

## Learning and Development

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## Policy Statement

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### Summary

West Yorkshire Police (WYP) is committed to the provision of effective learning and development opportunities to enable all members of the workforce to develop their knowledge and skills to perform their duties to a high standard.

A strategic aim for West Yorkshire Police is to create a culture of continuous learning. As a professional organisation, it is essential there are a variety of appropriate and effective learning activities and techniques for colleagues to maintain and enhance their capacity to practise legally, safely, ethically and effectively.

This policy, which assists the delivery of the organisation's Learning and Development Strategy and People Strategy, details the arrangements for the provision of learning and development solutions which meet organisational and individual development requirements.

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### Scope

This policy applies to all police officers, police staff, apprentices and volunteers.

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## Principles

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### Principles

- West Yorkshire Police, through its Learning and Organisational Development (L&OD) Department working in partnership with Districts and Departments, has a firm commitment to the implementation of a comprehensive plan designed to meet the learning needs of the organisation, improve performance and enhance the competence, commitment and contribution of each member of the workforce.
  - This will be supported and informed by Training Needs Analysis, Strategic Workforce Planning, Talent and succession plans.
  - The Code of Ethics is pivotal to the work of the organisation and will be promoted within all elements of L&OD practice from design of products to delivery and is further evidenced in the way that day to day learning and development activities are conducted.
  - The National Decision Making model underpins all event delivery and content and is embedded within L&OD deliveries and supporting information.
  - This policy and its contents will be positively promoted to learners within L&OD through inductions and threaded throughout training.
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## Learning and Organisational Development (L&OD)

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### Principles

- The L&OD department is part of the People Directorate and consists of a range of specialist teams which combine to provide comprehensive learning and development opportunities for West Yorkshire Police employees.
  - The L&OD department will:
    - Work with stakeholders to identify, design and deliver a range of learning and development products and services to meet organisational needs;
    - Identify and plan for short-, medium- and long-term learning and development interventions;
    - Develop learning and development resources to deliver against organisational priorities being flexible to changing requirements;
    - Monitor the performance of the department to improve effectiveness and efficiency;
    - Quality assure our learning provision to meet standards expected by the organisation, College of Policing and external stakeholders where appropriate (e.g. Awarding Organisations);
    - Evaluate the effectiveness of learning provision, identifying and actioning improvements where necessary;
    - Manage, design and deliver all learning to ensure inclusion; and
    - Align learning provision to support the vision, mission and priorities of the organisation and the service.
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## Learning Needs – Identification, Design, Delivery and Evaluation

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### Planning process

- The L&OD department continuously scan the environment and design the L&OD delivery plan to meet needs emanating from a range of internal and external sources. Key drivers include the College of Policing National Policing Curriculum, HMICFRS, Force performance, Strategic Planning and FMS, corporate change programmes and people drivers such as Strategic Workforce Planning etc.
- L&OD engage with all areas of business to identify current and emerging learning and development needs in order to effectively plan and schedule appropriate learning programmes and events and ensure appropriate alignment of L&D resources.
- Regular stakeholder engagement is undertaken and prioritisation is overseen by the Strategic L&OD Group. The overarching L&OD delivery plan remains flexible and responsive to changing priorities and emerging needs throughout the year.
- The above process is also used to identify and develop appropriate content for District Training Days, ensuring that our frontline officers receive effective continuous professional development to enable them to confidently and competently undertake their duties.

- To deliver an effective and efficient policing service, and to ensure the safety of all employees and the public, it is recognised that essential core skills must to be maintained across the workforce. Such skills form the basis of mandatory training.
- L&OD plan training to meet the requirements of the organisation across all mandatory training, both initial and refresher, and will monitor attendance and report through to Districts/Departments and the Strategic L&OD Group.
- Emerging needs are considered and approved as deemed necessary on an ad hoc basis, e.g. change projects. All requests are collated, prioritised and approved through appropriate mechanisms, particularly the Strategic L&OD Group. Approval is based on urgency, risk to the organisation, business need and resource capacity.
- District/Department budgets include devolved monies for any specialist external training that is deemed necessary and which cannot be met through internal provision.
- District Commanders/Heads of Departments are responsible for ensuring the appropriate procurement of same. Individuals seeking support for external training/educational qualifications must apply to their District/Department SLT utilising the Per33 form.

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**Internal training commissioning process**

- Any new requests for L&OD products will be considered by the specialist L&OD lead in consultation with the Head of L&OD.
- Before submitting such a request, it must be sponsored by the District Commander or Head of Department.
- Where such requests align with existing delivery and can be absorbed within the L&OD plan, this will be actioned and the plan adjusted accordingly.
- Where new requests cannot be met within existing resources or require wider consideration, this will be reported through to the Strategic L&OD Group for decision making and prioritisation.
- If approved, an appointed L&OD lead will consult with the business area to discuss the learning requirement in detail including defining the need and designing the solution. The L&D delivery plan will be adjusted accordingly.
- Requests for items for inclusion on the District Training Day agenda will be compiled by L&OD and reported to the Mandatory Training Board for decision making. Once approved, a lead DTO will be assigned to design the learning delivery.

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**Design and delivery of learning activities**

- All learning designed within L&OD follows national guidance from the College of Policing in addition to any statutory frameworks.
- The L&OD department provides specialist learning design support via the Quality Assurance (QA) team. All new L&OD products must be quality assured through the QA team to ensure consistent best practice in learning design and development.

- A blended approach to learning and assessment is adopted using many different methodologies, such as classroom courses, iLearn products, etc., to maximise efficiencies and create flexible, effective and innovative learning products. Community involvement will be included where appropriate.
  - L&OD appoint lead trainers for new, and existing, learning and development products, who are responsible for liaising with subject matter experts and conducting environmental scanning to ensure that products within the L&OD plan continuously align to the National Policing Curriculum (College of Policing), and reflect changes to policy, legislation and other impacting factors.
  - The design and delivery process is quality assured through the L&OD QA function via regular quality checks of trainer deliveries and learner feedback.
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#### Evaluation of learning activities

- As a process of measuring the value and impact of learning events, all learning and development delivery will be subject to evaluation.
  - A risk based approach will be utilised in selecting products for evaluation, however, **all** new products will be evaluated to ensure 'fit for purpose' prior to implementation.
  - Evaluation begins at the commissioning stage of a learning event and measures outcomes on many levels including; reaction, satisfaction, changes in knowledge, skills, attitude, behaviour, along with overall results, and return on investment.
  - The L&OD QA team are responsible for undertaking evaluation of learning products and reporting of results will be direct to L&OD lead and through the Accountability Meeting structure.
  - Results will be reviewed via the above mechanisms to identify opportunities for improvements and to ensure that these are appropriately actioned and further evaluated.
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## Quality Assurance and Standards

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#### Standards and qualifications

- The L&OD department will ensure that learning delivery is conducted by individuals who are qualified and competent to do so.
- Role profiles for L&OD roles are aligned, as appropriate, to national requirements for the delivery of the National Policing Curriculum and best practice in specialist delivery areas, including specialist sector knowledge and qualifications.
- The L&OD Department is an Approved Centre for the delivery of a range of Awarding Organisation qualifications, including teaching, assessment and Internal Quality Assurance (IQA) practice.

- L&OD staff will be developed, in accordance with their role, to achieve qualification requirements to underpin the delivery of excellent practice in learning and development delivery and assessment.
- L&OD staff are required to continually improve and develop their practice in line with changes in their specialist field and maintain Continuous Professional Development (CPD). Where national standards exist for CPD hours these are followed.
- Where particularly specialist knowledge is required, subject matter experts (SMEs) may be used to support L&OD delivery. Where this occurs, an experienced member of the L&OD team will oversee the delivery by the SME.
- Any external training providers utilised are required to hold appropriate credentials relevant to L&OD and to the subject area and to demonstrate commitment and application of CPD.

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**Observation and audit**

- L&OD trainers will be observed and assessed to support the principles of continuous improvement, personal development and effective service delivery.
  - Other individuals/guest speakers delivering to learners within the L&OD environment are also subject to quality assurance observation on the first few occasions they deliver and periodically thereafter, dependent on their delivery frequency.
  - Guest speakers will be supported by an L&OD trainer whilst in class.
  - Quality assurance observations are completed periodically by the QA team and Departmental supervisor.
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## Learning Event Arrangements

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**Booking a learning event**

- The L&OD department will publicise the range of L&D products available via the iLearn portal which contains a large volume of online learning activities and also hosts the L&OD Course Prospectus.
  - The Course Prospectus contains comprehensive information on all learning and development programmes and booking procedures.
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**Joining instructions**

- Joining instructions and full course details will be made available to individuals upon booking confirmation.
- Joining instructions will include all the information that an individual requires to know prior to attending an L&OD event.
- It is the responsibility of the individual to inform L&OD of any specific learning requirements they may have and to ensure that they familiarise themselves with the content of the joining instructions in order to undertake any required pre work and attend in a timely manner at the right location with the required resources.

- Joining instructions for certain initial entry programmes such as the Police Education Qualifications Framework (Student Officers), PCSOs and the Special Constabulary are sent out by HR.
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**Dress code and kit**

- The provisions of the Dress and Personal Appearance policy will apply.
  - All individuals who usually wear uniform, will attend L&OD events in full uniform (unless the joining instructions specify otherwise).
  - All individuals who do not wear uniform and are attending L&OD are expected to wear appropriate smart business wear unless notified otherwise.
  - If there are specific dress code requirements for a particular learning event these will be specified within the joining instructions.
  - When officers and staff are undertaking learning at a non-police site (away from WYP premises) the dress code will be determined on a case by case basis.
  - When attending a L&OD event, all individuals who usually wear uniform are expected to be in possession of full uniform, kit and headgear to allow them to respond should they be deployed direct from the event to an incident.
  - This may require individuals to report to their home station prior to commencing travel to an event. If the individual does not have to collect equipment from their home station, they may travel straight from their home address to the L&OD event subject to compliance with the Travelling Expenses and Time policy.
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**Attendance**

- All individuals booked to attend a learning event are responsible for ensuring that they attend on time and with the required resources.
- Line managers must ensure attendance and discuss the event beforehand with the individual in line with their personal development. Attendance at nominated refresher training is vital to maintain WYP effectiveness and efficiency.
- If an individual cannot attend a course which they are booked onto, this must be authorised by an Inspector (or police staff equivalent in non-operational areas). This must be done prior to the course commencing in all but very exceptional circumstances. A local SLT lead of Chief Inspector rank (or equivalent) must take responsibility within Districts/Departments for regularly monitoring and managing course bookings, attendance and cancellations in order to reduce the volume and financial impact of non-attendance.
- Once nominated to attend a course, any non-attendance will be recorded by L&OD.
- The lost opportunity cost of failures to attend and late notice cancellations will be reported to Districts/Departments and via monthly reports and the LAM process.

- Learner welfare is paramount and the L&OD Customer Service Team will inform Districts/Departments of any non-attendance of their staff on the day to enable appropriate communication and support.
- In cases of late arrival, it is the lead trainer's decision as to whether to accept the late individual or return them to duty. In cases where the individual is returned to duty it is the individual's personal responsibility to notify supervision that they are returning to duty.
- If it is necessary for L&OD to cancel an event, individuals and Duties teams will be notified at the earliest opportunity. Individuals will be required to return to duty at their Home Station and report to local supervision if they had attended the event.
- Individuals are required to use the Force Duties booking system to book on and book off when attending L&OD events.
- Unless otherwise stated for specific courses, training days are 8 hours long for police officers or 7 hours and 24 minutes for police staff including any excess travel.
- Specific details of travel arrangements are provided in the Travelling Expenses and Time policy.
- Attendance at District Training Days must be prioritised and must not be interrupted by any avoidable event.

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#### **Learning and development records**

- After each L&OD learning event, a record of attendance is detailed on the individual's HR and Chronicle record.
  - Where an event results in the awarding of a specific skill or qualification, the details and end date will be recorded by the L&OD Department on the relevant corporate systems as appropriate.
  - Individuals must inform HR Systems team of any other skills or qualifications gained via external or other provider for inclusion on their HR record.
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## **Delivery of Training – Simulation of Circumstances**

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#### **Principles**

- Police officers, including those undertaking the Police Constable Degree Apprenticeship (PCDA), police staff and apprentices will be exposed to the activities and training of their role.
- During the course this may involve them being:
  - Subjected to potentially abusive and harmful situations, such as viewing police sensitive material of sexual, abusive images; or
  - Be the recipient of legitimate verbal abuse and simulated physical assault during training exercises, such as role plays and Public Order Training;
- Whilst it is recognised that officers, staff, and apprentices may find such learning scenarios challenging, exposure to such simulations is crucial in preparing them for the real circumstances they may encounter as serving police officers or in their police staff role.



- All training is subject to appropriate risk assessments.
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## Recognition of Prior Learning

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### Principles

- The College of Policing have introduced a Recognition of Prior Experience and Learning (RPL) process which enables academic credits to be gained for the learning an individual has already achieved.
  - The RPL process is a way of recognising the learning an individual has gained through skills and experience, and helping them to access academic qualifications.
  - Where appropriate, RPL will be utilised within L&OD processes.
  - Further details, including an online tool, can be accessed via the College of Policing's Professional Development platform.
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## Continuing Professional Development (CPD)

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### Principles

- CPD is integral for all West Yorkshire Police colleagues, regardless of rank/job title and officer or staff position. It is firmly based on results and is a way for individuals to plan their development that links learning directly to practice.
  - Every member of West Yorkshire Police is expected to maintain and develop their skills, knowledge and competence through CPD. CPD can help to keep skills and knowledge up to date, strengthen professional credibility, boost confidence and assist individuals in becoming more creative in tackling new challenges.
  - All L&OD professionals must maintain up to date sector expertise, ensuring competency and credibility, this also included National Police Training Programmes, which WYP is licenced to deliver as set out by the College of Policing. Such requirements underpin review and action planning within the employee's Performance Development Review (PDR) and appraisal process ensuring employees involved in training maintain up to date sector expertise.
  - To ensure quality all trainers will be subject to QA assessments, which involves observations, and developmental feedback, strengths and areas for improvement will be highlighted and if required a developmental plan actioned and monitored as appropriate.
  - All L&OD professionals are expected to continuously scan the environment to ensure learning outcomes are current to meet the requirements of internal and external bodies/stakeholders including, but not limited to, the College of Policing, HMICFRS, Ofsted, HEIs, specialist Force departments or other People drivers, e.g. DEI.
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## Safeguarding & Prevent Within the Learning Environment

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### Principles

See WYP Learning and Organisational Development – Safeguarding & Prevent for Learners.

- All West Yorkshire Police (WYP) employees and those with whom it subcontracts or collaborates must comply with the safeguarding of students, apprentices, and individuals within the learning environment. Trainers, supervisors and those involved in the training process are to safeguard and promote the wellbeing of students, apprentices and learners both in and outside the environment.
- WYP recognises its legal and moral responsibility to safeguard the welfare of learners by commitment to practice that protects and looks to minimise potential harm.
- WYP will work in partnership to ensure that its safeguarding measures are compatible with collaborative partners' safeguarding policies.
- WYP learners, apprentices, staff, volunteers and partners are expected to comply with the Code of Conduct for Police Staff and Code of Ethics which outlines standards of professional and ethical behaviour. WYP relies on the honesty and integrity of its employees. As public servants, all individuals are expected to observe the highest standards of conduct, in both their private lives and at work, observing the Code of Ethics and Code of Conduct.
- All individuals have a duty to act to ensure that the welfare of those within the learning environment is paramount. Where it is known or suspected that an individual is experiencing safeguarding issues, this must be reported immediately to the L&OD Designated Safeguarding and Prevent lead (DSPL) via email.
- All individuals within the learning environment have a personal and professional responsibility to ensure they understand safeguarding requirements, and the processes to follow if they become aware of a safeguarding issue.
- As a training provider, West Yorkshire Police are required to have a L&OD Designated Safeguarding and Prevent Lead (DSPL), as nominated by the head of training. The DSPL will support colleagues by risk assessing welfare concerns reported by L&OD staff, learners or apprentices in the learning environment and liaise with line managers, local multi agency safeguarding referral units and the Professional Standards Department where applicable. The DSPL will provide support and advice to colleagues to identify signs and symptoms of abuse and make any necessary referrals and put in any require controls or mitigation to safeguard the individual concerned. The DSPL will respond to allegations and disclosures in accordance with force policy, maintaining confidentiality where possible. Further detail is available on the Safeguarding Guide for Managers and Trainers.
- All individuals involved in the training and supervision of students and

apprentices are required to undertake the training on the matters of student Safeguarding, Prevent and British Values. This training will outline the signs of abuse, extremism and radicalisation, summarises the concept of British Values and how these are embedded into training, and the reporting process when abuse or radicalisation is suspected. Attendance will be monitored to ensure compliance.

- WYP is committed to ensuring learners feel comfortable and valued, within a safe learning space. There are a range of additional policies which provide support for all individuals, or which detail the provisions that will apply when issues or concerns about an individual's behaviour are raised. These include:
    - Equality, Inclusion and Respect in the Workplace
    - Safeguarding guide for managers and trainers
    - Workplace (Health, Safety and Welfare)
    - Grievance
    - Discipline – Police Officers
    - Discipline – Police Staff
    - Drug and Alcohol Misuse in the Workplace
    - Inappropriate and Notifiable Associations
    - Service Confidence
    - Whistleblowing

Further information and provisions are available on the above matters are accessible from the Policy Database.
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## Responsibilities

### Individuals

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| <b>Responsibilities</b> | <p>Individuals are responsible for:</p> <ul style="list-style-type: none"> <li>• Maintaining and continuously developing their professional skills and knowledge (CPD) in line with the requirements of the role and expectations of the organisation and police service;</li> <li>• Ensuring any mandatory learning is completed in a timely manner and that they take advantage of the developmental opportunities afforded by the organisation through the L&amp;OD delivery plan, iLearn portal, professional development inputs (corporate and local deliveries), intranet updates, etc.;</li> <li>• Recording the date(s) of any learning events they are booked to attend, reading the joining instructions, carrying out any preparatory work, pre-reading etc., and informing L&amp;OD of any specific learning requirements they may have prior to attendance on an L&amp;OD event;</li> <li>• Understanding clearly and complying with any instructions relating to travel to the event, non-attendance, kit requirements etc. as well as post course evaluation and activities;</li> <li>• Attending learning and development events, including District Training Days, on the given date, time and at the specified location, having</li> </ul> |
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undertaken the necessary advance preparations as specified within any Joining Instructions. The only acceptable exceptions to this are:

- Approved Compassionate Leave;
  - Sickness absence resulting in the person being unable to attend their normal place of work on the date of the event; and
  - A business critical operational reason, where there is no scope for Duties to backfill the abstraction arising from scheduled attendance on the L&OD event.
  - Engaging with personal safety training to complete all required medical screening when attending at relevant events, e.g. Officer Safety Training, Job Related Fitness Test;
  - Informing HR Systems team of any other skills or qualifications gained via external or other provider for inclusion on their HR record; and
  - Taking responsibility of ensuring they are aware of the contents of any relevant policies they are guided to and adhering to and taking positive action where necessary.
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## First Line Managers

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- Responsibilities** First line managers are responsible for:
- Positively promoting continuous professional development within their team and maintaining their own CPD;
  - Managing and monitoring the CPD of their team and the validity of their skills and qualifications on an ongoing basis through regular review meetings and the Performance Development Review (PDR) process;
  - Identifying learning needs with individuals via the PDR process and ensuring appropriate learning solutions are actioned;
  - Preventing the deployment of individuals whose skills and qualifications have expired;
  - Ensuring all individuals within their team attend scheduled learning events in accordance with force procedures, guidance and policy;
  - Ensuring the appropriate level of authorisation (see page 7) and the timely and appropriate reporting of any individuals within their team who cannot attend a scheduled learning event - specifically this must be authorised and reported to the L&OD Department and Duties team (for any booked L&OD events) by Inspector rank (or equivalent police staff in non-operational areas); and
  - Positively promoting all relevant policies where appropriate.
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## Second Line Managers

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- Responsibilities** Second line managers are responsible for:

- Positively promoting continuous professional development within their team and maintaining their own CPD;
  - Ensuring their staff and officers attend all L&OD events in accordance with force procedures and guidance and that authorisation and reporting of any non-attendance is undertaken at the appropriate level, i.e. Inspector rank (or police staff equivalent in non-operational areas);
  - Ensuring an appropriate performance process is followed for individuals who repeatedly fail to attend scheduled learning and development events;
  - Preventing the deployment of individuals whose skills and qualifications have expired; and
  - Positively promoting all relevant policies where appropriate.
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## District Commanders/Heads of Department

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- Responsibilities** District Commanders and Directors are responsible for:
- Positively promoting continuous professional development within their team and maintaining their own CPD;
  - Ensuring that individuals whose skills and qualifications have expired are not being deployed;
  - Ensuring a local SLT lead of at least Chief Inspector rank (or police staff equivalent in non-operational areas) takes responsibility for monitoring the attendance of their staff at L&OD events, ensures the appropriate level of authorisation of any non-attendance (see page 7) and takes appropriate action to reduce the volume and financial impact of non-attendance;
  - Ensuring any projects, business cases or change programmes within their department are compiled in liaison with the L&OD Team to capture and cost any learning and development requirements;
  - Ensuring active engagement with corporate L&OD processes and mechanisms including the Strategic L&OD Group; and
  - Positively promoting all relevant policies where appropriate.
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## Strategic L&OD Group

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- Responsibilities** The Strategic L&OD Group is responsible for:
- Leading and driving the Force L&OD agenda in response to the strategic direction set by the organisation and police service;
  - Developing and delivering the L&OD delivery plan to address threats, risks, demand pressures and capacity and capability issues identified in the Strategic Assessment/Force Management Statement;
  - Working closely with the Strategic Workforce Planning Group to ensure the L&OD training plan both in-year and beyond is closely aligned with the Force workforce models;

- Overseeing the delivery of the L&OD delivery programme (both corporate and district/department training) and key work streams, reporting on any exceptions to delivery to the People Board;
  - Proactively responding to new guidance/initiatives identified from environmental scanning/NPCC and the College of Policing;
  - Identifying barriers to delivery, lessons learned and what is working well to inform the organisational learning and strategic planning processes of the Force;
  - Identifying knowledge or intelligence gaps to inform research required; and
  - Commissioning appropriate work to underpinning working groups or through the Force LAM process.
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## Additional Information

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**Compliance**

This policy complies with the following legislation, policy and guidance:

- Data Protection Act 2018
  - College of Policing Continuing Professional Development
  - Code of Ethics
  - National Decision Model (NDM)
  - Learning & Organisational Development Strategy
  - People Strategy
  - Dress and Personal Appearance policy
  - Travelling Expenses and Time policy
  - Code of Conduct for Police Staff policy
  - Apprenticeships policy
  - Policing Educational Qualification Framework (PEQF)
  - College of Policing - Continuous Professional Development
  - College of Policing - Recognition of Prior Learning
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**Further information**

Further guidance in relation to this policy can be sought from:

- The Learning and Organisational Development intranet site.
  - Reacting to Safeguarding Concerns and Incidents – Guidance
  - PREVENT Duty Guidance
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