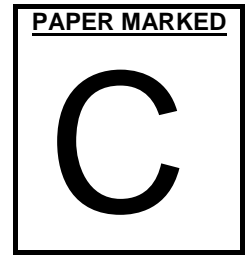


LEICESTERSHIRE POLICE AUTHORITY



Meeting **STANDARDS COMMITTEE**

Date **THURSDAY, 1 OCTOBER 2009 AT 10.00 A.M.**

Report of **CHIEF EXECUTIVE**

Subject **MONITORING MEMBER TRAINING**

Purpose of Report

1. This report enables the Standards Committee to review the progress of the Authority's Member Training Plan.

Commentary

2. On the 5 May 2009, by minute 36/09, in accordance with the suggestion by Standards Committee the Police Authority agreed that their Training Plan be monitored by this Committee. The Plan is set out at Appendix 1, as augmented by the suggestion at the last meeting of this Committee to add provision for Human Rights training. The Committee's duty is to ensure that the training takes place, that ethical standards are woven into courses where appropriate, and that each member is receiving the right training for their role.
3. The report to the Police Authority also discussed the issues that had arisen through the Skills Audit that had taken place. The Chief Executive's response to those skill gaps is found at Appendix 2. Those responses were agreed by the Authority and it seems sensible that this Committee should also monitor progress regarding those issues.
4. Appendix 3 provides a matrix to enable the Standards Committee to monitor training for each member. This Appendix is work in progress at present and will be populated for each succeeding Standards Committee meeting. Of course the matrix only deals with the Training Plan. It does not contain for example, references to Finance, Audit, Diversity and Code of Conduct training members have undertaken in previous years.
5. An update for each aspect of the Training Plan is contained in bold type in the Annex thereto.
6. The Skills Audit findings at Appendix 3 have been revised to exclude returns for members no longer with the Authority. The changes to ACPO PDRs have not been determined nationally yet, so the matter remains to be reviewed at next Committee meeting. The IT skills item is being resolved through writing to individuals who identified this need. The PA framework is rather overtaken by the PA Inspection regime. The role of the HMIC may be addressed at the East Midlands Police Authorities awayday on 12 October 2009.

Recommendation

7. The Standards Committee is invited to monitor the Training Plan by commenting on the content of this report.

Implications - Financial: it is anticipated that the spend required for the plan will be within the current year's budget; Legal: none; Diversity: there are various diversity aspects to the training plan in Appendix 1; Risk Management: ensuring a high quality of members is mentioned in Risk 216 of our Risk Register; training for the role contributes towards that.

Background Papers - Skills Audit forms, Member development interview notes (both exempt – paragraph 1, Schedule 12A, Local Government Act 1972).

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LEICESTERSHIRE POLICE AUTHORITY**TRAINING PLAN FOR MEMBERS****APRIL 2009 TO MARCH 2010**

1. The Police Authority recognises that its Members need to be suitably trained to carry out their roles.
2. Each year Members will be asked to complete a skills audit.
3. Each year Members will be asked to undertake a development review interview.
4. The material found from the skills audit and member development reviews will be utilised to formulate the annual training plan.
5. In order to make the training plan robust the Standards Committee will be asked to monitor implementation of the training plan and to comment on the Member development review process from time to time.
6. The budget for Member training for the year 2009/10 is £1250.
7. When feasible, training will be undertaken in-house. Where possible and appropriate, training organised by Leicestershire Police Authority will be offered to regional Police Authorities to share.
8. Specific training is contained in the Annex to this plan. New training needs may arise as the year unfolds and these will be incorporated within this plan.
9. As far as possible the individual needs of Members will be catered for in the training provision offered. Standards Committee will take account of this and will consider the extent to which training offered is taken up by members.
10. In order to avoid duplication, the Authority will consider appropriate training undertaken by members in their roles outside of the Authority.

LEICESTERSHIRE POLICE AUTHORITY**TRAINING PLAN FOR MEMBERS****APRIL 2009 TO MARCH 2010**

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|-----|--|---|------|---|-----------------|---------|
| 1 | Standards | Committee Role Play in handling a complaint | - | Current and potential Standards Committee Members | Chief Executive | Dec 09 |
| | Objectives | | | Measured by | | |
| | <ul style="list-style-type: none"> • understand legal framework • understand each stage of process • have confidence in handling complaint at stages of assessment, review, consideration | | | <ul style="list-style-type: none"> • evaluation forms • confidence of members | | |

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| | hearing and full hearing | |
| NOTE: It is expected that this will be cyclical training undertaken every 15 months. | | |
| On 25 June 2009 Standards Committee agreed to undertake training at the meeting on 1 October. | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|---|---|---------------------------------------|------|---|--|---------|
| 2 | Standards | Ethical Standards and Code of Conduct | - | All Members | Chief Executive Standards Committee | Nov 09 |
| | Objectives | | | Measured by | | |
| | <ul style="list-style-type: none"> know how ethical standards impact on performance know the code know when to declare interests understand the way a complaint would be handled by the Standards Committee | | | <ul style="list-style-type: none"> evaluation forms declarations by members | | |
| NOTE: It is expected that this will be cyclical training undertaken every 15 months | | | | | | |
| Scoping undertaken. Date fixed for 15 December 2009. | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|---|--|-----------------------|------|--|-----------|----------|
| 3 | Prof Standards | Dip Sampling training | - | Members new to Professional Standards Committee from time to time | PSD staff | See note |
| | Objectives | | | Measured by | | |
| | <ul style="list-style-type: none"> understand the format of files to dip sample understand what to look for understand how to make a report of findings | | | <ul style="list-style-type: none"> evaluation forms confidence of members carrying out dip sampling quality of reports of members presented to Professional Standards Committee | | |
| NOTE: This was carried out on 15 April 2009. It requires updating every 2 years or when a new Member joins Professional Standards Committee | | | | | | |
| Action in hand to update new appointees to this Committee, Mr Naylor, Mr Orson, Mr Snartt | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|-----|---|---------------------------------------|----------|--|------------------|------------|
| 4 | Finance training | Overview of Police Authority Finances | £ varies | All Members | External trainer | March 2010 |
| | Objectives | | | Measured by | | |
| | <ul style="list-style-type: none"> know the landscape for PA | | | <ul style="list-style-type: none"> evaluation forms | | |

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| | finances including revenue, capital and different income streams <ul style="list-style-type: none"> • understand the roles of internal and external audit and the annual governance mechanisms • understand treasury management practices | <ul style="list-style-type: none"> • knowledge of members in discussions on financial items |
| This training is organised by the Treasurer on a cyclical basis | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|--|--|---------------------------------|----------------------------|--|----------------|------------|
| 5 | Audit | Annual audit committee training | Part of the audit contract | Existing and potential Audit Committee members | Internal audit | March 2010 |
| | Objectives | | | Measured by | | |
| | <ul style="list-style-type: none"> • understand Audit Committee role for our organisation | | | <ul style="list-style-type: none"> • evaluation forms | | |
| This training is organised by the Treasurer on a cyclical basis | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|------------------------------------|---|-----------------------|------|---|---|---------|
| 6 | Employment | Staff Appeal Hearings | - | All Human Resources Committee Members | Chief Executive Deputy Chief Executive | July 09 |
| | Objectives | | | Measured by | | |
| | <ul style="list-style-type: none"> • understand legal background to these appeals and context in civil law • understand process in this organisation • understand skills and competencies needed effectively to undertake the role on Appeal Committee | | | <ul style="list-style-type: none"> • evaluation forms • performance of members at Appeal Hearings | | |
| Completed on 18 August 2009 | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|-----|--|------------------------------|-----------------------|---|---------|----------|
| 7 | Employment | Police Appeal Tribunal (PAT) | Approx £100 per place | Members who wish to sit on PATs | APA | See note |
| | Objectives | | | Measured by | | |
| | <ul style="list-style-type: none"> • understand legal background in which this PAT operates • understand the skills and competencies needed to undertake | | | <ul style="list-style-type: none"> • performance of members in PATs hearings | | |

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| | the role effectively | |
| NOTE: Currently there are sufficient numbers trained. This will be reviewed upon changes of membership. | | |
| The Authority lost 2 of the 4 trained members through recent changes in its membership. Mr Naylor is due to attend training on 22 October 2009. | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|--|-----------|-----------------------------------|------|--|------------------|------------|
| 8 | Diversity | General diversity update training | Tba | All Members and Lay Standards Members and Lay Misconduct Members | External trainer | March 2010 |
| Objectives | | | | Measured by | | |
| <ul style="list-style-type: none"> • have good understanding of the legal background for each strand • understand what benefits good equalities practices yield • understand how to monitor effectively diversity aspects | | | | <ul style="list-style-type: none"> • evaluation forms • performance of Members | | |
| NOTE: Cyclical – usually every 18 months | | | | | | |
| Looking to deliver this regionally with the trainers who have previously had good reviews from attenders, in conjunction with item 9 | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|---|-----------|----------------------------|-----------------|--|-------------------------------|------------|
| 9 | Diversity | Equality Impact Assessment | £ 100 per place | All Members | External trainer such as IODA | March 2010 |
| Objectives | | | | Measured by | | |
| <ul style="list-style-type: none"> • understand legal obligation • be able to undertake an equality impact assessment | | | | <ul style="list-style-type: none"> • evaluation forms • confidence of Members in monitoring EIAs | | |
| NOTE: Some members have already been on this training. The revision needs to be cyclical - every 3 years | | | | | | |
| Looking to deliver this regionally with the trainers who have previously had good reviews from attenders, in conjunction with item 8 | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|---|----------|---|------------------------------------|--|------------------|----------|
| 10 | Scrutiny | Effective Scrutiny for Police Authorities | c. £1500 (but can share in region) | All Members | External trainer | Mar 2010 |
| Objectives | | | | Measured by | | |
| <ul style="list-style-type: none"> • understand what makes good scrutiny by a police authority | | | | <ul style="list-style-type: none"> • evaluation forms • Member performance | | |
| Dates being sought from trainer | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|---|---------------|---------------------------------------|------|--|---|---------|
| 11 | Member Skills | Chairing Committee and Panel meetings | - | Members who do or may wish to chair meetings of the Authority, its Committees and Panels | Chief Executive Deputy Chief Executive | Dec 09 |
| Objectives | | | | Measured by | | |
| <ul style="list-style-type: none"> understand the legal position of chairman be able to confidentially chair a meeting understand the skills and competencies involved in chairing a meeting | | | | <ul style="list-style-type: none"> evaluation forms performance of Members | | |
| Scoping undertaken; Robert Rogers' guide obtained; date to be fixed shortly | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|--|---------------|--|------|--|---|---------|
| 12 | Member Skills | Presenting PowerPoint at public meetings | - | All Members | Chief Executive Deputy Chief Executive | July 09 |
| Objectives | | | | Measured by | | |
| <ul style="list-style-type: none"> be confident to present to a public meeting be aware of the content of the bespoke PowerPoint CD prepared this year | | | | <ul style="list-style-type: none"> evaluation forms confidence with which Members present at public meetings | | |
| Completed on 18 August 2009 | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|--|--------------------|-------------------------------|------|---|---|---------|
| 13 | Profess. Standards | Forfeiture of police pensions | - | Current and potential Professional Standards Committee Members | Chief Executive Deputy Chief Executive | Dec 09 |
| Objectives | | | | Measured by | | |
| <ul style="list-style-type: none"> be aware of legal background understand the Leicestershire Police Authority process understand the issues that may arise | | | | <ul style="list-style-type: none"> evaluation forms how 'live' cases are dealt with | | |

NOTE: Cyclical – every two years

This was set for the 3 September meeting of Professional Standards Committee but due to the weight of matters on the agenda, it was postponed to the next Committee meeting - on 28 January 2010

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|--|--------------------|----------------------------------|------|---|---|---------|
| 14 | Profess. Standards | Complaints against ACPO officers | - | Current and potential Professional Standards Committee Members | Chief Executive Deputy Chief Executive | Dec 09 |
| Objectives | | | | Measured by | | |
| <ul style="list-style-type: none"> be aware of legal background understand the Leicestershire Police Authority process understand the issues that may arise | | | | <ul style="list-style-type: none"> evaluation forms how 'live' cases are dealt with | | |

NOTE: Cyclical – every two years

The plan was to undertake this training at the December meeting of the Committee (subsequently postponed to 28 January 2010). In light of item 13, this training will now be put back to 27 May 2010.

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|---|--------------|---|----------------|--|---------|------------|
| 15 | Perform-ance | Performance Management (can you manage it?) | £100 per place | All Members | APA | March 2010 |
| Objectives | | | | Measured by | | |
| <ul style="list-style-type: none"> appreciate difference between performance monitoring and performance management know the difference between apparent and actual performance be confident to use learning in committee setting | | | | <ul style="list-style-type: none"> evaluation forms performance of Members | | |

Available training courses for members are made available from time to time by the APA. Members Services Officer is checking next dates

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|---|--------------|--------------------------------|-----------------|--|---------|----------|
| 16 | Recruit-ment | ACPO recruitment and selection | £1000 for group | Any Member wishing to sit on a recruitment panel for ACPOs | NPIA | Oct 2010 |
| Objectives | | | | Measured by | | |
| <ul style="list-style-type: none"> understand legal background | | | | <ul style="list-style-type: none"> evaluation forms | | |

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| | <ul style="list-style-type: none"> understand career path which officers take to reach ACPO rank know good practice in this recruitment process | <ul style="list-style-type: none"> confidence of panel |
|--|---|---|

NOTE: Cyclical – every two years

Recruitment selection training took place on 13 February 2009. CC recruitment may require additional training depending on make up of panel.

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|--|---------------|-------------------------|------|--|---|---------|
| 17 | Member skills | Force internal websites | - | All Members | Chief Executive Deputy Chief Executive | July 09 |
| Objectives | | | | Measured by | | |
| <ul style="list-style-type: none"> explore content of websites including performance data on the Management Information Gateway (MIG) | | | | <ul style="list-style-type: none"> evaluation forms | | |
| Draft menu of sites prepared. Notice of training will be given to members via newsletter | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|--|-----------|-----------|------|--|--|-------------------------------|
| 18 | Induction | Induction | - | Any new Members | Chief Executive Deputy Chief Executive Treasurer ACPO | Within 3 months of start date |
| Objectives | | | | Measured by | | |
| <ul style="list-style-type: none"> to become effective members as soon as possible to receive induction to the organisation in a staged way in accordance with the Induction Programme meet with ACPO officers to discuss matters falling within their portfolios | | | | <ul style="list-style-type: none"> feedback from members about their understanding of the organisation and its business | | |
| Programme well advanced for new members Dr Hill, Mr Naylor, Mr Orson, Mr Snartt, Mr Sood | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|-----|--------|-------------------|-------|-----------------|---------|---------|
| 19 | Member | Developing future | Unkno | All members | NPIA | March |

| | | | | | | |
|---|---|----------------|----|--|--|------|
| | Know- ledge | police leaders | wn | | | 2010 |
| | Objectives | | | Measured by | | |
| | <ul style="list-style-type: none"> • understand career path of police officer • understand initiatives designed to accelerate development and promotion • understand role for PA in this | | | <ul style="list-style-type: none"> • evaluation forms • putting into practice policies consistent with the PA role | | |
| Discussions are continuing with NPIA about the prospect of putting this training on for the region | | | | | | |

| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|---------------------------------|---|-----------------------------------|------|--|------------------------|----------|
| 20 | Member Know- ledge | Custody visiting and role of ICVA | - | All members | Deputy Chief Executive | Dec 2009 |
| | Objectives | | | Measured by | | |
| | <ul style="list-style-type: none"> • understand responsibilities of PA in custody visiting • understand how these are undertaken locally • understand role of ICVA | | | <ul style="list-style-type: none"> • evaluation forms | | |
| Date to be fixed shortly | | | | | | |


| No. | Topic | Course | Cost | Target Audience | By whom | By when |
|---|--|---------------------|-------------------|--|------------------------|----------|
| 21 | Member Know- ledge | Human Rights duties | £150 per delegate | All members | Deputy Chief Executive | Mar 2010 |
| | Objectives | | | Measured by | | |
| | <ul style="list-style-type: none"> • understand human rights responsibilities of PA | | | <ul style="list-style-type: none"> • evaluation forms | | |
| Course available via APA training on 10 November 2009, offered to members via newsletter | | | | | | |

APPENDIX 2

| Skill Knowledge Area | Number of Members Indicating “gaps” or “training needed” | Comment |
|--|---|--|
| Performance Development Reviews of ACPO officers including bonus scheme. | 9 (of which 6 are current members) | It is unsurprising Members are unaware of this as previous training by Home Office was directed solely at Chairman and Chief Executive. The current process is subject to some proposals for change so situation will be reviewed in 6 months. |
| Development of future police leaders. | 7 | Probably the best solution would be to see what the National Policing Improvement Agency could offer to the region’s PA Members. See item 19 in Annex to Appendix 1. |
| Complaints against ACPO rank officers. | 8 | See item 14 in Annex to Appendix 1. |
| PA responsibilities on Custody Visiting and role of ICVA. | 7 | See item 20 in Annex to Appendix 1. |
| IT skills in Word, Excel and PowerPoint. | 6 (of which 4 are current members) | Although this achieves a relatively high score, the Chief Executive will explore with the Members who indicated this gap, what shortfall exists to ensure any training offered meets the need. See also item 12 in Annex to Appendix 1. |
| Understanding PA Assessment Framework. | 6 (of which 5 are current members) | Initially the existence and content of the Framework can be imparted through an LPA Circular. A follow up question can clarify the need for training. |
| Activity Based Costing (ABC). | 6 | Since the Skills Audit Form was published the Home Office has announced the abandonment of ABC. |
| APACS, Iquanta, understanding statistics. | 6 | See item 15 in Annex to Appendix 1. In addition the Chief Executive can invite relevant members to a workshop to familiarise them with the Iquanta website. |
| HMIC | 6 | The role of HMIC is changing. Review in 6 months with a view to putting on a regional session. |

APPENDIX 3

| MEMBER | 1 Standards Committee | 2 Code of Conduct | 3 Dip Sampling | 4 Finance | 5 Audit | 6 Staff Appeals | 7 Police Appeal Tribunals | 8 Diversity | 9 Equality Impact Assessment | 10 Scrutiny | 11 Chairing Committees | 12 PowerPoint | 13 Police Pension Forfeiture | 14 ACPO Complaints | 15 Performance Management | 16 ACPO Recruitment | 17 Internal Websites | 18 Induction | 19 Future Police Leaders | 20 ICVA |
|--------------|-----------------------|-------------------|----------------|-----------|---------|-----------------|---------------------------|-------------|------------------------------|-------------|------------------------|---------------|------------------------------|--------------------|---------------------------|---------------------|----------------------|--------------|--------------------------|---------|
| Mr Bill | | | O | | | O | O | | | | | X | | | | O | | | | |
| Mr Brown | O | | ✓ | | | X | O | | | | | X | | | | O | | | | |
| Dr Chowdhury | O | | ✓ | | | ✓ | O | | ✓ | | | ✓ | | | | O | | | | |
| Mr Dholakia | O | | X | | | X | O | | ✓ | | | X | | | | ✓ | | | | |
| Mr Greaves | O | | O | | | ✓ | O | | ✓ | | | ✓ | | | | ✓ | | | | |
| Mrs Martin | O | | ✓ | | | ✓ | ✓ | | ✓ | | | ✓ | | | | O | | | | |
| Mrs Newton | O | | O | | | ✓ | ✓ | | | | | X | | | | ✓ | | | | |
| Mr Prince | | | ✓ | | | ✓ | O | | ✓ | | | X | | | | O | | | | |
| Mr Render | O | | ✓ | | | O | O | | ✓ | | | X | | | | ✓ | | | | |
| Mr Rhodes | O | | O | | | ✓ | O | | | | | ✓ | | | | ✓ | | | | |
| Mrs Roberts | | | O | | | X | O | | | | | X | | | | ✓ | | | | |
| Mr Roper | O | | ✓ | | | O | O | | ✓ | | | X | | | | ✓ | | | | |
| Dr Hill | O | | | | | ✓ | | | | | | ✓ | | | | | | ✓ | | |
| Mr Naylor | O | | | | | ✓ | | | | | | ✓ | | | | | | ✓ | | |
| Mr Orson | O | | | | | ✓ | | | | | | ✓ | | | | | | ✓ | | |
| Mr Snartt | O | | | | | O | | | | | | X | | | | | | ✓ | | |
| Mr Sood | | | | | | ✓ | | | | | | ✓ | | | | | | ✓ | | |
| Mrs Darby | | | | | | | | | | | | | | | | | | | | |
| Mr Mann | | | | | | | | | | | | | | | | | | | | |

 = not applicable for this member; O = optional for this member; ✓ - training undertaken; X = training offered but not undertaken