

**THE TREASURY SOLICITOR'S DEPARTMENT (TSol)
2009/10 LEARNING & DEVELOPMENT PLAN**

1. INTRODUCTION

TSol's *Towards 2012* vision is to be:

- the best for our people;
- the best for our clients; and
- the best in the business.

TSol's Skills Strategy sets out the direction for Learning and Development up to 2011. The aim of the 2009/10 Learning & Development Plan is to:

- support individuals to achieve their full potential and meet the core competency requirements set out in the Government Skills Strategy;
- provide value for money and meet the standard required of an Investor in People and an equal opportunity employer.

TSol supports and promotes the Government's Agenda for "a dramatic improvement in diversity" including the full participation of disabled staff in all training events.

Each individual member of TSol has a responsibility to play a full part in determining their own career development and identifying their development needs. Responsibility for the formulation and monitoring the implementation of TSol's strategy and policies for learning and development rests with the Human Resources Advisory Group (HRAG). HRAG is supported by the Learning & Development (L&D) Group and Human Resources (HR) Division.

This paper has three annexes:

Annexe A: The detailed Learning & Development Plan;
Annexe B: A glossary of abbreviations; and
Annexe C: TSol's budget allocation.

2. PURPOSE OF THE PLAN

To identify:

- the TSol's corporate learning and development priorities for the 12 month period from 1 April 2009 to 31 March 2010; and
- the resources required to meet those priorities;

To provide a framework for:

- ensuring appropriate action is taken; and
- evaluating TSol's return on its investment in corporate learning and development.

3. DRIVERS

The following factors have been considered in producing the plan:

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- a TSol's strategic vision of being the best in the business and to achieve our business priorities set out in the Annual Business Plan;
- b The qualification and CPD requirements of Professional bodies;
- c The Skills Strategy for Government;
- d The requirements of the Investors in People standard and the recommendations in the re-accreditation report published in January 2010. TSol is due for re-assessment in December 2011; and
- e Adequate L&D division budgets to cover bespoke training needs within each division as well as key central budgets to cover compulsory training for new members of staff.

4. SCOPE OF THE PLAN

TSol's corporate learning and development activity takes several forms. The foundation is a programme of training events (see annexe A). Other planned activity includes:

- Providing access to central government-specific learning and development opportunities provided by, among others, the National School of Government;
- Providing Further Education funding where there is a clear business need and where Training Liaison Officer (TLO) approval has been given.
- A facilitation service for Divisions to manage their own learning and development needs through bespoke events, workshops and away-days;
- A continuing career counselling service providing individual help to all TSol employees; and
- Implementation of the Skills Pledge, providing basic numeracy, literacy and the opportunity to achieve a level 2 qualification for all staff.

Divisional and individual L&D activity is not included in the Plan. The main process for planning and evaluation of L&D at an individual level is via TSol's embedded performance management system. At divisional level, planning and evaluation is done by the Head of Division supported by the training liaison Officer (TLO). Annual L&D reports and plans are submitted to HR.

5. RESOURCING THE PLAN

Learning and development is a key part of life in TSol, and this is reflected in the investment made in both financial and human resources. TSol is investing in a shared HR database (TRENT) including a Learning Management System (LMS) to replace our current online booking system (Lotus Notes) during the year.

The full cost of TSol's Learning & Development activity is set out in our Skills Strategy. The key components are:

- The People Development Team, part of HR Division, Corporate Services. 2.3 HEO staff years, one EO staff year and 2.6 AO staff years are dedicated to the design,

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delivery and administration of all learning & development. In addition, there is a Training Manager (SEO) and a Grade 7 People Development Team Leader;

- A budget for externally sourced learning and development of £814k (See Annex C for full details of the People Development budget allocation);
- Time spent by in-house experts, the In House Training Committee, GLS speakers and counsel in preparing and delivering seminars; and
- Time spent by Training Liaison Officers (TLOs) in monitoring divisional training budgets, planning and reviewing divisional learning activity.

6. MEASURING THE IMPACT OF TSol's INVESTMENT IN LEARNING & DEVELOPMENT

TSol's product is the legal services provided to clients. L&D makes a crucial contribution to maintaining the necessary knowledge and raising the skills base. The return on L&D investment may be measured by the extent to which the 2008/9 business targets set out in the 2008-11 Corporate Plan are achieved. In particular:

- Achievement of 95% overall client satisfaction rating for both Litigation & Employment Group and Advisory Group surveys (a Key Performance Indicator for 2008/9);
- Recovery from clients' of the full operating costs for chargeable services;
- Effective and efficient collection of Bona Vacantia on behalf of the Crown; and
- Maintenance of our Lexcel and Investors in People accreditation.

Successful delivery of the Learning & Development Plan within its resources is key to delivering the measurable outcomes listed above. It is therefore prudent to set Learning and Development targets to support the Corporate Plan. In addition to the specific measurements and targets noted in Annex A, we aim to:

- Deliver 95% of the planned activity listed in Annexe A, subject to delegate and presenter availability and event capacity;
- Ensure that the Learning & Development cash budget listed in Annexe C is fully utilised to within 10% of the allocation, without over-spending; and
- Improve the quality of delivery by attaining overall 85% satisfactory or better responses to event feedback questionnaires.

People Development Team
HR Directorate
June 2009

ANNEX A
THE TREASURY SOLICITOR'S DEPARTMENT (TSol)
2009/10 LEARNING & DEVELOPMENT PLAN

Learning and development need	Planned activity	Key dates	Outcome(s)/ Measurement
LEGAL PROFESSIONAL			
1. Maintenance of TSol's legal professional knowledge base	Target group: All legal practitioners Programme of in-house seminars & courses	3 Inhouse Training (IHT) programmes – spring, summer, autumn	Solicitors & Barristers meet CPD requirements. Legal practitioners maintain required level of legal knowledge/skill. In-house seminars: evaluation sheet targets: min 75% return of completed sheets, 85% 'satisfactory' or above rating. Monitored by IHT Committee & Training Manager, HR 95% satisfaction ratings from annual client surveys
2. Maintenance of TSol's future legal professional knowledge base	Target group: trainee lawyers 8 pre-contract, 8 1 st years, 8 2 nd years Participation in GLS legal trainee scheme	Recruitment: Sept each year Contracts commence Sept each year	Target group qualifies. Stay in TSol min 1 year after qualifying. Max of 1 drop-out per cohort from scheme

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INDUCTION			
3. Induction to the GLS	Target group: lawyers new to GLS. Introductory Course for Lawyers (NSG)	5 places per course, 7 courses per financial year	Target group meet CPD and professional requirements. 95% satisfaction ratings from annual client surveys
4. Senior Civil Service Base Camp	Target group: new entrants to the SCS SCS Leadership Foundation Programme (NSG)	5 places per year	Attendance mandated by Cabinet Office
5. Induction to TSol	Target group: New starters to TSol. IS and Health & Safety Induction Training Central TSol induction course TSol Appraisal training Diversity Awareness course Protecting Information Level 1 e-learning module Intranet based support for managers SCS Induction matrix Litigation Induction	IS and Health & Safety Induction delivered to staff in OKS every Monday morning Eight deliveries per financial year, at least one delivery per in-house programme. Training completed within the first 2 weeks of joining.	People who are new to the organisation or to a role can describe how their induction has helped them perform effectively (IIP indicator 8.3). Successful embedding of compliance to Lexcel standards New starters can use software on arrival in post. New starters understand their responsibilities: - in the appraisal process; - in implementing TSol 10 point diversity plan.
6. Effective Divisional Induction	Target Group: New starters. Local orientation. Desk training	Immediately upon starting	As above.

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PEOPLE MANAGEMENT/LEADERSHIP			
7. People management skills	<p>Target group: entrant lawyers Grade 7 Management Stage 1 for lawyers.</p> <p>People Management and Face-to-face skills for managers</p>	<p>Offered according to demand. At least one delivery per financial year</p> <p>Courses delivered according to demand. At two per financial year</p>	<p>Solicitors meet the Law Society's CPD Requirement.</p> <p>TSol managers manage performance to the standard required of TSol as an Investor in People and an equal opportunity employer.</p> <p>Successful embedding of compliance to Lexcel standards</p> <p>All new managers to receive People Management training.</p>
8. Bringing on high potential talent	<p>Target group: Grade 6 and SCS with potential for top civil service management</p> <p>Top management programme (NSG); Preparing for Top Management (NSG); Working towards leadership (Whitehall & Industry Group)</p>	<p>One place on each programme per financial year</p>	<p>A talent pool to step into top leadership roles in the future</p>
9. SCS Leadership programme	<p>Target group: All SCS</p> <p>Baseline survey</p> <p>SCS led business critical projects</p> <p>360° feedback</p> <p>Speakers programme</p> <p>PRIME</p> <p>Learning networks</p>	<p>Projects to deliver in the autumn.</p>	<p>Improvement rate to be measured in follow-up survey.</p>

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FINANCIAL MANAGEMENT			
10. Knowledge of TSol performance management policies	Target group: TSol Reporting Officers: Programme of training sessions open to all TSol line managers	Courses scheduled to meet demand and to be available at the time when they are most likely to be needed.	Performance issues addressed in good practice way IIP standard met
11. Knowledge of TSol financial arrangements in the government context	Target group: All TSol staff (to an extent appropriate to their role. Finance Skills for All (e-learning). Talks on Inhouse Training Programmes Work sessions delivered by FPPD	Finance Skills for All constantly available. (People to complete the programme at a time that suits them,) Spring and Autumn 2009 IHT programmes	All TSol staff to have started FFA by 31 March 2009. Achievement of TSol financial targets

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OPERATIONAL MANAGEMENT			
12. Information management To support implementation of the 2 nd phase of TSol's IS strategy	Target group: HR Core Users. All TSol staff (for the next phase of self service elements). Training on HeRMes (electronic HR database package, LMS module):	As defined in relevant project plan	Benefit realisation as defined in relevant project plan
Client management 13. Knowledge and skills required of TSol Client Care Managers (CCM) as identified by CCG review	Target group: Client Care Managers Establish CCM role and identify development needs. Target Group: All TSol Staff. Heighten awareness good client care practices.	Review of CCM role September\October. Awareness raising - ongoing. Client Care to be integral part of TSol Induction Day incorporated into existing training courses such as Personal Development Programmes, Staff Appraisal, etc.	As identified by the review Achievement of TSol financial targets 95% satisfaction rating form annual client surveys
Security 14. Data Handling Security	Target Group: All Staff. Complete appropriate L&D to meet Cabinet Office requirements relating to data handling security.	Delivery September 2009.	Training histories demonstrate delivery success.

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ADMINISTRATOR DEVELOPMENT			
15. Interview skills	<p>Target group: All staff of EO and above</p> <p>Core Skills for Recruitment and Interviewing</p> <p>GLS Interview Process Briefing</p> <p>Refresher training for members of GLS and Administrative Boards</p>	Autumn IHT Programme	<p>Compliance with TSol recruitment policies, procedures and practices</p> <p>Bigger pool of people to call on when Recruitment Board members are needed.</p> <p>Clean bill of health from internal audit</p> <p>Civil Service Commission requirements met</p> <p>All interviewers to have received training or refresher in the last 5 years.</p>
16. Baseline knowledge and skills of the TSol secretarial and administrator roles	<p>Target group: EOs, SPSs Personal Development Programme Level 2</p> <p>Target group: AOs, PSs and Typists Personal Development Programme Level 12</p>	<p>Both programmes delivered according to demand.</p> <p>Each programme 4x2-day modules delivered over 12 months</p>	<p>People in target group understands TSol's business to an appropriate level.</p> <p>People in the target groups acquire transferable skills and knowledge.</p> <p>Staff at these levels form relationships with people in other parts of TSol and build good working relationships</p>

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CAREER/PERSONAL DEVELOPMENT			
17. Job/progression application and interviewees skills, apprenticeships	<p>Target group: HEO and below seeking promotion or progression ½ day courses</p> <p>Target group: Grade 7 seeking promotion to Grade 6 Workshop on Grade 6 promotion boards</p> <p>All staff: Opportunities for managed moves through vertical/horizontal slices and career development reviews.</p> <p>All staff: below level 2 qualification standard</p> <p>Apprenticeships Programme 2009</p>	<p>One delivery per in-house programme</p> <p>Late September</p> <p>October</p> <p>September</p>	<p>Well presented applications</p> <p>Interviewees do themselves justice at interviews</p> <p>Achieve commitment to the government skills pledge.</p> <p>Achieve NVQ level 2 in line with the Government Skills Strategy</p>

ANNEX B
THE TREASURY SOLICITOR'S DEPARTMENT (TSol)
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ABBREVIATIONS

CPD: Continuous Professional Development

FE: Further education

GLS: Government Legal Service

HRAG: Human Resources Advisory Group

HR: Human Resources

IHT : In-house Training

IIP: Investors in People

L&D: learning and development

L&D Group: the Learning and Development Group

LION: Legal Information On-line (the GLS Intranet)

LMS: Learning Management System

NSG: National School of Government (formerly the Civil Service College)

PDT: the People Development Team, HR Division, DOCS.

PIC: Performance and Investment Committee

PRIME: National School of Government's e-learning leadership programme

PSG: the Civil Service Professional Skills for Government change programme

T&D: training & development

TLO: Training Liaison Officer

TSol: the Treasury Solicitor's Department

WPG: Workforce Planning Group

ANNEX C
THE TREASURY SOLICITOR'S DEPARTMENT (TSol)
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BUDGET ALLOCATION

Description	Bid 2009/10
Travel & Subsistence	1,500
National School of Government	94,950
Compulsory training and GLS conference	9,000
Investors in People & Staff Survey	25,000
In house mgmt training	15,000
In house training	4,000
Legal Trainees	65,000
SCS	16,000
Training: Prof Skills for Govt (PSG)	10,000
Training: Catering	20,000
260,450	

Description	Bid 2009/10
Treasury Solicitor	3,000
Business Partnership	3,000
Finance Planning & Performance (FPP)	3,000
Office of the Treasury Solicitor (OTS)	9,000
HR	20,000
Finance	61,200
IS	10,000
Library	6,000
Facilities Management	13,136
Records Management	10,800
139,136	

399,586

Description	Bid 2009/10
Litigation Management	5,000
Litigation 1	60,045
Litigation 2	26,078
Litigation 3	67,600
Litigation 4	79,000
Treasury	24,700
DCMS	29,000
OGC Buying Solutions	3,000
COCAD/OGC	13,120
COCAD	42,364

ANNEX C
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BUDGET ALLOCATION

DCFS / DIUS (prev DfES)	29,300
Bona Vacantia	19,500
European	16,431
	415,138
TOTALS	814,724