CHIEF CONSTABLE OF STAFFORDSHIRE

Workforce Planning - Training & Development (Advisory)

FINAL Internal Audit Report: 3.24/25

2 January 2025

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

RSM

OUTCOME OVERVIEW

Background:

The Learning and Organisational Development Team is headed up by the Head of Learning and Organisational Development who has four managers that report into them. These managers are:

- Strategic Regional PEQF Programme Manager;
- PCER Programme Manager;
- Leadership and Organisational Development Manager; and
- Operational Learning and Development Manager.

The Learning and Organisational Development Team are responsible for identifying and monitoring the training and development needs of the Force's workforce and ensuring they align with the College of Policing's guidance as well as the Force's strategic objectives. As part of this they have been developing skills matrixes and development plans for the four main business areas of Local Policing, PPU, Specialist Crime Command and CID, which link in with the Force's main training systems (TED, Chronicle and the National College Learn System), as well as the reporting lines relating to training and development.

This review will consider if there is a framework in place for workforce planning and training delivery to ensure staff members and officers are equipped to fulfil their roles and responsibilities in an effective manner.

Conclusion

Overall, we have noted that the Learning and Organisational Development Team have made progress towards developing an effective training and development framework, particularly in relation to the establishment of skills matrixes, development plans and reporting lines via the Training Panel and Command Boards. However, improvement could be made in relation to the following areas:

- The establishment of a Learning and Organisational Development Strategy and formal approval of sub team Strategies;
- Updating the Learning and Organisational Development Policy to include the role and responsibility of the L&OD Team; and
- The expansion of the functionality of Skills Matrixes for each business area through the use of Power BI so they can be used as a tool to monitor training compliance at an individual level.

Headline findings:

The key findings from this review are as follows:

Learning and Organisational Development Strategy:
The Force do not have an overarching Learning and Development Strategy. A Strategy should be developed to ensure there is alignment to the Force's overall strategic priorities, together with those objectives set by the College of Policing. **(High)**

The Leadership and Organisational Development Team (a sub team of Learning and Organisational Development) have their own strategy which is available via the team's Sharedrive. When this Strategy is next reviewed, it should be ensured that it is formally approval by the Head of Learning and Organisational Development to ensure that there is correct alignment to wider policies and strategies.

Learning and Organisational Development Policy:
The Learning and Organisational Development Policy is currently being drafted. The Policy has been reviewed by the Chief Officers Group at their meeting on 4 October 2024. The Policy is now due to be reviewed and approved by Executive Management Board. Following approval, it should be made available to all relevant staff via the Force's Policy data base. Review of the draft Policy confirmed that it outlines the responsibilities of Colleagues and Line Managers, but it does not outline the responsibilities of the Learning and Organisational Development Team itself. **(Medium)**

Skills Matrixes:
The Matrixes for each business area (Local Policing, PPU, Specialist Crime Command and CID) have been undergoing a re-development. The development of the PPU matrix has been completed and as such our review focused on it. We noted that currently individual training data is only shown in terms of completions from both the TED, Chronicle and College Learn Systems, providing an overview at a business area level of the level of skills based on completion. It does not show at an individual level, the training/skills required to be completed, whether training completed is up to date, and if there is any missing training, as such there is potential for the Matrix to be expanded so that it can be used as a mechanism to monitor training compliance at an individual level. **(Medium)**

Development Plans:
The PPU business area has development plans established for each team within PPU. Our review of the plans confirmed they are used to aid PDR conversations, and are there for new recruits to track ongoing development in terms of core skills and training which is prioritised by importance.

Role Profiles:

We obtained the role profiles of members of the Learning and Organisational Development Team. Review of the role profiles confirmed they were in a standard format and outlined roles and responsibilities, as well as education, qualification, skills and experience requirements.

National College Learn System:

Staff members and Officers are required to complete mandatory Priority eLearning Modules within the National College Learn System. The Learning and Development Team analyse module completion data from the system at a Force, directorate and individual level. Non-compliance is highlighted and shared with the relevant business area lead on a quarterly basis so that they can chase required individuals for completion.

Training Panel:

The Terms of Reference (ToR) for the Training Panel outline that their purpose is to ensure that each command area has a comprehensive training plan to ensure the capability and capacity to deliver a quality service across the organisation. The ToR for the Panel were approved by the Workforce Planning Board on 18 September 2024 and the Training Panel are due to meet for the first time since the summer break before the end of 2024. Action and decision logs for the Panel have been set up.

Command Board Meetings:

The Learning and Development Team attends each Command Board Meeting to provide updates as necessary. Review of the Learning and Organisational Development to the PPU Command Board on 1 October 2024 confirmed that it was used to update the Board in regard to progress from the Training Matrix and the progress surrounding development plans.

Enhanced updates regarding skills matrixes and development plans of other business areas are due to be presented to the relevant Command Board as part of the December 2024 Learning and Organisational Development updates.

Summary of Actions for Management

01

SUMMARY OF ACTIONS FOR MANAGEMENT

The action priorities are defined as:

High	Medium	Low
Immediate management attention is necessary.	Timely management attention is necessary.	There is scope for enhancing control or improving efficiency.

Ref	Action for management	Priority	Responsible Owner	Date
1	A Learning and Organisational Development Strategy should be developed for the Force which is aligned to the Force's overall strategic priorities, as well as objectives set by the College of Policing.	**High**	Head of Learning and Organisational Development	31 March 2025
2	When the Leadership and Organisational Development Team Strategy is next reviewed it should be formally approved and ratified by the Head of Learning and Organisational Development.	**Low**	Head of Learning and Organisational Development	31 March 2025
3	The Learning and Organisational Development Policy should be updated to include the responsibilities of the Learning and Organisational Team.	**Low**	Head of Learning and Organisational Development	31 March 2025
4	The Learning and Organisational Development Team should continue to establish an interface that links the College Learn System and Origin to allow for the automation of College Learn e-training data into the Skills Matrixes.	**Medium**	Head of Learning and Organisational Development / HR Systems Development Manager	31 October 2025
5	The Learning and Organisational Development Team should investigate the use of Power BI to expand the functionality of the Skills Matrixes so that they can be used as a tool to monitor training compliance at an individual level. For example, along with showing the training that has been completed, the matrix should show for an individual: - The expiry date of the training; - Flag when training is due for renewal; and - Outline what training should have been completed and whether any is missing.	**Medium**	Head of Learning and Organisational Development	31 October 2025

Detailed Findings and Actions

02

DETAILED FINDINGS AND ACTIONS

The results of our testing are set out below.

Area: Learning and Development Strategy				
Control	Missing Control - A Learning and Development Strategy is in place which sets out the Force's approach to training delivery and is aligned to the objectives set out by the College of Policing.			
Findings summary	**Learning and Organisational Development Strategy:** We were informed by the Head of Learning and Development that there is not an overarching Learning and Development Strategy, in place, for the Force. A Strategy should be developed to ensure clarity and purpose of Learning and Development and alignment to the Force's overall strategic priorities, together with objectives set by the College of Policing. **Leadership and Organisational Development Team Strategy:** We obtained a copy of the Leadership and Organisational Development Team Strategy that was written by the Leadership and Development Manager and published on 18 December 2023 for the use by their team (a sub team of the Learning and Organisational Development Team). Review of the Strategy confirmed that it outlines the strategic direction and objectives of the Leadership and Organisational Development Team. The focus of the Team is on leadership development, training programme and training product consultation and innovative research and development to address organisational challenges. The Strategy is designed to align with the force's strategic goals, the College of Policing's leadership standards and key stakeholder (e.g., HMICFRS, Home Office, PCC) findings and recommendations in order to contribute to the Force's long-term success. It outlines within the Strategy that it was published on 18 December 2023 and is next due for review by 18 December 2024 and is reflective of current arrangements. The Strategy was not formally approved in December 2023 as the Leadership and Development Manager just made it available to their team via the team's sharedrive (we confirmed this via screen share review). When this Strategy is next reviewed, it should be considered by the wider Learning and Organisational Development Team and formally approved by the Head of Learning and Organisational Development to ensure that it is aligned to wider policies and strategies.			
Management action 1	A Learning and Organisational Development Strategy should be developed for the Force which is aligned to the Force's overall strategic priorities, as well as objectives set by the College of Policing.	**Responsible Owner:** Head of Learning and Organisational Development	**Date:** 31 March 2025	**Priority:** High
Management Action 2	When the Leadership and Organisational Development Team Strategy is next reviewed it should be formally approved and ratified by the Head of Learning and Organisational Development.	**Responsible Owner:** Head of Learning and Organisational Development	**Date:** 31 March 2025	**Priority:** Low

Area: Learning and Organisational Development Policy

Control	The Force have a Learning and Organisational Development Policy that is reviewed by the Executive Management Board and made available to all relevant staff via the Force's Policy Database.
Findings summary	We obtained a copy of the Draft Learning and Organisational Development Policy. Review of the Policy confirmed that it defines Staffordshire Police's approach to learning and organisational development. Review of Draft Policy confirmed that it outlines the responsibilities of Colleagues and Line Managers, but it does not outline the responsibilities of the Learning and Organisational Development Team itself. The Policy should expanded to include this as staff should be able to find easy reference as to the expectations of and how they can utilises the the Learning and Organisational Team. The Policy has been reviewed by the Chief Officers Group at their meeting on 4 October 2024. The Policy is now due to be reviewed and approved by Executive Management Board. Following the Policy's approval it should be made available to all relevant staff via the force's Policy data base.

Management action 3	The Learning and Organisational Development Policy should be updated to include the responsibilities of the Learning and Organisational Team.	**Responsible Owner:** Head of Learning and Organisational Development	**Date:** 31 March 2025	**Priority:** Low

Area: Skills Matrix

Control	Skills Matrix documents have been developed for each business area within the Force to identify training and development requirements.
Findings summary	We obtained copies of the Skills Matrixes for the four key business areas of Local Policing, PPU, Specialist Crime Command and CID for both August and September 2024. We were informed by the Operational Learning and Development Manager that the Skills Matrixes for the business areas have been developed/re-developed. The development of the PPU matrix has been completed, where as the redevelopment of the Local Policing and Specialist Crime Command matrixes, as well as the development of the CID matrix is underway. We have therefore focused our review on the PPU matrix, as it is the most advanced/developed and forms the basis for the other matrixes. Review of the PPU Skills Matrix for August and September 2024 confirmed that it contains the following information: • **Skills data** - this outlines the number of staff that have training related to specific skills, as well as the target number of staff who should have the skills to show the variance. The skills data is drawn on an individual staff level from the Origin system, which automatically draws training completion data from the TED and Chronicle into a format that can be entered into the Matrix. The skills data can be shown at the overall business area level, but can be broken down to show the data at a department level as well as a Team Level; • **College Learn Mandatory training data** - this outlines the number of staff that have completed mandatory e-training from the College Learn System, as well as the target number of staff who should have completed the training to show any variance. The Force currently does not have an interface between CLS and Origin, as such the data entry into the Matrix is a manual process. The College Learn Mandatory training data can be shown at the overall business area level, but can be broken down to show the data at a department level as well as a Team Level.

| Area: Skills Matrix				
	We noted that currently individual training data is only shown in terms of completions from both the TED, Chronicle and College Learn Systems. It does not show at an individual level the training/skills required to be completed, whether training completed is up to date, and if there is any missing training. We were informed by the Operational Learning and Development Manager that they are looking to move the Matrixes to Power BI, as this will allow for easier data capture from the systems and allow for analysis at a granular/individual staff level. We would encourage this move to power BI and the inclusion of further data at an individual level, as this would allow the matrix to be used as a mechanism to monitor training compliance at the individual level as well as its current use for identifying training/development/skill needs at a business area/department/team level. It was highlighted to us by the Head of Learning and Organisational Development that they do have processes in place to follow up with staff in regards to overdue / expired training in higher risk areas, but as an organisation they are trying to promote a culture of personal responsibility particulalry in relation to CPD/PDR. At the moment, to monitor core training compliance, skills and needs at an individual level, development plans are being established for each team within the business areas. These alongside the Skills Matrixes will be shared by the Learning and Development Team with each Command Area for Chief Superintendent oversight. This is considered further below.			
Management action 4	The Learning and Organisational Development Team should continue to establish an interface that links the College Learn System and Origin to allow for the automation of College Learn e-training data into the Skills Matrixes.	**Responsible Owner:** Head of Learning and Organisational Development / HR System Development Manager	**Date:** 31 October 2025	**Priority:** Medium
Management action 5	The Learning and Organisational Development Team should investigate the use of Power BI to expand the functionality of the Skills Matrixes so that they can be used as a tool to monitor training compliance at an individual level. For example, along with showing the training that has been completed, the matrix should show for an individual: • The expiry date of the training; • Flag when training is due for renewal; and • Outline what training should have been completed and whether any is missing.	**Responsible Owner:** Head of Learning and Organisational Development	**Date:** 31 October 2025	**Priority:** Medium

Area: Development Plans

Control

Accompanying Development Plans have been developed for each Skills Matrix to support Line Managers with staff development.

Skill matrixes and Development Plans are shared by the Learning and Development Team with each Command Area for Chief Superintendent oversight.

Findings summary

We were informed by the Operational Learning and Development Manager that the PPU Skills Matrix is the most up to date and current – from this, the PPU Development Plan has been developed, which is used to aid PDR conversations, and is used for new recruits to track ongoing development. This will also inform the PPU Command Board meetings, with an L&OD slide deck available to track key data.

Currently, the Local Policing and SCC skills matrixes are under review, as these were the first to be developed. We were informed that once reviewed and signed off, development plans and slide decks will also be developed. The Local CID skills matrix has only just been developed, and feedback is awaited from the business leads before development plans and slide decks can be created.

The PPU business area has Development Plans established and we obtained a copy of the Development Plans for the PPU Business Area. Our review confirmed that there was a Development Plan for each team within PPU. Within each Plan it outlines the required courses/training that a member of that team would be required to complete. There is also a section within the Development Plan where individuals can request any other development requirements /requests, which subsequently have to be authorised.

Our review of the Plans noted that each training is assigned a priority in terms of its' importance. Further, there is a column to log when training is completed. However, it was noted that the Plans do not record when the training is due to expire, as it is used by new recruits to track their initial core training and skills development. Once completed the development plans are superseed by ongoing CPD and PDR processes.

We obtained a copy of the Learning and Organisational Development Update to the PPU Command Board on 1 October 2024 that was used to update the Board in regard to progress regarding the Training Matrix and the formation of Development Plans. Review of the slides from this update confirmed they contained information on the following areas:

- Operational courses - this provides a breakdown by course of the numbers who have up to date training and those who have expired training. A comparison is provided between the whole force and PPU;
- Op Soteria Updates;
- Skills Matrix overview - this identifies training/courses/skills from the skills matrix where there are the largest variances to target in terms of the number of completions and where internal planning is need to increase trained staff in regard to specific courses;
- Safeguarding Board Training Update; and
- External Training Budget Update.

Updates regarding Skills Matrixes and Development Plans of other business areas are due to be presented to the relevant Command Board as part of the December 2024 Learning and Organisational Development updates.

Appendices

03
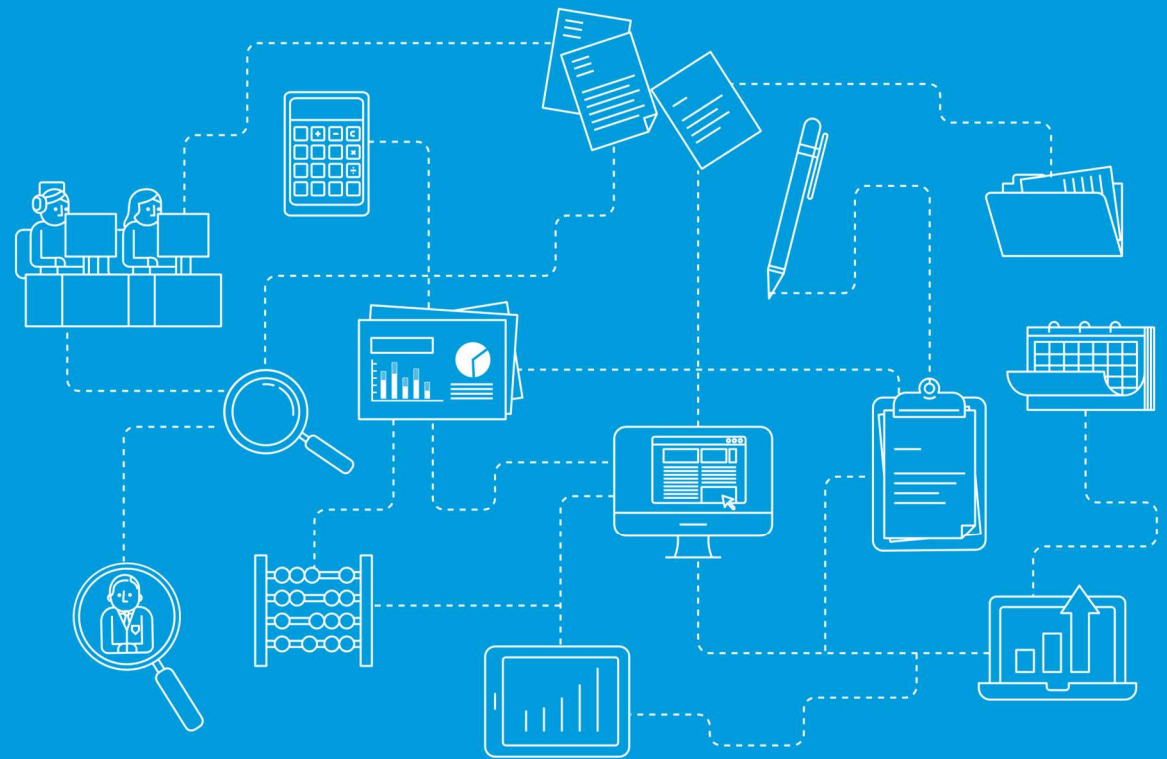
APPENDIX A: SCOPE

The scope below is a copy of the original document issued.

Scope of the review

The scope was planned to provide advice on the controls and mitigations in place relating to the following objective

Objective of the risk under review
An effective framework is in place to ensure the Force is planning their training and development needs in line with strategic objectives and delivery.

When planning the audit, the following were agreed:

Areas for consideration:

- Roles and responsibilities have been defined and documented for staff members within the Learning and Development Team;

- Training delivery is developed from various inputs such as the requirements set out by the College of Policing as well as objectives set by the Strategic Leadership Team;

- A Learning and Development Strategy is in place which sets out the Force's approach to training delivery;

- Operational procedure documents are in place for the Learning and Development Team;

- Role profiles have been developed and documented for all officers and staff members within the Force;

- Skills Matrix documents have been developed for each business area within the Force;

- Accompanying Development Plans have been developed for each Skills Matrix to support Line Managers with staff development;

- Mandatory training is tracked through the Ted and Chronicle systems which will identify when training has become overdue so staff members can be booked for refresher training and courses as required;

- Staff members and Officers are required to complete mandatory training within the National College Learn System. Compliance is monitored via the Learning and Development Team. Non-compliance is highlighted and shared with the relevant business area lead on a monthly basis.

- Skill matrixes are shared by the Learning and Development Team with each Command Area for Chief Superintendent oversight;

- A Training Panel is in place which meets on a monthly basis and is chaired by the Head of Learning and Development; and

- The Learning and Development Team attends each Command Board Meeting to provide updates as necessary.

Limitations to the scope of the audit assignment:

- We will not review the whole control framework of the areas listed above. Therefore, we will not provide assurance on the entire risk and control framework;

- We will not comment on whether individual training risks were appropriately managed;

- We will not comment on the type, appropriateness or quality of the training delivered; only note the progress that has been recorded against training plans in place;

- We will not comment on the competence of trainers;

- We will not confirm that all statutory / mandatory training requirements have been identified and incorporated into delivery arrangements;

- Testing will be completed on a sample basis;

- IT related controls are outside the scope of this audit;

- Legal and regulatory compliance is outside the scope of this review;

- We will confirm that policies/ procedures/ guidance exist but we we will not verify that these are fit for purpose;

- The results of our work are reliant on the quality and completeness of the information provided to us; and

- Our work will not provide an absolute assurance that material errors, loss or fraud do not exist.

Debrief held	21 November 2024	**Internal audit Contacts**	Head of Internal Audit
Draft report issued	21 November 2024		Associate Director
Revised draft report issued	22 November 2024		Principal Consultant
Responses received	19 December 2024		
Final report issued	2 January 2025	**Client sponsor**	Head of Learning and Organisational Development
		Distribution	Head of Learning and Organisational Development

We are committed to delivering an excellent client experience every time we work with you. If you have any comments or suggestions on the quality of our service and would be happy to complete a short feedback questionnaire, please contact your RSM client manager or email admin.south.rm@rsmuk.com.

rsmuk.com