



DEVON & CORNWALL
CONSTABULARY

HR Department - Learning & Development

[mission statement, strapline etc]

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All Learning and Development (L&D) will support the force development plan with its three sub programmes which are - The delivery of neighbourhood policing (level 1 sub programme) - the delivery of protective services (level 2 sub programme) – the delivery of affordable organisational support (HR programme).

In England and Wales all force L&D functions are required to comply with the Home Office Annual Learning and Development Business Planning Process and format in order to produce an Annual Learning and Development Business Plan (ALDBP). The ALDBP seeks to ensure that all L&D activity is properly planned, resourced and produces an efficient, quality product aimed directly at meeting the identified and prioritised performance needs of the force.

Although substantial work has taken place over the last 2 years it is the case that in the past the L&D plan has not been totally integrated into the Corporate Planning process but has been planned separately. The Force acknowledges this and a commitment has been made to resolve this issue.

This plan for 07/08 seeks to take further major steps towards total integration and the inclusion of L&D into this corporate framework document is evidence of that continuing commitment. Further evidence is the fact that a comprehensive Specification of Learning Requirement (SLR) has been gathered from all BCU's / Departments/ and force projects. This has, for the first time, been prioritised by the strategic HR & Training Board via use of a model, which takes account of the force performance needs.

This process specifically seeks to balance the Force capacity to deliver L&D /resource external L&D with the prioritised demand as in keeping with most Forces, demand for L&D exceeds the capacity to supply it in line with the Force budget.

In this way L&D, which is a key enabler for increased performance, can provide the best possible return on investment.

In Devon & Cornwall all of the BCU's, and some of the Departments have a devolved responsibility and capacity to deliver L&D events under management of the relevant BCU/Dept head. The HR L&D function under the Force Learning and Development Manager delivers L&D events and also takes responsibility for the Planning of all Training within Force and the Quality Assurance of it. As part of the ALDBP process the L&D Department has a responsibility to produce a specific improvement plan for the forcewide L&D function and this appears in full in the ALDBP. The contributions, which sections of the ALDBP make, to the Force are now reflected in the schedules shown below.

Performance Plan/Key Deliverables

Domain	Citizen Focus
Force Objective	
Force Target(s)	
Departmental Objective(s)	<ul style="list-style-type: none"> • NO. 16 To identify opportunities for Community Engagement in appropriate areas of L&D business • NO. 5 To ensure that learner satisfaction levels of the clients of the L&D function are measured and analysed for every L&D event in order to facilitate responses to emerging trends • NO. 15 To report monthly against agreed performance indicators
Partnership Priority	

Performance Indicators/ Departmental Targets in support of the Domain/ Objectives				
Ref		Perf Level	Prev Period	Comment
1.1				
1.2				

Key Deliverables in support of the Domain/ Objectives							
Ref	Deliverable (Service Support Standard)	Delivery/Action plan	Objective Ref	Associated Risks (Ref)	Milestones	Responsible Person	Comment on progress
1.1	To ensure Community Consultation for all appropriate L&D events	<ul style="list-style-type: none"> • Initiate review with all training deliverers • Identify additional consultation opportunities • Create plan based on force training priorities to implement opportunities • Seek approval from Force Diversity Panel • Seek approval from HR & Training Board • Roll out of plan • Review of effectiveness of consultation 	NO.16			Force Race & Equality Training Manager	<p>Diversity Programmes reviewed. Partnership day 11th June to discuss community consultation. A Broadbent putting together an action plan to go to DCC Melville end of June. (A Broadbent june 07)</p> <p>Reviewing within L&D and Force to scope opportunities for joint departmental opportunities rather than just training or departments doing these</p>

							departments doing there own work. (N Burns 17/07/07)
1.2	To ensure that the L&D function monitors the satisfaction of its customers and amends its products accordingly	<ul style="list-style-type: none"> • Finalise research re Interquest evaluation package and working practices to use it effectively • Ensure all training providers have access to it and training on its use • Ensure the need to obtain and analyse level 1 feedback and amend programmes, is integrated into Force L&D QA framework • Review progress of all training deliverers in monitoring this feedback 	NO. 5	TRD 11		Force L&D QA Manager	Interquest has been piloted successfully and level 1&2 evaluation will be gathered this way. It is hoped that the system will go live in September.
1.3	To report monthly against agreed performance indicators	<ul style="list-style-type: none"> • Publish amended performance indicators for 2007/8 business plan • Report against relevant performance indicator (no 20) 	NO 15	TRD 11		Force L and D Manager	Currently being established in conjunction with the Professional Standards & Performance Dept. L&D is currently working to the L&D Improvement Plan and HMIC Baseline assessment. (A. Broadbent 06/07)

Domain	Reducing Crime
Force Objective	
Force Target(s)	
Departmental Objective(s)	NO 6
Partnership Priority	

Performance Indicators/ Departmental Targets in support of Domain/ Objectives				
Ref		Perf Level	Prev Period	Comment
2.1				
2.2				

Key Deliverables in support of the Domain/ Objectives							
Ref	Deliverable (Service Support Standard)	Delivery/Action plan	Objective Ref	Associated Risks (Ref)	Milestones	Responsible Person	Comment on progress
2.1	Training to all new Sgts going through leadership programme re management of crime investigation	<ul style="list-style-type: none"> Resource need fully identified Current capacity identified Risk of non delivery calculated Bid for resources made to DMT Training delivered 	NO 6	TRD 20		Leadership Training Inspector	<p>This is currently under review as PIP has undertaken this area. Once it has been decided on the future of PIP a clearer picture of when this requirement will be needed. There are also the following factors currently involved in any decision that will be made:</p> <ul style="list-style-type: none"> Impact of crime investigation teams How IT system training can be delivered to support management tasks <p>(Insp Booty 16/07/07)</p>
2.2	To report monthly against agreed performance indicators	<ul style="list-style-type: none"> Publish amended performance indicators for 2007/8 business plan Report against relevant performance indicator (no 1, 2) 	NO 15	TRD 11		Force L and D Manager	Currently being established in conjunction with the Professional Standards & Performance Dept. L&D is currently working to the L&D Improvement Plan and HMIC

								Baseline assessment. (A. Broadbent 06/07
2.3								

Domain	Investigating Crime
Force Objective	
Force Target(s)	
Departmental Objective(s)	<ul style="list-style-type: none"> NO. 6 To ensure that The Leadership Training Unit is fully resourced to deliver investigation management skills training for officers to minimise poor management of investigation with potential for loss of cases or bad resource management
Partnership Priority	

Performance Indicators/ Departmental Targets in support of the Domain/ Objectives				
Ref		Perf Level	Prev Period	Comment
3.1				
3.2				

Key Deliverables in support of the Domain/ Objectives							
Ref	Deliverable (Service Support Standard)	Delivery/Action plan	Objective Ref	Associated Risks (Ref)	Milestones	Responsible Person	Comment on progress
3.1	Training to all new Sgts going through leadership programme re management of crime investigation	<ul style="list-style-type: none"> Resource need fully identified Current capacity identified Risk of non delivery calculated Bid for resources made to DMT Training delivered 	NO.6	TRD16 TRD20		Leadership Training Inspector	<p>This is currently under review as PIP has undertaken this area. Once it has been decided on the future of PIP a clearer picture of when this requirement will be needed. There are also the following factors currently involved in any decision that will be made:</p> <ul style="list-style-type: none"> Impact of crime investigation teams How IT system training can be delivered to support management tasks <p>(Insp Booty 16/07/07)</p>
3.2							
3.3							

Domain	Promoting Public Safety
Force Objective	
Force Target(s)	
Departmental Objective(s)	<ul style="list-style-type: none"> NO. 9 To ensure that role related training for the L&D Department is provided so that the risk of not following correct procedures with the potential result of loss of cases or even in the case of first aid and officer safety training death or serious injury is minimised
Partnership Priority	

Performance Indicators/ Departmental Targets in support of the Domain/ Objectives				
Ref		Perf Level	Prev Period	Comment
4.1				
4.2				

Key Deliverables in support of the Domain/ Objectives							
Ref	Deliverable (Service Support Standard)	Delivery/Action plan	Objective Ref	Associated Risks (Ref)	Milestones	Responsible Person	Comment on progress
4.1	Relevant HR Trainers/ Training Staff trained in Officer Safety, First Aid and all other training in line with Dept. Training Plan	<ul style="list-style-type: none"> Ensure Dept. Training Plan is accurate and meets needs of this objective Unit heads to monitor training delivery/attendance DMT monitor Dept. Training Plan and revise as necessary HR Training Panel monitor plan 	NO.9	TRD24	Complete		Operations Training deliver first aid and officer safety to departmental staff. They provide sufficient places and if needed are able to offer additional dates.
4.2	To report monthly against agreed performance indicators	<ul style="list-style-type: none"> Publish amended performance indicators for 2007/8 business plan Report against relevant performance indicator (no 1,14) 	NO 15	TRD 11		Force L and D Manager	Currently being established in conjunction with the Professional Standards & Performance Dept. L&D is currently working to the L&D Improvement Plan and HMIC Baseline assessment. (A. Broadbent 06/07
4.3							

Domain	Providing Assistance
Force Objective	
Force Target(s)	
Departmental Objective(s)	<ul style="list-style-type: none"> NO.7 To effectively manage the provision of training, development and assessment to provide the right skills to the right people to positively impact on force performance and therefore offer better assistance to the public
Partnership Priority	

Performance Indicators/ Departmental Targets in support of the Domain/ Objectives				
Ref		Perf Level	Prev Period	Comment
5.1				
5.2				

Key Deliverables in support of the Domain/ Objectives							
Ref	Deliverable (Service Support Standard)	Delivery/Action plan	Objective Ref	Associated Risks (Ref)	Milestones	Responsible Person	Comment on progress
5.1	Delivery of L&D specified in the Force Costed Training Plan	<ul style="list-style-type: none"> Creation of prioritised Force costed training plan HR & Training Board approve plan Force Management Board and Police Authority agree a prioritised costed training plan Force agree and provide sufficient resources to deliver plan Plan monitored By Training Development Group Plan monitored/ revised/reprioritised by HR& Training Board in line with changing Force needs 	NO.7	TRD11	Complete	Force Learning & Development Manager (FLDM)	Approved by COG rather than Police Authority. Monitored quarterly by COG Monitoring, revision and reprioritisation ongoing, business as usual.
5.2		<ul style="list-style-type: none"> Accurate requirements for assessor training across the Force to be identified (with sponsor) in a comprehensive Performance Needs Analysis 	NO.7	TRD11 TRD17		FLDM	<i>PNA/TNA completed and signed off by COG on 4/07/07. Lesson plans being written currently and delivery planned (18/07/07)</i>

		<p>Performance Needs Analysis</p> <ul style="list-style-type: none"> • Training options devised and agreed to include evaluation strategy • Training approved by TDG and HR & Training Group • Training implemented and evaluated 					
5.3							

Domain	Organisational Capability
Force Objective	
Force Target(s)	
Departmental Objective(s)	NO.2 To undertake the linkage of core training to role via Force Information Management System (FIMS) NO.4 To ensure there are sufficient trainers to meet the target number of Police Officers and PCSO's NO.8 To deliver a Corporate approach to the force Performance Development Unit structure to ensure officers properly supported in their L&D No.11 To ensure resilience in force for our custody training provision No.12 To ensure resilience within the Induction team to ensure capacity to deliver the full range of core business activity to train new recruits to the force No.13 The establishment of a fully revised and updated leadership programme to include a coaching and mentoring framework No.3 Effective marketing of all services provided by the L&D function No.10 To ensure the planning process for L&D integrates fully with the Force Performance Planning Process to deliver a comprehensive L&D plan to meet force needs No.14 To establish the National Centre for Applied Learning Technologies (NCALT) domain for E-learning and the provision of effective alternative learning methods No.15 To report monthly against agreed performance indicators NO 1 To ensure the balance between mandated and local BCU and departmental training to be more robustly considered as part of the prioritisation model
Partnership Priority	

Performance Indicators/ Departmental Targets in support of the Domain/ Objectives				
Ref		Perf Level	Prev Period	Comment
6.1				
6.2				

Key Deliverables in support of the Domain/ Objectives							
Ref	Deliverable (Service Support Standard)	Delivery/Action plan	Objective Ref	Associated Risks (Ref)	Milestones	Responsible Person	Comment on progress
6.1	Force role profiles to have core training identified and linked into Force Information Management System (FIMS) to better assist identification of training needs	<ul style="list-style-type: none"> Representative number of postholders for each role to be seen and core training identified in role profile 	NO.2	TRD11		Force Planning and Performance Officer	Police staff roles completed. Work on Police Officer roles being started. Training needs being updated to FIMS is

		<ul style="list-style-type: none"> Identified training needs updated into FIMS 					currently not possible although a working group is currently assessing the future possibilities (18/07/07)
6.2	Sufficient trainers available and able to train required number of PCSO and Police Officers	<ul style="list-style-type: none"> Accurate bid for resources via Costed Training Plan process Continued representation on Force Project Team via Induction Training Inspector Monitoring of training need and delivery by Project group/TDG Succession planning within HR Training Dept 	NO.4	TRD03	Complete	Induction Training Inspector	<i>There are now sufficient trainers available to deliver the required level of delivery to meet force requirements. (16/07/07)</i>
6.3	A Corporate Approach to Force Performance Development Unit structure to ensure student officers properly supported		NO.8	TRD18		FLDM	
6.4	Resilience to deliver Custody training	<ul style="list-style-type: none"> Accurate bid for resources via Costed Training Plan process Succession planning within HR Training Dept Multi-skilling of trainers 	NO.11	TRD19	Complete	Leadership Training Inspector	There is now resilience within the Leadership & Custody Unit to deliver Custody Training with members of the Operations Training unit being trained. (16/07/07)
6.5	Resilience within the Induction Training Team to deliver full range of core business to train new recruits	<ul style="list-style-type: none"> Accurate bid for resources via Costed Training Plan process Succession planning within HR Training Dept Multi-skilling of trainers 	NO.12	TRD22	Complete	Induction Training Inspector	<i>There are now sufficient trainers available to deliver the required level of delivery to meet force requirements. (16/07/07)</i>
6.6	Leadership programme with coaching and mentoring framework	<ul style="list-style-type: none"> Completion of leadership package Evaluation strategy finalised 	NO.13	TRD16 TRD23		Leadership Training Inspector	A mentoring PNA has been completed and a coaching PNA to follow. TNA process now being looked at for mentoring. (16/07/07)
6.7	Comprehensive Training Prospectus		NO.3			Force L&D Support Manager	L&D Support Manager recently in post and will review the current prospectus to assess any work required. (16/07/07)
6.8	Home Office compliant Annual Learning and Development Business Plan for L&D function, created as part of a fully integrated corporate planning process and fully	<ul style="list-style-type: none"> ALDBP drafted in compliant format Improvement Plan section of ALDBP incorporated in Force 	NO.10	TRD21		Force L&D Support Manager	Plan has been completed in line with the force planning process. (16/07/07)

	reflective of prioritised Force Performance needs	<ul style="list-style-type: none"> Corporate Framework template Plan approved by HR & Training Board Plan approved by Force and Police Authority Submission of plan to National Policing Improvement Agency 					
6.9	A domain with NCALT for E-Learning	<ul style="list-style-type: none"> Liaison with NCALT Signature of relevant agreement with NCALT re usage of domain Allocation of responsibilities from NCALT agreement to relevant individuals Trial of domain 	NO.14	TRD10 TRD15		Force L&D Support Manager	A Business case has been developed and is currently being worked through.
6.10	An effective E-learning capability for the Force as part of an Alternative learning Strategy	<ul style="list-style-type: none"> Bid to have E-Learning created as a Force Project submitted in Corporate format Bid submitted and approved Project team convened to create project plan Project deliverables realised 	NO.14	TRD10 TRD15		Force L&D Support Manager	As above.
6.11	Performance figures for L&D function	<ul style="list-style-type: none"> Publish amended performance indicators for 2007/8 business plan Report against relevant performance indicator (no 1,14) 	NO 15	TRD 11		Force L and D Manager	Awaiting guidance on performance indicators as update in 1.3
6.12	Balance between mandated and locally delivered training as part of prioritisation process	<ul style="list-style-type: none"> Score each training request and assign priority on matrix Ensure training panels moderate new and existing requests monthly Review as part of annual corporate planning process 	NO 1		Complete	Training Panels FLDM	Process in place for prioritisation and matching supply to demand as most appropriate to resources. (16/07/07)