

LEICESTERSHIRE POLICE AUTHORITY



Meeting **POLICE AUTHORITY**

Date **TUESDAY 5 MAY 2009 AT 2.00 p.m.**

Report of **CHIEF EXECUTIVE**

Subject **POLICE AUTHORITY MEMBER TRAINING**

Purpose of Report

1. This report appends a proposed training plan for agreement by Members.

Commentary

2. Member training was last formally reported to the Police Authority on 25 January 2007. Training has taken place since that date but a stricter programme will ensure a more effective approach.
3. Recently Members have been asked to fill in a skills audit and all Members have undertaken development interviews with the Chairman or Vice Chairman. The product of this material has helped to inform the training plan now presented for Members' agreement at Appendix 1.
4. In particular 11 Members returned the Skills Audit in February and March 2009. This asked members to identify, for particular topics, whether they felt their knowledge was "comfortable", or there were "gaps" or they "needed training to bring up to a basic standard". The areas featuring 'gaps' or 'training needed' most strongly are set out in Appendix 2, with a corresponding comment. Other aspects raised in the Skills Audit will also be covered through items 1, 2, 3, 4, 8 and 16 in the Annex to Appendix 1. Some aspects identified in the Skills Audit by just one or two Members can be addressed by an interview with the Chief Executive.
5. One of the weaknesses of the past is the failure to closely monitor the previous training schedule. The inspection process may look to see what training Members are offered, and how much of it is taken up. It is therefore suggested that the monitoring of the training plan, once agreed, could usefully be undertaken by the Standards Committee.
6. The proposed plan sets out the approach to training for the current year. The Chief Executive has taken steps to minimise the prospect of duplication of training for Councillor Members who receive the same sort of training both at the Authority and at their home councils.

Recommendation

7. Members' are asked to agree
 - (i) the training plan found at Appendix 1 to this report; and
 - (ii) the responses to the training needs emanating from the skills audit, contained in Appendix 2.

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: it is considered good risk management practice to ensure that Members are trained for the role they are carrying out.

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

DRAFT 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**DRAFT 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 hearing and full hearing 				<ul style="list-style-type: none"> • evaluation forms • confidence of members 		
NOTE: It is expected that this will be cyclical training undertaken every 15 months.						

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						

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		

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 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 		

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 		

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 		

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.						

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						

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						

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 		

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 		

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 		

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						

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						

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 be confident to use learning in committee setting 			<ul style="list-style-type: none"> evaluation forms performance of Members 		

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						

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 		

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 		

APPENDIX 2

Skill Knowledge Area	Number of Members Indicating “gaps” or “training needed”	Comment
Performance Development Reviews of ACPO officers including bonus scheme.	9	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	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	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.