

LEARNING & DEVELOPMENT SECTION PLAN

2010 - 2011



Serving with PRIDE
Professionalism Respect Integrity Dedication Empathy



INVESTORS
IN PEOPLE

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INTRODUCTION

The Learning and Development Section Plan sets out: -

- A review of the key achievements from 2009/10
- A summary of the services delivered by the L&D team
- The key objectives for 2010/11
- The key performance indicators used by the team
- The work plan
- The resources available and costs of training

The aims of this plan are: -

- To recognise and communicate the achievements and contribution of the team in the previous year to Lincolnshire Police performance
- To communicate the objectives for the next financial year
- Provide a framework for measuring performance linked to Performance and Development Reviews and taking action if targets are not being met
- Provide clear direction to the team on how their work contributes to the HR function, Force and Region as a whole
- Show the costs of Learning and Development in Lincolnshire Police

REVIEW OF 2009/10

The following are the key achievements for the Learning and Development team for the year 2009 - 2010:

- In total 11,225 officers and staff attended training during the 2009/10 year compared to 9210 in the 2008/9-year. This is a **21.8%** increase in training attendance.
- A total of 31,163 days of training were delivered through the period, which was a huge achievement under the recent winter conditions and staff having difficulty in travelling. This is the first reporting period the department has collated the information in days delivered.
- Continuous support to the modernisation of the Specials Constabulary and the Force's commitment to increase numbers and diversify their role.
- Since April 2006, 129 Student Officers have completed National Vocational Qualification Levels 3 & 4 in Policing and a further 79 are currently working towards completion.
- Delivered 3 Initial Police Learning and Development Programmes and inducted 58 officers into the Force.
- Delivered 2 Police Community Support Officer Programmes and inducted 15 officers into the Force in support of the Safer Neighbourhood programme.
- Re-structure of the department into focussed delivery teams has given a return on staff costs and released operational police officers back to frontline duties.
- Trained 2290 staff on the NICHE RMS IT system and further developing the Custody application for delivery. The department managed the "business as usual" to support other Force functions.
- Roll out of TASER programme in supplying training delivery to 150 officers for initial use of TASER in a 4-month period with Operational Training Team strength at 50%.
- We carried out our first RTC practical involving the Ambulance and Fire Service – this day went fantastically well and was attended by Chief Constable Crompton on the day. The day was recorded and is now being used by the Roads Policing Unit on POLTUBE on arriving at fatal accidents.
- All driver development portfolios are now sent electronically to students prior to courses, reducing time and costs of photocopying.
- The department worked successfully with Crime Support to create and deliver the Domestic Abuse, Stalking, Harassment and Honour Based Violence (DASH) training programme with high quality supporting materials in the form of a professionally produced video to accompany the training.

- The IPLDP Community Engagement Coordinator worked successfully to update new contracts with placement organisations and has had new commitments for placement providers. This is in support of the community elements of the programme.
- Total review of Inspectors' programme undertaken with client lead and work now being undertaken with the National Police Improvement Agency (NPIA), Lincolnshire Police and Thames Valley Police to design a Hydra workshop specifically for this rank. This has seen a rise in the pass rate of the OSPRE examination.
- Successfully delivered the Senior Leadership Development Programme (SLDP) to 25 staff – part of the leadership strategy.
- The Quality Assurance (QA) Officer has successfully worked with regional forces in completing the force self-assessment of QA standards to meet national single QA framework documentation and ensuring that the region is working collaboratively.

The following new courses were delivered:

- TASER to the wider Police family
- NICHE RMS, Case & Custody
- Intelligence Community Engagement (ICE)
- Mentor workshop
- Dealing with Difficult Customers
- Action Learning Sets

The following courses were reviewed and redesigned in conjunction with the client lead:

- Custodians
- Custody Refresher
- Change Management
- Introduction to People Management
- Force Communication & Control Centre Call Takers Induction (FCCC)
- Police Community Support Officer (PCSO)
- Inspector and Sergeants' Development programmes
- Continue to deliver The Young Drivers' scheme from Lincoln Road Safety Partnership

SERVICES OFFERED

The service offered by the Learning and Development team cover all stages of the learning and development cycle and also the overall management planning, cost effectiveness and quality assurance of learning and development within the force. These services are:

- **Training needs analysis**

We will:

- work with the client lead to undertake initial scoping studies through to full training or performance needs analysis
- agree a time scale and stakeholders
- provide a written report on providing cost effective recommendations. This will also include advice and guidance on alternative learning solutions if necessary, and provide cost effective recommendations

- **Course design and development**

We will:

- work with the client lead to design or redevelop a learning solution. This could include a blended learning approach to reduce abstraction and travelling costs
- agree a timescale for this to be achieved
- agree the service level agreement and level of evaluation to be included
- agree the learning outcomes, course content and length of course

- **Delivery**

We will:

- deliver a range of learning solutions across the county to all Force personnel
- provide knowledgeable, professionally qualified trainers /facilitators for in-house and bought-in delivery
- provide safe and well-equipped classrooms, vehicles and resources
- procure external courses within the budget agreed in liaison with the client

- **Our delivery teams are:**

- Core Training - delivery of initial PCSO, project training needs and ICT training.
- Crime Training - specialist law, operational management training for sergeants and inspectors, custody.
- Driver Training - initial driving assessments for all staff, high speed, response and pursuit training, motorcycle training.
- IPLDP and Assessment - initial training of new police officers and provision of assessment and coordination of the NVQ for policing.
- Management Development - coordination and assessment of general management programmes such as the Senior Leadership Development Programme.
- Operational Safety Training – delivery of a constant programme of Personal Safety Training (PST), Method of Entry (MoE), Police Support Unit (PSU) and TASER Initial.

- **Evaluation**

We will:

- undertake level 1 evaluation on 100% of all training courses delivered, including new courses and provide feedback on the outcomes achieved to key stakeholders
- work with the client lead to commission level 2 & 3 evaluations, and review the findings of such evaluations to measure and assess the impact of the learning delivered
- report on key findings and recommendations.
- work with the client lead to act on recommendations
- let course attendees know how we have responded to their comments through the HR website, the HR Newsletter and through meetings with operational colleagues to improve the learner's experience

- **Collaboration**

We will:

- explore and research opportunities to collaborate with regional and national training programmes
- deliver Learning and Development collaboration opportunities in partnership with our regional forces
- work with the Regional Training & Development Unit to gather data and resources to collaborate with our regional forces

Additional Services:

- **Administrative Support Services**

We provide:

- classrooms/accommodation and resource facilities across the county to help Force personnel access learning
- learning resources/handouts/workbooks/e-learning material to support learning outcomes
- advice and guidance on access to learning
- administrative support to course deliverers

- **Quality Assurance**

We:

- monitor evaluations and provide updated information to key stakeholders that may require changes to training delivery
- provide Standard Operating Procedures and Service Level Agreements for contractors and stakeholders as part of our quality assurance processes; ensure all trainers are assessed at least twice annually

- **Supporting the delivery of the Leadership Development Strategy – e.g. Coaching and Mentoring, Senior Leadership Development, PRIDE Development Programme**

- **Specialist advice and guidance to key strategic stakeholders – e.g. Training Strategy Group, Project Boards, Business Partners, Chief Officer Group**

2010/11 OBJECTIVES

Our objectives for 2010/2011 are:

The following courses will be reviewed with the client leads in 2010/11:

- IPLDP Standard Driving Course
- IPLDP Crime Investigation Skills
- Initial Custody Course
- Custody Refresher Training
- Sergeants' Critical Incident Training
- NICHE RMS and Custody
- Tutor Constable/Detective Course
- Introduction to People Management
- Mentor Programme
- Specials Initial Course
- Specials Refresher Programme

The following Level 3 evaluations will be conducted in 2010/11:

- PCSO Initial Training (Carried over from 2009/10)
- IPLDP Phase 3
- TASER Initial Course
- Standard Pursuit course

The following new courses will be developed and delivered in 2010/11:

- Police National Database (PND)
- Golden Hour (Carried over from 2009/10)
- Public Confidence
- Domestic Abuse, Stalking, Harassment and Honour Based Violence (DASH)
- Giving and Receiving Feedback (Difficult conversations)
- Coaching for Leaders
- NICHE Custody (View only)

- Experienced Officer Refresher Programme

To develop our services, we will also:

- Strengthen the NCALT Business Case for support to the use of e-learning
- Develop collaboration initiatives and opportunities regionally and nationally
- Commission and design process of new and current training
- Complete single QA Framework submission
- Carry out Internal audit of L&D QA process
- Review the L&D prospectus
- Develop within the region the National Costed Training Model
- Embed the Policing Diploma into the IPLDP
- Expansion of service delivery around the county

KEY PERFORMANCE INDICATORS

The following performance indicators will be used to monitor our performance

	Target for 2009/10	Outturn for 2009/10	Target for 2010/11
Learning and Development			
Police officer abstractions will not exceed 7% of total working time	7%	6.16%	7% *
All courses undergoing level 1/2 evaluation	100%	99.32%	100%
Course occupancy levels	80%	93.25%	90%
% Of staff registered as users of NCALT	>25%	23%	>25%
% Of courses delivered that were part of the original schedule, compared to those planned	>90%	85.8%	>90%
Attendance on courses*	<5%	6.8%	>95%
Evaluation - The aims and objectives of the course were made clear	>90%	97.7%	>90%
Evaluation - The courses met the individual's needs fairly or very well	>90%	97.8%	>90%
Evaluation - Trainer's knowledge was considered good or very good	>90%	98.6%	>90%
Evaluation - Trainer's style and delivery were considered good or very good.	>90%	98.5%	>90%

7% abstraction rate is a Home Office guidance figure that should not be exceeded.

* Target for 2009/10 was non attendance (<5%). For 2010/11 the target has been reworded to measure attendance (>95%).

WORK PLAN 2010/11

Quarter 1

Specific Action	Actioned by	Target Date
Implement roll out of DASH training	Core	Apr 2010
Implement new national HPDS scheme	MDC	May 2010
Commission roll out of Golden Hour training	Crime	May 2010
Implement Coaching Scheme	MDC	Jun 2010
Complete tender process for Leadership training	MDC	Jun 2010
Review NICHE RMS & Custody course material	Core	Jun 2010
Evaluate TASER Initial training	Op	Jun 2010
Commission Level 3 Evaluation of IPLDP Standard Driver Course	Driver	Jun 2010

Quarter 2

Specific Action	Actioned by	Target Date
Submit strengthened business case for NCALT	L&DM	Jul 2010
Submission of proposal for Experienced Officer Programme	L&DM	Jul 2010
Commission Level 3 evaluation of PCSO Initial course	Core	Jul 2010
Complete review of 360 degree feedback tools for Force	MDC	Aug 2010
Review Sergeants Critical Incident training	Crime	Aug 2010
Complete review of Custody Sergeants course	Crime	Aug 2010
Complete review of Custody Refresher training	Crime	Sept 2010
Deliver Coaching for Leaders pilots	MDC	Sept 2010
Review Tutor Constable course	IPLDP	Sept 2010
Complete the National QA Framework assessment report	L&DM/QA	Sept 2010

Quarter 3

Specific Action	Actioned by	Target Date
Deliver pilot of 2 week Specials Induction course	Core	Oct 2010
Complete Level 3 Evaluation of IPLDP Standard Driver Course	Dvr	Oct 2010
Commission Level 3 Evaluation of Phase 3 of IPLDP (due for completion April 2011)	IPLDP	Nov 2010
Review mentoring programme	MDC	Nov 2010
Embed Policing Diploma	IPLDP	Dec 2010
Meet the training requirements of PND	Core	Dec 2010
Complete Level 3 Evaluation of PCSO Initial course	Core	Dec 2010
Embed training planning process	L&DM/L&DBM	Dec 2010
Review delivery of soft skills for line managers in conjunction with PRIDE/Leadership Academy outcomes	L&DM	Dec 2010

Quarter 4

Specific Action	Actioned by	Target Date
Commission Level 3 Evaluation of Standard Pursuit course (due for completion July 2011)	Driver	Feb 2011
Complete delivery of DASH training	Core	Mar 2011
Complete Annual training Plan	L&DM	Mar 2011
Complete external training plan	L&DBM	Mar 2011
Support regional collaboration	L&DM	Mar 2011

RESOURCES AND COSTS TO DELIVER SERVICES FOR 2010/11

In order to deliver the activities described in this Plan we require sufficient resources. Below are the tables comparing the resources available in 2009/10 with what we will have during 2010/11.

Other Resources

	2009/10	2010/11
Standard Classrooms	9	8
IT Classrooms	3HQ 3 at PDUs	2HQ 2 at PDUs Development of using IMU Tier 2 – IT Classrooms X 2
Lecture Theatre	1	1
Skid Pan and Car	1 + 2cars	1 + 2 cars
Cars and Vans	5 cars 1 van	6 cars 1 van
Gym	1	1
Resource/Break out room	4	4
Driver training classroom	1	1

The resources above will not meet all demand for the full delivery of the training programme and external venues have to be sourced at a cost to the Force of around £20,000.

The Cost of Delivering the Annual Learning and Development Plan (2010/11)

Total cost of internal delivery	£1,369,070
Total cost of external training	£712,350
Total cost of training delivery	£2,081,420

Function	Budget 2010/11 £'000	% Of Force Budget 2010/11
Learning and Development	£2,081,420	1.67%
	Budget 2009/10 £'000	% Of Force Budget 2009/10
	£2,407,435	1.98%

The 10/11 L&D budget has been reduced by £438,140 as a result of Firearms and Dog training moving to Operations Support.