

LEICESTERSHIRE POLICE AUTHORITY

PAPER MARKED

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Meeting **STANDARDS COMMITTEE**

Date **THURSDAY 4 FEBRUARY 2010 - 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 5 May 2009, by minute 36/09, in accordance with a suggestion by the Standards Committee, the Police Authority agreed that its 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 indicate mandatory 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 Authority Inspection Report has provoked further training requirements and some offers of assistance from the NPIA to aid improvements.
7. 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. 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 was presented to members on 26 January 2010.

Recommendation

8. 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 		

	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. This began but was held over to December as the training materials needed adjusting. The December session was postponed. The Committee needs to fix a new date for this.		

No.	Topic	Course	Cost	Target Audience	By whom	By when
2	Standards	Ethical Standards and Code of Conduct MANDATORY	-	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						
Training delivered on 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						
Completed. New appointees to this Committee, Mr Naylor, Mr Orson and Mr Snartt were trained on 27 October 2009.						

No.	Topic	Course	Cost	Target Audience	By whom	By when
4	Finance training	Overview of Police Authority Finances MANDATORY	£ varies	All Members	External trainer	March 2010
Objectives				Measured by		
<ul style="list-style-type: none"> know the landscape for PA finances including revenue, capital and different income streams understand the roles of internal and external audit and the annual governance mechanisms understand treasury management practices 				<ul style="list-style-type: none"> evaluation forms 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 		
Training undertaken regionally on 12 January 2010 in Northants.						

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 the role effectively 				<ul style="list-style-type: none"> performance of members in PATs hearings 		
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 attended 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 still 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.						

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 a future Committee meeting. Likely to take place on 27 May 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 winter meeting of the Committee (subsequently postponed to 28 January 2010). In light of item 13, this training will now be put back to a future meeting.

No.	Topic	Course	Cost	Target Audience	By whom	By when
15	Performance	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 				<ul style="list-style-type: none"> evaluation forms performance of Members 		

	<ul style="list-style-type: none"> • be confident to use learning in committee setting 	
<p>Available training courses for members are made available from time to time by the APA. Members Services Officer has offered dates to members. Mr Greaves (Module 2) attended on 21 January 2010 and is scheduled to do Module 3 on 16 and 17 February.</p>		

No.	Topic	Course	Cost	Target Audience	By whom	By when
16	Recruitment	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 • understand career path which officers take to reach ACPO rank • know good practice in this recruitment process 				<ul style="list-style-type: none"> • evaluation forms • confidence of panel 		
NOTE: Cyclical – every two years						
Recruitment selection training took place on 13 February 2009.						

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	Within 3 months of start date

					ACPO	
	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 		
Completed.						

No.	Topic	Course	Cost	Target Audience	By whom	By when
19	Member Knowledge	Developing future police leaders	Unknown	All members	NPIA	March 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 		
This is now unlikely to materialise.						

No.	Topic	Course	Cost	Target Audience	By whom	By when
20	Member Knowledge	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 still to be fixed.						

No.	Topic	Course	Cost	Target Audience	By whom	By when
21	Member Knowledge	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 scheduled to take place on 1 February 2010.						

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 3 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 explored 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. Our HMIC, Zoë Billingham is talking to members on this topic on 26 January 2010.

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		✓	○		X	○	○					X				○				
Mr Brown	○	✓	✓		○	X	○					X				○				
Dr Chowdhury	○	✓	✓		✓	✓	○		✓			✓				○				
Mr Dholakia	○	✓	X		○	X	○		✓			X				✓				
Mr Greaves	○	✓	○		○	✓	○		✓			✓			✓	✓				
Mrs Martin	○	✓	✓		✓	✓	✓		✓			✓				○				
Mrs Newton	○	X	○		○	✓	✓					X				✓				
Mr Prince		✓	✓		✓	✓	○		✓			X				○				
Mr Render	○	✓	✓		○	○	○		✓			X				✓				
Mr Rhodes	○	X	○		○	✓	○					✓				✓				
Mrs Roberts		X	○		X	X	○					X				✓				
Mr Roper	○	✓	✓		○	○	○		✓			X				✓				
Dr Hill	○	✓			○	✓	○					✓						✓		
Mr Naylor	○	✓			○	✓	✓					✓						✓		
Mr Orson	○	X			○	✓	○					✓						✓		
Mr Snartt	○	✓			✓	○	○					X						✓		
Mr Sood		X			○	✓	○					✓						✓		
Mrs Darby		✓			○															
Mr Mann		✓			○															

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