

Appendix A

Best Value Review of Police Training Police Authority Update

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 including that delivered outside the Learning and Development department 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 head of Learning and Development has direct accountability for standards and planning and full oversight of cost, through the current devolved budget arrangements. Costs of the central training function are directly accountable. 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.	The Learning and Development Function will be conducting a review of its processes and service delivery with key stakeholders between November 2007 and January 2008. This will assist with the identification vulnerable posts and a planning mechanism to fill them. Additionally, Human Resources now holds the portfolio for succession planning for the force and Learning and Development will sit within the framework that is developed. Closed
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.	Learning and Development continue to work with the newly appointed communications officer to improve the information available about training on the intranet and this work now forms part of the broader Human Resources communication strategy. The intranet site will continue to be updated and developed. Closed
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 e-learning project has now been established and the board is due to meet in early November. A key part of the project involves the use of the National Centre for Applied Learning Technologies (NCALT) to assist with the development of on line learning in force. This will be monitored through the project board (Business Change) and also through the Learning and Development risk register. Closed
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

<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. This work is now being taken forward within the FIMS development plan, under the direction of the Director of Finance and Resources.</p> <p>Closed</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. The products of the QA process and the process itself is monitored through the Learning and Development Board.</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. The evaluation process operates under the auspices of the Performance Group and reports and recommendations are submitted to the Human Resource Strategy Group.</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, and has been costed for 2007/8. The improvement plan was updated in July 2007 in line with the requirements for departmental business plans.</p> <p>Completed.</p>