



# BEDFORDSHIRE POLICE AUTHORITY

## TRAINING POLICY

<b>REFERENCE NUMBER</b>	<b>: BPA04</b>
<b>RELATES TO PROCEDURE NO</b>	<b>: 04</b>
<b>NEW or REVISED POLICY</b>	<b>: REVISED</b>
<b>Revises Policy Titled</b>	<b>:</b>
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<b>POLICY AUTHOR (Job Title)</b>	<b>: CHIEF EXECUTIVE OFFICER/ TREASURER</b>
<b>IMPLEMENTATION DATE</b>	<b>: FEBRUARY 2010</b>
<b>REVIEW DATE</b>	<b>: FEBRUARY 2012</b>

### INTRODUCTION

Bedfordshire Police Authority is an independent organisation comprising 17 members of which nine are locally elected Councillors and eight are Independent Members of the Public, one of whom must be a Magistrate.

There are 10 Officers with varying responsibilities who support members and all work of the Police Authority.

As part of their role members of the Police Authority must;

- Ensure that there is an effective and efficient police service for the Bedfordshire Police area.
- Ensure that local communities receive best value in local policing services.
- Set the strategic direction for the force and exercise effective oversight of force performance.
- Represent the interests of all those who live in, work in, or visit the Bedfordshire Police Authority area and to ensure that the views of local people are reflected in the nature and style of local policing.
- Ensure that policing services are provided fairly and in a way which does not discriminate against any group or individual.
- Participate constructively in the good governance of both the police authority and force.

A range of skills and knowledge are required to fulfil the role effectively and this policy looks to compliment the experience that members already possess to enable them to carry out the various Police Authority roles they may hold effectively, and provide resilience and succession planning opportunities too.

### POLICY OBJECTIVE

The overall objective of the Bedfordshire Police Authority's training policy is to give its members and staff the skills, through a variety of learning and development mediums, needed to carry out the role(s) they hold on the Authority effectively. Key to achieving this overall objective are;

- Developing members' knowledge and understanding of the Police Force and Authority's business.

- ❑ Raising the awareness of key national, regional and local developments impacting policing and the Authority's business.
- ❑ Ensuring members are functioning effectively as quickly as possible.
- ❑ Developing members' skills and talents to enable them to reach their full potential within the various roles that are undertaken on behalf of the Authority.
- ❑ Creating a culture whereby experienced members support others in their development (mentoring).

Opportunities for training will be based on an assessment of the individual's development needs against that of the organisation, irrespective of their sex, age, marital status, disability, race, colour, ethnic or national origin, sexual orientation or any other reason.

## POLICY PRINCIPLES

- ❑ ***The Training Policy provides an opportunity for the Police Authority to further promote efficiency and effectiveness.***

The Authority should use the training process to demonstrate its commitment to performance management, and value for money.

- ❑ ***The Training Policy provides a relationship framework between recognised key priorities.***

Whenever a training plan is created and implemented, the working relationships between the Authority's Business Plan and its key priorities will be demonstrable

Training content should always acknowledge that the development of knowledge and skills in one priority area might subsequently have a positive effect on another. Similarly, a shortage of knowledge in skills in one priority area may adversely affect service delivery to the other.

- ❑ ***The Training Policy works in conjunction with the Performance Development Review (PDR) strategy to offer an opportunity for the Police Authority to provide support to its Members and Staff.***

A requirement for both the Training and PDR policies is to ensure that necessary development and support is present and accessible to all Members and Staff. Although both policies should adequately stand alone when required, they should also be consistent with each other at all times.

- ❑ ***The Training Policy should allow the Authority to address training and development needs for the individual in an open, honest and robust way.***

Members and Staff should approach any self-assessment elements in an open and constructive way. Similarly, the Authority should communicate any development needs in a style that leads toward mutually beneficial solutions. Training needs should be discussed openly and honestly, and dealt with in a constructive and positive format. The Policy should support self-improvement rather than highlight shortfalls.

- ❑ ***Training is a limited resource and not a "fix all" solution.***

In the first instance, identified needs should be measured against business priorities for the coming year. Once satisfied that the need falls inside the priority framework, it should then be measured against resource availability. Furthermore, the approach towards training should be a balanced one, allowing space for the consideration and/or application of non-training solutions.

- ❑ ***The Training Policy should be fair***

Observations about performance by Members and Staff must be objectively based on examples of their activities and behaviour. Judgements must be made on performance and not on personality. All Members and Staff, irrespective of gender, race or ethnicity, age, disability, sexual orientation or religious belief, must be treated fairly.

□ ***Training is an ongoing requirement***

The Police Authority will actively encourage performance improvement and support the personal development of all Members and Staff throughout the period during which the business relationship exists. Each Member and Staff Member should aspire to achieve the standards and objectives set for their role. Each Member and Staff Members should keep in mind that these standards and objectives are likely to change from time to time, to suit the ongoing/evolving needs of the Authority, the Force, and the Communities each of them serve.

□ ***Training should receive a clear allocation of Resources***

The Police Authority should plan and budget for ongoing training implementation. It should identify and aim to protect an ongoing availability of methods, styles, finances and manpower to ensure training needs are met as required, in both the short and long-term life of the Authority.

□ ***The Training Policy should be regularly reviewed and updated***

To ensure it continues to be robust and effective, this policy should be reviewed biennially.

## **POLICY APPLICATION**

□ This Policy applies to all Police Authority Members and Staff.

□ The format for the development of Training needs is as follows:

⇒ In addition to training needs identified for individual members and staff, group training needs are identified through delivery of the Training Programme, as set out in Appendix A, which will be kept under review to reflect changes in legislation.

⇒ In accordance with the Member PDR Policy, Member's training need will be assessed against annual self-assessment, 360° Feedback (Chair and Vice Chair only), and one-to-one interview with the Chair or Vice Chair.

⇒ In accordance with the Staff PDR Policy, staff member's training needs will be assessed against annual self-assessment and one-to-one interview with respective line manager.

⇒ The Chief Executive will regularly consult with the Head of Policy and Strategic Development on changes in relative legislative requirements.

⇒ The Chief Executive will assess and prioritise training needs against the Authority's business priorities in the first instance. Training needs that fall within these priorities will be timetabled and assessed in terms of affordability.

⇒ Before committing financial investment the Authority will always seek to join any related Force-led training.

⇒ Identified training requirements will be linked to the Authority's strategic priorities and risks and will coincide with the Authority's business plan for the forthcoming year.

⇒ The Authority will retain a personal development file for all members and staff members.

⇒ Personal information will be covered by the Data Protection Act 1998.

□ The format for delivery of Training is as follows:

⇒ Training will be designed to match, where possible, the Authority's available resources to the general preferences of the member and staff member group. In order to do so, training may be delivered via a number of methods, including:

- Courses
- Seminars
- Conferences
- Group Briefings
- Open learning packages – paper or computer based
- Coaching or individual advice and consultation
- Self-application of training materials
- Piloting and implementation of policy
- Direct interaction and involvement
- Site visits

□ Consideration should always be given to Value for Investment, and alternative financing options. Before investing financial resources into a new training programme, the Authority should determine whether it is feasible to utilise training opportunities already being offered by the Force. Only once it has been determined that the Force is unable to offer suitable training within a reasonable timeframe should the Authority seek to carry the burden of financial investment. The Authority will also look to collaborate with other police authorities, local authorities and other partners with also provides members with an opportunity to network with peers.

□ To ensure value for investment in training is received; that the Authority, its members and staff benefit from training and development opportunities; and to ensure consistency, evaluation of individual training sessions should be conducted. It is foreseen that two distinct levels of evaluation are possible:

⇒ Reactive evaluation. Recipients of training should be given an opportunity to complete a Training/Conference Evaluation Sheet immediately following the completion of any training module or attendance of conference. Evaluation Sheets should be designed to capture recipient's overall satisfaction with training content, venue, process, and the presentation style of the facilitator and how the trainee/attendee will use the skills/knowledge gained to add value for the Authority .

⇒ Observational evaluation. Evidence of learning should be sought by means of discreet observation, ongoing support and PDR processing to measure knowledge acquired, changes in attitude, and skills gained.

□ This Policy will be reviewed biennially to ensure aims and needs of the Authority, its members and staff, are being met. The resulting training plan will be reviewed annually before its commencement on 1<sup>st</sup> April.

Following the Member's Personal Development Review meetings the Chief Executive, Member Support Officer (lead officer on Member Development) will meet with the Chair, Vice-Chair and Chair of Audit and Business Assurance to consider;

- members' training and development needs
- members' evaluation from the previous year's training and
- priorities to meet the Authority's business needs,

and develop the Annual Member Development Plan for the coming year. The Group will ensure that priority development needs will be met to enable Members to carry out their duties effectively. This Plan will be approved by the Human Resources Committee at its first meeting of the financial year.

**ASSOCIATED DOCUMENTATION/LEGISLATION**

Staff PDR Policy document  
Member PDR Policy document

**FREEDOM OF INFORMATION ACT ASSESSMENT**

This policy is suitable for access by the General Public

**Freedom of Information Officer Signature** :