

### **Training Management Board**

1. Training Management Board (TMB) serves as a specialist supplement to the Commissioners Management Board and provides strategic direction to the prioritisation and management of training investment for the MPS.
2. A member of Management Board chairs TMB. The Director of Human Resources currently performs this role. Core members of TMB are the Chairs of the respective Business Group Training Boards, Director of Training and Development, Head of Learning Management, Director of Diversity and Citizen Focus, Director of Leadership Development, Head of Career Management and the Head of Learning Services and Performance Unit.

### **Business Group Training Boards**

3. Each main business area will have a Training Board and each Training Board Chair is an ACPO rank or equivalent. Training Boards are responsible to Training Management Board.
4. Training Boards will identify and prioritise training and development needs that remain within the functional area of their Training Board in accordance with MPS priorities. Training Boards will also determine the acceptable level of investment in training time per capita with particular reference to the impact on operational capability and manage resource demand implications from new or emerging performance requirements.

### **Emerging Performance Issues**

5. Where an individual business group or policy unit identifies a potential issue that may subsequently prove to have learning and development implications, the issue should be brought to the attention of the appropriate Business Group Training Board. The Business Group Training Board will ensure that the 'Systems Approach to Performance Development' is followed.

### **Modernising Learning And Development Programme Board**

6. The Modernising Learning Programme Board (MLPB) sits as a formal sub-group under the auspices of TMB. Its role is to develop and implement a 'Modernising Learning Strategy' that supports the MPS Training Strategy and encourages the development of a more blended learning style that will maximise the development of technology to the benefit of the MPS.
7. A member of TMB chairs the MLPB, the Head of Learning Management currently performs this role. The Chair is responsible for updating the Director of Training and Development and Training Management Board.

### **Learning Management OCU**

8. The Learning Management OCU includes Learning Services and Performance Unit (LSPU), Learning Support Unit (LSU) and Modernising Learning Unit (MLU).
9. One of the roles the LSPU is to provide support to TMB and Co-ordinates activity between TMB and Training Boards; manages Performance Needs Analyses, Design, Evaluations, and Quality Assurance standards.

### **Overview of the strategic support function undertaken by the Learning Services & Performance Unit (LSPU)**

10. The Learning Services and Performance Unit (LSPU), previously known as the Training Standards Unit, were created following a recommendation made by the 'Best Value Review of Training' (BVRT) February 2003.

11. The purpose of the LSPU is to provide central support and guidance for all MPS training in the following areas:

- Training policy development.
- Quality Assurance.
- Training services: performance needs analysis (PNA), design, evaluation, examinations and course administration.
- Production of the Annual Learning and Development Business Plan

12. The LSPU serves as the focal point for co-ordinating training and development issues across the MPS. The strategic aim of the unit is to assist the MPS achieve its key objectives in making London the safest capital city by raising performance standards through effective training and development policies, liaison and partnerships with portfolio holders and internal customers. Key to this is the strategic role the LSPU undertakes, on behalf of the Director of Training and Development, in supporting the corporate direction of MPS training summarised as follows:

- Develops, facilitates, manages and monitors MPS Learning Management Policy.
- Manages the review and formulation of MPS Training Strategy.
- Leads upon and implements all aspect of MPS training standards for performance needs analysis, training design and training delivery in accordance with National Models for Learning.
- Prepares the Annual Learning & Development Business Plan with all costs of training in accordance with the National Training Costing Model (NCTM) requirements.
- Monitors the actual cost of training and reviews the delivery of training against plan on behalf of Training Management Board.

- Carries out EFQM-based reviews of the training function across all MPS business groups, evaluates the effectiveness of training on service performance and delivers local improvement plans for monitoring by the respective Training Boards.
- Collates, analyses and presents performance management information for consideration by Training Management Board.
- Supports and co-ordinates Training Management Board activities