



NOT PROTECTIVELY MARKED



Lancashire
Constabulary
police and communities together

CUMBRIA/LANCASHIRE CONSTABULARY LEARNING AND DEVELOPMENT COLLABORATIVE

Joint Learning and Development Department

CANDIDATE SPECIFICATION

- Post Title:** Joint Head of Learning & Development
- Location:** The role is based at Lancashire & Cumbria Constabulary Headquarters (see expectations of role below)
- Responsible to:** Head of People Services (Lancashire)
- Job Purpose:** To have overall management responsibility for the delivery of learning and development within Cumbria and Lancashire Constabulary
- To support the strategic aims and objectives of the Collaboration
- Grade:** £47,442 - £52,894

KEY RESULT AREAS / PRINCIPAL ACCOUNTABILITIES

This is not a comprehensive list of all the tasks which may be required of the postholder. It is illustrative of the general nature and level of responsibility of the work to be undertaken

- To deliver the strategy and policies for all aspects of Learning and Development, maximising potential to meet customer needs within the Collaborative.
- To be responsible for the management of the learning and development functions within Cumbria and Lancashire Constabularies ensuring the delivery of a comprehensive L & D service.
- To support the delivery within Cumbria and Lancashire of each force People Strategy in support of the Chief Constable and the Police and Crime Commissioners Plan.
- To be responsible for the delivery of agreed Performance Indicators and service level agreements.
- Support the Head of People Services (Lancashire) and Director of Corporate Support (Cumbria) in order to meet operational demand.

- Responsible for the production and delivery of the annual costed training plans for the parties to the Collaborative.
- Responsible for the management of all Staff and Officers within the Joint Learning and Development Department, including recruitment selection, discipline etc ensuring cohesive cross working and delivery against training plans.
- To ensure that there are effective systems of internal control operating within Learning and Development, ensuring compliance with respective or where relevant joint Constabulary policies and statutory legislation.
- To support, and where required, lead the implementation of Workforce Development initiatives and the Professionalisation of Policing Programme within Lancashire including PDR, CPD, Licence to Practice, Talent Mgt, Career Pathways & ARC
- To lead on the implementation and development of the Police Educational Qualification Framework across Cumbria & Lancashire Constabularies
- To lead and develop Lancashire Constabulary's Apprenticeship Framework
- To have joint responsibility for budget held within Learning and Development, including achievement of income targets.
- Responsible for delivering and achieving value for money, identifying and realising efficiencies whilst providing a high quality service.
- To manage the training estate and dedicated facilities for Lancashire Constabulary.
- Promote comply with and take responsibility for Lancashire and Cumbria Constabulary policies on diversity and health and safety both in the delivery of service and the treatment of others as appropriate.
- Take responsibility for improving personal performance by participating in the Professional Development Review (PDR) process with your manager.
- To support consultation and negotiation with recognised Trade Unions and Staff Associations via informal and formal structures such as LJC and JNCC.
- To undertake other duties and additional responsibilities as determined by the Chief Officers, consistent with the grading of the post.

DIMENSIONS

Framework and Boundaries

The postholder operates within the context of, amongst others:

- HMIC Protocols
- National Plans and Strategies
- Home Office Reports
- Discrimination legislation
- ACPO Guidance
- College of Policing guidance
- Organisational Reviews

Important Working Relationships

Internal/Collaborative Related

Directors and Heads of Department	Provision of advice
Chief Officers	Provision of advice
Human Resources functions	Collaboration and joint working
Joint L and D Collaboration Governance Board/PCC	Reporting and updates
Managers of other training sections	Influencing adoption of practice and policies
Divisional Area Commanders and other senior officers	As customers and influencing practice

External

Home Office	As required
Other Forces	Collaboration and joint working
College of Policing (or successor organisation)	Influencing national programmes

Major Challenges

The post holder will be required to work across two forces and deliver new practices and approaches to Learning and Development in two different Constabularies. It will be necessary to deliver an innovative combined strategy and work programme acceptable to the joint Learning and Development Governance Board. The postholder will support workforce development within both forces and lead on a number of initiatives within the Professionalisation of Policing Programme and Police Educational Qualification Framework.

Expectations

This post has 2 work locations

1. Lancashire Constabulary Headquarters, Preston
2. Cumbria Police Headquarters, Penrith

There is an expectation that the post holder will work at both locations a minimum of 2 full days per week. The location for remaining working days is based on work requirements.

It should be noted that no travel expenses can be claimed or transport provided for travel between a post holders home address and either of these work bases.

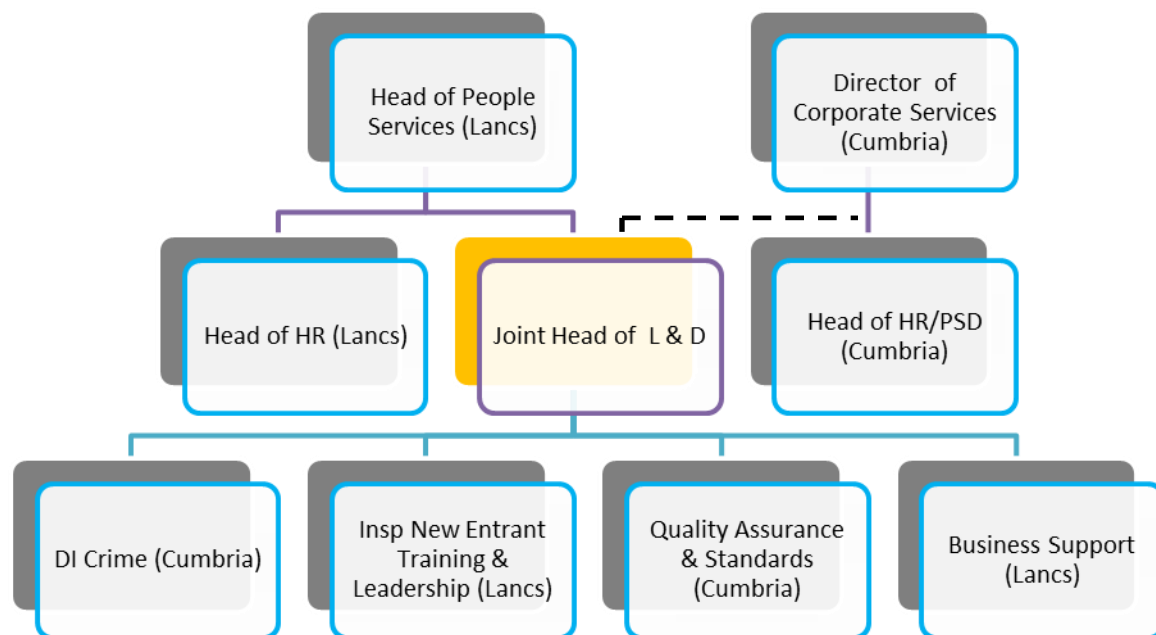
The post holder will be expected to attend national meetings and conferences on a regular basis (usually once every two months but these can be more frequent). These are often held at Ryton near Coventry and in London.

Whilst both of Lancashire's HR and L & D Departments are currently under review, this post is not within its scope.

The Joint Head of Learning & Development manages the collaborative training function which operates between Cumbria & Lancashire Constabulary. This collaboration has been in operation since 2013. It has recently been reviewed and a revised collaboration agreement has recently been signed for the continued joint provision of learning & development up until March 2022.

Whilst the post's line manager is the Head of People Services in Lancashire, the post holder will also report to the Director of Corporate Services in Cumbria for issues relating to the co-ordination for L&D services with Cumbria HR services.

Line Management



CANDIDATE SPECIFICATION

Essential	Desirable	To be identified by:
Qualifications		
Level 6 qualification in Management or Education	Level 5 CIPD qualified or equivalent	Application Form
	Recruitment & Selection Trained	Application Form
Knowledge/Experience		
Experience of operating at a strategic level	Experience and understanding of assessment, accreditation and qualification frameworks, structures and requirements	Application Form/ Interview
Senior management experience in a large organisation	Experience of specialist and/or police specific areas of training including firearms, investigation etc.	Application Form/ Interview/ Presentation
Experience of formulating and developing strategies, policies and procedures		Application Form/ Interview
Experience of negotiating and influencing at a senior level		Application Form/ Interview
Experience of the management and control of budgets.		Application Form/ Interview
Experience of facilitating and		Application Form/

delivering major organisational change		Interview
Experience of preparing and delivering strategic management information, briefings and reports		Application Form/ Interview
Experience of managing, motivating and developing staff in order to achieve business objectives		Application Form/ Interview
Experience of and the ability to engage with a wide range of stakeholders, internally and externally		Application Form/ Interview
Experience of communicating effectively across a wide spectrum of people, both individually and in groups		Application Form/ Interview/ Presentation
Knowledge and understanding of learning and development practice, principles and application		Interview
Other		
An acceptable level of sickness absence (Lancashire only)		Attendance to be checked post interview by Recruitment for internal staff, via references for external applicants
Evidence of Continuing Professional Development		Application Form
Knowledge of Health & Safety, Data Protection and Equality Act Principles		Interview
Demonstrates a flexible approach to working practices and hours		Interview
The ability to travel on Constabulary business, as required		Interview

Personal Qualities	
Decision making Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider implications of different options, assessing the costs, risks and benefits of each. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.	Interview/ Presentation/ PDR
Leadership	
Leading change Establishes a clear future picture and direction for the operational unit, focused on delivering the force vision and strategy. Identifies and implements change needed to meet force objectives, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Thinks in the long-term, identifying better ways to deliver value for money services that meet both local and force needs. Encourages creativity and innovation within the operating unit.	Interview/ Presentation/ PDR
Leading people Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development, giving honest and constructive feedback to help people understand their strengths and weaknesses, and invests time in coaching and mentoring staff.	Interview/ Presentation/ PDR
Managing performance Creates a clear plan to deliver operational unit performance in line with force strategy and objectives. Agrees demanding but achievable objectives and priorities for the operational unit, and assigns resources to deliver them as effectively as possible. Identifies opportunities to reduce costs and ensure maximum value for money is achieved. Highlights good practice and uses it to address underperformance. Delegates responsibilities appropriately and empowers others to make decisions. Monitors progress and holds people to account for delivery.	Interview/ Presentation/ PDR
Professionalism Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility within the operational unit. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions. Demonstrates courage and resilience in difficult situations, defusing conflict and remaining calm and professional under pressure.	Interview/ Presentation/ PDR
Public service Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing partnerships and ensuring people can engage with the police at all levels. Understands partners' perspectives and priorities, and works co-operatively with them to deliver the best possible overall service to the public.	Interview/ Presentation/ PDR

Working with others Builds effective working relationships with people through clear communication and a collaborative approach. Maintains visibility to staff and ensures communication processes work effectively throughout the operational unit. Consults widely and involves people in decision-making, speaking to people in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively, and fully commits to team decisions.	Interview/ Presentation/ PDR
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JE 1664 Lancashire**Date last updated: June 2017**

Please note that the use of the terms “Interview & Presentation” is based upon candidates being successfully short-listed. In addition, the Division reserves the right to select the most suitable candidate based upon any combination of assessments that it deems appropriate.

*Professional Development Review (PDR) refers to the on-going internal appraisal scheme that Lancashire Constabulary employ to monitor and develop its employees.