional successful officer on the Fast Track programme. The Officer is currently completing a Uniform Inspector role on Neighbourhood Support and has been successful in both her NEI and Inspector NPPF Step Two examination

The Direct Entry Inspector is half way through his second year of his programme and will be moving into a Geographic Posting as the next stage of his programme. Gwent has opted out of the Direct Entry Programme for 2019.

**Coaching and Mentoring**

In 2018, Gwent trained an additional 10 staff in the ILM Level 5 and 7 Coaching and Mentoring Qualifications. The organisation is now working with Partners in Health and Education to develop a collaborative pool of Coaches / Mentors.

Annex A



Breakdown of  
external training 2018