

Key Training Projects Update

INTRODUCTION

1. As a result of a review of the Training Improvement Plan, the HMIC Learning and Development Excellence Guide and previous HMIC Inspection reports, six projects were identified to deliver improvement outcomes within the training function. This report provides an update on these 6 projects.
2. The projects are:
 - a. CPD (Continuous Professional Development)
 - b. Key Stakeholder Management
 - c. Flexible Working (in connection with the delivery of training)
 - d. Training Administration System - TAS - (a record system for monitoring and tracking of training)
 - e. QA (Quality Assurance)
 - f. KPI's (Key Performance Indicators)

CPD (Continuous Professional Development)

3. The terms of reference for the project have been agreed which is to review how all members of staff can benefit from the establishment of a more structured and committed approach to skills enhancement and personal/professional competence.
4. The project team have commenced by looking at CPD within the Training Department. Focus groups have been carried out. The Departmental Central Development Plan is being reviewed and PDR's are being audited against the Plan.
5. A staff survey has been distributed to all members of the department to identify the current levels of CPD happening with a view to providing information to develop a set of standards and recommendations for CPD in the future. Responses have been requested by Monday 26th March.
6. A report will be prepared on the survey for presentation to the April Performance Challenge Meeting.

7. The project team is also identifying transferable skills within each unit to increase the efficiency and flexibility of resource usage.

FLEXIBLE WORKING

8. The Project Team have been joined by a DCI from C Division who is representing all the Divisions on the Project. The project's Terms of Reference have been agreed.
9. Although the request for flexible working is a reoccurring theme, it has been difficult to identify exactly what "flexible" looks like from the responses received to date. In order to assist, a short questionnaire has been sent to the Divisions to try to gain more knowledge and understanding of what the Divisions need. The response is that Divisions are looking for ad hoc responses to specific needs rather than changes to delivery times or venues at the present time.
10. It has also been identified that some training is being delivered in a different way: IT are currently running early and late start courses, Crime are running longer courses than the standard day and courses are being written in a more modular format.
11. The findings will be presented to the Force Training and Supervision Board on the 23rd May 2007.

KEY STAKEHOLDER MANAGEMENT

12. The Project Team have included in the Terms of Reference two areas recently highlighted in the HMIC report which the team are now considering with reference of how Training can make better use of the SPOCs (single points of contact) that we have for each Division and Branch:
 - a. The Force introduces revised stakeholder engagement process for L&D which ensures sustainable operational input into the creation of the L&D plan
 - b. The Force should undertake an organisational skills audit at all ranks and grades to ensure that necessary skills are in place and that the training plan is accurately informed.
13. The L&D strategy is being revised and linked into the Force Vision to 2010. It will be a customer focused strategy providing links to Force Performance.
14. With the support of HMIC the Training Function is also repeating the Self-Assessment of the L&D Excellence Model and will be reviewing both this and the strategy with HMIC after 4th April 2007. Following this review, a plan for delivering improvements will be submitted (by 29th

June 2007) which will deliver the L&D part of the HMIC recommendation for a single improvement plan for the HR function.

TRAINING ADMINISTRATION SYSTEM (TAS)

15. Training for key users is complete and the system will go live from April 1st 2007. Initial testing indicates that the system will be able to provide the majority of the information necessary once operational. The final stage is to agree the reports needed but this will depend on the agreement of the KPI's as TAS will feed the KPI's with data.
16. TAS will also provide a tool for monitoring of applications and attendance on training course against the diversity strands subject to the testing of the links to the HR system.

QUALITY ASSURANCE (QA)

17. The Team have reviewed a number of options for a QA process including Centrex and Skills Mark. The Centrex Award has recently been relaunched and currently only one Force holds the award.
18. HMIC have been consulted for best practice and indicated that neither meet the requirements 100%. They recommended that we approach Cumbria as the processes they have implemented have delivered results quickly and go a long way to achieving a fit for purpose QA framework.
19. A presentation was delivered to the Training Performance Challenge Meeting by the Project Team accompanied by the QA Manager from Cumbria. The Team are now working with Cumbria to implement in Humberside the processes, checks and balances being used.

KEY PERFORMANCE INDICATORS (KPI's)

20. The Project Team have consulted HMIC for advice on KPI's. It was clear that effective KPI's must link to performance targets within the Force as well as reporting on factual information regarding training.
21. A number of Forces were consulted through the Regional Heads of Training Group.
22. The proposed Humberside process was reviewed with Corporate Development to ensure that they fitted with other measures in place.
23. A two-tier measuring process has been agreed:
 - a. High Level KPI's which will be reported to the Training and Supervision Board and Police Authority

- b. Unit Indicators some of which are based on the HMIC indicators “learning measures” and which will be reviewed monthly at the Training Performance Challenge Meeting.

24. The high level KPI's are:

KPI	Rationale	Measurement
1. % of Sanction Detections: Offences Taken into Consideration (TIC's)	The ICIDP and Tier 2 Investigative Interviewing Course provide the only training in this area.	% of Detections achieved by use of TIC's year on year. Already recorded in Force
2. % of Sanction Detections: Cannabis	The IPLDP provides the only training in this area	% of Detections achieved for Cannabis year on year. Already recorded in Force
3. % of Sanction Detections: Penalty Notices for Disorder	The IPLDP and PCSO courses provides the only training in this area	% of Detections achieved through Penalty Notices for Disorder year on year. Already recorded in Force
4. Number of Delegates attending Management Development Training	The CMDP, CLDP and Bramshill courses provide training in this area	Number of delegates attending measured via Training Administration System
5. Planned Delivery of Training against Actual Delivery of Training	Monitoring of agreed plan from TSB against actual Delivery	Recorded via Training Administration System Target - 80%
6. Training Places Allocated against Actual Attendance	To measure attendance and abstraction rates	Recorded via Training Administration System Target - 80%
7. Completion of PDR's	HMIC requirement	Number of PDR's completed within 60 days of the start of the PDR process Target - 90%
8. Budget against Actual	To monitor the cost of training against the budget and the Costed Training Plan	Recorded via e-financials.

RECOMMENDATIONS

13. It is recommended that Members review the information in this report.

TIM S HOLLIS
Chief Constable

Police Headquarters, Priory Road, Hull

Ref: PERS/SDTU/LAT

Background Papers: None