

Meeting	Police and Crime Panel
Date	19 th March 2020
Report Title	Force approach to Operation Uplift and the Policing Education Qualifications Framework (PEQF)
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PURPOSE OF REPORT

1. This paper notifies the Panel of the force response to Op Uplift and PEQF, specifically providing an outline of the overall requirements, recruitment, training and ‘landing’ processes.

INTRODUCTION AND BACKGROUND INFORMATION

Op Uplift

2. Over the next three years, new police officers will be recruited to the force, with the Government committing funding for 20,000 additional officers shared among the 43 forces. Wiltshire Police will use this funding to recruit, train and deploy an increased number of officers.
3. This paper will describe the Force’s response to this requirement and the implications it has had on recruitment, training and the longer-term impact on Community Policing, including the timescales involved at each stage.

PEQF

4. The PEQF is a new, professional framework for the training of police officers and staff. The College of Policing (CofP), as the professional body for the police in England and Wales, has developed the PEQF to define the fundamental requirements and standards of the policing profession.
5. The PEQF is broad and ambitious in its scope. The purpose of this paper is to highlight significant and impending changes to the training and probationary period for student police officers and the impact this will have on CPT.
6. In 2016, the CofP worked with all key stakeholder groups including staff associations, police force representatives, as well as higher education partners to develop three new entry routes into the policing profession at the rank of police constable (PC).
7. In June 2020, Wiltshire Police will make the transition to the new PC entry routes. This paper will describe what the new entry routes are, how they differ from each other and the existing entry route. The implications on CPT and the potential impact of these changes will also be outlined.

OP UPLIFT: RECRUITMENT AND TRAINING IMPLICATIONS

8. The local implications to the national Uplift programme is covered in detail in other reports 'Operation Uplift' and 'CPT – Resources and Distribution'.
9. The current intakes and 'landing' dates with CPT are as follows:

Table 1: intakes

Start Training	Officers	Landing in teams	Finish Tutorship
Oct-19	37	Apr-20	Jun-20
Feb-20	20	Aug-20	Oct-20
Jun-20 (first PEQF)	40	Nov-20	Jan-21
Oct-20	20	Apr-21	Jun-21
Jan-21	40	Jul-21	Sep-21
Mar-21	20	Aug-21	Oct-21

10. There will be an increase in the frequency of police officer recruitment campaigns because of Op Uplift. We last advertised in September 2019 and we will advertise again in March 2020 to ensure a sufficient 'pool' of future student officers, up until March 2021. Further recruitment campaigns will be required throughout the three years of Op Uplift.
11. Due to the increase frequency of student officer intakes, we will use Marlborough Police station as an additional training venue between June and October 2020 (approved for use by the Acquisitions and Disposals board in 2019).
12. The use of Marlborough will not in any way delay and/or prevent its sale. Marlborough station affords a large classroom space that can accommodate up to 20 students and trainers, enabling other intakes of student police officers, PCSOs and LCI to run concurrently at Devizes HQ, Gable Cross and Melksham.
13. Recruitment of staff and police officers into the enabling services has been necessary to meet the increased pre-employment and training demand. There have been increases in Equality, Diversity & Inclusion, Corporate Communications and Engagement, Professional Standards and Occupational Health, along with a requirement to purchase more technology and equipment. There is an increase of 8.5FTE in People Development in order to deliver against Op Uplift:

Table 2: people development uplift

Role	Staff/Officer	FTE	Status
Assessment Supervisor	Sergeant	1.0	Started Jan 2020
Student Officer Trainer	Officer	1.0	Started Oct 2019
Student Officer Trainer	Staff	1.5	Pending start dates
Safety Trainer	Officer	1.0	Started Jan 2020
Assessors	Officer	3.0	Started Nov 2019
Training Admin	Staff	1.0	Started Jan 2020

14. The 'new' police officers brought into People Development are existing Wiltshire Police officers who hold the relevant training/teaching skills and/or qualifications. The 'release' from their previous post has been subject to close monitoring of any adverse impact on the deployability of CPT.
15. The increase in staff and officers into People Development is a proportionate response to the training plan for student police officers. The increase in personnel will enable the training of an increased volume and frequency of student officers. At time of writing, there are 57 student officers in training within People Development. This is an unprecedented figure in recent history.
16. We have capacity to deliver training for other large cohorts, such as PCSO and LCI; however, there is an implication on the timings of courses, in years 2 and 3 in particular. We cannot do everything at once (we do not have trainer capacity) and we will be restricted by our physical estate. Without Marlborough, we can accommodate a maximum of four large classes (of up to 20 students) at any one time across Devizes HQ, Gable Cross and Melksham.
17. When a student officer 'lands' with their CPT, after their training with People Development, referred to as the initial police learning phase (IPL), they start a period of tutorship. During this 10-week tutorship, they are accompanied on patrol, alongside their TC. As such, the student officer is not an independently 'deployable' resource. The student officer becomes deployable once they have successfully completed their tutorship.
18. The number of Tutor Constables (TC) is another consideration for the Force. TCs are essential when developing and supporting a new PC through their tutorship, and our TC cohort will need to be increased. We currently have 83 TCs across CPT. Our estimates, based on the recruitment and training plan for new TCs, indicates an increase of 42% is required by the summer 2021, resulting in a cohort of 118.
19. People Development have delivered TC training at an increased frequency since October 2019, with four further courses due up until the end of April. CPT Superintendents and Strategic Support Officers continue to nominate TCs for these and future training courses.
20. To ensure the continued recruitment and retention of our TC cohort, we will enhance the training package during 2020, with a series of 'refresher courses'. Working with the University of South Wales (USW), it is our intention to offer an accreditation to TCs who complete the course. This will be in addition to the weekly payment they currently receive.
21. With the IPL and tutorship combined, it can take 36 weeks for a student officer to be counted as an independently deployable officer. After the 36-week period, the officers remain within their two-year probation, with a significant amount of learning and assessment ahead of them. The probation period and the level of learning will fundamentally change because of PEQF.

PEQF

22. In June 2020, Wiltshire Police welcomes its first student officers under PEQF entry route conditions. February 2020 is the 35th and final student officer intake under the Initial Police Learning and Development Programme (IPLDP). This represents a significant transformation of our student police officer training.
23. There are three new entry routes into policing under PEQF. These are nationally mandated, with all forces expected to transition to PEQF during 2020/21. Extensions of IPLDP are by exception only and on the authority of the CofP. We do not require any such extension.

24. The three entry routes are detailed in the table below. Entry routes 1 & 2 are available now and our June intake will be a mix of these two entry routes (as will every intake thereafter). Entry route no.3 will become available during 2021. Entry route 4, IPLDP, will be decommissioned.

Table 3: different entry routes

Entry Route	Status	Probation Period	Qualification	Starting Salary
Police Constable Degree Apprenticeship (PCDA)	Practical on-the-job learning, alongside academic theory and knowledge.	3 years	Degree in Professional Policing Practice (level 6)	£21,249
Degree Holder Entry Programme (DHEP)	Individuals joining with a degree (in any subject) commence a work-based programme, supported by off the job learning.	2 years	Graduate Diploma in Professional Policing Practice (level 6)	£21,987
Pre-Join Degree	Offered by organisations licensed by the CofP, an academic knowledge-based degree, based upon the national curriculum.	TBC	TBC (level 6)	TBC
IPDLP	Last intake started February 2020. Programme is no longer supported for new starts post June 2020.	2 years	Diploma in Policing (level 3)	N/A

25. There are a number of notable difference between the new entry routes and IPLDP: financial, including starting salaries; educational levels attained and the length of the probation period. This report, starting with education levels, will go into more detail to explain why.

26. The CofP intend the PEQF to become far broader and encompass staff roles, such as PCSOs, the promotion framework, in addition to the changes to police officer training and assessment conditions. For the purposes of this report and the immediate changes ahead of June 2020, the focus will be on the police officer training pathways.

27. The CofP identified common ‘core’ elements that define a profession:

- A specialist knowledge base
- A distinct ethical dimension
- Continuing professional development (CPD) requirements, and
- Standards of education

28. The CofP concluded that policing did not have “consistent, national education levels for all policing roles or ranks which reflected its current and future challenges, nor an entry level qualification that would be considered commensurate with that of a profession.”

29. To support the NPCC and APCC Policing Vision 2025 (“By 2025 policing will be a profession”), PEQF was introduced, following significant consultation in 2016, to make “practical and necessary changes”.

30. Since the changes were announced, Wiltshire Police have established a PEQF project team, including an implementation manager, project manager and subject matter experts to ensure a successful transition.
31. The three new entry routes will ensure every student officer will attain a qualification to degree level (level 6), regardless of the entry route in which they joined. IPLDP is level 3, and as police forces are not higher education institutes (HEI), training and assessing officers to level 6 requires partnership working with a university.
32. The CofP have produced, per entry route, curricula specifying the 'minimum content' forces and HEIs are required to deliver per topic, per module.
33. Every force will work with a university to determine how and when the partnership will deliver its PCDA and DHEP training. A single university may collaborate with multiple forces, but each force retains autonomy in determining the volume and frequency of training.
34. Wiltshire Police will work with the University of South Wales (USW). We have entered into a contract with this HEI as our chosen partner. Cross-force and/or regional collaboration has been considered prior to the procurement process and we worked very closely with our regional forces and South West Procurement on exploring these opportunities.
35. However, each force has different requirements. The timing of courses, frequency and cohort size are very different for Wiltshire, compared with Gloucester, Devon & Cornwall and Dorset. There were, and remain, too many practical barriers for effective training collaboration to occur. Our cohorts will be a mix of PCDA and DHEP students, other forces have chosen to separate.
36. We have collaborated with the aforementioned regional forces during the extensive procurement exercise to identify a preferred HEI partner. This has led to cross-force efficiencies and regular transferring of new knowledge between the respective PEQF working groups, with a single HEI.
37. Irrespective of the entry route, the force appoints the student officers. Wiltshire Police will deliver 100% of the IPL for PCDA and DHEP. This training will take place on Wiltshire Police estate, primarily Devizes HQ, Gable Cross and Melksham (with Marlborough a short-term option). Wiltshire Police trainers, all of whom hold the relevant teaching status and/or training qualification, will deliver this training.
38. USW will deliver modular input throughout years 2 (PCDA/DHEP) and 3 (PCDA). This will be a blended approach of face-to-face and distance (e.g. online and webinar) learning. Whilst student officers will benefit from additional support USW can provide, including access to their campus, library, tutors and online material, there is no plan or expectation for students to travel to the university campus.
39. The USW have employed a senior lecturer to work from Wiltshire Police estate. It will be the role of the senior lecturer to ensure years 2 and 3 are delivered effectively.
40. PCDA has a three-year probation period. This reflects the degree standard the student officers will need to achieve whilst working as a police officer. As PCDA is an apprenticeship standard, the force will fund all associated costs through its apprenticeship levy.
41. DHEP has two-year probation period. Unlike PCDA, DHEP student officers already have a degree; therefore, the extent of learning at level 6 is not as great for DHEP.

42. The force has made the decision *not* to significantly reduce the starting salary for PCDA joiners. Wiltshire Police wants to attract a diverse range of people to the profession and concerns were raised that an ‘apprenticeship’ could be off-putting to certain groups. A reduced starting salary would compound any existing views on the apprenticeship entry route.

PROTECTED LEARNING TIME

43. PCDA and DHEP officers will require protected learning time (PLT) during their 2 or 3-year probation period. PLT is a mandated requirement for any apprenticeship standard, where students spend 20% of their time at work ‘off the job training’.

44. As PCDA and DHEP students are achieving level 6 qualifications, PLT is necessary to ensure they are able to qualify. PLT will have a significant impact on CPT, both culturally and practically.

45. IPLDP students, post IPL and tutorship, have not had PLT. CPT have been able to count these officers as deployable 100% of the time during the rest of their probation. This will no longer be the case. Whilst PCDA and DHEP student officers will be deployable post tutorship, their PLT will not be encroached.

46. This will require good understanding from CPT colleagues, as practically there will be a reduced level of deployable resource in the future, despite an increased presence of student officers. The chart below is indicative, and subject to change:

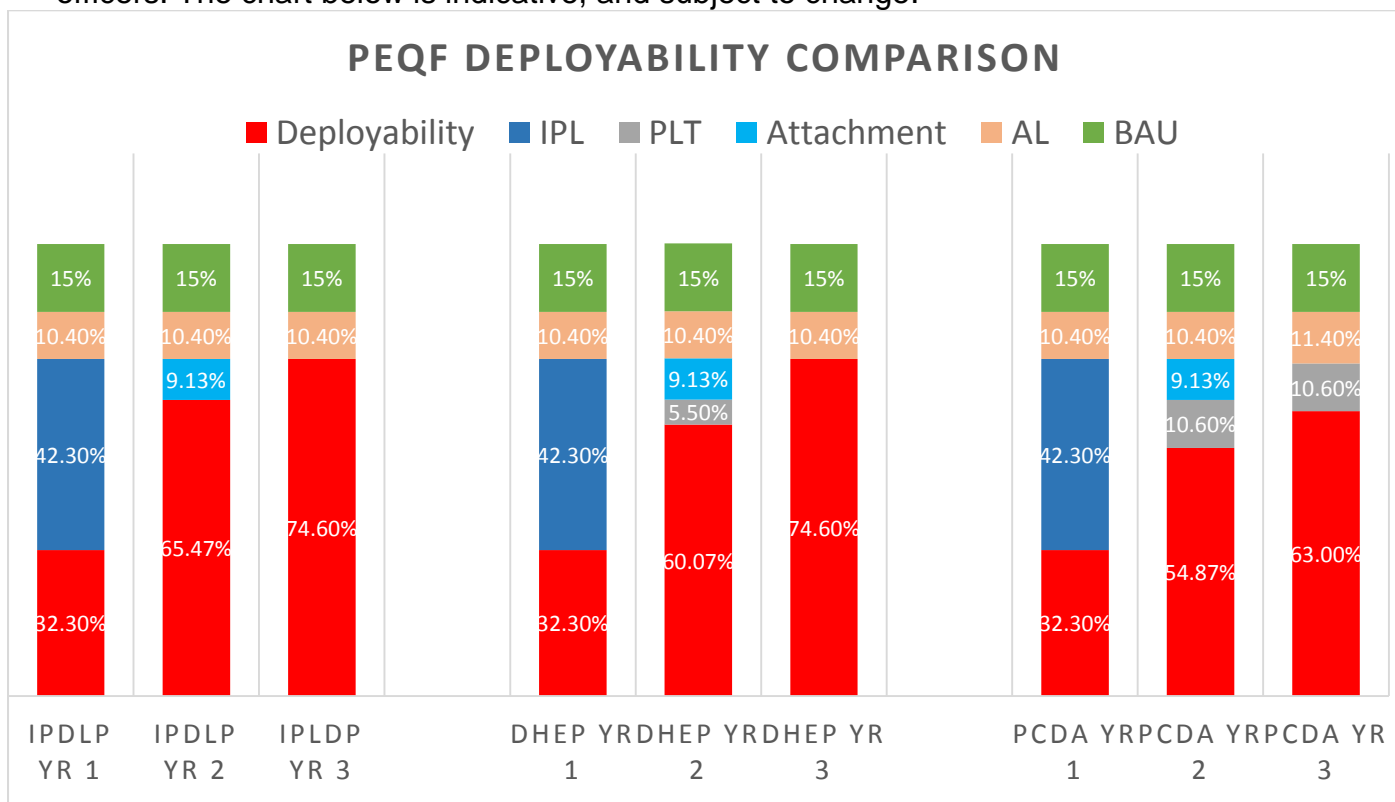


Figure 1: deployability comparison

47. Deployability remains a risk for the PEQF project team. Wiltshire Police Federation and the Superintendents Association have said this risk is their primary concern. Work is underway to

mitigate the impact on CPT and to ensure front line services remain effective, whilst affording our student officers the mandated level of PLT required.

48. The PEQF project team are working closely with the CPT and the resource management unit (RMU) to ensure plans are in place early to allow PLT without significant detriment to deployability.
49. Some of the practical steps we are taking include the spread of resources, reducing abstractions during peak demand times and encouraging continuation of study outside of work.
50. This is a national problem, as highlighted by Lincolnshire’s judicial challenge to PEQF, and the CofP are responding with national tool kits for forces to use to monitor and further mitigate deployability concerns.
51. Wiltshire Police’s PEQF project status is currently ‘Green’. The PEQF team has a relatively small ‘core’ of individuals, supported by a much wider team effort from expertise across people services & development and CPT. The table below summarises the key successes to-date, and the next steps the force will be taking to ensure success for June 2020 and beyond:

Table 4: success and next steps

Achieved to-date	Next Steps
The CofP and USW independent panels have validated PCDA & DHEP programmes. This was a significant exercise, led by the PEQF project team, to ensure our programmes were fit for purpose and we were ‘licensed’ to deliver them.	It is too early to note any impact PEQF has/will have on recruitment and the levels of interest we have seen. A post-recruitment campaign review will consider the influence PEQF is having.
We have successfully reapplied for a supporting status on the Registry of Apprenticeship Training Providers (RoATP). The application process is detailed and lengthy and a prerequisite for our ability to deliver any part of an apprenticeship standard, such as PCDA.	We will re-write our tutor course, enhancing the course content in line with PEQF changes and ensuring payments and accreditation is available to our existing and new TCs.
People Development have committed approximately 300 training hours to the development of the PCDA and DHEP curriculum and lesson planning. More is required between now and May.	The study leave procedures document has been rewritten, taking into account the PEQF changes. This is currently out for internal consultation.
The PEQF project team have commenced workshops with CPT, identifying champions to assist with communicating the changes.	The majority of staff and officer trainers are ready for June 2020, with registered teacher status. We will continue to work with USW on the offer to our trainers and assessors, to ensure they access any relevant qualifications.
We have increased the number of TCs by approximately 15 since October 2019. With a further 35 TCs required by 2021.	Preparations for the Pre-Join degree entry route will commence post-June 2020.