

Appendix A

Best Value Review of Police Training Police Authority Update

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| 1. HM Inspector recommends that the Force costed training plan is developed to ensure it captures all training in the Force irrespective of where or by whom it is provided. | The force costed training plan has been developed and is now compliant with the national costing model. It has been used to cost all training delivered in force for 2006/7 and will be an important part of the training business plan. Completed. |
| 2. HM Inspector recommends that the Force develop a mechanism to ensure that accountability for standards, costs and planning for all training rests with a single source, irrespective of where in the Force or by whom it is provided. | The force has appointed a learning and development manager with accountability for standards and planning. The current devolved budget arrangements do not allow the post holder to have accountability for all costs, other than those of the central training department. Completed |
| 3. HM Inspector recommends that more communication is facilitated between the Head of Training and the Basic Command Units commanders that includes the Head of Training having a position at the Basic Command Unit commanders meeting to facilitate such two-way communication. | The Force Learning and Development Manager (FLDM) attends each BCU's management meetings on a bi monthly basis, both to update the BCUs on developments in training and also to address questions and concerns they may have. This communication has been further strengthened by BCU representation at strategic level for training and the introduction of local training panels. Completed |
| 4. HM Inspector recommends that the Police Authority review the effectiveness of succession planning processes across the training function, particularly where they impact high-risk areas for the Force. | A paper on succession planning was presented to the Police Authority Human Resources Committee on 9 May 2007, which also identified the key vulnerable posts in the learning and development function. This will form part of the HR review of succession planning across the force. This has also been put on the training departmental risk register and actions will be tracked through the monthly departmental management team meeting. Ongoing |
| 5. HM Inspector recommends that better lateral and vertical communication processes are established within the Training Department (and across the training teams) to ensure a two-way process that has the confidence of staff. | Very recent changes within the HR function have led to the commissioning of a communication strategy, which has been taken forward at a meeting of the HR senior management team. Learning and Development are working with the newly appointed communications officer to improve the information available about training on the intranet. The Committee will be updated as this progresses. Ongoing |
| 6. HM Inspector recommends that the Force develop its IT infrastructure support National Centre for Applied Learning Technologies and other internet based alternative learning strategies as a matter of priority. | The force accepted a full business case to support the development of e-learning in July 2007. The business case has been given priority project status and now has a project manager. The project manager is currently scoping the project, for work and associated costs. This will be complete by the end of September 2007, when a more detailed update can be provided. Ongoing |
| 7. HM Inspector recommends that the Force fully develops and implements a training | Learning and Development are part of a force wide group dedicated to the development |

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| <p>administration system within the Force to inform the identification of skills gaps.</p> | <p>of a training administration system which will provide managers across the force with up to date information on the skills of staff within their areas of responsibility. The group will produce a plan of action and a more detailed update will be provided to Committee Members when this plan has been finalised.</p> <p>Ongoing</p> |
| <p>8. HM Inspector recommends that the Force develops a comprehensive Quality Assurance process for all training, irrespective of where or by whom it is provided. The Quality Assurance process should be regularly monitored.</p> | <p>The QA team is established and QA assessments are being carried out.</p> <p>Completed</p> |
| <p>9. HM Inspector recommends that the Force develops a robust evaluation capability for all training, with a tasking and reporting process independent of the Training Department. This should include a clear mechanism for commissioning and actioning evaluation projects and their recommendations.</p> | <p>Evaluation takes place for all new training and, where training is mandated by government/legislation, an evaluation toolkit has been developed for this. All business as usual training is subject to evaluation by exception.</p> <p>Additionally, the south west region is working to develop a collaborative approach to the delivery and evaluation of mandated training, which is common to all forces.</p> <p>Evaluation is recognised as one of this force's strengths by HMIC and continues to be developed..</p> <p>Completed</p> |
| <p>10. HM Inspector recommends that the Force develops a single improvement plan which captures all locally identified improvement actions as well as those which result from this or previous HMIC Training reports. The improvement plan should also capture any improvement actions which have resulted from other relevant sources having an impact on training.</p> | <p>Through the development of the annual learning and development business plan, approved by the Force Executive and the Police Authority, there is a single improvement plan which draws together the risk register, the HR strategy, the Learning and Development strategy and the continuous improvement database. The improvement plan has key actions, action owners, milestones and time lines, but is not yet costed. It will be for 2007/8. The improvement plan was updated in July 2007 in line with the requirements for departmental business plans.</p> <p>Completed.</p> |