

**Cumbria Police Authority
Personnel Committee**

27 February 2006

Agenda Item No. 7

Training Function Service Improvement Plan

A Report by the Chief Constable

SUMMARY

In the October 2005 Police Authority Personnel Committee, the Head of Training was asked to provide an update on progress against the Training Function Service Improvement Plan. The attached progress report contains the following:

- A summary of outstanding actions from the original plan. This forms the basis of the 2006-07 improvement plan.
- The original improvement plan with notes and progress reports attached.

RECOMMENDATION(S)

That the Committee

- review progress against the Training Function Service Improvement Plan (SIP).
- approve the draft SIP for 2006 -2007.

DETAIL

The service improvement plan is a comprehensive document identifying the actions needed to address recommendations made in a range of HMIC, ACPO and APA reports. The improvement plan is structured against the 19 areas for improvement in the APA/ACPO document 'Foundations for Change'.

The HMIC inspection of training in Cumbria in August 2004 made the following recommendations:

- **Recommendation 8**

HM Inspector recommends that the Constabulary develop 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

- **Recommendation 9**

HM Inspector recommends that the Constabulary and the Police Authority develop a more robust means of monitoring the improvement plan

NOT PROTECTIVELY MARKED

Recommendation 8 has been addressed by the production of the improvement plan and its inclusion in the business plan. Recommendation 9 has been addressed by having the business plan approved by Cumbria Constabulary's Resourcing and Standards Board (RSB) and the Police Authority Personnel Committee and by both boards conducting ongoing monitoring of the business plan and improvement plan.

The update to the Service Improvement Plan is submitted for Police Authority approval, review and continued monitoring. This will provide continued evidence of action to address recommendation 9.

Michael Baxter
Chief Constable

NOT PROTECTIVELY MARKED

Training Function Service Improvement Plan 2005-2006

January 2006 PROGRESS REPORT

(NOTE RE RISK ASSESSMENT, Whilst each area for improvement has its own risk assessment in relation to the impact made on the force, all of the areas related to **Foundations for Change** (FfC) need to be considered as CRITICAL X PROBABLE 12. This assessment arises from the government's intention to review all regions and forces progress against the FfC with a view to imposing restructuring to Police Training provision if they are not addressed. This could result in forces losing control of their own training provision.

This is the final update for the 2006 –2007 Service Improvement Plan for Training. This report will be presented to the Police Authority Personnel Committee on 27th Feb 2006.

Contents:

Page numbers	Details	
1	Introduction to SIP	
2-6	Draft Service Improvement Plan for 2006-07 detailing outstanding actions from current plan against FFC with review dates & deadlines. NB, This plan will be expanded before publication in April 2006 to include feedback and issues from: <ul style="list-style-type: none"> • Feb 2006, HMIC baseline assessment. • December 2005, senior officer and staff survey re the management of training. • December 2005, internal staff survey of training function. • Review of CRE recommendations with Head of Diversity unit. 	
7-46	2005 –06 Service Improvement Plan updates and notes.	

DRAFT Training Function Service Improvement Plan 2006-2007

FFC No	FFC description	Key outstanding issues	Actions Planned	Who	Deadline	Progress report May 2006	Progress Report Sept 2006
1	Strategic Management of Training	<ul style="list-style-type: none"> Comprehensive QA system needed. Formal monitoring of progress with CTP needs to become established. Ongoing monitoring of improvement plan needs to be established. Business planning process for training to align with force corporate planning process. 	<ul style="list-style-type: none"> Jan – March development of QA framework by GA. Longer term development may need dedicated staff resource. Complete agreement with finance re areas of responsibility. Establish monthly reporting by B-Plan. Establish report format for FLP & PA. Head of Training to Continue to report to RSB &PA. Identify corporate planning process, incorporate training planning process into corporate one. 	HoT, Dir P&D HOT, Head of finance HOT HOT, Dir of Corp Dev	Ongoing March 2006 Ongoing In time for planning cycle for 07-08.		
2	Communication & Marketing	NONE	Continue to use & review effectiveness of current communication strategy. Review impact of proposed mergers.	HoT	ongoing		
3	Planning Process	NONE	Continue to review relevance of planning process and update as new guidance & feedback is available.	HoT	Ongoing		

FFC No	FFC description	Key outstanding issues	Actions Planned	Who	Deadline	Progress report May 2006	Progress Report Sept 2006
4	Administration of Training	<ul style="list-style-type: none"> Processes for entering PD1's, setting up events, providing feedback to BCUs, transferring nominees to events, closing events & clearing out old applications are not working effectively. No follow up of training done. Training Admin team is not dealing with workload. 	<ul style="list-style-type: none"> Review training processes and identify how they should operate, and who is responsible, Identify resource needed to deal with admin processes. Bid for extra staff if needed and train admin team. 	HoT, GA, KB HoT, GA HOT	By April 2006 In time for 06-07 bidding round		
5	Performance Management	<ul style="list-style-type: none"> Development of management skills for managers & supervisors. Develop 'how to guide' for managers. Support training for supervisors of PCSOs. 	<ul style="list-style-type: none"> Continue delivery of management development programmes (CLDP, Sgts & Insps course, PDR training) Liaise with P&D to develop materials to be included on website. Review with citizen focus project manager & await national guidance. 	HoT, MH HoT, JB HoT,	Ongoing April 2006 ongoing		
6	Training Needs Analysis	<ul style="list-style-type: none"> Organisation level, ensure planning occurs in time to inform 07-08 budget setting. Set target for times between identifying need and action. 	<ul style="list-style-type: none"> Establish B-Plan facilities management & monthly reporting. Integrate training planning into corporate planning & budgeting. Review PD1 form and process with Area training panel reps. 	HoT, Dir of corp dev HoT	In time for 07-08 budget setting ASAP		

FFC No	FFC description	Key outstanding issues	Actions Planned	Who	Deadline	Progress report May 2006	Progress Report Sept 2006
7	Training Design	<ul style="list-style-type: none"> Incorporate Alternative learning strategies into training design. Community involvement in design of training. 	<ul style="list-style-type: none"> Joint paper to be written outlining options for e-learning within Cumbria for presentation to FLP. Ensure that alternative methods are considered in the design phase of training. Discuss continuing funding of IAG with Head of Diversity. Continue development of community engagement framework 	HoT, IT HoT, PM, GA HoT, J McG GL.	1 st ¼ of 06-07 financial year. March 2006 Jan 06 & ongoing		
8	Training Evaluation	NONE	<ul style="list-style-type: none"> Continue use of evaluation strategy. Ensure that evaluations at L3 & 4 are completed in line with the schedule. Record analysis of L1 evaluations following courses. Introduce follow up in area 3 months after training. 	TK, TK, HoT HoT, TK, KB,			
9	Training Costs	<ul style="list-style-type: none"> Training budgets to be set after needs have been identified. 	<ul style="list-style-type: none"> Implement monthly reporting in time for 07-08 budgeting round. Use information to set budgets. 	HoT Dir of finance			
10	Training Delivery	<ul style="list-style-type: none"> Establish ownership for collaboration. Develop strategy for collaboration. 	<ul style="list-style-type: none"> Examples of guidance and good practice needed for collaboration. Discuss protocols at HoT's regional meeting Develop strategy based on good practice. 	HMIC, Home Office, HoT,	Ongoing Feb 06, ongoing		
11	Training Sites	<ul style="list-style-type: none"> Establish register of training sites. Monitor use of training estate regionally & nationally. 	<ul style="list-style-type: none"> Establish register Monitor % estate use internally. National/Regional issue. 	HoT,	End 06-07 End 06-07		

FFC No	FFC description	Key outstanding issues	Actions Planned	Who	Deadline	Progress report May 2006	Progress Report Sept 2006
12	Community Involvement	<ul style="list-style-type: none"> Identify community groups/representatives who are able to inform or bring value to the training function. Develop community consultation procedures. Monitor & evaluate community consultation. 	<ul style="list-style-type: none"> An IAG has already been established for IPLDP. Funding needs to be secured to retain this groups input to other training programmes. Outline framework established. Now needs implementation. Ongoing evaluation needed 	<p>HoT & J McG</p> <p>GL,</p> <p>HoT, TK,</p>	<p>June 2006-01-24</p> <p>Ongoing</p> <p>Ongoing</p>		
13	Investors in People	NONE Cumbria Police withdrew from standard.	<ul style="list-style-type: none"> Review relevance of Investors in People at a future date. 				
14	PDR / Assessment	NONE					
15	Training Policies & Strategy	NONE					
16	Alternative Learning Strategies	<ul style="list-style-type: none"> Development of policy for using alternative learning strategies. 	<ul style="list-style-type: none"> Joint paper to be written outlining options for e-learning within Cumbria for presentation to FLP. 	HoT, IT	1 st ¼ of 06-07 financial year.		
17	Best Value	<ul style="list-style-type: none"> Establish & monitor efficiency measures. Establish: <ul style="list-style-type: none"> Monitoring of costs. Performance monitoring Implement community consultation for all training activities. 	<ul style="list-style-type: none"> Monthly performance monitoring will be implemented from Jan 2006 using the new administrator post to collect and collate data. Monthly reporting & updates to CTP will be implemented from March 2006 once the facilities management service is established & running. Ongoing funding for facilities management needs to be secured for future years. (£5k /year). Community engagement covered in FFC 12 above. 	<p>HoT, LH</p> <p>HoT, LH</p>	<p>Ongoing from Jan 06</p> <p>From March 2006</p>		

FFC No	FFC description	Key outstanding issues	Actions Planned	Who	Deadline	Progress report May 2006	Progress Report Sept 2006
18	Qualifications Framework	NONE	<ul style="list-style-type: none"> Training/skills profile currently being developed for Chief Inspector, Superintendent & Chief Superintendent ranks. May link to executive CMI qualifications 	HoT	March 2006		
19	Quality Assurance	<ul style="list-style-type: none"> Develop an overall QA process covering all training sections. 	<ul style="list-style-type: none"> GA to work on QA project between Jan – March 2006. Requires development of: <ul style="list-style-type: none"> QA policy. QA procedures. Monitoring process. QA framework to be applied to all training sections. Additional staff resources will be needed to ensure this is fully established and maintained. 	HoT, GA HoT, GA, training sections HoT, Dir P&D	March 2006-01-24 Ongoing Ongoing		
20	Race & Diversity	<ul style="list-style-type: none"> Community engagement in Learning and Development. R&D trainers programme for all: <ul style="list-style-type: none"> In house diversity trainers. IPLDP trainers. 	<ul style="list-style-type: none"> Community engagement covered in FFC 12 above. All eligible trainers in these groups will attend the CENTREX R&D trainers course. Eligible means those who have completed the CENTREX TDP programme for more than 12 months. 	HoT, GA,	Ongoing.		

January 2006 PROGRESS REPORT

Completed actions are indicated by dark grey shading

Area for Improvement: (from Foundations for Change)									Strategic Management of Training								
Recommendations	Source	Current Position	Risk	Actions Needed	Success Indicators	Deadline	Action Manager	Review date/ comment									
1. HM Inspector recommends that the Force develops a training strategy that is aligned to the guidance given in relevant Home Office Circulars	HMIC BVR 2004	Learning Strategy in final format and included in annual business plan for training function	Mandatory Home Office requirement 16	Get plan approved by Resourcing and Standards Board	Training function business plan written and approved by force and police authority that meets Home Office requirements	April 2005	PT	1/9/05 Business plan containing Strategy and Costed training plan approved by RSB being presented to PA on Oct 6 th .									
2. Develop a costed training plan that is aligned to the guidance in relevant home office circulars.		Draft sent to HMIC and feedback received. Costed Training plan being developed for 05-06 as part of Training Function Business Plan.	Mandatory Home Office Requirement 16														
6. The force should 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.		Civilian Head of Training appointed with responsibility for: <ul style="list-style-type: none"> Line Management of Central Training, Driver Training and ATOs. Production of Costed Training Plan and Strategy. Line Management of Force Training Evaluator. Head of Training not responsible for: <ul style="list-style-type: none"> Firearms training Dogs Training IT Training TSG training. 	Gov Policy Marginal x Probable 8 (HMIC priority)	Head of Training to take responsibility for: <ul style="list-style-type: none"> Drawing up annual training plan for the force. Monitoring standards and performance in all training function. (With departments outside central training) Head of Training to initiate the following for all training sections: <ul style="list-style-type: none"> QA processes. Performance monitoring. 	Training plan to include ALL training needs. Performance Monitoring reports for ALL training functions produced monthly	End of June 2005. From April July 2005	PT PT PT	Approval for Head of training to implement QA system for ALL training functions given in August RSB 1 st QA meeting held. Need to write into strategy. Also need resource to project manage QA.									

<p>3. The force and police authority should establish a formal mechanism to monitor the costed training plan on an ongoing basis. This should include performance measures in relation to the delivery plan.</p>		<p>No Monitoring systems in place</p>	<p>Marginal x Probable 8</p>	<p>Development of Performance criteria and monitoring processes for service delivery of training.</p> <p>Resources needed to enable production of performance data?</p>	<p>Monitoring mechanism agreed.</p> <p>Monitoring taking place on regular basis.</p>			<p>Full time training administrator started 19th Sept. Bplan training and facilities management booked for 7,8,9 Dec 2005</p>
<p>9. The force and police authority develop a more robust means of monitoring the improvement plan.</p>		<p>Comprehensive Improvement Plan Now Developed. No formal monitoring systems in place.</p>	<p>Marginal x Probable 8 (HMIC consider this as important area to address)</p>	<p>Risks, Success indicators, deadlines and Benefits to be agreed. The PA Personnel Committee will monitor progress with the improvement plan.</p>	<p>Improvement plan produced.</p> <p>Monitoring mechanism agreed.</p> <p>Monitoring taking place.</p>		<p>GN</p>	<p>Plan presented to PA and approved on 6th October. 1/4ly updates booked.</p>
<p>17. Force and Police Authority to ensure that the business planning process for training is amended so that it is better able to respond to other BCU and departmental needs.</p>		<p>05-06 business plan being drawn up based on Home Officer requirements. To be ready by April 2005.</p>	<p>Critical x Probable 12</p>	<p>Plan for 06-07 planning process to align with force process so training delivery plan can inform budget setting.</p>	<p>Costed Training Plan for 06-07 ready in time to inform budget setting.</p>		<p>PT</p>	<p>HO circular 44-05 issued in October. New guidance on business plan. Will be adopted by force for 06-07 plan.</p>
<p>That the force improves the strategic direction, ownership and management of all training to ensure that improvements identified are made and maintained. The Force will achieve this by: <i>See comments blow</i></p>	<p>Cumbria BRV action plan 2003</p>	<p>Civilian Head of Training appointed with responsibility for:</p> <ul style="list-style-type: none"> Line Management of Central Training, Driver Training and ATOs. Production of Costed Training Plan and Strategy. <p>Line Management of Force Training Evaluator.</p>		<p>Head of Training to take responsibility for:</p> <ul style="list-style-type: none"> Drawing up annual training plan for the force. Monitoring standards and performance in all training function. (With departments outside central training) 	<p>COMPLETE</p>			

Identifying and communicating ACPO ownership of training throughout the Force		DCC Twigg is portfolio holder for training and now chairs the strategic Force Learning Panel.	Negligible x Probable 4	Develop communication strategy to promote training within the force.				HOT has presented training function vision to all BCUs and OS Website established and updated monthly. Training newsletter being issued monthly from November 05.
Appoint a Head of Force Training to ensure force direction and leadership, be a major contributor to the Force Learning Panel, deliver a coordinated and managed approach and promote training and development within the organisation.		Civilian Head of Training appointed Feb 2004. (Peter Train)		COMPLETE				

Area for Improvement: (from Foundations for Change)								
Communication & Marketing								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment
Develop a communication & Marketing strategy for Police Training Products.	Foundations for Change	Head of training is currently developing a marketing and communication strategy for the training function as part of the 05-06 training business plan.	Critical x Probable 12	Finalise plan by May 31 st 05. Check authority to introduce a 'training news letter'. Allocate responsibility for newsletter production. Allocate sergeants responsibilities for articles. Begin communication June 05 Develop intranet site	Training Delivery Schedule available on line to all staff.	June 05	PT	Schedule now on website and updated monthly
					Training Newsletter produced Monthly.	June 05	PT	Newsletter published monthly from Nov 05
					Training Website set up and used by staff.	June 05	PT	Website established from June
					Weekly 'press releases' to mikes	June 05	PT	

					headlines.	June 05	PT	PIP press releases weekly. Others to follow no administrator is in place.
--	--	--	--	--	------------	---------	----	---

Area for Improvement: Planning Process (from Foundations for Change)								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment
2. Develop a costed training plan that is aligned to the guidance in relevant home office circulars.	MHIC BVR training 2004	<p>COSTED TRAINING PLAN Client Side, Learning Requirement template produced for 05-06 showing courses delivered in last 12 months and outstanding TAS nominations.</p> <p>Initial meeting conducted with ACC Ops to begin process of identifying learning requirement.</p> <p>Consultation with DCC, Area commanders, Directors and other senior managers will take place up to mid march.</p> <p>Costs of internal courses given to Keeley using new Costing Spread Sheet.</p>	Mandatory Home Office requirement 16	<p>COSTED TRAINING PLAN Complete gathering of information.</p> <p>Use information to develop 'Delivery Plan' for 05-06.</p> <p>Present Learning Requirement and delivery plan to Resourcing and Standards Board for approval.</p> <p>Input requirement into costing model.</p> <p>Plan for 06-07 to be prepared in time to allow it to be used for budget setting. This will now be 07-08</p>	<p>Costed training plan in place approved by HMIC, Resourcing and Standards Board and Police Authority.</p> <p>Plan updated and Progress monitored on a regular basis.</p>	June 30 th 05	PT	<p>Costed plan is part of business plan approved by RSB.</p> <p>Ongoing monitoring and variance reporting to be established.</p> <p>B Plan training and facilities management will start from Dec 05 enabling monthly update reports to CTP.</p>
5. Develop a more distinct client/contractor arrangement, ensuring that the client has a clear role in the commissioning and evaluation of training and that the contractor is held accountable for delivery.		<p>CLIENT CONTRACTOR ARRANGEMENT Membership of new Strategic Force Learning Panel agreed and met for first time on 15th Feb 05. Prioritisation mechanism for 'broad training programmes' and 'individual requests (PD1s)' developed and agreed in April meeting.</p>	Critical x Probable 12	<p>CLIENT CONTRACTOR ARRANGEMENT Develop performance monitoring criteria and methods for training deliver. Implement performance monitoring.</p> <p>Provide feedback to FLP on performance in training.</p>	New Force Learning Panel Established and meeting regularly.	Complete Feb 2005.		Complete, New strategic FLP established in Feb 05.

<p>18. Develop a prioritisation mechanism for training, which is linked to the organisational outcomes.</p>		<p>PRIORITISATION TOOL Tool developed for prioritising training programmes. Presented to Force Learning Panel and approved in April 2005.</p>	<p>Critical x Probable 12</p>	<p>Further development of individual training request needed. Develop prioritisation tool for evaluations. Evaluate effectiveness of prioritisation tools in ensuring training meets operational demands.</p>	<p>Prioritisation tool developed, agreed and used by strategic force learning panel.</p>	<p>Complete April 2005 June FLP meeting Date to be set</p>	<p>PT PT</p>	<p>prioritisation tool approved by FLP in June 05 Evaluation strategy including prioritisation approved by FLP in August 05</p>
---	--	--	---	---	--	--	--	---

Area for Improvement: (from Foundations for Change)								
Administration of Training								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment
<p>In order to address the disparate, uncoordinated and inappropriate training administration across the force, the review recommends that:</p> <p>Training administration is rationalised in a central function. Ensure enough staff available to provide a quality administrative service, relevant management and performance information.</p>	Cumbria BVR Training 2003	<p>Central Training admin function created (2 FTEs), but struggling to cope with workload.</p> <p>Information contained in TAS appears to be inaccurate and not up to date. (discrepancy between records and what has been delivered).</p> <p>Ability to get reports from TAS is poor.</p> <p>Up to Jan 2005 ATOs were used by areas to provide additional training administration support. ATOs will now focus on training delivery so there is a lack of training admin resource available in areas.</p>	<p>Incorrect data in TAS may lead to NSPIS Duty Management system not being used.</p> <p>May result in incorrect performance information</p> <p>Critical x Probable 12</p>	<p>Jenny Davies tasked to review at BVR board 8th March 2005.</p>	<p>Information in TAS is maintained up to date</p> <p>Training administration dealt with in a timely and efficient manner.</p>			<p>Central Training Admin now dealing with entry of all PD1s for the force.</p> <p>Dec 2005, found backlog of 450 PD1s awaiting entry onto TAS. Review of TAS processes show that many roles expected to contribute to the admin of training are no longer in post. (e.g. support inspectors, ATOs)</p> <p>Review also found:</p> <ul style="list-style-type: none"> Outstanding nominations from Feb 2004. People on nominations list that had completed their training. Events running that were not entered onto TAS. <p>This is a major issue as development of the Costed training Plan depends on our ability to report on activity</p> <p>Area Training Panel north also reports that they do not get feedback about progress with PD1s once they are sent to HQ.</p> <p>Need to review & revise admin processes to ensure they are used effectively.</p>
<p>Training administration processes as identified below are rationalised across the force using the centralised Training Administration Unit.</p>		Processes exist	<p>Critical x Probable 12</p>	<p>Processes need documenting and communicating to ensure consistency.</p> <p>Consider using NCALT to replace TAS.</p>	<p>Written training policy setting out all training admin processes</p>			<p>Updated training policy to be written</p>

Area for Improvement: (from Foundations for Change)		Performance Management						
		Strategic aim of ensuring that all training/learning is consistent and supports the achievement of business objectives at force, region and national level.						
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/comment
2. The Force should provide the necessary knowledge and skills to managers and supervisors, so that they understand their responsibility for managing performance through motivating and supporting their staff. In particular, the Force should:	Cumbria BVR action Plan 2003	Performance Management Workshop trials run in January 2005. Feedback being collated in March to revise workshop and get ready for May 2005 roll out.	Critical x Probable 12	Deliver Police Staff PDR workshops. (Police Staff Supervisors Only)	PDR training complete	March - May 2005	PT	PDR Workshops delivered May 2005
		PDR workshop for Police Staff Supervisors developed and will run in March-April 2005		Deliver Managing Staff Performance Workshops. (All managers and supervisors)	Managing individual performance training complete	June 2005 onward	PT	Managing Individual performance Workshops delivered
		CENTREX CLDP materials obtained on 31st January 2005.		Publicise availability of CLDP materials.	CDLP materials used.	April 2006	PT	CLDP pilot started October 06
					Man Development programme being delivered.	April 2006	PT	PDR workshop 2 will be planned after QA review of current PDRs
A. Submit a budget bid for the financial year 2004/5 to provide concise modular training for soft skills specifically tailored for managers and supervisors, to be delivered at the customer location whenever this is the most appropriate method.		Phoenix Management Programme delivered.		NO FURTHER ACTION NEEDED				

<p>B. Develop a 'How to ...' guide for managers and supervisors, to include policy and practical self-help guides on Cumbria Police procedures.</p>		<p>Not done. Production of a 'How to manage' guide discussed in P&D management team meeting and will be developed and placed on intranet to enable updating. Copy of Prison Service 'Managers Handbook' obtained to use in development of management courses and How to manage guide.</p>	<p>Critical x Probable 12</p>	<p>Use materials produced for Management Development Programme as basis for the 'How manage to guide'</p> <p>Place materials on Intranet on training web site.</p> <p>Publicise.</p>	<p>How to manage guide written and published on intranet.</p> <p>Guide publicised throughout force</p>			<p>Training Website established in July 05. New FT training administrator starts on 19 Sept 05 and will add management training materials as courses are delivered.</p>
<p>9. The Force's performance management system should provide the links between force strategy and the individual, with the emphasis on managing and improving performance. This Best Value Review should inform the performance management strategy</p>		<p>PDR and Managing staff performance workshops designed to strengthen managers understanding of links between force objectives, team objectives and individual objectives.</p>	<p>Critical x Probable 12</p>	<p>Deliver Police Staff PDR workshops. (Police Staff Supervisors Only)</p> <p>Deliver Managing Staff Performance Workshops. (All managers and supervisors)</p>	<p>PDR used by all</p>	<p>March - May 2005</p> <p>May 2005 onward</p> <p>April –June 2005.</p>	<p>PT</p> <p>PT</p> <p>JB</p>	<p>PDR Workshops delivered May 2005</p> <p>Managing Individual performance Workshops delivered</p> <p>1st round of PDRs completed</p>

Area for Improvement: Training Needs Analysis (from Foundations for Change)								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Timescale	Action Manager	Review date/ comment
Chief Constables develop processes to accurately record the training needs of all staff at: <ul style="list-style-type: none"> • Organisation, • Team, • Individual Level. (Appraisal/PDR) 	Managing Learning			CURRENT POSITION and ACTIONS below based on good practice checklist in Managing Learning:				Nov 05, HoT presented annual training planning process to ops board based on HO circular 44-05 . This will now be included in force Learning Strategy. ATOs and central staf being trained on 7 th 8 th 9 th Dec to use CoT software and to lan for info gathering.

<p>Organisation Level</p>	<p>Managing Learning</p>	<p>Needs currently (Jan -March 05) being identified through consultation process to produce training plan.</p> <p>Needs arising from new initiatives and projects are sometimes considered but not consistently at strategic level.</p> <p>TNA not linked to budget setting.</p> <p>Prioritisation tools for organisational level needs produced and agreed by FLP in Feb 2005.</p>	<p>Catastrophic x Probable 16</p> <p>Catastrophic x Probable 16</p>	<p>Finalise Training Plan for 05-06</p> <p>Training management team to review minutes of:</p> <ul style="list-style-type: none"> • RSB • Ops Board, • ODP board • Steering groups <p>In order to identify any training implications.</p> <p>These to be reported to FLP this did not take place</p> <p>Bring forward preparation of 2006-2007 training plan to align with force planning and use in budget setting process.</p> <ul style="list-style-type: none"> • Ensure consistent use in FLP. • Evaluate effectiveness of tool after an appropriate time. 	<p>Training Plan Produced</p> <p>Training report for FLP.</p> <p>2006-07 training plan used to inform budget setting.</p>	<p>April 2005</p>	<p>PT</p> <p>PT</p> <p>PT</p>	<p>Training Plan produced and part of training function business plan</p> <p>Resources not available to produce 06 –07 plan in time to inform budget setting</p> <p>FLP established and meeting regularly</p>
<p>Team Level</p>	<p>Managing Learning</p>	<p>No consistency to identifying team/individual level needs. Managers and supervisors do not have the skills to analyse training needs.</p>	<p>Catastrophic x Probable 16</p>	<p>Actions listed against individual level will also address team level needs, See Below</p>				<p>PDR now in place for all staff and officers. 6 month reviews currently taking place Nov 05.</p>

Area for Improvement: Training Design (from Foundations for Change)								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment
Ensure training design includes performance impact measures.	FFC	Performance Impact Measures considered in 'Performance Needs Assessment' report before training is approved.	Critical x Probable 12	Head of Training to brief training supervisors and training evaluator to ensure consistent use of PNA forms as an aid to planning when consulting with sponsors..	Performance Impact Measures in PNA used when writing training courses.	June 2005	PT	PNAs now include performance measures. Complete
Ensure training design process incorporates a range of alternative learning strategies for the sponsor to choose from and minimises abstraction.		Cumbria approach to managing training design set out on 'training design front sheet'. This will be used for designing all training events. Front sheet is part of learning strategy and needs approving. Complies with national training design model and considers:	Non compliance with national R&D strategy re mainstreaming diversity into training. Critical X Probable 12	Implement use of training design front sheet with all trainers.	Training Design Front Sheet used by all training functions in Cumbria.		PT.	New evaluation strategy approved by August FLP includes use of training course record book that can incorporate design front sheet.
16. All training to be designed using a model that identifies the appropriate delivery methods and which takes account of principles of good practice.	Managing Learning	Front sheet is part of learning strategy and needs approving. Complies with national training design model and considers:	Critical X Probable 12					
Rec 6.1: Training design model to contain explicit directions for the designers of training in relation to wide reaching community involvement and participation in all aspects of the training cycle.	Diversity Matters	Materials already in existence. <ul style="list-style-type: none"> • Opportunities to collaborate. • Alternative methods of delivery. • staff abstractions & VFM. • H&S issues. • Legal checking of 	As above					Training Design Template covers CENTREX model Other training department's to be made aware of requirements.

Rec 6.2: Design of All police training to adhere to concepts in National Training Design Model.		content. <ul style="list-style-type: none">• Level 1 and 2 evaluations to be used.• Race and Diversity issues.• Consultation with sponsor.	As above					
---	--	--	----------	--	--	--	--	--

Area for Improvement: (from Foundations for Change)		Training Evaluation						
Strategic objective: To improve service delivery through enhanced performance of organisation, teams and individuals.								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment
2.3) Establish mechanisms for prioritising local evaluations.	FFC	No prioritisation tool for evaluation exists. Draft version presented to FLP in April 05, now being revised.	Critical X Probable 12	Prioritisation tool for evaluations needed. (Seek out national guidance)	Prioritisation tool developed and approved by FLP.	July 2005	PT	Evaluation strategy including prioritisation tool approved by FLP August 05
2.4) Evaluation to be built in at the onset of any learning initiative.		Training design front sheet requires trainers to consider how they will conduct level 1 & 2 evaluation. Performance Needs Assessment identifies performance criteria that will be considered when evaluating a training programme at level 4.		Ensure consistent use of training design front sheet. Monitor % courses completing level 1 and 2 evaluation. Monitor % courses completing level 4 evaluation.	100% use. 100% evaluated at level 1		PT	Training design front sheet not in consistent use. PNAs all include evaluation criteria. Course record book will record how different levels of evaluation will be carried out.
11. Develop a robust evaluation function 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.	HMIC training BVR 2004	Training Evaluator (Tania Kirkbride) recruited and in place from October 2004. Approach to evaluation is built into Learning Strategy.		Identify process to ensure that training evaluation reports are fed back into the training design/delivery team and improvements made. Prioritisation tool will inform process for commissioning and actioning evaluation. Investigate other forces evaluation strategies (Tania)	Evaluation reports used to improve training Tool in use.		PT PT	L1 evaluation to be undertaken immediately following training and any actions recorded. TK developing record sheet to be kept in training department. Nov 05 Transfer to

								workplace follow up to be carried out by training admin using form developed by TK. Training admin will also collate stats on transfer of skills to workplace for use by training department.
--	--	--	--	--	--	--	--	---

Area for Improvement: Training Costs (from Foundations for Change)								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment
Rec 5: Training budget should only be proposed after the identification and prioritisation of all training needs. Devolved training budgets should then be allocated to operate in clear financial restraints.	Managing Learning	Current training plan (2005-2006). Will not be ready in time to inform budget setting. Devolved budgets to areas set at last years level.		Implement regular updating of costed training plan to ensure that information is kept up to date throughout the year. This will ensure that predicted costs are kept up to date throughout the year and can be used for budget setting.	Training plan used to inform budget setting	April 2006	PT	Administrator appointed who has responsibility for gathering data re costings Bplan facilities management and training booked for dec 05.
2. Develop a costed training plan that is aligned to the guidance in relevant home office circulars.	HMIC training BVR 2004	Learning Requirement for the force currently being compiled (Jan 05) and will result in a plan meeting the requirements set out in Home Office Circulars. Costs of individual courses gathered on spreadsheets and being inputted by Keeley Seagrave. Plan for 05-06 will capture ALL training delivered by the force.	Conscious failure to comply with a home office circular. 16		Production of plan approval by HMIC	June 2005		Plan developed and approved by RSB Going to PA in OCT 05 Planning process of 06-07 based on HO circular 44-05 presented to Ops board in Nov. This process will include external training demand.

<p>4. The costed training plan should be developed to ensure it captures all training in the force irrespective of where or by whom it is provided.</p>			<p>As above</p>		<p>All in force training included in the plan.</p>	<p>June 2005</p>		<p>All training is now included in the plan. Need to include external training requirements.</p>
<p>Ring-fence the Area and Department budgets within the central training budget, based on the submissions for the training plan</p>	<p>Cumbria BVR training 2003</p>	<p>This recommendation should be removed as there are no central ring fenced budgets for areas. However, central training will monitor attendance levels and provide feedback to the FLP on these measures.</p>						
<p>Charge for non-attendance at training events from the relevant ring-fenced budget</p>								
<p>Devolve the training expenses and allowances budget to Areas and Departments</p>		<p>Areas have devolved training and expenses budgets.</p>		<p>COMPLETE No further action needed.</p>				<p>Suggest bring funds for external cross force specialist training back to the centre. Nov 05</p>

Area for Improvement: (from Foundations for Change)								
Training Delivery								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment
1) Locate ownership for collaboration in force.	FFC	Learning strategy sets out broad approach to collaboration.	Critical X Probable 12	Check with HMIC that outlines approach is acceptable. (Checked March 2005, HMIC happy that strategy complies with relevant Home Office circulars)	Effective collaboration taking place with other forces and external organisations. Collaboration strategy approved by HMIC.		PT	Head of Training is owner. No other action taken to date.
12. Develop a clear strategy in respect of external collaboration, with external organisations together with protocols for agreements concluded.	HMIC training BVR 2004							
13. Develop a clear strategy in respect of collaboration with other police organisations.		NW regional training managers group is taking a collaborative approach to addressing the outstanding recommendations for regional level issues in FFC	Critical X Probable 12					
10. The force commits to exploring, supporting and developing regional and national approaches to training to realise the benefits for Cumbria Police.	Cumbria BVR training 2003							

Area for Improvement: (from Foundations for Change)								
Training Sites								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment
2) Establish a register of all internally dedicated training sites.	FFC	No register exists.	Negligible X remote 3	Need to establish register of dedicated training sites in force.	Register produced and kept up to date.			No action to date
5) Monitor and evaluate training estate usage both locally and regionally.		No regional approach to sharing usage of estate.	Negligible X remote 3					No action to date

Area for Improvement: (from Foundations for Change)		Community Involvement						
Overall Objective: To ensure the training function is inclusive of the wider community.								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment
2) Identify community groups/representatives who are able to inform or bring value to the training function.	FFC	Force is involved in national pilot to involve representatives from the Gypsy and Traveller community in the delivery of Police Training. Growth bid submitted for race and diversity team who will take responsibility for involving communities in training and development and supporting the implementation of the national strategy for improving performance in R&D.	Catastrophic X Probable 16	Recruit R&D project Team.	Project team recruited.		Janet Priestley	Force R&D unit established in July 2005. Head of R&D unit aware of requirement. IAG for IPLDP being recruited. This will also operate as IAG for all training in the future. Broad community engagement strategy developed in consultation with diversity unit. Dec 2005
3) Develop policies and procedures in relation to community consultation and involvement in police training within the force.								
4) Monitor and evaluate the value added to training outcomes by community involvement.								
Rec 9.5: R&D input to training of officers and staff restructured to provide an in depth understanding of the community to be policed.	Diversity Matters.	IPLDP project being developed that will ensure more involvement in the local community throughout probationer training.	Catastrophic X Probable 16		IPLDP project established	Jan 2006	PT	Project is on schedule. 2 existing probationer trainers attending R&D trainers course in Jan/Feb 06.

Area for Improvement: (from Foundations for Change)									Investors in People	
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment		
Establish framework to ensure Investors in People is maintained once achieved.	FFC	Force retained Investors in People recognition in July 2004.		Write costed training plan based on consultation.	Plan written	April 2005	PT			
1. Chief Constables to put in place an integrated and cohesive approach to staff development, which ensures that the training provided to individuals contributes to the achievement of force objectives and performance. (This relates specifically to achieving IIP)	Managing Learning	<p>Assessor's feedback was that:</p> <ul style="list-style-type: none"> • PDR is distrusted, • Managers feel they have not got the skills to manage people. • Line managers are not inducting people into their department. • Top-level evaluation and planning of training is not taking place effectively. <p>A managing staff performance workshop has been designed to give managers the ability to manage people. 2 Pilots were run in January 2005.</p> <p>Cumbria has signed up to CENTREX CLDP for management development.</p>	Negligible X Reasonably Probable 3	<p>Write summary report on training achievements for Chief Officers.</p> <p>Disseminate to Police Authority and all staff.</p> <p>Deliver PDR and managing staff performance workshops.</p> <p>The decision to book the assessment needs to be considered in light of the fact that PDR and managing individual performance training has only taken place in March – July 05.</p> <p>It is unlikely that the training of managers will have had sufficient impact by August to enable Cumbria to meet the standard.</p> <p>Promote extended use of CLDP.</p>	<p>Summary written</p> <p>Summary circulated</p> <p>Workshop delivered</p> <p>Regain Award</p>	<p>June 2005</p> <p>June 2005</p> <p>March – May 2005</p> <p>May 2005.</p> <p>?</p>	PT	<p>Cumbria Constabulary formally withdrew from Investors in People recognition in August 2005. This decision was based on the fact that resources that would have been used for Investors in People were needed to implement other actions such as this improvement plan. Actions such as the adoption of CLDP to develop managers and the delivery of ongoing management training will continue.</p>		

Area for Improvement: (from Foundations for Change)									PDR / Assessment								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment									
Rec 3.8: Implement service wide PDR system.	Diversity Matters	PDR policy produced. Central Human Resources to monitor effectiveness and completion of PDR. PDR based on Integrated Competency Framework to roll out from April 2005.	Mandatory Home Office requirement 16	Deliver Police Staff PDR workshops. (Police Staff Supervisors Only)	PDR used by all	March - May 2005	PT	PDR Workshops delivered May 2005									
In order that the force can realise the benefits to be achieved from a consistent and credible approach to staff development and training, the force should develop one compulsory system for all staff. The system should conform to the principles identified in the Best Value Review, in particular to reduce bureaucracy by keeping the system simple and to take the opportunity to link with the introduction of the National Competency Framework. The Performance Review system should be used to monitor the effectiveness of the system.	Cumbria BVR Training 2003			Deliver Managing Staff Performance Workshops. (All managers and supervisors)		May 2005 onward	PT	Managing Individual performance Workshops delivered									
		Publicise mandatory PDR Process for all officers and staff.	March 2005 onwards	GN		PDRs for all staff introduced April 05											
		Monitor completion rates and quality	April 2005 onwards	GN		Personnel are monitoring completion rates and quality PDR workshop 2 will be planned after QA review of current PDRs											
16. Develop a mechanism, which allows the monitoring of PDR completion across the whole organisation.	HMIC Training BVR 2004		As above		PDR monitored regularly	April 2005 onwards	GN	Personnel are monitoring completion rates and quality									

Area for Improvement: (from Foundations for Change)								
Training Policies and Strategy								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment
1. Develop a training strategy that is aligned to the guidance in relevant Home Office circulars.	HMIC BVR 2004	Draft Learning Strategy produced that aligns with Home Office recommendations. Strategy reviewed for compliance against guidance in HMIC letter of 11 th February 2005 and written into Training Function Business Plan 2005-2006. Prioritisation Tools being presented to FLP on Feb 15th 2005 for approval.	Critical X Probable 12	Have strategy and Business Plan checked by HMIC to ensure they are satisfied with structure and content. Present Business Plan to Resourcing and Standards Board for approval. Present to PA for approval	Strategy written, approved by <ul style="list-style-type: none"> • HMIC, • RSB, • Police Authority 	June 2005 May 2005. After RSB	PT PT PT	Strategy forms part of business plan approved by RSB in July 05. Plan being presented to PA for approval in Oct 05. 1/4ly reporting booked for RSB and PA personnel sub committee. Strategy redrafted to comply with HOC 44-05
					Nov 2005, HMIC new inspection protocol sets out need for a training policy. Feedback from Home Office indicates minor areas for improving Learning Strategy. PT to re draft and seek input from Ops on relevance of strategy.			
				Further development of underpinning policies to include: <ul style="list-style-type: none"> • Revised PD1 • Evaluation Prioritisation tool. 	Revised PD1 and Evaluation Prioritisation Tool approved and in use.			Revised PD1 approved by FLP and in use. Evaluation Strategy approved by August FLP.

Area for Improvement: (from Foundations for Change)									Alternative Learning Strategies								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	Deadline	Action Manager	Review date/ comment									
Rec 18: establish policies for alternative learning strategies.	Managing Learning	NCALT is available to forces on CJX server from Feb 2005. Centrex CLDP e-learning modules available on NCALT from 4th Feb 2005.	Critical (based on potential to improve learning and development across the force) X Reasonably Probable. 9	<p>Arrange access to NCALT on CJX site for all staff by:</p> <ul style="list-style-type: none"> Gaining approval from professional standards. Arranging for IT function to set up access. <p>Develop strategy for supporting and using e-learning in Cumbria.</p> <p>Publicise availability of modules on NCALT by:</p> <ul style="list-style-type: none"> Using NCALT e-learning to deliver specific cascade training. Promoting use of CLDP modules. 	<p>Complete</p> <p>Strategy developed and approved by RSB.</p> <p>Info in Mikes headlines</p> <p>NCALT and workbooks being used Keep register of people using ALS</p>	<p>March 2005</p> <p>June 2005</p> <p>2005</p>	<p>PT</p> <p>PT</p> <p>PT</p>	<p>NCALT Link has been made available from training website. Nov 2005. Cumbria now has own domain on NCALT MLE. Joint paper from IT and training to be presented to RSB for discussion.</p>									
		No written policies exist.		<p>Research approach taken in other forces.</p> <p>Develop Cumbria Policy re alternative learning.</p>		<p>May -June 2005</p> <p>July/Aug 2005</p>	<p>PT (PM to research)</p> <p>PT</p>										

		Distance Learning courses available from Lakes College, West Cumbria, and used by small number of people.		Promote wider use of distance learning packs. Allocate responsibility for promoting their use. (Jenny Watkins)		September 2005 (start of winter term at college)	PT	Information about Distance learning courses are now available on the training website. CLDP pilot Launched in September.
--	--	---	--	---	--	---	----	---

Area for Improvement: Best Value								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	deadline	Action Manager	Review date/ comment
<p>Rec 9: Apply best value principles for all aspects training. Efficiency measures suggested by HMIC in report are:</p> <ul style="list-style-type: none"> • Net cost trainee per day • Abstraction rate, (support staff, officers) • Percentage trainer contact time. • Residential utilisation • student /staff ratio • average course size • classroom utilisation <p>other relates to:</p> <ul style="list-style-type: none"> • performance monitoring. • costing. • setting training budget. 	Managing Learning	Abstraction rate captured in delivery schedule. Contact time captured in training area feedback.	Critical X Probable 12 (Based on overall impact this will have on the assessment of Cumbria's compliance with FfC.)	<p>Establish effective and common approach to performance monitoring for all training functions in Cumbria. By:</p> <ul style="list-style-type: none"> • Developing Central Training Performance Measures. • Establishing Central Training Monitoring. • Communicate need to ensure that all training, wherever delivered, is subject to central costing. <p>Review budget setting for training to make sure it is informed by the costed training plan. (This will require the planning process to be brought forward to earlier in the year to ensure information is available for budget setting).</p>	<p>Performance Measures produced.</p> <p>All training functions providing performance data.</p> <p>2006 –07 plan used to inform budget setting.</p>		PT PT PT	<p>Trial format for performance monitoring agreed in training management team meeting on 25th Nov. LH to implement.</p> <p>Regular updates to training plan will be produced once the training administrator is in post. Bplan training and facilities management booked In 06-07 Head of Training will produce monthly update reports for all management boards, Area Training Panels and FLP. JAN 2006</p>

<p>15. Develop a mechanism, which ensures that the principles of best value are applied to all new training initiatives and that these are capable of audit.</p>	<p>HMIC BVR Training 2004</p>	<p>These comments are based on Managing Learning Recommendations and text:</p> <p>CHALLENGE This is done through FLP to ensure the training being requested is relevant and delivered in the most appropriate manner.</p> <p>COMPARE At present only done in cursory way by suggesting alternatives. These are not really costed and tend to steer people to the desired outcome.</p> <p>CONSULTATION Done through design and development but not yet through evaluation. New evaluator in place, and will roll out an evaluation programme.</p> <p>COMPETE Not explored at present</p>	<p>As above</p>	<p>CHALLENGE challenge identified needs to ensure relevancy and best fit (FLP role)</p> <p>COMPARE Use information in Performance Needs Assessment to compare approaches (e.g. external sources, <u>Real</u> alternatives).</p> <p>CONSULT Done when producing PNA and training programme. Use feedback (level 3/4 evaluation) as basis of discussion with client to confirm needs are being met (Evaluation of Impact) In the future evaluation will also be prioritised through FLP.</p> <p>COMPETITION Explore alternatives where appropriate to ensure cost effectiveness. e.g. outside providers, venues, locations.</p>	<p>Regular FLP meetings taking place using info on PNA to: -Prioritise training programmes - Consider real alternative approaches to training/ development</p>	<p>The principles of : Challenge, Compare, Consult & Compete are an integral part of the PNA and FLP process.</p> <p>NOV 2005 Initial feedback from HMIC suggests that we need to document the stages to 'demonstrate how we apply the principles of best value. In particular they also recommend that the compare stage includes getting information from other forces about their way of approaching training. This is currently done but not recorded.</p> <p>Training Design Template now incorporates consultation with other forces to identify if a solution exists elsewhere,.</p>
--	-------------------------------	---	-----------------	---	--	---

<p>7. The force should develop structured implementation plans relating to : Foundations for Change. Managing Learning Training Matters Diversity Matters</p>		<p>This Improvement Plan Addresses both of these recommendations</p>		<p>Police Authority oversight required.</p>			<p>Improvement plan as part of Business Plan is being presented to the Police Authority in October 2005</p> <p>1/4ly reporting to RSB and Police Authority are booked into diary.</p>
<p>8. The force should develop a single improvement plan, which captures all locally identified improvement actions as well as those that result from previous HMIC reports.</p>							

Area for Improvement: Qualifications Frameworks								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	deadline	Action Manager	Review date/comment
Rec 12: Successful completion of a programme of training and achievement of common minimum standards should be recognised by a national certificate.	Managing Learning	Cumbria had decided to adopt the NVQ framework for IPLDP and is advertising for a Qualifications and assessment coordinator. An initial group of 9 trainers and 34supervisors will be trained to gain A1 assessor and V1 internal verifier awards respectively.	Catastrophic X Probable 16 (A qualification framework is a mandatory requirement for IPLDP. Without this Cumbria will not be able to train its own Probationary Officers)	Appoint qualifications coordinator	Post Filled	April 2005	PT	Complete JAN 06, NVQ assessment centre in place
A Formal qualification framework for the service will be developed - built on work-based assessment against National Occupational Standards. There will be qualifications for all areas of policing, including operational activities such as investigation and management.	Building Better Communities			Register as an Approved Development and Assessment Centre (ADAC) for: Policing NVQs Training/Learning and Development NVQs Other NVQs to be identified CENTREX CLDP to be used to encourage managers to develop their skills and gain formal management qualifications.	Cumbria registered as assessment centre. Staff achieving qualifications	Aug 2005. April 2006	PT PT	ADAC approval for NVQ 3 & 4 in policing achieved in August 05 CLDP pilot linked to CMI qualifications launched in September 05. PIP training and assessment established. Jan 2006

A single national qualification for all officers who successfully complete their probation will be introduced.				Investigate qualification for BCU commanders.			No action to date CENTREX have announced provision through the SLDP for BCU commanders Head of Training developing a framework outlining essential training for Chief Inspector – Chief Superintendent ranks. JAN 06
--	--	--	--	---	--	--	--

Area for Improvement: (from Foundations for Change)		Quality Assurance						
Recommendations	Source	Current Position	Risk	Actions		deadli ne	Action Manager	Review date/ comment
Rec 19: All staff undertaking the role of trainer qualified to a nationally agreed standard and where appropriate replace police officers with police staff.	Managing Learning	<p>All central training team are undergoing assessment to gain Centrex Training and Development Practitioner (TDP) awards. All ATOs hold a formal training or teaching qualification.</p> <p>Firearms school trainers will gain formal training qualifications through Cumbria's NVQ assessment centre.</p> <p>Driving instructors will be trained as A1 assessors as recommended in BVR driver training.</p>		The action to address outstanding qualifications for trainers is dependant on establishing an NVQ assessment centre within Cumbria Constabulary.	<p>Central Trainers qualified.</p> <p>Firearms trainers qualified</p> <p>Driving Instructors achieve A1</p>	<p>To be completed by April 2005.</p> <p>April 2006.</p> <p>April 2006</p>		<p>NVQ assessment centre approval gained August 05.</p> <p>Core training team undertaking A1 assessors & V1 internal verifiers training to enable roll out of NVQ and A1 assessor training programme JAN 06, all trainers registered for either A1 or L&D level 3/4 NVQ. IPLDP trainers attending R&D trainers course.</p>
6. To facilitate continuous improvement and increase the potential for income generation, the Force should prepare to aim for Quality Assurance for all training within Cumbria Constabulary.	Cumbria BVR Training 2003	No QA process currently used in Cumbria due to lack of available staff.	Manadatory requirement for IPLDP programme approval 16	<p>As part of the IPLDP project, one of IPLDP team will need to develop a QA framework that satisfies CENTREX QA process for IPLDP.</p> <p>Head of Training to investigate implications of broader QA procedures</p>	Cumbria IPLDP project approved by Home Office	January 2006	PT	August RSB approved proposal to implement QA programme for all training functions in

<p>10. Develop a comprehensive Quality Assurance process for all training, irrespective of where or by whom it is provided. The QA process should be regularly monitored.</p>	<p>HMIC BVR Training 2004</p>			<p>and report to Director of personnel.</p>	<p>QA applied to all areas Centrex QA gained</p>			<p>Cumbria. 1st QA meeting has taken place, will need staff to progress. Jan 2006 GA has booked Jan – March to develop QA framework and set of standard operating procedures for training.</p>
<p>14. Ensure all relevant people are conversant with and are utilising guidance in 'models for learning and development'.</p>		<p>All training staff have copies of current version of 'Models for Learning' (MfL)</p>		<p>Revised version being published in Summer 2006. Ensure all training staff have new version and understand it.</p>	<p>All training staff conversant with MfL and using as appropriate.</p>			<p>CENTREX published new MFL in October. No significant changes.</p>

Area for Improvement: (from Foundations for Change)								
Race and Diversity								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	deadline	Action Manager	Review date/ comment
A strategy will be published for using learning and development to improve police performance in race and diversity over the next five years.	Building Better Communities	Growth bid for dedicated R&D team made in 2004. Recommendations in Diversity Matters part of Equality Steering Group's 'Race Equality Scheme' (An action plan dealing with ALL aspects of race and diversity issues).	Mandatory Requirement 16	Appointment of R&D team. Implementation of APA guidance on Involving Communities in Learning and Development. Implementation of National Strategy for improving performance in Race and Diversity. R&D team to sit on ESG.	Team in place Community involved in all aspects of learning and dev A1 training for managers	May 2005 April 2006	Janet Priestley, Head of Diversity Unit.	Diversity unit established and team appointed in July 2005 PT, JMcG & GN met to agree responsibilities re R&D in Nov 05. Diversity unit JAN 2006 HT & Diversity Unit met to agree framework for community engagement. Now included in strategy. Diversity unit staff responsible for PRDLDP now included in costed training plan.

The following areas were added as a result of the Commission for Racial Equality formal investigation into the Police Service of England and Wales. The recommendations were published in March 2005.								
Recommendations	Source	Current Position	Risk	Actions	Success Indicator	deadline	Action Manager	Review date/ comment
Recommendation 29: Forces to develop a 'race & diversity training strategy.	CRE report, March 2005						J McG, Head of Diversity Unit	
Recommendation 32: Forces should use the 'learning and development skills framework' as a basis for the selection of trainers. To be monitored by the Home Office.	CRE report, March 2005							
Recommendation 33: Forces to establish appropriate support mechanisms for trainers.	CRE report, March 2005							
Recommendation 34: Chief officers to make the 'R&D trainers programme' mandatory for all in force R&D trainers. Those attending to be assessed against the relevant NOS and only be used for R&D training if assessed as competent.	CRE report, March 2005							
Recommendation 36: Forces to monitor by ethnicity, both in-force & external trainers.								
Recommendation 40: Chief officers to make the 'R&D trainers programme' mandatory for all foundation trainers. Those attending to be assessed against the relevant NOS and only be used for IPLDP training if assessed as competent.	CRE report, March 2005			JAN 2006, In Progress, All IPLDP Trainers will attend R&D trainers course WHEN ELLIGABLE. All will be assessed against R&D NOS as part of PRDLDP			Head of Training	

<p>Recommendation 41: Forces to identify where use of external consultants & trainers will improve the effectiveness of foundation training and engage them where appropriate.</p>	<p>CRE report, March 2005</p>						
<p>Recommendation 42: Forces in areas with smaller than average ethnic minority populations should introduce training initiatives such as conducting training related to R&D jointly with forces that cover a more multicultural population, and should engage speakers and co-trainers from ethnic minority communities from those areas as well as from within their own force areas.</p>	<p>CRE report, March 2005</p>						
<p>Recommendation 43: IPLDP programme board should supplement the materials published in Nov 2004 with an addendum giving full guidance on meeting the needs of foundation trainees with regard to the R&D duty.</p>	<p>CRE report, March 2005</p>						
<p>Recommendation 44: Before IPLDP is rolled out the Home Office should finalise core training materials for the R&D content, including coverage of the race equality duty, drawn from materials that have ben drafted by CENTREX and any effective examples developed by pilot forces.</p>	<p>CRE report, March 2005</p>					<p>J McG, Head of Diversity Unit, Head of Training, IPLDP Project Manager</p>	

<p>Recommendation 47: Chief Officers via their training managers should work towards the integration of R&D into the courses designed to meet the role – defined needs of groups such as constables, newly promoted sergeants and so on.</p>	<p>CRE report, March 2005</p>			<p>All lessons / Programmes assessed by diversity unit for impact on diversity issues.</p>			<p>Head of Training,</p>	
<p>Recommendation 50: Chief officers should ensure that their forces emphasise in training the core ethic of respect and consideration of the full diversity of individual needs and group from which non-oppressive language will grow, rather than mechanistic lists of correct and incorrect terminology.</p>	<p>CRE report, March 2005</p>							
<p>Recommendation 53: Forces should ensure the identification of all or any learning requirements of those with specialist responsibility concerning the race equality duty, such as reviewing the scheme, impact assessments or ethnic monitoring of employment patters. They should address how to meet these needs in the forces R&D training strategy.</p>	<p>CRE report, March 2005</p>							
<p>Recommendation 54: Forces to ensure that the learning requirement of staff who deliver training in both the general and specific duties are also identified and addressed in the force R&D training strategy.</p>	<p>CRE report, March 2005</p>							

<p>Recommendation 56: Forces to ensure that they analysis of training needs of all officers and staff with respect to both the general and specific duties and then meet them either within R&D training or separately.</p>	<p>CRE report, March 2005</p>							
<p>Recommendation 62: Chief officers through their training managers, should set a timetable for and complete a review of all programmes to determine, and if appropriate revise the race equality content. All courses should be reviewed in respect of both the general and specific duties.</p>	<p>CRE report, March 2005</p>							
<p>Recommendation 74: Chief officers should make training on disciplinary procedures, including required skills, compulsory for all managers and supervisors. The effectiveness of such training should be monitored and measured through the PDR process.</p>	<p>CRE report, March 2005</p>							
<p>Recommendation 84 Chief officers should promote the use of the grievance procedure in all training related to race matters, publicise it widely and ensure all officers understand the new processes. They should publish case outcomes anonymously to help manage expectations and ultimately build confidence.</p>	<p>CRE report, March 2005</p>							

Recommendation 85: Chief officers should ensure managers are fully trained on how to handle race grievances and the training should be focused on developing the skills to resolve workplace disputes as well as the grievance procedure itself.	CRE report, March 2005							
---	------------------------	--	--	--	--	--	--	--