<table>
<thead>
<tr>
<th><strong>Date of Initial Issue</strong></th>
<th>06/10/2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issue No.</strong></td>
<td>303</td>
</tr>
<tr>
<td><strong>PSI Amendments</strong></td>
<td>should be read in conjunction with this PSO</td>
</tr>
<tr>
<td><strong>Date of Further Amendments</strong></td>
<td></td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

STATEMENT OF PURPOSE

To enable forward planning, it is essential that the HR Learning & Development Curriculum Development Department is aware of all current and proposed training / curriculum development requirements. Planning will be facilitated by the introduction of a Curriculum Development Gateway process, which must be used whenever the introduction of, or significant amendment to, a policy or procedure will lead to a new or revised training need. The PSO will set out the way in which the Curriculum Development Gateway will operate.

DESIRED OUTCOME

Implementation of the policy will:
• ensure that all learning and teaching material reflects NOMS corporate requirements and standards,
• ensure that all learning packages, including those developed by external providers are quality assurred,
• remove unnecessary costs incurred as a result of duplication of provision,
• enable control over the extent to which course material may be adapted for local delivery,

The Curriculum Development Gateway policy introduces a defined, streamlined process to drive the development and maintenance of a curriculum which is up-to-date and responsive to the requirements of the Service and the needs of its staff.

MANDATORY ACTIONS

Wherever a need for new or significantly amended training / curriculum is identified, sponsors must enter into the Curriculum Development Gateway process by submitting an outline proposal.

The Curriculum Development Gateway Proposal form, for this purpose, will be available on the Training website.

RESOURCE IMPLICATIONS

There are no resource implications associated with this policy. It streamlines and formalises the process by which new or amended curriculum / training needs are commissioned and controlled.

IMPLEMENTATION DATE:

Date of publication of PSO

Michael Spurr
Chief Operating Officer

Area/Operational Manager

Further advice or information on this PSO or the systems contained within it can be sought from: Maggie Bolger, HR Learning & Development Curriculum Development Department, Newbold Revel, 01788 804062.
1 Introduction

1.1 HR Learning & Development is responsible for the strategic direction of staff development across HM Prison Service. This includes development and design of curriculum that meets the Service’s strategic business plan and students’ needs.

1.2 HR Learning & Development’s Curriculum Development Department (CDD) will work in conjunction with Policy Leads, subject matter experts and Training Services to develop and maintain a curriculum which is up-to-date and responsive to the requirements of the Service and the needs of its staff.

2 Purpose

2.1 To enable forward planning, it is essential that the CDD is aware of all current and proposed training / curriculum development requirements. Planning will be facilitated by the introduction of a Curriculum Development Gateway process, which must be used whenever the introduction of, or significant amendment to, a policy or procedure will lead to a new or revised training need. This PSO sets out the way in which the Curriculum Development Gateway will operate.

3 Mandatory actions

3.1 Wherever a need for new or significantly amended training / curriculum is identified, sponsors must enter into the Curriculum Development Gateway process by submitting an outline proposal. A copy of the Curriculum Development Gateway Proposal form is attached at Annex A, and will be available on the Training website.

3.2 Proposed minor amendments will not go through the full Gateway process, but must be notified to the Head of Curriculum Development through the formal Change Request procedure, so that correct version control of the training material can be maintained. An Improvement Proposal Form is provided in each training manual for this purpose.

4 Curriculum Gateway process

4.1 Emerging training needs may be identified through a variety of sources. These will include:

- Establishments
- HQ Groups
- Policy Leads
- Programme Managers
- Senior Managers
- Training Services
- Shared Services

For ease of reference, all the above are grouped together under the title ‘sponsors’ in this document.

4.2 Amendments to curricula generated from within the CDD itself will be handled through internal CDD processes and will not be required to go through the Curriculum Gateway.

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1 If in doubt as to whether a proposed amendment should be deemed ‘significant’, seek advice from the Curriculum Development Department; curriculum.development.hrl&d@hmps.gsi.gov.uk

2 If in doubt as to whether a proposed amendment should be deemed ‘minor’, seek advice from the Curriculum Development Department; curriculum.development.hrl&d@hmps.gsi.gov.uk

3 Details of the Change Request procedure can be obtained from the Curriculum Development Department; curriculum.development.hrl&d@hmps.gsi.gov.uk
4.3 The following may also generate referral to the Curriculum Development Gateway:

**BCST**

The Business Change Support Team (BCST) is tasked with describing, supporting and monitoring change projects that have an impact on the Operations and High Security directorates. BCST will work closely with HR Learning & Development to ensure that sponsors of corporate change projects / programmes are directed to the Curriculum Development Gateway wherever a new or revised training / curriculum need is identified.

**HR Change Gateway**

The HR Change Gateway is operated by the HR Directorate. It is designed to ensure that sponsors consider the impact of all new or amended HR policies or processes on the work of other areas, including Training Services and HR Learning & Development. Sponsors will be directed to the Curriculum Development Gateway via a link from the HR Change Gateway request form.

4.4 An initial screening of the outline training proposal and the assessed risk level will be conducted by the CDD. Their recommendations will be passed to the Governance Board.

4.5 The Governance Board will be chaired by the Deputy Director, HR Learning & Development. Core members will be:

- Head of Curriculum Development
- Curriculum Project Manager
- Representatives from
  - HR Learning & Development Quality Assurance Department
  - Training Services
  - BCST

4.5.1 Others who will attend are (as appropriate):
- Sponsor or representative of new / amended policy or procedure
- Relevant Curriculum Manager
- Relevant subject matter expert(s)
- Any other relevant expert

4.6 The Governance Board will make one of the following decisions:
- Course is not required because there is existing provision which meets the need, or it is considered that there would be insufficient demand.
- Course is needed and can be developed in-house by the CDD within existing resources.
- Course is needed but most cost-effective solution is to procure from external source.
- Course is needed, but will require additional resources (e.g. because the CDD is already working to capacity).
  - In this case, the Governance Board will further decide
    - whether the course should be developed in-house with funding from the sponsor, or
    - whether development should be contracted out to an external provider, paid for by the sponsor.
- Course is needed to support a project referred by BCST. In this case the Governance Board will decide either that
  - the project should provide funding to enable the CDD to develop the course, or
  - the project should undertake development of the course under a consultancy arrangement with the CDD.

4.7 A request will be rejected if it is known that there are existing avenues (e.g. curriculum, materials, coaching/mentoring) which can be utilised to meet the need, or it is considered that there would be insufficient demand.
4.8 The reason for any rejection will be discussed in detail with the sponsor and, if agreement cannot be reached, the matter will be referred to HR Directorate Senior Management for decision.

4.9 If a need for a new course is identified, the sponsor will be asked to submit a full business case in support of the requirement. The CDD will assist in the development of the business case with advice and guidance from the Quality Assurance Department. A copy of the business case proposal is attached at Annex B.

4.10 The completed business case will be scrutinised by a panel comprising representatives of the Curriculum Development and Quality Assurance Departments and from Training Services. If further work on the business case is required, the departments will work together with the sponsor to bring it to the required standard.

4.11 Where in-house development is required, the CDD will work in joint collaboration with sponsors, subject matter or other relevant experts and Training Services, as appropriate, to design and develop all new or significantly amended learning packages.

4.12 Where appropriate, course development may be contracted out to a third party through external procurement. Where this occurs, the third party developer will work in joint collaboration with CDD, sponsors, subject matter or other relevant experts and Training Services, as appropriate, to ensure that the resultant learning package reflects corporate requirements and standards.

4.13 All courses, whether developed in-house or externally procured, will be subject to quality assurance via the Fit for Purpose process. More information about this can be found on the Training Services website.

4.14 Responsibility for procuring external training will rest jointly with CDD and Training Services who will work together to ensure that appropriate and effective training packages are secured through the established procurement process.

5. Resource Assessment

5.1 There are no additional resource implications associated with this policy. It streamlines and formalises the process by which new or amended curriculum / training needs are commissioned and controlled.

6. Monitoring of the Policy

6.1 Administration of the Gateway will be carried out by the HR Learning & Development Policy Unit who will monitor the processes and report to the Head of Curriculum Development.
HR Learning & Development Training Proposal Form

Title of identified training need

Policy area

Policy Lead

Sponsor of training proposal (if not Policy Lead)

Senior Responsible Officer  Date

Please tick the category that this training proposal will address:
- [ ] Introduce a new policy, practice or procedure
- [ ] Improve an existing policy, practice or procedure
- [ ] Perform an existing policy, practice or procedure differently

Describe the training need / amendment that has been identified.

Is this training need supported by a Training Needs Analysis?  Yes  [ ] No  [ ]
Is the training need linked to NOMS KPIs and KPTs?  Yes  [ ] No  [ ]

Give details of links to legislation, policy, practices or procedures, either HMPS or external.

Benefits
What are the specific benefits anticipated from addressing this training need?

How will these be measured?
Risk Mitigation:
Please indicate the degree of risk if the training need goes unmet: *(Please tick the appropriate box)*

- **High**
  - Major impact on service delivery. Policy, practice or procedure cannot be introduced without this training.

- **Medium**
  - Impact on service delivery affecting limited number of Business Units. Inability to meet KPIs & KPTs.

- **Low**
  - Impact on service delivery limited.

- **Very Low**
  - No discernable impact on service delivery.

Please explain why you have selected the option you have ticked above:

Please estimate the number of staff requiring training per year: *(Please tick the appropriate box)*

<table>
<thead>
<tr>
<th>Yr 1</th>
<th>Yr 2</th>
<th>Yr 3 +</th>
</tr>
</thead>
<tbody>
<tr>
<td>500+ participants in the year</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>101-500</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>11-100</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>6-10</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>1-5</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Please list the roles / grades that require this training:

Timing
Please indicate when this training needs to be delivered: *(Please tick the appropriate box)*

- This training is required to be done **by a specific date fixed externally** ☐
- The training **deadline is driven by an internal requirement** such as a project deadline ☐
- The timing of this training is **flexible within a specified period** of the financial year ☐
- This training can be **done at any time** of the financial year ☐

If the training required by a specific date (you have ticked one of the top two boxes) what is the date?

Why is the training needed by this date?

What interdependencies does the training have (if any)?

Please identify subject matter experts or other key stakeholders who may be available to help with the development of this training:
Is funding available for this training? Yes ☐ No ☐
If Yes, please give details

Signed:
(Sponsor) __________________________
Print name __________________________

On completion, this form should be sent / e-mailed to the Policy Unit at Newbold Revel: training_proposal_L&D@hmps.gsi.gov.uk

HR Learning & Development Policy Unit, PSC Newbold Revel, Rugby, Warwickshire, CV23 0TH.

For use by HR Learning & Development:
Does this training request need to be put before the Governance Board? Yes ☐ No ☐
Business Case Submission
Contents

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Section B Contact details of Key Stakeholders 2
Section C Supporting the Business Case 3
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# Business Case for new or significant amendment to training / curriculum

## Introduction

The Curriculum Development (CDD) and Quality Assurance Departments (QuAD) will work with you to complete this Business Case (BC) submission. A CDD consultant will be appointed to assist you in addressing curriculum issues and compiling the submission. A QuAD consultant will be appointed to guide you in producing the evidence to meet the set criteria.

Please provide the information requested in the space provided on the form or cross-reference to attached documentation. *All the attached documentation must be listed in Section I.*

## Section A  
Course Details

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Training provision title</td>
<td></td>
</tr>
<tr>
<td>1.2 Training provision accreditation</td>
<td></td>
</tr>
<tr>
<td>1.3 Planned start date</td>
<td></td>
</tr>
<tr>
<td>1.4 Training provision delivery venue(s)</td>
<td></td>
</tr>
</tbody>
</table>
## Section B  Contact details of Key Stakeholders

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Name and contact details of Curriculum Development Consultant</td>
<td></td>
</tr>
<tr>
<td>2.2 Name and contact details of Headquarters (HQ) Policy Lead and Group</td>
<td></td>
</tr>
<tr>
<td>2.3 Name and contact details of Training Services representative (e.g. lead trainer)</td>
<td></td>
</tr>
<tr>
<td>2.4 Name and contact details of subject matter expert.</td>
<td></td>
</tr>
<tr>
<td>2.4 Name and contact details of any other relevant expert.</td>
<td></td>
</tr>
<tr>
<td>2.5 Name and contact details of any other party involved</td>
<td></td>
</tr>
<tr>
<td>2.6 Name of any other Policy Group involved</td>
<td></td>
</tr>
</tbody>
</table>
## Section C  
**Supporting the Business Case**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 The training provision is intended to address a new, or changed, organisational business or policy need</td>
<td></td>
</tr>
<tr>
<td>32 The training provision is clearly linked to NOMS KPIs and KPTs</td>
<td></td>
</tr>
<tr>
<td>3.3 The training provision is clearly linked to NOMS Vision, Objectives and Principles</td>
<td></td>
</tr>
<tr>
<td>3.4 The training provision is supported by evidence from a Training Needs Analysis (TNA)</td>
<td></td>
</tr>
<tr>
<td>3.5 The training provision has a flexible structure to facilitate minor changes e.g. in legislation and/or policy</td>
<td></td>
</tr>
<tr>
<td>3.6 The training provision timetable minimises time away from the work place for staff</td>
<td></td>
</tr>
<tr>
<td>3.7 The training provision includes work-based, distance and/or open learning</td>
<td></td>
</tr>
<tr>
<td>Criteria</td>
<td>Response</td>
</tr>
<tr>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>4.1</td>
<td>The learner cohort has been identified</td>
</tr>
<tr>
<td>4.2</td>
<td>The learner numbers have been identified</td>
</tr>
<tr>
<td>4.3</td>
<td>Training provision duration has been agreed</td>
</tr>
<tr>
<td>4.4</td>
<td>Training provision mode of delivery has been agreed</td>
</tr>
<tr>
<td>4.5</td>
<td>Entry requirements have been identified, if appropriate</td>
</tr>
<tr>
<td>4.6</td>
<td>The training provision has clear aims (aims are statements of intent)</td>
</tr>
<tr>
<td>4.7</td>
<td>The training provision has clear objectives (objectives are specific action statements. <em>Their achievement must subsequently be observed and evaluated</em>)</td>
</tr>
<tr>
<td>4.8</td>
<td>Training provision content is appropriate and mapped to the National Occupational Standards (NOS)</td>
</tr>
<tr>
<td>4.9</td>
<td>The training provision has a combination of teaching and learning methods. (An imaginative choice of methods will provide the learners with information and understanding in an effective and efficient manner.)</td>
</tr>
<tr>
<td>4.10</td>
<td>Training provision learning outcomes are appropriate</td>
</tr>
<tr>
<td>4.11</td>
<td>Training provision assessment strategies are appropriate and support the learners to achieve</td>
</tr>
<tr>
<td>4.12</td>
<td>Training provision moderation strategies are appropriate and support continuous improvement</td>
</tr>
<tr>
<td>4.13</td>
<td>Training provision evaluation strategies are appropriate and support continuous improvement</td>
</tr>
<tr>
<td>4.14</td>
<td>Training provision certification has been agreed</td>
</tr>
<tr>
<td>4.15</td>
<td>Progression routes have been identified, if appropriate</td>
</tr>
</tbody>
</table>
## Section E  
**Financial and other Resource Requirements**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>All teaching and learning resources have been obtained</td>
</tr>
<tr>
<td>5.2</td>
<td>Training provision set-up costs (costs to be incurred in developing the training provision and running the first course only) have been agreed</td>
</tr>
<tr>
<td>5.3</td>
<td>Running costs (costs to be incurred to roll out the training provision after the completion of the first course) have been agreed.</td>
</tr>
<tr>
<td>5.4</td>
<td>The funding source(s) have been agreed</td>
</tr>
</tbody>
</table>
### Section F  Implementation

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 It has been agreed, whether the course will/will not be piloted</td>
<td></td>
</tr>
<tr>
<td>6.2 All Health and Safety requirements have been fully met, including Risk Assessments</td>
<td></td>
</tr>
<tr>
<td>6.4 It has been agreed that NOMS will be the copyright holder for all documentation produced by NOMS staff during their employment with NOMS</td>
<td></td>
</tr>
<tr>
<td>6.5 A timetable/schedule has been agreed to add the course(s) into the HR Learning and Development Training Portfolio</td>
<td></td>
</tr>
</tbody>
</table>
## Section G  Quality Assurance

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1</td>
<td>The training provision is aligned with Self Assessment Reporting (SAR) requirements, fully embracing the Common Inspection Framework (CIF)</td>
</tr>
<tr>
<td>7.2</td>
<td>The quality of teaching, learning and any related services will remain consistently outstanding to meet the full range of learners' needs wherever the course is delivered</td>
</tr>
<tr>
<td>7.3</td>
<td>All aspects relating to the pre-entry, on-programme and exit stages of the course will be monitored to reduce/eliminate all discriminatory practice</td>
</tr>
<tr>
<td>7.4</td>
<td>Diversity considerations and issues, including race equality, form an integral part of the training provision.</td>
</tr>
<tr>
<td>7.5</td>
<td>A system is in place which records the race, gender and disability profile of each cohort of learners</td>
</tr>
</tbody>
</table>
Section H  
**Risk Analysis**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1</td>
<td>A Risk Analysis has been undertaken</td>
</tr>
</tbody>
</table>
Section J  Confirmation

This section confirms that the submission is complete and that it has been received by QuAD.

1. Part A  We confirm that the Business Case Submission is complete

Curriculum Manager  ____________________________  Date  ____________________________  
(Please sign)  
Policy Lead  ____________________________  Date  ____________________________  
(Please sign)  
Training Services  ____________________________  Date  ____________________________  
(Please sign)  

2. Part B  Timescale

Quality Assurance Consultant forwards the submission to Quality Assurance Manager  Date  ____________________________  
QuAD accepts receipt of the submission  ____________________________  Date  ____________________________  
(Please sign)  

Issue Number 303  
Issue date  06/10/08