



**METROPOLITAN
POLICE**

Working together for a safer London

HUMAN RESOURCES DIRECTORATE

LEARNING MANAGEMENT OCU – HR7

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THE MPS ANNUAL LEARNING & DEVELOPMENT BUSINESS PLAN 2008 – 2009



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Foreword

By Deputy Assistant Commissioner Steve Roberts, Director of Training & Development

The Metropolitan Police Service and Metropolitan Police Authority are committed to creating a safer London. Improving community confidence through the full roll out of Safer Neighbourhoods, tackling crime and anti-social behaviour, bringing more offenders to justice, will only be achieved through the efforts of all our staff working together professionally and in partnership with all communities across London. To achieve this requires high levels of skill and professionalism from all our staff. It is our investment in training, development and organisational learning that remains fundamental to our ability to deliver operational excellence in policing to the people of London.

I remain determined to ensure that all our police officers and police staff are properly trained and developed in the most effective and cost-efficient way that will enable them to have the right skills in the right place and at the right time in order to meet, not just the policing challenges of today, but to be prepared and equipped to meet the policing challenges of tomorrow. For example, our Leadership Academy is delivering enhanced provision in management and leadership development so that all staff in leadership roles are equipped with the skills and tools for effective leadership. Training being developed in conjunction with our Transforming HR programme will ensure that MPS supervisors receive training to enhance their effectiveness in meeting their line management responsibilities. We have also fully implemented the Initial Police Learning and Development Programme, which is delivered close to the workplace and through local community involvement.

Training remains a very significant part of MPS activity, with around 1,200 course titles in the MPS training catalogue. 2008/09 has some 1,003,597.34 student days with a predicted cost of just over £93m. Such activity clearly has a considerable impact on availability for frontline policing and there are structures in place to ensure it is prioritised accordingly and delivered as efficiently as possible. These figures do not include time spent by individuals on e-learning, external courses or other personal development.

We continue to develop our use of e-learning and have been successful in exploiting the benefits this mode of training delivery offers. Every member of the MPS now has a learning account on the National Centre for Applied Learning Technologies Managed Learning Environment, which enables access to national and MPS specific e-learning modules. This means that all staff have the opportunity to undertake corporate training at the workplace, or even away from the workplace, allowing us to reach an audience that were often unable to attend training such as those working flexible arrangements or those with mobility concerns or issues. Supported by our protected learning time policy, we aim to ensure individuals and teams have time and resources to address their continuing professional development. In the last year over 133,000 e-learning courses have been accessed by more than 50,000 MPS users and completions recorded on MetHR.

Steve Roberts
Director of Training and Development

Executive Summary

The Learning Services and Performance Unit within the Human Resources Learning Management OCU has produced the MPS Learning and Development Business Plan on behalf of all MPS business groups. The Business Plan is intended to be a dynamic document through which ongoing progress in the Learning and Development provision can be constantly monitored.

The document is in three parts.

- 1. Part One** provides strategic direction to all MPS business areas and learning and development providers in the disciplines required to effectively identify, design and deliver the MPS training requirement.
 - 1.1 The Training Strategy also sets out the requirement for delivery prioritisation, evaluation and assessment of training.
 - 1.2 It outlines the structure of the strategic learning management function, highlights the MPS Values and Behaviours and sets the context in which training is to be delivered. Particularly with regards to ensuring equality of opportunity, harmony with the Police Race and Diversity Learning and Development Strategy, and community involvement within all aspects of the training cycle.
 - 1.3 This part also provides guidance on the responsibilities of all parties involved in the learning and development function and presents the governance structure from Training Management Board through to line managers.
- 2. Part Two** outlines the clear distinction between the responsibility of the client/sponsor and those of the provider of formal learning solutions.
 - 2.1 It clarifies the client/sponsor – contractor relationship by providing guidance on the responsibilities of the contractor and clients within the client/sponsor–side structure of the Training Boards and Training Management Board.
 - 2.2 The Annual Costed Training Plan (Appendix 2 of Part three) being the outcome of the deliberations of these bodies. This section also outlines the three monitoring processes, which are in place such as the quarterly reports presented to Training Management Boards, systematic evaluations of training, and the targeted review of training processes.

3. Part Three presents the Annual Learning & Development Business Plan. This includes;

3.1 The Annual Costed Training Plan.

- 3.1.1 The total cost of MPS planned training for 2008/9 is just over £93m. The training units Annual Costed Training Plans account for £78.4m, which is 84% of the total cost. The other 16% (£14.7m) is accounted outside the ACTP, against other Training and Development expenditure, as detailed in Section 8 of Part 3. The £14.7m includes development opportunities offered through the Career Management Unit and finance qualifications (£497,000), and the 2008/9 budgets set for external training, £14,236,893 (this figure does not include any amount that is accounted for within the ACTP).
- 3.1.2 This year the MPS plans to deliver over 1 million student training days within 11,715 training events and 1,200 different training course titles.
- 3.1.3 The average planned cost per student training day is £75.18. This compares with £95.84 in 2006/7 and £87.23 in 2007/8.
- 3.1.4 The average number of student training days for all course types and for all officers and staff in the MPS is 20.92 days.
- 3.1.5 22% of all student training days are corporate mandatory (231,096 days) and 68% are role mandatory (944,933). Therefore, the combined corporate and role mandatory training accounts for 90% of all training days.
- 3.1.6 Training delivery has been planned across 85 training units supported by the full time equivalent of 1,296 trainers and staff (including occasional trainers), 996 of whom are dedicated trainers.
- 3.1.7 Training delivery is planned to utilise 708 classrooms, syndicate rooms, offices and gyms within 88 different locations across the MPS. In addition there is planned expenditure of £316,700 on the hire of 53 non-MPS premises, primarily for the delivery of OST.

3.2 The Achievements of the L&D function forms Section 2.

3.3 An outline of the products and services offered is set out as a table in Section 3. It includes the customer base for the courses and anticipated development of these through 2008/9. The table is structured around the Home Office course categories. The services/opportunities that make up the £14.7m additional set budgets are also included.

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- 3.4 Section 4 provides details of stakeholders and clients served by the MPS L&D function. The table notes any anticipated changes for 2008/9.
- 3.5 Section 5 considers the marketing of L&D through the MPS. **Appendix 1** looks at how each product and service from section 3 is marketed. The main methods are the training circular sent through the Learning Co-ordination Centre and the MPS Training Database.
- 3.6 Section 6 details the resources of staff and premises used to support the delivery of the ACTP as mentioned above. **Appendix 4** provides detailed tables for each training unit's planned use of premises and staff.
- 3.7 Section 7 shows the structure of delivery across the organisation. It tables the proportion of student days across business groups based on Home Office course categories. A schematic diagram shows the governance of training delivery.
- 3.8 Section 8 is Budget Reconciliation and breaks down the £93m and shows the products/opportunities that make up the additional set budgets costs for 2008/9.
- 3.9 Section 9 is the MPS L&D Improvement Plan as monitored by the Training Management Board.
- 3.10 Finally, Section 10 describes how the delivery of the ACTP is monitored throughout the year via the Training Scorecard and individual training unit reviews that are carried out by the HR7 Learning Management OCU.

Metropolitan Police Service
Annual Learning and Development Business Plan 2008 – 2009

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Part 1

MPS Training Strategy 2008-11

1.0 Introduction

- 1.1 The MPS is a dynamic, high performing and growing organisation. It is fully committed to developing a workforce that is much more representative of the London communities that we serve. We continue our drive to recruit significantly more women and BME candidates. The development of our police staff is given equal priority in order that they are appropriately equipped to support their colleagues engaged in policing operations.
- 1.2 As always, new operational priorities continue to evolve with additional demands placed on us through the requirement to implement a number of national programmes as well the rapid developments in the availability of e learning. Such instances offer both challenges and opportunities. The aim of this strategy is to ensure that an appropriate framework is in place to support the evolving needs of the MPS, both now and in the future, and to position us to meet the challenges of an ever-changing environment.

2.0 Statement of Values

2.1 The Commitment to Learning and Development.

- 2.1.1 Policing remains complex and demanding, requiring high levels of skill and professionalism from all staff working for the MPS. Policing is a people business: its people are its key resource and people are its key customers. All staff have a vital contribution in seeking to make London the safest major city in the world. To do this, they must individually and collectively possess the knowledge, skills and behaviours required of their role.
- 2.1.2 In seeking consistently high standards, the MPS encourages and supports professional development, which contributes to competent performance in the workplace. In return, our people must take responsibility for relevant, continuous and planned learning to achieve their full potential. Managers have a responsibility for considering both the aspirations of the individual and, above all, the needs of the Service.
- 2.1.3 We strive to ensure best value in all our learning and development activities. Our training is subject to rigorous quality assurance and evaluation procedures supported by the Learning Management OCU.

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2.1.4 The MPS is committed to valuing diversity and recognises the need to challenge the traditional pattern of training to accommodate the diversity of our workforce and ensure that all our staff have opportunities to develop. All staff will be treated fairly in the provision of learning and development opportunities regardless of their gender, race, colour, nationality, ethnic and national origin, disability, religion, sexual orientation or marital status. To facilitate this, the MPS corporate training administration process includes a system for declaring individual special delivery needs and liaises with the relevant training provider to see how those needs could be adequately met. It is our intention that part-time staff or those following flexible or different work patterns are not excluded from learning and development opportunities, with training scheduled where possible so that all staff, including those working flexibly, can attend.

2.2 MPS Mission and Values

2.2.1 Our Mission: Working together for a safer London.

2.2.2 This means:

- Increasing public confidence and satisfaction
- Preventing and reducing crime, disorder and vulnerability
- Increasing safety and security
- Improving quality of service
- Being efficient and effective

2.3 Our values

2.3.1 The MPS values and behaviours were not designed by committee or taken from a management manual; they come from consultation with all levels in the organisation about what they believe is necessary for performance improvement. The full MPS statement of values is at **Appendix 1** page 15.

2.3.2 These values are core to all our leadership learning and development. Leaders can be held to account through a feedback process and provided with development opportunities if needed. The values, when integrated into our processes, from recruitment through training, appraisal and selection/promotion, aim to encourage individual endeavour and better team working.

2.3.3 The behaviours provide clarity about what is, and is not, acceptable and productive behaviour. They provide parameters of behaviour that, when aspired to, will deliver quality service improvements as well as improving team working. Clarity about what to expect from their police is important for our citizens and our partners as well. The values therefore underpin and support our efforts on citizen focus.

2.3.4 Our values and behaviours are not merely an expectation of how individuals are to conduct them but will form the cornerstone of all MPS

policies, role profiles, and initiatives. This includes all aspects of learning and development including policy and strategy development, planning and implementation, and evaluation.

3.0 Strategic Objectives

3.1 MPS priorities and Strategic Outcomes

3.1.1 The MPS Training Strategy is focused on supporting the Policing London Strategy. The Policing London Strategy provides a clear picture of the direction and performance focus of the MPS and identifies seven initial strategic priorities in order to achieve our Mission.

3.1.2 MPS Priorities:

- Safer Neighbourhoods
- Counter-terrorism and security
- Organised criminal networks
- Information quality
- Citizen focus
- Together
- Capital city policing

3.1.3 These seven corporate priorities drive our performance against crime and disorder and underpin a shift of emphasis to a service that inspires public confidence and satisfaction. The delivery of the MPS Training Strategy will therefore make a fundamental and high-level contribution towards achieving the strategic outcomes identified through the delivery of the Policing London Strategy.

3.1.4 MPS Strategic Outcomes:

- Communities are engaged with, confident in and satisfied with our police service
- Security is improved and the public feel reassured
- Crime, disorder, vulnerability and harm are prevented & reduced
- More offenders are brought to justice

3.2 Organisational Approach to supporting Objectives through Learning and Development

3.2.1 The organisational approach to learning and development adopted by the MPS is articulated through a client/sponsor contractor relationship. The principal clients are members of Training Management Board. One of the functions of this Board is to articulate the demand for training in support of the MPS priorities. The contractor side is composed of the various training schools and units that deliver training in response to this demand. This organisational approach provides an assurance that training decisions take account of the overall priorities of the Service. In essence, Training Management Board is empowered to prioritise and monitor the training

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needed to maintain or improve performance across the whole of the Service. A schematic diagram of the organisational structure is at **Appendix 2** page 17.

3.3 Initial Police Learning and Development Programme (IPLDP)

3.3.1 One of our key objectives has been the successful implementation of the Initial Police Learning and Development Programme (IPLDP). We participated as one of the pilot forces for this programme and learned much from that pilot. Particularly, we identified that successful implementation was dependent on availability of adequate local training sites. Our strategy has therefore been to adopt a progressive approach, utilising 7 training sites across the capital. Full roll out of IPLDP was implemented in April 2007. Whilst students are now trained for the most part at their local training site, all IPLDP students commence their training with a 5-week module delivered at Hendon. We continue to build on this approach to learning making full use of community involvement and engagement, and recognise that development and improvement is ongoing. The challenging, and in depth, 30 week course delivers officers fit for independent patrol.

3.3.2 The content of the Post Foundation delivery regime (formally Professional Development Units) has also been reviewed and complements the initial 30 weeks of the Programme. Part of this continued learning will be by way of immersed learning using a training system known as HYDRA. The MPS continues to work progressively towards the national route to qualification by becoming an Approved Centre for the award of levels 3 and 4 NVQ in Policing. Considerable challenges lie ahead in the full implementation of workplace assessment to NVQ achievement, which will form a critical part of the relationship between the MPS and the selected NVQ Awarding Body.

3.4 Professionalising Investigation Programme

3.4.1 MPS Crime Academy involvement with national detective training and development programmes ensures that the delivery of our training programmes meet national requirements in accordance with the ACPO sponsored and NPIA led 'Professionalising Investigation Programme' (PIP). Level 1 PIP training requirements are now embedded in IPLDP. Level 2 training requirements for all newly appointed detectives are met through the Initial Crime Investigators Development Programme (ICIDP) and Level 3 training requirements for SIO's are met through the Senior Investigating Officers Development Programme (SIODP). Such training programmes are now well established within the MPS and wholly conform to national requirements. The MPS is represented on both the National PIP Programme Board and the National Investigative Training Steering Group and as such has been able to influence the development of these programmes.

3.5 Leadership

3.5.1 The new style Leadership Programme was introduced in April 2007. This includes the delivery of the Leadership Academy 'local' programme, which represents a significant next stage for Leadership development. Leadership Academy (LA) 'local' connects to operational reality and takes Borough management teams through an intensive critical incident. LA 'local' has three key aims:

- to provide MPS officers and staff in leadership roles with the skills and tools of effective leadership
- to engage officers and staff at the local level in helping make the MPS a more Values consistent workplace, and
- to ensure that the connection between operational activity and the Values is clear to all staff.

3.5.2 Organising LA Local at a borough level, will not only have significant positive benefits for police officers and staff in terms of the Programme's content, but also almost certainly ensure that those police officers and staff, who work part-time, are on flexible hours, or have special individual needs such as childcare or dependents responsibilities, will also benefit.

3.6 Transforming HR

3.6.1 The Transforming HR (THR) programme emphasises the requirement for line managers and supervisors to manage people. Training being developed in conjunction with the THR programme aims to ensure that relevant MPS supervisors receive training to enhance their effectiveness in meeting their line management responsibilities. A diversity module is also being specifically designed for inclusion in this training.

4.0 Supporting, promoting and delivering equality and diversity through training

4.1 Commitment to diversity and equality

4.1.1 The MPS is committed to upholding the values of diversity and equality in all its activities. This commitment is actively pursued in all learning and development both through practical measures and the unique opportunities it provides to challenge attitudes and behaviours. To support this commitment, our trainer development programme places considerable emphasis on equipping our trainers both to challenge and respond to and support course participants on diversity issues. A programme board has been established within the Diversity and Citizen Focus Directorate to take forward the Race and Diversity Learning and Development Programme in support of the Home Office National Strategy for Improving Police Performance in Race and Diversity published in November 2004.

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- 4.1.2 Training has long been seen as a crucial element in respect of supporting and promoting equality and diversity. Over recent years there has been a systematic move to ensure that equality and diversity are “designed in”, rather than “added on”. Particular attention has been paid to key areas of learning policy, processes and delivery.
- 4.1.3 The MPS has introduced an Equality Impact Assessment (EIA) process to encourage appropriate consideration across all six diversity strands. The EIA process is incorporated into the design of training to ensure a systematic approach to the inclusion of all diversity strands within our training processes particularly towards the disability equality needs of individual learners. Equalities issues are considered in the selection of delivery method with training materials scrutinised by the Diversity Learning and Development Branch.
- 4.1.4 MPS training standards also include the requirement for ‘differentiation’ within training design and delivery. Differentiation is the process by which differences between learners are accommodated so that all students in a group have the best possible chance of learning. Differentiation is also included within a revised MPS training lesson plan to encourage MPS trainers to methodically review individual learning needs for learners attending MPS delivered courses and make reasonable adjustment where needed.
- 4.1.5 In addition to contextualising equality and diversity within the overall delivery of training, particular attention is paid to delivering specific equalities and diversity training to key groups at selected career points and through development opportunities. It is important to emphasise however that training is only one of the tools for improving performance in equality and diversity issues. Training initiatives must therefore be seen alongside a backdrop of wider non-training initiatives designed to bring about a shift in organisational culture and practices to eliminate discrimination, increased community confidence and improved interaction with diverse communities.

4.2 Mainstreaming Race and Diversity Training

- 4.2.1 Having completed the MPS wide Community Race Relations (CRR) training programme, our efforts now focus on mainstreaming race and diversity training. By this is meant ensuring that race and diversity issues are not dealt with separately in training but fully integrated into the training itself. Key to this process is our strategy of equipping all trainers to deal with race, equality and diversity issues both in their course material and dynamically in the classroom environment. The Diversity and Citizen Focus Directorate is working in partnership with the Directorate of Training and Development to ensure that new diversity learning resources (developed nationally by National Policing Improvement Agency) are integrated into core training programmes, in particular training for student constables and the Extended Police Family.

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4.2.2 To support the Police Race and Diversity Learning and Development Programme (PRDLDP), a national suite of diversity e-learning modules has been developed, available on the NCALT MLE and accessible to all MPS members.

4.2.3 The PRDLDP and AA1 (promote equality and value diversity) National Occupational Standard have also been integrated and themed within the MPS Trainer Development Programme (TDP). Since 2005 all MPS trainers have undertaken the centralised TDP. Prior to that date a number of internal agencies conducted their own training. The TDP is designed to meet National Occupational Standards for trainers and is externally accredited. It is managed and delivered by the Learning Management OCU, Learning Support Unit (LSU) and subjects covered include dealing with diversity issues in a class environment, diversity in training design and delivery, along with recognition of the individual needs of the students including accessibility, flexible working, and specific religious/cultural/physical requirements. Trainers form a key group since they are dispersed across all areas of the MPS and their attitudes and behaviours exert a powerful influence on those they train. The programme is also subject to an evaluation process and the LSU engages regularly with both external and internal diversity experts to ensure the TDP maintains currency.

4.3 Assessment of Individual Competence in Race and Diversity

4.3.1 Individual competence in race and diversity is a core responsibility reported on in all Performance Development Reviews. Additionally, it is a mandatory requirement embedded in all selection and promotion processes. The PRDLDP places targets for incorporating formal assessment against National Occupational Standards AA1 (promote equality and value diversity) and AA2 (develop a culture and systems that promote equality and value diversity). The Diversity and Learning Development Branch has commenced an assessment trial for priority groups in the MPS and more effective use is being made of the existing Professional Development Review process to identify diversity performance, development needs, and performance objectives.

4.3.2 The Diversity and Learning Development Branch is also working with Extended Police Family (EPF) training school to ensure that a generic understanding of the race and diversity strands is embedded in the training programmes. The EPF training school provides training for Police Community Support Officers (PCSOs), special constables and traffic wardens.

4.3 Race Relations (Amendment) Act 2000

4.3.1 The MPS published its Race Equality Scheme in response to the Race Relations Amendment Act and is committed to promoting race equality in the carrying out of its public functions. Key strategies impacting on learning

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and development within the MPS include the policy development and review process and the training application procedure.

- 4.3.2 The MPS Policy Co-ordination Unit facilitates the identification and review of relevant learning and development policies. A core function of the Policy Co-ordination Unit is to ensure corporate compliance in policy making with the Race Relations Amendment Act.
- 4.3.3 Ethnicity of staff applying for training is captured using 20 categories, which can be aggregated to mirror the Census categories for comparison with other organisations. The Learning Services and Performance Unit carry out periodic analysis of this data and the subsequent report considered by Training Management Board.

4.4 Access to training

- 4.4.1 Equality of opportunity is core to our commitment to learning and development. The MPS values diversity and will ensure that all staff have opportunities to develop regardless of their gender, race, colour, nationality, ethnic and national origin, disability, religion, sexual orientation or marital status. Learning and development opportunities will be scheduled, as far as possible, so that all staff, including those working flexibly, can attend.
- 4.4.2 All staff have access to up-to-date information regarding learning and development opportunities. Details of all MPS and nationally delivered courses are publicised on the Learning Services and Performance Unit's intranet site. However, managers will make objective decisions regarding the allocation of training courses and other development opportunities. Such decisions will be based on the individual's suitability, the availability of other suitable candidates and, above all, the extent to which the individual's attendance on the course or other development opportunity will improve the performance of the MPS.
- 4.4.3 In addition, an asset list of training accommodation and how it is used is in place to ensure that the MPS is making best use of all its training facilities. An associated booking facility allows trainers to book training facilities within the Hendon Estate and processes are in place for other training sites. This allows training managers to run training events at the locations most suited to delegates and has the potential to remove some of the barriers to accessing training.

4.5 Community Involvement

- 4.5.1 The Director of Training and Development, through HR Training delivery, has established a Training Independent Advisory Group (IAG) with responsibility for advising on the development and delivery of training. The Training IAG provides an opportunity for community input across a broad spectrum of training issues at a corporate level. In addition, six Diversity and Citizen Focus Advisors have been selected to work within the Diversity and

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Citizen Focus Directorate. The new advisors will work with strategic leaders to improve MPS performance in the area of diversity and equality with a specific responsibility to identify and promulgate good practice across units. The systematic reviews of training units carried out by the Learning Services & Performance Unit include an assessment of the extent to which community involvement features in the delivery of training. The review team also provides advice and recommendations as to how this could be improved where appropriate and these recommendations are incorporated in subsequent improvement plans.

- 4.5.2 An integral part of all diversity training is community involvement, with members of the black and minority ethnic community and others participating in training sessions as associate trainers or lay contributors. This is particularly prominent in the initial training of police officers. IPLDP provides new opportunities for this involvement to be taken forward at a local level.

5.0 Management Responsibilities

- 5.1 Overall scrutiny of the learning and development function lies with the MPA and this is exercised through the provision of papers and reports and through the Internal Audit process. The responsibility for learning and development remains with the Commissioner and his Management Board. Management Board is supported in this through a subsidiary Training Management Board (TMB). The strategic direction of MPS training is agreed and maintained by TMB and the Director of Training and Development is a key member of that Board.
- 5.2 A senior ACPO officer (Deputy Assistant Commissioner) serves as the Director of Training and Development with overall responsibility for all training delivered across the MPS. The Director of Training and Development reports to the Director of Human Resources (HR) who is a member the Commissioner's Management Board and whose strategic portfolio includes pan-MPS training.
- 5.3 The membership of TMB also includes ACPO level representatives from each of the MPS business groups and serves as the client side body that determines training priorities for the MPS. The main functions of TMB are to:
- agree MPS learning and development policies and strategies
 - approve and, monitor delivery of, the MPS Annual Learning and Development Plan
 - agree training proposals that make demands across MPS business groups
- 5.4 The last of these is a particularly important function since it is the way in which the training aspirations of business groups and specialist units are moderated in relation to the priorities and capacity of the MPS as a whole. All proposals for new training must be based on a performance needs

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analysis and include consideration of both equality and diversity implications and the resource demands of the proposed solution. New legislation and national policing initiatives have resulted in a growing requirement for mandatory training over the years and one of TMB's functions is to maintain an overview of this to ensure that the impact on frontline policing is contained within reasonable limits.

- 5.5 Although the Director of Training and Development has overall responsibility for all training, in particular for the formulation and implementation of learning and development policy, training strategy and standards of performance, authority over training delivered by other MPS business groups is managed by business group training boards. Each MPS business group has a training board that mirrors the functions of TMB at a business group level. The TMB business group representatives chair these boards. Consequently, the Territorial Policing Training Board has direct responsibility for borough-led training whilst the Director of Training Development maintains a strategic overview of the way in which that responsibility is exercised.
- 5.6 B/OCU Commanders are responsible for determining local training priorities, although this is subject to scrutiny by their Business Group Training Board. Generally, Training Boards will be responsible for overseeing all learning and development related issues within their area of responsibility, whether it is for corporate or individual development. Line managers, in conjunction with individuals are responsible for ensuring that learning and development needs are met. This applies both to corporate mandatory training requirements and individual needs identified through the PDR process.

6.0 Standards of Performance

- 6.1 It is an MPS requirement that all training will be delivered in accordance with the MPS Standards for Training Delivery. It must also take account of National Occupational Standards and ACPO requirements. Training processes must also comply with the national Models for Learning and Development in the Police Service. In particular this means that all training must meet an identified business need and be underpinned by a Performance Needs Analysis. Furthermore, training must be designed to meet the specified outcomes, delivered by appropriately qualified staff, have an appropriate assessment regime and be evaluated.
- 6.2 This requirement is reinforced in two ways. Firstly, Training Management Board and Training Boards will not accept training into the MPS programme unless satisfied that these conditions are met. Secondly, systematic training reviews identify any training in place that does not meet these standards.
- 6.3 A quarterly Training Scorecard is prepared for Training Management Board. Performance measures monitored in this report include the actual delivery of training against the predicted Annual Costed Training Plan, evaluations, trainer assessments, average class size, course satisfaction and trainer satisfaction.

6.4 Our trainer development unit (HR7 Learning Support Unit) delivers an externally accredited programme for trainers. It is our intention that all new full-time trainers will work towards a nationally recognised qualification through work-based experience supplemented by supporting development modules.

7.0 Training Needs, Prioritisation and Assessment

7.1 Training Needs

7.1.1 The cornerstone of our process for identifying training needs remains Performance Needs Analysis (PNA). This is a structured method for ensuring that solutions to identified performance issues, including, but not confined to, learning and development solutions, are focused on addressing the performance needs of the Service. The process involves:

- Identifying the performance required
- Identifying current performance
- Identifying the performance gap
- Identifying possible solutions, including non-training solutions along with the associated risks and costs

7.1.2 The Learning Services and Performance Unit provide assistance and expertise to ensure PNA are carried out to the required standard for significant MPS-wide learning and development issues. The unit's PNA team will provide comprehensive support on the PNA process in order that staff from the business groups concerned can conduct robust analysis of local performance/training issues. The team can conduct PNA that are of MPS wide significance, according to an agreed prioritisation process. The team are well placed to offer a wide range of advice on performance and learning and development issues, and are able to provide a variety of levels of service to respond to MPS requirements.

7.2 Prioritisation of Training

7.2.1 Training Management Board is responsible for prioritising MPS wide training while Business Group Training Boards undertake an equivalent function for their areas of responsibility. In both instances the MPS prioritisation guide, that incorporates a risk assessment and scoring methodology, provides a useful tool to aid discussion and decision-making. However, the reality is that the Service faces huge demands for training to meet legislative requirements, technical upgrades and the recommendations resulting from various reports. Accordingly, we endeavour to maintain some capacity for discretionary training to meet local and individual needs. The MPS training prioritisation template is reproduced at **Appendix 3** page 18.

7.3 Training Delivery

- 7.3.1 The primary purpose of learning and development is to maintain and improve the performance of the MPS. To achieve this, training is delivered both through corporate programmes and on the basis of local needs. Major training units include the Directorate of Training and Development's training schools, the Crime Academy, Leadership Academy, Firearms and Public Order training at Gravesend and the IT training establishment. However, nearly one hundred training units across the MPS deliver both corporately agreed programmes and training to meet local needs.
- 7.3.2 Although classroom based training continues to be the most frequent method of delivery, the MPS has a long tradition of delivering practical training through role-play, simulation and work based experiential learning. It has also pioneered immersive learning through its Hydra training facilities.
- 7.3.3 An underlying principle is that training will be designed and delivered in such a way as to minimise absence from the workplace. Wherever practicable, training is to be conducted at or near the workplace, using, if available, corporately produced training and learning materials. We continue to strive to bring training to the students rather than the students to training. The benefits of this include significant reductions in the time wasted travelling to and from courses.
- 7.3.4 The MPS continues to develop its use and application of e-learning and to exploit the benefits this mode of training delivery offers. Every member of the MPS now has a learning account on the National Centre for Applied Learning Technologies (NCALT), Managed Learning Environment (MLE) which enables access to national and MPS specific e-learning modules. An interface between the MLE and the MetHR system now exists whereby individual learning records and new accounts are automatically updated and created. This means that all staff have the opportunity to undertake corporate training at the workplace, or even away from the workplace, which has allowed the MPS to reach an audience that were often unable to attend training. These groups include part time workers, those with mobility concerns or issues, those on secondment, those on maternity or paternity leave, those with caring responsibilities and those on a career break. In addition, the design standards for e-learning make specific provision for disability. E-learning provides greater flexibility for learners to progress at their own speed, thus enabling learning for those with different levels of ability. This is supported by our protected learning time policy, which aims to provide individuals, and teams with time and resources to address their continuing professional development. The strategy for developing new learning solutions is embedded in the Modernising Learning Strategy. The Modernising Learning Programme Board (MLPB), as a sub-group to TMB, continues to drive forward the changes necessary to meet its strategic aims. This includes addressing any remaining barriers that may hinder efficient ease of access to e-learning. The strategic approach to e-learning is outlined at **Appendix 4** page 19.

7.4 Assessment

7.4.1 The MPS has a dedicated examination team within the Learning Services and Performance Unit. This team maintains a comprehensive knowledge question bank and provides formal examinations in support of many MPS courses. Although modernisation within the assessment arena means that these formal examinations are increasingly being replaced with workplace assessments, which are based on the National Occupational Standards. As a result, our processes are continuously reviewed in order to ensure that we continue to deliver an efficient cost effective service. The Learning Services & Performance Unit is in consultation with NCALT to discuss the feasibility of providing candidates with knowledge checks via the Managed Learning Environment.

7.5 Learning and Development Policy

7.5.1 In line with current MPS practice, all learning and development policies are embraced by a single policy document, the MPS Learning Management Policy. This in turn has a number of Standard Operating Procedures, each of which provides more detailed guidance on a particular topic. The MPS Learning Management Policy, and associated Standard Operating Procedures, are accessible by all MPS staff via the intranet. Policies are reviewed regularly.

7.5.2 Oversight of the implementation of Learning Management Policy is one of the functions of the systematic reviews carried out by the Learning Services and Performance Unit on behalf of the Training Management Board. Developments of new policies, and co-ordination of amendments to existing policy, are also the responsibility of the Learning Services and Performance Unit. New policies and variations to existing policies are subject to agreement by Training Management Board.

7.6 Approaches to Collaboration

7.6.1 The Director of Training and Development is represented at both the South East Regional and National Training Manager Forums to ensure that MPS training management is integrated with regional outcomes at both MPS-wide and the local level. We anticipate that the widespread adoption of e-learning, combined with the relatively high development costs of this type of training, will offer considerable opportunity for productive collaboration during the life of this strategy.

8.0 Evaluation

8.1 Evaluation of effectiveness of training

8.1.1 Learning and development is a large investment for the MPS and it is vital that such training is fit for purpose. The Strategy for the Evaluation of Learning in the MPS aims to ensure that all training is subject to a corporate and structured evaluation process. The amount of training delivered in the MPS makes it neither practical nor cost effective to subject all programmes to the most detailed scrutiny. Consequently, an ongoing Training Evaluation Plan, focusing on priority areas for evaluation, is agreed with Training Management Board. The Strategy for the Evaluation of Learning in the MPS is included at **Appendix 5** page 20.

8.2 Evaluation of Strategies

8.2.1 The Training Strategy will be evaluated by the Training Management Board at service-wide level and by Training Boards at local level. In March each year, the planning process will be reviewed in terms of timeliness and effectiveness of the process in supporting national and MPS performance plans, the identification of training needs, prioritisation and the provision of training at service-wide and local level. The Director of Training & Development will lead on monitoring the comparison of training delivery versus training planned across the MPS on a quarterly basis to ensure performance targets in relation to mandatory training are being met and to inform Training Management Board of progress.

8.3 Review of Strategy

8.3.1 Responsibility for reviewing strategy lies with Training Management Board. The review will focus on the appropriateness of the current strategy in a changing world and take place annually. Particular attention will be given to accommodating new or emerging training requirements that exploit technology and that consider alternatives to classroom delivery.

Appendices

1. MPS Values – Page 15
2. Strategic Management of Training – Overview – Page 17
3. Training Prioritisation Template – Page 18
4. E-Learning - Schematic outline of the Strategic Process – Page 19
5. Strategy for the Evaluation of Learning in the MPS – Page 20

MPS Values**Working together with all our citizens, all our partners and all our colleagues:**

We will be proud to deliver quality policing. There is no greater priority.

Put the needs of individuals and communities first. Be helpful and attentive. Make the best use of our resources.

We will:

- understand and respond to the needs of the people and communities we serve;
- balance the requirement to meet targets with the public's expectation of quality service in every situation;
- use the resources we have available, including our own time, in the most productive way;
- make time to get the little things right;
- suggest improvements in services that will make a difference; and
- lead by example.

We will not:

- forget that quality is a vital part of our performance;
- overlook the importance of routine work; or
- forget that we are here to serve.

We will build trust by listening and responding.

Be accessible and approachable. Build relationships. Encourage others to challenge and get involved.

We will:

- think about how our actions affect others;
- provide opportunities for others to get involved;
- be 'visible' so we are seen to be accessible;
- make sure all staff feel comfortable in expressing themselves without fear;
- encourage constructive feedback;
- communicate (face-to-face where possible);
- explain what is happening and use practical examples that everyone can understand;
- give consistent messages – our actions must match our words; and
- act with integrity - be honest and tell it how it is.

We will not:

- see time spent building relationships with others as pointless; or
- use behaviour which others could interpret as intimidating, bullying or lacking in integrity.

We will respect and support each other and work as a team.

Work to bring people together. Trust and value the contribution everyone makes.

We will:

- work across boundaries - bringing different groups together;
- challenge inappropriate behaviour and actions consistently and fairly;
- make sure that everyone knows what is expected of them;
- trust our colleagues to do their jobs properly;
- support each other when making difficult decisions;
- acknowledge and value each other's contribution;
- respect difference;
- respect the needs of others; and
- treat our colleagues as we want them to treat the public and our partners.

We will not:

- see self-interest as more important than working together;
 - put our business group or unit first, and the MPS second;
 - ignore inappropriate behaviour or poor performance;
 - judge a person's contribution only on the basis of seniority or status; or
 - value police officers and police staff differently.
-

We will learn from experience and find ways to be even better.

Be prepared to do things differently. Challenge how we work. Share experiences and ideas.

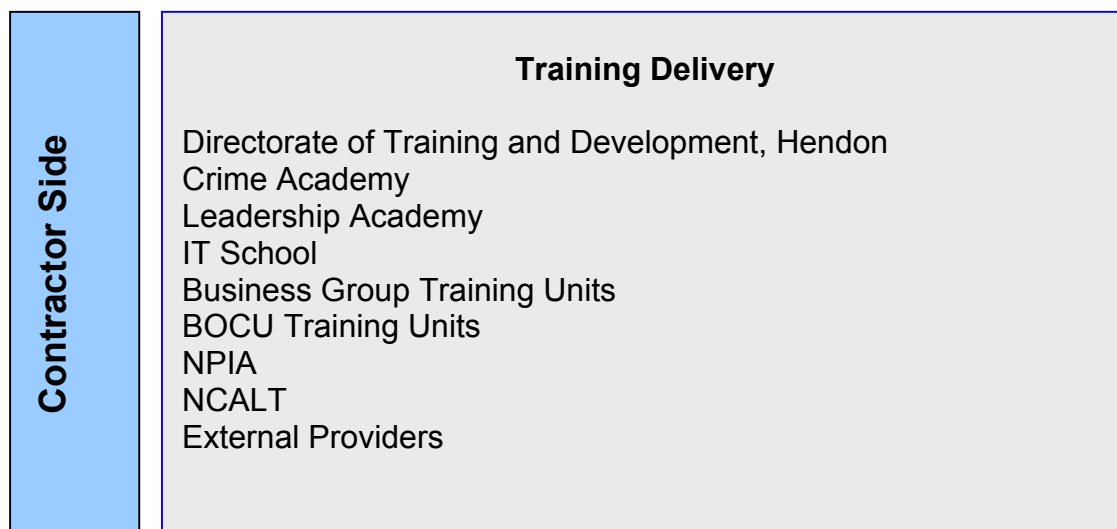
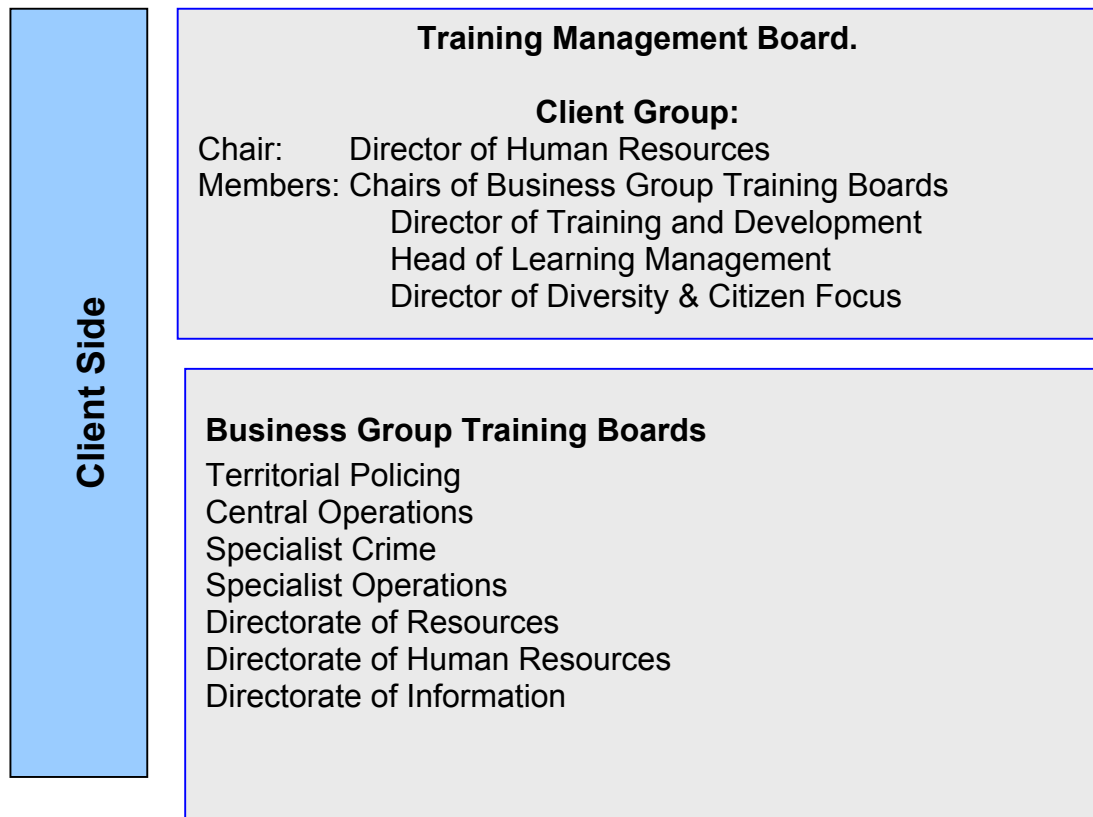
We will:

- allow staff the freedom to take considered risks;
- take time to learn from our mistakes;
- encourage creative thinking about new ways of doing things;
- question why we do some things and be open to change;
- share ideas;
- capture what works well and what does not, and change as a result;
- invest time and resources in developing future talent; and
- take personal responsibility for change and not just look to others to make things different.

We will not:

- rush to judge when mistakes are made;
 - react only to symptoms and not deal with the causes behind them;
 - be reluctant to take personal responsibility; or
 - withhold information that could help others.
-

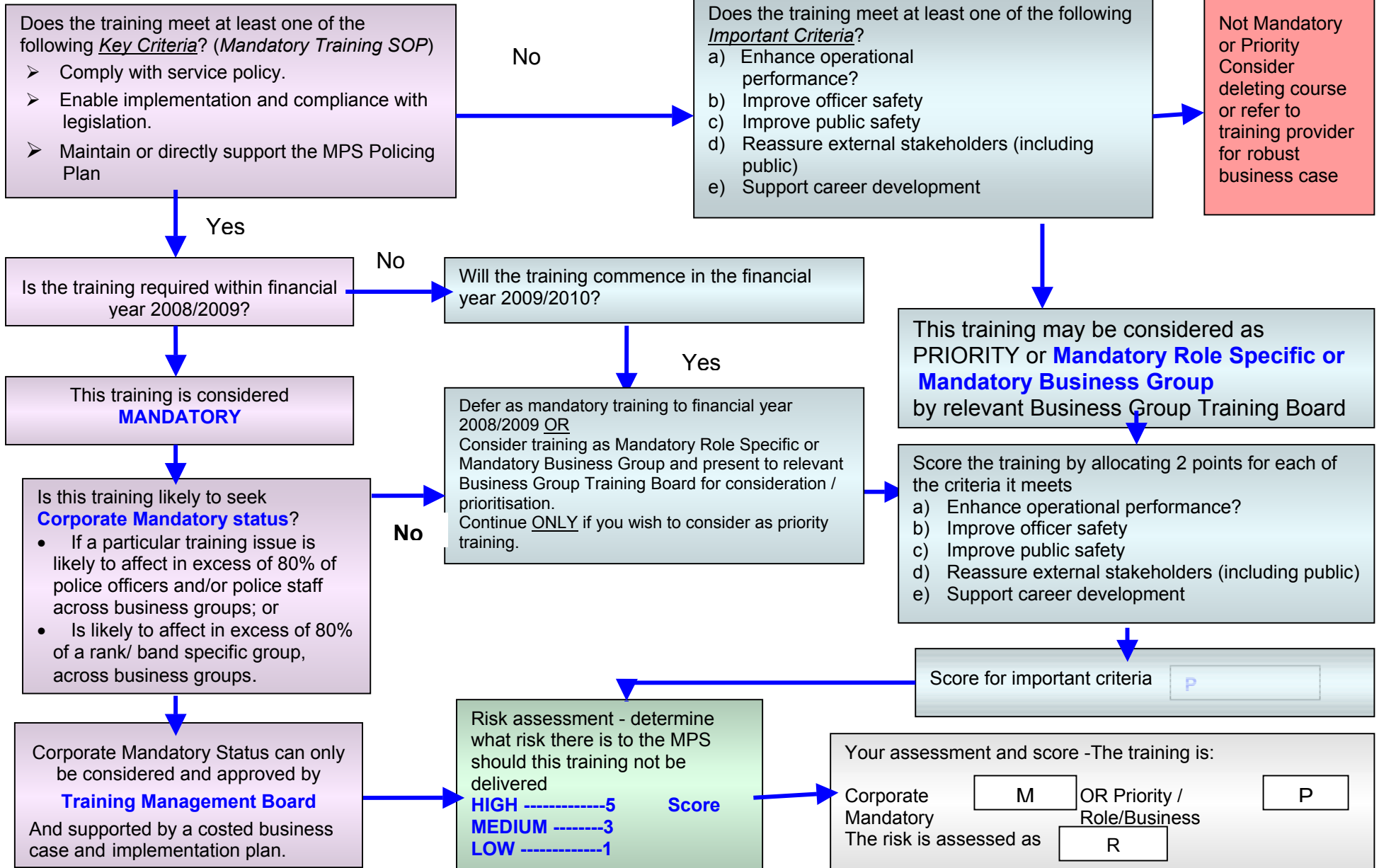
Strategic Training Management Structure



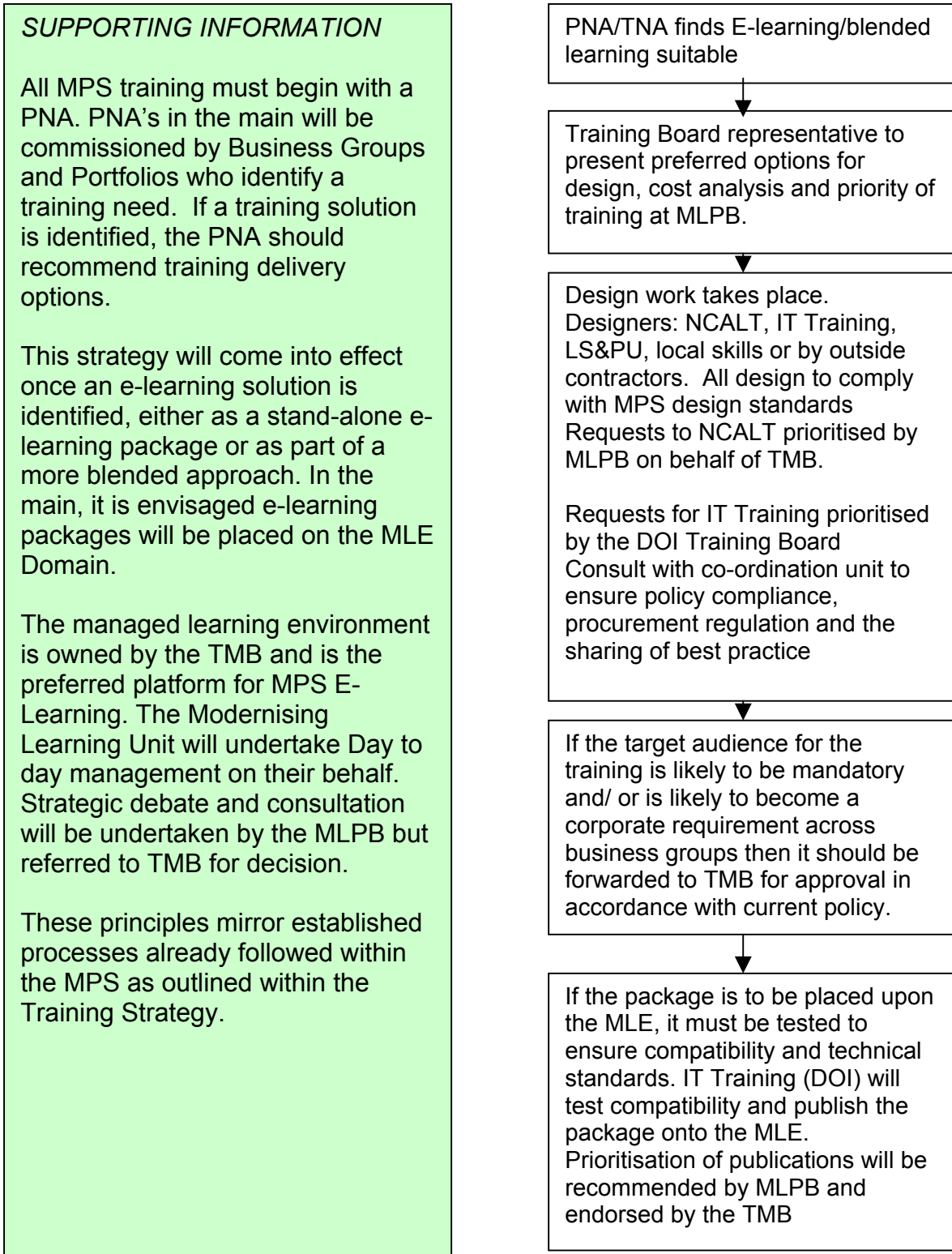
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Mandatory Training Prioritisation Guide

Appendix 3



E-Learning - Schematic outline of strategic process



Strategy for the Evaluation of Learning in the MPS - Overview

Aim of the Training Evaluation Strategy

This strategy supports the Learning Management Policy and sets out the corporate approach to be adopted in respect of evaluations of all formal learning. It applies to all activities, events, or programmes as defined within the scope of the MPS Learning Management Policy 2007:

“Any planned vocational learning event, including e-learning, which has been specifically designed and formally structured for the purpose of engaging a student or students in a learning process.

The aim of the learning process is to enable a measurable increase in the knowledge, understanding, skills, attitudes and behaviours of students that have been defined as necessary for the effective execution of their duties leading to a desired improvement in performance towards the delivery of MPS policing priorities.”

Benefits

Assurance to stakeholders (the people of London, the Metropolitan Police Authority, the Government, MPS managers, police officers and police staff) that –

- A system is in place to identify, measure and report on the contribution that learning programmes make to policing services;
- Resources used to support learning are being deployed effectively;
- Learning programmes effectively address performance needs and deliver value to the MPS and are delivered in accordance with MPS Diversity and Equality requirements;
- Learning activities in the MPS are amenable to a process of continual improvement.

The strategy supports the MPS Values, specifically, ‘We will be proud to deliver quality policing’ and ‘We will learn from experience and find ways to be even better.’

General principles

Evaluation of learning in the MPS will comply with national requirements, as set out in:

- The National Evaluation Strategy for the police service, published by the Home Office.
- Home Office Circular 7/2005.
- Home Office Circular 44/2005.
- Models for Learning and Development in the Police Service (Centrex 2005).

Evaluation of learning in the MPS should be customer focused (i.e. the citizens and communities of London who are the recipients of policing services, the Metropolitan Police Authority, and police officers and police staff who use the learning

opportunities provided by the MPS to support their development and drive performance).

All evaluation of learning should ensure that Equality, Diversity, Disability, Human Rights, Data Protection, Freedom of Information, and Health and Safety issues are fully explored and any shortcomings highlighted.

Evaluation should focus on the impact of learning and development activities on operational/organisational performance and return on investment. However, the huge number of learning and development programmes in the MPS makes it neither practical nor cost-effective to subject all programmes to detailed scrutiny. Therefore this strategy sets out a flexible system for evaluation that is workable within existing resources, while ensuring that priority areas are identified for in-depth evaluation.

The Kirkpatrick Four-Level model, well known in learning and development circles, and widely used in police training, is used in this strategy to identify the issues to be covered in evaluation and to define levels of responsibility.

Level 1	Reaction	Immediate feedback about a learning programme's content, delivery methods, relevance and value.
Level 2	Learning	Checking that the requisite skills, knowledge, and attitudes have been acquired as a result of a learning programme – whether the learning objectives have been achieved.
Level 3	Behaviour	Also referred to as 'application' or 'transfer' – identifying how the learning programme has affected people's job behaviour.
Level 4	Results	Identifying the impact of learning on MPS performance – whether it leads to the benefits and improvements intended at corporate level.

This strategy groups evaluation activities into two broad areas:

- Evaluation that is built into and carried out as a matter of routine within the development and delivery of learning programmes.
- Evaluation projects – Specific, limited duration, evaluations commissioned by a client or sponsor, usually a senior manager of ACPO level or equivalent.

Routine evaluation activity

Those who commission or sponsor learning programmes, and those who conduct Performance Needs Analysis, should clearly identify the anticipated benefits and performance improvements for a learning programme, including links to any high-level MPS change programme. This will help establish 'what success would look like' in terms of outcomes and therefore provide a baseline for evaluation.

Designers of learning programmes should contribute to evaluation, by establishing clear, precise, and measurable objectives / learning outcomes to address identified

learning needs. Designers will also incorporate into learning programmes methods and activities to elicit learner reaction (Kirkpatrick level 1) and measure learning gained (Kirkpatrick level 2). Level 1 and Level 2 evaluation will be built in to the design of all new e-learning modules.

People who are responsible for delivery of learning programmes, such as training managers, trainers, facilitators or coaches, should undertake evaluation at Kirkpatrick levels 1 and 2 – reaction and learning.

Learners and their line managers should take part in the evaluation of learning, through Performance Development Reviews (PDRs). This involves identifying learning needs, setting objectives for learning and development, and assessing whether these objectives have been met and their consequent effects on work performance (Kirkpatrick levels 2 and 3).

Learners and line managers should also contribute to evaluations, by providing open, honest, and considered feedback about their experience of learning programmes and impact of these programmes on learning and work performance. Part of the tacit contract between the MPS and individual learners is that in return for the MPS providing learning opportunities, learners have an obligation to assist in determining whether these learning opportunities are effective and add value to the MPS. In some cases it may be deemed appropriate to make the return of an evaluation questionnaire a formal requirement of satisfactory attendance and completion of a course.

Evaluation projects

Within this strategy, the term 'evaluation projects' refers to bespoke evaluations of specific learning programmes.

Such projects will usually involve research at all the Kirkpatrick evaluation levels. However the main focus will be on the impact of learning on operational/organisational performance and return on investment (levels 3 and 4). To identify this impact, time should be allowed for learning to be applied in the workplace and for it to have an impact on operational performance. Level 4 evaluations will only be conducted when a benchmark is in existence, either locally or nationally. In addition the training needs to have been in place for a minimum of 12 months in order to establish the benefits to the organisation.

A sponsor, who will usually be a senior manager of ACPO level or equivalent, should commission projects.

The MPS Director of Training and Development has overall responsibility for maintaining standards in MPS learning and development programmes, and as such may commission evaluation projects to seek assurance that the required standards are maintained and that learning programmes are fit for purpose. The Training Management Board and Business Group Training Boards may also commission evaluation projects, and should, in turn, ensure that action is taken with regard to recommendations arising from evaluations.

For learning programmes that are designed and delivered to meet local needs (e.g. by individual OCUs), evaluation projects will normally be commissioned and undertaken locally.

Evaluation projects should support the National Evaluation Strategy and follow the criteria set out in Home Office Circular 7/2005 and Models for Learning.

Training Evaluators

The MPS Evaluation Team, part of the Learning Management OCU, will also conduct, under the authority of the Director of Training and Development, targeted or pro-active 'summary' evaluations. Such 'summary' evaluations will focus on selected corporate mandatory learning programmes, will be of limited duration, and will aim to provide a 'snapshot' of the impact of a learning programme at Kirkpatrick level 3, and where feasible, level 4. The subsequent report to the Director of Training and Development will state whether a learning programme appears to be fit for purpose, or whether further study is recommended. These projects will also be prioritised against the MPS strategic objectives and drivers and will be referred to Training Management Board for oversight, ensuring a fair and transparent process.

Level 3 and Level 4 evaluation of e-learning products can be undertaken by the Evaluation Team and will be subject to the same techniques and protocols as for any other learning programmes.

In addition, the Evaluation Team will also conduct Level 1 and 2 evaluations of any pilot training courses designed by the Learning Management OCU Design Team. These evaluations will be compiled from observations of the pilot course. The main focus will be on the course Aims and Objectives, ensuring that they are being met. The training material content will be considered by capturing session feedback from students and trainers. Any identified adaptations to course content can then be made prior to handover of the completed project.

The Evaluation Team offers an advice and consultancy service on all evaluation of learning matters.

Part 2

Specification of the Client Side Learning Requirement 2007-08

1.0 Introduction

- 1.1 The client is any part of the police service seeking to satisfy a learning requirement and the contractor is any agency created or engaged by the service for the purpose of satisfying the requirement. This articulates the application of recognised business practice where the client identifies the demand for learning and development and the contractor supplies solutions.
- 1.2 The principal clients for the MPS are the Police Authority, the Commissioner along with Business Group heads who represent the needs of the units within their domain. It is a client side responsibility to specify the demand for learning and development in order to properly and effectively maintain policing capability. It is also their responsibility to make decisions as to the sources of supply to meet this demand.
- 1.3 The contractors are the training schools and other units providing learning and development to meet the specified demand.

2.0 Client Side Organisation

- 2.1 Within the MPS there is a clear distinction between the responsibility of the client and that of the provider of formal learning solutions, which is reinforced by the MPS Learning Management Policy. This policy defines the management of learning requirements in which the MPS will operate to meet the learning and performance development needs of the organisation in accordance with MPS Training Strategy (Part 1) and in compliance with strategic guidance from Home Office Circulars as well as recommendations from Her Majesty's Inspectorate of Constabulary and MPA Internal Audit. In summary, the client side responsibilities are currently exercised as follows:
 - Business Group Training Boards consider the demand for training within their business groups and articulate this within their section of the draft Training Plan.
 - Training Management Board, the MPS strategic level training group, considers the totality of demand and agrees the final version of the MPS Annual Learning & Development Business Plan. In doing this, it takes into account the overall MPS priorities and resource limitations. It pays particular attention to proposals for MPS wide mandatory training, with the associated resource implications that go beyond the lead business groups. It therefore acts as a challenge panel for proposed training.

- The agreed draft training plan is then presented to the MPA for final approval.
- 2.2 The Training Boards' relationship with Training Management Board was explained in Part 1, the Training Strategy. Terms of reference for Training Management Board, Training Boards and the areas of activity covered by each Training Board is shown at **Appendices 1 and 2** pages 27-32.
- 2.3 In addition, the MPS has recently developed and implemented a Modernising Learning Strategy. This strategy supports the MPS Training Strategy to encourage the development of a more blended learning style that will maximise the development of technology to the benefit of the MPS. An outcome from this is the development of a Modernising Learning Programme Board, which sits as a formal sub-group to Training Management Board, to implement the strategic aims agreed at Training Management Board. The terms of reference for the Modernising Learning Programme Board are shown at the end of **Appendix 1** page 27.
- 2.4 Client side responsibilities in the development and delivery of learning solutions are shown schematically at **Appendix 3** page 33.

3.0 Outcome of Client Side Deliberations

- 3.1 The outcome of the client side deliberations is the Annual Costed Training Plan. This is reproduced in the next section (Appendix 2 of Part 3). This plan is the result of research into current and proposed learning and development provision and the resources required to deliver it, and takes account of MPS and national priorities, anticipated replacement levels, and future deployment to meet organisational demands.
- 3.2 The Plan has been costed using the National Training Costing Model. This not only takes account of the full range of resources required for delivery but also enables the National Training Costing Model data, as supplied by Business Groups in informing the Plan, to be available through a new HMIC database. This database enables analysis and scrutiny of MPS training costs with similar Home Office Police Forces and allows a greater opportunity for external comparison and scrutiny of MPS Learning and Development costs across B/OCU's.

4.0 Client Side Monitoring

- 4.1 The outcomes of the Learning and Development Business Plan are monitored in three ways. Firstly, Training Management Board and Training Boards receive quarterly reports detailing the extent to which the Plan is being fulfilled and this provides a measure of the effectiveness of the overall planning process. Secondly, a systematic, but prioritised evaluation process is in place and this provides feedback on the effectiveness of the training interventions. Thirdly, targeted holistic reviews of training units are

undertaken on behalf of the Director of Training and Development to ensure that the arrangements for delivery are aligned to MPS Learning Management Policy.

5.0 Adjustments to the Learning Requirement

- 5.1 It is imperative that the learning requirement is adjusted to meet new challenges through the period covered by the Learning and Development Business Plan. Changes to delivery requirements will be brought about through the involvement of the school management teams for central training and through Training Boards for local training, under the coordination of the Director of Training and Development. Training Boards review their part of the training plan against the prioritisation guide, and Training Management Board accepts submission from Training Boards of new learning and development requirements, and reviews the submission against the prioritisation process to redefine corporate training priorities.

Appendices:

1. Terms of Reference – Training Management Board and Training Boards - Page 27
2. Training Boards and Associated Business Areas – Page 32
3. The Systems Approach to Performance Development – Client / Contractor Relationship – Page 33

**MPS Training Management Board & Business Group Training Board
Terms of Reference**

1.0 Introduction

- 1.1 The terms of reference for both the current Training Management Board (TMB) and Business Group Training Boards were established as result of the Best Value Review of Training (February 2003). Both Management Board and the Metropolitan Police Authority (MPA) approved the recommendations arising from the Review.
- 1.2 The MPA Internal Audit has undertaken its first review into the Strategic Planning for Training (November 2006) to evaluate the systems for control established by management and made recommendations aimed at introducing further effective controls or improving those already in place. These recommendations have been incorporated within a reviewed Learning Management policy.

2. MPS Training Management Board

- 2.1 TMB serves as a specialist supplement to the Commissioners Management Board and provides strategic direction to the prioritisation and management of the training investment for the MPS.
- 2.2 Key functions of TMB:
 - To provide considered response to major internal and external factors affecting the management and provision of MPS learning and development;
 - To ensure accountability for the effective management of the learning function within each respective business group through monitoring and challenging productivity and resource effectiveness across the management of learning function;
 - To agree and endorse on behalf of the MPS the Costed Annual Training Plan prior to submission to the MPA;
 - To undertake holistic high-level monitoring of progress against delivery of agreed Annual Training Plan and provide direction to respective Business Group Training Boards with regard performance in specific areas of training investment;
 - To agree, manage and monitor key priorities for MPS corporate mandatory learning requirement;
 - To resolve issues identified by Business Group Training Boards concerning the proportion of overall resources devoted to the delivery of learning and to prioritise competing demands within available resources;

- To agree corporate Learning Management Policy and Standard Operating Procedures and provide leadership and direction in the implementation and delivery of corporate policy requirements; and
- To support the Best Value requirement to seek continuous improvement through the monitoring and review of progress against the MPS Learning and Development Improvement Plan.

2.3 Membership of TMB:

- A member of Management Board chairs the TMB. The Director of Human Resources currently performs this role.
- Core to the membership of TMB are the Chairs to the respective Business Group Training Boards. Each main MPS business area will have a Training Board and each Training Board Chair is an ACPO rank or equivalent with clear responsibility and accountability for the management of learning and development within their respective areas of command.
- The Chair of each Training Board is required to attend TMB to serve as the lead client representing the interests of all commands within their respective business area.
- Should the Chair to a Training Board be unavailable to attend TMB, the Chair will nominate a suitable Deputy to represent client interests. A nominated Deputy must nevertheless be in a position to represent the interests of all commands within their respective business group with the required level of management accountability.
- Membership also includes Director of Training and Development, Director of Leadership Development, Director of Diversity and Citizen Focus, Head of Career Management Unit and Head of Learning Management.

2.4 TMB meets quarterly. All meetings are formally recorded and minutes are available for information and scrutiny where appropriate.

3 Business Group Training Boards

3.1 Each main MPS business area will have a Training Board and each Training Board Chair is an ACPO rank or equivalent with clear responsibility and accountability for the management of learning and development within their respective areas of command. This will include oversight of new and emerging performance requirements that arise within their area of responsibility that impact upon the broader learning and development needs of the MPS (See 3.8 below).

3.2 Each main business area will also have a senior training manager operating at a strategic level to provide support to Chair to Training Board and assist in the management of the learning and development function within their business group.

- 3.3 Training Boards serve as the strategic client groups and provide the link with providers of formal learning solutions and strengthens the client contractor relationships, stakeholder involvement in learning management information, and provides for an increase in the ability to analyse management information in the context of each business group.
- 3.4 Training Boards are responsible for all aspects of learning and development needed to maintain or improve performance within their particular area of responsibility.
- 3.5 Training Boards are responsible to Training Management Board.
- 3.6 Training Boards will identify and prioritise training and development needs that will 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 any resource demand implications from new or emerging performance requirements accordingly.
- 3.7 Training Boards will ensure that such performance requirements are identified through a formal Performance Needs Analysis process in accordance with the Systems Approach to Performance Development and, where any formal learning solution is required, commission the design, delivery and evaluation of any subsequent learning.
- 3.8 Where new or emerging performance requirements arise from commands within their area of responsibility that impact upon the broader learning and development needs of the MPS, Training Boards will consult with each other to assess demands accordingly and will refer to the TMB for corporate prioritisation.
- 3.9 The Chair of the Training Board is a member of TMB and will be expected to present the case for resource allocation and prioritisation to TMB accordingly.
- 3.10 Key functions of Training Boards:
 - To undertake the role of Senior Client Group on behalf of all units and departments within their command.
 - To ensure compliance with MPS Learning Management Policy.
 - To ensure strategic planning for training includes all existing and future learning and performance development requirements and with clear management as to how formal learning solutions will be resourced and delivered.
 - To undertake appropriate ownership, management responsibility and accountability for their training plans. This will include active scrutiny of their draft training plan and National Training Costing Model data

submissions to ensure there is adequate provision to deliver planned training and identify collaboration opportunities where appropriate to ensure planned training is delivered in the most effective and economical way.

- To manage appropriate implementation and monitoring of their training plans reporting on outcomes accordingly.
- To undertake appropriate management responsibility for emerging demands to ensure more accurate forecasting of learning and performance requirements.
- To ensure B/OCU Senior Management Teams manage the timely development of training plans with the submission of accurate and complete data.
- To ensure B/OCUs within their command have sufficient numbers of skilled trainers to support delivery against their respective training plans.
- To approve their Training Plans on behalf of their Business Group and ensure accurate and timely submissions of their approved training plans to the Director of Training and Development.
- To ensure compliance with all aspects of the Systems Approach to Performance Development for both new and existing learning and development needs.
- To determine the acceptable level of investment in training time per capita with particular reference to the impact on operational capability.
- To ensure compliance with MPS Training Database requirements.
- To ensure sponsors of formal learning solutions undertake regular reviews of the content of their training to ensure it remains up to date, relevant and effective.
- To provide a tasking environment to progress learning and development issues.
- To advise and brief all Training Managers and deliverers of learning solutions within their Business Groups on developments and to promulgate 'Best Practice' accordingly in order to maximise benefits.
- To manage, prioritise, commission and ratify performance development needs requiring formal learning that emanate from commands within their area of responsibility.
- To seek agreement from TMB about prioritisation of performance development needs that will involve the delivery of learning outside the area of responsibility of their Training Board.
- To advise TMB where policy changes are considered necessary.

3.11 Membership of Training Board:

- An ACPO rank or equivalent will chair Training Board.

- Representation will include department/unit heads within the area of responsibility of the Training Board.
 - Representation will also include internal/external stakeholders, customers, providers of training and other partners as considered appropriate by chair to Training Board in order for Training Board to effectively execute core business as defined at 3.10 above.
 - Invited advisors to Training Board will include representation from HR Learning Management and Staff Associations as appropriate.
- 3.12 Training Board will meet regularly, at least quarterly but in any case ahead of any scheduled TMB, to provide a forum to coordinate the views of TMB, Training Managers, senior decision makers and customers.
- 3.13 All meetings of Training Board are formally recorded and minutes are available for information and scrutiny where appropriate.

4. Modernising Learning Programme Board

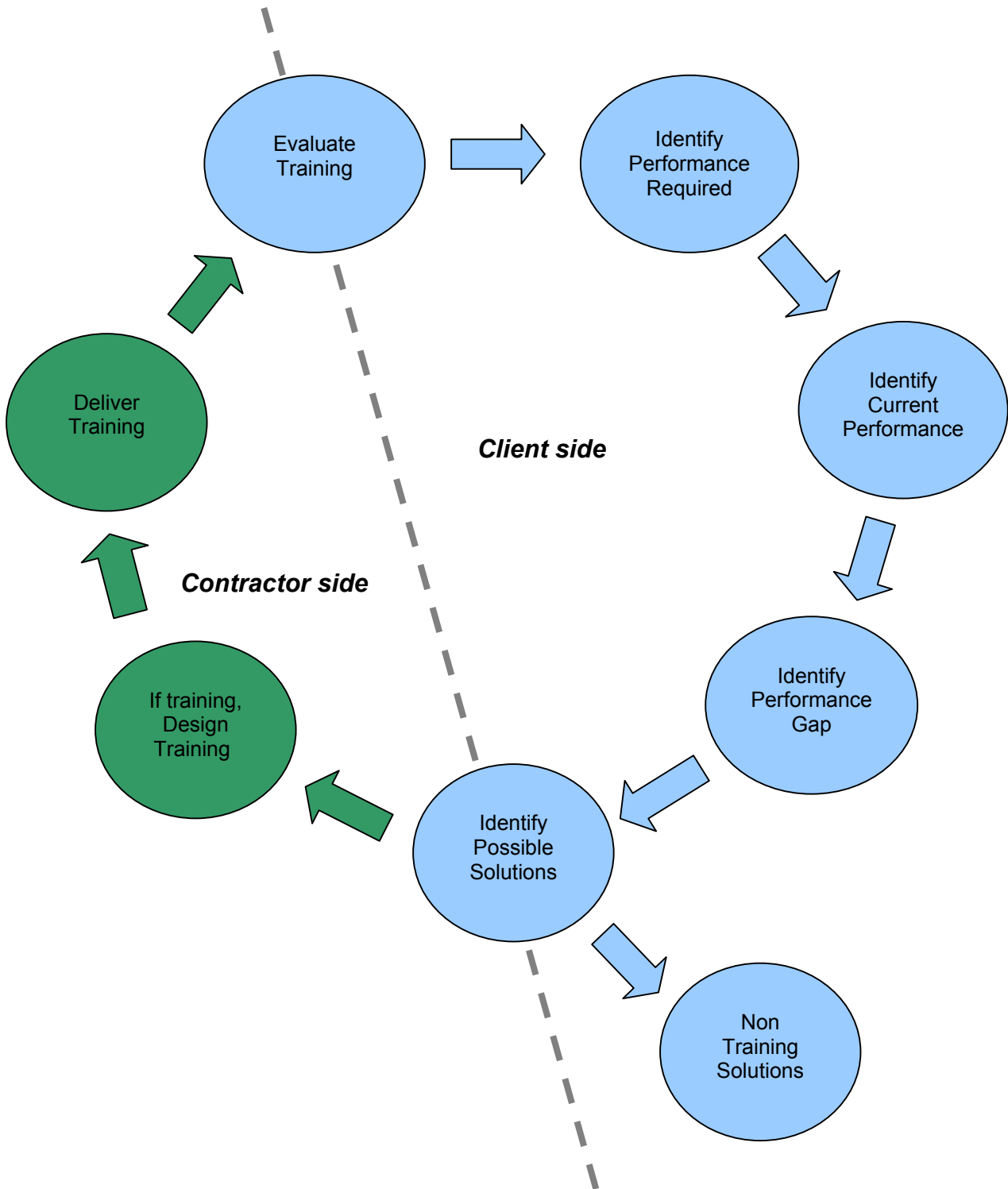
- 4.1 The Modernisation Learning Programme Board (MLPB) sits as a formal sub-group under the auspices of TMB. Its role is to develop and implement a 'Modernising Learning Strategy' that supports the MPS Training Strategy and encourages the development of a more blended learning style that will maximise the development of technology to the benefit of the MPS.
- 4.2 A member of TMB chairs the MLPB. The Head of Learning Management currently performs this role.
- 4.3 The Chair is responsible for updating Director of Training & Development and the Training Management Board. The Chair or nominated representative will attend the NCALT Programme Board and provide updates as necessary.
- 4.4 Members of MLPB are responsible for representing the views of all commands within their respective business groups.
- 4.5 Federation and Trade Union will represent the views of their respective organisations.
- 4.6 Key functions of MLPB:
- Act as the focal point for liaison between the MPS and NCALT
 - Act as a sub group to the Training Management Board on the issues of e-learning, modernising learning and blended learning
 - To implement and drive the modernising learning strategy
- 4.7 Meetings to take place quarterly planned to coincide with Training Management Board meetings.

Training Boards and Associated Business Areas

Training Board	Business Area
Territorial Policing Training Board	BOCUs Central London Training Centre The Royal Parks Police TP Crime Central Communications Command Diversity and Citizen Focus
Specialist Operations Training Board	Counter Terrorism Royalty and Diplomatic Protection
Specialist Crime Directorate Training Board	Crime Academy Forensic Services Intelligence and Covert Policing Serious and Organised Crime Surveillance
Directorate of Information Training Board	IT School Technical Systems
Resources Training Board	Finance Property Services Professional Standards*
Human Resources Training Board	Human Resources Directorate Leadership Development Logistical Services Diversity Learning and Development
Central Operations Command Training Board	Public Order Firearms CO11 Strategic Training Unit Security and Protection Aviation Security Traffic and Transport Olympics

*The MPS structure is being revised and Professional Standards training management responsibilities will remain with Resources Training Board until re-allocated accordingly.

**An Overview of the Systems Approach to Performance Development
Client/Contractor**



Part 3

The Learning and Development Business Plan – 2008/9

1.0 Introduction

The MPS Learning Management Policy defines states:

“Training is essentially a learning process. Within the context of the Policy learning is best defined as:

‘Any planned vocational learning event, including e-learning, which has been specifically designed and formally structured for the purpose of engaging a student or students in a learning process.’

“The aim of the learning process is to enable a measurable increase in the knowledge, understanding, skills, attitudes and behaviours of students that have been defined as necessary for the effective execution of their duties leading to a desired improvement in performance towards the delivery of MPS policing priorities”.

The Learning and Development Business Plan presents the framework of the Annual Costed Training Plan and includes management information for the learning and development function and training that is captured under the above definition.

This AL&DBP contains 9 sections and 4 appendices.

It includes:

- The achievements within Learning & Development over the past year;
- The training related products and services planned for the coming year and their anticipated development.
- The groups of clients to be served by the L&D function;
- The overview of the way in which the Products & Services are marketed and **Appendix 1** page 83, details these methods;
- The resource requirement based on staff and premises;
- The organisational structure to deliver training;
- It also looks at the additional budgeted costs to training to provide an overall picture for the whole organisation
- The Improvement Plan
- The Reporting and Monitoring method

Appendix 2 from page 92-187, is the Annual Costed Training Plan for 2008/9, and contains total training activity costing using the National Training Costing Model. It includes the predicted cost of all training activity broken down by business groups

Appendix 3 from pages 188-196, is a summary of the ACTP and provides analysis of data in appendix 2. It contains the useful management information and totals figures for costs, student training days, mandatory course type days and averages.

Appendix 4 from page 197-209, details the resources for training delivery; this includes staffing and premises usage.

2.0 Achievements

The MPS has continued to be successful in many areas of Learning and Development. In supporting and developing our staff we have enabled rising detections, an increase in customer satisfaction and a reduction in overall crime rates. The MPS is significantly outperforming other “Most Similar Forces” despite being subjected to unparalleled media scrutiny and operating in an increasingly difficult financial environment.

Overall satisfaction with London’s policing has risen throughout the year and remains steady, notwithstanding the significant amount and nature of media attraction.

This reinforces that learning and development is a key driver towards improving overall performance across the police service.

Examples of specific areas of achievement to note are:

External Accreditation

- The Crime Academy was recently awarded Skillsmark Accreditation from Skills for Justice. Crime Academy has played an important role in the national detective training and development programmes in accordance with the ACPO sponsored and NPIA led 'Professionalising Investigation Programme' (PIP). Level 1 PIP training requirements are now embedded in IPLDP. Level 2 training requirements for all newly appointed detectives are met through the ICIDP Initial Crime Investigators Development Programme (ICIDP) and Level 3 training requirements for SIO's are met through the Senior Investigating Officers Development Programme (SIODP). These training programmes are now well established within the MPS and wholly conform to national requirements. The MPS is also represented on both the National PIP Programme Board and the National Investigative Training Steering Group and as such has been able to influence the development of these programmes.
- Following a very productive external verifier’s visit earlier this year, the Learning Support Unit (LSU) has successfully achieved Direct Claims Status for its Learning and Development NVQs. Direct Claims Status will enable the LSU to manage and approve its own claims for the Direct Training and Support NVQ. This enables trainers to receive their qualification much more quickly. Importantly for HR, it is an affirmation that the LSU is achieving the high standard required of an NVQ centre, with effective processes and

quality assessments. The LSU have also successfully delivered 469 trainer development places to support increased trainer demands upon all business groups and to facilitate increased levels of trainer performance.

E-learning

- During the last year over 133,000 e-learning courses within the MPS domain have been accessed by more than 50,000 MPS users and completions recorded on MetHR. This is a substantial achievement that would not have been possible without the work of the Modernising Learning Unit (MLU). The MLU have ensured that all MPS staff have e-learning accounts and have successfully managed the development of an interface within MetHR to enable the automatic updating of training records. In addition, the MLU have developed technical capabilities and plain language guides for users. These achievements taken together successfully demonstrate the MPS commitment to delivery of flexible, blended and accessible learning opportunities.

Equality and Diversity

- Learning Management Policy has seen the introduction of further supporting procedures for Training Design, Performance Needs Analysis, Evaluation, and Examination Services to effectively incorporate and promote Equality and Diversity needs into corporate training standards. The standards aim to ensure different learning needs are identified, considered and incorporated within training.
- To support all business groups within the MPS in their duty to take account of the impact that their policies, processes and practices have on the different needs of staff and Londoners, including disabled people, the DCFD has during 2007 delivered a training programme to policy makers and other key personnel, to enable them to apply the Equality Impact Assessment process. The DCFD performs a quality assurance role for assessing corporate policies and Standard Operating Procedures (SOPs) and have worked in partnership with training to review Equality and Diversity requirements within training standards.

Training Programmes

- IPLDP has now achieved full implementation across the MPS. The programme is also now supported by a new intranet site.
- In support of the Childrens Act 2004, the Learning Services & Performance Unit has designed an Every Child Matters (ECM) training programme which is currently being delivered to 38,000 police officers, police staff and PCSOs. This is an important piece of mandatory training aimed to raise awareness of ECM among staff who regularly come into contact with children to ensure that intelligence is correctly identified and recorded on Merlin for appropriate action and referral.

- In response to recommendation 10 of the interim report of The Review of Policing published by Sir Ronnie Flanagan *'The principles of DGQP¹ seem to show great promise in dealing with proportionality in case file building. ACPO and the CPS should jointly look to ways of implementing these principles nationally as soon as possible, building on the early work of the four pilot sites.* Training has been developed to streamline processes and reduce bureaucracy in order that less time is spent compiling paperwork
- The Examination Services team have expanded their client base to include the Mounted Branch, the Telephone Investigation Bureau, and Designated Detention Officers.
- Providing training opportunities to our extended police family continues to remain a priority for us. During the year much has been achieved by the Learning Services and Performance unit, in partnership with Territorial Policing, to support the learning needs of the new Station PCSO role. A bespoke new course has been designed and successfully delivered to meet the performance requirements of this important public facing role. In addition, another welcomed development is the introduction of a new corporate volunteer induction training programme. This programme has been designed with members of the MPS Volunteer Programme and will be piloted shortly.

¹ Directors Guidance Quick Process

3.0 Services and Products

The information in the table below reflects all training delivered based on home office categories, in addition it goes on to all aspects of training including, Models for Learning, Quality Assurance, co-ordination of the training places, training delivery, and personal and professional development schemes.

The data gathered for training courses in this plan has been grouped into the categories recommended by the National Training Costing Model, Guidance on Home Office Return Version 1.0.

Table 1: Services to be offered in 2008/9

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
Administrative & Professional Training	AOP01	Corporate Police Staff Induction Process	Provides a corporate induction process for police staff joining the organisation	PCSOs, DDOs SROs, Volunteers, and other police staff.	No apparent emerging issues
	AOP03-04	NSPIS Case CJU	Enables the user to create and update cases within the NSPIS case preparation application	CJU staff	No apparent emerging issues

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
	AOP99	Generic IT Skills inc CARMS Personal Development Trainer Development Generic skills based and professional skills training	Provides appropriate trainer development, IT skills, professional skills and personal development addressing individual needs	All new and existing trainers. Individuals requiring specific IT instruction or personal development and staff requiring non-operational professional skills	No apparent emerging issues
Public Access Training (Control Room, Enquiry Centre & Front Desk Training)	CEF01	CAD/PNC CAD Controller Basic control room operator	Provides appropriate training for Central Communications Command Centre staff	All newly selected Central Communications Command staff and controllers	On line presentation and tutorials to inform staff of changes to control room operating systems
	CEF02	Call handling system Central Casualty Bureau Basic enquiry centre operator	Provides appropriate training for enquiry centre operators	Staff working in enquiry centres	No apparent emerging issues

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
	CEF04	Telephone Intelligence Bureau training, control room and enquiry centre supervisors	Provides appropriate training programme to undertake the role in the Telephone Intelligence Bureau and control room/enquiry centre supervisor	All newly selected and existing staff	No apparent emerging issues
	CEF99	DARIS operator IBO CAD	Provides additional specialist skills training for staff based in control rooms, enquiry centres and front desk training	Uniform, police staff	No apparent emerging issues
Health & Safety Training	HST01	Emergency Life Support First Aid at work Defibrillator Training	Provides appropriate and relevant training in Emergency Life Support / first aid Compliance with H&S legislation	Uniform, CID, PCSOs, DDOs, SROs, MSC	Previously a 3 yearly requirement, now a 4 hour per year requirement which will be phased in over the next 4 years
	HST02	First aid & Defib Refresher /re-qualification	Provides follow up training in order to remain qualified	Uniform, CID, PCSOs, DDOs, SROs, MSC, police staff	No apparent emerging issues

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
	HST03	Manual Handling	Appropriate generic training in lifting and carrying	New and existing police officers and staff	No apparent emerging issues
	HST04	Officer Safety Training	Provides role specific officer safety, initial and refresher training	MSC, DDO, PCSOs, SROs, Custody Nurses, Police Officers, Forensic Staff, Traffic Wardens	1 days training every six months – this is currently under review.
	HST05	Risk Assessment, Dynamic Risk Assessment, Trainers Risk Assessment, Risk Assessor	Provides generic and role specific risk assessment training	MPS Health and Safety trainers, police officers and police staff	No apparent emerging issues
	HST99	Policing Safely, Supervising Safely, Personal Safety, H&S training for specialist functions, Fire Training	Provides appropriate and relevant training to comply with H&S legislation.	Police Officers and Staff and those undertaking specialist roles	Introduction of level 3 supervising safely training to be delivered through the Leadership Academy
Investigative Skills Training	INV01 – 09 and INV99	Exhibit, HOLMES, ICIDP, Surveillance, Informant Handling, CRIS/CRIMINT, forensic, FLOs, ABE,	Provides appropriate relevant role specific training for investigating officers	Police and Police staff engaged in the specialist investigation of crime	Introduction of Advanced Disclosure Training aimed

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
		Camera Competency and all other Investigative skills based training courses			at CPS reviewing lawyers, detective inspector and other designated supervisors.
Management & Leadership Training	MAN01-03	Leadership Training	Provides pre-promotion training for Sergeants and Inspectors and Chief Inspectors, police staff Band C and above, and leadership training for Band Ds and office managers	Sergeants and Inspectors on promotion, Bands Ds and above, Chief Inspectors and above	Implementation of a newly designed Portfolio Leaders Programme to replace the Commissioners Leadership Programme.

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
	MAN 04-06	Incident commander, Public Order CADRE, Advanced Public Order, DSO, ACPO Public Order, Silver Command Training, PSU supervisors	Provides appropriate and relevant training for the Command structure in policing major public order events.	Chief Inspectors and above who police major public order events	Delivery of a single Events and Major Incident Foundation course to ensure relevant MPS staff are effectively trained to manage events and major incidents.
	MAN99	General Management and skills based management training	Provides specific management skills based training for all managers	Police Officer and Police Staff managers	Continued delivery of People Management Course in support of THR
Operational Dogs & Handler Training	ODH01-03 and ODH99	General Dog Handling Skills, and Specialist Dog Handling Skills	Provides role specific basic and specialist dog handling skills for Central Operations Dog OCU	Existing and newly selected police dog handlers	Specialist Dog Handling techniques continuously being reviewed and developed

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
Operational Motorcycle Training	ODM01-03 and ODM99	Standard, Advanced and Specialist Motorcycle training	Provides basic to advanced motorcycle skills training.	Uniform and CID,	No apparent emerging issues
Operational Driver Training	ODR01-02	Standards and Advanced Car Driver Training	Driving course to drive cars and vans in standard response category and pursuit category. Run to national standards	Uniform and CID	No apparent emerging issues
	ODR04	National Protection Driver Training	To provide driving skills for stressful situations e.g. anti-hijack	Advanced Drivers, Uniform, CID and Police Staff in specialist roles	No apparent emerging issues
	ODR 99	Specialist Training (Non – Specific)	Provides training and familiarisation on non – standard vehicles and general assessments.	Uniform and CID	No apparent emerging issues
Operational Firearms Training	OFR01	Initial Firearms training	Ensures appropriate training to become an Authorised Firearms Officer (AFO)	Uniform and CID	No apparent emerging issues

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
	OFR02	Firearms Refresher	Provides refresher training for AFOs.	Qualified Authorised Firearms Officers (AFO) officers	No apparent emerging issues
	OFR04	Rifle Refresher Training	Ensures appropriate training in the use of the Rifle	Authorised Firearms Officers	No apparent emerging issues
	OFR05–06	National VIP Close Protection, Reactive, Initial Overt, and Residential Protection Officers training and associated refresher training	Ensures appropriate training for close protection officers	Newly selected and existing Close Protection Officers	No apparent emerging issues
	OFR08	Armed Response Vehicle	Provides firearms training specifically aimed at ARV drivers	ARV drivers	No apparent emerging issues
	OFR99	National and Specialist Firearms Instructor, and specialist training	Ensures appropriate Instructor training to National Standards and other specialist training	Selected Firearms Instructors and AFOs	No apparent emerging issues

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
General Operational Skills Training	OGN02-03 and OGN10	Sergeants Custody and Refresher	Ensures appropriate level of training for Sergeants to work in a Custody Suites	Uniform Sergeants on Promotion	No apparent emerging issues
	OGN07	Method of Entry Training	To enable officers enter within the parameters of all health and safety legislation, relative risk assessments, and the data sheet safe systems of work. To enable officers to accurately identify, record and assess details of the entry process	Uniform officers on immediate response situations	No apparent emerging issues
	OGN08	CBRN Training	To prepare officers to work in contaminated environments	TSG PC - Supt. Nominated specialist departments e.g., SO15, CO3, CO19. Nominated Cadre Ch Insp - Ch Supt.	No apparent emerging issues
	OGN09	IT Systems - PNC Training	Ensures appropriate training to perform the general duties for PNC roles	Staff in specific PNC roles	Review and enhancement of existing PNC Training

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
	OGN99	Public Order, Safer Neighbourhoods, Every Child Matters, Cycle, Domestic Violence, Core Team training and other role specific training	Ensures appropriate training to perform the general duties of a police officer and role specific training for staff	Uniform, PCSOs, and police staff in specific roles	No apparent emerging issues
Other Training	OTH01	Race and Diversity NOS Assessor	Progress a number of key activities in support of the Race and Diversity NOS Assessment programme. Provides participants with the skills, knowledge and understanding required to accurately assess staff performance against Race and Diversity NOS AA1	Chief Officers, Director Level Police Staff, OCU Commanders, Unit Heads, Senior Investigating Officers, Family Liaison Officers, Full-time Training Staff and Tutor Constables	Delivery and implementation plan to be agreed in April by TMB.

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
	OTH99	Local induction courses, open days and Volunteers training	To ensure officers and staff are provided with understanding skills and knowledge for new roles.	Police Officers and Staff who change roles.	Delivery of a 1 day mandatory training course to skill nominated supervisors to assess MPS staff competency levels with regards to Race and Diversity NOS.
Police Officer Recruit Training	POR01-02 and POR99	IPLDP, and Tutor Constable training	To provide a foundation of skills to perform the role of a police officer	Student Police Officer and Police Probationers	The DTD Training OCU has formed a full-time project team to test the concept of pre-learning for police recruits, MSC, PCs, and PCSOs. The team aims to improve the accessibility of

Home Office Category Description	Home Office Code	Products and Services	Benefits	Client Demand	Anticipated Development
					training for each of these groups, whilst also imbedding a system which recognises learning already undertaken - thus making the transfer of staff between roles much easier and quicker'.
Special Constables & Community Support Officers	SCS01-02 and SCS99	Foundation and skills based training for MSC officers and PCSOs,	To provide foundation skills training for Specials and Community Support Officers	PCSOs MSC,	Working with the above Training Modernisation Team.

Services and Development Opportunities

Service Provision	Products & Services	Benefits	Client Demand	Anticipated Development
Co-ordination and Administration of Corporate Training Programmes	Internal Corporate Training Programmes, Training Circular NPIA Courses	Ensures a consistent and business centred process for the administration of training	Major deliverers & recipients of corporate training.	Transforming HR Impact
Learning Management Policy Development	To research, develop, produce, review and implement responsive and proactive training policies in response to current and emerging issues on behalf of the Director of Training and Development; including MPS, ACTP, Training Strategy.	Provides a centrally managed process for the development and review for the Learning Management Policy.	All business groups, Home Office and MPA	Training policy is under systematic review to remain compliant with Home Office and HMIC requirements and recommendations
Performance Needs Analysis and Training Design	To manage a structured guidance programme & quality approval process for customers who required a needs analysis to be undertaken or a training programme to be designed.	Gives clear statement of need, scope of learning outcomes, priority groups etc for client sponsor to agree.	On a commissioning by client basis	Incorporation of citizen focus into PNA and Design standards and SOPs.

Service Provision	Products & Services	Benefits	Client Demand	Anticipated Development
Training Evaluation	To carry out research to improve the impact of training on people, on their work performance, and on the organisational performance of the MPS.	Provides an independent evaluation process for corporate training programmes by assessing impact and effectiveness	On a commissioning by client basis	Incorporation of citizen focus into evaluation standards and SOPs.
Examination Services	To provide multiple-choice examinations to measure the level of knowledge of each individual, and provide feedback for areas of improvement.	Provides an independent process for assessment and identifies areas for development for individual candidates	Recruit students Probationer constables, Extended Police Family, Mounted Branch, Air Support Unit, Public Protection, Crime Academy Investigative Interviewing, OST Training, POLSA Search, Telephone Investigation Bureau	Thorough review of all working practices to improve efficiency through the use of improved technology.

Service Provision	Products & Services	Benefits	Client Demand	Anticipated Development
Quality Assurance Training Reviews	To ensure that the processes and procedures for delivering training perform efficiently and effectively. Produces corporate Training reports on performance for monitoring at Training Management Board	Provides a corporate and independent process for the performance of the training function pan MPS	As agreed by Training Management Board	Enable meaningful collaboration and sharing of good practices between similar training sites to reflect the EFQM and inform the baseline assessment submission.
MPS Training Scorecard	To monitor the delivery of planned training and the implementation of the evaluation strategy	Provides a corporate performance scorecard	As agreed by Training Management Board	Inclusion of further performance indicators for the L&D Function
High Potential Development schemes	Identifies candidates of high potential and develop them into high calibre future leaders.	To attract high calibre individuals, enabling the police service to recruit and retain them in a competitive employment environment	As selected through structured application and assessment processes.	No apparent emerging issues
Graduate Development Programme	3 Year Leadership Development Programme	Encourages transformational leadership to make the police a more people focused organisation	Graduate entrant Constables	No apparent emerging issues

Service Provision	Products & Services	Benefits	Client Demand	Anticipated Development
Bursary Scheme	Sponsorships for staff for courses of study which lead to a recognised higher and further academic qualification.	The bursary can be used to obtain recognised higher academic qualifications that are relevant to the participant's current role or for potential career development.	Substantive Police Officers and Staff up to an including Band C and Chief Inspector or equivalents.	No apparent emerging issues
Police Staff Management Development	Level 4 Introductory Diploma in Management (CMI) Level 4 NVQ in Management (ILM)	Opportunity to gain formal management qualifications as well as gain skills and knowledge to perform the job	Potential and new Band C middle managers	No apparent emerging issues
NVQ in Business Administration Levels 3 & 4	A Technical Certificate in Administration, and Key Skills – mandatory Key Skills; Communication and Application of Number	Opportunity to gain formal qualifications as well as gain skills and knowledge to perform the job	As per the published eligibility criteria	No apparent emerging issues
NVQ Level 3 Learning and Development	Four elements to be achieved and assessed over a 12 month period	To provide assurance that trainers are qualified to nationally agreed standards.	All full time Trainers	No apparent emerging issues
A1 Assessor Award	Four elements A.1.1. - 4 to be achieved	To ensure that workplace assessment is consistent and to a national standard.	Police officers and Staff who assess in their area of occupational competence	No apparent emerging issues

Service Provision	Products & Services	Benefits	Client Demand	Anticipated Development
Professional Qualifications	Chartered Institute of Personnel and Development (CIPD) Facilities Management Chartered Institute of Public Finance and Accountancy (CIPFA) Chartered Institute of Management Accountants (CIMA) Association of Chartered Certified Accountants (ACCA) Association of Accounting Technician's (AAT) Institution of Occupational Safety and Health (IOSH) National Examination Board in Occupational Safety and Health (NEBOSH)	Opportunity to gain formal qualifications as well as gain skills and knowledge to perform the job	Police Staff and officers as a requirement of their specific role	No apparent emerging issues

4.0 Client Groups served

Business Groups, police officers and staff, special constabulary, and police authority define the client groups in the first instance. Within these groups the client can be further defined into functional groups, ranks and grades, employment categories and both internal and external stakeholders. The *primary consumer* or target group is identified in the eligibility criteria provided for all courses in the published MPS Training Database.

Table 2: Client Groups for MPS Training

Client Group	Size	Development / Issues	Level of Interest	Alternative sources of provision	Anticipated Changes
<u>Stakeholders</u>					
MPA	23 Members	To scrutinise and support the MPS	High – MPS accountable to MPA for all areas of performance	None	None
ACPO	42 Members	Leads and co-ordinates the strategic direction of the police services in England, Wales and Northern Ireland, also acts as client for commissioning training PNA, Design and Evaluation projects	High, accountable to the MPS for performance	None	None

Client Group	Size	Development / Issues	Level of Interest	Alternative sources of provision	Anticipated Changes
NPIA	1,772* Members <i>* NPIA Strategic Plan April 2007</i>	To provide national support to encourage the improvement of Police Forces and Police Authorities both individually and collectively	High - national scrutiny function	None	Awaits completion of impact assessment
BOCU and OCU Commanders, Equivalent Police Staff	38 Police Officers Commander & Above 208 Police Staff Band A/H & S.	To provide a forum for the co-ordination of views for Training Boards, Training Managers senior decision makers and customers.	High, balancing new and existing training priorities across MPS and the resources to deliver it.	BOCU Business Manager	None
Staff Associations/Police Federation.	18 Associations MeTUS Police Federation	To provide an internal consultancy role for training and development opportunities by means of a Training Representative	High, primarily focused on access to training and safety issues	Engaging with individual members of the community outside a collective forum	None

Client Group	Size	Development / Issues	Level of Interest	Alternative sources of provision	Anticipated Changes
Training IAG	8 Members	To engage in consultation regarding PNA, Design Evaluation and Delivery of training	High, considered good practice by APA, Citizen Focus, HMIC.	Direct consultation with staff	Currently recruiting new members to ensure membership continues accurately to represent diversity of London.
Clients					
Uniform Policing	31,303* Officers <i>* Workforce Planning data 29th Feb 08</i>	Good basic training, currently in process of migrating to IPLDP also continual programme of development driven by changes in legislation, safety and other skills based training such as driving	High, key to confirmation in the rank of Constable, to Territorial Policing & Safer Neighbourhoods performance	Other Constabularies	Development of e-learning modules by NPIA, training requirement prioritised and reviewed continuously.
PCSOs	4,178* PCSOs <i>Workforce Planning data 29th Feb 08</i>	Good basic training, skills based training for PCSOs	High, training seen as essential in performing & developing in the role.	Other constabularies	Possible further increase in powers awaits Home Office consideration.

Client Group	Size	Development / Issues	Level of Interest	Alternative sources of provision	Anticipated Changes
Special Constabulary	2,377 Specials <i>*Workforce Planning data 29th Feb 08</i>	Good basic training	High, training essential for graduation	Other Constabularies	Development of e-learning, training requirement prioritised and reviewed
Crime	6927 Officers <i>*Workforce Planning data 29th Feb 08</i>	Good basic training from initial investigation to SIO and other specialist & skills based training areas	High, training seen as key to transferring in to the function and progressing within it	NPIA and other constabularies	Reviewed according to crime initiatives
Tactical Support	10,391* officers total of (CO/SO/SCD) <i>*Workforce Planning data 29th Feb 2008</i>	Good level of specialist training, includes, Public Order, Firearms, Dogs, Mounted, Marine Support, and Air Support and other skills based training	High - Training seen as an essential function in order to perform these specialist roles, there is a requirement to maintain a current status of training by a process of re-authorisation	Other constabularies & government bodies such as the armed forces	The 2012 Olympic games will be a major influence on the training requirement for policing this event impacting on all business groups

Client Group	Size	Development / Issues	Level of Interest	Alternative sources of provision	Anticipated Changes
Police Staff	Approx 14,035* <i>*Workforce Planning data 29th Feb 08 excludes PCSO, Specials and Traffic Wardens)</i>	Corporate Induction programme, role specific and skills based training, professional development in specialist roles.	High, role specific training, generic training, professional qualification route seen as an essential function in Professionalising of some police staff roles.	External Training Providers, CIPD, CIPFA, NPIA etc.	No apparent emerging issues
Managers Sergeant /Band D and above	Approx 13,066* police officer and staff <i>*Workforce Planning data 29th Feb 08</i>	Generic management training primarily for police officers first and second line managers, with some skills specific training for both officers and staff, also CLPF New Managers, CLDP for Band Cs, Chief Inspectors and above. Additional opportunities for the IDP for police staff, HPDS for officers and NVQ in Management.	High, pre-promotion course for officers and modularised skills based training provides further development opportunities	NPIA, external providers, and other constabularies	Progression of “Transforming HR” will impact on local managerial requirements. One day training continues to be delivered to operate within the new environment created by transforming HR.

Client Group	Size	Development / Issues	Level of Interest	Alternative sources of provision	Anticipated Changes
Senior/Middle Managers: - Police Officers - Police Staff	337* Superintendent and above 1,894* Band C and above <i>*Workforce Planning data 29th Feb 08</i>	Specific career management programmes within the MPS for both police officers and police staff	High, seen as a key process for progressing to ACPO level, also for police staff.	Home office, NSCAS, NPIA and other external training providers	Further potential development of the Portfolio Leaders Programme following pilot in April 08
External Clients	Varies	Specialist Training and Services offered in collaborative ventures and for income generation involving clients both in the UK and overseas.	High, MPS specialist training is prestigious and brand name 'Hendon' is internationally recognised.	NPIA, other Constabularies, armed forces, external providers	Drive to benefit from income generation may see further developments in this area. Volunteer training has also been developed to provide a structured environment for volunteers in the service.

Not Protectively Marked

5.0 Marketing plan

The MPS advertises all its training courses on the MPS Training Database. The Learning Services and Performance Unit of the HR7 Learning Management OCU maintain this. Training providers submit their courses through the Annual Costed Training Plan and are then requested to supply details of the aims and objectives for the courses available.

5.1 Corporately delivered training:

The majority of corporately delivered training is marketed through the LSPU this would include:

Driver, Leadership, IT, Crime Academy, First Aid, Officer Safety Training, Extended Police Family and Trainer Training.

Training processed through the LSPU is advertised via the MPS Training Circular. This document is produced every Friday and contains course trawls, course warnings (where individuals are being targeted i.e. promotion training) and adhoc training information. The training circular is circulated via email to training managers, training and HR units and to some duties offices. The list of recipients is periodically reviewed and adjusted as necessary to ensure it reaches the correct audience.

Training units disseminate this information throughout their OCUs by email and provide the LSPU with appropriate nominations. In order to ensure events are run at full capacity to reduce wastage courses are advertised via email and on the intranet home page.

5.2 Specialist Training

Public Order training: - This is advertised via the MPS Training Circular and nominations are dealt with directly by the Specialist Training Unit

Other specialist training providers advertise what is available on their individual intranet sites. Most of the training is primarily aimed at their own specialist staff and identified needs and training requests are processed through line managers and the training unit. This includes Firearms, Specialist Crime and Specialist Operations training.

5.3 Local OCU delivered training

5.3.1 Mandatory training:

Training units monitor their OCU needs and schedule courses accordingly. These are advertised on the OCU intranet site, scheduled into team training days and/or emailed by the training unit to line managers/team supervisors to manage nominations.

Not Protectively Marked

5.3.2 Development Opportunities – Local Training

Local course are included on the MPS Training Database but managed locally through the Training Manager. Units may use their intranet sites or email groups.

5.3 Other development opportunities and external qualifications

Career Management Unit provide a career management framework which include schemes such as:

- Bramshill Fellowship Scheme
- Intensive Development Programme (IDP)
- The High Potential Development Scheme
- MPS Bursary Scheme
- NVQ L&D Qualifications
- CIPD
- Transform - Career Management Scheme For Senior Managers
- Positive Action Leadership Programme
- Springboard
- Leadership Development for Senior Women

These are marketed via the intranet on both their own site and corporate news, they also utilise The Job and HR Notices. Each has an application process, which they manage. The IPD and HPDS also have drop in sessions for potential candidates.

5.4.1 CIPD

CIPD is managed centrally by HR and advertised annually in HR Notices. Notification is also emailed to HR Managers in advance.

5.4.2 Professional Qualifications

Other professional qualifications i.e. Facilities management, Finance (Accountancy) and OH related are managed by the relevant Directorates. For example Finance - individuals apply through their own OCU to a central person within the Finance Directorate who advises a suitable provider. They use the intranet to market this and any continuous professional development opportunities.

5.4.3 NPIA

The NPIA portfolio is managed and marketed by the LSPU – Learning Co-Ordination Centre. Applications are processed through the LSPU and promoted through the intranet site.

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5.4.4 Commissioners Leadership Programme for Team Leaders

This is advertised on the intranet and emailed to Training Managers; applications are processed through the Learning Services and Performance Unit.

5.4.5 E-Learning and NCALT

The Modernising Learning Unit (MLU) use a variety of methods based upon what reaches the audience most effectively and that has the most credibility. When a new mandatory course is launched a news item is placed on the front page of the intranet. The MLU have compiled a database of all e-learning activities, which include those in the design phase and those due to be launched. This database is accessible through the MLU intranet site.

Please refer to **Appendix 1** page 83 - Marketing Plan for detail on how the products and services described in section 3 are marketed across the organisation.

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6.0 Resources

This section provides a summary of the anticipated premises and staffing for each business group that have been submitted by training units to deliver the Annual Costed Training Plan.

6.1 Premises

Below is an outline of the number of locations planned for use to accommodate the delivery of the training plan. The cost for premises is calculated as £8,453,935. Of this, £8,137,234 is based on the use of MPS buildings (including £1,921,324 on the Central London Training Centre of Territorial Policing). The remaining £316,700 has been planned for the hire of venues to support primarily the delivery of Officer Safety Training.

Premises were calculated using the annual MPS premises rate per square metre of the given location, based on the rental value and size of the building. The Annual MPS Premises rate per square metre is then applied to the rooms and their sizes shown on training units' Annual Costed Training Plan submission based on the percentage of its whole time use for the year.

It should be noted that due to the complexities in calculating the MPS premises rates, the cost of some training accommodation is not included. We are working with Property Services to capture these costs for the future.

Table 3 below breaks down the types of rooms that training units have shown will be used. There are a total of 88 MPS buildings to be used for training purposes and 53 hired locations. Table 3 shows a total of 761 venues in total will be used to support training delivery. **Appendix 4** from page 197 provides the detail of planned usage of training premises along with an indication of staff employed within each unit. In addition to those shown, the MPS have training sites at Gravesend for Public Order and Firearms Training and Keston Dog School.

Table 3 Total Premises submitted as used for training purposes

MPS Classrooms	MPS Gyms	Syndicate/Other training rooms	MPS Office/Admin/Other rooms	Non MPS Hired rooms	Total
287	25	139	257	53	761

6.2 Staffing

Table 4 gives an outline of the total figures for each business group's Full Time Equivalent (FTE) of staff planned for 2008/9. This includes training unit staff and occasional trainers. In addition, the numbers of dedicated trainers within training units are also included against the business groups.

Appendix 4 from page 197, provides a detailed breakdown of these numbers by rank and band for each training unit.

Table 4: Staffing Levels Submitted as Working within Training Units

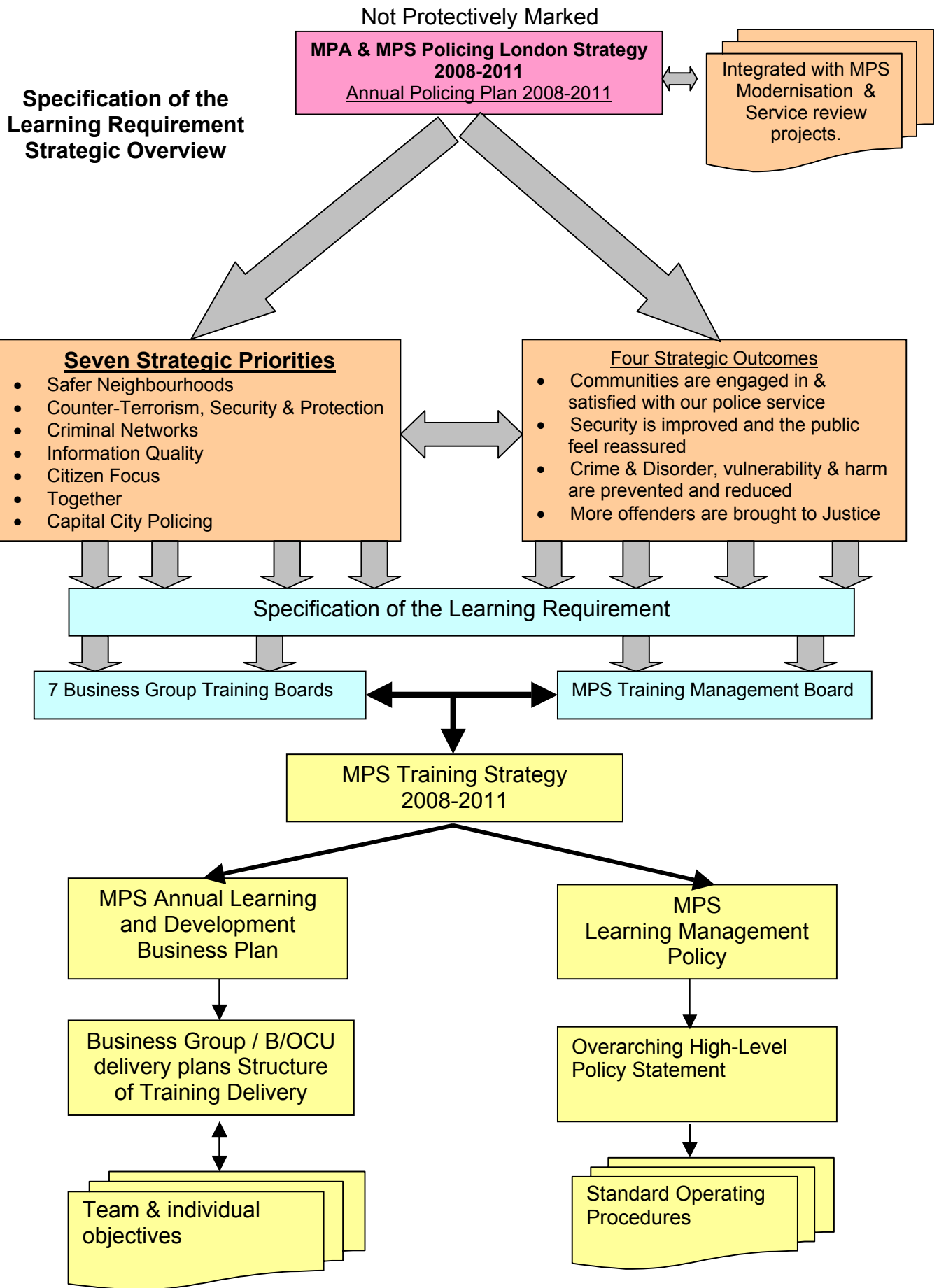
Trainers	Human Resources	Directorate of Resources	Directorate of Information	Central Operations	Territorial Policing	Specialist Crime Directorate	Specialist Operations	Total
FTE - Training Unit Staff	497.67	9	76.37	270.10	229.12	145.05	22	1,249.31
FTE Occasional Trainers	0.53	2.53	0.08	9.96	19.10	7.94	6.56	46.70
FTE of total staff	498.20	11.53	76.45	280.06	248.22	152.99	28.56	1,296.01
Dedicated Trainers	369.26	4	55.20	249.50	178.82	92.15	18	966.93

7.0 Structure of Training Delivery Pan MPS

Table 7 shows the student training days planned by Business Groups in relation HO training categories as a percentage. It demonstrates proportionally how each HO category makes up the delivery of training within each Business Group as shown in Fig 1-7 at **Appendix 2** from page 92. In addition, the schematic diagram provides an overview of how the strategic governance of delivery structures in the learning and development function directly support the Policing London Strategy. In particular, how the Policing Plan drives the formulation of the Specification of the Learning Requirement as set out in Part 2 of this Annual Learning & Development Business Plan leading to the delivery of the costed training plan as detailed at **Appendix 2** from page 92.

Table 7: Structure of Training Delivery within MPS Business Groups by Home Office Course categories.

Home Office Category	Human Resources	Directorate of Resources	Directorate of Information	Central Operations	TP and TP Pan London	Specialist Crime	Specialist Operations
Administrative and other professional skills	3	28	30	1	1	4	2
Public Access	0	0	13	0	8	0	0
Health and Safety	4	33	1	23	53	13	44
Investigative Skills	1	0	14	0	3	79	13
Management and Leadership	5	5	3	2	1	1	1
Operational Dogs and Handler	0	0	0	6	0	0	0
Operational Driver	6	0	0	1	0	0	0
Operational Motorcycle	1	0	0	0	0	0	0
Operational Firearms	0	0	0	39	0	0	3
General operational	1	34	27	25	26	3	34
Other	0	0	0	2	0	0	3
Police Officer Recruit	64	0	12	0	3	0	0
Operational - Special Constables and community support officers	15	0	0	0	6	0	0
Total Percentage	100	100	100	100	100	100	100



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8. Budget Reconciliation

	Budgets	
Human Resources		
Devolved Budget Total; inc police & staff pay, premises etc	28,393,905.17	
NVQ, Study Support Budget and Prof Quals etc	347,000	
		<u>28,740,905.17</u>
Directorate of Resources		
Devolved Budget Total; inc police & staff pay, premises etc	539,654.70	
Finance quals, H&S and Facilities Management	150,000	
		<u>689,654.70</u>
Directorate of Information	4,102,840.60	
Central Operations	18,497,753.11	
TP and TP Pan London	15,109,967.26	
Specialist Crime	9,759,840.43	
Specialist Operations	1,988,194.33	
		<u>49,458,595.73</u>
<i>Less Planned Income Generation</i>		664,600
Devolved external training budget	14,971,145.95	
<i>Less external training budget accounted in ACTP</i>	734,252.75	<u>14,236,893.20</u>
		<u>93,126,048.80</u>
Grand Total		<u>664,600</u> <u>92,461,448.80</u>

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Total cost of Delivery (From Costing Model)		<u>78,392,155.60</u>
<i>Less Planned Income Generation</i>		<i>664,600</i>
Devolved external training budget	14,971,145.95	
<i>Less external training budget accounted in ACTP for use of external training / hired premises</i>	<i>734,252.75</i>	
		<u>14,236,893.20</u>
<u>HR</u>		
HPDS	10,000	
Intensive Development Programme	110,000	
Bursary Scheme	142,000	
NVQ Learning and Dev & Prof Quals	10,000	
Talent Management (formally Transform	60,000	
Springboard	10,000	
Leadership Development for Senior Women	5,000	
		<u>347,000</u>
<u>Resources</u>		
Finance Qualifications, Health and Safety in Finance, Facilities Management	150,000	
		<u>150,000</u>
		<u>93,126,048.80</u>
Grand Total		<u>664,600</u> <u>92,461,448.80</u>

All Figures are based on budgets set for 2008/9 at time of publishing (19/03/2008)

9.0 Metropolitan Police Service Learning and Development Improvement Plan 2008/9

9.1 MPS Learning and Development Improvement Plan 2008/9 - Context

9.1.1 The Learning and Development Improvement Plan serves to support the Best Value requirement to seek continuous improvement and provides a strategic summary of the areas for improvement planned within the field of learning and development along with responsibilities, milestones, monitoring arrangements and resources. The Improvement Plan is a high level document, shown in Table 8, which provides a summary of the main intentions for 2008/9. Training Management Board (TMB) will monitor progress against planned improvements with oversight by the MPA. Those responsible for the objectives/activities identified in the plan are all at ACPO level and are either members of, or represented at, TMB.

9.1.2 It is envisaged that majority of the initiatives within this improvement plan will be able to be contained within existing resources and budgetary allocations currently in support of ongoing work by the identified units. Ongoing budgetary pressures may require a re-assessment of Improvement Plan priorities during the course of the year.

9.1.3 Not all items can neatly be completed within any year. Consequently, the plan contains a number of ongoing items carried forward from the previous financial year. This explains any discontinuity in numbering. As the improvement plan remains a dynamic plan, new items for FY 2008/9 will be added as they arise.

9.2 MPS Learning and Development Improvement Plan

The following are the agreed protocols for monitoring progress against the MPS Learning and Development Improvement Plan and for bringing updates to the attention of Training Management Board (TMB).

Protocols

- That the master version of the MPS Learning and Development Improvement Plan will be stored on the MPS Shared Data drive (Aware S: drive) within the HR DTD – TMB folder for regular review by TMB members.
- That the Learning Services & Performance Unit (LS&PU) maintains the master Improvement Plan and amends it in response to inputs from the activity owners on behalf of TMB.
- That any proposed new recommendations would be brought to the attention of TMB for noting/agreement prior to inclusion within the MPS Learning and Development Plan.

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- That each Activity Owner is invited to complete an 'Improvement Plan Action Progress Template', to include progress to date, planned activity and a projected completion date and return to the LS&PU.
- That the LS&PU will not seek to chase further updates from Activity Owners until the projected completion date has been reached.
- That once the projected completion date has been reached the relevant entry in the live document will be changed to red and a request forwarded to the Activity Owner for an immediate update.
- That Improvement Plan Activities marked in red will be brought to the attention of TMB for consideration and further action as required.
- That all completed Improvement Plan activities are marked in green and retained on the live document for review purposes for three months before being removed and stored in a separate 'completed actions' file again on the MPS Shared data file.

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Diversity

Ref No	Source	Action / Objective	Owner	Milestones	Implementation Date	Resource Implications	Monitoring Arrangements
7/05	RRAA requirement	To ensure that RRAA relevant data is captured within Met HR	Director of HR Services	Interim arrangements (Manual data collection system) Awaits future Integration into MetHR	In place Dates dependent on software development and implementation	Undertaken by current HR staff Awaits appropriate MethHR software to automate data collection process.	Manually collected data analysed and presented to TMB bi-annually 'On-going'
2/06	MPS Diversity Directorate Action Plan	Delivery of effective race and diversity learning and development	Director of Diversity	Strategy adjusted to take account of Police Race and Diversity Development Programme	Awaits presentation by Diversity Directorate of performance requirements for consideration and agreement by TMB	Awaits	Diversity Board and TMB 'On-going'

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Learning Management, Policies, Processes and Procedures

Ref No	Source	Action / Objective	Owner	Milestones	Implementation Date	Resource Implications	Monitoring Arrangements
18/05	HO Circular 44/2005	To develop the ability to use the National Costing Model data in support of training decisions.	Director of T & D	Revised software tested through validation data set Application of National Training Costing Model to new training proposals.	Complete 2005 FY2007/08	Absorbed within existing LS&PU resources.	TMB <i>'On-going'</i>
23/05	LSU strategy /vision	To develop professional support for the Training Manager function	Director of T & D	Design and delivery of induction package	Deferred until FY 2008/2009 Priority remains the delivery of the MPS Trainer Development Programme in order to meet current high MPS demand for trainers.	Absorbed within existing LSU resources.	TMB <i>'On-going'</i>

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HMIC requirements

Ref No	Source	Action / Objective	Owner	Milestones	Implementation Date	Resource Implications	Monitoring Arrangements
2007							
1/07	HMIC Baseline Assessment (October 2006)	There should be formal assurance that all training has been mapped against ICF roles and training amended accordingly.	TMB / Training Board Chairs	<p>Although recently developed training is mapped against the ICF roles, this is not the case for more established training events.</p> <p>Proposed guidance drafted and currently being piloted on mapping HR owned courses to ensure guidance is both workable and effective. Guidance will be circulated to TBs upon conclusion of pilot (Summer 2007)</p>	2007/08	Absorbed within existing resources.	TMB <i>'On-going'</i>

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Ref No	Source	Action / Objective	Owner	Milestones	Implementation Date	Resource Implications	Monitoring Arrangements
2/07	HMIC Baseline Assessment (October 2006)	A more proactive approach should be taken to developing such external partnerships within the police and wider communities.	TMB / Training Board Chairs	<p>There is considerable scope to develop an extensive range of partnerships in relation to learning and development.</p> <p>The LSPU are currently reviewing the MPS Training Provider Review process and will incorporate the context of this AFI within it. This will provide an opportunity to effectively identify and cascade good practice within the context of the APA guidance in Involving Communities in Police Learning & Development. Outcomes from which will provide TBs an opportunity to 'cluster' sites and encourage collaboration.</p>	2007/08	Absorbed within existing resources.	<p>TMB</p> <p>'On-going'</p>

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MPA Internal Audit

Ref No	Source	Action / Objective	Owner	Milestones	Implementation Date	Resource Implications	Monitoring Arrangements
10/07	MPA Internal Audit of Strategic Planning for Training (November 06)	The Performance Need Analysis process is followed to ensure trainers are consulted on the development and delivery of training.	Learning Services & Performance Unit TMB / Training Board Chairs	Learning Management OCU to communicate the requirements of the Systems Approach to Performance Development to all members of the training community. In support of revised Learning Management Policy new SOPs have been drafted to specifically support relevant aspects of the application of the systems approach in order to progress formal communication of requirements. Business Group	July 2007	Absorbed within existing resources	TMB 'On-going'

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Ref No	Source	Action / Objective	Owner	Milestones	Implementation Date	Resource Implications	Monitoring Arrangements
				Training Boards to ensure compliance with all aspects of the Systems Approach.			
11/07	MPA Internal Audit of Strategic Planning for Training (November 06)	All corporate courses have set deliverables and academic material available through the MPS Training Database Library system, ensuring version control.	TMB/ Training Board Chairs	This was also required following the BVR(T) 2003 and the MPS are currently developing a training database to meet this requirement. There is an onus on Business Group Training Boards to populate and maintain the database but still has some way to go. The MPS does not intend to re-write current material in order to convert to database specification but as current training material is reviewed	FY 2007/2008	Absorbed within existing resources	TMB 'On-going'

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Ref No	Source	Action / Objective	Owner	Milestones	Implementation Date	Resource Implications	Monitoring Arrangements
				<p>material is reviewed and revised, or new training created, then relevant material will be added to the database.</p> <p>Database management to be incorporate as a performance measure within the corporate training review process and will be monitored by TMB.</p>	FY 2007/2008		
12/07	MPA Internal Audit of Strategic Planning for Training (November 06)	The performance of Business Group Training Boards is reviewed to ensure management responsibilities with regards to compliance with	TMB/ Training Board Chairs	<p>Database requirements are incorporated at 11/07 above.</p> <p>Training Boards to ensure all local trainers are sufficiently qualified and this will be</p>	FY 2007/2008	Absorbed within existing resources	TMB 'On-going'

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Ref No	Source	Action / Objective	Owner	Milestones	Implementation Date	Resource Implications	Monitoring Arrangements
		MPS Training Database requirements are discharged and ensure all local trainers are sufficiently qualified.		incorporated as a performance measure within the corporate training review process and will be monitored by TMB.			
13/07	MPA Internal Audit of Strategic Planning for Training (November 06)	Consideration is given to re-establish the TMB as an extension to the Commissioners Management Board.	TMB / Director HR	The current positioning of TMB will be considered.	FY 2007/2008	Awaits	TMB 'On-going'
18/07	MPA Internal Audit of Strategic Planning for Training (November 06)	The roles and responsibilities of local training managers are clarified, documented and issued.	Learning Services & Performance Unit	Earlier PNA undertaken into the role of Training Manager to be further reviewed within the context of minimum corporate requirements and responsibilities of an MPS Training Manager. These will	October 2007	Absorbed within existing resources	TMB 'On-going'

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Ref No	Source	Action / Objective	Owner	Milestones	Implementation Date	Resource Implications	Monitoring Arrangements
				be developed through consultation to be subsequently agreed with TMB.			
19/07	MPA Internal Audit of Strategic Planning for Training (November 06)	Corporate information circulated to HR managers is also made available to training managers.	Learning Services & Performance Unit	Response to be reviewed on implementation of Transforming HR. However, the Learning Management OCU to ensure that Training Managers are adequately informed of information relevant to their role.	FY 2007/2008	Absorbed within existing resources	TMB 'On-going'
22/07	MPA Internal Audit of Strategic Planning for Training (November 06)	Processes are standardised to ensure central training records of police officers and staff are uniformly updated and maintained.	Director HR	The MPS is aware of this issue and will be addressing in conjunction with the Transforming HR project.	FY 2007/2008	Absorbed within existing resources	TMB 'On-going'

10.0 Reporting and Monitoring

10.1 The Learning Services and Performance Unit (LSPU)

The Learning Services and Performance Unit (LSPU), part of the Learning Management OCU – HR7, works to measure and improve training, to ensure that training is both efficient and effective in developing the performance of the MPS.

The LSPU carries out large scale projects commissioned by clients or sponsoring managers, undertakes reviews and audits of training providers, and provides a consultancy service to give advice and support on Evaluation of Training, Quality Assurance (including Models for Learning (MfL), and Assessments of Training.

10.2 The LSPU operates in two areas to monitor & report on the delivery of the Training Plan.

10.2.1 Quality Assurance

The LSPU have developed a MPS Training Scorecard to ensure the processes and procedures for delivering training perform efficiently and effectively. The Policy and Performance Team publishes MPS performance data against training performance targets for the delivery training on a quarterly basis. The performance targets are set out at the Business Group planning stage and published in the local Business Plans and in the Annual Costed Training Plan.

The MPS Training Scorecard is produced on a three monthly basis, enabling MPS training to be strategically viewed and compared within specific Business Groups, against fixed and pre-defined performance indicators. Additionally it will identify performance trends and present meaningful analysis to enable smarter business planning at a strategic level.

Recommendations of the Best Value Review of Training, produced in February 2003, included the introduction of National Performance Measures for all MPS Training to ensure the efficient use of training resources across the Service.

Comparisons identified within these reports include:

- Student Training Days;
- Evaluation of Training;
- Cost of Training.

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Data contained within these reports is obtained from Training Managers and Providers; the Cost of Training is taken from data supplied from the MPS Annual Costed Training Plan.

The performance measures within the MPS Training Scorecard are listed below: -

- Number of Student Days Planned this year
- Progress against target
- Planned Student Days
- Delivered Student Days
- No. Of Events
- MPS Evaluation level 1
- MPS Evaluation level 2
- Course Satisfaction Reached target
- % Course Satisfaction data returned
- Trainer Satisfaction Reached target
- % Trainer Satisfaction data returned
- Planned / Delivered
- % Evaluation Level 1
- %Evaluation Level 2
- Wastage by Student
- Wastage by Provider
- Courses cancelled
- NPIA attendance
- RRAA Monitoring Process

10.2.2 Training Reviews

One of the roles of the LSPU is to review the training provided at the 85 training sites in the MPS. To this end, a programme of reviews is in place whereby all the sites will be visited. A formal review is undertaken, through a process of a pre-site questionnaires and a site visit. The resulting report is intended to improve performance by providing recommendations for improvement and identifying areas of good practice. Additionally plans are in progress to enable meaningful collaboration and sharing of good practice between similar training sites. The Training Boards and Training Management Board monitor the progress of recommendations contained within the report.

Appendices

Appendix 1: Marketing Plan - Page 83 – 91

Appendix 2: Detailed Costed Delivery Plan (on separate document) - Page 92 – 187

Appendix 3: Overall Cost of Training (on separate document) - Page 188 – 196

Appendix 4: Resources – Premises / Staff - Page 197 – 209

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Appendix 1

Marketing Plan for Training

Home office Category Description	Home Office Code	Product Group	Target	Marketing Method
Administrative & Professional Training	APO1	Corporate Police Staff Induction Process	PCSOs, DDOs SROs, Volunteers, and other police staff.	Intranet Home Page, Web site, e-mail to Training Managers. Locally managed
	AP03-04	NSPIS Case CJU	CJU Staff	Training Database, Training Circular
	AP099	Generic IT Skills Personal Development Trainer Development Generic skills based and professional skills training	All new and existing trainers. Individuals requiring specific IT instruction or personal development and staff requiring non-operational professional skills	Training Database, Training Circular, Local training via local intranet and e-mail circulars
Public Access Training (Control Room, Enquiry Centre and Front Desk Training)	CEF01	CAD/PNC CAD Controller Basic control room operator	All newly selected Central Communications Control staff and controllers	Training Database, Training Circular
	CEF02	Call handling system Central Casualty Bureau Basic enquiry centre operator	Staff working in enquiry centres	
	CEF03	SRO initial and continuation training	All newly selected and existing SRO staff	

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Home office Category Description	Home Office Code	Product Group	Target	Marketing Method
	CEF04	Telephone Intelligence Bureau training, control room and enquiry centre supervisors	All newly selected and existing staff	
	CEF99	DARIS operator IBO CAD	Staff within a public access role	
Health & Safety Training	HST01	Emergency Life Support First Aid at work	Compliance with H&S legislation	Training Database, Training Circular, Local training via local intranet and e-mail circulars
	HST03	Manual Handling	New and existing police officers and staff	
	HST04	Officer Safety Training	MSC, DDO, PCSOs, SROs, Custody Nurses, Police Officers, Forensic Staff, traffic wardens	
	HST05	Risk Assessment, Dynamic Risk Assessment, Trainers Risk Assessment, Risk Assessor	MPS Health and Safety trainers, police officers and police staff	
	HST99	Policing Safely, Supervising Safely, personal safety, H&S training for specialist function, Fire Training, defibrillator	Police Officers and Staff and those undertaking specialist roles	

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Home office Category Description	Home Office Code	Product Group	Target	Marketing Method
Investigative Skills Training	INV01-09 and INV99	Investigative Training, includes surveillance, crime analyst, CRIS/CRIMINT, forensic Exhibits officer, HOLMES training, ICIPD, FLOs	Police and Police staff engaged in the specialist investigation of crime	Training Database and Training Circular
Management & Leadership Training	MAN01-03	Management and Leadership Training	Sergeants and Inspectors on promotion, Bands Ds and above, CIs and above	Training Database, Training Circular, Intranet Home Page, Leadership Academy Intranet Site
	MAN04-05	Public Order CADRE, Advanced Public Order, DSO, ACPO Public Order, Silver Command Training	Chief Inspectors and above who police major public order events	
	MAN99	General Management, Leadership and skill based supervisory training	Police Officer and Police Staff managers	
Operational Dogs & Handler Training	ODH01 -03	General Dog Handling Skills, and Specialist Dog Handling Skills	Existing and newly selected police dog handlers	Training Database, Training Circular, Intranet Home Page,
Operational Motorcycle Training	ODM01-03 ODM99	Standard, Advanced and Specialist Motorcycle training	Uniform and CID,	Training Database, Training Circular, Intranet Home Page,

Not Protectively Marked

Home office Category Description	Home Office Code	Product Group	Target	Marketing Method
Operational Driver Training	ODR01-03	Standard and Advanced Car Driver Training	Uniform & CID	Training Database, Training Circular, Intranet Home Page,
	ODR04	National Protection Driver Training	Advanced Drivers, Uniform, CID & Police Staff, Government Car Service	
	ODR99	Specialist Training (Non – Specific)	Uniform and CID	Training Database, Training Circular, Local training via local intranet and e-mail circulars
Operational Firearms Training	OFR01	Initial Firearms training	Uniform and CID	CO19 intranet site, MPS Training Database
	OFR03-04	Initial Rifle and Refresher training	Authorised Firearms Officers	
	OFR05-06	National VIP Close Protection, Reactive, Initial Overt, and Residential Protection Officers training and associated refresher training	Newly selected and existing Close Protection officers	

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Home office Category Description	Home Office Code	Product Group	Target	Marketing Method
	OFR08	Armed Response Vehicle Driver firearms training	ARV Drivers	
General Operational Skills Training	OGN02-03 and OGN10	Sergeants Custody and Refresher	Uniform Sergeants on Promotion	Training Database
	OGN07	Method of Entry Training	Uniform officers on immediate response situations	Training Database
	OGN08	CBRN Training	TSG PC - Supt. Nominated specialist departments e.g., SO15, CO3, CO19. Nominated Cadre Ch Insp - Ch Supt.	Training Database
	OGN09	IT Systems - PNC Training	Staff in specific PNC roles	Training Database, IT School, Training Circular
	OGN99	Public Order, Safer Neighbourhoods, Every Child Matters, Cycle, Domestic Violence, Core Team training and other role specific training	Uniform, PCSOs, and police staff in specific roles	Training Database

Not Protectively Marked

Home office Category Description	Home Office Code	Product Group	Target	Marketing Method
Other Training	OTH01	Race and Diversity NOS Assessor	Chief Officers, Director Level Police Staff, OCU Commanders, Unit Heads, Senior Investigating Officers, Family Liaison Officers, Full-time Training Staff and Tutor Constables	Training Database
	OTH99	Local induction courses, open days and Volunteers training	Police Officers and Staff who change roles.	Locally managed
Police Officer Recruit Training	POR01-02 and POR99	IPLDP, and Tutor Constable training	Student Police Officer and Police Probationers	External Recruitment Campaigns
Special Constables & Community Support Officers	SCS01-02 and SCS99	Foundation and skills based training for MSC officers and PCSOs,	PCSOs MSC,	External and Internal Recruitment Campaigns

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Marketing Plan for Services and Development Opportunities

Product	Target	Marketing Method
<p>Performance Needs Analysis and Training Design To manage a structured guidance programme & quality approval process for customers who require a needs analysis to be undertaken or a training programme to be designed</p>	<p>Director of Training and Development – Learning Management Training Management Board Business Group Training Boards</p>	<p>Through Learning Services and Performance Unit intranet site, also through personal representation on Working Groups, and Training Boards</p>
<p>Examination Services To use multiple-choice examinations to assess the knowledge of each individual, and provide feedback on areas for improvement.</p>	<p>Training Delivery Units</p>	<p>Through Learning Services and Performance Unit intranet site</p>
<p>Training Evaluation To carry out research to improve the impact of training on people, on their work performance, and on the organisational performance of the MPS.</p>	<p>Director of Training and Development – Learning Management, Training Management Board Business Group Training Boards</p>	<p>Through Learning Services and Performance Unit intranet site, Personal representation on Working Groups, and Training Boards</p>
<p>Quality Assurance Training Reviews To ensure that the processes and procedures for delivering training perform efficiently and effectively.</p>	<p>Director of Training and Development – Learning Management, Training Management Board Business Group Training Boards</p>	<p>Through Learning Services and Performance Unit intranet site, and through targeted prioritisation</p>

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Product	Target	Marketing Method
MPS Training Scorecard To monitor the delivery of planned training and the implementation of the evaluation strategy	Training Management Board, Training Boards, Training units	Published on Intranet and communicated through the LSPU.
High Potential Development schemes To identify candidates of high potential and develop them into high calibre future leaders;	Pan MPS Business Groups, Police Officers	Career Management Unit website, intranet and HR Notices
Graduate Development Programme 3 Year Leadership Development Programme	Pan MPS Business Groups, Police Officers and Police Staff	
Bursary Scheme Sponsorships for staff for courses of study which lead to a recognised higher and further academic qualification	Pan MPS Business Groups, Police Officers and Police Staff	
Police Staff Management Development Level 4 Introductory Diploma in Management (CMI) Level 4 NVQ in Management (ILM)	Police Staff Pan MPS Business Groups	
NVQ in Management A Technical Certificate in Administration, mandatory Key Skills; Communication	Police Staff Pan MPS Business Groups	
NVQ Level 3 Learning and Development Four elements to be achieved and assessed over a 12 month period	Police Officers and Staff in training roles Pan MPS Business Groups	Training Database, Training Circular, Learning Support Unit website, newsletter and Training Managers Seminars
A1 Assessor Award Four elements A.1.1. - 4 to be achieved	Police Officers and Staff Pan MPS Business Groups	
Professional Qualifications: Chartered Institute of Personnel and Development (CIPD) Facilities Management Chartered Institute of Public Finance and Accountancy	Police Staff Pan MPS Business Groups, Some police officers that undertake specialist Health and Safety roles.	HR Notices, Business Group website, intranet site

Not Protectively Marked

Product	Target	Marketing Method
(CIPFA) Chartered Institute of Management Accountants (CIMA) Association of Chartered Certified Accountants (ACCA) Association of Accounting Technician's (AAT) Health and Safety Institution of Occupational Safety and Health (IOSH) / National Examination Board in Occupational Safety and Health (NEBOSH)		
NPIA Portfolio of courses and services	Police Officers and Staff Pan MPS Business Groups	Learning Services and Performance unit Intranet site.
E-Learning and NCALT	All staff pan MPS Business Groups	Modernising Learning Unit intranet site <ul style="list-style-type: none"> ▪ Representation at Training Management Board and training board ▪ Early inclusion at appropriate Program Boards; ▪ Newsletters ▪ Seminars and workshops ▪ Visits and Networking ▪ Feedback covering all business areas

Introduction to the Annual Costed Training Plan

Appendix 2 makes up the Annual Costed Training Plan 2008/9. It includes every course submitted by the 85 training units across the MPS and their relative costs based on the National Training Costing Model principles. The ACTP is structured by business group and separate pie charts provide an overview of each business group based on the number of student training days planned against it's allocated Home Office course category. Table 7 in Section 7 of Part 3 AL&DBP, The Structure of Training Delivery, provides a collated table of all the percentage figures within the pie charts and Table 2 of Appendix 3 shows the number of planned student days that the pie charts reflect.

Appendix 3 provides a summary of all details contained within the ACTP, and also has its own summary

Appendix 4 is the detailed Premises and Staffing figures for each training units as summarised in Section 6, Resources, of the AL&DBP.

The contents of Appendix 2-4 are outlined below.

It should be noted that the figures provided by training units based on their estimate of planned training for 2008/9 and was accurate at time of submission in November/December 2007.

Annual Costed Training Plan Contents

Appendix 2

[Home Office Course Categories](#)

[Table 1: Human Recourses ACTP 2008-2009 Report](#)

Fig 1: Human Resources Student Training Days by HO code

[Table 2: Directorate of Resources ACTP 2008-2009 Report](#)

Fig 2: Pie Chart - Directorate of Resources Student Training Days by HO code

[Table 3: Directorate of Information ACTP 2008-2009 Report](#)

Fig 3: Pie Chart - Directorate of Information Student Training Days by HO code

[Table 4: Central Operations ACTP 2008-2009 Report](#)

Fig:4 Pie Chart - Central Operations Student Training Days by HO code

[Table 5: Territorial Policing ACTP 2008-2009 Report](#)

Fig 5: Pie Chart - Territorial Policing ACTP Student Training Days by HO code

[Table 6: Specialist Crime Directorate ACTP 2008-2009 Report](#)

Fig6: Pie Chart - Specialist Crime Directorate Student Training Days by HO code

[Table 7: Specialist Operations ACTP 2008-2009 Report](#)

Fig7: Pie Chart - Specialist Operations Student Training Days by HO code

Appendix 3

[Table 1: Total Costs](#)

Fig 1: Pie Chart - Cost of training by Business Groups

[Table 2: Business Group Training Days by HO Groups](#)

Fig 2: Pie Chart - Total Student Training days by HO code

Fig 3: Pie Chart - Total Student Training days by Business Group

Fig 4: Average cost of training per student day

[Fig 5 & Fig 6: Mandatory Course Type & Students Attending](#)

[Appendix 3 Summary](#)

Appendix 4

[Resources: Premises](#)

[Resources: Staff](#)

Not Protectively Marked

Home Office Course Categories

Appendix 2

The data gathered for this plan has been grouped into new categories recommended by the HO circular 44/2005 as detailed below.

Group	Group Description	Group Code	Course Code	Description
OPERATIONAL DRIVER TRAINING	All courses which teach driving skills in vehicles other than those with two wheels. It covers all levels of driver training for any police purpose. It includes specialist vehicles and general police transport (vans, minibuses, horseboxes, etc.). It only covers training related directly to driving skills: e.g. it does not include specific training in traffic law for traffic officers.	ODR	ODR-01	STANDARD CAR DRIVING
		ODR	ODR-02	ADVANCED CAR DRIVING
		ODR	ODR-03	ADVANCED CAR DRIVING REFRESHER
		ODR	ODR-04	CLOSE PROTECTION DRIVING
		ODR	ODR-05	TACTICAL PURSUIT AND CONTAINMENT
		ODR	ODR-99	OTHER OPERATIONAL DRIVER TRAINING
OPERATIONAL MOTORCYCLE TRAINING	All courses that teach driving skills for any police purpose on two wheeled vehicles.	ODM	ODM-01	STANDARD MOTORCYCLE
		ODM	ODM-02	ADVANCED MOTORCYCLE
		ODM	ODM-03	ADVANCED MOTORCYCLE REFRESHER
		ODM	ODM-99	OTHER OPERATIONAL MOTORCYCLE TRAINING
OPERATIONAL FIREARMS TRAINING	All formal training directly related to the use of firearms including baton guns but excluding the management of firearms situations.	OFR	OFR-01	INITIAL FIREARMS
		OFR	OFR-02	FIREARMS REFRESHER
		OFR	OFR-03	INITIAL RIFLE
		OFR	OFR-04	RIFLE REFRESHER
		OFR	OFR-05	CLOSE PROTECTION
		OFR	OFR-06	CLOSE PROTECTION REFRESHER
		OFR	OFR-07	DYNAMIC ENTRY
		OFR	OFR-08	ARMED RESPONSE VEHICLE DRIVER
		OFR	OFR-99	OTHER OPERATIONAL FIREARMS TRAINING
OPERATIONAL DOGS AND HANDLER TRAINING	This covers the formal training of dogs and the teaching of dog handling skills.	ODH	ODH-01	BASIC DOG HANDLER
		ODH	ODH-02	FIREARMS SUPPORT DOGS
		ODH	ODH-03	DRUGS DOGS
		ODH	ODH-99	OTHER OPERATIONAL DOGS AND HANDLER TRAINING

Not Protectively Marked

Home Office Course Categories

Appendix 2

The data gathered for this plan has been grouped into new categories recommended by the HO circular 44/2005 as detailed below.

Group	Group Description	Group Code	Course Code	Description
GENERAL OPERATIONAL TRAINING	Formal courses providing operational skills to any members of staff , including training in the use of operational software and equipment, that does not fall into one of the other operational categories.	OGN	OGN-01	TRAFFIC LAW
		OGN	OGN-02	CUSTODY OFFICER
		OGN	OGN-03	CUSTODY SERGEANT
		OGN	OGN-04	PSU BASIC
		OGN	OGN-05	PSU ADVANCED
		OGN	OGN-06	PSU REFRESHER
		OGN	OGN-07	METHOD OF ENTRY
		OGN	OGN-08	CBRN
		OGN	OGN-09	PNC FOR OPERATIONAL STAFF
		OGN	OGN-10	NSPIS FOR CUSTODY STAFF
		OGN	OGN-99	OTHER GENERAL OPERATIONAL TRAINING
OPERATIONAL – SPECIAL CONSTABLES AND COMMUNITY	Courses specifically designed for initial or specialist training of special constables and community support officers (including traffic wardens). More general courses which cover these staff as well as police officers and/or	SCS	SCS-01	INITIAL SPECIAL CONSTABLES COURSE
		SCS	SCS-02	PCSO BASIC TRAINING
		SCS	SCS-99	OTHER OPERATIONAL: SPECIAL CONSTABLES AND COMMUNITY SUPPORT OFFICERS
INVESTIGATIVE SKILLS TRAINING	All formal training courses related to evidence gathering and investigative skills, including scientific investigation, interviewing suspects and witnesses, and use of specialised software and equipment.	INV	INV-01	EXHIBITS OFFICER
		INV	INV-02	HOLMES INITIAL
		INV	INV-03	HOLMES REFRESHER
		INV	INV-04	HOLMES SUPERVISOR
		INV	INV-05	ICIDP
		INV	INV-06	PEACE
		INV	INV-07	SURVEILLANCE
		INV	INV-08	INFORMANT HANDLING
		INV	INV-09	FAMILY LIAISON OFFICERS
		INV	INV-99	OTHER INVESTIGATIVE SKILLS TRAINING

Not Protectively Marked

Home Office Course Categories

Appendix 2

The data gathered for this plan has been grouped into new categories recommended by the HO circular 44/2005 as detailed below.

Group	Group Description	Group Code	Course Code	Description
PUBLIC ACCESS TRAINING (CONTROL ROOM, ENQUIRY CENTRE AND FRONT DESK TRAINING)	This covers courses providing the specialist skills required by staff working in control rooms, enquiry centres and on front desks including the use of software systems and specialist equipment.	CEF	CEF-01	BASIC CONTROL ROOM OPERATOR
		CEF	CEF-02	BASIC ENQUIRY CENTRE OPERATOR
		CEF	CEF-03	BASIC FRONT COUNTER STAFF
		CEF	CEF-04	CONTROL ROOM AND ENQUIRY CENTRE SUPERVISOR
		CEF	CEF-99	OTHER PUBLIC ACCESS TRAINING
MANAGEMENT AND LEADERSHIP TRAINING	This category is for courses that provide management and leadership skills, both general and specific, to all management and supervisory staff, including incident management training.	MAN	MAN-01	TRAINING ON PROMOTION TO SERGEANT
		MAN	MAN-02	TRAINING ON PROMOTION TO INSPECTOR
		MAN	MAN-03	LEADERSHIP SKILLS FOR POLICE STAFF
		MAN	MAN-04	INCIDENT COMMANDER
		MAN	MAN-05	SILVER COMMANDER
		MAN	MAN-06	PSU SUPERVISORS
		MAN	MAN-07	DMS/NVQ IN MANAGEMENT
		MAN	MAN-99	OTHER MANAGEMENT AND LEADERSHIP TRAINING
HEALTH AND SAFETY TRAINING	Formal training courses specifically related to the health and safety of staff including first aid training and risk assessment.	HST	HST-01	INITIAL FIRST AID
		HST	HST-02	FIRST AID REFRESHER
		HST	HST-03	MANUAL HANDLING
		HST	HST-04	OFFICER SAFETY
		HST	HST-05	OPERATIONAL RISK ASSESSMENT
		HST	HST-99	OTHER HEALTH AND SAFETY TRAINING
POLICE OFFICER RECRUIT TRAINING	This covers the training in basic police skills given to new recruits and probationers.	POR	POR-01	IPLDP
		POR	POR-02	TUTOR CONSTABLE
		POR	POR-99	OTHER POLICE OFFICER RECRUIT TRAINING
ADMINISTRATIVE AND OTHER PROFESSIONAL TRAINING	This category is for training courses providing administrative and non-operational professional skills to any members of staff, including the use of appropriate software systems and equipment.	AOP	AOP-01	POLICE STAFF INDUCTION
		AOP	AOP-02	CRIMINAL JUSTICE STAFF BASIC TRAINING
		AOP	AOP-03	NSPIS FOR CRIMINAL JUSTICE STAFF
		AOP	AOP-04	PNC BUREAU STAFF TRAINING
		AOP	AOP-05	ECDL
		AOP	AOP-99	OTHER ADMINISTRATIVE AND OTHER PROFESSIONAL TRAINING
OTHER TRAINING	This covers any formal, non-operational, training which does not fit into one of the other groups.	OTH	OTH-01	DIVERSITY TRAINING
		OTH	OTH-02	PRE-RETIREMENT COURSE
		OTH	OTH-99	OTHER TRAINING

**MPS Annual Learning &
Development Business Plan
2008 - 2009**

Appendix 2

The Annual Costed Training Plan 2008/9

Contents Page																	
Table 1: Human Resources																	
Home Office Code	Course Title	MethR Code	Students	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
CA80-C - Catering Training																	
AOP-01	NEW STARTER INDUCTION ALL GRADES	GN155	Staff	Local	1.00	831.12	12,533.04	831.12	10,950.95	25,146.23	12	2,095.52	4	523.88	15.00	34.93	720.00
AOP-01	CHARGEHAND / MANAGERS INDUCTION / DEVELOPMENT TRAINING	GN153	Staff	Local	1.00	692.60	10,494.08	692.60	9,164.27	21,043.55	4	5,260.89	4	1,315.22	40.00	32.88	640.00
MAN-99	BASIC COOK / SENIOR COOK DEVELOPMENT TRAINING	GN153	Staff	Local	1.00	1,213.44	17,868.83	1,213.44	15,657.12	35,952.82	4	8,988.21	4	2,247.05	45.00	49.93	720.00
AOP-99	BASIC COMPUTER TRAINING COURSE	GN153	Staff	Local	1.00	99.73	1,522.53	99.73	1,328.44	3,050.44	12	254.20	4	63.55	1.00	63.55	48.00
AOP-99	RSH FUNDAMENTALS IN HYGIENE	GC068	Staff	Local	1.00	216.09	2,599.68	216.09	2,338.93	5,370.79	12	447.57	4	111.89	1.50	74.59	72.00
MAN-99	LEVEL 3 AWARD IN SUPERVISING FOOD SAFETY IN CATERING	GC069	Staff	Local	1.00	85.88	1,396.24	85.88	1,209.63	2,777.63	2	1,388.82	6	231.47	5.00	46.29	60.00
AOP-99	HEALTH AND SAFETY E-Learning BOX TRAINING	GN153	Staff	Local	-	694.23	11,434.70	694.23	9,892.42	22,715.57	58	391.65	12	32.64	0.50	65.27	348.00
MAN-99	MANAGERS, CHARGEHANDS, SENIOR COOKS, BASIC COOKS ASSESSMENTS	GN153	Staff	Local	1.00	1,135.71	16,796.01	1,135.71	14,709.58	33,777.02	112	301.58	1	301.58	1.00	301.58	112.00
HST-03	MANUAL HANDLING	GB072	Staff	Corporate	1.00	99.73	661.65	99.73	664.31	1,525.43	12	127.12	4	31.78	0.50	63.56	24.00
HST-99	FIRE AWARENESS TRAINING	GN153	Staff	Local	1.00	173.87	1,131.19	173.87	1,140.93	2,619.87	12	218.32	4	54.58	0.50	109.16	24.00
Total Tr. Type						5,242.40	76,437.95	5,242.40	67,056.58	153,979.35	240						2,768.00

Table 1: Human Resources																	
Home Office Code	Course Title	MethR Code	Students	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
D404-C - Diversity & Citizen Focus Training																	
OTH-01	Race and Diversity NOS Assessor		Both	Corporate	1.00	-	39,999.60	-	12,948.22	52,947.82	120	441.23	12	36.77	1.00	36.77	1,440.00
	Total Tr. Type						39,999.60	-	12,948.22	52,947.82	120						1,440.00
F161-C - Resources HR Services Training																	
OTH-99	Directorate's Induction Day	MD060	Staff	Business Group	1.00	408.67	1,016.91	111.28	4,391.41	5,928.26	12	494.02	9	54.89	0.50	109.78	54.00
HST-03	Manual Handling	GB072	Staff	Corporate	1.00	143.63	1,254.19	143.63	4,405.41	5,946.86	12	495.57	9	55.06	0.50	110.13	54.00
AOP-99	Introduction to Assertiveness	MD005	Both	Non Mandatory	1.00	306.73	610.97	37.09	2,810.71	3,765.51	4	941.38	9	104.60	1.00	104.60	36.00
MAN-99	Handling Staff Concerns and the Fairness at Work Policy	EO006	Both	Non Mandatory	1.00	306.74	338.97	37.09	1,982.81	2,665.61	4	666.40	9	74.04	0.50	148.09	18.00
MAN-99	Unsatisfactory Performance and Attendance and Misconduct	MD015	Both	Non Mandatory	1.00	379.56	1,148.69	37.09	4,669.40	6,234.74	4	1,558.69	9	173.19	2.00	86.59	72.00
AOP-99	Selection Process	MD012	Both	Non Mandatory	1.00	719.57	1,148.81	37.09	5,704.30	7,609.77	4	1,902.44	9	211.38	2.00	105.69	72.00
MAN-99	Appraising Others	MD032	Both	Non Mandatory	1.00	565.92	847.42	92.73	4,345.45	5,851.52	10	585.15	9	65.02	0.50	130.03	45.00
MAN-99	Attendance Management	MD037	Both	Non Mandatory	1.00	306.74	338.97	37.09	1,982.81	2,665.61	4	666.40	9	74.04	0.50	148.09	18.00
AOP-99	Dignity At Work	GB082	Both	Non Mandatory	1.00	600.38	1,374.69	83.46	6,050.86	8,109.39	9	901.04	9	100.12	1.00	100.12	81.00
MAN-99	Chargehand Management Training	MD059	Staff	Role	1.00	544.02	1,661.46	37.09	6,825.79	9,068.36	4	2,267.09	9	251.90	3.00	83.97	108.00
MAN-99	Performance Management Training		Staff	Non Mandatory	1.00	2,058.26	4,232.07	92.73	19,189.72	25,572.78	10	2,557.28	12	213.11	3.00	71.04	360.00
AOP-99	Meeting Secretary's Course	CM017	Staff	Non Mandatory	1.00	306.73	610.97	37.09	2,810.71	3,765.51	4	941.38	9	104.60	1.00	104.60	36.00
HST-05	Risk Assessment	EL032	Staff	Corporate	1.00	303.23	769.17	47.88	3,314.35	4,434.62	4	1,108.66	9	123.18	1.00	123.18	36.00
AOP-99	Personal Development Workshop	CM046	Staff	Non Mandatory	1.00	306.73	610.97	37.09	2,810.71	3,765.51	4	941.38	9	104.60	1.00	104.60	36.00
AOP-99	Mentoring Skills	MD058	Both	Non Mandatory	1.00	484.65	610.98	37.09	3,352.25	4,484.97	4	1,121.24	9	124.58	1.00	124.58	36.00
	Total Tr. Type					7,741.56	16,575.24	905.52	74,646.69	99,869.02	93						1,062.00

Table 1: Human Resources																	
Home Office Code	Course Title	MethR Code	Students	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
P103-C - Training Co-ordination Unit Training																	
HST-04	OCU Officer Safety Refresher Training Stage 1 (2007)	MPS-OST001	Officers	Corporate	1.00	1,060.20	6,116.51	1,060.20	21,724.94	29,961.84	35	856.05	8	107.01	1.00	107.01	280.00
HST-04	OCU Officer Safety Refresher Training Stage 2 (2007)	MPS-OST002	Officers	Corporate	1.00	1,060.20	6,116.51	1,060.20	21,724.94	29,961.84	35	856.05	8	107.01	1.00	107.01	280.00
HST-01	Emergency Life Support	GP122	Officers	Corporate	1.00	363.50	1,398.06	363.50	5,604.85	7,729.90	12	644.16	8	80.52	1.00	80.52	96.00
HST-05	Dynamic Risk Assessment Training	MPS-GN164	Officers	Corporate	1.00	60.58	410.10	60.58	1,401.21	1,932.47	2	966.24	8	120.78	1.00	120.78	16.00
	Total Tr. Type					2,544.48	14,041.18	2,544.48	50,455.94	69,586.05	84						672.00
P134-C - Safety & Health Risk Management Team																	
MAN-99	Safety Leadership	EX160	Both	Corporate	-	-	24,240.00	-	6,848.61	31,088.61	20	1,554.43	12	129.54	1.00	129.54	240.00
OGN-99	Specialist Risk Assessment	EX166	Both	Role	-	-	78,864.12	-	22,258.03	101,122.15	36	2,808.95	15	187.26	2.00	93.63	1,080.00
AOP-99	Basic Health and Safety Trainer	EX175	Both	Role	-	-	4,048.00	-	1,141.44	5,189.44	2	2,594.72	12	216.23	2.00	108.11	48.00
HST-99	COSHH Assessor	EX188	Both	Non Mandatory	-	-	10,120.00	-	2,853.59	12,973.59	10	1,297.36	15	86.49	1.00	86.49	150.00
HST-99	Display Screen Equipment Assessor	EX189	Both	Non Mandatory	-	-	10,120.00	-	2,853.59	12,973.59	10	1,297.36	15	86.49	1.00	86.49	150.00
HST-05	Dynamic Risk Assessment Conversion Course for MPS Policing Safely Trainers	EX164	Both	Corporate	-	-	1,012.00	-	285.36	1,297.36	1	1,297.36	12	108.11	1.00	108.11	12.00
HST-99	Supervising Safely	GN197	Both	Role	1.00	419.42	36,511.46	419.42	10,555.51	47,905.81	30	1,596.86	15	106.46	1.00	106.46	450.00
AOP-99	Manual Handling Assessor	tbc	Both	Non Mandatory	-	-	4,035.99	-	1,141.43	5,177.42	3	1,725.81	15	115.05	1.00	115.05	45.00
OGN-99	Confined Spaces Assessor	tbc	Both	Role	-	-	4,035.99	-	1,141.43	5,177.42	3	1,725.81	15	115.05	1.00	115.05	45.00
HST-99	Specialist / Advanced Health and Safety Trainer	tbc	Both	Role	-	-	4,024.00	-	1,141.44	5,165.44	2	2,582.72	15	172.18	2.00	86.09	60.00
HST-99	Bespoke health and safety training	tbc	Both	Non Mandatory	-	-	6,060.00	-	1,712.15	7,772.15	5	1,554.43	15	103.63	1.00	103.63	75.00
	Total Tr. Type					419.42	183,071.56	419.42	51,932.58	235,842.98	122						2,355.00

Table 1: Human Resources																	
Home Office Code	Course Title	Methr Code	Students	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
P165-C - HR Strategic Management - Transforming																	
MAN-99	THR People Management Refresher Training	MD093	Both	Corporate	1.00	13,882.82	94,743.49	13,882.82	84,884.12	207,393.24	640	324.05	10	32.41	1.00	32.41	6,400.00
	Total Tr. Type					13,882.82	94,743.49	13,882.82	84,884.12	207,393.24	640						6,400.00
P202-C - Driving School Training																	
INV-99	Autocrimes	DA005	Officers	Role	2.00	2,813.48	72,349.36	307.36	68,728.39	144,198.59	25	5,767.94	8	720.99	5.00	144.20	1,000.00
OGN-99	Standard trafpol	DT010	Officers	Role	2.00	5,744.84	93,132.15	130.32	90,286.69	189,294.00	15	12,619.60	8	1,577.45	15.00	105.16	1,800.00
OGN-99	Advanced trafpol	DT011	Officers	Role	2.00	3,657.38	58,043.31	71.50	56,347.06	118,119.25	9	13,124.36	8	1,640.55	15.00	109.37	1,080.00
INV-99	Vehicle investigation	DA004	Officers	Role	2.00	538.66	10,854.20	7.94	10,356.54	21,757.34	1	21,757.34	8	2,719.67	20.00	135.98	160.00
OGN-99	Tachograph 2	DG002	Officers	Role	2.00	1,182.08	20,804.79	56.29	20,093.55	42,136.71	9	4,681.86	8	585.23	5.00	117.05	360.00
OGN-99	Tachograph 3	DG003	Officers	Role	2.00	530.55	8,002.16	31.78	7,821.17	16,385.65	4	4,096.41	8	512.05	5.00	102.41	160.00
ODR-99	ADR	DH006	Officers	Role	2.00	795.82	14,783.22	47.66	14,252.22	29,878.92	6	4,979.82	8	622.48	5.00	124.50	240.00
INV-99	Trafcoll	DV004	Both	Role	2.00	-	19,159.92	-	17,442.24	36,602.16	12	3,050.18	8	381.27	5.00	76.25	480.00
INV-99	Std collision invest	DV007	Both	Role	2.00	-	17,850.00	-	16,246.01	34,096.01	1	34,096.01	8	4,262.00	10.00	426.20	80.00
INV-99	C&G PT1 coll invest	DV002	Both	Role	2.00	-	26,130.00	-	23,770.86	49,900.86	1	49,900.86	8	6,237.61	15.00	415.84	120.00
INV-99	C&G PT2 coll invest	DV003	Officers	Role	2.00	-	4,470.00	-	4,063.79	8,533.79	1	8,533.79	8	1,066.72	10.00	106.67	80.00
ODR-01	Response car - Level 3	DL082	Both	Role	2.00	50,327.30	911,408.08	1,106.86	878,582.72	1,841,424.97	209	8,810.65	6	1,468.44	10.00	146.84	12,540.00
ODR-01	Resp check test	DR002	Both	Role	1.00	80.01	1,609.90	40.01	1,579.78	3,309.70	7	472.81	3	157.60	1.00	157.60	21.00
ODR-01	Resp remedial	DR004	Both	Role	1.00	2,985.14	48,076.11	285.76	46,826.68	98,173.68	50	1,963.47	2	981.74	5.00	196.35	500.00
ODR-01	Response covert familiarisation	DF021	Officers	Role	1.00	102.87	1,973.00	51.44	1,933.56	4,060.87	9	451.21	3	150.40	1.00	150.40	27.00
ODR-02	Adv car - Level 2	DE007	Both	Role	2.00	7,142.66	142,013.76	245.24	136,389.55	285,791.21	26	10,991.97	6	1,831.99	10.00	183.20	1,560.00
ODR-02	Adv car - Level 1	DC001	Officers	Role	2.00	35,637.35	613,073.06	404.69	592,476.95	1,241,592.05	67	18,531.22	6	3,088.54	20.00	154.43	8,040.00
ODR-02	Adv car check test	DR001	Officers	Role	1.00	250.18	4,034.34	125.09	4,026.89	8,436.49	20	421.82	3	140.61	1.00	140.61	60.00
ODR-02	Adv car remedial	DR006	Officers	Role	1.00	840.17	14,729.87	81.31	14,247.27	29,898.62	13	2,299.89	3	766.63	5.00	153.33	195.00
ODR-99	Driving assessor	DI004	Both	Role	2.00	1,159.13	18,477.43	69.55	17,922.80	37,628.90	15	2,508.59	4	627.15	4.00	156.79	240.00
ODR-99	Pol/driving instructor	DI001	Both	Role	3.00	1,279.62	20,397.62	10.18	19,786.91	41,474.33	1	41,474.33	6	6,912.39	30.00	230.41	180.00
ODR-04	National protection	DE004	Officers	Role	3.00	1,709.70	32,178.93	31.78	30,474.19	64,394.59	4	16,098.65	6	2,683.11	10.00	268.31	240.00
ODR-04	MPS protection	DE006	Officers	Role	3.00	778.51	17,389.54	31.78	16,328.04	34,527.87	4	8,631.97	6	1,438.66	5.00	287.73	120.00
ODR-04	NPDC refresher	DE002	Officers	Role	3.00	188.35	6,947.62	39.72	6,397.67	13,573.36	5	2,714.67	6	452.45	1.00	452.45	30.00
ODR-99	Jankel	DF014	Officers	Role	1.00	352.33	5,456.79	81.31	5,370.06	11,260.49	13	866.19	2	433.10	2.00	216.55	52.00

Table 1: Human Resources																	
Home Office Code	Course Title	MethR Code	Students	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
ODM-01	Response M/C	DM010	Officers	Role	2.00	10,396.47	202,320.45	274.76	194,058.68	407,050.36	27	15,075.94	6	2,512.66	15.00	167.51	2,430.00
ODM-01	M/C check test	DR005	Officers	Role	1.00	37.53	689.15	18.76	680.74	1,426.18	3	475.39	3	158.46	1.00	158.46	9.00
ODM-01	M/C remedial	DR005	Officers	Role	1.00	736.20	12,540.15	92.12	12,199.08	25,567.55	11	2,324.32	2	1,162.16	5.00	232.43	110.00
ODM-02	Advanced M/C	DM001	Officers	Role	2.00	1,420.43	41,786.32	64.12	39,387.55	82,658.42	5	16,531.68	5	3,306.34	10.00	330.63	250.00
ODM-03	Adv M/C refresher	DR012	Officers	Role	2.00	543.39	9,805.63	31.78	9,461.59	19,842.39	4	4,960.60	4	1,240.15	5.00	248.03	80.00
ODM-99	M/C senior officers course	DM012	Officers	Role	1.00	349.63	5,811.52	72.49	5,683.47	11,917.11	6	1,986.19	1	1,986.19	5.00	397.24	30.00
ODM-99	Off road Motorcycle	DM013	Officers	Role	3.00	443.03	9,559.99	23.83	8,992.24	19,019.09	3	6,339.70	6	1,056.62	4.00	264.15	72.00
ODR-99	On/Off road Driving 4WD	DC015	Officers	Role	3.00	460.18	10,322.24	43.78	9,786.17	20,612.37	7	2,944.62	6	490.77	2.00	245.39	84.00
ODR-99	C1/D1	DC025	Officers	Role	2.00	2,919.58	46,000.66	203.51	44,805.33	93,929.07	43	2,184.40	4	546.10	3.00	182.03	516.00
ODR-99	PSU drivers	DC019	Officers	Role	2.00	3,042.95	52,809.47	406.16	51,220.58	107,479.16	42	2,559.03	6	426.50	3.00	142.17	756.00
ODR-99	LGV/PCV (C+D or C+E)	DH007	Officers	Role	1.00	738.70	32,164.72	113.75	30,096.77	63,113.94	14	4,508.14	2	2,254.07	5.00	450.81	140.00
ODR-99	Trailer familiarisatn	DF023	Both	Role	2.00	94.39	1,358.31	12.51	1,338.04	2,803.25	2	1,401.63	6	233.60	2.00	116.80	24.00
ODM-99	Japanese ext	DI002	Officers	Role	4.00	852.20	29,293.31	270.60	25,456.75	55,872.86	1	55,872.86	6	9,312.14	20.00	465.61	120.00
OGN-99	Digital Tachograph	DG004	Officers	Role	2.00	1,076.19	16,085.97	79.44	15,745.21	32,986.81	10	3,298.68	8	412.34	4.00	103.08	320.00
	Total Tr. Type					141,207.00	2,653,893.05	4,965.18	2,550,663.79	5,350,728.97	705						34,306.00
P205-C - Recruit Training																	
POR-01	IPLDP Foundation Phases 1-3	N/A	Officers	Role	22.00	-	8,614,798.13	-	5,090,442.73	13,705,240.86	10	1,370,524.09	172	7,968.16	155.00	51.41	266,600.00
POR-02	IPLDP Foundation Phase 4 (Hydra)	N/A	Officers	Role	2.00	-	292,260.86	-	173,734.13	465,994.99	168	2,773.78	15	184.92	5.00	36.98	12,600.00
	Total Tr. Type					-	8,907,058.99	-	5,264,176.86	14,171,235.85	178						279,200.00

Table 1: Human Resources																	
Home Office Code	Course Title	MethR Code	Students	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
P206-C - Leadership Academy Training																	
MAN-99	Leadership: Leading Yourself	MM070	Both	Role	10.00	15,415.32	118,297.32	15,415.32	221,425.52	370,553.48	24	15,439.73	50	308.79	2.00	154.40	2,400.00
MAN-99	Leadership: Teams and the Organisation	MM071	Both	Role	10.00	23,122.98	176,623.50	23,122.98	332,200.90	555,070.36	24	23,127.93	50	462.56	3.00	154.19	3,600.00
MAN-99	Leadership: Personal Review	MM072	Both	Role	10.00	7,707.66	60,036.66	7,707.66	110,712.76	186,164.74	24	7,756.86	50	155.14	1.00	155.14	1,200.00
MAN-99	Leading Our People: Attendance and Welfare	MM074	Both	Role	1.00	2,622.85	19,894.75	2,622.85	37,379.19	62,519.64	80	781.50	15	52.10	1.00	52.10	1,200.00
MAN-99	Leading Our People: Fairness and Professional Standards	MM073	Both	Role	1.00	2,622.85	19,894.75	2,622.85	37,379.19	62,519.64	80	781.50	15	52.10	1.00	52.10	1,200.00
MAN-99	Leading Our People: Performance Development	MM075	Both	Role	1.00	2,622.85	19,894.75	2,622.85	37,379.19	62,519.64	80	781.50	15	52.10	1.00	52.10	1,200.00
MAN-01	Operational Policing Skills: Sergeants	MS017	Officers	Role	2.00	12,188.65	72,482.32	12,188.65	145,100.66	241,960.29	35	6,913.15	15	460.88	5.00	92.18	2,625.00
MAN-02	Operational Policing Skills: Inspectors	MI009	Officers	Role	2.00	4,324.93	33,224.67	4,324.93	62,011.49	103,886.02	17	6,110.94	12	509.25	4.00	127.31	816.00
AOP-99	Selection Interviewing	EM041	Both	Non Mandatory	2.00	1,541.53	11,793.33	1,541.53	22,032.93	36,909.33	12	3,075.78	8	384.47	2.00	192.24	192.00
MAN-99	TLP - Coaching Skills	MD094	Both	Local	2.00	3,332.49	15,002.54	3,332.49	29,661.91	51,329.43	17	3,019.38	15	201.29	1.00	201.29	255.00
MAN-99	TLP - Leadership Challenge	MD096	Both	Local	2.00	3,332.49	15,002.54	3,332.49	29,661.91	51,329.43	17	3,019.38	15	201.29	1.00	201.29	255.00
MAN-99	TLP - People Skills	MD095	Both	Local	2.00	5,952.96	22,745.50	5,952.96	49,244.09	83,895.52	35	2,397.01	15	159.80	1.00	159.80	525.00
Total Tr. Type						84,787.56	584,892.63	84,787.56	1,114,189.74	1,868,657.52	445						15,468.00

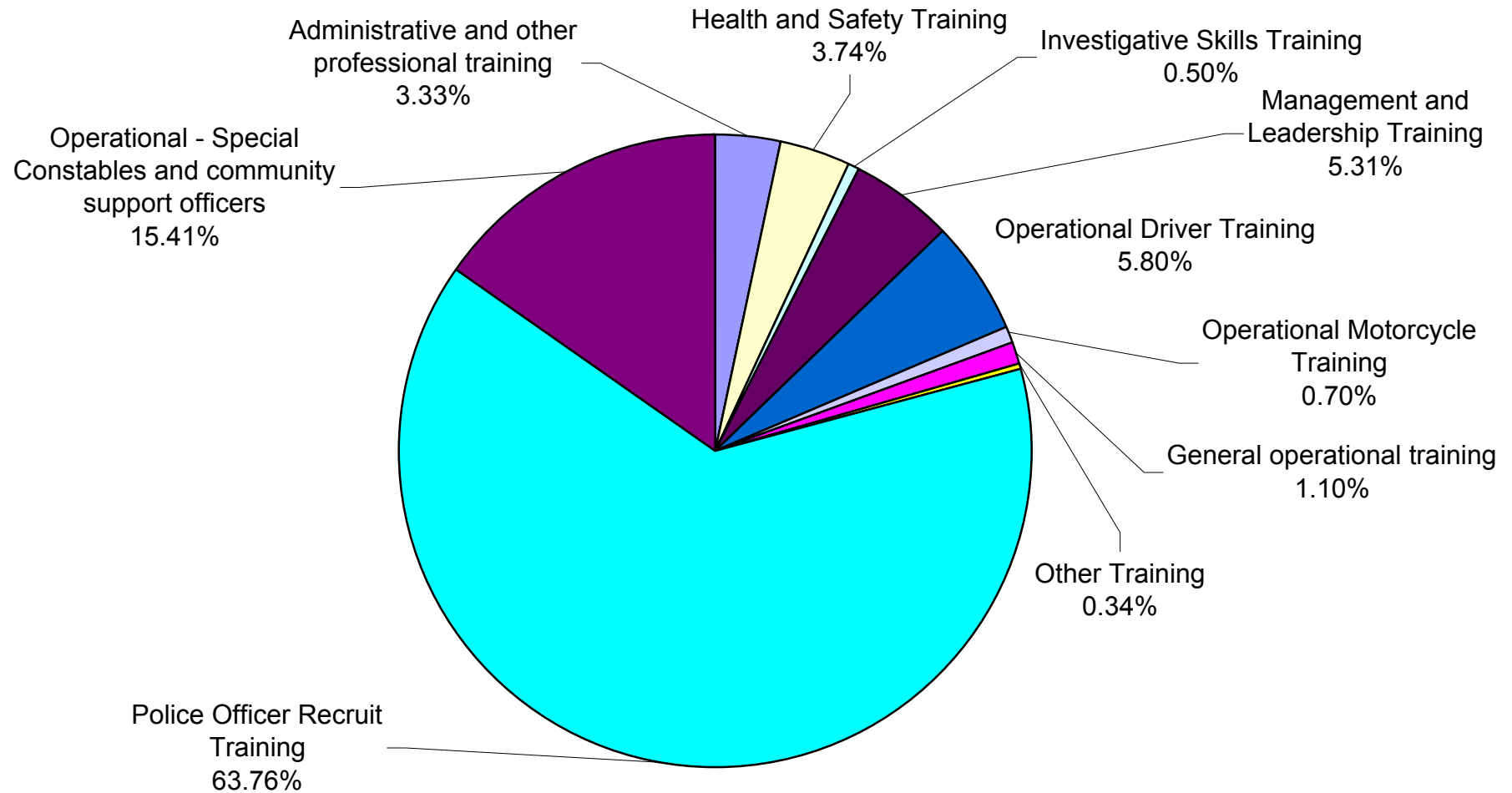
Table 1: Human Resources																	
Home Office Code	Course Title	MethR Code	Students	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
P207-C - Learning Support Unit Training																	
AOP-99	Trainers Development Programme: Tutorial Module	MT023	Both	Role	2.00	1,230.53	17,604.80	1,230.53	51,535.48	71,601.34	20	3,580.07	12	298.34	2.00	149.17	480.00
AOP-99	Trainers Development Programme: Managing the Learning Environment Module	MT024	Both	Role	2.00	1,169.00	16,776.62	1,169.00	49,092.40	68,207.02	19	3,589.84	12	299.15	2.00	149.58	456.00
AOP-99	Trainers Development Programme: NVQ Induction Module	MT031	Both	Role	2.00	624.73	9,683.88	624.73	28,080.28	39,013.62	22	1,773.35	12	147.78	1.00	147.78	264.00
AOP-99	Trainers Development Programme: Facilitation Module	MT026	Both	Role	2.00	369.16	6,009.48	369.16	17,330.49	24,078.29	6	4,013.05	12	334.42	2.00	167.21	144.00
AOP-99	Trainers Development Programme: Role Play Module	MT027	Both	Role	2.00	113.59	2,186.95	113.59	6,200.22	8,614.34	4	2,153.59	12	179.47	1.00	179.47	48.00
AOP-99	Introduction to Training Skills	MT028	Both	Role	2.00	2,200.75	33,953.95	2,200.75	98,508.94	136,864.39	15	9,124.29	12	760.36	5.00	152.07	900.00
AOP-99	Presentation Skills	MT029	Both	Non Mandatory	2.00	283.97	4,685.86	283.97	13,493.42	18,747.22	10	1,874.72	12	156.23	1.00	156.23	120.00
AOP-99	Assessor Training A1 Qualification	MT025	Both	Role	2.00	738.32	10,978.81	738.32	31,989.51	44,444.95	12	3,703.75	12	308.65	2.00	154.32	288.00
AOP-99	Trainers Development Programme: Introduction to Training Skills	MT022	Both	Role	2.00	2,640.90	39,982.44	2,640.90	116,252.90	161,517.14	18	8,973.17	12	747.76	5.00	149.55	1,080.00
AOP-99	NVQ Workshop	MT030	Both	Role	1.00	170.38	3,019.96	170.38	8,631.39	11,992.11	12	999.34	12	83.28	1.00	83.28	144.00
AOP-99	PNA Workshop	MD068	Both	Non Mandatory	1.00	69.33	1,016.82	69.33	2,967.64	4,123.12	4	1,030.78	12	85.90	1.00	85.90	48.00
Total Tr. Type						9,610.66	145,899.57	9,610.66	424,082.67	589,203.54	142						3,972.00

Table 1: Human Resources																	
Home Office Code	Course Title	MethR Code	Students	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
P209-C - First Aid Services Training																	
HST-01	First Aid at Work Initial Course	GP036	Both	Role	2.00	7,534.31	45,886.04	7,534.31	16,072.74	77,027.40	39	1,975.06	20	98.75	5.00	19.75	3,900.00
HST-01	First Aid at Work Initial Course	GP036	Both	Role	1.00	292.10	2,418.70	292.10	791.82	3,794.72	3	1,264.91	12	105.41	5.00	21.08	180.00
HST-02	First Aid at Work Re-qualification Course	GB017	Both	Role	2.00	1,506.86	9,721.21	1,506.86	3,357.99	16,092.92	13	1,237.92	20	61.90	3.00	20.63	780.00
HST-02	First Aid at Work Re-qualification Course	GB017	Both	Role	1.00	2,936.45	18,066.88	2,936.45	6,312.52	30,252.30	50	605.05	10	60.50	3.00	20.17	1,500.00
HST-01	SO First Aid at Work Initial Course	GP036	Officers	Role	2.00	1,352.31	8,793.86	1,352.31	3,031.96	14,530.44	7	2,075.78	10	207.58	5.00	41.52	350.00
HST-02	SOFIRST Aid at Work Re-qualification Course	GP017	Officers	Role	2.00	1,738.69	11,112.08	1,738.69	3,847.00	18,436.45	15	1,229.10	8	153.64	3.00	51.21	360.00
HST-99	Emergency Life Support Trainer Course	GT125	Both	Role	2.00	3,477.38	21,544.29	3,477.38	7,514.73	36,013.77	18	2,000.77	5	400.15	5.00	80.03	450.00
HST-99	Intermediate Life Support Trainer Course	TBA	Both	Role	1.00	463.65	3,461.94	463.65	1,157.37	5,546.61	12	462.22	6	77.04	2.00	38.52	144.00
HST-99	Emergency Life Support Trainer Assessments	GT125	Both	Role	1.00	11,853.99	69,066.88	11,853.99	24,463.20	117,238.05	590	198.71	1	198.71	1.00	198.71	590.00
HST-01	Emergency Life Support Foundation Course	GP142	Both	Corporate	5.00	9,273.00	56,318.16	9,273.00	19,740.44	94,604.60	48	1,970.93	60	32.85	2.00	16.42	5,760.00
HST-01	Emergency Life Support Foundation Course	GP142	Both	Corporate	1.00	502.29	3,693.76	502.29	1,238.87	5,937.20	13	456.71	10	45.67	2.00	22.84	260.00
Total Tr. Type						40,931.03	250,083.80	40,931.03	87,528.64	419,474.46	808						14,274.00

Table 1: Human Resources																	
Home Office Code	Course Title	MethR Code	Students	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
P216-C - The Extended Police Family School Tra																	
SCS-02	Police Community Support Officer	GC077	Staff	Role	2.00	7,810.51	262,417.95	3,968.79	171,075.32	445,272.57	35	12,722.07	24	530.09	30.00	17.67	25,200.00
SCS-99	Traffic Police Community Support Officer	GC083	Staff	Role	2.00	1,695.35	57,096.97	566.97	36,893.14	96,252.43	5	19,250.49	24	802.10	40.00	20.05	4,800.00
SCS-99	Station Police Community Support Officer	GC082	Staff	Role	2.00	2,741.44	42,724.28	1,360.73	29,301.15	76,127.60	12	6,343.97	12	528.66	15.00	35.24	2,160.00
SCS-99	Victim Police Community Support Officer	GC081	Staff	Role	2.00	772.75	6,196.54	100.46	4,423.82	11,493.57	5	2,298.71	12	191.56	5.00	38.31	300.00
SCS-99	Safer Transport Police Community Support Officer (Traffic Element)	GC080	Staff	Role	2.00	772.75	11,293.61	100.46	7,613.26	19,780.08	5	3,956.02	24	164.83	10.00	16.48	1,200.00
SCS-99	Police Community Support Officer Powers Set Three	GC084	Staff	Role	2.00	7,169.87	40,451.01	2,107.76	31,117.16	80,845.80	17	4,755.64	24	198.15	10.00	19.82	4,080.00
SCS-99	Police Community Support Officer Case Builders	GC079	Staff	Role	2.00	386.38	6,196.55	100.46	4,182.05	10,865.43	5	2,173.09	12	181.09	5.00	36.22	300.00
AOP-99	Dedicated Detention Officer	GC078	Staff	Role	2.00	2,309.09	73,684.12	1,189.08	48,295.99	125,478.28	11	11,407.12	20	570.36	30.00	19.01	6,600.00
AOP-99	Dedicated Detention Officer Inputters	GC057	Staff	Role	2.00	772.75	11,269.91	100.46	7,598.43	19,741.55	5	3,948.31	12	329.03	10.00	32.90	600.00
AOP-99	Dedicated Detention Officers Module 2	?	Staff	Role	2.00	4,463.15	9,927.85	2,267.88	10,424.11	27,082.99	20	1,354.15	12	112.85	2.00	56.42	480.00
SCS-01	Metropolitan Police Special Constabulary (Regulars)	HR010	Officers	Role	2.00	8,419.62	316,469.09	3,375.69	205,407.92	533,672.32	63	8,470.99	20	423.55	17.00	24.91	21,420.00
SCS-01	Metropolitan Police Special Constabulary (ESS)	HR010	Officers	Role	2.00	3,818.60	130,899.47	1,538.16	85,073.15	221,329.38	25	8,853.18	20	442.66	17.00	26.04	8,500.00
INV-99	Station Reception Officer Initial Investigation Course	GC061	Staff	Role	2.00	352.37	9,225.80	120.55	6,068.87	15,767.59	6	2,627.93	10	262.79	5.00	52.56	300.00
Total Tr. Type						41,484.63	977,853.15	16,897.45	647,474.37	1,683,709.59	214						75,940.00

Table 1: Human Resources																	
Home Office Code	Course Title	MetHR Code	Students	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
P219-C - Physical Training																	
POR-02	Recruit Foundation Course	HR009	Officers	Role	3.00	880.94	12,809.00	880.94	117,443.29	132,014.16	30	4,400.47	58	75.87	1.00	75.87	1,740.00
HST-03	Manual Handling Trainers Course	GT151	Both	Corporate	1.00	155.60	651.63	71.82	7,085.27	7,964.32	6	1,327.39	20	66.37	0.50	132.74	60.00
AOP-99	Cycle Trainer Instructors Course	GT136	Both	Role	1.00	231.83	3,613.78	231.83	32,864.67	36,942.10	6	6,157.02	12	513.08	3.00	171.03	216.00
HST-03	Manual Handling	GB072	Both	Corporate	1.00	602.75	1,164.23	602.75	19,100.28	21,470.00	30	715.67	58	12.34	0.25	49.36	435.00
AOP-99	Blue card instructors course	On request	Both	Role	1.00	71.82	561.64	71.82	5,684.58	6,389.85	6	1,064.98	5	213.00	0.50	425.99	15.00
AOP-99	MPS Fitness Instructors Course	GT067	Both	Role	2.00	177.02	3,211.39	177.02	28,737.87	32,303.30	2	16,151.65	12	1,345.97	5.00	269.19	120.00
AOP-99	Volunteer Police Cadet Instructors Course	GT067	Both	Role	2.00	177.02	3,211.39	177.02	28,737.87	32,303.30	2	16,151.65	12	1,345.97	5.00	269.19	120.00
POR-99	Blue card Induction Course (Recruits)	On request	Officers	Role	3.00	-	1,771.77	880.94	21,381.22	24,033.93	30	801.13	58	13.81	0.13	106.25	226.20
AOP-99	Blue Card Induction Course (Other)	On request	Both	Non Mandatory	1.00	-	1,688.95	-	13,613.18	15,302.13	192	79.70	8	9.96	0.06	166.04	92.16
HST-01	Emergency Life Support Training Course	GP122	Both	Corporate	1.00	115.91	428.02	60.27	4,870.02	5,474.23	3	1,824.74	4	456.19	1.00	456.19	12.00
AOP-99	Cycle Trainer Instructors Refreshers Course	GT152	Both	Role	1.00	200.92	2,410.04	200.92	22,664.07	25,475.94	10	2,547.59	8	318.45	1.00	318.45	80.00
	Total Tr. Type					2,613.81	31,521.84	3,355.33	302,182.32	339,673.26	317						3,116.36
	HR Business Group Total					350,465.37	13,976,072.05	183,541.85	10,732,222.52	25,242,301.65	4,108						440,973.36
	Sustaining Overheads									3,151,603.52							
	HR Total Costs									28,393,905.17							

Fig 1: Total Training Student Days in Human Resources for 2008/9 by Home Office Category



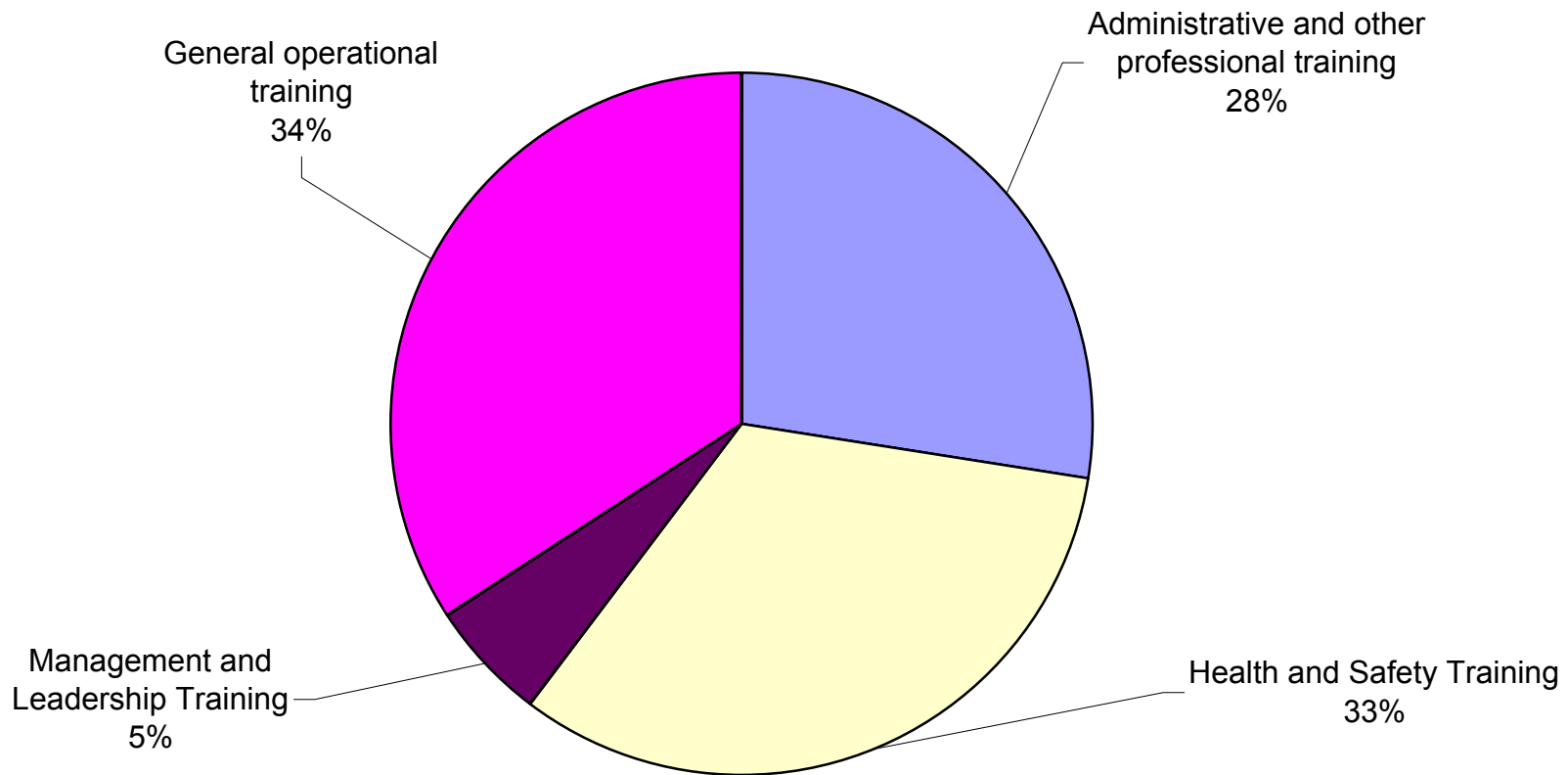
The majority of training days in HR are as expected Police Recruit and Specials/PCSO Training days. However, HR also deliver all other types of training except Firearms and Dog Handling as these are delivered within CO and Public Access training is delivered mainly within DOI

Contents Page																	
Table 2: Directorate of Resources																	
Home Office Code	Course Title	MethR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
F142-C - Finance Training																	
AOP-99	Financial Awareness Training	GF022	Both	Non Mandatory	4	6997.50	10239.28	2653.86	5649.40	25540.04	16.00	1596.25	50.00	31.93	0.50	63.85	400
	Total Tr. Type					6997.50	10239.28	2653.86	5649.40	25,540.04	16.00						400.00
PS60-C - Property Services Training																	
OGN-07	Basic Method of Entry Course	PZ022	Officers	Role	5	2343.22	37832.71	2343.22	4975.84	47494.99	52.00	913.37	12.00	76.11	1.00	76.11	624
OGN-07	Intermediate Method of Entry Course	PZ023	Officers	Role	5	901.24	14546.44	901.24	1913.78	18262.70	20.00	913.14	12.00	76.09	1.00	76.09	240
OGN-07	Advanced Method of Entry Course	PZ024	Officers	Role	5	901.24	14586.29	901.24	1918.48	18307.25	20.00	915.36	12.00	76.28	1.00	76.28	240
OGN-99	Thermal Arc Cutting Course	PZ025	Officers	Role	5	450.62	7180.15	450.62	946.57	9027.96	10.00	902.80	6.00	150.47	1.00	150.47	60
OGN-99	High Pressure Injection Injury	PZ026	Both	Role	2	450.62	1268.76	450.62	249.63	2419.63	10.00	241.96	20.00	12.10	0.25	48.39	50
OGN-99	Reconnoitre of Premises Course	PZ027	Officers	Role	2	450.62	1243.25	450.62	246.62	2391.11	10.00	239.11	20.00	11.96	0.25	47.82	50
OGN-99	FIT Course (protestor Input)	PK004	Officers	Role	2	180.25	448.76	180.25	92.21	901.47	4.00	225.37	20.00	11.27	0.25	45.07	20
	Total Tr. Type					5677.81	77106.36	5677.81	10343.13	98,805.11	126.00						1284.00

Table 2: Directorate of Resources																	
Home Office Code	Course Title	MethR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
S108-C - Operational Services T&D Training																	
AOP-99	Word Introduction	CP072	Both	Non Mandatory	1	40.18	231.82	40.18	382.61	694.80	2.00	347.40	6.00	57.90	1.00	57.90	12
AOP-99	Word Intermediate	CP072	Both	Non Mandatory	1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	0.00	1.00	0.00	
AOP-99	Word Advanced	CP072	Both	Non Mandatory	1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	0.00	1.00	0.00	
AOP-99	Excel Introduction	TS004	Both	Non Mandatory	1	180.82	1043.21	180.82	1721.77	3126.63	9.00	347.40	6.00	57.90	1.00	57.90	54
AOP-99	Excel Intermediate	GN153	Both	Non Mandatory	1	160.73	927.30	160.73	1530.46	2779.22	8.00	347.40	6.00	57.90	1.00	57.90	48
AOP-99	Excel Advanced	GN153	Both	Non Mandatory	1	120.55	695.47	120.55	1147.84	2084.41	6.00	347.40	6.00	57.90	1.00	57.90	36
AOP-99	PowerPoint	TS030	Both	Non Mandatory	1	180.82	1043.21	180.82	1721.77	3126.63	9.00	347.40	6.00	57.90	1.00	57.90	54
AOP-99	Microsoft Outlook	EX127	Both	Non Mandatory	1	180.82	1043.21	180.82	1721.77	3126.63	9.00	347.40	6.00	57.90	1.00	57.90	54
MAN-99	Selection/Interviewing techniques	GC025	Both	Non Mandatory	2	708.08	4248.48	708.08	6942.49	12607.13	8.00	1575.89	8.00	196.99	2.00	98.49	128
AOP-99	Teamworking	GN153	Both	Non Mandatory	2	377.55	2178.18	377.55	3594.98	6528.26	8.00	816.03	10.00	81.60	1.00	81.60	80
HST-03	Manual Handling	GB072	Both	Corporate	2	1042.40	4169.60	1042.40	7665.29	13919.69	20.00	695.98	12.00	58.00	0.50	116.00	120
AOP-99	Display Screen Awareness	EX096	Both	Business Group	2	413.01	594.73	413.01	1741.25	3162.00	12.00	263.50	12.00	21.96	0.25	87.83	36
HST-04	Officer Safety Training Phase 1	GN135	Officers	Corporate	3	1901.34	14707.92	1901.34	22686.29	41196.89	24.00	1716.54	16.00	107.28	1.00	107.28	384
HST-04	Officer Safety Training Phase 2	GN136	Officers	Corporate	3	1901.34	14707.92	1901.34	22686.29	41196.89	24.00	1716.54	16.00	107.28	1.00	107.28	384
HST-01	Emergency Life Support	GP122	Both	Corporate	3	1267.56	7505.28	1267.56	12305.35	22345.75	16.00	1396.61	10.00	139.66	1.00	139.66	160
AOP-99	External Training (Personal Development Courses)	GN153	Both	Non Mandatory	1	0.00	39999.96	0.00	49023.30	89023.26	36.00	2472.87	12.00	206.07	1.00	206.07	432
HST-99	Policing Safely (Worst Enemy)	GN115	Both	Corporate	3	950.67	5628.96	950.67	9229.01	16759.31	12.00	1396.61	12.00	116.38	1.00	116.38	144
HST-99	Supervising Safely	GN116	Both	Corporate	3	475.33	2814.48	475.33	4614.51	8379.66	6.00	1396.61	12.00	116.38	1.00	116.38	72
OGN-99	Every Child Matters	GN153	Both	Corporate	3	1584.45	6254.40	1584.45	11549.04	20972.34	20.00	1048.62	16.00	65.54	0.50	131.08	160
MAN-99	PDR Briefings	GN153	Both	Non Mandatory	2	216.82	1250.88	216.82	2064.52	3749.04	8.00	468.63	12.00	39.05	0.50	78.11	48
HST-99	Civil Staff personal Protection Course	GN153	Both	Non Mandatory	2	79.22	469.08	79.22	769.08	1396.60	1.00	1396.60	12.00	116.38	1.50	77.59	18
MAN-99	PDR Workshop	GN153	Both	Non Mandatory	2	363.03	2178.18	363.03	3559.39	6463.63	4.00	1615.91	8.00	201.99	2.00	100.99	64
AOP-99	Consultation Training	GN153	Both	Non Mandatory	2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00	1.00	0.00	
AOP-99	Policy Developers Consultation Training	GN153	Both	Non Mandatory	2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00	1.00	0.00	

Table 2: Directorate of Resources																	
Home Office Code	Course Title	MethHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
HST-01	First Aid at Work (Initial)	GP036	Both	Role	2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00	5.00	0.00	
HST-02	First Aid at Work (Re-qualification)	GB017	Both	Role	2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00	3.00	0.00	
HST-01	Defib Training	GN139	Both	Corporate	3	950.67	5628.96	950.67	9229.01	16759.31	12.00	1396.61	12.00	116.38	1.00	116.38	144
HST-99	Officer Safety Training Awareness	GN153	Both	Non Mandatory	2	52.12	208.48	52.12	383.26	695.98	1.00	695.98	12.00	58.00	0.50	116.00	6
OGN-99	Counter-Terrorist Awareness Seminar	GN153	Both	Non Mandatory	3	625.44	469.08	156.36	1533.06	2783.94	1.00	2783.94	50.00	55.68	1.00	55.68	50
	Total Tr. Type					13772.95	117998.79	13303.87	177802.34	322878.00	256.00						2688.00
	DOR Business Group Total					26448.26	205344.43	21635.54	193794.87	447223.15	398.00						2688.00
	Sustaining Overheads									92,431.55							
	DOR Total Costs									539,654.70							

Fig 2: Total Training Student Days in Directorate of Resources for 2008/9 by Home Office



From April 1st 2008, DOR will have consumed the activities of Operational Services until further notice. Therefore, DOR will deliver General Operational Training days through their Property Services, and Administrative Training through their Finance Training unit. In addition, DOR will also deliver Health & Safety and aspects of Management Leadership training of the old Operational Services training unit.

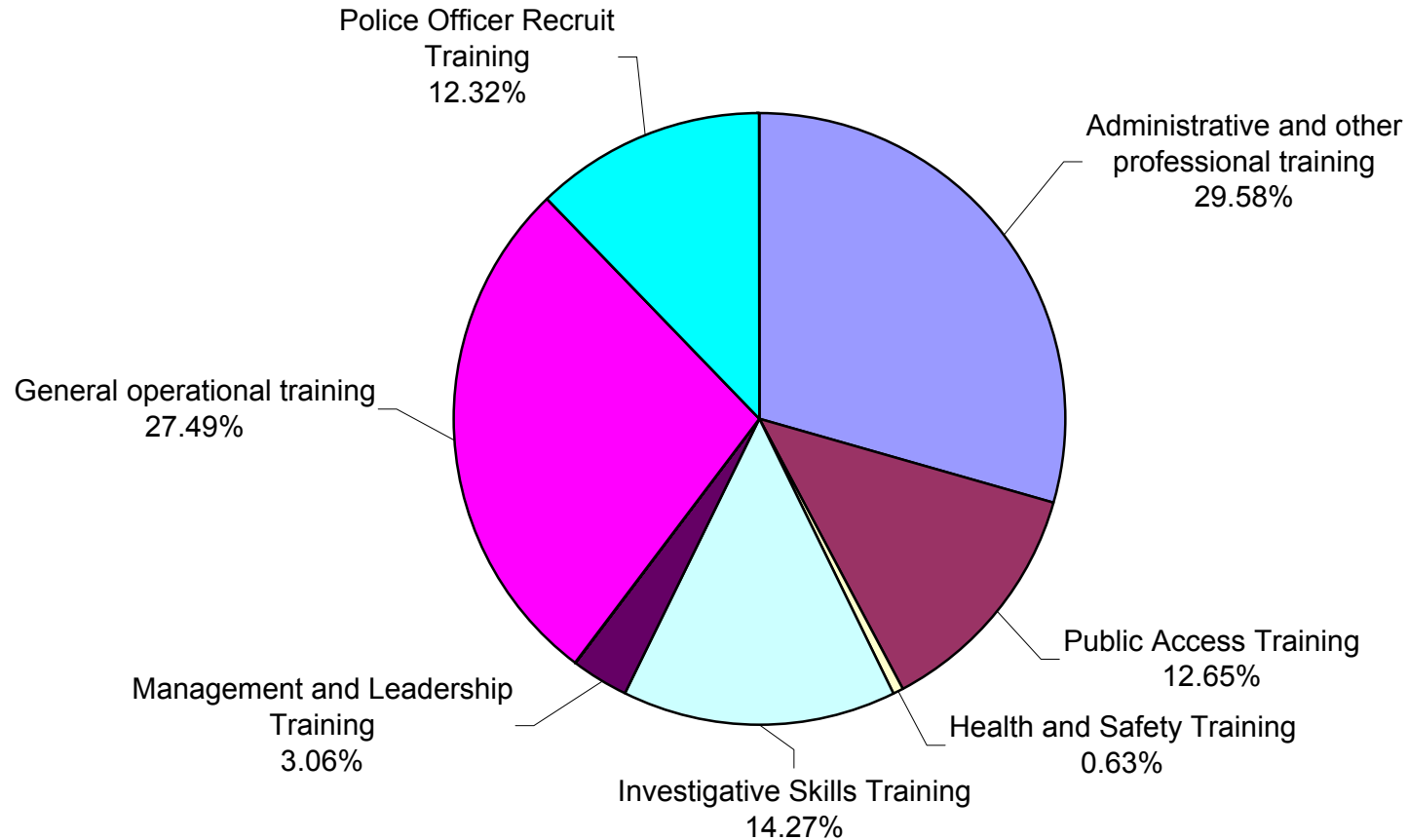
Contents Page																	
Table 3: Directorate of Information																	
Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
D755-C - DoI T&D Unit Training																	
HST-04	Officer Safety Training	OST 1	Officers	Corporate	1	86.63	1708.88	63.97	1482.89	3342.37	5.00	668.47	10.00	66.85	1.00	66.85	50
HST-04	Officer Safety Training	OST2	Officers	Corporate	1	86.63	1708.88	63.97	1482.89	3342.37	5.00	668.47	10.00	66.85	1.00	66.85	50
HST-01	Emergency Life Support	GP122	Both	Corporate	1	121.38	1772.13	143.05	1568.68	3605.25	11.00	327.75	8.00	40.97	1.00	40.97	88
HST-05	Dynamic Risk Assessment	GN155	Both	Corporate	1	18.55	192.55	25.79	176.95	413.84	2.00	206.92	10.00	20.69	0.50	41.38	10
HST-99	Supervising Safely	GN116	Both	Corporate	1	51.98	840.19	50.77	741.21	1684.15	3.00	561.38	10.00	56.14	1.00	56.14	30
HST-99	Fire Safety Awareness	GN108	Both	Corporate	1	169.87	631.93	151.02	702.43	1655.25	8.00	206.91	15.00	13.79	0.21	65.68	25.2
HST-03	Manual Handling	GB072	Both	Corporate	1	27.96	223.09	61.00	220.14	532.19	4.00	133.05	15.00	8.87	0.21	42.24	12.6
AOP-01	DoI Induction - The Work of the DoI	GN115	Both	Business Group	1	80.37	1439.11	113.41	653.04	2285.92	4.00	571.48	18.00	31.75	1.00	31.75	72
AOP-01	DoI Induction - Working in the DoI	GN115	Staff	Business Group	1	46.37	1181.89	141.76	791.51	2161.52	5.00	432.30	12.00	36.03	1.00	36.03	60
MAN-99	PDR Training	MDD76	Both	Local	2	63.73	1079.90	56.64	939.25	2139.52	3.00	713.17	10.00	71.32	1.00	71.32	30
MAN-99	Managers' Development Programme		Both	Business Group	1	0.00	38339.42	140.42	30597.22	69077.06	17.00	4063.36	10.00	406.34	2.00	203.17	340
MAN-99	Line Managers' Development Programme	EX169	Both	Business Group	1	0.00	3027.50	8.26	2414.97	5450.73	1.00	5450.73	10.00	545.07	2.00	272.54	20
AOP-99	Non-Managers' Development Programme	EX168	Both	Business Group	1	0.00	2554.00	16.52	2037.97	4608.49	2.00	2304.25	10.00	230.42	2.00	115.21	40
AOP-99	Minute Writing Skills	EX116	Both	Non Mandatory	1	0.00	16078.50	24.78	12824.07	28927.35	3.00	9642.45	10.00	964.25	2.00	482.12	60
AOP-99	Project Management Skills	EX118	Both	Non Mandatory	1	0.00	16505.50	41.30	13165.81	29712.61	5.00	5942.52	10.00	594.25	2.00	297.13	100
MAN-99	Selection Interviewing Skills	EX043	Both	Non Mandatory	1	0.00	10278.51	24.78	8201.89	18505.18	3.00	6168.39	8.00	771.05	2.00	385.52	48
AOP-99	Presentation Skills	EX063	Both	Non Mandatory	1	0.00	6852.00	16.52	5467.13	12335.65	2.00	6167.83	8.00	770.98	2.00	385.49	32
AOP-99	Dealing with Difficult Situations	EX154	Both	Non Mandatory	1	0.00	2327.50	8.26	1856.74	4192.50	1.00	4192.50	10.00	419.25	2.00	209.63	20
AOP-99	Enhanced Writing Skills	EX117	Both	Non Mandatory	1	0.00	3627.50	8.26	2893.46	6529.22	1.00	6529.22	10.00	652.92	2.00	326.46	20
AOP-99	Interpersonal & Assertiveness Skills	EX124	Both	Non Mandatory	1	0.00	4636.00	16.52	3698.32	8350.84	2.00	4175.42	10.00	417.54	2.00	208.77	40
AOP-99	Negotiation & Influencing Skills	EX044	Both	Non Mandatory	1	0.00	2319.50	8.26	1850.36	4178.12	1.00	4178.12	10.00	417.81	2.00	208.91	20
AOP-99	Written Communication skills	EX119	Both	Non Mandatory	1	0.00	3536.00	16.52	2821.10	6373.62	2.00	3186.81	10.00	318.68	2.00	159.34	40

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MAN-99	Senior Managers' Development Programme	EX150	Both	Business Group	2	25.94	3338.44	20.23	2618.20	6002.80	1.00	6002.80	12.00	500.23	1.00	500.23	12
MAN-99	Senior Managers' Development Programme	EX133	Both	Business Group	2	0.00	6430.00	8.26	5126.40	11564.66	1.00	11564.66	12.00	963.72	2.00	481.86	24
MAN-99	Senior Managers' Development Programme	EX150	Both	Business Group	2	0.00	6430.00	8.26	5126.40	11564.66	1.00	11564.66	12.00	963.72	2.00	481.86	24
MAN-99	Senior Managers' Development Programme	EX150	Both	Business Group	2	25.94	3338.44	20.23	2618.20	6002.80	1.00	6002.80	12.00	500.23	1.00	500.23	12
	Total Tr. Type					805.35	140397.36	1258.76	112077.23	254538.67	94.00						1279.80
D758-C - IT Training School Training																	
INV-99	ANALYSTS BUSINESS OBJECTS WEBBI	TK016	Both	Role	1	498.90	3145.92	498.90	5358.13	9501.86	10.00	950.19	10.00	95.02	2.00	47.51	200
INV-99	ANALYSTS IT PROGRAMME	TS048	Both	Role	2	946.56	5932.72	946.56	10119.36	17945.20	8.00	2243.15	10.00	224.32	2.00	112.16	160
AOP-99	CARM ADMIN	TS088	Both	Role	2	1332.35	8256.75	1332.35	14122.19	25043.63	14.00	1788.83	10.00	178.88	2.00	89.44	280
AOP-99	CARM BASIC INPUTER	TS085	Both	Role	2	1708.46	10400.57	1708.46	17867.00	31684.50	16.00	1980.28	10.00	198.03	2.00	99.01	320
AOP-99	CARM FLEXIBLE ROSTER PLANNING	TS101	Both	Role	2	377.55	2446.42	377.55	4139.79	7341.31	8.00	917.66	10.00	91.77	1.00	91.77	80
AOP-99	CARM PIVOT TABLES	TS041	Both	Role	2	377.55	2446.42	377.55	4139.79	7341.31	8.00	917.66	10.00	91.77	1.00	91.77	80
AOP-99	CARM POLICE REGS/TIME MANAGEMENT	TS087	Both	Role	2	1189.22	7360.99	1189.22	12593.75	22333.17	8.00	2791.65	10.00	279.16	3.00	93.05	240
CEF-01	CONTROL ROOM PNC/CAD - POLICE	TP011 & TC022	Officers	Role	2	7118.13	43248.80	7118.13	74332.21	131817.27	8.00	16477.16	10.00	1647.72	15.00	109.85	1200
CEF-01	CONTROL ROOM CONTROLLERS' MODULE	TC021	Both	Role	1	104.24	1044.32	104.24	1619.96	2872.76	2.00	1436.38	10.00	143.64	2.00	71.82	40
CEF-01	CONTROL ROOM FOUNDATION	TC008	Staff	Role	2	3085.79	18973.88	3085.79	32514.83	57660.28	4.00	14415.07	10.00	1441.51	13.00	110.89	520
OGN-09	CONTROL ROOM PNC MODULE	TP011	Both	Role	2	1951.86	12211.66	1951.86	20838.32	36953.70	4.00	9238.43	10.00	923.84	10.00	92.38	400
CEF-01	CONTROL ROOM CAD MODULE	TC022	Both	Role	2	1951.86	12211.66	1951.86	20838.32	36953.70	4.00	9238.43	10.00	923.84	10.00	92.38	400
CEF-01	CONTROL ROOM MSS/CAD BROWSE TRAINERS	TM003	Both	Role	2	794.51	5123.06	794.51	8679.19	15391.27	8.00	1923.91	10.00	192.39	2.00	96.20	160
CEF-99	DARISID OPERATOR	TC033	Both	Role	2	1667.84	10482.56	1667.84	17867.95	31686.19	32.00	990.19	10.00	99.02	1.00	99.02	320
CEF-99	DARISIDR OPERATOR	TC034	Both	Role	2	1042.40	6705.60	1042.40	11366.60	20157.00	20.00	1007.85	10.00	100.79	1.00	100.79	200
INV-99	CRIMINT FOUNDATION	TS039	Both	Role	1	881.64	5613.31	881.64	9538.43	16915.01	18.00	939.72	10.00	93.97	2.00	46.99	360
INV-99	CRIMINT - DDOs	TS039	Staff	Role	1	132.40	1023.52	132.40	1665.89	2954.21	2.00	1477.11	10.00	147.71	2.00	73.86	40
INV-99	CRIMINT - PCSOs	TS039	Staff	Role	1	5223.95	34969.70	5223.95	58728.14	104145.74	100.00	1041.46	10.00	104.15	2.00	52.07	2000
INV-99	CRIMINT SPCSO	TS039	Staff	Role	1	732.02	4670.37	732.02	7932.22	14066.63	14.00	1004.76	10.00	100.48	2.00	50.24	280
INV-99	CRIMINT VPCSO	TS039	Staff	Role	1	209.05	1500.05	209.05	2480.32	4398.48	4.00	1099.62	10.00	109.96	2.00	54.98	80
INV-99	CRIMINT+ SUPER USER	TS106	Both	Role	2	1168.18	7280.70	1168.18	12435.52	22052.57	5.00	4410.51	10.00	441.05	5.00	88.21	250
INV-99	CRIMINT+ INTELLIGENCE PROFESSIONAL	TS105	Both	Role	2	2813.48	17227.48	2813.48	29552.39	52406.83	31.00	1690.54	10.00	169.05	2.00	84.53	620
INV-99	CRIS & CRIMINT - IBOs	TS048	Both	Role	2	1214.73	7544.94	1214.73	12897.60	22872.00	8.00	2859.00	10.00	285.90	3.00	95.30	240
INV-99	CRIS & CRIMINT - MSC	TS048	Officers	Role	2	2899.87	17513.65	2899.87	30145.85	53459.24	18.00	2969.96	10.00	297.00	3.00	99.00	540
INV-99	CRIS & CRIMINT - SROs	TS048	Staff	Role	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	

Home Office Code	Course Title	MethR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
INV-99	CRIS BUSINESS OBJECTS WEBBI	TK016	Both	Role	2	1610.88	9986.48	1610.88	17079.18	30287.42	16.00	1892.96	10.00	189.30	2.00	94.65	320
INV-99	CRIS CMU	TK020	Both	Role	2	1045.36	6542.19	1045.36	11162.97	19795.89	4.00	4948.97	10.00	494.90	5.00	98.98	200
INV-99	CRIS FBOC	TK017	Both	Role	2	1045.99	6537.31	1045.99	11158.26	19787.54	10.00	1978.75	10.00	197.88	2.00	98.94	200
OGN-99	CRIS FOUNDATION	TK002	Both	Role	1	1900.51	16472.24	1900.51	26214.76	46488.03	70.00	664.11	10.00	66.41	1.00	66.41	700
OGN-99	CRIS SPCSO	TK002	Staff	Role	1	752.68	4986.54	752.68	8394.48	14886.38	30.00	496.21	10.00	49.62	1.00	49.62	300
OGN-99	CRIS VIEW ONLY	TK019	Staff	Role	1	314.30	2244.44	314.30	3715.04	6588.08	24.00	274.50	10.00	27.45	0.50	54.90	120
OGN-99	CRIS VPCSO	TK002	Staff	Role	1	395.87	2521.05	395.87	4283.68	7596.48	14.00	542.61	10.00	54.26	1.00	54.26	140
MAN-99	CRIS Supervisor	TK007	Both	Role	1	847.58	5144.75	847.58	8844.48	15684.39	30.00	522.81	10.00	52.28	1.00	52.28	300
MAN-99	IBO SUPERVISORS	TC027	Both	Role	2	1250.88	7964.64	1250.88	13533.79	24000.19	12.00	2000.02	10.00	200.00	2.00	100.00	240
AOP-99	IBO TECHNICAL	TC031	Both	Role	2	521.20	3558.10	521.20	5948.77	10549.27	10.00	1054.93	10.00	105.49	1.00	105.49	100
AOP-99	IBO TRNG & DEVELOPMENT PROGRAMME	TC029 & TP011 & TC030	Staff	Role	2	11310.93	68753.73	11310.93	118155.06	209530.66	8.00	26191.33	10.00	2619.13	29.00	90.31	2320
AOP-99	INTRANET PUBLISHER - NEW USER	TS054	Both	Role	2	1236.40	7735.36	1236.40	13199.87	23408.03	16.00	1463.00	10.00	146.30	2.00	73.15	320
INV-99	MERLIN SUPER USER	TS107	Both	Role	2	386.38	2590.45	386.38	4348.85	7712.05	10.00	771.21	10.00	77.12	1.00	77.12	100
MAN-99	MERLIN SUPERVISOR	TS108	Both	Role	2	321.46	2122.92	321.46	3576.44	6342.29	16.00	396.39	10.00	39.64	0.50	79.28	80
AOP-99	METHR CORE TRAINING - PART TIME COURSE	TS078	Both	Role	2	927.30	5864.48	927.30	9981.31	17700.39	4.00	4425.10	10.00	442.51	6.00	73.75	240
AOP-99	METHR CORE TRAINING - FULL TIME COURSE	TS078	Both	Role	2	1854.60	11476.92	1854.60	19636.72	34822.84	12.00	2901.90	10.00	290.19	4.00	72.55	480
AOP-99	METHR LTA	TS073	Both	Role	2	160.73	1187.46	160.73	1951.14	3460.06	8.00	432.51	10.00	43.25	0.50	86.50	40
AOP-99	METHR LOCAL RECRUITMENT	TS092	Both	Role	2	231.83	1655.19	231.83	2739.81	4858.65	6.00	809.78	10.00	80.98	1.00	80.98	60
MAN-99	METHR REPORT MANAGER	TS091	Both	Role	2	618.20	3993.68	618.20	6762.86	11992.94	8.00	1499.12	10.00	149.91	2.00	74.96	160
AOP-99	METHR VIEW ONLY	TS070	Both	Role	2	231.83	1655.19	231.83	2739.81	4858.65	6.00	809.78	10.00	80.98	1.00	80.98	60
AOP-99	METMIS	TS109	Both	Role	2	1931.88	11944.45	1931.88	20441.11	36249.31	10.00	3624.93	10.00	362.49	5.00	72.50	500
AOP-99	METSTATS	TS060	Both	Role	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	1.00	0.00	
AOP-03	NSPIS CASE (Rollout)	TS104	Both	Local	2	11477.09	69286.98	11477.09	119274.29	211515.45	70.00	3021.65	10.00	302.16	3.00	100.72	2100
OGN-10	NSPIS CUSTODY	TS102	Officers	Role	2	6625.92	40234.32	6625.92	69161.35	122647.51	28.00	4380.27	10.00	438.03	4.00	109.51	1120
OGN-99	NSPIS MIS	awaits	Both	Local	2	492.21	3107.92	492.21	5291.68	9384.02	8.00	1173.00	10.00	117.30	1.00	117.30	80
OGN-09	PNC MDT	TP017	Both	Role	2	7273.72	44443.24	7273.72	76279.07	135269.74	76.00	1779.87	10.00	177.99	2.00	88.99	1520
OGN-09	PNC OPERATOR	TP008	Both	Role	2	4032.05	24634.24	4032.05	42281.23	74979.56	12.00	6248.30	10.00	624.83	7.00	89.26	840
OGN-09	PNC QUEST	TP013	Both	Role	2	2404.79	14940.99	2404.79	25538.88	45289.46	22.00	2058.61	10.00	205.86	2.00	102.93	440
OGN-09	PNC via AWARE NAMES ONLY	TP015	Both	Role	2	5316.24	32514.54	5316.24	55792.12	98939.14	34.00	2909.97	10.00	291.00	3.00	97.00	1020
OGN-09	PNC via AWARE NAMES and VEHICLES (incl SPCSO)	TP016	Both	Role	2	20126.38	121101.42	20126.38	208642.26	369996.44	88.00	4204.51	10.00	420.45	5.00	84.09	4400
AOP-99	PNC VIA AWARE TRAINERS	TN014	Both	Role	2	4690.80	28737.72	4690.80	49290.95	87410.27	6.00	14568.38	10.00	1456.84	15.00	97.12	900
OGN-09	PNC VODS	TP012	Both	Role	2	2713.97	16853.23	2713.97	28811.11	51092.28	26.00	1965.09	10.00	196.51	2.00	98.25	520
CEF-01	PNC/CAD - IBO'S - POLICE	TP011 & TC030	Officers	Role	2	12508.80	75949.44	12508.80	130557.46	231524.50	16.00	14470.28	10.00	1447.03	15.00	96.47	2400
CEF-04	PORTRAIT PORTAL - TIBS	TC028	Both	Role	1	271.02	1994.50	271.02	3279.94	5816.49	10.00	581.65	10.00	58.16	1.00	58.16	100
INV-99	MCRAC	TS082	Both	Role	1	262.68	1804.86	262.68	3013.15	5343.38	2.00	2671.69	10.00	267.17	5.00	53.43	100
INV-99	METBATS	TS094	Both	Role	2	1482.71	9177.83	1482.71	15702.06	27845.30	10.00	2784.53	10.00	278.45	3.00	92.82	300

Home Office Code	Course Title	MethR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
POR-99	RECRUITS IT PROGRAMME	TK002	Officers	Role	2	1619.70	10994.78	1619.70	18405.79	32639.97	8.00	4080.00	162.50	25.11	4.00	6.28	5200
INV-99	RIPA - GATEKEEPERS	CS225	Both	Role	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	2.00	0.00	
INV-99	RIPA - SUPTS	LG016	Officers	Role	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	1.00	0.00	
AOP-99	TRANSFERS & REJOINERS PROGRAMME	GP154	Officers	Role	2	9137.03	59919.30	9137.03	101109.51	179302.88	60.00	2988.38	20.00	149.42	3.00	49.81	3600
AOP-99	VISOR PRIMARY USER	TS095	Both	Role	2	956.12	5918.62	956.12	10125.85	17956.71	6.00	2992.79	10.00	299.28	3.00	99.76	180
AOP-99	VISOR SECONDARY USER	TS097	Both	Role	2	418.11	2762.83	418.11	4653.81	8252.85	8.00	1031.61	10.00	103.16	1.00	103.16	80
INV-99	IMPACT NOMINAL INDEX (INI)	CP091	Both	Role	2	184.58	1291.94	184.58	2147.92	3809.02	3.00	1269.67	10.00	126.97	1.00	126.97	30
	Total Tr. Type					160313.25	997941.32	160313.25	1705000.57	3023568.37	1171.00						40920.00
	DOI Business Group Total					161118.60	1138338.68	161572.01	1817077.80	3,278,107.04	1265.00	0.00	0.00	0.00	0.00	0.00	42199.80
	Sustaining Overheads									824,733.56							
	DOI Total Costs									4,102,840.60							

Fig 3: Total Training Student Days in Directorate of Information for 2008/9 by Home Office



Training days in DOI are mainly General Operational Training and Administrative, They also deliver a number of Public Access training days, Recruit Training days for the Recruits IT programme and Investigative training days for the IT systems training they provide. DOI only deliver a small amount of Health and Safety and Leadership Training.

[Contents Page](#)**Table 4: Central Operations**

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
C191-C - CO19 - Firearms (Mandatory Training)																	
OFR-99	ARV Development training, TBA.	NONE YET	Officers	Local	2	3312.96	9938.88	1722.74	32052.52	47027.10	28.00	1679.54	20.00	83.98	1.00	83.98	560
HST-99	ARV Officer Safety Training	Awaits	Officers	Corporate	2	3312.96	9938.88	1722.74	32052.52	47027.10	28.00	1679.54	20.00	83.98	1.00	83.98	560
OGN-99	CO19 Support Staff Training	Awaits	Staff	Local	2	709.92	2129.75	369.16	6868.38	10077.21	6.00	1679.54	10.00	167.95	1.00	167.95	60
OGN-99	CO19 Weapons Issuing Officer Training	Awaits	Staff	Local	2	236.64	709.92	123.05	2289.46	3359.07	2.00	1679.54	5.00	335.91	1.00	335.91	10
	Total Tr. Type					7572.48	22717.43	3937.69	73262.88	107490.48	64.00						1190.00
CO03-C - CO3 - Emergency Planning and London Resilience																	
OGN-99	Disaster Victim Recovery and Identification awareness	CR 096	Officers	Local	2	2346.80	8290.10	3129.06	0.00	13765.96	2.00	6882.98	20.00	344.15	5.00	68.83	200
OGN-99	Introduction to Contingency Planning	GN189	Officers	Local	2	1398.06	5145.15	932.04	0.00	7475.25	2.00	3737.63	12.00	311.47	3.00	103.82	72
OGN-99	Contingency Planning updates course	GN 190	Officers	Local	2	1398.06	1740.05	932.04	0.00	4070.15	2.00	2035.08	12.00	169.59	1.00	169.59	24
	Total Tr. Type					5142.92	15175.30	4993.14	0.00	25311.36	6.00						296.00

Home Office Code	Course Title	MethHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
CO06-C - CO6 Diplomatic Protection Group																	
HST-01	Emergency Life Support	GP122	Both	Corporate	2	4214.66	25664.74	4214.66	18114.41	52208.46	80.00	652.61	12.00	54.38	1.00	54.38	960
HST-01	Enhanced First Aid Training for Authorised Firearms Officers	GP153	Officers	Role	2	208.48	1626.88	208.48	1085.91	3129.75	4.00	782.44	6.00	130.41	1.00	130.41	24
HST-01	First Aid at Work Initial Course	GP036	Both	Role	2	1042.40	6660.40	1042.40	4646.39	13391.59	4.00	3347.90	12.00	278.99	5.00	55.80	240
HST-02	First Aid at Work - Requalification	GB017	Both	Role	2	938.16	6015.00	938.16	4192.71	12084.03	6.00	2014.01	12.00	167.83	3.00	55.94	216
HST-01	Intermediate Life Support (For Protection Officers)	GP168	Officers	Role	2	312.72	2142.30	312.72	1470.52	4238.26	6.00	706.38	10.00	70.64	1.00	70.64	60
HST-01	Defibrillator Training Initial	GN139	Both	Corporate	2	104.24	891.44	104.24	584.40	1684.32	2.00	842.16	12.00	70.18	1.00	70.18	24
HST-02	Defibrillator Training Requalification	GN140	Both	Role	2	25.02	454.44	25.02	268.03	772.51	2.00	386.26	12.00	32.19	0.25	128.75	6
OFR-99	CO6 - Tactical Firearms Refresher Training Cycle A	FT055	Officers	Role	4	8715.46	119693.76	8715.46	72855.29	209979.96	40.00	5249.50	20.00	262.47	2.00	131.24	1600
OFR-99	CO6 - Tactical Firearms Refresher Training Cycle B	FT056	Officers	Role	4	8715.46	59468.56	8715.46	40857.22	117756.69	40.00	2943.92	20.00	147.20	2.00	73.60	1600
HST-04	OCU Officer Safety Refresher Training Stage 1	OST001	Officers	Corporate	3	6422.10	38428.89	6422.10	27241.74	78514.82	80.00	981.44	10.00	98.14	1.00	98.14	800
HST-04	OCU Officer Safety Refresher Training Stage 2	OST002	Officers	Corporate	3	6422.10	38428.89	6422.10	27241.74	78514.82	80.00	981.44	10.00	98.14	1.00	98.14	800
OGN-99	Security Officer Foundation Course	GC062	Staff	Local	2	1570.36	9774.57	1570.36	6861.98	19777.27	2.00	9888.64	10.00	988.86	15.00	65.92	300
OFR-99	Firearms Development Shooting	FT155	Officers	Local	1	921.48	14682.22	921.48	8779.94	25305.12	34.00	744.27	12.00	62.02	1.00	62.02	408
HST-99	MPS Staff Personal Safety Foundation Course	OST011	Staff	Corporate	3	79.22	740.08	79.22	477.39	1375.91	1.00	1375.91	10.00	137.59	1.00	137.59	10
HST-99	MPS Staff Personal Safety Refresher Course	OST012	Staff	Corporate	3	633.78	7063.68	633.78	4426.45	12757.69	8.00	1594.71	10.00	159.47	1.00	159.47	80
OGN-99	Static Protection Officers Initial Course	GN124	Officers	Role	3	6205.59	33963.20	5764.62	23501.52	69434.94	10.00	6943.49	16.00	433.97	7.00	62.00	1120
OGN-99	Residential Protection Officer	FT061	Officers	Role	7	7522.08	52475.08	7522.08	33323.17	100842.41	4.00	25210.60	12.00	2100.88	10.00	210.09	480
OFR-99	Firearms Issuing Officers Course (FIO)	FM010	Both	Role	1	12.51	370.24	12.51	210.00	605.26	1.00	605.26	8.00	75.66	0.50	151.32	4
OGN-99	Specialist Counter Reconnaissance Course	CR067	Officers	Role	3	471.16	3160.48	471.16	2179.85	6282.66	2.00	3141.33	12.00	261.78	3.00	87.26	72
OGN-99	Local Training Days (Officers)	GN153	Officers	Local	2	4214.66	25974.05	4214.66	18278.74	52682.10	80.00	658.53	12.00	54.88	1.00	54.88	960
OGN-99	Local Training Days (Staff)	GN153	Staff	Local	2	615.26	3875.60	615.26	2712.92	7819.05	10.00	781.91	12.00	65.16	1.00	65.16	120
OGN-99	Major Event Observation Point Course	GN126	Officers	Local	2	104.24	891.44	104.24	584.40	1684.32	1.00	1684.32	12.00	140.36	2.00	70.18	24
MAN-99	CO6 First Line Management Skills	MD047	Officers	Local	2	833.92	5269.52	833.92	3685.87	10623.23	8.00	1327.90	8.00	165.99	2.00	82.99	128
INV-99	Camera Competence Course for Surveillance	CS074	Officers	Role	2	208.48	1516.88	208.48	1027.46	2961.30	2.00	1480.65	8.00	185.08	2.00	92.54	32
HST-04	Officer Safety Training for outside agency	External	Staff	Non Mandatory	2	1042.40	10485.40	1042.40	6678.63	19248.83	10.00	1924.88	10.00	192.49	2.00	96.24	200
	Total Tr. Type					61555.94	469717.74	61114.97	311286.68	903675.30	517.00						10268.00

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
CO07-C - CO7 Palace of Westminster Training																	
HST-04	Officer Safety Training 1 - Police Officer	MPS-OST001	Officers	Corporate	3	1561.17	6128.16	885.44	1430.55	10005.32	10.00	1000.53	16.00	62.53	1.00	62.53	160
HST-04	Officer Safety Training 2 - Police Officer	MPS-OST002	Officers	Corporate	3	1561.17	6128.16	885.44	1430.55	10005.32	10.00	1000.53	16.00	62.53	1.00	62.53	160
HST-04	Officer Safety Training - Security Officer	MPS-GN145	Staff	Local	3	3504.47	11184.48	2833.40	2923.31	20445.66	32.00	638.93	8.00	79.87	0.50	159.73	128
HST-01	Emergency Life Support - Police Officer	MPS-GP122	Officers	Corporate	3	752.26	4339.95	752.26	975.05	6819.52	10.00	681.95	16.00	42.62	1.00	42.62	160
HST-01	Emergency Life Support - Security Officer	MPS-GP122	Staff	Corporate	3	2407.22	13887.83	2407.22	3120.16	21822.44	32.00	681.95	8.00	85.24	1.00	85.24	256
OTH-99	Induction - Police Officer	N/A	Officers	Local	1	575.40	1137.31	158.44	312.17	2183.33	2.00	1091.67	10.00	109.17	3.00	36.39	60
OTH-99	Induction - Security Officer	N/A	Staff	Local	1	2393.35	11030.78	1567.77	2501.14	17493.04	4.00	4373.26	12.00	364.44	15.00	24.30	720
OFR-99	Fire - Initial - Police Officer	SO17-GN142	Officers	Local	1	21.53	82.82	9.94	19.07	133.36	1.00	133.36	10.00	13.34	0.50	26.67	5
OFR-99	Fire - Initial - Security Officer	SO17-GN142	Staff	Local	1	43.07	165.64	19.88	38.13	266.71	2.00	133.36	12.00	11.11	0.50	22.23	12
OFR-99	Fire - Refresher - Police Officer	SO17-GN143	Officers	Local	1	125.09	271.03	62.54	76.52	535.18	10.00	53.52	16.00	3.34	0.13	25.73	20.8
OFR-99	Fire - Refresher - Security Officer	SO17-GN143	Staff	Local	1	400.28	867.28	200.14	244.86	1712.56	32.00	53.52	8.00	6.69	0.13	51.46	33.28
HST-05	Dynamic Risk Assessment	?	Officers	Corporate	1	271.02	521.20	62.54	142.60	997.37	10.00	99.74	16.00	6.23	0.25	24.93	40
HST-05	Dynamic Risk Assessment	?	Staff	Corporate	1	867.28	1667.84	200.14	456.33	3191.59	32.00	99.74	8.00	12.47	0.25	49.87	64
OGN-99	Topography - Police Officer	N/A	Officers	Local	3	1223.30	10399.24	612.82	2041.26	14276.62	1.00	14276.62	10.00	1427.66	17.00	83.98	170
OGN-99	Topography - Security Officer	N/A	Staff	Local	3	721.51	28805.70	359.39	4986.07	34872.67	2.00	17436.34	10.00	1743.63	40.00	43.59	800
OGN-99	General Training Day - Police Officer	N/A	Officers	Non Mandatory	1	542.05	1834.63	271.02	441.72	3089.42	10.00	308.94	16.00	19.31	1.00	19.31	160
OGN-99	General Training Day - Security officer	N/A	Staff	Non Mandatory	1	867.28	5870.80	867.28	1268.82	8874.17	32.00	277.32	8.00	34.66	1.00	34.66	256
OFR-99	Firearms Initial - Police Officer	N/A	Officers	Role	1	125.09	521.20	62.54	118.26	827.09	10.00	82.71	16.00	5.17	0.25	20.68	40
OFR-99	Firearms Refresher - Police Officer	SO17-FT049	Officers	Role	1	139.81	582.52	69.90	132.17	924.40	10.00	92.44	16.00	5.78	0.25	23.11	40
OFR-99	Firearms Initial - Security Officer	SO17-FO148	Staff	Role	1	400.28	1667.84	200.14	378.42	2646.68	32.00	82.71	12.00	6.89	0.25	27.57	96
OFR-99	Firearms Refresher - Security Officer	SO17-FT049	Staff	Role	1	400.28	1667.84	200.14	378.42	2646.68	32.00	82.71	8.00	10.34	0.25	41.35	64
OGN-99	Corus Barriers - Police & Security Officers	MPS-GN173	Both	Local	1	139.81	302.91	69.90	85.52	598.14	10.00	59.81	2.00	29.91	0.13	230.05	2.6
	Total Tr. Type					19042.72	109065.16	12758.28	23501.10	164367.27	326.00						3447.68

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
CO11-C - CO11 (Strategic Command, NSY) Training																	
MAN-05	Public Order Advisor	PC009	Officers	Local	3	2688.81	6337.43	1437.93	7810.76	18274.93	1.00	18274.93	10.00	1827.49	8.00	228.44	80
MAN-05	Public Order Cadre Workshop	OC020	Officers	Local	3	4637.23	15198.40	2552.43	16711.09	39099.14	5.00	7819.83	30.00	260.66	2.00	130.33	300
MAN-99	Bronze Intelligence Events and Major Incident Foundation	PC	Officers	Local	2	1624.98	2729.11	812.49	3856.48	9023.06	2.00	4511.53	8.00	563.94	3.00	187.98	48
MAN-04	Advanced Public Order Part 1	PC031	Officers	Role	2	547.69	19519.15	547.69	15387.28	36001.81	10.00	3600.18	15.00	240.01	4.00	60.00	600
MAN-05	Advanced Public Order Part 2	PC021	Officers	Local	3	4739.91	12858.48	2953.61	15340.61	35892.61	2.00	17946.31	8.00	2243.29	6.00	373.88	96
MAN-05	Advanced Public Order Refresher	PC021	Officers	Local	2	2715.06	14576.33	4090.57	15960.11	37342.06	13.00	2872.47	1.00	2872.47	2.00	1436.23	26
MAN-05	Public Order Seminar	PC028	Officers	Local	2	1703.81	0.00	1703.81	2543.55	5951.17	60.00	99.19	2.00	49.59	1.00	49.59	120
MAN-99	Bronze Communications and GT Controller	PC027	Officers	Local	2	4169.60	833.92	1241.98	4661.82	10907.32	2.00	5453.66	60.00	90.89	1.00	90.89	120
MAN-99	Designated Senior Officer	PC025	Officers	Local	2	2267.22	3674.06	868.81	5083.25	11893.34	2.00	5946.67	10.00	594.67	3.00	198.22	60
MAN-99	Contingency Exercises	PC022	Officers	Local	3	2119.22	1694.52	369.04	3122.15	7304.93	1.00	7304.93	5.00	1460.99	2.00	730.49	10
MAN-99	Loggist Foundation Course	PC019	Both	Local	2	5096.94	19877.48	2034.03	19749.34	46757.79	6.00	7792.97	30.00	259.77	1.00	259.77	180
OGN-99		PT059	Both	Local	2	2190.76	597.69	547.69	2490.19	5826.33	1.00	5826.33	10.00	582.63	1.00	582.63	10
	Total Tr. Type					34501.23	97896.57	19160.08	112716.63	264274.49	105.00						1650
CO15-C - CO15 - Traffic Training																	
HST-01	Emergency Life Support (ELS)	GP122	Officers	Corporate	2	2754.90	18738.78	2754.90	16183.04	40431.62	48.00	842.33	10.00	84.23	1.00	84.23	480
HST-04	Officer Safety Training (OST) Phase 1	GN135	Officers	Corporate	3	3414.20	23815.00	3414.20	18782.36	49425.75	40.00	1235.64	16.00	77.23	1.00	77.23	640
HST-04	Officer Safety Training (OST) Phase 2	GN136	Officers	Corporate	3	3414.20	23815.00	3414.20	18782.36	49425.75	40.00	1235.64	16.00	77.23	1.00	77.23	640
OGN-99	Road Death Scene Manager (RDSM)	DX024	Officers	Local	1	667.30	5409.30	667.30	4500.74	11244.63	4.00	2811.16	12.00	234.26	5.00	46.85	240
OGN-99	Polcoll / Incident Data Recorder	DX032	Officers	Local	1	63.55	1470.21	63.55	1066.01	2663.32	3.00	887.77	12.00	73.98	2.00	36.99	72
ODR-99	Fast Road	DX017	Both	Local	3	792.22	25258.22	792.22	17914.28	44756.95	10.00	4475.70	12.00	372.97	3.00	124.32	360
OGN-99	Automatic Number Plate Reader (ANPR)	PT013	Officers	Local	2	521.20	3207.20	521.20	2836.10	7085.70	10.00	708.57	6.00	118.10	1.00	118.10	60
OGN-99	Pilot (Average Speed Device)	DX004	Officers	Local	2	521.20	27497.00	521.20	19046.65	47586.05	10.00	4758.61	6.00	793.10	5.00	158.62	300
OGN-99	Provida (In car video system)	DX008	Officers	Local	2	521.20	3207.20	521.20	2836.10	7085.70	10.00	708.57	6.00	118.10	1.00	118.10	60
OGN-99	Field Impairment / Drug Recognition	GP156	Officers	Role	2	260.60	3728.40	260.60	2836.10	7085.70	5.00	1417.14	12.00	118.10	2.00	59.05	120
OGN-99	4 X 4 Familiarisation / Towing	DX022	Officers	Local	2	521.20	4207.20	521.20	3503.48	8753.08	10.00	875.31	6.00	145.88	1.00	145.88	60
OGN-99	Hand held speed laser	DX003	Officers	Local	2	521.20	3207.20	521.20	2836.10	7085.70	10.00	708.57	6.00	118.10	1.00	118.10	60
OGN-99	Weighing Training	DX014	Officers	Local	1	271.02	1643.60	271.02	1458.66	3644.31	10.00	364.43	12.00	30.37	1.00	30.37	120
OGN-99	Hollow Spiked Tyre Deflation System (HOSTYDS)	DX018	Officers	Local	3	792.22	14013.02	792.22	10409.45	26006.92	10.00	2600.69	12.00	216.72	1.00	216.72	120
OGN-99	Lantern (Mobile fingerprint device)	CP082	Officers	Local	2	108.41	913.92	108.41	754.63	1885.37	4.00	471.34	12.00	39.28	0.50	78.56	24
ODR-02	Level 1 Advanced Car Response	DC001	Officers	Local	1	162.61	28187.58	162.61	19028.90	47541.71	6.00	7923.62	3.00	2641.21	20.00	132.06	360
ODR-99	Level 3 Instant Response		Officers	Local	1	54.20	5839.60	54.20	3969.59	9917.60	2.00	4958.80	3.00	1652.93	10.00	165.29	60

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ODR-02	Level 2 Advanced Car (Non Pursuit)		Officers	Local	1	27.10	2212.40	27.10	1512.69	3779.29	1.00	3779.29	1.00	3779.29	5.00	755.86	5
ODR-99	CO-15 Traffic training day	GN153	Officers	Local	3	2218.23	13134.24	2218.23	11726.34	29297.03	28.00	1046.32	50.00	20.93	1.00	20.93	1400
OGN-99	Every Child Matters (ECM)	GN193	Officers	Corporate	3	1050.74	7647.04	1050.74	6505.98	16254.50	28.00	580.52	50.00	11.61	0.50	23.22	700
ODR-99	Vehicle Escort Tecniques Course	DX039	Officers	Local	3	792.22	14085.20	792.22	10457.62	26127.27	10.00	2612.73	6.00	435.45	2.00	217.73	120
	Total Tr. Type					19449.72	231237.31	19449.72	176947.18	447083.95	299.00						6001
CO16-C - CO16 - Traffic Criminal Justice																	
OGN-99	Traffic Reporting Information System (TRIS)	CP038	Staff	Role	1	0.00	1250.00	0.00	4291.06	5541.06	10.00	554.11	12.00	46.18	1.00	46.18	120
OGN-09	PNC Names and Vehicles	TM008	Staff	Role	2	182.73	5655.71	147.36	20548.36	26534.16	4.00	6633.54	12.00	552.80	5.00	110.56	240
OGN-09	PNC Names	TM007	Staff	Role	2	111.99	3368.69	147.36	12454.52	16082.56	4.00	4020.64	12.00	335.05	3.00	111.68	144
OGN-09	PNC Vehicles	TM006	Staff	Role	2	111.99	3368.69	147.36	12454.52	16082.56	4.00	4020.64	12.00	335.05	3.00	111.68	144
CEF-01	CAD/MSS	TC020	Staff	Role	1	88.42	629.57	88.42	2768.25	3574.65	10.00	357.47	3.00	119.16	0.50	238.31	15
	Total Tr. Type					495.13	14272.66	530.50	52516.71	67814.99	32.00						663

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CO17-C - CO17 - Transport OCU Training																	
OGN-99	TPCSO training day 1	GN 153	Staff	Local	2	1538.87	9974.08	3206.71	7603.17	22322.82	32.00	697.59	16.00	43.60	1.00	43.60	512
OGN-99	TPCSO training day 2	GN 153	Staff	Local	2	1538.87	9974.08	3206.71	7603.17	22322.82	32.00	697.59	16.00	43.60	1.00	43.60	512
OGN-99	Traffic Warden training day	GN 153	Staff	Local	2	1057.97	6857.19	1057.97	4634.83	13607.96	22.00	618.54	16.00	38.66	1.00	38.66	352
OGN-99	Police training day 1	GN 153	Officers	Local	2	1845.79	11676.30	1845.79	7938.11	23305.99	30.00	776.87	16.00	48.55	1.00	48.55	480
OGN-99	Police training day 2	GN 153	Officers	Local	2	1845.79	11676.30	1845.79	7938.11	23305.99	30.00	776.87	16.00	48.55	1.00	48.55	480
HST-01	ELS	GP122	Both	Corporate	1	975.69	6554.52	975.69	4393.21	12899.10	36.00	358.31	12.00	29.86	1.00	29.86	432
HST-04	OSt Police 1	OST001	Officers	Corporate	3	2376.67	15099.90	2376.67	10255.25	30108.49	30.00	1003.62	16.00	62.73	1.00	62.73	480
HST-04	OSt police 2	OST002	Officers	Corporate	3	2376.67	15099.90	2376.67	10255.25	30108.49	30.00	1003.62	16.00	62.73	1.00	62.73	480
HST-04	OSt traffic Wardens	ET043	Staff	Corporate	3	1742.89	11073.26	1742.89	7520.52	22079.57	22.00	1003.62	16.00	62.73	1.00	62.73	352
HST-04	OSt TPCSO's 1	OST012	Staff	Corporate	3	2535.12	16106.56	2535.12	10938.93	32115.72	32.00	1003.62	16.00	62.73	1.00	62.73	512
HST-04	OSt TPCSO's 2	OST012	Staff	Corporate	3	2535.12	16106.56	2535.12	10938.93	32115.72	32.00	1003.62	16.00	62.73	1.00	62.73	512
OTH-99	TL Induction	GN153	Both	Local	1	625.44	807.12	325.23	847.32	2605.11	12.00	217.09	10.00	21.71	0.25	86.84	30
OTH-99	TL TPCSO Induction	GN153	Staff	Local	2	739.84	2679.68	739.84	2087.68	6247.04	4.00	1561.76	20.00	78.09	2.00	39.04	160
OGN-99	Field Impairment testing/ Drug recognition training	GP156	Officers	Local	2	1419.84	9135.84	1419.84	6185.93	18161.45	12.00	1513.45	12.00	126.12	2.00	63.06	288
OGN-99	Tuned Intuition performance System	GN192	Officers	Local	2	1419.84	9135.84	1419.84	6185.93	18161.45	12.00	1513.45	12.00	126.12	2.00	63.06	288
OGN-99	Tuned Intuition Performance system for TPCSO's	GN153	Staff	Local	2	2378.97	14813.25	2378.97	10109.35	29680.53	43.00	690.24	12.00	57.52	1.00	57.52	516
ODR-99	Driving Examinations	GN153	Both	Local	1	1250.88	1404.72	650.46	1707.79	5013.85	24.00	208.91	12.00	17.41	0.25	69.64	72
SCS-99	Street duties Tutors (TPCSO)	GN153	Staff	Local	2	369.92	2425.12	369.92	1634.81	4799.77	4.00	1199.94	12.00	100.00	2.00	50.00	96
	Total Tr. Type					28574.18	170600.22	31009.23	118778.29	348961.87	439.00						6554

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CO18-C - CO18 Aviation Security - Heathrow																	
HST-01	Emergency Life Support	GP122	Both	Corporate	2	1550.35	29869.84	1550.35	84093.66	117064.20	54.00	2167.86	10.00	216.79	1.00	216.79	540
HST-04	Officer safety refresher training phase 1	OST001	Officers	Corporate	2	291.87	11716.93	291.87	31373.71	43674.38	28.00	1559.80	16.00	97.49	1.00	97.49	448
HST-04	Officer safety refresher training phase 2	OST002	Officers	Corporate	2	291.87	11716.93	291.87	31373.71	43674.38	28.00	1559.80	16.00	97.49	1.00	97.49	448
OGN-99	Ongoing Training Cycle	GN153	Both	Local	2	2181.97	40695.11	2181.97	114926.27	159985.33	76.00	2105.07	16.00	131.57	1.00	131.57	1216
HST-01	Defibrillator Training (Initial)	GN139	Both	Corporate	2	12.51	1250.88	12.51	3254.27	4530.17	6.00	755.03	4.00	188.76	0.50	377.51	12
AOP-99	Mentoring	MD058	Both	Non Mandatory	2	52.12	2738.45	52.12	7250.48	10093.17	5.00	2018.63	6.00	336.44	1.00	336.44	30
HST-05	Worst Enemy - dynamic risk assessment	GN164	Officers	Corporate	2	52.12	917.31	52.12	2605.53	3627.08	5.00	725.42	10.00	72.54	0.50	145.08	25
OTH-99	Induction Courses	GN155	Officers	Role	6	2732.82	65712.16	2732.82	181543.93	252721.73	4.00	63180.43	15.00	4212.03	15.00	280.80	900
HST-04	PCSO/Traffic Warden officer safety refresher training	OST008	Staff	Corporate	2	52.98	2474.55	52.98	6581.77	9162.28	6.00	1527.05	16.00	95.44	1.00	95.44	96
INV-99	Target Awareness	CR070	Officers	Role	3	39.00	1997.99	39.00	5294.96	7370.95	2.00	3685.48	10.00	368.55	3.00	122.85	60
HST-03	Manual Handling	GB072	Both	Corporate	1	8.34	183.46	8.34	510.47	710.61	4.00	177.65	5.00	35.53	0.25	142.12	5
OGN-99	United Kingdom Immigration Service	GN187	Officers	Role	2	22.32	1545.22	22.32	4055.05	5644.91	2.00	2822.46	10.00	282.25	2.00	141.12	40
OGN-99	Extradition Training	GN176	Officers	Role	2	17.66	1554.05	17.66	4053.80	5643.17	4.00	1410.79	10.00	141.08	1.00	141.08	40
ODR-99	Specialist Driving Team	EX170	Officers	Role	2	43.00	875.33	43.00	2451.96	3413.30	2.00	1706.65	5.00	341.33	1.00	341.33	10
OTH-99	Police Staff Training	GN155	Staff	Local	2	100.07	2918.72	100.07	7954.87	11073.73	8.00	1384.22	12.00	115.35	1.00	115.35	96
OGN-99	Heathrow Airport Limited (external training)	external trainin	Both	Non Mandatory	1	52.12	2606.00	52.12	6912.66	9622.90	25.00	384.92	40.00	9.62	0.50	19.25	500
OTH-99	Open Days		Officers	Non Mandatory	3	96.61	1520.59	25.02	4188.60	5830.82	4.00	1457.71	16.00	91.11	0.50	182.21	32
OTH-99	CID/Police staff Induction day	GN155	Both	Local	1	0.00	208.48	0.00	531.74	740.22	4.00	185.06	2.00	92.53	0.25	370.11	2
OFR-99	Firearms dual weapon refreshers (CO19)	Firearms.AFO	Officers	Role	3	0.00	31680.04	0.00	80802.15	112482.19	206.00	546.03	6.00	91.01	0.25	364.02	309
OFR-99	Firearms tactics (CO19)	Firearms.Tacti	Officers	Role	4	2302.14	171906.68	2302.14	450203.49	626714.45	76.00	8246.24	17.00	485.07	1.00	485.07	1292
OFR-99	Firearms ARV tactics (CO19)	FS048	Officers	Role	3	242.33	53980.60	242.33	138917.44	193382.70	8.00	24172.84	20.00	1208.64	2.00	604.32	320
OFR-03	Firearms rifle training (CO19)	Firearms.Wea	Officers	Role	3	242.33	19786.42	242.33	51702.80	71973.88	8.00	8996.74	10.00	899.67	2.00	449.84	160
SCS-01	MSC local training	GN155	Officers	Local	1	25.02	733.85	25.02	1999.34	2783.22	4.00	695.81	8.00	86.98	1.00	86.98	32
INV-99	Camera Competency	CS074	Officers	Role	1	25.02	729.68	25.02	1988.73	2768.45	2.00	1384.23	8.00	173.03	2.00	86.51	32
	Total Tr. Type					10434.57	459319.27	10362.98	1224571.39	1704688.22	571.00						6645

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CO19-C - CO19 - Firearms (Firearms Training)																	
OFR-99	Reactive Firearms Course - Overt Security and Protection	FB026	Officers	Role	7	98898.12	753625.61	98898.12	56586.15	1008008.00	29.00	34758.90	12.00	2896.57	15.00	193.10	5220
OFR-99	Reactive Firearms Course - Surveillance and Covert Policing	FB023	Officers	Role	7	22735.20	173247.35	22735.20	13008.31	231726.06	5.00	46345.21	12.00	3862.10	20.00	193.11	1200
OFR-99	Reactive Firearms Course - Close Protection	FB026	Officers	Role	7	10230.84	77961.27	10230.84	5853.74	104276.69	3.00	34758.90	12.00	2896.57	15.00	193.10	540
OFR-01	MOD Initial Course		Officers	Role	5	890.24	20301.31	890.24	1313.32	23395.11	1.00	23395.11	8.00	2924.39	17.00	172.02	136
OFR-99	H+K MP5 Course	FB002	Officers	Role	4	2501.76	30220.74	2501.76	2094.98	37319.24	6.00	6219.87	12.00	518.32	4.00	129.58	288
OFR-08	ARV Weapons Course	FS047	Officers	Role	7	10457.60	142039.40	10457.60	9691.78	172646.38	8.00	21580.80	12.00	1798.40	10.00	179.84	960
OFR-08	ARV Tactics Course	FT048	Officers	Role	7	13072.00	278651.30	13072.00	18127.81	322923.11	10.00	32292.31	12.00	2691.03	15.00	179.40	1800
OFR-08	ARV Search Course	FS045	Officers	Role	7	6288.00	150378.60	6288.00	9691.78	172646.38	8.00	21580.80	12.00	1798.40	10.00	179.84	960
OFR-99	Firearms Instructor Course	FS005	Officers	Role	6	19024.87	155614.52	11519.59	11071.87	197230.86	3.00	65743.62	12.00	5478.64	30.00	182.62	1080
OFR-99	Specialist Firearms Officer Course	FB017	Officers	Role	7	22735.20	201560.41	11477.28	14022.68	249795.57	3.00	83265.19	12.00	6938.77	35.00	198.25	1260
OFR-99	Tactical Support Team Course	FT058	Officers	Role	7	12857.70	122655.11	6144.20	8425.10	150082.11	4.00	37520.53	12.00	3126.71	15.00	208.45	720
OFR-99	SFO Abseil	FT053	Officers	Role	4	3296.16	19732.65	824.04	1418.66	25271.51	3.00	8423.84	12.00	701.99	5.00	140.40	180
OFR-99	SFO Shotgun	FS055	Officers	Role	4	938.16	12633.45	938.16	862.97	15372.74	3.00	5124.25	12.00	427.02	5.00	85.40	180
OFR-99	SFO Prep Week	FT109	Officers	Role	6	2622.80	15239.90	1572.00	1155.89	20590.59	2.00	10295.30	12.00	857.94	5.00	171.59	120
OFR-99	SFO Assessment	FT110	Officers	Role	7	3721.12	20716.80	1729.22	1556.30	27723.44	2.00	13861.72	12.00	1155.14	5.00	231.03	120
OFR-99	SFO Return To Ops Course	FT063	Officers	Role	7	1098.72	19826.48	681.76	1285.08	22892.04	1.00	22892.04	12.00	1907.67	10.00	190.77	120
OFR-06	Close Protection Pre Shoot	FS069	Officers	Role	6	1250.88	15110.37	1250.88	1047.49	18659.62	3.00	6219.87	12.00	518.32	4.00	129.58	144
OFR-06	Close Protection Course	FB021	Officers	Role	6	3144.00	156684.38	3144.00	9692.84	172665.22	4.00	43166.31	12.00	3597.19	20.00	179.86	960
OFR-03	Rifle - Initial Course	FB005	Officers	Role	6	3930.00	36755.27	2105.80	2545.01	45336.08	1.00	45336.08	12.00	3778.01	20.00	188.90	240
OFR-03	Rifle Urban Module	FS056	Officers	Role	6	653.60	8662.35	653.60	592.94	10562.49	1.00	10562.49	12.00	880.21	5.00	176.04	60
OFR-03	Rifle Rural Module	FS060	Officers	Role	6	786.00	17324.72	786.00	1123.89	20020.61	1.00	20020.61	12.00	1668.38	10.00	166.84	120
OFR-03	Rifle Silenced Module	FS056	Officers	Role	6	1307.20	17324.70	1307.20	1185.88	21124.98	2.00	10562.49	12.00	880.21	5.00	176.04	120
OFR-03	Rifle .388 Course	FT020	Officers	Role	6	1307.20	17324.70	1307.20	1185.88	21124.98	2.00	10562.49	12.00	880.21	5.00	176.04	120
OFR-03	Rifle G3 K Course	FS014	Officers	Role	6	1965.00	18378.66	1053.94	1272.63	22670.23	1.00	22670.23	12.00	1889.19	10.00	188.92	120
OFR-03	Rifle Elevated Shooting	FS073	Officers	Role	6	653.60	7619.95	653.60	530.95	9458.10	1.00	9458.10	12.00	788.18	5.00	157.64	60
OFR-04	Rifle Tactical Refresher	FS087	Officers	Role	6	2614.40	30479.80	2614.40	2123.78	37832.38	4.00	9458.10	12.00	788.17	5.00	157.63	240
OFR-04	Rifle G3 K Refresher	FS038	Officers	Role	6	984.42	22265.44	984.42	1441.34	25675.63	16.00	1604.73	12.00	133.73	1.00	133.73	192
OFR-04	Rifle Shooting Refresher	FS005	Officers	Role	6	1538.16	76199.50	1538.16	4714.96	83990.78	25.00	3359.63	12.00	279.97	2.00	139.98	600
OFR-99	Rifle Assessment	FS056	Officers	Role	6	1572.00	15239.90	1572.00	1093.39	19477.29	2.00	9738.65	12.00	811.55	5.00	162.31	120
OFR-08	ARV Training	FT007	Officers	Role	10	69601.04	526062.08	69601.04	39566.82	704830.99	52.00	13554.44	40.00	338.86	4.00	84.72	8320
OFR-99	SFO Training	FT025	Officers	Role	7	47701.80	422903.00	47701.80	30826.47	549133.08	52.00	10560.25	12.00	880.02	5.00	176.00	3120
MAN-05	Silver Command Course	FT044	Officers	Role	5	23673.69	141402.43	23673.69	11225.96	199975.77	17.00	11763.28	15.00	784.22	5.00	156.84	1275
MAN-05	Gold Command Course	FT025	Officers	Role	5	4177.71	24953.37	4177.71	1981.05	35289.84	3.00	11763.28	15.00	784.22	5.00	156.84	225
OFR-99	TST Training	FT058	Officers	Role	7	8913.82	88356.31	8913.82	6315.33	112499.28	17.00	6617.60	12.00	551.47	3.00	183.82	612
OFR-99	Firearms Instructor - Assessment	FB100	Both	Role	5	7376.70	34319.36	3688.35	2699.25	48083.66	6.00	8013.94	12.00	667.83	3.00	222.61	216
OFR-99	Shotgun Course	FS055	Officers	Role	4	625.44	15110.37	625.44	973.09	17334.34	3.00	5778.11	12.00	481.51	4.00	120.38	144
OFR-99	National Aircraft Protection Officer	FT111	Officers	Role	5	340.88	14670.80	340.88	913.10	16265.66	1.00	16265.66	12.00	1355.47	10.00	135.55	120

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
OFR-99	CQC Instructor Course	FT062	Officers	Role	7	681.76	6577.55	681.76	472.30	8413.37	1.00	8413.37	12.00	701.11	5.00	140.22	60
OFR-05	Protection Officer Tactical Refresher	FT069	Officers	Role	5	9965.95	127532.40	9965.95	8770.49	156234.79	40.00	3905.87	16.00	244.12	2.00	122.06	1280
OFR-99	SEG Tactics Course	FT108	Officers	Role	6	1572.00	15239.90	1572.00	1093.39	19477.29	2.00	9738.65	12.00	811.55	5.00	162.31	120
OFR-99	SEG Tactical Refresher	FT027	Officers	Role	5	1960.80	13499.13	1960.80	1036.10	18456.83	3.00	6152.28	16.00	384.52	2.00	192.26	96
OFR-99	SCD7 Tac Ref	FT066	Officers	Role	6	6231.68	38857.70	6231.68	3052.34	54373.40	14.00	3883.81	16.00	242.74	2.00	121.37	448
OFR-99	SCD11/SO15 Tac Ref	FT066	Officers	Role	6	9888.48	86198.22	9888.48	6302.91	112278.09	18.00	6237.67	16.00	389.85	3.00	129.95	864
OFR-05	SO14 Tac Ref	FT029	Officers	Role	5	19650.00	120325.50	19650.00	9493.78	169119.28	50.00	3382.39	16.00	211.40	2.00	105.70	1600
OFR-05	CO6 Tac Ref	FT029	Officers	Role	5	21974.40	200249.60	21974.40	14523.79	258722.19	80.00	3234.03	20.00	161.70	2.00	80.85	3200
OFR-99	AFO Tac Ref	FT020	Officers	Role	5	3752.64	30320.55	3752.64	2249.70	40075.53	9.00	4452.84	16.00	278.30	3.00	92.77	432
OFR-99	TSG/RA Tac Ref	FT020	Officers	Role	5	3752.64	26951.40	3752.64	2049.32	36506.00	12.00	3042.17	16.00	190.14	2.00	95.07	384
OFR-99	CO18 Tac Ref	FT026	Officers	Role	5	11093.12	132996.80	11093.12	9229.57	164412.61	80.00	2055.16	16.00	128.45	1.00	128.45	1280
OFR-02	Re Authorisation	FT029	Officers	Role	3	3168.90	23099.20	3168.90	1750.78	31187.77	40.00	779.69	6.00	129.95	1.00	129.95	240
OFR-99	RPO Shooting Refresher	FS060	Officers	Role	3	1980.56	53195.38	1980.56	3399.40	60555.90	50.00	1211.12	20.00	60.56	1.00	60.56	1000
OFR-99	CO6 Shooting Refresher	FS056	Officers	Role	3	9982.02	248666.04	9982.02	15976.87	284606.95	252.00	1129.39	20.00	56.47	1.00	56.47	5040
OFR-99	SCD7 / SCD11 / SO15 Shooting Ref	FS059	Officers	Role	3	3802.68	80386.79	3802.68	5233.36	93225.50	96.00	971.10	16.00	60.69	1.00	60.69	1536
OFR-99	SO14 / AFO Shooting Refresher	FS056	Officers	Role	3	8318.35	192045.00	8318.35	12411.42	221093.12	210.00	1052.82	16.00	65.80	1.00	65.80	3360
OFR-99	CO18 / SEG Shooting Refresher	FS056	Officers	Role	3	5070.23	116432.94	5070.23	7528.00	134101.41	128.00	1047.67	20.00	52.38	1.00	52.38	2560
OFR-99	Protection Officer Shooting Refresher	FS061	Officers	Role	3	8239.13	174171.38	8239.13	11338.95	201988.59	208.00	971.10	16.00	60.69	1.00	60.69	3328
OFR-99	Abseil Instructor	FT037	Officers	Role	5	1098.72	6577.55	1098.72	521.90	9296.89	1.00	9296.89	12.00	774.74	5.00	154.95	60
OFR-99	Tactical Advisor	F002	Officers	Role	5	4090.56	41028.96	4090.56	2926.79	52136.87	3.00	17378.96	12.00	1448.25	10.00	144.82	360
OFR-99	Ps Ops Skills Course	MS003	Officers	Role	2	1250.88	12708.24	1250.88	904.62	16114.62	24.00	671.44	12.00	55.95	1.00	55.95	288
OFR-08	ARV Training CO6 / CO18	FT007	Officers	Role	6	5130.30	91225.23	5130.30	6035.91	107521.74	17.00	6324.81	30.00	210.83	2.00	105.41	1020
OFR-08	ARV Development Shooting	FT007	Officers	Role	3	1980.56	38254.62	1980.56	2510.80	44726.54	50.00	894.53	12.00	74.54	1.00	74.54	600
OFR-99	NAPO Tac Ref	FT058	Officers	Role	4	3752.64	27718.80	3752.64	2094.96	37319.04	12.00	3109.92	12.00	259.16	2.00	129.58	288
OFR-99	Mod Tac Ref		Officers	Role	5	1876.32	12608.52	1876.32	973.09	17334.25	6.00	2889.04	12.00	240.75	2.00	120.38	144
OFR-99	Firearms Command Post Incident Manager	FS071	Officers	Role	3	2926.83	12185.28	2926.83	1072.87	19111.81	3.00	6370.60	15.00	424.71	3.00	141.57	135
OFR-99	Gold Command Re Accreditation	FS038	Officers	Role	5	4177.71	9981.39	4177.71	1090.59	19427.40	3.00	6475.80	15.00	431.72	2.00	215.86	90
OFR-99	Gold Command Refresher Course	FT007	Officers	Role	5	2088.86	4990.62	2088.86	545.29	9713.62	3.00	3237.87	15.00	215.86	1.00	215.86	45
OFR-99	Siege Management Course	FT060	Officers	Role	5	2785.14	16635.58	2785.14	1320.70	23526.56	2.00	11763.28	15.00	784.22	5.00	156.84	150
OFR-99	Silver Command Re Accreditation	FT044	Officers	Role	5	34338.61	96486.77	34338.61	9823.19	174987.18	29.00	6034.04	15.00	402.27	2.00	201.13	870
OFR-99	Silver Command Refresher Course	FT044	Officers	Role	5	6266.57	14971.86	6266.57	1635.87	29140.86	9.00	3237.87	15.00	215.86	1.00	215.86	135
OFR-99	Range Officer Part 2	FT066	Officers	Role	3	625.44	7699.68	625.44	532.34	9482.90	2.00	4741.45	8.00	592.68	5.00	118.54	80
OFR-99	Reactive Firearms Remedial Tactics	FT115	Officers	Role	7	7957.32	65014.53	7957.32	4813.29	85742.46	7.00	12248.92	12.00	1020.74	5.00	204.15	420
OFR-99	SFO CBRN Module	FB017	Officers	Role	4	2501.76	15760.65	2501.76	1234.96	21999.13	3.00	7333.04	12.00	611.09	5.00	122.22	180
OFR-99	SFO Maritime Module	FB017	Officers	Role	6	2501.76	22015.05	2501.76	1606.94	28625.51	3.00	9541.84	12.00	795.15	5.00	159.03	180
HST-99	Ballistic First Aid	FB023	Officers	Role	2	2606.00	26475.50	2606.00	1884.63	33572.13	50.00	671.44	12.00	55.95	1.00	55.95	600
OFR-99	Pyrotechnic Distraction Operators Course	FT027	Officers	Role	2	416.96	4074.96	416.96	291.96	5200.84	4.00	1300.21	8.00	162.53	2.00	81.26	64
OFR-99	Close Protection MP5 Crse	FT109	Officers	Role	4	833.92	10507.10	833.92	724.11	12899.05	2.00	6449.53	12.00	537.46	5.00	107.49	120
OFR-06	CP High Risk / Low Infrastructure - G36 Course	FS065	Officers	Role	6	1307.20	17647.89	1307.20	1205.11	21467.40	1.00	21467.40	12.00	1788.95	15.00	119.26	180
OFR-08	ARV G36 Course	FS073	Officers	Role	5	412.79	12608.52	412.79	799.00	14233.10	6.00	2372.18	12.00	197.68	2.00	98.84	144
OFR-06	CP High Risk / Low Infrastructure Tac Ref	FS065	Officers	Role	5	208.48	4491.90	208.48	291.96	5200.82	2.00	2600.41	16.00	162.53	2.00	81.26	64
OFR-99	Residential Protection Officer Course	FT007	Officers	Role	4	419.04	37825.71	419.04	2299.54	40963.34	3.00	13654.45	12.00	1137.87	12.00	94.82	432
	Total Tr. Type					638125.74	6197792.75	600293.65	442271.36	7878483.52	1843.00						65489

Home Office Code	Course Title	MethHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
CO20-C - CO20 - TSG Training																	
HST-01	Emergency Life Support 2008	NK	Officers	Corporate	2	1345.01	5481.60	1345.01	7717.13	15888.74	24.00	662.03	12.00	55.17	0.50	110.34	144
HST-01	Emergency Life Support 2009	NK	Officers	Corporate	2	516.14	2096.32	516.14	2954.60	6083.20	9.00	675.91	12.00	56.33	0.50	112.65	54
HST-04	Officer Safety Training Stage 1 2008	OST001	Officers	Corporate	2	1450.18	8682.68	1450.18	10938.83	22521.87	25.00	900.87	16.00	56.30	1.00	56.30	400
HST-04	Officer Safety Training Stage 2 2008	OST002	Officers	Corporate	2	2900.36	17365.37	2900.36	21877.67	45043.76	50.00	900.88	16.00	56.30	1.00	56.30	800
HST-04	Officer Safety Training Stage 1 2009	OST001	Officers	Corporate	2	1450.18	8682.68	1450.18	10938.83	22521.87	25.00	900.87	16.00	56.30	1.00	56.30	400
OTH-99	CO20 Induction Course	PT015	Officers	Local	2	1759.70	12397.91	2268.51	15512.55	31938.66	6.00	5323.11	24.00	221.80	5.00	44.36	720
OGN-99	Police Officer Training Round 01/2008	GN101	Officers	Local	2	813.07	10965.00	813.07	11890.86	24482.00	30.00	816.07	25.00	32.64	1.00	32.64	750
OGN-99	Police Officer Training Round 02/2008	GN102	Officers	Local	2	813.07	10965.00	813.07	11890.86	24482.00	30.00	816.07	25.00	32.64	1.00	32.64	750
AOP-99	Police Staff Training Round 02/2008	GN153	Staff	Local	2	624.37	1465.88	213.60	2175.72	4479.57	3.00	1493.19	20.00	74.66	1.00	74.66	60
AOP-99	Police Staff Training Round 01/2009	GN153	Staff	Local	2	624.37	1465.88	213.60	2175.72	4479.57	3.00	1493.19	20.00	74.66	1.00	74.66	60
	Total Tr. Type					12296.45	79568.32	11983.72	98072.77	201921.24	205.00						4138
OS01-C - CO11 Ops Support (Mounted Branch) Training																	
OGN-99	ACPO Intermediate Equitation Course	CO11 JTO23	Officers	Role	2	780.14	4262.04	182.76	14434.85	19659.80	1.00	19659.80	6.00	3276.63	20.00	163.83	120
OGN-99	Annual Training	CO11 JTO22	Officers	Local	2	2869.63	49739.56	2741.54	152916.22	208266.95	16.00	13016.68	8.00	1627.09	10.00	162.71	1280
OGN-99	ACPO Standard Equitation Course	CO11 JTO25	Officers	Role	2	2529.24	81277.71	1531.46	235762.50	321100.91	3.00	107033.64	6.00	17838.94	80.00	222.99	1440
	Total Tr. Type					6179.01	135279.31	4455.76	403113.57	549027.66	20.00						2840

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
OS02-C - CO11 Ops Support (Dog Training) Training																	
ODH-99	ACPO Explosive Instructors Module	MPS-KE009	Officers	Role	2	1911.21	17067.90	812.49	3311.60	23103.20	1.00	23103.20	8.00	2887.90	21.00	137.52	168
ODH-99	ACPO General Purpose Dog Instructors Module	MPS-KM012	Officers	Role	2	1911.21	17067.90	812.49	3311.60	23103.20	1.00	23103.20	6.00	3850.53	21.00	183.36	126
ODH-99	ACPO Weapons/Narcotics/Currency Instructors Module	MPS-KD011	Officers	Role	2	1285.77	13149.02	812.49	2551.63	17798.91	1.00	17798.91	8.00	2224.86	16.00	139.05	128
ODH-99	Customs Dog Behavioural Module	MPS-KB009	Officers	Role	1	378.09	941.18	208.48	254.79	1782.54	2.00	891.27	8.00	111.41	1.00	111.41	16
ODH-99	Customs Instructors Module	MPS-KM011	Officers	Role	1	718.97	6786.40	340.88	1287.11	9133.36	2.00	4566.68	4.00	1141.67	10.00	114.17	80
ODH-03	Customs Narcotics Detection	MPS-KD012	Officers	Role	1	4710.06	24905.20	618.21	4953.08	35186.55	2.00	17593.28	4.00	4398.32	40.00	109.96	320
ODH-99	Customs Meat Detection	MPS-KC055	Officers	Role	1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	40.00	0.00	
ODH-99	Customs Currency Detection	MPS-KC056	Officers	Role	1	2453.01	12451.60	407.08	2509.62	17821.31	1.00	17821.31	4.00	4455.33	40.00	111.38	160
ODH-01	Dog Handler Suitability (Search Dog)	MPS-KC057	Officers	Role	2	722.03	6442.20	369.04	1278.13	8811.40	2.00	4405.70	6.00	734.28	5.00	146.86	60
ODH-01	Dog Handler Suitability (General Purpose Dog)	MPS-KC058	Officers	Role	2	722.03	9673.90	369.04	1826.43	12591.40	2.00	6295.70	6.00	1049.28	5.00	209.86	60
ODH-99	Explosive Search Initial	MPS-KE010	Officers	Role	1	1135.93	27727.60	340.88	4954.94	34159.35	2.00	17079.68	4.00	4269.92	50.00	85.40	400
ODH-99	Explosive Search Licence	MPS-KE011	Officers	Role	1	781.80	9583.65	406.54	1827.62	12599.61	15.00	839.97	4.00	209.99	2.00	105.00	120
ODH-99	Explosive Search Refresher	MPS-KE012	Officers	Role	1	2596.32	42219.90	2596.32	8044.20	55456.74	30.00	1848.56	4.00	462.14	5.00	92.43	600
ODH-99	Explosives Instructors Continuation Training Module	MPS-KM013	Officers	Role	2	823.21	6404.21	510.49	1290.79	9028.69	1.00	9028.69	6.00	1504.78	10.00	150.48	60
ODH-01	General Purpose Dog Initial	MPS-KB010	Officers	Role	1	7160.42	110424.78	1218.74	20156.76	138960.69	6.00	23160.12	6.00	3860.02	65.00	59.38	2340
ODH-99	General Purpose Dog Team Trainers Module	MPS-KM014	Officers	Role	2	823.21	13994.81	321.44	2524.51	17663.97	1.00	17663.97	6.00	2944.00	20.00	147.20	120
ODH-01	General Purpose Dog Continuation	MPS-KB011	Officers	Role	1	5476.80	145381.00	6152.64	26639.03	183649.47	100.00	1836.49	6.00	306.08	5.00	61.22	3000
ODH-01	General Purpose Dog Licensing	MPS-KC059	Officers	Role	1	851.90	18663.90	1845.79	3624.30	24985.90	30.00	832.86	6.00	138.81	2.00	69.41	360
ODH-99	General Purpose Dog Public Order level 2	MPS-KC060	Officers	Role	1	104.24	793.56	104.24	170.01	1172.05	2.00	586.03	6.00	97.67	1.00	97.67	12
ODH-99	General Purpose Dog Public Order level 2 Refresher	MPS-KC069	Officers	Role	1	100.07	2035.30	100.07	379.27	2614.71	8.00	326.84	6.00	54.47	1.00	54.47	48
ODH-99	General Purpose Dog Public Order level 3	MPS-KC061	Officers	Role	1	27.10	670.12	27.10	122.89	847.21	1.00	847.21	6.00	141.20	1.00	141.20	6

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ODH-03	Passive Narcotics Initial	MPS-KD013	Officers	Role	1	1193.40	11678.80	170.44	2212.87	15255.51	1.00	15255.51	4.00	3813.88	40.00	95.35	160
ODH-03	Passive Narcotics Refresher	MPS-KD014	Officers	Role	1	108.41	5791.40	208.48	1036.36	7144.65	4.00	1786.16	4.00	446.54	5.00	89.31	80
ODH-01	Police Dog Allocation (GPD_Search)	MPS-KC062	Officers	Role	1	696.38	15034.40	431.58	2742.17	18904.54	10.00	1890.45	1.00	1890.45	5.00	378.09	50
ODH-01	Police Dog Re Allocation (GPD_Search)	MPS-KC063	Officers	Role	1	452.80	21689.60	208.48	3792.14	26143.02	4.00	6535.76	1.00	6535.76	20.00	326.79	80
ODH-99	Proactive Narcotics/Weapons/Currency Initial	MPS-KD015	Officers	Role	1	1193.40	11682.80	274.68	2231.23	15382.11	1.00	15382.11	4.00	3845.53	40.00	96.14	160
ODH-01	Puppy Allocation	MPS-KP009	Officers	Role	1	7263.37	5432.12	393.00	2220.65	15309.14	5.00	3061.83	5.00	612.37	2.00	306.18	50
ODH-01	Puppy Mentors Course	MPS-KP010	Officers	Role	2	369.04	2971.60	184.52	598.09	4123.25	1.00	4123.25	6.00	687.21	5.00	137.44	30
ODH-01	Puppy Mentors Refresher	MPS-KP011	Officers	Role	1	118.32	1351.76	118.32	269.49	1857.89	1.00	1857.89	6.00	309.65	5.00	61.93	30
ODH-01	Puppy Visits	MPS-KP012	Officers	Role	1	1044.58	37433.64	1409.76	6767.56	46655.54	60.00	777.59	6.00	129.60	2.00	64.80	720
ODH-01	One week Puppy Module (12 months)	MPS-KP013	Officers	Role	1	389.79	8586.60	389.79	1589.10	10955.28	6.00	1825.88	5.00	365.18	5.00	73.04	150
ODH-02	Tactical Firearm Support Assessment	MPS-KF001	Officers	Role	2	171.96	9467.60	171.96	1664.66	11476.18	4.00	2869.05	6.00	478.17	5.00	95.63	120
ODH-02	Tactical Firearm Support Refresher	MPS-KF002	Officers	Role	1	200.14	25349.60	1384.70	4569.81	31504.25	16.00	1969.02	6.00	328.17	5.00	65.63	480
ODH-02	Tactical Firearms Support Initial	MPS-KF003	Officers	Role	2	208.48	17937.20	208.48	3114.04	21468.20	2.00	10734.10	6.00	1789.02	20.00	89.45	240
ODH-99	Victim Recovery Assessment	MPS-KC064	Officers	Role	2	302.01	1348.90	302.01	331.34	2284.25	2.00	1142.13	6.00	190.35	1.00	190.35	12
ODH-99	Victim Recovery Initial	MPS-KC065	Officers	Role	1	208.48	6090.40	274.68	1115.30	7688.86	1.00	7688.86	6.00	1281.48	20.00	64.07	120
ODH-99	Victim Recovery Refresher	MPS-KC066	Officers	Role	1	312.72	9586.62	369.15	1742.19	12010.68	6.00	2001.78	6.00	333.63	5.00	66.73	180
ODH-99	Victim Recovery Co-ordinators	MPS-KC067	Officers	Role	1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	0.00	5.00	0.00	
ODH-02	Weapon Recovery Assessment	MPS-KF004	Officers	Role	2	302.01	1348.90	302.01	331.34	2284.25	2.00	1142.13	8.00	142.77	1.00	142.77	16
ODH-02	Weapon Recovery Initial (GPD)	MPS-KF005	Officers	Role	1	144.95	8498.30	173.09	1495.82	10312.16	2.00	5156.08	4.00	1289.02	15.00	85.93	120
ODH-02	Weapon Recovery Refresher (GPD)	MPS-KF006	Officers	Role	1	189.72	9881.42	364.84	1770.61	12206.59	7.00	1743.80	4.00	435.95	5.00	87.19	140
ODH-99	Developmental/Remedial Training	MPS-KC068	Officers	Role	1	201.71	41716.50	201.71	7146.24	49266.16	5.00	9853.23	1.00	9853.23	30.00	328.44	150
	Total Tr. Type					49765.05	739262.29	25916.13	137759.32	952702.77	350.00						11272

Home Office Code	Course Title	MethR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
OS03-C - CO11 Ops Support (Air Support Unit)																	
OGN-99	ASU - Air Observers Foundation Course (Part -1)	GA029-ASU	Officers	Role	2	9551.85	28490.76	1565.64	0.00	39608.25	1.00	39608.25	2.00	19804.13	27.00	733.49	54
OGN-99	ASU - Air Observers Foundation Course (Part -2)	GA029-ASU	Officers	Role	2	4053.75	15718.80	521.88	0.00	20294.43	1.00	20294.43	2.00	10147.22	10.00	1014.72	20
OGN-99	ASU - EC145 Engineers Role Equipment Training Course	GA026-ASU	Staff	Role	1	4333.05	3088.70	577.74	0.00	7999.49	2.00	3999.75	4.00	999.94	5.00	199.99	40
	Total Tr. Type					17938.65	47298.26	2665.26	0.00	67902.17	4.00						114
OS04-C - CO11 Ops Support (Marine Support)																	
OTH-99	MSU Induction	RB118	Officers	Role	2	2366.40	39416.00	2366.40	7960.06	52108.86	4.00	13027.22	6.00	2171.20	20.00	108.56	480
OGN-99	Coxn Course	RB089	Officers	Role	2	980.40	16076.40	980.40	3252.12	21289.32	3.00	7096.44	6.00	1182.74	12.00	98.56	216
OGN-99	RYA Powerboat level 2	RB092	Officers	Role	1	340.76	5679.36	340.76	1146.87	7507.75	8.00	938.47	3.00	312.82	3.00	104.27	72
OGN-99	RYA Day Skipper Theory	RB093	Officers	Role	2	671.06	10772.84	671.06	2184.34	14299.31	4.00	3574.83	6.00	595.80	6.00	99.30	144
OGN-99	RYA Day Skipper Practical	RB091	Officers	Role	1	882.98	9523.84	882.98	1963.44	13253.24	8.00	1656.66	3.00	552.22	4.00	138.05	96
OGN-99	RYA Advanced Powerboat	RB088	Officers	Role	1	281.60	5770.39	281.60	1141.95	7475.53	6.00	1245.92	3.00	415.31	3.00	138.44	54
OGN-99	RYA Yachtmaster Theory	RB105	Officers	Role	2	194.26	3138.91	194.26	636.00	4163.42	1.00	4163.42	8.00	520.43	7.00	74.35	56
OGN-99	RYA Diesel Engine Course	RB097	Officers	Role	2	113.59	2034.72	113.59	407.82	2669.71	4.00	667.43	6.00	111.24	1.00	111.24	24
OGN-99	RYA Radar Course	RB095	Officers	Role	2	227.17	3975.04	227.17	798.62	5228.01	8.00	653.50	4.00	163.38	1.00	163.38	32
OGN-99	RYA Short Range VHF Course	RB010	Officers	Role	2	227.17	3909.44	227.17	786.79	5150.58	8.00	643.82	4.00	160.96	1.00	160.96	32

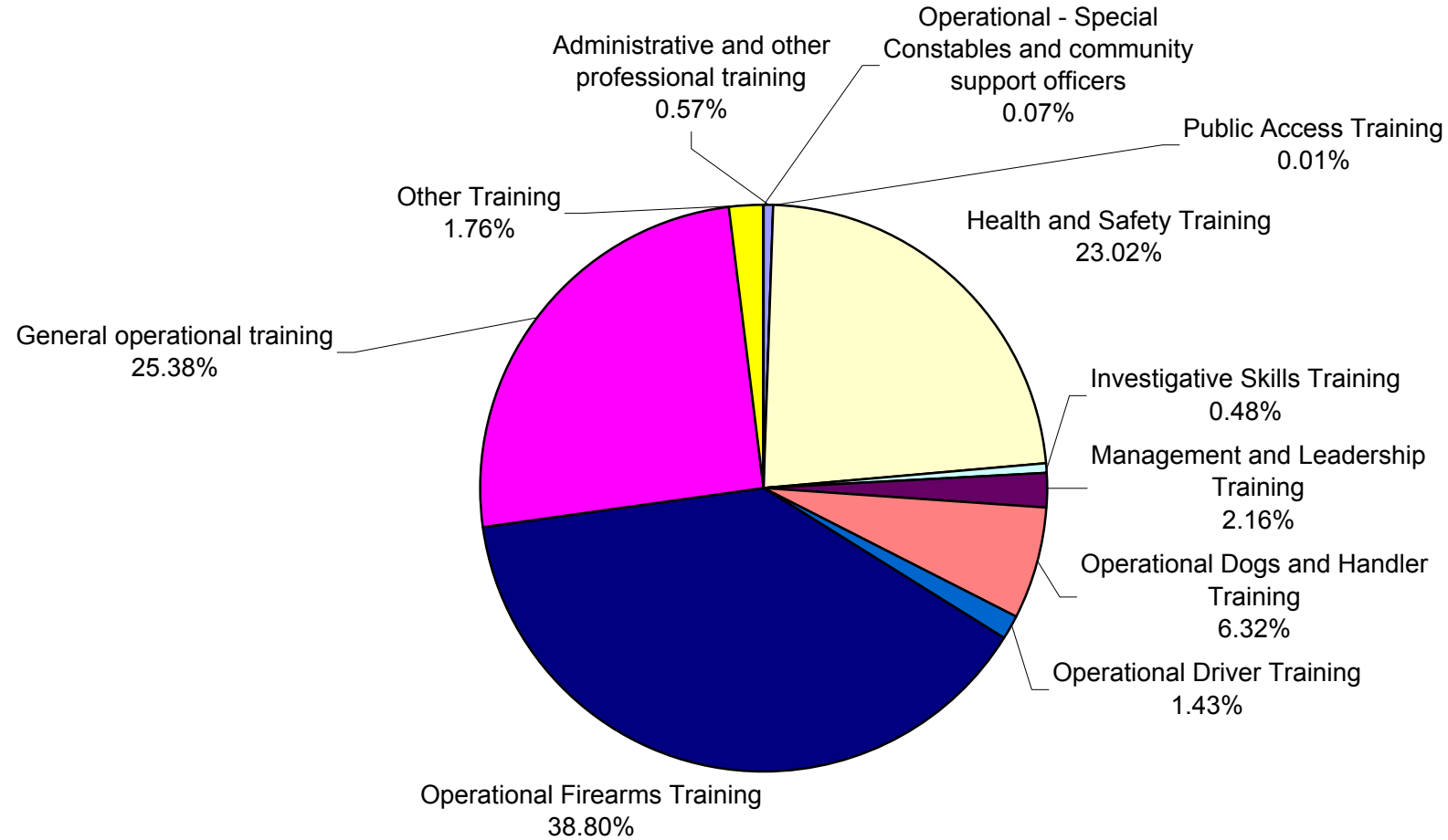
Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
OGN-99	Tactical Marine Skills	RB112	Officers	Role	2	487.48	9949.64	487.48	1969.71	12894.31	1.00	12894.31	8.00	1611.79	12.00	134.32	96
OGN-99	ACPO Code A/B Refresher	RB105	Officers	Role	1	27.10	416.96	27.10	84.95	556.11	1.00	556.11	3.00	185.37	2.00	92.69	6
MAN-99	Rope Access Supervisor	RB115	Officers	Local	2	136.86	2207.46	136.86	447.36	2928.54	1.00	2928.54	4.00	732.14	5.00	146.43	20
OGN-99	Rope Access Operative Refresher	GN153	Officers	Local	1	824.12	13686.24	824.12	2764.82	18099.30	60.00	301.66	3.00	100.55	1.00	100.55	180
MAN-99	Rope Access Supervisor Refresher	GN153	Officers	Local	1	50.04	833.92	50.04	168.40	1102.39	4.00	275.60	4.00	68.90	1.00	68.90	16
OGN-99	Rope Access Instructor Refresher	RB120	Officers	Local	1	30.29	1666.02	30.29	311.31	2037.91	1.00	2037.91	3.00	679.30	2.00	339.65	6
OFR-99	CO19 SFO Marine Familiarisation	GN153	Officers	Role	2	226.01	5681.45	226.01	1105.87	7239.35	2.00	3619.68	12.00	301.64	5.00	60.33	120
OFR-99	CO19 ARV Marine familiarisation	RB119	Officers	Role	2	56.79	1011.56	56.79	202.87	1328.02	2.00	664.01	10.00	66.40	1.00	66.40	20
OFR-99	CO19 Marine Refresher	GN153	Officers	Role	2	415.81	11518.13	415.81	2226.67	14576.43	18.00	809.80	12.00	67.48	1.00	67.48	216
ODH-99	Dog Support Unit Marine Familiarisation	GN153	Officers	Role	2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	4.00	0.00	
ODH-99	Dog Support Unit Marine Refresher	RB110	Officers	Role	2	170.38	4359.67	170.38	847.49	5547.92	6.00	924.65	4.00	231.16	1.00	231.16	24
OGN-99	Marine Familiarisation	RB111	Officers	Role	2	113.59	2013.12	113.59	403.93	2644.22	4.00	661.06	12.00	55.09	1.00	55.09	48
HST-04	Officer Safety Training Phase 1	GN135	Officers	Corporate	1	175.12	2189.04	175.12	457.84	2997.13	14.00	214.08	6.00	35.68	1.00	35.68	84
HST-04	Officer Safety Training Phase 2	GN136	Officers	Corporate	1	175.12	2189.04	175.12	457.84	2997.13	14.00	214.08	6.00	35.68	1.00	35.68	84
HST-01	Emergency Life Support	GP122	Officers	Corporate	2	111.84	1432.04	111.84	298.53	1954.26	8.00	244.28	12.00	20.36	0.50	40.71	48
HST-01	MSU Enhanced Emergency Life Support	RB108	Officers	Role	2	153.79	1281.56	153.79	286.52	1875.65	11.00	170.51	8.00	21.31	0.50	42.63	44
	Total Tr. Type					9439.73	160732.79	9439.73	32312.12	211924.40	201.00						2218
PO11-C - CO11 Public Order Support, NSY																	
HST-01	Emergency Life Support	MPS-GP122	Officers	Corporate	2	5168.22	29992.20	5168.22	13128.60	53457.23	84.00	636.40	8.00	79.55	1.00	79.55	672
OGN-99	Every Child Matters Awareness Training	MPS-GN193	Officers	Corporate	2	2385.33	15257.46	2385.33	6519.96	26548.08	84.00	316.05	8.00	39.51	0.50	79.01	336
HST-04	OCU Officer Safety Refresher Training	MPS-OST001	Officers	Corporate	2	1845.79	10786.50	1845.79	4713.20	19191.28	30.00	639.71	8.00	79.96	1.00	79.96	240
HST-04	OCU Officer Safety Refresher Training	MPS-OST002	Officers	Corporate	2	1845.79	10786.50	1845.79	4713.20	19191.28	30.00	639.71	8.00	79.96	1.00	79.96	240
	Total Tr. Type					11245.13	66822.66	11245.13	29074.96	118387.87	228.00						1488

Home Office Code	Course Title	MethHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
PO12-C - CO11 Public Order Specialist Training																	
INV-99	Evidence Gathering Basic Course	PE002	Officers	Role	5	1098.72	45831.59	1275.11	13592.37	61797.79	4.00	15449.45	10.00	1544.94	10.00	154.49	400
INV-99	Evidence Gathering Refresher	PE007	Officers	Role	2	1876.32	16494.30	938.16	5286.64	24595.42	18.00	1366.41	8.00	170.80	2.00	85.40	288
HST-99	National Public Order Frontline Medic Initial Course	PM000	Officers	Role	5	1164.92	52732.69	809.57	14753.12	69460.29	5.00	13892.06	12.00	1157.67	10.00	115.77	600
HST-99	Public Order Frontline Medic Refresher	PM001	Officers	Role	3	2357.29	26402.36	1471.25	7992.22	38223.12	17.00	2248.42	12.00	187.37	2.00	93.68	408
OGN-99	Public Order Level 1 (TSG) Training	PS004	Officers	Role	21	27868.04	253195.65	26592.61	81572.05	389228.36	47.00	8281.45	110.00	75.29	1.00	75.29	5170
OGN-99	Public Order Level 2 Training	PS001	Officers	Role	21	40318.36	579369.34	40318.36	213718.74	873724.80	70.00	12481.78	88.00	141.84	2.00	70.92	12320
OGN-99	Public Order Level 3 Training	PS003	Officers	Role	21	5759.77	62406.77	5759.77	17179.25	91105.55	10.00	9110.56	200.00	45.55	1.00	45.55	2000
OGN-99	Public Order Mounted Training	PS005	Both	Role	1	2168.19	27227.40	2168.19	7015.31	38579.09	80.00	482.24	12.00	40.19	1.00	40.19	960
OGN-07	Rapid Entry Course	PT001	Officers	Role	7	3815.68	31840.88	3815.68	11426.77	50899.01	20.00	2544.95	18.00	141.39	1.00	141.39	360
MAN-99	Designated Senior Officer Training	PC007	Officers	Role	21	4198.05	32919.52	4198.05	12627.84	53943.46	7.00	7706.21	25.00	308.25	1.00	308.25	175
OFR-99	Baton Gun Initial Course	PG000	Officers	Role	4	208.48	9766.80	104.24	2784.25	12863.77	1.00	12863.77	10.00	1286.38	10.00	128.64	100

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
ODR-05	Public Order Tactical Driver Training Level 1	PD001	Officers	Role	2	1042.40	6359.25	1042.40	2003.47	10447.52	20.00	522.38	10.00	52.24	0.50	104.48	100
ODR-05	Public Order Tactical Driver Training Level 2	PD002	Officers	Role	2	625.44	6108.12	625.44	1962.01	9321.01	12.00	776.75	10.00	77.68	1.00	77.68	120
AOP-99	National Public Order Instructors Course	PL004	Officers	Role	6	3258.54	35108.31	3306.85	10830.59	52504.29	1.00	52504.29	24.00	2187.68	25.00	87.51	600
OGN-08	CBRN Initial Course	PT004	Both	Role	5	10687.78	115225.44	6101.22	33608.64	165623.07	44.00	3764.16	24.00	156.84	2.00	78.42	2112
OGN-08	CBRN Refresher	PT007	Both	Role	5	20244.94	182894.78	20244.94	60012.21	283396.88	146.00	1941.07	24.00	80.88	1.00	80.88	3504
OFR-99	Baton Gun Refresher	PG001	Officers	Role	2	521.20	4748.40	521.20	1588.04	7378.84	10.00	737.88	8.00	92.24	1.00	92.24	80
OGN-99	Working at Height Course	PT018	Both	Role	4	1774.80	44040.75	1774.80	13627.15	61217.50	15.00	4081.17	8.00	510.15	3.00	170.05	360
OGN-99	Working at Height Refresher	PT018	Both	Role	4	4614.48	37271.52	4614.48	13862.54	60363.02	39.00	1547.77	8.00	193.47	1.00	193.47	312
ODH-99	Dogs in Public Order Level 2	PT020	Officers	Role	7	222.56	3220.44	222.56	1026.77	4692.33	1.00	4692.33	20.00	234.62	2.00	117.31	40
ODH-99	Dogs in Public Order Level 2 Refresher	PT021	Officers	Role	7	222.56	3220.44	222.56	1026.77	4692.33	1.00	4692.33	20.00	234.62	2.00	117.31	40
ODH-99	Dogs in Public Order Level 3	PS010	Officers	Role	1	271.02	2934.62	271.02	787.81	4264.48	10.00	426.45	10.00	42.64	1.00	42.64	100
OGN-07	Glass Entry Course	PT016	Officers	Role	7	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18.00	0.00	1.00	0.00	
MAN-06	PSU Commanders Course	PS006	Officers	Role	15	2155.20	34935.80	2155.20	10662.37	49908.57	5.00	9981.71	44.00	226.86	2.00	113.43	440
OGN-07	Rope Access and Protestor Intervention Course	PT019	Both	Role	4	1774.80	14873.60	1774.80	5390.88	23814.08	1.00	23814.08	8.00	2976.76	15.00	198.45	120
OGN-07	Rapid Entry Planners Course	PT066	Officers	Role	2	1230.53	10329.72	1230.53	3576.90	16367.68	20.00	818.38	8.00	102.30	1.00	102.30	160
OGN-99	Non-AFO Taser Course	FT144	Officers	Role	4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	24.00	0.00	2.00	0.00	
OGN-99	Non-AFO Taser Refresher	FT145	Officers	Role	4	938.16	9212.13	938.16	2840.25	13928.70	9.00	1547.63	24.00	64.48	1.00	64.48	216
INV-99	SCD4(3) Photographers Evidence Gathering Course	PE009	Staff	Role	2	260.60	2064.20	260.60	777.45	3362.85	1.00	3362.85	2.00	1681.43	5.00	336.29	10
INV-99	SCD4(3) Photographers Evidence Gathering Refresher	PE010	Staff	Role	2	312.72	2453.04	312.72	932.94	4011.42	6.00	668.57	2.00	334.29	1.00	334.29	12
INV-99	SCD4(3) Photographers Rapid Entry Course	PT065	Staff	Role	2	1042.40	8096.80	1042.40	3109.79	13291.39	20.00	664.57	2.00	332.28	1.00	332.28	40
OGN-99	Working at Height Glass/Ladder Entry Training	Not yet known	Officers	Role	4	118.32	928.24	118.32	352.98	1517.86	1.00	1517.86	6.00	252.98	1.00	252.98	6
	Total Tr. Type					142152.27	1662212.90	134231.19	555928.12	2494524.48	641.00						31153
PO13-C - CO11 Public Order (OST, Hendon)																	
HST-04	Student Constable	OST004	Officers	Corporate	4	2084.80	29975.52	2084.80	12216.79	46361.91	10.00	4636.19	50.00	92.72	4.00	23.18	2000
HST-04	MSC - Police Staff	OST005	Staff	Corporate	4	10424.00	154111.00	10424.00	62598.62	237557.62	50.00	4751.15	22.00	215.96	4.00	53.99	4400
HST-04	MSC - Non Police Staff	OST005	Staff	Corporate	4	2501.76	53726.28	2501.76	21012.95	79742.75	12.00	6645.23	50.00	132.90	4.00	33.23	2400
HST-99	Reactive Protection	OST015	Officers	Role	2	1459.36	37006.04	1459.36	14231.02	54155.78	4.00	13538.95	12.00	1128.25	14.00	80.59	672
HST-04	OST Foundation	OST014	Officers	Corporate	3	3514.97	56884.63	3514.97	22859.06	86773.64	6.00	14462.27	18.00	803.46	15.00	53.56	1620
HST-04	OS Development	OST01/2/3	Officers	Corporate	3	4515.68	63631.66	4515.68	25998.12	98661.13	114.00	865.45	20.00	43.27	1.00	43.27	2280
HST-99	Forensic Retrieval	OST011	Officers	Role	2	104.24	11042.38	104.24	4025.45	15276.31	2.00	7638.16	12.00	636.51	2.00	318.26	48
HST-04	OS for PCSOs	OST008	Staff	Corporate	2	5212.00	73018.00	5212.00	29854.73	113296.73	100.00	1132.97	50.00	22.66	2.00	11.33	10000
HST-99	Assisting OCU	OST015/16/17	Officers	Non Mandatory	2	271.02	5875.20	271.02	2296.03	8713.28	10.00	871.33	20.00	43.57	1.00	43.57	200
HST-04	Individual OST	OST015/16/17	Officers	Corporate	1	75.05	2450.71	75.05	930.55	3531.37	6.00	588.56	2.00	294.28	1.00	294.28	12

Home Office Code	Course Title	MethR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
HST-99	Custody Nurses	OST010	Staff	Role	3	350.25	6978.99	350.25	2747.64	10427.12	3.00	3475.71	20.00	173.79	3.00	57.93	180
HST-04	DDO OST	OST010	Staff	Corporate	2	633.78	10081.20	633.78	4060.48	15409.24	8.00	1926.16	20.00	96.31	3.00	32.10	480
HST-99	OST MPS Staff	OST012	Staff	Corporate	2	521.20	11135.28	521.20	4357.05	16534.73	10.00	1653.47	22.00	75.16	2.00	37.58	440
AOP-99	Pre Course Cadre	OST013	Officers	Local	3	633.78	10222.29	633.78	4102.00	15591.85	8.00	1948.98	18.00	108.28	2.00	54.14	288
HST-04	Royalty Protection Officers	OST015	Officers	Corporate	2	1459.36	25897.09	1459.36	10274.24	39090.05	4.00	9772.51	14.00	698.04	14.00	49.86	784
HST-99	County Conversion Course	OST006	Officers	Corporate	3	783.88	11436.25	783.88	4652.71	17656.73	2.00	8828.37	18.00	490.46	10.00	49.05	360
HST-04	OS Developmet Catchup Course	OST018	Officers	Corporate	3	233.50	3285.64	233.50	1342.66	5095.30	2.00	2547.65	14.00	181.98	3.00	60.66	84
	Total Tr. Type					34778.63	566758.16	34778.63	227560.10	863875.54	351.00						26248
	CO Business Group Total					1108689.55	11245729.10	998325.79	4019673.18	17,372,417.58	6202.00						181674.68
	Sustaining Overheads									1,125,335.53							
	CO Total Costs									18,497,753.11							

Fig 4: Total Training Student Days in Central Operations for 2008/9 by Home Office



The majority of training days in Central Operations are Firearms as this is the largest training unit in CO. They also deliver a considerable amount of Health and Safety (mainly corporate training) and General Operational Training. In addition they deliver a proportion of all other categories.

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Table 5: Territorial Policing																	
Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
BS11-C - Kensington & Chelsea BS Training																	
HST-01	ELS	GP 122	Both	Corporate	2	6622.35	20707.65	3443.62	9515.20	40288.82	60.00	671.48	5.00	134.30	1.00	134.30	81,586
HST-04	Officer Safety Police Officers Round1	OST001	Officers	Corporate	2	5509.80	33124.56	5509.80	13649.37	57793.52	96.00	602.02	6.00	100.34	1.00	100.34	576
HST-04	Officer Safety Police Officers Round 2	OST002	Officers	Corporate	2	5509.80	33124.56	5509.80	13649.37	57793.52	96.00	602.02	6.00	100.34	1.00	100.34	576
HST-04	Officer Safety DDOs	OST010	Staff	Corporate	2	114.79	1006.42	114.79	382.17	1618.16	2.00	809.08	10.00	80.91	1.00	80.91	20
HST-04	Officer Safety Staff	OST12	Staff	Corporate	2	1147.87	6966.55	1147.87	2863.90	12126.20	20.00	606.31	10.00	60.63	1.00	60.63	200
OGN-99	Every Child Matters Awareness	GN 193	Both	Corporate	1	340.76	2502.32	340.76	984.44	4168.28	12.00	347.36	10.00	34.74	1.00	34.74	120
OGN-99	Local Training	GN153	Both	Local	2	6767.90	46157.80	6767.90	18457.26	78150.87	110.00	710.46	15.00	47.36	1.00	47.36	1650
INV-99	Merlin Course	HR3TS046	Both	Role	1	121.17	1043.23	121.17	397.50	1683.06	4.00	420.77	6.00	70.13	1.00	70.13	24
OGN-09	PNC Names and Vehicles	HR3TP016	Both	Role	1	325.23	9725.76	325.23	3208.33	13584.55	12.00	1132.05	6.00	188.67	5.00	37.73	360
OGN-99	Domestic Violence	CR071	Officers	Corporate	1	108.41	969.64	108.41	366.85	1553.31	4.00	388.33	6.00	64.72	1.00	64.72	24
POR-99	IPLDP Coaching course	GT154	Officers	Role	1	54.20	656.90	54.20	236.63	1001.94	2.00	500.97	12.00	41.75	1.00	41.75	24
SCS-01	MSC Foundation Course	N/K	Both	Role	2	1008.09	10197.79	1008.09	3776.56	15990.52	1.00	15990.52	10.00	1599.05	17.00	94.06	170
	Total Tr. Type					27,630	166,183	24,452	67,488	285,753	419						85,330
CO10-C - CCC Metcall Training																	
POR-99	Foundation course / New Recruits / First Contact	TB065	Staff	Role	2	15527.40	224112.48	15527.40	42200.45	297367.73	24.00	12390.32	10.00	1239.03	30.00	41.30	7200
CEF-01	General support to Operational Monitor Despatcher (Police Staff upskill)	TB076	Both	Role	2	4058.58	59240.26	4058.58	11130.64	78488.06	13.00	6037.54	10.00	603.75	15.00	40.25	1950
CEF-01	Foundation course Telephone operator Skill (TOC)	TB078	Staff	Role	2	3237.57	46417.00	3237.57	8734.15	61626.29	15.00	4108.42	10.00	410.84	10.00	41.08	1500
CEF-01	First contact Operator Level 2 priority	TB069	Both	Role	2	2593.29	37778.31	2593.29	7060.91	50025.81	30.00	1667.53	10.00	166.75	4.00	41.69	1200

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
CEF-99	Computer Aided despatch / Full	TB089	Staff	Role	2	5854.05	84112.65	5854.05	15808.09	111628.83	30.00	3720.96	10.00	372.10	9.00	41.34	2700
CEF-99	Computer Aided despatch / communicator	TB085	Both	Role	2	3505.19	50025.33	3505.19	9407.28	66443.00	36.00	1845.64	10.00	184.56	5.00	36.91	1800
CEF-99	Computer Aided Despatch / Browse	TC011	Both	Local	2	1159.13	16720.35	1159.13	3135.12	22173.72	30.00	739.12	10.00	73.91	2.00	36.96	600
OGN-09	Police National Computer (PNC)	TC032	Both	Role	2	2619.62	38192.74	2619.62	7166.87	50598.85	15.00	3373.26	10.00	337.33	9.00	37.48	1350
CEF-04	Foundation Course / Supervisors (Despatching)	TB062	Both	Role	2	1125.39	16981.71	1125.39	3167.23	22399.73	10.00	2239.97	10.00	224.00	5.00	44.80	500
CEF-04	Foundation Course / Supervisors (First Contact)	TN060	Both	Role	2	1597.33	23372.44	1597.33	4382.37	30949.47	10.00	3094.95	10.00	309.49	7.00	44.21	700
CEF-04	Foundation Course / Supervisors Soft skills	GN179	Both	Role	2	587.29	8508.28	587.29	1588.93	11271.79	10.00	1127.18	8.00	140.90	3.00	46.97	240
CEF-04	Duty Chief Inspectors	TB084	Officers	Role	2	2351.65	33133.32	2351.65	6266.17	44102.80	6.00	7350.47	2.00	3675.23	15.00	245.02	180
AOP-99	In House Coaching	TB063	Both	Role	2	772.75	11347.30	772.75	2120.73	15013.53	10.00	1501.35	8.00	187.67	4.00	46.92	320
CEF-01	Pan London / Command Support Operator	TB075	Both	Role	2	5598.62	79569.34	5598.62	15020.31	105786.89	15.00	7052.46	6.00	1175.41	15.00	78.36	1350
CEF-04	Pan London / Command Support Supervisor	TB074	Both	Role	2	2350.49	22657.70	2350.49	4516.95	31875.63	8.00	3984.45	4.00	996.11	8.00	124.51	256
CEF-04	Foundation Course/ Duty Officer	TB066	Both	Role	2	927.30	13584.20	927.30	2545.58	17984.38	8.00	2248.05	8.00	281.01	6.00	46.83	384
CEF-01	Telephone Operator Skills (TOCS) Transition	TB070	Staff	Role	2	292.10	4229.86	292.10	794.51	5608.57	3.00	1869.52	8.00	233.69	5.00	46.74	120
CEF-02	Contact Handling Systems (CHS) Operator	TB067	Both	Role	2	1159.13	17422.05	1159.13	3224.68	22964.98	30.00	765.50	8.00	95.69	2.00	47.84	480
CEF-04	Contact Handling Systems (CHS) Supervisor	TB062	Staff	Role	2	587.29	8704.68	587.29	1624.52	11503.78	10.00	1150.38	8.00	143.80	3.00	47.93	240
CEF-02	Central Casualty Bureau - Incident Enquiry Unit (IEU)	TB050	Both	Role	2	1168.40	17230.95	1168.40	3212.00	22779.75	12.00	1898.31	10.00	189.83	5.00	37.97	600
CEF-04	Central Casualty Bureau - Supervisors Course	TB041	Both	Role	2	1794.39	26340.38	1794.39	4928.60	34857.77	12.00	2904.81	10.00	290.48	5.00	58.10	600

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
CEF-02	Central Casualty Bureau - Identification Suite (ID)	TB051	Both	Role	2	1576.11	22893.60	1576.11	4285.24	30331.06	12.00	2527.59	10.00	252.76	5.00	50.55	600
CEF-01	Central Casualty Bureau - Hospital Documentation Team Training (HDT)	TB083	Both	Role	2	241.10	3946.35	241.10	703.86	5132.41	12.00	427.70	10.00	42.77	1.00	42.77	120
CEF-02	Central Casualty Bureau - Refresher	TB082	Both	Role	2	321.46	6457.32	321.46	1078.76	8179.01	16.00	511.19	32.00	15.97	1.00	15.97	512
CEF-04	Central Casualty Bureau - Incident Manager	TB049	Both	Role	2	20.09	323.35	20.09	58.70	422.23	1.00	422.23	8.00	52.78	1.00	52.78	8
CEF-04	Central Casualty Bureau - Incident Manager Refresher	TB049 -Award	Both	Role	2	20.09	323.35	20.09	58.70	422.23	1.00	422.23	8.00	52.78	1.00	52.78	8
CEF-04	Central Casualty Bureau - National Mutal Aided telephony SUPERVISORS (NMAT)	TB077	Both	Role	2	9.27	188.88	9.27	32.84	240.27	1.00	240.27	8.00	30.03	0.50	60.07	4
CEF-04	Central Casualty Bureau - Facilities Manager (FM)	TB080	Both	Role	2	97.37	1405.20	97.37	263.54	1863.47	1.00	1863.47	8.00	232.93	5.00	46.59	40
CEF-02	Specialist Operation Room - GT Foundation (SOR)	TB052	Both	Role	2	1545.50	22328.84	1545.50	4199.16	29619.00	8.00	3702.38	8.00	462.80	10.00	46.28	640
CEF-01	Stadia Foundation course	TB071	Both	Role	2	309.10	4599.88	309.10	855.34	6073.42	8.00	759.18	6.00	126.53	2.00	63.26	96
HST-04	Officer Safety 1	GN135	Both	Corporate	2	375.26	6868.87	375.26	1205.16	8824.56	30.00	294.15	10.00	29.42	0.50	58.83	150
HST-04	Officer Safety 2	GN136	Both	Corporate	2	375.26	6868.87	375.26	1205.16	8824.56	30.00	294.15	10.00	29.42	0.50	58.83	150
HST-01	Emergency Life support	GP122	Both	Corporate	2	813.07	12310.20	813.07	2251.70	16188.04	30.00	539.60	10.00	53.96	1.00	53.96	300
HST-01	Emergency Life support - Defib	GP122 award	Both	Corporate	2	375.26	6868.87	375.26	1205.16	8824.56	30.00	294.15	10.00	29.42	0.50	58.83	150
HST-99	Fire Procedures / New Recruits	RB102	Staff	Corporate	2	375.26	6868.87	375.26	1205.16	8824.56	30.00	294.15	10.00	29.42	0.50	58.83	150
HST-99	Fire Picketting / New recruits	GN108	Staff	Corporate	2	375.26	6980.77	375.26	1223.70	8955.00	30.00	298.50	10.00	29.85	0.50	59.70	150
HST-03	Manual Handling	GB072	Both	Corporate	2	375.26	6980.77	375.26	1223.70	8955.00	30.00	298.50	10.00	29.85	0.50	59.70	150
OGN-99	Risk Analysis	TB079	Officers	Role	2	476.64	8467.62	476.64	1503.62	10924.52	30.00	364.15	10.00	36.42	0.50	72.83	150
OGN-99	Every Child Matters	GN193	Both	Corporate	2	4356.36	23393.32	4356.36	4938.02	37044.06	200.00	185.22	10.00	18.52	0.25	74.09	500
CEF-02	General support to Operational Monitor Despatcher (Police officers upskill)	TB073	Officers	Role	2	2897.81	41060.78	2897.81	7751.35	54607.75	15.00	3640.52	10.00	364.05	10.00	36.41	1500

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
CEF-02	General Support 999 Emergency (stand alone)	TB072	Both	Role	2	584.20	8605.27	584.20	1607.79	11381.46	6.00	1896.91	10.00	189.69	5.00	37.94	300
CEF-02	General Support Transition (GS)	TB059 award	Both	Role	2	3143.55	46301.09	3143.55	8678.08	61266.26	18.00	3403.68	10.00	340.37	9.00	37.82	1620
CEF-01	Intergated Communications Control System(ICCS)	TB064	Both	Role	2	416.96	6403.04	416.96	1183.72	8420.68	8.00	1052.59	10.00	105.26	2.00	52.63	160
CEF-01	Operational Monitor Transision (OM)	TB061	Both	Role	2	1277.87	18384.35	1277.87	3453.94	24394.02	8.00	3049.25	10.00	304.93	7.00	43.56	560
HST-99	Health and Safety	GN188	Both	Role	2	125.09	1834.62	125.09	345.39	2430.19	10.00	243.02	10.00	24.30	0.50	48.60	50
	Total Tr. Type					79350.16	1110345.41	79350.16	208553.88	1477599.68	902						32338
CW41-C - Westminster CW Training																	
HST-04	Officer Safety Training (Police Officers)	GN 135	Officers	Corporate	3	9719.62	133809.49	9719.62	77453.45	230702.17	230.00	1003.05	18.00	55.73	1.00	55.73	4140
HST-04	Officer Safety Training (MSC)	GN 157	Officers	Corporate	3	1405.69	25939.54	1405.69	14531.01	43281.93	28.00	1545.78	18.00	85.88	1.00	85.88	504
HST-04	Officer Safety Training (PCSO)	GN 157	Staff	Corporate	3	673.39	9546.22	673.39	5505.43	16398.43	17.00	964.61	18.00	53.59	1.00	53.59	306
HST-04	Officer Safety Training (DDO)	GN 158	Staff	Corporate	3	113.65	1557.92	113.65	902.26	2687.47	1.00	2687.47	18.00	149.30	2.00	74.65	36
HST-04	Officer Safety Training (Nurses)	GN 157	Staff	Corporate	2	27.10	364.84	27.10	211.79	630.83	1.00	630.83	6.00	105.14	1.00	105.14	6
HST-04	Officer Safety Training (SOCO)	GN 157	Staff	Corporate	2	27.10	364.84	27.10	211.79	630.83	1.00	630.83	6.00	105.14	1.00	105.14	6
HST-01	ELS (Police Officers/PCSO)	GP 122	Both	Corporate	2	1416.41	21593.10	1416.41	12345.10	36771.01	28.00	1313.25	12.00	109.44	1.00	109.44	336
HST-01	ELS (MSC)	GP 122	Officers	Corporate	2	1321.43	22212.46	1321.43	12562.13	37417.45	28.00	1336.34	12.00	111.36	1.00	111.36	336
HST-99	Supervising Safely	GN 116	Both	Corporate	2	171.40	2507.03	171.40	1440.33	4290.15	6.00	715.03	16.00	44.69	1.00	44.69	96
HST-03	Manual Handling	GB072	Both	Corporate	2	81.23	1069.61	81.23	622.71	1854.79	6.00	309.13	16.00	19.32	0.50	38.64	48
SCS-99	PCSO Firearms Awareness	FS027	Staff	Corporate	1	12.51	183.46	12.51	105.37	313.85	2.00	156.93	16.00	9.81	0.50	19.62	16
HST-05	Dynamic Risk Assessment Every Child Matters (Level 1)	GN 115	Both	Corporate	2	171.40	3138.71	171.40	1759.59	5241.09	6.00	873.52	12.00	72.79	1.00	72.79	72
OGN-99	TACT Training	GN 193	Both	Corporate	2	3664.47	54150.45	3664.47	31072.31	92551.70	150.00	617.01	12.00	51.42	1.00	51.42	1800
OGN-99	Leadership and Management	MD 001	Both	Local	1	244.23	3582.06	244.23	2057.28	6127.80	12.00	510.65	16.00	31.92	1.00	31.92	192
MAN-99	Met Volunteer Programme (MVP) Induction		Staff	Non Mandatory	2	131.45	1927.87	131.45	1107.23	3297.99	4.00	824.50	60.00	13.74	1.00	13.74	240
	Total Tr. Type					19289.8	284530.11	19289.8	163302.9	486412.56	522						8206

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
EK11-C - Camden EK Training																	
HST-01	Emergency Life Support & Defib	GP122	Both	Corporate	1	746.36	9968.70	746.36	20237.88	31699.31	75.00	422.66	7.00	60.38	0.50	120.76	262.5
HST-01	Emergency Life Support Custody	ELS002	Both	Corporate	1	553.56	5127.33	553.56	11008.40	17242.85	75.00	229.90	8.00	28.74	0.25	114.95	150
HST-04	Officer Safety Refresher Training Stage 1	OST001	Both	Corporate	1	730.35	19483.40	730.35	36981.79	57925.89	100.00	579.26	8.00	72.41	0.75	96.54	600
HST-04	Officer Safety Refresher Training Stage 2	OST002	Both	Corporate	1	730.35	18983.40	730.35	36098.92	56543.02	100.00	565.43	8.00	70.68	0.75	94.24	600
HST-03	Manual Handling	GB072	Both	Corporate	1	89.02	549.36	89.02	1284.42	2011.83	10.00	201.18	8.00	25.15	0.25	100.59	20
OGN-99	Every Child Matters	GN193	Both	Corporate	1	654.49	11304.65	654.49	22272.36	34885.99	96.00	363.40	8.00	45.42	0.50	90.85	384
	Total Tr. Type					3504.13	65416.84	3504.13	127883.77	200308.89	456						2016.5
FH11-C - Hammersmith & Fulham FH Training																	
HST-04	Officer Safety Training 1	OST001	Officers	Corporate	2	1802.57	13404.62	2669.85	6770.85	24647.89	32.00	770.25	16.00	48.14	1.00	48.14	512
HST-04	Officer Safety Training 2	OST002	Officers	Corporate	2	1802.57	13374.54	2669.85	6759.45	24606.41	32.00	768.95	16.00	48.06	1.00	48.06	512
HST-01	Emergency Life Support	GP122	Both	Corporate	1	1306.25	5716.42	1306.25	3154.54	11483.47	46.00	249.64	9.00	27.74	0.50	55.48	207
HST-99	Automated External Deffibrilator Refresher	GN140	Both	Role	1	201.25	523.28	113.59	317.43	1155.55	4.00	288.89	9.00	32.10	0.50	64.20	18
HST-99	Automated External Deffibrilator Initial	GN139	Both	Role	1	826.18	2859.60	681.52	1654.09	6021.39	24.00	250.89	9.00	27.88	0.50	55.75	108
OGN-99	Borough Development Workshop	GN153	Both	Local	1	1822.12	9690.36	2397.52	5268.35	19178.35	46.00	416.92	21.00	19.85	1.00	19.85	966
AOP-01	Local Induction	GN155	Staff	Local	1	681.52	5047.75	681.52	2428.06	8838.86	24.00	368.29	4.00	92.07	1.00	92.07	96
HST-99	PCSO & Other Operational Police Staff Personal Safety Refresher	OST008	Staff	Corporate	2	216.82	2918.72	216.82	1269.69	4622.05	8.00	577.76	16.00	36.11	1.00	36.11	128
OGN-99	Level One Cycyle Training.	GN151	Staff	Non Mandatory	2	369.16	2229.78	369.16	1124.15	4092.25	6.00	682.04	12.00	56.84	1.00	56.84	72
OGN-99	Level Two Cycle Training.	GN152	Officers	Non Mandatory	2	369.16	5779.38	369.16	2468.55	8986.25	6.00	1497.71	12.00	124.81	2.00	62.40	144
INV-99	Camera Competency	CS074	Officers	Non Mandatory	2	121.17	6599.28	108.41	2586.40	9415.26	4.00	2353.82	12.00	196.15	4.00	49.04	192
OGN-99	Domestic Violence Awareness Training.	GB078	Both	Corporate	1	108.41	675.44	108.41	337.94	1230.20	4.00	307.55	12.00	25.63	1.00	25.63	48
HST-03	Manual Handling	GB072	Both	Corporate	2	123.05	946.56	123.05	451.72	1644.39	2.00	822.20	12.00	68.52	1.00	68.52	24
HST-05	Dynamic Risk Assessment	GN164	Both	Corporate	2	113.59	946.56	113.59	444.54	1618.27	4.00	404.57	21.00	19.27	0.50	38.53	42

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
OGN-99	Every Child Matters Training	GN193	Both	Corporate	2	473.28	1021.56	346.18	697.28	2538.30	4.00	634.58	21.00	30.22	0.50	60.44	42
POR-99	Initial Police Learning and Development Coach Training.	GT154	Officers	Role	2	681.76	2043.12	246.11	1125.25	4096.24	4.00	1024.06	21.00	48.76	1.00	48.76	84
SCS-99	PCSO Firearms Awareness Training.	GN177	Staff	Corporate	2	123.05	473.28	123.05	272.47	991.86	2.00	495.93	21.00	23.62	0.50	47.23	21
HST-99	Dedicated Detention Officer Safety Training	OST010	Staff	Corporate	2	54.20	366.92	54.20	180.03	655.36	2.00	327.68	8.00	40.96	1.00	40.96	16
OGN-99	Appropriate Adult Training.	N/A	Both	Non Mandatory	2	359.69	2118.12	113.59	934.14	3525.54	4.00	881.39	15.00	58.76	1.00	58.76	60
ODR-99	Conter Terrorism Response Vehicle Training.	GN153	Both	Local	2	1721.81	11780.43	1563.60	5658.74	20724.58	30.00	690.82	21.00	32.90	1.00	32.90	630
SCS-01	Special Constabulary Development Training	GN153	Officers	Role	2	473.28	1893.12	246.11	989.48	3601.99	4.00	900.50	20.00	45.02	1.00	45.02	80
	Total Tr. Type					13750.89	90408.84	14621.54	44893.15	163674.46	292						4002
GN11-C	- Hackney GN Training																
HST-04	Officer safety Stage one 2008	OST001	Officers	Corporate	2	4304.53	30138.09	4304.53	15217.24	53964.39	75.00	719.53	10.00	71.95	1.00	71.95	750
HST-04	Officer safety Stage Two 2008	OST002	Officers	Corporate	2	4304.53	30138.09	4304.53	15217.24	53964.39	75.00	719.53	10.00	71.95	1.00	71.95	750
HST-04	Officer safety PCSO	OST008	Staff	Corporate	2	516.54	3496.60	516.54	1778.95	6308.63	9.00	700.96	10.00	70.10	1.00	70.10	90
OGN-99	Every Child matters	GN193	Both	Corporate	2	1504.66	8782.55	1504.66	4631.05	16422.93	35.00	469.23	25.00	18.77	0.50	37.54	437.5
POR-99	IPLDP Coaches Course	GT 154	Officers	Role	2	123.05	1893.12	123.05	840.14	2979.37	2.00	1489.69	12.00	124.14	2.00	62.07	48
OGN-99	Borough Development Workshop (team)	GN153	Both	Local	2	2461.06	17659.46	2461.06	8868.50	31450.07	40.00	786.25	25.00	31.45	1.00	31.45	1000
OGN-99	Borough Development workshop (SNT)	GN 153	Both	Local	2	1230.53	8929.72	1230.53	4473.52	15864.30	20.00	793.22	12.00	66.10	1.00	66.10	240
HST-03	Manual Handling	GB072	Both	Corporate	1	31.78	264.80	31.78	128.95	457.30	2.00	228.65	6.00	38.11	0.50	76.22	6
HST-01	Emergency Life support	ELS002	Both	Corporate	2	7174.21	24800.70	7174.21	15375.11	54524.24	125.00	436.19	6.00	72.70	0.50	145.40	375
OGN-99	Borough Development workshop PCSO	GN153	Staff	Local	2	246.11	1893.12	246.11	936.79	3322.12	4.00	830.53	20.00	41.53	1.00	41.53	80
OGN-99	Borough Development workshop MPSC	MD023	Both	Local	2	734.54	3721.40	734.54	2038.47	7228.96	8.00	903.62	12.00	75.30	1.00	75.30	96
OGN-99	level two cycle courses	GN152	Both	Role	2	291.26	4577.68	291.26	2026.57	7186.77	5.00	1437.35	10.00	143.74	2.00	71.87	100
	Total Tr. Type					22922.8	136295.33	22922.8	71532.53	253673.47	400						3972.5

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HH11-C - Tower Hamlets HT Training																	
HST-01	Emergency Life Support	GP122	Both	Corporate	1	3794.34	21890.40	3794.34	38447.75	67926.82	140.00	485.19	6.00	80.87	1.00	80.87	840
HST-04	Officer Safety Refresher Training Stage 1	GN135-Office	Officers	Corporate	2	2710.24	27560.88	2710.24	43015.58	75996.94	100.00	759.97	12.00	63.33	0.75	84.44	900
HST-04	Officer Safety Refresher Training Stage 2	GN136-Office	Officers	Corporate	2	2710.24	27560.88	2710.24	43015.58	75996.94	100.00	759.97	12.00	63.33	0.75	84.44	900
HST-05	Dynamic Risk Assessment Training	GN164-Dynar	Both	Corporate	2	125.09	1834.62	125.09	2719.08	4803.88	10.00	480.39	20.00	24.02	0.50	48.04	100
OGN-99	Training Days - Teams	GN153-Local	Both	Local	2	1667.84	10007.04	1667.84	17402.10	30744.82	32.00	960.78	35.00	27.45	1.00	27.45	1120
OGN-99	Training Days - SNTs	GN153-Local	Both	Local	2	1042.40	6254.40	1042.40	10876.31	19215.51	20.00	960.78	15.00	64.05	1.00	64.05	300
OGN-99	Training Days - MSC	GN153-Local	Officers	Local	1	54.20	366.92	54.20	619.94	1095.27	2.00	547.64	10.00	54.76	1.00	54.76	20
OGN-99	Training Days - PCSO	GN153-Local	Staff	Local	2	208.48	1250.88	208.48	2175.26	3843.10	4.00	960.78	15.00	64.05	1.00	64.05	60
HST-99	Police Staff Personal Safety Refresher	GN157-PCSC	Staff	Corporate	2	1563.60	9381.60	1563.60	16314.47	28823.27	30.00	960.78	12.00	80.06	0.75	106.75	270
HST-99	Supervising Safely	GN116	Officers	Corporate	1	54.20	312.72	54.20	549.25	970.38	2.00	485.19	5.00	97.04	1.00	97.04	10
HST-01	Defib Training Initial	GN139	Both	Corporate	1	813.07	3127.20	813.07	6199.49	10952.83	30.00	365.09	6.00	60.85	0.50	121.70	90
HST-02	Defib Training Requalification	GN140	Both	Corporate	1	813.07	3127.20	813.07	6199.49	10952.83	30.00	365.09	6.00	60.85	0.50	121.70	90
HST-05	Risk Assessment - Local OCU Course	EL032-Risk A	Both	Corporate	1	108.41	625.44	108.41	1098.51	1940.77	4.00	485.19	10.00	48.52	1.00	48.52	40
OGN-99	Domestic Violence Awareness Training	GB078	Both	Corporate	1	271.02	1563.60	271.02	2746.27	4851.92	10.00	485.19	15.00	32.35	1.00	32.35	150
OGN-99	Missing Persons (Front Line Staff)	CR090	Both	Role	1	125.09	792.22	125.09	1359.54	2401.94	10.00	240.19	20.00	12.01	0.50	24.02	100
POR-99	IPLDP Coaches Training	GT154-IPLDP	Officers	Role	2	260.60	1563.60	260.60	2719.08	4803.88	5.00	960.78	10.00	96.08	1.00	96.08	50
OGN-99	Every Child Matters	GN193-Every	Both	Corporate	2	312.72	4586.56	312.72	6797.69	12009.69	25.00	480.39	20.00	24.02	0.50	48.04	250
	Total Tr. Type					16634.61	121806.16	16634.61	202255.39	357330.79	554						5290
JC11-C - Waltham Forest JC Training																	
HST-04	Officer Safety Refresher training Stage 1	OST001	Both	Corporate	3	3186.10	20544.00	1997.75	12742.33	38470.18	30.00	1282.34	20.00	64.12	1.00	64.12	600
HST-04	Officer Safety Refresher training stage 2	OST002	Both	Corporate	3	3186.10	20544.00	1997.75	12742.33	38470.18	30.00	1282.34	20.00	64.12	1.00	64.12	600
HST-01	Emergency Life Support	GP122	Both	Corporate	1	406.54	3195.45	406.54	2198.98	6207.50	15.00	413.83	6.00	68.97	1.00	68.97	90
OGN-99	Level 1 cycle training	GN151	Both	Role	2	226.84	1308.68	76.63	884.39	2496.54	4.00	624.14	4.00	156.03	1.00	156.03	16
OGN-99	Local training - Team	GN153	Officers	Non Mandatory	2	1505.09	8025.22	650.46	5584.94	15765.71	24.00	656.90	18.00	36.49	1.00	36.49	432

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OGN-99	Local training - Safer neighbourhood training	GN153	Both	Non Mandatory	2	816.10	4156.67	325.23	2906.36	8204.36	12.00	683.70	14.00	48.84	1.00	48.84	168
INV-99	Achieving Best Evidence	GP155	Officers	Non Mandatory	2	1299.92	4931.50	722.18	3814.58	10768.17	2.00	5384.09	8.00	673.01	5.00	134.60	80
OGN-99	Victims Code	CR109	Both	Role	1	416.96	2686.00	416.96	1930.95	5450.87	25.00	218.03	6.00	36.34	0.50	72.68	75
OGN-99	Missing persons	CR090	Both	Role	1	250.18	2194.80	250.18	1478.50	4173.65	20.00	208.68	6.00	34.78	0.50	69.56	60
OGN-99	Every Child Matters	GN193	Both	Corporate	2	542.05	4872.80	567.94	3282.02	9264.80	20.00	463.24	8.00	57.91	0.50	115.81	80
HST-99	Worst Enemy Dynamic Risk	GN115	Officers	Corporate	1	208.48	675.44	108.41	544.37	1536.70	4.00	384.18	6.00	64.03	1.00	64.03	24
OGN-99	Domestic Violence training	CR071	Both	Corporate	1	172.12	1088.00	172.12	785.69	2217.93	5.00	443.59	8.00	55.45	1.00	55.45	40
HST-03	Manual Handling	GB072	Both	Corporate	1	406.54	1643.55	406.54	1347.65	3804.27	15.00	253.62	6.00	42.27	0.50	84.54	45
SCS-99	PCSO Firearms awareness training	GN177	Staff	Corporate	1	170.38	399.16	170.38	405.90	1145.82	6.00	190.97	4.00	47.74	0.25	190.97	6
INV-99	PNC names and vehicle enquiry on Aware	TM008	Both	Non Mandatory	1	1165.12	6479.12	503.12	4469.46	12616.82	5.00	2523.36	4.00	630.84	5.00	126.17	100
INV-99	PNC via MDT	TM005	Both	Non Mandatory	1	926.80	4252.00	662.00	3204.13	9044.93	10.00	904.49	8.00	113.06	2.00	56.53	160
INV-99	Local training - CID	GN153	Officers	Non Mandatory	2	406.54	2831.89	406.54	1999.54	5644.50	15.00	376.30	12.00	31.36	1.00	31.36	180
OGN-99	Local training - Cozart	GN153	Both	Local	1	521.20	1062.40	521.20	1154.65	3259.45	10.00	325.95	6.00	54.32	0.50	108.65	30
OGN-99	Level 2 cycle training	GN152	Officers	Non Mandatory	2	688.31	1963.03	221.04	1575.72	4448.10	3.00	1482.70	4.00	370.68	2.00	185.34	24
HST-01	Defib Operators course initial	GN139	Both	Corporate	1	271.02	1172.40	271.02	940.51	2654.96	10.00	265.50	6.00	44.25	0.50	88.50	30
AOP-99	Local training - Board Techniques	GN153	Both	Non Mandatory	2	162.61	1926.30	162.61	1235.14	3486.67	6.00	581.11	4.00	145.28	1.00	145.28	24
MAN-99	PDR Training - Local training	GN153	Both	Non Mandatory	1	271.02	1082.40	271.02	891.14	2515.59	10.00	251.56	6.00	41.93	0.50	83.85	30
OGN-99	Local training - BTU	GN153	Both	Non Mandatory	2	162.61	1936.32	162.61	1240.64	3502.19	6.00	583.70	13.00	44.90	1.00	44.90	78
OGN-99	Local Training - PCU	GN153	Officers	Non Mandatory	2	312.72	1936.32	162.61	1322.98	3734.63	6.00	622.44	12.00	51.87	1.00	51.87	72
OGN-99	Local training - MSC	GN153	Officers	Non Mandatory	1	216.82	1270.88	216.82	935.06	2639.58	8.00	329.95	6.00	54.99	1.00	54.99	48
HST-02	Defib Operators course refresher	GN140	Both	Corporate	1	271.02	1042.40	271.02	869.19	2453.64	10.00	245.36	4.00	61.34	0.50	122.68	20
	Total Tr. Type					18169.19	103220.73	12100.68	70487.15	203977.74	311						3112

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J111-C - Redbridge JI Training																	
INV-99	Police National Computer on Aware Training	TP016	Both	Non Mandatory	2	375.26	32835.60	375.26	26980.58	60566.71	30.00	2018.89	5.00	403.78	3.00	134.59	450
HST-04	Police Officer Safety Training Round 1	GN135	Officers	Corporate	4	2264.99	14552.46	2264.99	15329.40	34411.84	18.00	1911.77	40.00	47.79	1.00	47.79	720
HST-04	Police Officer Safety Training Round 2	GN136	Officers	Corporate	4	2264.99	14552.46	2264.99	15329.40	34411.84	18.00	1911.77	40.00	47.79	1.00	47.79	720
HST-01	Emergency Life Support	GP122	Both	Corporate	1	788.13	9727.15	788.13	9080.30	20383.70	43.00	474.04	8.00	59.25	1.00	59.25	344
CEF-99	Computer Aided Despatch Browse Course	TP016	Both	Role	2	25.02	2189.04	25.02	1798.71	4037.79	6.00	672.97	5.00	134.59	1.00	134.59	30
CEF-01	MSS	TM003	Both	Role	2	25.02	625.44	25.02	542.63	1218.11	6.00	203.02	5.00	40.60	0.50	81.21	15
OGN-99	Every Child Matters	GN193	Both	Corporate	1	1358.42	3613.87	1358.42	5085.63	11416.35	27.00	422.83	30.00	14.09	0.50	28.19	405
OGN-99	Domestic Violence	CR071	Both	Corporate	1	31.78	529.60	31.78	476.49	1069.64	2.00	534.82	8.00	66.85	1.00	66.85	16
HST-99	Automatic External Defibrillator Operator Training PC - Insp	GN139	Both	Corporate	1	3395.17	9892.28	3395.17	13401.56	30084.17	83.00	362.46	6.00	60.41	0.50	120.82	249
HST-03	Manual Handling PC-Insp	GT151	Both	Corporate	1	63.55	529.60	63.55	527.54	1184.24	4.00	296.06	15.00	19.74	0.50	39.47	30
POR-99	Initial Police Learning and Development Programme Coaching Course	GT154	Officers	Role	1	172.12	1324.00	172.12	1340.14	3008.38	5.00	601.68	6.00	100.28	1.00	100.28	30
HST-04	Station Reception Officer Safety Training Round 1	GN135	Staff	Corporate	4	530.15	1939.36	530.15	2409.70	5409.36	2.00	2704.68	9.00	300.52	1.00	300.52	18
OGN-99	Core Team Training Days	GN153	Both	Business Group	2	212.65	8002.24	425.30	6940.88	15581.07	17.00	916.53	30.00	30.55	1.00	30.55	510
INV-99	Criminal Investigation Department Training Days	GN153	Officers	Business Group	2	187.63	5522.55	187.63	4737.86	10635.67	15.00	709.04	30.00	23.63	1.00	23.63	450
OGN-99	Safer Neighbourhoods Training Day	GN153	Both	Business Group	2	227.17	6763.78	227.17	5798.50	13016.63	16.00	813.54	30.00	27.12	1.00	27.12	480
OGN-99	Police Staff Training Day	GN153	Staff	Role	2	112.58	3283.56	112.58	2818.64	6327.36	9.00	703.04	30.00	23.43	1.00	23.43	270
SCS-02	Police Community Support Officer Training Day	GN153	Staff	Role	2	62.54	2189.04	62.54	1859.00	4173.13	6.00	695.52	30.00	23.18	1.00	23.18	180

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SCS-01	Metropolitan Police Special Constabulary Training Day	GN153	Officers	Role	2	150.11	2201.55	150.11	2009.73	4511.49	12.00	375.96	15.00	25.06	0.50	50.13	90
MAN-99	Sergeant/Supervisor Training	GN153	Officers	Role	2	1109.24	2391.46	113.59	2903.44	6517.72	4.00	1629.43	19.00	85.76	1.00	85.76	76
HST-04	Station Reception Officer Safety Training Round 2	GN136	Staff	Corporate	4	231.52	863.68	231.52	1065.80	2392.53	2.00	1196.27	9.00	132.92	0.50	265.84	9
HST-99	Dedicated Detention Officer Safety Training Round 1	GN135	Staff	Corporate	4	231.52	862.68	231.52	1064.99	2390.72	2.00	1195.36	3.00	398.45	0.50	796.91	3
HST-99	Dedicated Detention Officer Safety Training Round 2	GN136	Staff	Corporate	4	231.52	862.68	231.52	1064.99	2390.72	2.00	1195.36	3.00	398.45	0.50	796.91	3
HST-05	Dynamic Risk Assessment	GN164	Both	Corporate	1	264.80	466.05	132.40	693.47	1556.72	2.00	778.36	8.00	97.30	1.00	97.30	16
OGN-99	Borough Transport Tasking Unit	GN135	Both	Non Mandatory	2	31.27	1824.20	31.27	1515.67	3402.41	5.00	680.48	30.00	22.68	1.00	22.68	150
SCS-02	Police Community Support Officer Officer Safety Training Round 1	OST008	Staff	Corporate	4	1231.01	1939.36	1231.01	3535.74	7937.12	2.00	3968.56	40.00	99.21	1.00	99.21	80
SCS-02	Police Community Support Officer Officer Safety Training Round 2	OST008	Staff	Corporate	4	1231.01	1939.36	1231.01	3535.74	7937.12	2.00	3968.56	40.00	99.21	1.00	99.21	80
	Total Tr. Type					16809.17	131423.05	15893.77	131846.53	295972.54	340						5424

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KD11-C	- Havering KD Training																
HST-04	Officer Safety Training phase 1	OST001	Officers	Corporate	4	3531.92	20764.88	1836.60	10241.59	36374.99	32.00	1136.72	15.00	75.78	1.00	75.78	480
HST-04	Officer Safety Training phase 2	OST002	Officers	Corporate	4	3531.92	20764.88	1836.60	10241.59	36374.99	32.00	1136.72	15.00	75.78	1.00	75.78	480
HST-04	PCSO Officer Safety Refresher Training	OST008	Staff	Corporate	2	573.94	2806.39	573.94	1549.66	5503.92	10.00	550.39	10.00	55.04	1.00	55.04	100
HST-99	MPS staff personal safety refresher training	OST012	Staff	Corporate	1	54.21	287.69	25.02	143.79	510.70	2.00	255.35	4.00	63.84	1.00	63.84	8
HST-99	CS Awareness training	GN174	Both	Business Group	1	75.05	485.35	75.05	249.03	884.49	6.00	147.42	5.00	29.48	0.50	58.97	15
HST-05	Dynamic risk assessment	GN164	Both	Corporate	1	170.38	1089.10	170.38	560.36	1990.22	6.00	331.70	12.00	27.64	1.00	27.64	72
OGN-09	PNC Names and Vehicles enq via Aware	TM008	Both	Role	2	1348.85	16493.10	1348.85	7520.81	26711.61	15.00	1780.77	4.00	445.19	3.00	148.40	180
CEF-99	Cad Browsing	TC011	Both	Role	1	75.05	938.16	75.05	426.49	1514.76	6.00	252.46	4.00	63.12	1.00	63.12	24
OGN-99	Local Training Days	GN153	Both	Local	2	1739.93	16421.87	903.32	7471.55	26536.67	32.00	829.27	20.00	41.46	1.00	41.46	640
HST-99	Fire Procedures	GN056	Both	Corporate	1	43.47	295.31	43.47	149.80	532.05	3.00	177.35	15.00	11.82	0.50	23.65	22.5
HST-03	Manual Handling	GB072	Both	Corporate	1	37.53	257.68	37.53	130.40	463.13	3.00	154.38	10.00	15.44	0.50	30.88	15
OGN-99	Domestic abuse (violence)	CR071	Both	Corporate	1	54.20	332.72	54.20	172.88	614.01	2.00	307.01	10.00	30.70	1.00	30.70	20
INV-99	Livescan user training	CP057	Officers	Business Group	1	122.02	758.20	122.02	392.77	1395.00	8.00	174.38	6.00	29.06	0.50	58.13	24
ODR-99	Motorway (Fast Road)	DX017	Officers	Business Group	2	781.80	4810.80	781.80	2498.10	8872.50	15.00	591.50	9.00	65.72	1.00	65.72	135
HST-01	Emergency Life Support (from Jan 08)	GP122	Both	Corporate	2	3330.79	31344.51	3330.79	14894.45	52900.54	90.00	587.78	4.00	146.95	1.00	146.95	360
OGN-99	Level 2 Cycle Training	GN152	Both	Role	1	181.75	1068.52	181.75	561.20	1993.22	6.00	332.20	4.00	83.05	1.00	83.05	24
SCS-99	MSC (Special constable) Continuation Training	MD023	Officers	Role	1	300.21	1976.22	300.21	1009.78	3586.42	24.00	149.43	25.00	5.98	0.50	11.95	300
SCS-01	MSC (Special constable) Foundation Training	MD022	Officers	Role	2	1301.52	7884.12	1301.52	4109.88	14597.04	1.00	14597.04	12.00	1216.42	22.00	55.29	264
	Total Tr. Type					17254.54	128779.5	12998.1	62324.13	221356.26	293						3163.5

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KF11-C - Newham KF Training																	
HST-01	EMERGENCY LIFE SUPPORT	GP122	Both	Corporate	2	900.63	30071.52	900.63	15401.40	47274.19	144.00	328.29	8.00	41.04	0.50	82.07	576
OGN-99	LOCAL TRAINING DAY 1	GP153	Officers	Local	2	150.11	9071.04	150.11	4528.33	13899.58	24.00	579.15	18.00	32.17	1.00	32.17	432
OGN-99	LOCAL TRAINING DAY 2	GP153	Officers	Local	2	150.11	9071.04	150.11	4528.33	13899.58	24.00	579.15	18.00	32.17	1.00	32.17	432
OGN-99	LOCAL TRAINING DAY 3	GP153	Officers	Local	2	150.11	9071.04	150.11	4528.33	13899.58	24.00	579.15	18.00	32.17	1.00	32.17	432
OGN-99	LOCAL TRAINING DAY 4	GP153	Officers	Local	2	150.11	9071.04	150.11	4528.33	13899.58	24.00	579.15	18.00	32.17	1.00	32.17	432
HST-99	SUPERVISING SAFELY	GN116	Officers	Corporate	1	25.02	803.85	25.02	412.61	1266.49	4.00	316.62	5.00	63.32	1.00	63.32	20
HST-99	Worst Enemy Dynamic Risk	GN115	Officers	Corporate	1	62.54	1904.62	62.54	980.79	3010.50	10.00	301.05	10.00	30.11	1.00	30.11	100
AOP-99	MINUTE TAKING	CM041	Both	Local	1	50.04	924.00	50.04	494.85	1518.92	8.00	189.87	5.00	37.97	0.50	75.95	20
OTH-99	SERGEANTS INDUCTION	GN155	Officers	Local	2	200.14	11135.22	200.14	5574.12	17109.62	6.00	2851.60	5.00	570.32	5.00	114.06	150
OTH-99	INSPECTORS INDUCTION	GN155	Officers	Local	2	50.04	3108.72	50.04	1550.53	4759.32	4.00	1189.83	4.00	297.46	2.00	148.73	32
AOP-01	VOLUNTEER INDUCTION	GN155	Staff	Local	1	25.02	898.85	25.02	458.51	1407.39	4.00	351.85	6.00	58.64	1.00	58.64	24
AOP-01	POLICE STAFF INDUCTION	GN155	Staff	Local	1	25.02	1023.85	25.02	518.91	1592.79	4.00	398.20	4.00	99.55	1.00	99.55	16
HST-99	IBO HEALTH AND SAFETY	GN182	Both	Corporate	1	25.02	456.96	25.02	244.99	751.99	4.00	188.00	4.00	47.00	0.50	94.00	8
HST-03	MANUAL HANDLING	GB072	Both	Corporate	1	75.05	1315.92	75.05	708.41	2174.44	12.00	181.20	8.00	22.65	0.50	45.30	48
CEF-99	RADIO TRANSMISSION OPERATOR	TR001	Officers	Role	1	50.04	1532.74	50.04	789.00	2421.81	8.00	302.73	10.00	30.27	1.00	30.27	80
OGN-09	PNC VIA AWARE	TM008	Both	Role	2	667.14	36699.00	667.14	18378.24	56411.51	20.00	2820.58	6.00	470.10	5.00	94.02	600
OGN-99	COZART TRAINING	CR085	Officers	Role	1	150.11	2566.80	150.11	1385.38	4252.39	24.00	177.18	6.00	29.53	0.50	59.06	72
INV-99	LIVESCAN TRAINING	CP057	Officers	Role	1	150.11	2566.80	150.11	1385.38	4252.39	24.00	177.18	2.00	88.59	0.50	177.18	24
OGN-99	DOMESTIC VIOLENCE	CR071	Officers	Corporate	1	25.02	798.85	25.02	410.19	1259.07	4.00	314.77	10.00	31.48	1.00	31.48	40
MAN-99	PDR TRAINING	MD076	Both	Non Mandatory	2	62.54	2199.80	62.54	1123.42	3448.31	10.00	344.83	5.00	68.97	0.50	137.93	25
SCS-01	MSC LOCAL DEVELOPMENT	GP153	Officers	Local	2	62.54	3913.40	62.54	1951.46	5989.95	10.00	599.00	18.00	33.28	1.00	33.28	180
HST-04	OFFICER SAFETY TRAINING	OST001	Officers	Corporate	4	69.90	8240.30	69.90	4049.39	12429.50	10.00	1242.95	40.00	31.07	1.00	31.07	400
HST-04	OFFICER SAFETY TRAINING	OST001	Officers	Corporate	1	279.61	7040.30	279.61	3672.20	11271.72	40.00	281.79	8.00	35.22	1.00	35.22	320
HST-04	OFFICER SAFETY TRAINING	OST002	Officers	Corporate	4	69.90	8240.30	69.90	4049.39	12429.50	10.00	1242.95	40.00	31.07	1.00	31.07	400

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HST-04	OFFICER SAFETY TRAINING	OST002	Officers	Corporate	1	279.61	7040.30	279.61	3672.20	11271.72	40.00	281.79	8.00	35.22	1.00	35.22	320
HST-04	PCSO SAFETY TRAINING	GN157	Staff	Corporate	1	104.85	2671.31	104.85	1392.15	4273.17	15.00	284.88	8.00	35.61	1.00	35.61	120
HST-04	DDO SAFETY TRAINING	GN158	Staff	Corporate	1	27.96	749.03	27.96	388.96	1193.91	4.00	298.48	5.00	59.70	1.00	59.70	20
HST-04	POLICE STAFF SAFETY TRAINING	GN046	Staff	Corporate	1	31.27	967.32	31.27	497.64	1527.50	5.00	305.50	8.00	38.19	1.00	38.19	40
SCS-02	PCSO LOCAL TRAINING 1	GN153	Staff	Local	2	62.54	3723.40	62.54	1859.65	5708.14	10.00	570.81	12.00	47.57	1.00	47.57	120
SCS-02	PCSO LOCAL TRAINING 2	GN153	Staff	Local	2	62.54	3723.40	62.54	1859.65	5708.14	10.00	570.81	12.00	47.57	1.00	47.57	120
	Total Tr. Type					4194.64	180600.72	4194.64	91322.74	280312.7	540						5603
KG11-C - Barking & Dagenham KG Training																	
HST-01	Emergency Life Support (incl DEFIB)	GP122	Both	Corporate	2	1439.92	11972.80	1439.92	5562.63	20415.26	50.00	408.31	7.00	58.33	0.50	116.66	175
HST-04	Officer Safety Stage One 2008	OST001	Officers	Corporate	3	1223.90	12683.94	973.98	5573.56	20455.38	22.00	929.79	24.00	38.74	1.00	38.74	528
HST-04	Officer Safety Stage Two 2008	OST002	Officers	Corporate	3	1223.90	12683.94	973.98	5573.56	20455.38	22.00	929.79	24.00	38.74	1.00	38.74	528
HST-04	Officer Safety PCSO	OST008	Staff	Corporate	3	177.09	2397.09	177.09	1030.41	3781.68	4.00	945.42	22.00	42.97	1.00	42.97	88
OGN-99	Every Child Matters	GN993	Both	Corporate	2	628.80	4545.86	628.80	2173.52	7976.98	40.00	199.42	16.00	12.46	0.50	24.93	320
OGN-99	Level Two Cycle	GN152	Both	Role	2	473.65	6786.18	473.65	2896.35	10629.83	8.00	1328.73	10.00	132.87	2.00	66.44	160
POR-99	IPLDP Coaches	GT154	Officers	Role	2	75.05	2189.04	75.05	876.06	3215.21	6.00	535.87	10.00	53.59	1.00	53.59	60
OGN-99	Team Day (March 2008)	GN153	Both	Local	4	665.99	8012.16	665.99	3499.58	12843.72	12.00	1070.31	20.00	53.52	1.00	53.52	240
OGN-99	Team Day (September 2008)	GN153	Both	Local	4	665.99	8012.16	665.99	3499.58	12843.72	12.00	1070.31	20.00	53.52	1.00	53.52	240
OGN-99	Case Progression Unit Joiners	GN153	Officers	Local	1	125.09	1834.62	125.09	780.80	2865.60	10.00	286.56	8.00	35.82	1.00	35.82	80
HST-01	Emergency Life Support (Custody bolt on)	GP122	Both	Corporate	3	890.24	3665.20	890.24	2039.52	7485.20	50.00	149.70	2.00	74.85	0.25	299.41	25
SCS-99	PCSO Induction	GN153	Staff	Local	1	150.11	2201.55	150.11	936.96	3438.72	12.00	286.56	2.00	143.28	1.00	143.28	24
SCS-99	Volunteers Induction	GN153	Staff	Local	2	271.02	3648.40	271.02	1569.41	5759.86	10.00	575.99	4.00	144.00	1.00	144.00	40
SCS-99	PCSO Statement Writing	GN153	Staff	Local	2	54.20	729.68	54.20	313.88	1151.97	2.00	575.99	22.00	26.18	1.00	26.18	44
HST-03	Manual Handling	GB072	Both	Corporate	2	162.61	1250.88	100.07	566.86	2080.42	6.00	346.74	4.00	86.68	0.50	173.37	12
INV-99	Criminal Investigation Department	GN153	Officers	Local	2	542.05	4169.60	542.05	1967.62	7221.32	20.00	361.07	4.00	90.27	0.50	180.53	40
	Total Tr. Type					8769.61	86783.1	8207.23	38860.3	142620.25	286						2604

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LX22-C - Lambeth LX Training																	
HST-04	Officer Safety Refresher training 1	OST001	Both	Corporate	2	2119.15	14171.70	2119.15	23836.00	42246.00	80.00	528.08	16.00	33.00	0.75	44.01	960
HST-04	Officer Safety Refresher training 2	OST002	Officers	Corporate	2	1598.56	9997.59	1598.56	17083.61	30278.33	55.00	550.52	16.00	34.41	0.75	45.88	660
HST-01	Emergency Life Support	GP122	Both	Corporate	1	2168.19	8339.20	2168.19	16411.47	29087.05	80.00	363.59	10.00	36.36	0.50	72.72	400
HST-01	FIRST AID at WORK (Initial)	GP036	Both	Role	2	1303.00	7818.00	1303.00	13496.28	23920.28	5.00	4784.06	10.00	478.41	5.00	95.68	250
HST-02	FIRST AID at WORK (Requalification)	GN140	Both	Role	2	625.44	3752.64	625.44	6478.21	11481.73	3.00	3827.24	10.00	382.72	4.00	95.68	120
POR-99	IPLDP Coaching Course	GT154	Officers	Role	1	542.05	3127.20	542.05	5452.50	9663.80	20.00	483.19	8.00	60.40	1.00	60.40	160
HST-03	MANUAL HANDLING	GB072	Both	Corporate	1	108.41	416.96	108.41	820.57	1454.35	4.00	363.59	6.00	60.60	0.50	121.20	12
OGN-99	LEVEL ONE CYCLE TRAINING	GN151	Staff	Role	2	233.01	1398.06	233.01	2413.48	4277.56	4.00	1069.39	8.00	133.67	1.00	133.67	32
OGN-99	LEVEL TWO CYCLE TRAINING	GN152	Officers	Role	2	233.01	1398.06	233.01	2413.48	4277.56	4.00	1069.39	8.00	133.67	1.00	133.67	32
OGN-99	LOCAL TRAINING CYCLE	GN153	Both	Local	2	7296.80	43780.80	7296.80	75579.15	133953.55	140.00	956.81	16.00	59.80	1.00	59.80	2240
SCS-01	MSC Continuation Training	MD023	Officers	Local	2	650.46	9256.08	650.46	13668.48	24225.48	24.00	1009.40	16.00	63.09	1.00	63.09	384
	Total Tr. Type					16878.08	103456.29	16878.08	177653.23	314865.69	419						5250

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MD11-C	- Southwark MD Training																
HST-04	Officer Safety Refresher Training Stage 1	OST001	Officers	Corporate	2	1897.17	21890.40	1897.17	31325.49	57010.23	70.00	814.43	14.00	58.17	1.00	58.17	980
HST-04	Officer Safety Refresher Training Stage 2	OST002	Officers	Corporate	2	1897.17	21890.40	1897.17	31325.49	57010.23	70.00	814.43	14.00	58.17	1.00	58.17	980
HST-04	PCSO Officer Safety Refresher Training	OST008	Staff	Corporate	2	243.92	2814.48	243.92	4027.56	7329.88	9.00	814.43	14.00	58.17	1.00	58.17	126
HST-04	DDO Officer Safety Refresher Training	OST010	Staff	Corporate	2	54.20	625.44	54.20	895.01	1628.86	2.00	814.43	14.00	58.17	1.00	58.17	28
HST-03	Manual Handling	GB072	Both	Corporate	2	125.09	1563.60	125.09	2212.11	4025.89	10.00	402.59	20.00	20.13	0.50	40.26	100
HST-99	Worst Enemy Dynamic Risk	GN115	Officers	Corporate	2	135.51	1563.60	135.51	2237.53	4072.15	5.00	814.43	14.00	58.17	1.00	58.17	70
HST-01	Emergency Life Support	GP122	Both	Corporate	2	867.28	10007.04	867.28	14320.22	26061.81	32.00	814.43	13.00	62.65	1.00	62.65	416
HST-01	Defib Training Initial	GN139	Both	Corporate	2	135.51	1563.60	135.51	2237.53	4072.15	5.00	814.43	8.00	101.80	1.00	101.80	40
HST-01	Defib Training Requalification	GN140	Both	Corporate	2	62.54	781.80	62.54	1106.06	2012.95	5.00	402.59	8.00	50.32	0.50	100.65	20
HST-99	Health & Safety at Work	GN118	Both	Corporate	2	216.82	2501.76	216.82	3580.06	6515.46	8.00	814.43	14.00	58.17	1.00	58.17	112
OGN-99	Local Training Days	GN153	Both	Local	2	2168.19	25017.60	2168.19	35800.55	65154.53	80.00	814.43	30.00	27.15	1.00	27.15	2400
MAN-99	Selection interviewing Techniques	MD072	Both	Non Mandatory	2	208.48	2918.72	208.48	4068.25	7403.93	4.00	1850.98	8.00	231.37	2.00	115.69	64
AOP-99	Time Management	MD081	Both	Non Mandatory	1	37.53	469.08	37.53	663.63	1207.76	3.00	402.59	12.00	33.55	1.00	33.55	36
OGN-99	Domestic Abuse (Violence) Training	CR071	Officers	Corporate	2	136.21	1702.58	136.21	2408.73	4383.72	5.00	876.74	20.00	43.84	1.00	43.84	100
OGN-99	Cozart Rapiscan Drugs Testing After Charge	CR085	Both	Role	1	25.02	316.89	25.02	447.50	814.42	4.00	203.61	12.00	16.97	0.50	33.93	24
OGN-99	Immediat Capture of Evidence by Front Line Officers (ICEFLO)	GP146	Both	Role	2	108.41	1250.88	108.41	1790.03	3257.73	4.00	814.43	14.00	58.17	1.00	58.17	56
SCS-99	PCSO Development Course	GC072	Staff	Local	3	1175.83	14072.40	1175.83	20031.02	36455.07	6.00	6075.85	12.00	506.32	5.00	101.26	360

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POR-99	IPDLP Coaching Course	GT154	Officers	Role	2	312.72	3752.64	312.72	5339.57	9717.65	6.00	1619.61	8.00	202.45	2.00	101.23	96
AOP-99	Assertiveness Training (Locally Delivered)	CM040	Both	Non Mandatory	1	50.04	625.44	50.04	884.84	1610.35	4.00	402.59	12.00	33.55	1.00	33.55	48
AOP-99	Minute Taking Course Locally Provided	CM041	Both	Non Mandatory	1	81.31	938.16	81.31	1342.52	2443.29	3.00	814.43	8.00	101.80	2.00	50.90	48
MAN-99	Meetings (Locally Run)	CM043	Both	Non Mandatory	1	81.31	938.16	81.31	1342.52	2443.29	3.00	814.43	8.00	101.80	2.00	50.90	48
AOP-99	Occasional Trainers	MD018	Both	Non Mandatory	2	54.20	625.44	54.20	895.01	1628.86	2.00	814.43	14.00	58.17	1.00	58.17	28
OGN-99	Level Two Cycle Training	GN152	Both	Role	2	406.99	4696.02	406.99	6720.08	12230.08	6.00	2038.35	6.00	339.72	2.00	169.86	72
AOP-99	Presentation Skills (Locally Delivered)	MD070	Both	Non Mandatory	2	416.96	5003.52	416.96	7119.43	12956.87	4.00	3239.22	8.00	404.90	4.00	101.23	128
OGN-09	PNC via MDT (Locally Delivered)	TM005	Officers	Role	2	92.52	1067.52	92.52	1527.64	2780.20	2.00	1390.10	10.00	139.01	2.00	69.51	40
OGN-09	PNC Names Enquiry via Aware (Locally Delivered)	TM006	Both	Role	2	135.22	1601.27	135.22	2282.77	4154.48	2.00	2077.24	6.00	346.21	3.00	115.40	36
OGN-09	PNC Names & Vehicle Enquiry via Aware (Locally Delivered)	TM008	Both	Role	2	1103.10	13344.00	1103.10	18965.27	34515.48	10.00	3451.55	6.00	575.26	5.00	115.05	300
SCS-99	MCS (Special Constable) Continuation Training	MD023	Officers	Local	3	396.11	4690.80	396.11	6687.17	12170.19	10.00	1217.02	20.00	60.85	1.00	60.85	200
SCS-99	PCSO Firearms Awareness	GN177	Staff	Corporate	2	18.76	237.66	18.76	335.63	610.82	3.00	203.61	14.00	14.54	0.25	58.17	10.5
OGN-99	R/T Operator Course	TR001	Both	Role	2	81.31	938.16	81.31	1342.52	2443.29	3.00	814.43	6.00	135.74	1.00	135.74	18
	Total Tr. Type					12725.43	149409.06	12725.43	213261.74	388121.62	380						6984.5

Home Office Code	Course Title	MethHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
NI11-C - Islington NI Training																	
HST-04	Officer Safety Training Stage 1	OST001	Both	Corporate	4	2306.71	34228.88	2306.71	30604.79	69447.09	34.00	2042.56	26.00	78.56	1.00	78.56	884
HST-04	Officer Safety Training Stage 2	OST002	Both	Corporate	4	2306.71	34228.88	2306.71	30604.79	69447.09	34.00	2042.56	26.00	78.56	1.00	78.56	884
HST-01	Emergency Life Support	GP122	Both	Corporate	2	1225.86	20431.04	2656.04	19156.76	43469.70	98.00	443.57	10.00	44.36	1.00	44.36	980
OGN-99	Every Child Matters	GP93	Officers	Corporate	1	85.98	681.76	85.98	672.67	1526.39	2.00	763.20	20.00	38.16	0.50	76.32	20
HST-05	Worst Enemy (Dynamic Risk Assessment)	GN164	Both	Corporate	2	625.44	2201.55	325.23	2483.71	5635.93	12.00	469.66	16.00	29.35	0.50	58.71	96
OGN-99	Missing Persons Awareness	CR090	Both	Role	1	50.04	366.93	25.02	348.25	790.23	4.00	197.56	18.00	10.98	0.50	21.95	36
OGN-99	Domestic Violence Awareness	CR071	Both	Corporate	2	170.38	2498.92	170.38	2237.45	5077.13	6.00	846.19	16.00	52.89	1.00	52.89	96
OGN-09	PNC via AWARE (Names&Vehicles)	TM008	Both	Role	1	1032.72	6990.72	1032.72	7135.57	16191.73	30.00	539.72	5.00	107.94	1.00	107.94	150
INV-99	ICEFLO	GP146	Officers	Non Mandatory	1	356.10	700.93	356.10	1113.43	2526.55	20.00	126.33	10.00	12.63	0.50	25.27	100
INV-99	Camera Competency	CS266	Officers	Non Mandatory	1	625.44	4378.08	625.44	4435.19	10064.15	12.00	838.68	8.00	104.83	2.00	52.42	192
HST-99	Health & Safety Induction (Police Staff)	CS165	Staff	Corporate	1	25.02	183.46	25.02	183.98	417.48	2.00	208.74	10.00	20.87	0.50	41.75	10
AOP-01	Induction training for volunteers	N/A	Staff	Local	1	125.09	917.31	125.09	919.89	2087.38	10.00	208.74	5.00	41.75	0.50	83.50	25
HST-99	Health & Safety Awareness (Volunteers)	N/A	Staff	Local	1	125.09	917.31	125.09	919.89	2087.38	10.00	208.74	5.00	41.75	0.50	83.50	25
POR-99	IPLDP Tutor	GT154	Officers	Role	1	62.54	521.20	62.54	509.23	1155.52	5.00	231.10	10.00	23.11	0.50	46.22	25
AOP-99	Basic computer skills	EX057	Both	Local	1	60.27	204.01	27.82	230.15	522.25	3.00	174.08	5.00	34.82	0.50	69.63	7.5
AOP-99	Basic Excel	EX060	Both	Local	1	60.27	204.01	27.82	230.15	522.25	3.00	174.08	5.00	34.82	0.50	69.63	7.5
INV-99	Livescan EC3 training	CP057	Both	Role	1	125.09	917.31	125.09	919.89	2087.38	10.00	208.74	15.00	13.92	3.50	3.98	525
SCS-02	PCSO Induction	GN155	Staff	Local	1	125.09	5483.03	62.54	4468.05	10138.71	10.00	1013.87	4.00	253.47	3.00	84.49	120
MAN-99	PDR training	MD076	Both	Non Mandatory	1	18.55	136.00	9.27	129.08	292.90	2.00	146.45	5.00	29.29	0.50	58.58	5
POR-99	IPLDP Training Local Subjects	Various	Officers	Role	1	1355.12	9173.12	1355.12	9363.19	21246.55	50.00	424.93	10.00	42.49	0.50	84.99	250
OGN-99	Level 1&2 cycle training	GN151/2	Both	Role	1	291.26	2038.84	291.26	2065.43	4686.79	5.00	937.36	5.00	187.47	2.00	93.74	50
OGN-99	Local training days	GN153	Both	Local	2	450.32	13134.24	450.32	11058.42	25093.29	36.00	697.04	26.00	26.81	1.00	26.81	936
HST-99	Supervising Safely	GN116	Officers	Corporate	1	50.04	733.85	25.02	637.35	1446.25	4.00	361.56	8.00	45.20	1.00	45.20	32
AOP-99	Minute Taking	CM041	Both	Local	1	20.09	68.00	9.27	76.72	174.09	1.00	174.09	10.00	17.41	0.50	34.82	5
	Total Tr. Type					11679.22	141339.38	12611.6	130504.03	296134.21	403						5461

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
PL11-C	- Lewisham PL Training																
HST-01	Emergency Life Support	GP122	Both	Corporate	2	2253.77	15737.27	2253.77	38266.44	58511.25	40.00	1462.78	12.00	121.90	1.00	121.90	480
HST-04	Officer Safety Refresher Training Stage 1 (2008)	OST001	Officers	Corporate	2	2295.75	13614.70	2295.75	34413.07	52619.26	40.00	1315.48	16.00	82.22	1.00	82.22	640
HST-04	Officer Safety Refresher Training Stage 2 (2008)	OST002	Officers	Corporate	2	2295.75	13494.70	2295.75	34186.25	52272.44	40.00	1306.81	16.00	81.68	1.00	81.68	640
HST-04	DDO Officer Safety Refresher Training	OST010	Staff	Corporate	2	114.79	662.24	114.79	1685.69	2577.50	2.00	1288.75	6.00	214.79	1.00	214.79	12
HST-04	PCSO Officer Safety Refresher Training	OST008	Staff	Corporate	2	688.72	3973.41	688.72	10114.12	15464.98	12.00	1288.75	16.00	80.55	1.00	80.55	192
OGN-99	Rota Training Day	GN153	Officers	Local	2	6986.80	40396.00	6986.80	102768.62	157138.22	125.00	1257.11	15.00	83.81	1.00	83.81	1875
SCS-99	PCSO Training Day	GN153	Staff	Local	2	521.20	3177.20	521.20	7975.83	12195.43	10.00	1219.54	20.00	60.98	1.00	60.98	200
OGN-99	Level 1 Cycle Training	GN151	Staff	Role	2	286.97	1655.58	286.97	4214.21	6443.73	5.00	1288.75	6.00	214.79	1.00	214.79	30
OGN-99	Level 2 Cycle Training	GN152	Officers	ROle	2	551.86	3311.18	551.86	8344.98	12759.88	5.00	2551.98	6.00	425.33	2.00	212.66	60
INV-99	Overt Filming Course	CS264	Both	Non Mandatory	1	208.48	773.85	208.48	2250.85	3441.66	4.00	860.42	6.00	143.40	1.00	143.40	24
SCS-01	MSC Training	GN153	Officers	Role	1	413.09	1217.45	413.09	3862.82	5906.44	12.00	492.20	15.00	32.81	0.40	82.03	72
MAN-01	Sergeant Training	GN153	Officers	Local	1	68.85	417.20	68.85	1048.86	1603.76	2.00	801.88	40.00	20.05	1.00	20.05	80
ODR-99	Driving Tests	No Code	Officers	Non Mandatory	1	625.44	550.40	1250.88	4586.95	7013.67	12.00	584.47	20.00	29.22	0.20	146.12	48
	Total Tr. Type					17311.47	98981.18	17936.91	253718.69	387948.22	309						4353

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PY11-C	- Bromley PY Training																
HST-01	Emergency Life Support	Awaits	Both	Corporate	2	1628.32	12050.40	1834.83	31051.67	46565.22	50.00	931.30	10.00	93.13	0.50	186.26	250
HST-04	Officer Safety Training Phase 1	OST001	Both	Corporate	2	1593.04	10215.68	1799.55	27238.07	40846.33	30.00	1361.54	22.00	61.89	1.00	61.89	660
HST-04	Officer Safety Training Phase 2	OST002	Both	Corporate	2	1593.04	10215.68	1799.55	27238.07	40846.33	30.00	1361.54	22.00	61.89	1.00	61.89	660
OGN-99	Cycle Training Level 1	GN151	Both	Role	2	135.51	1713.60	156.16	4013.72	6018.99	5.00	1203.80	5.00	240.76	1.00	240.76	25
OGN-99	Cycle Training Level 2 Conversion	GN152	Both	Role	2	135.51	1613.60	156.16	3813.56	5718.83	5.00	1143.77	5.00	228.75	1.00	228.75	25
POR-99	Initial Police Learning and Development Programme (IPLDP) Coach Course	GT154	Officers	Role	2	113.59	1419.84	130.11	3329.69	4993.22	4.00	1248.31	6.00	208.05	1.00	208.05	24
HST-05	Dynamic Risk Assessment	EL032	Both	Corporate	2	31.78	709.92	40.04	1564.70	2346.43	2.00	1173.22	6.00	195.54	1.00	195.54	12
INV-99	LiveScan	CP057	Officers	Local	1	375.75	1628.26	751.51	5515.40	8270.92	24.00	344.62	2.00	172.31	0.25	689.24	12
INV-99	Camera Competancy	CS074	Officers	Role	2	60.58	1631.07	66.09	3518.28	5276.03	2.00	2638.02	7.00	376.86	2.00	188.43	28
OTH-99	Met Volunteer Training	GN155	Staff	Non Mandatory	2	402.50	1419.84	137.70	3923.16	5883.19	4.00	1470.80	8.00	183.85	1.00	183.85	32
OGN-99	Borough Response Team Training Day	GN153	Officers	Non Mandatory	2	615.26	3549.60	642.79	9622.93	14430.59	10.00	1443.06	20.00	72.15	1.00	72.15	200
OGN-99	Borough SaferNeighbourhood Team Training Day	GN153	Both	Non Mandatory	2	430.68	2484.72	449.95	6736.05	10101.41	7.00	1443.06	20.00	72.15	1.00	72.15	140
CEF-01	Message Switching System and Computer Aided Dispatch Browse (MSS/CAD Browse)	TC011	Both	Non Mandatory	1	153.25	884.16	153.25	2383.23	3573.90	8.00	446.74	1.00	446.74	1.00	446.74	8
OGN-99	Every Child Matters	GN193	Both	Corporate	2	738.32	6152.65	774.11	15342.28	23007.35	26.00	884.90	25.00	35.40	0.50	70.79	325
	Total Tr. Type					8007.13	55689.02	8891.8	145290.81	217878.74	207						2401

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QA11-C - Harrow QA Training																	
HST-04	Officer Safety Training (phase 1)	OST001	Officers	Corporate	2	1279.65	8803.97	1279.65	8181.42	19544.69	20.00	977.23	20.00	48.86	1.00	48.86	400
HST-04	Officer Safety Training (phase 2)	OST002	Officers	Corporate	2	1279.65	8803.97	1279.65	8181.42	19544.69	20.00	977.23	20.00	48.86	1.00	48.86	400
HST-04	Officer Safety Training (Police Staff)	OST008/012	Staff	Corporate	2	405.16	2097.09	405.16	2093.29	5000.69	6.00	833.45	20.00	41.67	1.00	41.67	120
HST-01	Emergency Life Support	GP122	Both	Corporate	2	1259.57	9266.75	1259.57	8485.70	20271.59	25.00	810.86	6.00	135.14	1.00	135.14	150
HST-01	Defib Training	GN139	Both	Corporate	2	302.30	1162.68	302.30	1272.42	3039.70	6.00	506.62	6.00	84.44	0.50	168.87	18
HST-03	Manual Handling	GB072	Both	Corporate	1	37.09	309.10	37.09	275.96	659.24	4.00	164.81	4.00	41.20	0.50	82.41	8
OGN-99	Training Days	GN153	Both	Local	1	703.20	6090.14	703.20	5397.43	12893.98	35.00	368.40	16.00	23.02	1.00	23.02	560
OGN-99	Every Child Matters	GN193	Both	Corporate	1	200.92	792.75	200.92	860.08	2054.66	10.00	205.47	16.00	12.84	0.50	25.68	80
CEF-99	CAD Browse	TC020	Both	Non Mandatory	1	136.29	233.01	93.01	332.86	795.17	4.00	198.79	2.00	99.40	0.25	397.59	2
OGN-09	PNC on Aware user	TM004	Both	Role	1	299.91	3038.91	256.63	2588.68	6184.13	4.00	1546.03	6.00	257.67	3.00	85.89	72
	Total Tr. Type					5903.74	40598.37	5817.18	37669.26	89988.54	134						1810

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QK11-C	- Brent QK Training																
HST-04	Officer Safety Training Phase One/2008	OST0012	Officers	Corporate	2	1084.10	14843.60	1216.23	13239.39	30383.32	40.00	759.58	16.00	47.47	1.00	47.47	640
HST-04	Officer Safety Training Phase Two/2008	OST002	Officers	Corporate	2	1084.10	14843.60	1216.23	13239.39	30383.32	40.00	759.58	16.00	47.47	1.00	47.47	640
HST-01	Emergency Life Support	GP122	Both	Corporate	2	975.69	13134.24	1619.99	12147.41	27877.32	36.00	774.37	10.00	77.44	1.00	77.44	360
OGN-99	Every Child Matters Awareness Training	GN193	Both	Corporate	1	212.65	3169.18	821.15	3245.75	7448.73	34.00	219.08	20.00	10.95	0.50	21.91	340
OGN-99	Level Two Cycle Training	GN152	Both	Role	2	156.36	2214.03	156.36	1951.28	4478.03	3.00	1492.68	10.00	149.27	2.00	74.63	60
OGN-09	PNC Names and Vehcles enquiry (via aware)	TP016	Both	Role	1	62.54	6503.89	62.54	5119.23	11748.21	6.00	1958.04	10.00	195.80	5.00	39.16	300
HST-05	Dynamic Risk Assessment Training	GN164	Officers	Corporate	1	25.02	233.46	60.81	246.57	565.86	2.00	282.93	20.00	14.15	0.50	28.29	20
HST-04	PCSO Officer Safety Refresher Training	OST008	Staff	Corporate	2	162.61	2214.06	91.57	1906.10	4374.35	6.00	729.06	16.00	45.57	1.00	45.57	96
HST-04	DDO Officer Safety Refresher Training	OST010	Staff	Corporate	1	12.51	183.46	30.41	174.82	401.20	1.00	401.20	8.00	50.15	1.00	50.15	8
HST-99	MPS Staff Personal Safety Refresher Training	OST0012	Staff	Corporate	1	12.51	183.46	30.41	174.82	401.20	1.00	401.20	4.00	100.30	1.00	100.30	4
OGN-99	Local Training Days	GN153	Both	Local	1	425.30	12454.88	1033.80	10745.06	24659.04	34.00	725.27	20.00	36.26	2.00	18.13	1360
OGN-99	Local Training Days	GN153	Both	Local	1	425.30	12454.88	1033.80	10745.06	24659.04	34.00	725.27	20.00	36.26	2.00	18.13	1360
CEF-99	CAD Browsing (locally delivered)	TC011	Both	Non Mandatory	1	75.05	650.40	75.05	618.19	1418.70	12.00	118.23	4.00	29.56	0.25	118.23	12
POR-99	IPLDP Coaching Course	GT154	Staff	Role	1	50.04	733.85	50.04	643.99	1477.91	4.00	369.48	12.00	30.79	1.00	30.79	48
	Total Tr. Type					4763.78	83816.99	7498.39	74197.06	170276.23	253						5248

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RG11-C - Greenwich RG Training																	
HST-01	Emergency Life Support	GP122	Both	Corporate	1	5212.00	20848.00	7922.24	29345.58	63327.82	100.00	633.28	10.00	63.33	1.00	63.33	1000
HST-04	Officer Safety Training Phase 1	OST001	Officers	Corporate	2	2866.60	19949.60	2866.60	22178.54	47861.34	55.00	870.21	16.00	54.39	1.00	54.39	880
HST-04	Officer Safety Training Phase 2	OST002	Officers	Corporate	2	2866.60	19949.60	2866.60	22178.54	47861.34	55.00	870.21	16.00	54.39	1.00	54.39	880
HST-04	PCSO OST	OST 008	Staff	Corporate	2	416.96	2901.76	416.96	3225.97	6961.65	8.00	870.21	16.00	54.39	1.00	54.39	128
HST-04	DDO OST	OST 011	Staff	Corporate	2	52.12	362.72	52.12	403.25	870.21	1.00	870.21	10.00	87.02	1.00	87.02	10
OGN-99	Borough Training Day	GN153	Both	Non Mandatory	1	1219.61	9381.60	1219.61	10207.94	22028.76	45.00	489.53	15.00	32.64	1.00	32.64	675
MAN-99	Supervisor Training	GN153	Both	Non Mandatory	1	881.95	6784.20	881.95	7381.76	15929.85	20.00	796.49	15.00	53.10	1.00	53.10	300
SCS-01	Metropolitan Police Special Constabulary Continuation Training	GN153	Officers	Role	1	125.09	1042.40	125.09	1116.22	2408.80	20.00	120.44	15.00	8.03	0.25	32.12	75
INV-99	Probationers Investigation Course	GN153	Officers	Non Mandatory	1	834.12	6620.00	834.12	7157.36	15445.60	5.00	3089.12	8.00	386.14	5.00	77.23	200
OGN-99	Maximising detections via the Crime Reporting Information System	GN153	Officers	Non Mandatory	1	103.27	794.40	103.27	864.37	1865.31	3.00	621.77	10.00	62.18	1.00	62.18	30
	Total Tr. Type					14578.32	88634.28	17288.56	104059.53	224560.68	312						4178
RP01-C - Royal Parks OCU - RO Training																	
HST-01	Emergency Life Saving	GP122	Both	Corporate	2	2501.76	7705.20	2501.76	26854.96	39563.68	24.00	1648.49	8.00	206.06	1.00	206.06	192
HST-04	Officer Safety Training Part 1	OST001	Officers	Corporate	2	1257.26	5043.68	757.28	14914.82	21973.04	13.00	1690.23	12.00	140.85	1.00	140.85	156
HST-04	Officer Safety Training Part 2	OST002	Officers	Corporate	2	1257.26	5043.68	757.28	14914.82	21973.04	13.00	1690.23	12.00	140.85	1.00	140.85	156
HST-04	PCSO Officer Safety Training	OST008	Staff	Corporate	2	233.01	1398.06	233.01	3939.01	5803.09	4.00	1450.77	12.00	120.90	1.00	120.90	48
OGN-99	OCU Training Round 1	GN153	Both	Local	2	1394.66	5914.31	1394.66	17335.22	26038.86	16.00	1627.43	12.00	135.62	1.00	135.62	192
OGN-99	OCU Training Round 2	GN153	Both	Local	2	1394.66	5914.31	1394.66	17335.22	26038.86	16.00	1627.43	12.00	135.62	1.00	135.62	192
SCS-01	Special Constabulary Training	GN153	Officers	Role	1	81.31	469.08	81.31	1334.83	1966.52	3.00	655.51	7.00	93.64	1.00	93.64	21
OGN-99	Cycle Training Level 1	GN151	Both	Role	1	90.87	524.27	90.87	1491.90	2197.92	3.00	732.64	6.00	122.11	1.00	122.11	18
OGN-99	Cycle Training Level 2	GN152	Both	Role	1	30.29	174.76	30.29	497.30	732.64	1.00	732.64	6.00	122.11	1.00	122.11	6
	Total Tr. Type					8241.08	32187.35	7241.12	98618.08	146287.65	93						981

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
RY11-C - Bexley RY Training																	
HST-04	Officer Safety Training Phase 1	OST001	Officers	Corporate	2	375.26	13350.90	375.26	16115.56	30216.99	30.00	1007.23	12.00	83.94	1.00	83.94	360
HST-04	Officer Safety Training Phase 2	OST002	Officers	Corporate	2	375.26	13350.90	375.26	16115.56	30216.99	30.00	1007.23	12.00	83.94	1.00	83.94	360
HST-04	MSC Officers Safety Training Phase 1	OST005	Officers	Corporate	2	75.05	2970.00	75.05	3565.76	6685.87	6.00	1114.31	16.00	69.64	1.00	69.64	96
HST-04	MSC Officers Safety Training Phase 2	OST006	Officers	Corporate	2	75.05	2970.00	75.05	3565.76	6685.87	6.00	1114.31	16.00	69.64	1.00	69.64	96
HST-04	PCSO Officer Safety Training	OST007	Staff	Corporate	1	175.12	3296.86	175.12	4168.03	7815.14	14.00	558.22	8.00	69.78	1.00	69.78	112
HST-04	DDO Officer Safety Training	OST009	Staff	Corporate	1	12.51	266.56	12.51	333.23	624.81	1.00	624.81	5.00	124.96	1.00	124.96	5
HST-01	Emergency Life Support	GP122	Both	Corporate	1	175.12	1645.84	175.12	2281.20	4277.29	28.00	152.76	6.00	25.46	1.00	25.46	168
OGN-99	Every Child Matters	GN193	Both	Corporate	1	587.91	4366.35	587.91	6333.78	11875.96	47.00	252.68	12.00	21.06	0.50	42.11	282
AOP-01	PCSO Induction Course	GN153	Staff	Non Mandatory	1	66.71	1896.28	66.71	2319.62	4349.33	2.00	2174.67	8.00	271.83	5.00	54.37	80
SCS-01	MSC Foundation Course	GN153	Officers	Role	2	3710.35	26278.51	3710.35	38512.54	72211.76	3.00	24070.59	20.00	1203.53	19.00	63.34	1140
SCS-99	MSC Continuation Training	MD032	Officers	Role	1	125.09	597.05	125.09	968.23	1815.45	20.00	90.77	20.00	4.54	0.25	18.15	100
HST-99	Supervising Safely	GN116	Officers	Corporate	1	6.25	159.24	6.25	196.28	368.03	1.00	368.03	4.00	92.01	0.50	184.02	2
HST-99	Worst Enemy Dynamic Risk	GN115	Officers	Corporate	1	6.25	159.24	6.25	196.28	368.03	1.00	368.03	8.00	46.00	0.50	92.01	4
OGN-99	Domestic Violence	CR071	Officers	Corporate	1	12.51	238.46	12.51	301.11	564.59	1.00	564.59	10.00	56.46	1.00	56.46	10
OGN-99	Cycle Training Level 1	GN151	Officers	Role	2	271.36	1836.92	271.36	2719.53	5099.17	4.00	1274.79	1.00	1274.79	1.00	1274.79	4
OGN-99	Cycle Training Level 2	GN152	Officers	Role	2	271.36	1836.92	271.36	2719.53	5099.17	4.00	1274.79	1.00	1274.79	1.00	1274.79	4
AOP-99	Presentation Skills	GN153	Both	Local	1	271.02	3703.40	271.02	4851.84	9097.29	10.00	909.73	10.00	90.97	2.00	45.49	200
HST-03	Manual Handling	GB072	Both	Corporate	1	8.34	159.24	8.34	201.05	376.97	2.00	188.49	6.00	31.41	0.50	62.83	6
HST-05	Risk Assessment	EL032	Both	Corporate	1	25.02	421.92	25.02	539.37	1011.33	2.00	505.67	10.00	50.57	1.00	50.57	20
	Total Tr. Type					6625.54	79504.59	6625.54	106004.26	198760.04	212						3049

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
SX11-C	- Barnet SX Training																
HST-01	Emergency Life Support	GP122	Both	Corporate	1	766.34	6953.89	1478.68	26237.62	35436.52	35.00	1012.47	8.00	126.56	1.00	126.56	280
HST-04	Officer Safety Training Module 1	OST001	Officers	Corporate	2	1602.72	21276.18	2879.54	73469.67	99228.11	44.00	2255.18	16.00	140.95	1.00	140.95	704
HST-04	Officer Safety Training Module 2	OST002	Officers	Corporate	2	1602.72	21276.18	2879.54	73469.67	99228.11	44.00	2255.18	16.00	140.95	1.00	140.95	704
HST-99	Personal Safety Training PCSOs	OST008	Staff	Corporate	2	437.10	5867.16	681.33	19924.69	26910.28	12.00	2242.52	16.00	140.16	1.00	140.16	192
HST-99	Personal Safety Training DDO	OST010	Staff	Corporate	2	34.75	463.51	55.10	1578.32	2131.68	1.00	2131.68	1.00	2131.68	1.00	2131.68	1
HST-99	Personal Safety Training SROs	OST012	Staff	Corporate	2	34.75	463.51	55.10	1578.32	2131.68	1.00	2131.68	8.00	266.46	1.00	266.46	8
OGN-99	Core Team Training 2/08	GN 153	Officers	Non Mandatory	1	224.58	2152.43	428.11	8000.95	10806.08	10.00	1080.61	20.00	54.03	1.00	54.03	200
OGN-99	Core Team Training 3/08	GN 153	Officers	Non Mandatory	1	224.58	2152.43	428.11	8000.95	10806.08	10.00	1080.61	20.00	54.03	1.00	54.03	200
OGN-99	Core Team Training 4/08	GN 153	Officers	Non Mandatory	1	224.58	2152.43	428.11	8000.95	10806.08	10.00	1080.61	20.00	54.03	1.00	54.03	200
INV-99	Camera Competency	CS074	Officers	Non Mandatory	2	139.57	1686.48	180.28	5722.60	7728.94	2.00	3864.47	6.00	644.08	2.00	322.04	24
OGN-99	Cycling Level 1	GN 151	Staff	Role	2	173.08	1565.21	213.79	5567.86	7519.95	2.00	3759.98	6.00	626.66	2.00	313.33	24
OGN-99	Cycling Level 2	GN152	Staff	Role	2	65.65	792.60	86.00	2693.27	3637.53	1.00	3637.53	6.00	606.26	2.00	303.13	12
OGN-09	PNC via AWARE	TP016	Both	Role	1	108.78	1182.65	169.84	4167.89	5629.15	3.00	1876.38	6.00	312.73	3.00	104.24	54
	Total Tr. Type					5639.2	67984.66	9963.53	238412.76	322000.19	175						2603

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
TP04-C - TPHQ - Central London Training Centre																	
MAN-99	Safer Neighbourhood Inspector Foundation Course	MD080	Officers	Role	2	892.10	16550.28	999.48	4985.62	23427.47	6.00	3904.58	12.00	325.38	5.00	65.08	360
MAN-99	Safer Neighbourhood Sergeant Foundation Course	MD065	Officers	Role	2	4460.44	61217.09	4925.76	19341.11	89944.41	26.00	3459.40	12.00	288.28	5.00	57.66	1560
OGN-99	Safer Neighbourhood Constable & PCSO Foundation Course	MD066	Both	Role	2	17570.09	253984.92	19896.71	80153.73	371605.44	130.00	2858.50	15.00	190.57	5.00	38.11	9750
OGN-99	Telephone Investigation Bureau Police Staff Foundation Course	GC075	Staff	Role	1	836.47	10117.59	925.96	3301.17	15181.19	5.00	3036.24	12.00	253.02	10.00	25.30	600
OGN-99	Telephone Investigation Bureau Supervisor Induction Course	GN184	Both	Role	2	272.35	2211.38	361.84	790.72	3636.29	5.00	727.26	12.00	60.60	1.00	60.60	60
OGN-99	Telephone Investigation Bureau Constable Induction Course	GN183	Officers	Role	2	357.18	3711.19	536.15	1279.49	5884.01	10.00	588.40	12.00	49.03	1.00	49.03	120
OGN-02	Custody Officer Foundation Course	MM068	Officers	Role	2	11023.81	193585.45	11822.30	59307.60	275739.16	58.00	4754.12	12.00	396.18	8.00	49.52	5568
OGN-02	Custody Officer Refresher Course	MM076	Officers	Role	1	2494.82	55969.98	5179.39	17129.58	80773.76	150.00	538.49	12.00	44.87	1.00	44.87	1800
INV-99	Evidence & Procedures Course	CR094	Officers	Role	2	10075.42	74242.45	9006.08	25654.60	118978.55	36.00	3304.96	16.00	206.56	5.00	41.31	2880
INV-99	Evidence Review Officer Course	GN185	Officers	Role	2	2170.43	17427.34	1980.84	5718.32	27296.93	12.00	2274.74	16.00	142.17	3.00	47.39	576
SCS-99	PCSO Power Set 3 Course	GC072	Staff	Role	2	32037.54	280086.83	29749.13	94998.48	436871.98	85.00	5139.67	15.00	342.64	8.00	42.83	10200
SCS-99	VPCSO Foundation Course	GC081	Staff	Role	1	877.00	7144.77	1002.28	2507.57	11531.62	7.00	1647.37	12.00	137.28	4.00	34.32	336
OGN-99	DDO Inputters Course	GC078	Staff	Role	2	6005.66	80110.80	6327.81	24993.36	117437.64	18.00	6524.31	12.00	543.69	10.00	54.37	2160
OGN-99	Case Builder's Course	GC079	Staff	Role	2	3888.23	28436.73	3558.41	9693.26	45576.63	16.00	2848.54	10.00	284.85	5.00	56.97	800
	Total Tr. Type					92961.54	1084796.8	96272.14	349854.61	1623885.08	564						36770

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TR01-C - TP Crime Training																	
HST-04	Officer Safety Training - Phase 1	OST001	Officers	Corporate	1	704.66	6634.94	704.66	1476.05	9520.31	26.00	366.17	8.00	45.77	1.00	45.77	208
HST-04	Officer Safety Training - Phase 2	OST002	Officers	Corporate	1	704.66	6634.94	704.66	1476.05	9520.31	26.00	366.17	8.00	45.77	1.00	45.77	208
HST-01	Emergency Life Support	GP122	Officers	Corporate	1	596.25	5070.56	596.25	1149.22	7412.29	22.00	336.92	6.00	56.15	1.00	56.15	132
HST-03	Manual Handling	GB072	Staff	Corporate	1	54.20	307.32	54.20	76.28	492.01	2.00	246.01	8.00	30.75	0.50	61.50	8
HST-05	Dynamic Risk Assesment	GN164	Officers	Corporate	1	271.02	2822.92	271.02	617.44	3982.41	10.00	398.24	8.00	49.78	1.00	49.78	80
	Total Tr. Type					2330.79	21470.68	2330.79	4795.04	30927.33	86						636
TW11-C - Richmond Upon Thames TW Training																	
OGN-99	local training days	GN153	Officers	Local	2	1631.18	30003.90	1631.18	11526.56	44792.83	30.00	1493.09	30.00	49.77	1.00	49.77	900
HST-03	Manual Handling	GB072	Both	Corporate	1	81.31	812.73	81.31	337.95	1313.29	3.00	437.76	10.00	43.78	0.50	87.55	15
HST-04	Officer Safety round 1	OST001	Officers	Corporate	2	1202.65	7275.01	1202.65	3354.16	13034.46	20.00	651.72	16.00	40.73	1.00	40.73	320
HST-04	Officer Safety round 2	OST002	Officers	Corporate	2	1202.65	7275.01	1202.65	3354.16	13034.46	20.00	651.72	16.00	40.73	1.00	40.73	320
HST-01	Emergency life support	GP122	Officers	Corporate	2	2412.90	18170.18	2412.90	7967.97	30963.96	40.00	774.10	8.00	96.76	1.00	96.76	320
ODR-99	Driving Assessments	DX036	Officers	Local	1	39.72	635.52	39.72	247.73	962.69	15.00	64.18	2.00	32.09	0.25	128.36	7.5
ODR-99	Fast Roads	DX017	Officers	Non Mandatory	1	26.48	820.88	26.48	302.78	1176.62	10.00	117.66	30.00	3.92	0.25	15.69	75
HST-05	Dynamic Risk assessment	GN164	Officers	Corporate	1	10.42	31.27	10.42	18.06	70.18	5.00	14.04	5.00	2.81	0.25	11.23	6.25
OGN-99	Every child matters	GN193	Officers	Corporate	2	625.44	1771.39	625.44	1047.20	4069.47	30.00	135.65	30.00	4.52	0.38	11.90	342
SCS-01	Specials training	MD023	Officers	Role	1	12.51	156.36	12.51	62.85	244.23	3.00	81.41	20.00	4.07	0.25	16.28	15
SCS-02	PCSO's local training days	GN153	Staff	Local	2	208.48	1250.88	208.48	577.90	2245.74	4.00	561.44	20.00	28.07	1.00	28.07	80
HST-04	PCSO's officer Safety	OST008	Staff	Corporate	2	135.51	917.32	135.51	411.75	1600.09	5.00	320.02	16.00	20.00	1.00	20.00	80
AOP-01	local induction training	GN155	Both	Local	1	404.17	2514.10	404.17	1151.21	4473.66	5.00	894.73	5.00	178.95	1.00	178.95	25
	Total Tr. Type					7993.42	71634.55	7993.42	30360.28	117981.68	190						2505.75

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TX11-C - Hounslow TX Training																	
HST-01	ELS	GP122	Both	Corporate	1	1040.72	1212.69	1040.72	2455.91	5750.05	21.00	273.81	8.00	34.23	0.50	68.45	84
HST-01	DE FIB TRAINING INITIAL	GN139	Both	Corporate	1	1424.20	3513.07	1424.20	4742.73	11104.21	60.00	185.07	6.00	30.85	0.50	61.69	180
HST-02	DE FIB TRAINING REQUALIFICATION	GN140	Both	Corporate	1	260.60	1303.00	260.60	1360.01	3184.21	25.00	127.37	6.00	21.23	0.50	42.46	75
HST-04	OST STAGE 1	OST001	Officers	Corporate	2	483.13	12024.62	483.13	9685.21	22676.09	32.00	708.63	16.00	44.29	1.00	44.29	512
HST-04	OST STAGE 2	OST002	Officers	Corporate	2	483.13	12024.62	483.13	9685.21	22676.09	32.00	708.63	16.00	44.29	1.00	44.29	512
HST-04	OST PCSO	OST008	Staff	Corporate	2	80.88	1516.56	80.88	1251.26	2929.59	7.00	418.51	16.00	26.16	1.00	26.16	112
OGN-99	CYCLE LEVEL 1	GN151	Both	Role	1	144.44	577.74	144.44	646.09	1512.70	2.00	756.35	12.00	63.03	1.00	63.03	24
OGN-99	CYCLE LEVEL 2	GN152	Both	Role	1	179.10	1155.48	179.10	1128.51	2642.19	2.00	1321.10	12.00	110.09	2.00	55.05	48
OGN-99	LOCAL TRAINING	GN153	Both	Local	1	3490.50	5968.92	3490.50	9654.68	22604.61	32.00	706.39	16.00	44.15	1.00	44.15	512
HST-99	FIRE AWARENESS TRAINING	GN056	Both	Corporate	2	228.35	815.53	179.42	912.02	2135.32	7.00	305.05	15.00	20.34	0.50	40.67	52.5
OGN-99	VOLUNTEER TRAINING	EO008	Staff	Role	2	461.27	1492.05	461.27	1800.17	4214.76	4.00	1053.69	15.00	70.25	1.00	70.25	60
SCS-01	MSC TRAINING	MD023	Officers	Role	2	461.27	1492.05	461.27	1800.17	4214.76	4.00	1053.69	15.00	70.25	1.00	70.25	60
HST-03	MANUAL HANDLING	GB072	Both	Corporate	1	262.68	625.44	262.68	857.97	2008.78	3.00	669.59	10.00	66.96	1.00	66.96	30
OGN-99	MISPER TRAINING	CR090	Both	Local	1	104.24	104.24	104.24	233.15	545.87	2.00	272.94	15.00	18.20	0.50	36.39	15
HST-99	SUPERVISING SAFELY	GN116	Officers	Corporate	1	104.24	208.48	104.24	310.86	727.82	1.00	727.82	15.00	48.52	1.00	48.52	15
HST-99	Worst Enemy Dynamic Risk	GN115	Officers	Corporate	1	104.24	208.48	104.24	310.86	727.82	1.00	727.82	15.00	48.52	1.00	48.52	15
	Total Tr. Type					9312.99	44242.97	9264.06	46834.81	109654.87	235						2306.5

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VK11-C - Kingston Upon Thames VK Training																	
HST-04	Officer Safety Refresher Training Stage 1	OST001	Officers	Corporate	2	542.05	7122.35	542.05	12049.14	20255.59	20.00	1012.78	16.00	63.30	1.00	63.30	320
HST-04	Officer Safety Refresher Training Stage 2	OST002	Officers	Corporate	2	542.05	7122.35	542.05	12049.14	20255.59	20.00	1012.78	16.00	63.30	1.00	63.30	320
HST-04	PCSO Officer Safety Refresher Training	OST008	Staff	Corporate	2	135.51	1655.59	135.51	2828.75	4755.36	5.00	951.07	16.00	59.44	1.00	59.44	80
HST-01	Emergency Life Support	GP122	Both	Corporate	1	1281.83	6494.32	1281.83	13299.40	22357.38	52.00	429.95	6.00	71.66	0.50	143.32	156
OGN-99	Every Child Matters Awareness Training	GN193	Both	Corporate	1	225.16	1876.32	225.16	3416.10	5742.74	18.00	319.04	14.00	22.79	0.50	45.58	126
SCS-01	Specials Training	GN153	Officers	Role	1	271.02	521.20	125.09	1346.84	2264.15	10.00	226.42	16.00	14.15	0.25	56.60	40
OGN-99	Level One Cycle Training	GN151	Both	Role	1	41.94	615.15	41.94	1026.35	1725.38	3.00	575.13	4.00	143.78	1.00	143.78	12
OGN-99	Level Two Cycle Training	GN152	Officers	Role	1	90.87	1223.30	90.87	2062.97	3468.02	3.00	1156.01	4.00	289.00	2.00	144.50	24
OGN-99	Domestic Violence Awareness	CR071	Both	Corporate	2	46.15	266.25	27.10	498.47	837.97	1.00	837.97	10.00	83.80	1.00	83.80	10
POR-99	IPLDP Coaching Course	GT154	Officers	Role	1	81.31	312.72	81.31	697.90	1173.23	3.00	391.08	10.00	39.11	0.50	78.22	15
HST-03	Manual Handling	GB072	Staff	Corporate	1	162.61	625.44	162.61	1395.82	2346.49	6.00	391.08	8.00	48.89	0.50	97.77	24
	Total Tr. Type					3420.5	27834.99	3255.52	50670.88	85181.9	141						1127
VW11-C - Merton VW Training																	
HST-04	OST1	OST 001	Officers	Corporate	2	1205.72	7538.88	817.23	3228.64	12790.47	18.00	710.58	26.00	27.33	1.00	27.33	468
HST-04	OST 2	OST 002	Officers	Corporate	2	1205.72	7538.88	817.23	3228.64	12790.47	18.00	710.58	26.00	27.33	1.00	27.33	468
HST-04	OST PCSO	OST 008	Staff	Corporate	2	344.34	2174.21	158.93	904.07	3581.54	6.00	596.92	26.00	22.96	1.00	22.96	156
HST-01	ELS	GP 122	Both	Corporate	2	2207.14	13985.80	1988.24	6139.04	24320.22	35.00	694.86	8.00	86.86	1.00	86.86	280
OGN-99	Local Training	GN153	Both	Local	2	2461.06	17244.65	1135.87	7037.35	27878.93	40.00	696.97	26.00	26.81	1.00	26.81	1040
OGN-99	Local Training CID	GN153	Officers	Local	2	492.21	3491.89	343.92	1461.40	5789.43	8.00	723.68	26.00	27.83	1.00	27.83	208
OGN-99	Local Training PCSO	GN153	Staff	Local	2	492.21	3401.89	343.92	1431.01	5669.04	8.00	708.63	26.00	27.26	1.00	27.26	208
OGN-99	Local Training MSC	GN153	Staff	Role	2	492.21	971.60	492.21	660.47	2616.49	8.00	327.06	12.00	27.26	0.24	113.56	23.04
POR-99	Volunteer Cadets	GN153	Staff	Role	4	4563.99	12114.77	3980.25	6975.70	27634.71	40.00	690.87	20.00	34.54	0.25	138.17	200
OGN-99	Level 2 cycle course	GN152	Both	Role	1	125.24	918.46	125.24	394.71	1563.66	4.00	390.92	6.00	65.15	1.00	65.15	24
HST-03	Manual Handling	GB072	Both	Corporate	1	54.20	208.48	54.20	107.00	423.89	2.00	211.95	8.00	26.49	0.50	52.99	8
INV-99	Camera Competency	CS 151	Both	Role	1	75.11	928.41	75.11	364.21	1442.83	2.00	721.42	8.00	90.18	2.00	45.09	32
ODR-99	Basic Driver assessment / Exam	GN153	Officers	Role	1	437.81	1869.00	437.81	926.75	3671.37	35.00	104.90	1.00	104.90	0.25	419.59	8.75
POR-99	IPLDP Tutors	GT154	Officers	Role	1	137.70	1012.10	137.70	434.73	1722.22	4.00	430.56	10.00	43.06	1.00	43.06	40
INV-99	Livescan	CP057	Officers	Role	2	258.62	1750.67	200.25	746.07	2955.61	4.00	738.90	8.00	92.36	1.00	92.36	32
	Total Tr. Type					14553.28	75149.69	11108.11	34039.79	134850.88	232						3195.79

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
WW11-C - Wandsworth WW Training																	
HST-01	Emergency Life Support	GP122	Both	Corporate	1	0.00	340.00	0.00	471.76	811.76	40.00	20.29	6.00	3.38	1.00	3.38	240
HST-04	Officer Safety Training Phase 1	OST001	Both	Corporate	2	2869.69	16615.88	2869.69	31018.73	53373.98	50.00	1067.48	12.00	88.96	1.00	88.96	600
HST-04	Officer Safety Training Phase 2	OST002	Both	Corporate	2	2869.69	16615.88	2869.69	31018.73	53373.98	50.00	1067.48	12.00	88.96	1.00	88.96	600
OGN-99	Borough Training Day	GN153	Both	Local	2	2017.12	11810.00	2017.12	21984.46	37828.70	50.00	756.57	20.00	37.83	1.00	37.83	1000
SCS-99	Station Reception Officer Personal Refresher	GN046	Staff	Role	2	82.41	492.48	82.41	912.03	1569.33	1.00	1569.33	9.00	174.37	1.00	174.37	9
SCS-99	Dedicated Detention Officer Personal Refresher	GN158	Staff	Role	2	57.39	336.11	57.39	625.64	1076.54	1.00	1076.54	10.00	107.65	1.00	107.65	10
SCS-99	Police Community Support Officer Personal Refresher	GN157	Staff	Role	2	459.15	2653.98	459.15	4956.67	8528.95	8.00	1066.12	12.00	88.84	1.00	88.84	96
HST-01	Defibrillator Training	GN139	Both	Corporate	1	1219.61	7165.80	1219.61	13327.32	22932.34	45.00	509.61	6.00	84.93	1.00	84.93	270
SCS-01	MSC Continuation Training	MD023	Officers	Role	2	553.74	3264.66	553.74	6066.49	10438.62	9.00	1159.85	25.00	46.39	1.00	46.39	225
INV-99	Camera Competency Course	CS074	Officers	Role	1	216.82	1450.88	216.82	2614.84	4499.36	8.00	562.42	6.00	93.74	2.00	46.87	96
POR-99	IPLDP Coaches Training	GT154	Officers	Role	2	346.18	2065.28	346.18	3826.31	6583.94	4.00	1645.99	8.00	205.75	1.00	205.75	32
HST-03	Manual Handling	GB072	Both	Corporate	1	108.41	630.44	108.41	1175.60	2022.86	4.00	505.72	10.00	50.57	0.50	101.14	20
OGN-99	Domestic Violence Training	CR071	Both	Corporate	1	187.73	1121.29	187.73	2076.80	3573.55	4.00	893.39	12.00	74.45	1.00	74.45	48
HST-99	Supervising Safely	GN116	Officers	Corporate	1	103.27	605.79	103.27	1127.14	1939.47	3.00	646.49	6.00	107.75	1.00	107.75	18
Total Tr. Type						11091.21	65168.47	11091.21	121202.52	208553.38	277						3264

Home Office Code	Course Title	MethHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
XD11-C - Ealing XB Training																	
HST-04	Officer Safety Training Stage 1	OST001	Both	Corporate	2	1332.82	21776.95	615.15	9276.13	33001.04	44.00	750.02	20.00	37.50	1.00	37.50	880
HST-04	Officer Safety Training Stage 2	OST002	Both	Corporate	2	1332.82	21776.95	615.15	9276.13	33001.04	44.00	750.02	20.00	37.50	1.00	37.50	880
HST-01	Emergency Life Support	GP122	Both	Corporate	1	1219.61	7536.15	562.90	3643.47	12962.12	45.00	288.05	6.00	48.01	1.00	48.01	270
OGN-09	PNC Names & Vehicle Via Aware	TM008	Both	Role	1	250.18	3669.25	250.18	1630.26	5799.86	20.00	289.99	8.00	36.25	1.00	36.25	160
OGN-09	PNC Names & Vehicle Via MDT	TM005	Both	Role	1	250.18	3669.25	250.18	1630.26	5799.86	20.00	289.99	8.00	36.25	0.50	72.50	80
OGN-99	Every Child Matters	GN193	Both	Corporate	2	653.60	6323.60	653.60	2983.54	10614.34	50.00	212.29	18.00	11.79	0.50	23.59	450
INV-99	CID Training	GN153	Officers	Local	1	325.23	2261.55	325.23	1138.56	4050.57	12.00	337.55	30.00	11.25	1.00	11.25	360
POR-99	IPLDP Coaches Training	GT154	Officers	Role	1	314.40	3162.93	314.40	1482.52	5274.25	20.00	263.71	10.00	26.37	0.50	52.74	100
OGN-99	Improving Borough Performance Training	GN153	Both	Local	1	534.14	5883.25	534.14	2717.96	9669.50	20.00	483.48	18.00	26.86	1.00	26.86	360
OGN-99	Improving Borough Performance Training	GN153	Both	Local	1	534.14	5883.25	534.14	2717.96	9669.50	20.00	483.48	18.00	26.86	1.00	26.86	360
OGN-99	Improving Borough Performance Training	GN153	Both	Local	1	534.14	5883.25	534.14	2717.96	9669.50	20.00	483.48	18.00	26.86	1.00	26.86	360
OGN-99	Improving Borough Performance Training	GN153	Both	Local	1	534.14	5883.25	534.14	2717.96	9669.50	20.00	483.48	18.00	26.86	1.00	26.86	360
AOP-99	Basic Excel Users Course	GN153	Both	Non Mandatory	1	200.14	2561.76	200.14	1158.12	4120.16	24.00	171.67	1.00	171.67	0.50	343.35	12
AOP-99	Basic Power Point Course	GN153	Both	Non Mandatory	1	125.09	1102.40	125.09	528.84	1881.42	10.00	188.14	1.00	188.14	0.50	376.28	5
AOP-99	Selection Skills Course	GN153	Both	Non Mandatory	1	125.09	1563.60	125.09	709.16	2522.94	10.00	252.29	6.00	42.05	1.00	42.05	60
	Total Tr. Type					8265.72	98937.39	6173.67	44328.83	157705.6	379						4697

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
XH11-C	- Hillingdon XH Training																
HST-04	Officer Safety Training	OST001	Officers	Corporate	3	2597.39	16223.53	2597.39	13596.68	35015.00	29.00	1207.41	24.00	50.31	1.00	50.31	696
HST-04	Officer Safety Training	OST002	Officers	Corporate	3	2597.39	16223.53	2597.39	13596.68	35015.00	29.00	1207.41	24.00	50.31	1.00	50.31	696
HST-01	Emergency Life Support	GP122	Both	Corporate	2	878.92	12774.73	878.92	9225.50	23758.07	32.00	742.44	12.00	61.87	1.00	61.87	384
OGN-99	Cycle Training Level 2	GN151	Both	Role	1	93.94	1764.40	93.94	1239.34	3191.62	6.00	531.94	4.00	132.98	1.00	132.98	24
AOP-01	Local Induction	GN155	Both	Role	1	311.54	5005.98	311.54	3573.41	9202.46	30.00	306.75	1.00	306.75	1.00	306.75	30
HST-03	Manual Handling	GB072	Both	Corporate	1	124.61	1238.17	62.31	904.67	2329.76	6.00	388.29	12.00	32.36	1.00	32.36	72
OGN-99	Every Child Matters	GN193	Both	Corporate	2	534.14	8229.01	534.14	5902.07	15199.37	20.00	759.97	24.00	31.67	1.00	31.67	480
OGN-99	Local Training	GN153	Both	Non Mandatory	2	1568.64	23373.17	1568.64	16829.24	43339.69	60.00	722.33	24.00	30.10	1.00	30.10	1440
SCS-99	Specials Continuation Training	GN153	Officers	Role	1	75.05	1537.39	75.05	1071.25	2758.75	6.00	459.79	24.00	19.16	1.00	19.16	144
OGN-99	Front Counter Assistant Training	GN153	Staff	Non Mandatory	1	28.40	853.15	28.40	577.64	1487.58	2.00	743.79	12.00	61.98	1.00	61.98	24
OGN-09	PNC on Aware	TM004	Officers	Role	2	722.70	10390.43	722.70	7513.57	19349.41	10.00	1934.94	12.00	161.25	3.00	53.75	360
INV-99	Livescan Training	CP056	Officers	Local	1	271.02	1429.10	125.09	1158.67	2983.88	10.00	298.39	4.00	74.60	0.50	149.19	20
POR-99	IPLDP Coaching Course	GT154	Officers	Role	2	184.58	2921.39	184.58	2088.89	5379.44	3.00	1793.15	12.00	149.43	2.00	74.71	72
SCS-99	PCSO Court Training	GN153	Staff	Role	2	54.20	1166.34	54.20	809.23	2083.98	2.00	1041.99	12.00	86.83	1.00	86.83	24
SCS-99	PCSO Personal Safety Training	OST012	Staff	Role	3	442.72	3008.01	442.72	2471.62	6365.07	5.00	1273.01	24.00	53.04	1.00	53.04	120
	Total Tr. Type					10485.24	106138.33	10277.01	80558.46	207459.08	250						4586

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
YE11-C - Enfield YE Training																	
HST-04	officer safety training police officers d1	OST001	Officers	Corporate	3	3137.33	20117.50	3137.33	24197.21	50589.37	32.00	1580.92	18.00	87.83	1.00	87.83	576
HST-04	officer safety training police officers d2	OST002	Officers	Corporate	3	3137.33	20117.50	3137.33	24197.21	50589.37	32.00	1580.92	18.00	87.83	1.00	87.83	576
HST-01	emergency life support	GP122	Both	Corporate	1	2385.01	14821.84	2385.01	17962.47	37554.33	88.00	426.75	8.00	53.34	1.00	53.34	704
OGN-99	every child matters	GN-193	Both	Corporate	2	1204.84	6822.77	1204.84	8464.62	17697.07	35.00	505.63	20.00	25.28	0.50	50.56	350
OGN-99	local training	GN 153	Both	Non Mandatory	1	2953.27	18486.72	2953.27	22364.54	46757.79	48.00	974.12	20.00	48.71	1.00	48.71	960
POR-99	initial police learning development coaches course	GT154	Officers	Role	1	81.31	514.35	81.31	620.66	1297.62	3.00	432.54	10.00	43.25	1.00	43.25	30
OGN-09	police national computer names and vehicles via aware	TP106	Both	Role	1	325.23	9335.52	325.23	9155.48	19141.46	12.00	1595.12	8.00	199.39	4.00	49.85	384
HST-04	officer safety training other staff	OST001	Staff	Corporate	1	204.12	3872.38	204.12	3924.61	8205.22	7.30	1124.00	18.00	62.44	1.00	62.44	131.4
Total Tr. Type						13428.44	94088.58	13428.44	110886.8	231832.23	257.3						3711.4

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YR11-C	- Haringey YR Training																
HST-01	Emergency Life Support	GP122	Both	Corporate	2	2547.24	12248.83	2013.10	25188.69	41997.86	60.00	699.96	16.00	43.75	0.50	87.50	480
AOP-99	Assertiveness Training	CM040	Both	Non Mandatory	1	788.05	1100.77	162.61	3074.10	5125.54	6.00	854.26	8.00	106.78	1.00	106.78	48
INV-99	Livescan User Training	CP057	Both	Role	1	312.72	162.61	25.02	749.78	1250.13	6.00	208.36	6.00	34.73	0.13	267.12	4.68
OGN-99	Domestic Abuse (Violence) Training	GN056	Staff	Corporate	1	258.51	733.85	108.41	1649.51	2750.28	4.00	687.57	10.00	68.76	1.00	68.76	40
HST-05	Dynamic Risk Assessment	GN164	Both	Corporate	1	81.31	275.19	25.02	571.71	953.23	3.00	317.74	4.00	79.44	0.50	158.87	6
HST-04	Officer Safety Training 01	OST001	Both	Corporate	4	3099.19	39180.96	1783.95	60186.25	104250.35	39.00	2673.09	20.00	133.65	1.00	133.65	780
HST-04	Officer Safety Training 02	OST002	Both	Corporate	4	3099.19	31380.96	1783.95	54342.07	90606.17	39.00	2323.24	20.00	116.16	1.00	116.16	780
HST-99	Personal Safety Awareness	GN046	Staff	Non Mandatory	1	550.39	1100.77	325.23	2961.64	4938.03	12.00	411.50	8.00	51.44	0.50	102.88	48
AOP-99	Mentoring Skills	MD058	Staff	Non Mandatory	1	383.60	1467.70	216.82	3099.10	5167.22	8.00	645.90	8.00	80.74	1.00	80.74	64
POR-99	IPLDP Coaching Course	GT154	Officers	Role	1	222.43	1398.14	190.66	2714.14	4525.37	12.00	377.11	3.00	125.70	0.50	251.41	18
INV-99	PNC Refresher	GN153	Both	Role	1	162.61	1100.77	162.61	2136.87	3562.87	6.00	593.81	4.00	148.45	1.00	148.45	24
INV-99	PNC Via Aware	GN153	Both	Role	1	162.61	3289.81	162.61	5417.17	9032.21	6.00	1505.37	4.00	376.34	3.00	125.45	72
INV-99	PNC Via MDT	GN153	Both	Role	1	162.61	2189.04	162.61	3767.66	6281.93	6.00	1046.99	4.00	261.75	2.00	130.87	48
SCS-99	Special Constables Continuation Training	GN153	Staff	Role	2	262.68	1100.77	162.61	2286.83	3812.90	6.00	635.48	10.00	63.55	0.50	127.10	30
MAN-99	Leadership Management Training	GN153	Both	Non Mandatory	1	693.77	926.80	201.25	2730.01	4551.83	2.00	2275.92	20.00	113.80	2.00	56.90	80
HST-03	Manual Handling	GB072	Staff	Corporate	1	81.31	550.39	81.31	1068.44	1781.44	3.00	593.81	15.00	39.59	1.00	39.59	45
OGN-99	PCSO Firearms Awareness	GN177	Staff	Corporate	1	50.04	275.19	100.07	637.32	1062.62	12.00	88.55	7.00	12.65	0.12	105.42	10.08
OGN-99	Every Child Matters	GN193	Staff	Corporate	1	375.26	5503.87	750.53	9934.60	16564.26	60.00	276.07	16.00	17.25	0.50	34.51	480
OGN-99	Borough Training Days	GN152	Staff	Local	1	2606.00	9173.12	1355.12	19681.77	32816.01	50.00	656.32	20.00	32.82	1.00	32.82	1000
OGN-99	Staff Development Days	GN153	Officers	Local	1	542.05	4484.63	271.02	7938.65	13236.35	10.00	1323.64	40.00	33.09	1.00	33.09	400
OGN-99	Training updates	GN153	Officers	Local	1	340.76	531.42	190.66	1592.66	2655.49	72.00	36.88	30.00	1.23	0.03	40.98	64.8
HST-01	Emergency Life Support for licensees (external)	GP122	Officers	Local	1	81.31	550.39	81.31	1068.44	1781.44	3.00	593.81	8.00	74.23	1.00	74.23	24
OGN-99	Conel partnership (external)	GN153	Officers	Local	1	781.80	1094.52	50.04	2886.67	4813.03	3.00	1604.34	15.00	106.96	2.00	53.48	90
	Total Tr. Type					17645.44	119820.5	10366.52	215684.08	363516.56	428						4636.56

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
ZD11-C	- Croydon ZD Training																
HST-01	Emergency Life Support	GP122	Both	Corporate	1	1530.49	14518.82	1530.49	15340.82	32920.62	120.00	274.34	8.00	34.29	0.63	54.43	604.8
HST-04	Officer safety Phase 1 (Bulk training)	OST001	Officers	Corporate	3	312.72	19195.38	312.72	15987.46	35808.28	25.00	1432.33	25.00	57.29	1.00	57.29	625
HST-04	Officer safety Phase 1 (Small Dojo)	OST001	Officers	Corporate	1	462.83	6793.29	462.83	6735.85	14454.79	37.00	390.67	4.00	97.67	1.00	97.67	148
HST-04	Officer safety Phase 2 (Bulk Training)	OST002	Officers	Corporate	3	312.72	19195.38	312.72	15987.46	35808.28	25.00	1432.33	25.00	57.29	1.00	57.29	625
HST-04	Officer Safety Phase 2 (Small Dojo)	OST002	Officers	Corporate	1	462.83	6793.29	462.83	6735.85	14454.79	37.00	390.67	4.00	97.67	1.00	97.67	148
OGN-99	Local training (Teams)	GN153	Both	Local	2	542.05	7301.80	542.05	7317.86	15703.76	20.00	785.19	25.00	31.41	1.00	31.41	500
OGN-99	Local training (SNT and Town Centre)	GN153	Both	Local	2	542.05	7301.80	542.05	7317.86	15703.76	20.00	785.19	25.00	31.41	1.00	31.41	500
OGN-99	Local Training (CID)	GN153	Officers	Local	2	542.05	7301.80	542.05	7317.86	15703.76	20.00	785.19	15.00	52.35	1.00	52.35	300
OGN-99	Local Training (Special employed)	GN153	Both	Local	2	542.05	7301.80	542.05	7317.86	15703.76	20.00	785.19	15.00	52.35	1.00	52.35	300
AOP-01	Local Induction days	GN155	Both	Local	1	312.72	4591.56	312.72	4552.56	9769.56	25.00	390.78	8.00	48.85	1.00	48.85	200
INV-99	Overt Camera Competancy	CS264	Officers	Non Mandatory	1	125.09	1844.62	125.09	1828.00	3922.80	10.00	392.28	6.00	65.38	1.00	65.38	60
HST-04	Officer Safety DDO	OST-010-DD	Staff	Corporate	1	37.53	555.40	37.53	550.16	1180.61	3.00	393.54	4.00	98.38	1.00	98.38	12
HST-04	Officer Safety PCSO	OST-008-PC	Staff	Corporate	1	475.33	6976.51	475.33	6917.57	14844.75	38.00	390.65	4.00	97.66	1.00	97.66	152
HST-04	Officer Safety SRO	OST-012-MP	Staff	Corporate	1	50.04	738.85	50.04	732.07	1570.99	4.00	392.75	4.00	98.19	1.00	98.19	16
INV-99	Camera Competancy	CS074	Officers	Non Mandatory	1	135.51	1834.20	135.51	1837.10	3942.32	5.00	788.46	6.00	131.41	2.00	65.71	60
SCS-01	Metropolitan Police Speacial Constabulary Local Training	GN153	Officers	Role	1	125.09	1844.62	125.09	1828.00	3922.80	10.00	392.28	15.00	26.15	1.00	26.15	150
HST-05	Dynamic Risk Assessment (Worst Enemy)	GN164	Both	Corporate	1	312.72	2611.00	312.72	2824.24	6060.68	25.00	242.43	8.00	30.30	0.50	60.61	100
OGN-09	PNC on aware Names and Vehicles	TM008-PNC	Both	Role	1	1292.58	18262.85	1292.58	18192.78	39040.78	20.00	1952.04	4.00	488.01	5.00	97.60	400
	Total Tr. Type					8116.4	134962.97	8116.4	129321.36	280517.09	464						4900.8

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
ZT11-C	- Sutton ZT Training																
HST-04	Officer Safety Refresher Training Stage 1	GN135	Officers	Corporate	2	1770.65	11322.13	835.54	7484.36	21412.68	20.00	1070.63	18.00	59.48	0.75	79.31	270
HST-04	Officer Safety Refresher Training Stage 2	GN136	Officers	Corporate	2	1770.65	11322.13	835.54	7484.36	21412.68	20.00	1070.63	18.00	59.48	0.75	79.31	270
HST-04	PCSO Officer Safety Refresher Training	OST008	Staff	Corporate	2	762.44	2120.66	358.65	1741.95	4983.70	10.00	498.37	20.00	24.92	0.50	49.84	100
HST-01	Emergency Life Support	GP122	Both	Corporate	2	467.59	4203.53	467.59	2761.28	7899.99	12.00	658.33	12.00	54.86	0.67	81.88	96.48
HST-05	Dynamic Risk Assessment	GN164	Both	Corporate	2	769.66	1149.09	180.25	1127.89	3226.89	6.00	537.82	20.00	26.89	0.50	53.78	60
OGN-99	Domestic Violence	CR071	Officers	Corporate	1	340.92	529.08	106.09	524.49	1500.57	3.00	500.19	20.00	25.01	1.00	25.01	60
OGN-99	Borough Training Days	GN153	Both	Local	5	3011.66	9766.96	574.53	7175.29	20528.44	30.00	684.28	28.00	24.44	1.00	24.44	840
OGN-99	Natural Borne Killers	GN153	Officers	Role	2	350.42	1454.52	300.42	1131.31	3236.67	10.00	323.67	30.00	10.79	0.40	26.97	120
OGN-09	PNC on Aware	TN004	Officers	Role	1	569.17	5680.20	212.31	3472.17	9933.84	15.00	662.26	8.00	82.78	2.00	41.39	240
OGN-99	Cycle Training L1	GN151	Officers	Role	2	62.62	793.23	79.14	502.42	1437.42	4.00	359.36	3.00	119.79	0.50	239.57	6
OGN-99	Cycle Training L2	GN152	Officers	Role	2	62.62	793.23	84.65	505.38	1445.89	4.00	361.47	3.00	120.49	0.50	240.98	6
AOP-99	IT Workshop	GN153	Both	Local	1	113.46	523.65	72.16	381.13	1090.40	6.00	181.73	4.00	45.43	0.50	90.87	12
AOP-99	Introduction to Excel	GN153	Both	Local	1	113.46	523.65	61.87	375.60	1074.58	6.00	179.10	4.00	44.77	0.50	89.55	12
AOP-99	Excel Advanced	GN153	Both	Local	1	113.46	538.65	61.87	383.66	1097.64	6.00	182.94	4.00	45.74	0.50	91.47	12
AOP-99	Introduction to Powerpoint	GN153	Both	Local	1	70.13	294.91	35.07	215.00	615.11	4.00	153.78	4.00	38.44	0.50	76.89	8
POR-99	IPLDP Support	GN153	Officers	Role	1	1355.12	13596.18	432.61	8266.52	23650.43	26.00	909.63	5.25	173.26	5.00	34.65	682.5
	Total Tr. Type					11704.03	64611.80	4698.29	43532.81	124546.93	182.00						2794.98
	TP Business Group Total					560237.87	5491640.06	547324.53	4078676.96	10677879.58	11715.30						275716.52
	Sustaining Overheads									4,307,540.75							
	Total Costs									15,109,967.26							

Fig 5: Total Training Student Days in Territorial Policing for 2008/9 by Home Office



Training days in Territorial Policing are mainly Health and Safety, this makes up 52% of the total student days planned in TP. They also deliver a considerable amount of General Operational Training. In addition they deliver a small amount of Public Access, Specials/PCSO, Recruit and Investigative skills training, Leadership and Administrative training.

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Table 6: Specialist Crime Directorate																	
Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
SC01-C	- SCD1 Homicide Training																
HST-04	Officer Safety Training Cycle One	OST001	Officers	Corporate	2	5105.36	33114.70	3701.12	37599.70	79520.88	85.00	935.54	10.00	93.55	1.00	93.55	850
HST-04	Officer Safety Training Cycle Two	OST002	Officers	Corporate	2	5105.36	33114.70	3701.12	37599.70	79520.88	85.00	935.54	10.00	93.55	1.00	93.55	850
HST-01	Emergency Life Support	GN122	Both	Corporate	1	3433.41	10157.09	3798.29	15596.25	32985.04	50.00	659.70	10.00	65.97	1.00	65.97	500
HST-05	Dynamic Risk Assessment	GN164	Officers	Corporate	1	91.22	312.72	91.22	444.11	939.26	3.00	313.09	8.00	39.14	0.50	78.27	12
AOP-01	Homicide Induction - police	GN155	Officers	Local	3	2040.14	37534.31	885.53	36289.13	76749.11	12.00	6395.76	10.00	639.58	5.00	127.92	600
AOP-01	Homicide Induction - police staff	GN155	Staff	Local	1	667.17	861.01	322.06	1659.51	3509.75	4.00	877.44	10.00	87.74	1.00	87.74	40
AOP-01	Coroners Officer Induction	GN155	Staff	Local	1	586.84	1581.08	418.99	2320.24	4907.15	4.00	1226.79	10.00	122.68	2.00	61.34	80
INV-99	Tier 2 Investigative Interviewing	CS188	Officers	Role	2	3269.13	45327.05	2237.21	45593.19	96426.58	24.00	4017.77	8.00	502.22	5.00	100.44	960
INV-99	Achieving Best Evidence (ABE) Refresher	GP157	Officers	Role	2	929.80	12298.02	733.61	12522.20	26483.62	10.00	2648.36	10.00	264.84	3.00	88.28	300
INV-99	Effective Interviewing & Statement Taking for Coroners Officers	Awaits	Staff	Role	2	717.30	3624.49	347.12	4205.55	8894.46	4.00	2223.62	8.00	277.95	2.00	138.98	64
INV-99	Disclosure	CA014	Both	Local	1	2338.92	5485.54	1305.47	8188.76	17318.69	24.00	721.61	10.00	72.16	1.00	72.16	240
INV-99	CCTV Officer	CO011	Both	Local	1	1104.16	1153.27	874.12	2808.73	5940.28	12.00	495.02	10.00	49.50	0.50	99.00	60
INV-99	House to House Enquiries / CoOrdinator	GP147	Both	Local	1	744.15	1378.43	874.12	2687.78	5684.48	12.00	473.71	10.00	47.37	0.50	94.74	60
INV-99	SCD1 Case Officer	CR066	Officers	Local	1	586.93	1178.00	493.89	2025.98	4284.81	9.00	476.09	10.00	47.61	0.50	95.22	45
INV-99	Camera Competency	CS074	Officers	Role	2	486.77	4725.27	347.34	4986.29	10545.67	4.00	2636.42	6.00	439.40	3.00	146.47	72
HST-01	First Aid at Work	GP036	Both	Role	2	497.28	5472.60	238.27	5568.17	11776.31	3.00	3925.44	12.00	327.12	5.00	65.42	180
HST-02	First Aid at Work Requalification	GB017	Both	Role	2	280.07	4378.08	317.70	4462.91	9438.76	4.00	2359.69	12.00	196.64	3.00	65.55	144
HST-99	Personal Safety - Police Staff	GN046	Staff	Local	2	1557.67	6717.06	1302.33	8589.80	18166.86	18.00	1009.27	12.00	84.11	1.00	84.11	216
AOP-99	Selection Interviewing	Awaits	Both	Non Mandatory	2	487.84	1466.50	144.73	1882.69	3981.76	2.00	1990.88	8.00	248.86	2.00	124.43	32
OGN-99	Every Child Matters	GN193	Both	Corporate	1	2356.63	9614.17	1178.32	11793.63	24942.75	90.00	277.14	12.00	23.10	0.50	46.19	540
	Total Tr. Type					32386.15	219494.09	23312.56	246824.32	522017.10	459.00						5845.00

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
SC02-C - SCD12, 14, 15, 20 Training																	
HST-04	OFFICER SAFETY TRAINING- STAGE 1	MPS-OST001	Officers	Corporate	2	349.52	2097.09	349.52	10200.08	12996.20	6.00	2166.03	16.00	135.38	1.00	135.38	96
HST-04	OFFICER SAFETY TRAINING- STAGE 2	MPS-OST002	Officers	Corporate	2	349.52	2097.09	349.52	10200.08	12996.20	6.00	2166.03	16.00	135.38	1.00	135.38	96
HST-01	EMERGENCY LIFE SAVING	MPS-GP122	Both	Corporate	2	174.76	1048.55	174.76	5100.04	6498.10	3.00	2166.03	12.00	180.50	1.00	180.50	36
HST-03	MANUAL HANDLING	MPS-EX094	Both	Corporate	1	9.27	58.73	9.27	281.91	359.19	1.00	359.19	10.00	35.92	0.50	71.84	5
OGN-99	EVERY CHILD MATTERS	GN193	Officers	Corporate	1	160.73	618.20	160.73	3427.83	4367.49	8.00	545.94	12.00	45.49	0.50	90.99	48
	Total Tr. Type					1043.80	5919.66	1043.80	29209.94	37217.18	24.00						281.00
SC04-C - SCD4 Non Technical Forensic Training																	
HST-99	Safety at Work	CS165	Both	Non Mandatory	1	283.44	1123.24	283.44	4050.57	5740.70	8.00	717.59	12.00	59.80	0.50	119.60	48
HST-03	Manual Handling	GB072	Both	Corporate	1	425.17	1337.34	425.17	5242.98	7430.65	12.00	619.22	12.00	51.60	0.50	103.20	72
HST-01	Emergency Life Support	GP122	Both	Corporate	1	1849.95	5066.50	1849.95	21009.60	29776.00	40.00	744.40	8.00	93.05	1.00	93.05	320
MAN-99	Management Development	EM043	Both	Role	1	554.99	5452.63	554.99	15368.49	21931.10	12.00	1827.59	12.00	152.30	3.00	50.77	432
AOP-99	Presentation Skills	MD070	Both	Non Mandatory	1	554.99	2047.12	554.99	7566.32	10723.42	12.00	893.62	6.00	148.94	1.00	148.94	72
AOP-99	Mentoring	MD058	Both	Non Mandatory	1	354.31	1865.04	354.31	6168.02	8741.67	10.00	874.17	12.00	72.85	1.00	72.85	120
AOP-99	Assertiveness	MD040	Both	Non Mandatory	1	354.31	1925.04	354.31	6311.82	8945.47	10.00	894.55	10.00	89.45	1.00	89.45	100
AOP-99	Minute Taking	CM041	Both	Non Mandatory	1	212.58	1335.98	212.58	4220.78	5981.93	6.00	996.99	10.00	99.70	1.00	99.70	60
OGN-99	Every Child Matters	GN193	Both	Role	1	1942.45	6277.06	1942.45	24354.20	34516.16	42.00	821.81	10.00	82.18	1.00	82.18	420
AOP-99	Project Management	MD061	Both	Non Mandatory	1	462.49	1820.04	462.49	6578.73	9323.75	10.00	932.38	12.00	77.70	1.00	77.70	120
MAN-99	Personal Development Review Workshop	MD076	Both	Non Mandatory	1	354.31	1815.04	354.31	6048.19	8571.84	10.00	857.18	10.00	85.72	1.00	85.72	100
MAN-99	MetAIR Workshop	GN153	Both	Non Mandatory	1	185.00	959.02	185.00	3185.11	4514.12	4.00	1128.53	12.00	94.04	1.00	94.04	48
	Total Tr. Type					7533.99	31024.05	7533.99	110104.81	156196.81	176.00						1912.00

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
SC05-C	- SCD5 Child Protection Group Training																
INV-99	Specialist Child Abuse Investigators Development Programme	SCD5-CS-250	Officers	Role	2	3610.35	39760.41	3610.35	43342.85	90323.96	12.00	7527.00	6.00	1254.50	5.00	250.90	360
INV-99	Joint Investigation	SCD5-CS-200	Officers	Role	1	1819.62	27138.63	1819.62	28314.44	59092.30	12.00	4924.36	6.00	820.73	5.00	164.15	360
INV-99	Achieving Best Evidence	SCD5-CS-198	Officers	Role	2	3610.35	34160.37	3610.35	38148.85	79529.92	12.00	6627.49	6.00	1104.58	5.00	220.92	360
HST-99	Worst Enemy Dynamic Risk	GN115	Officers	Corporate	1	312.90	2118.08	312.90	2544.92	5288.79	10.00	528.88	8.00	66.11	1.00	66.11	80
HST-99	Supervising Safely	MPS GN116	Officers	Corporate	1	187.74	1270.84	187.74	1526.95	3173.27	6.00	528.88	8.00	66.11	1.00	66.11	48
HST-03	Manual Handling	GB072	Both	Corporate	1	125.16	847.23	125.16	1017.97	2115.52	4.00	528.88	8.00	66.11	1.00	66.11	32
HST-01	Emergency Life Support	MPS GP122	Officers	Corporate	2	722.07	5054.49	722.07	6027.44	12526.07	12.00	1043.84	12.00	86.99	1.00	86.99	144
OGN-99	CAD Browse (locally trained)	MPS TC011	Both	Non Mandatory	1	99.12	627.78	99.12	766.13	1592.15	12.00	132.68	2.00	66.34	0.50	132.68	12
OGN-99	Police Conference Liaison Officer Foundation Course	MPS GN178	Staff	Role	2	180.52	1313.63	180.52	1506.86	3181.53	3.00	1060.51	8.00	132.56	1.00	132.56	24
HST-04	Officer Safety Training Stage 1	MPS OST001	Officers	Corporate	2	1083.11	12031.88	1083.11	13168.64	27366.73	18.00	1520.37	20.00	76.02	1.00	76.02	360
HST-04	Officer Safety Training Stage 2	MPS OST002	Officers	Corporate	2	1083.11	12031.88	1083.11	13168.64	27366.73	18.00	1520.37	20.00	76.02	1.00	76.02	360
	Total Tr. Type					12834.05	136355.22	12834.05	149533.69	311556.97	119.00						2140.00

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
SC06-C - SCD6 Economic & Specialist Crime Trai																	
HST-04	OFFICER SAFETY TRAINING 1	OST001	Officers	Corporate	1	794.28	9928.47	794.28	23091.19	34608.21	55.00	629.24	8.00	78.66	1.00	78.66	440
HST-04	OFFICER SAFETY TRAINING 2	OST002	Officers	Corporate	1	794.28	9928.47	794.28	23091.19	34608.21	55.00	629.24	8.00	78.66	1.00	78.66	440
HST-01	EMERGENCY LIFE SUPPORT	GP122	Both	Corporate	1	433.24	6354.22	433.24	14477.23	21697.93	30.00	723.26	12.00	60.27	1.00	60.27	360
INV-99	ACCREDITED FINANCIAL INVESTIGATOR SAFETY TRAINING	GN157	Staff	Role	1	57.77	722.07	57.77	1679.36	2516.96	4.00	629.24	8.00	78.66	1.00	78.66	32
HST-05	DYNAMIC RISK ASSESSMENT	GN164	Both	Corporate	1	94.86	1106.52	94.86	2598.89	3895.12	6.00	649.19	16.00	40.57	1.00	40.57	96
INV-99	CASH SEIZURE AWARENESS	CR095	Both	Local	1	32.28	236.72	32.28	604.06	905.34	2.00	452.67	25.00	18.11	0.50	36.21	25
INV-99	ENHANCED AUTOCRIME COURSE	DA008	Officers	Business Group	1	64.56	1614.00	64.56	3494.89	5238.01	8.00	654.75	20.00	32.74	1.00	32.74	160
HST-03	MANUAL HANDLING	GB072	Both	Corporate	1	70.13	491.62	70.13	1266.90	1898.78	4.00	474.70	12.00	39.56	0.50	79.12	24
INV-99	FINANCIAL INVESTIGATOR MANAGEMENT TRAINING	CP090	Officers	Business Group	2	96.84	11298.00	96.84	23040.39	34532.07	12.00	2877.67	25.00	115.11	2.00	57.55	600
INV-99	FINANCIAL INVESTIGATOR AWARENESS TRAINING	GF022	Both	Business Group	1	64.56	2421.00	64.56	5112.89	7663.01	12.00	638.58	25.00	25.54	1.00	25.54	300
OGN-99	EVERY CHILD MATTTTERS	GN193	Officers	Corporate	1	180.52	2647.59	180.52	6032.19	9040.82	25.00	361.63	16.00	22.60	0.50	45.20	200
INV-99	ADVANCED AUTOCRIME INVESTIGATIONS COURSE	DA009	Officers	Role	1	174.85	5043.75	174.85	10813.66	16207.11	5.00	3241.42	10.00	324.14	5.00	64.83	250
HST-05	RISK ASSESSMENT WORKSHOP	EL032	Both	Corporate	1	48.14	423.61	48.14	1042.36	1562.25	4.00	390.56	10.00	39.06	0.50	78.11	20
	Total Tr. Type					2906.31	52216.04	2906.31	116345.20	174373.82	222.00						2947.00

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
SC07-C	- SCD7/8 Serious & Organised Crime/ Tri																
HST-04	Officer Safety training	GN135	Both	Corporate	2	9627.60	58229.60	9627.60	86241.05	163725.85	160.00	1023.29	10.00	102.33	1.00	102.33	1600
HST-01	ELS	GP122	Officers	Corporate	1	2694.46	7494.94	2694.46	14339.82	27223.69	75.00	362.98	8.00	45.37	0.50	90.75	300
HST-99	Worst Enemy	EX164	Both	Corporate	1	312.90	1417.75	312.90	2274.47	4318.01	10.00	431.80	10.00	43.18	0.50	86.36	50
HST-99	Supervising Safely	GN116	Officers	Corporate	1	144.41	671.61	144.41	1068.98	2029.42	10.00	202.94	5.00	40.59	0.50	81.18	25
AOP-99	Selection Interviewing	EX111	Both	Non Mandatory	3	802.64	9753.25	802.64	12642.11	24000.64	10.00	2400.06	8.00	300.01	2.00	150.00	160
AOP-99	Minute Taking	CM034	Both	Non Mandatory	2	256.91	1696.45	256.91	2460.03	4670.29	5.00	934.06	8.00	116.76	1.00	116.76	40
OGN-99	Every Child Matters	No code yet	Officers	Corporate	1	2659.62	15558.19	2659.62	23236.72	44114.16	85.00	518.99	10.00	51.90	1.00	51.90	850
	Total Tr. Type					16498.54	94821.79	16498.54	142263.18	270082.06	355.00						3025.00

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course	
SC10-C	- SCD26 PNC Bureau Training																	
AOP-04	PNC QUEST-QUERY USING EXTENDED SEARCH TECHNIQUE	HR3(13)-TP013	Both	Role	1	71.59	899.85	137.67	223.57	1332.68	4.00	333.17	5.00	66.63	2.00	33.32	40	
AOP-04	PNC VODS - VEHICLE ON LINE DATA SEARCH	HR3(13)-TP012	Both	Role	1	80.37	1009.90	154.55	250.93	1495.75	4.00	373.94	5.00	74.79	2.00	37.39	40	
AOP-04	PNC 2 WEEK UPDATING RESULTING PNC VIA NSPIS LIBRA	HR3(13)-TM004	Staff	Business Group	1	905.88	13532.57	175.33	2945.82	17559.60	10.00	1755.96	5.00	351.19	10.00	35.12	500	
AOP-04	NSPIS CUSTODY SEARCH & INTERPRETATION	HR3(13)-TM004	Staff	Role	1	561.06	8014.10	210.40	1770.98	10556.54	12.00	879.71	5.00	175.94	5.00	35.19	300	
OGN-10	PNC VEHICLE & PROPERTY SEARCH & UPDATE	HR3(13)-TM004	Both	Role	1	122.73	1681.26	245.46	413.13	2462.59	14.00	175.90	5.00	35.18	1.00	35.18	70	
AOP-04	MERLIN SEARCH & UPDATE	HR3(13)-TS108	Both	Role	1	561.06	8014.10	210.40	1770.98	10556.54	12.00	879.71	5.00	175.94	5.00	35.19	300	
OGN-09	PORTEUS SEARCH & INTERPRETATION	HR3(13)-TM004	Both	Role	1	455.86	2847.10	210.40	708.22	4221.58	12.00	351.80	5.00	70.36	2.00	35.18	120	
OGN-09			Staff	Role	1	105.20	1441.08	210.40	354.11	2110.79	12.00	175.90	5.00	35.18	1.00	35.18	60	
	Total Tr. Type																	
						2863.75	37439.96	1554.61	8437.74	50296.07	80.00							1430.00

Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
SC11-C	- SCD11/10 Training inc MIB, Surveillan																
INV-07	Level One Surveillance Awareness	CS155	Officers	Role	1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00	1.00	0.00	0
INV-07	Surveillance Course Level I Advanced Surveillance Course	CS155	Officers	Role	8	636.48	28046.00	4873.20	5095.26	38650.94	2.00	19325.47	12.00	1610.46	5.00	322.09	120
INV-07	Surveillance Course Level II	CS259	Officers	Role	12	3788.55	207842.41	43680.60	38767.79	294079.35	3.00	98026.45	12.00	8168.87	20.00	408.44	720
INV-07	Surveillance Course Level III	CS057	Officers	Role	10	45590.03	433599.00	91149.75	86603.11	656941.89	6.00	109490.32	12.00	9124.19	25.00	364.97	1800
INV-07	Surveillance Urban Observation Post Course	CS261	Officers	Role	10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00	7.00	0.00	
INV-07	Advanced Surveillance Camera Competency Course	CS267	Officers	Role	2	5096.90	40775.20	5096.90	7739.39	58708.39	8.00	7338.55	12.00	611.55	10.00	61.15	960
INV-07	Prison Debriefing Course	CS268	Officers	Role	2	3211.05	25484.50	3211.05	4844.86	36751.45	10.00	3675.15	12.00	306.26	5.00	61.25	600
INV-99	Test Purchasers Course	CR114	Officers	Role	5	2107.35	36338.07	2107.35	6157.74	46710.51	6.00	7785.09	10.00	778.51	5.00	155.70	300
INV-99	Decoy Operations	CS086	Officers	Role	5	2261.40	19662.14	2261.40	3672.36	27857.31	3.00	9285.77	10.00	928.58	5.00	185.72	150
INV-99	Informant Handling Level II	CS098	Officers	Role	5	3857.57	41935.94	3857.57	7539.27	57190.35	3.00	19063.45	18.00	1059.08	11.00	96.28	594
INV-08	Advanced Informant Handling III	CS094	Officers	Role	4	2107.35	29268.75	2107.35	5084.30	38567.75	6.00	6427.96	10.00	642.80	5.00	128.56	300
INV-08	Emergency Life Support	CS095	Officers	Role	5	7006.99	78194.69	7006.99	14001.43	106210.09	4.00	26552.52	10.00	2655.25	15.00	177.02	600
HST-01	INI IMPACT Users Course	GP122	Both	Corporate	1	3636.88	24618.88	3636.88	4842.74	36735.38	104.00	353.22	8.00	44.15	1.00	44.15	832
OGN-99	Every Child Matters	CP091	Both	Role	2	215.07	2895.20	215.07	504.94	3830.28	10.00	383.03	12.00	31.92	1.00	31.92	120
HST-04	OST Stage 1		Officers	Corporate	1	99.26	1455.87	99.26	251.21	1905.61	10.00	190.56	12.00	15.88	0.50	31.76	60
HST-04	OST Stage 2	OST 001	Officers	Corporate	2	979.16	13181.00	979.16	2298.83	17438.15	28.00	622.79	16.00	38.92	1.00	38.92	448
		OST 002	Officers	Corporate	2	979.16	13181.00	979.16	2298.83	17438.15	28.00	622.79	16.00	38.92	1.00	38.92	448
	Total Tr. Type					81573.20	996478.65	171261.69	189702.06	1439015.60	231.00						8052.00

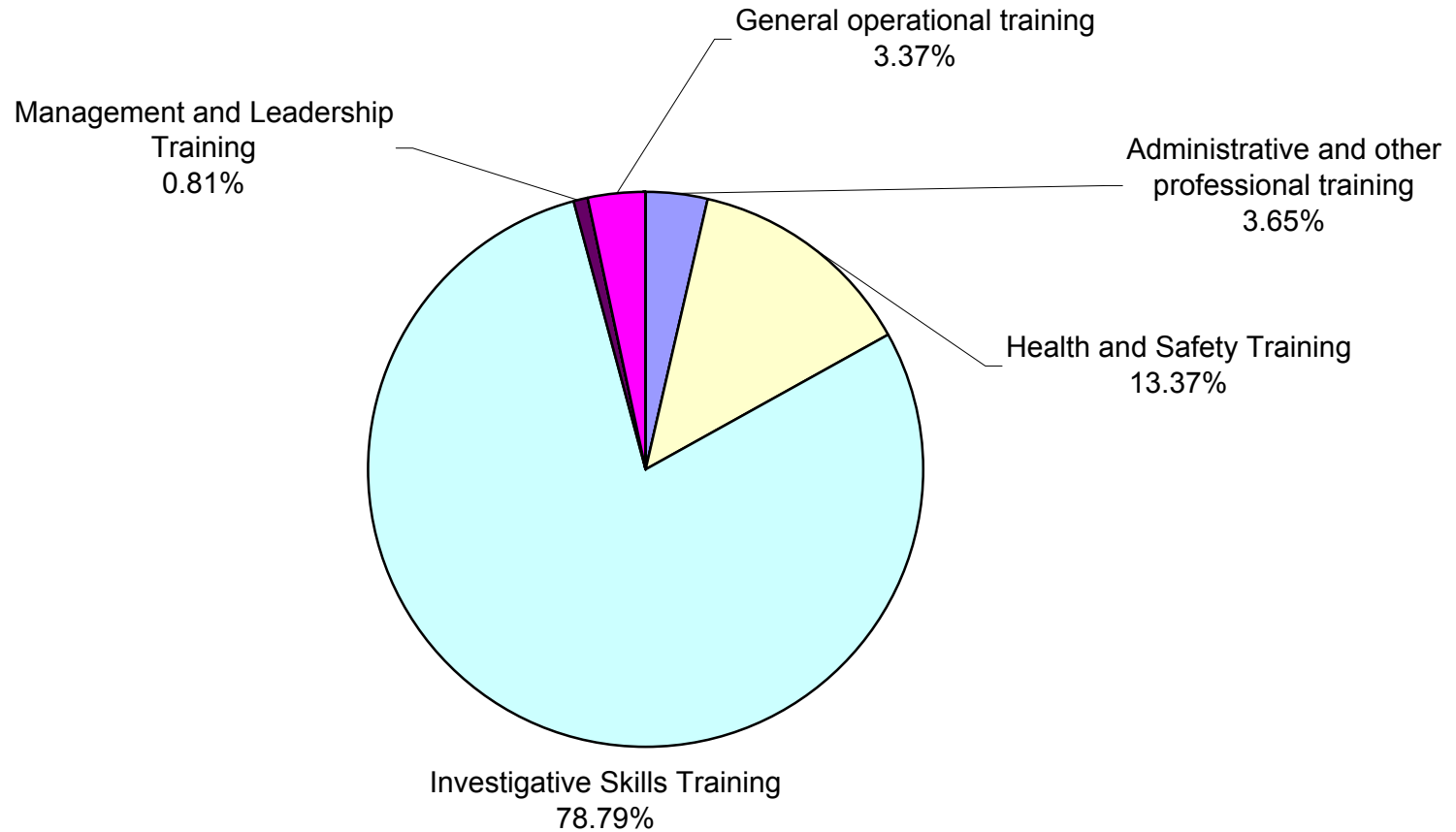
Home Office Code	Course Title	MetHR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
SC20-C	- SCD20 Crime Academy Training																
INV-99	Achieving Best Evidence Advanced (Vulnerable Adults) Course	GP169	Officers	Role	2	4231.20	93857.76	2115.60	75145.57	175350.13	8.00	21918.77	9.00	2435.42	10.00	243.54	720
INV-99	Achieving Best Evidence Foundation (Practitioners) Course	GP155	Officers	Role	2	22563.01	124807.36	11281.50	118565.47	277217.34	45.00	6160.39	8.00	770.05	5.00	154.01	1800
INV-99	Advanced Disclosure Course	CS235	Officers	Role	1	7669.05	10252.66	3834.53	16196.03	37952.27	29.00	1308.70	12.00	109.06	1.00	109.06	348
INV-99	Foundation Disclosure Course	CS234	Officers	Role	1	5772.94	12819.22	2935.39	15963.70	37491.26	37.00	1013.28	12.00	84.44	1.00	84.44	444
INV-99	Investigative Interviewing Tier 2 Course	CS188	Officers	Role	2	25413.64	202024.08	12624.84	178785.74	418848.31	62.00	6755.62	12.00	562.97	5.00	112.59	3720
INV-99	Investigative Interviewing Tier 3 Course	CS220	Officers	Role	3	11347.40	132908.56	2831.08	110065.14	257152.18	8.00	32144.02	12.00	2678.67	15.00	178.58	1440
INV-99	Investigative Interviewing Tier 5 Interviewing Advisor Course	CS249	Officers	Role	2	1057.80	11468.92	528.90	9774.37	22829.99	4.00	5707.50	12.00	475.62	5.00	95.12	240
INV-99	Fingerprint Consolidation Course	CS181	Staff	Role	2	770.86	4617.88	385.43	4356.01	10130.18	2.00	5065.09	8.00	633.14	5.00	126.63	80
INV-99	Fingerprint Examination Techniques Course	CS182	Staff	Role	2	427.65	2901.80	213.83	2673.04	6216.32	1.00	6216.32	8.00	777.04	5.00	155.41	40
INV-99	Fingerprint Statement Writing and Court Skills Course	GC074	Staff	Role	2	385.43	1614.47	192.72	1654.11	3846.73	1.00	3846.73	8.00	480.84	3.00	160.28	24
INV-99	Fingerprint Expert Witness assessment course	CS190	Staff	Role	2	855.30	5294.62	427.65	4962.10	11539.67	2.00	5769.84	8.00	721.23	5.00	144.25	80
INV-99	Fingerprint Preparing and Presenting Evidence Course	GC008	Staff	Role	2	440.76	2967.36	220.38	2737.33	6365.83	1.00	6365.83	8.00	795.73	5.00	159.15	40
INV-99	Fingerprint Foundation Course	GC006	Staff	Role	2	855.30	25200.36	427.65	19978.92	46462.23	2.00	23231.12	8.00	2903.89	25.00	116.16	400
INV-99	Fingerprint Obtaining Friction Ridge Course	CS164	Staff	Role	2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	0.00	5.00	0.00	
INV-99	Fingerprint 'IDENT1/NAFIS' Course	CB037	Staff	Role	2	881.52	2950.02	440.76	3223.01	7495.31	2.00	3747.66	8.00	468.46	3.00	156.15	48
INV-99	Fingerprint Identification Techniques	CS239	Staff	Role	2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	0.00	5.00	0.00	
INV-99	Fingerprints for Coronors Officers	Awaits	Staff	Role	2	1927.15	2181.75	963.58	3826.66	8899.14	5.00	1779.83	8.00	222.48	1.00	222.48	40
INV-99	Tenprint Technician Course	CS265	Staff	Role	2	855.30	10589.16	427.65	8956.28	20828.39	2.00	10414.20	8.00	1301.77	10.00	130.18	160
INV-99	Forensic Practitioners Foundation Course	CS142	Staff	Role	2	15531.88	40820.52	1198.09	43415.89	100966.38	3.00	33655.46	8.00	4206.93	30.00	140.23	720
INV-99	Forensic Practitioners Robbery Course	CS186	Staff	Role	2	7600.71	11198.98	1211.07	15096.04	35106.79	3.00	11702.26	8.00	1462.78	8.00	182.85	192
INV-99	Forensic Practitioners Sexual Offences Course	CS185	Staff	Role	2	7548.40	16766.21	1198.09	19246.69	44759.39	3.00	14919.80	8.00	1864.97	8.00	233.12	192

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INV-99	Photography Crime Scene Camera Competency Course	CS193	Staff	Role	2	14654.61	29213.76	1647.04	34336.67	79852.08	4.00	19963.02	8.00	2495.38	15.00	166.36	480
INV-99	Photography Night Scenes Course	CS207	Staff	Role	2	824.77	1424.62	205.88	1852.25	4307.52	1.00	4307.52	8.00	538.44	2.00	269.22	16
INV-99	Photography Crime Scene Advanced & Specialist Techniques Course	CS209	Staff	Role	2	11073.56	20031.87	1235.28	24397.72	56738.43	3.00	18912.81	8.00	2364.10	15.00	157.61	360
INV-99	Photography Camera Competency for Police Officers	CS266	Officers	Role	2	4612.20	15247.84	823.52	15603.61	36287.17	4.00	9071.79	8.00	1133.97	5.00	226.79	160
INV-99	Photography Crime Scene Video Competency Course	CS134	Staff	Role	2	1014.75	2136.94	205.88	2532.94	5890.51	1.00	5890.51	8.00	736.31	3.00	245.44	24
INV-99	Briefing Officer Course	TS094	Both	Role	2	4089.58	9445.99	4089.58	13296.35	30921.49	9.00	3435.72	16.00	214.73	2.00	107.37	288
INV-99	Communications Data Analysis Course	CS241	Both	Role	2	3798.47	21275.51	3798.47	21781.28	50653.73	9.00	5628.19	8.00	703.52	5.00	140.70	360
INV-99	Field Intelligence Officer Course	CS240	Officers	Role	3	9780.70	90075.34	9780.70	82709.58	192346.32	10.00	19234.63	16.00	1202.16	10.00	120.22	1600
INV-99	Intermediate Graphical Information Systems (Mapinfo) Course	CS244	Both	Non Mandatory	2	4388.78	14993.99	2194.39	16277.74	37854.90	11.00	3441.35	8.00	430.17	3.00	143.39	264
INV-99	Introductory Graphical Information Systems (MapInfo) Course	CS211	Both	Role	2	3191.84	10904.72	1595.92	11838.35	27530.83	8.00	3441.35	8.00	430.17	3.00	143.39	192
INV-99	i2 Analyst Notebook 6 Course	CS252	Both	Role	2	4995.41	28289.60	2497.70	26994.36	62777.07	12.00	5231.42	8.00	653.93	5.00	130.79	480
INV-99	Initial Analytical Techniques Course	CS245	Both	Role	2	4787.76	28922.46	2393.88	27236.81	63340.91	6.00	10556.82	12.00	879.73	10.00	87.97	720
INV-99	Intelligence Manager Course	CS171	Officers	Role	2	1097.83	5946.54	998.09	6067.20	14109.66	2.00	7054.83	16.00	440.93	5.00	88.19	160
INV-99	Intelligence Supervisor Course	CS251	Officers	Role	3	4975.71	22365.72	4676.47	24154.20	56172.10	6.00	9362.02	16.00	585.13	5.00	117.03	480
INV-99	Introduction to Statistics Course	CS242	Both	Non Mandatory	1	1994.90	10524.70	498.73	9820.98	22839.31	10.00	2283.93	10.00	228.39	4.00	57.10	400
INV-99	Regulation of Investigatory Powers Act for Authorising Officers Course	LG016	Officers	Role	2	3976.70	4821.42	3976.70	9637.28	22412.10	8.00	2801.51	16.00	175.09	1.00	175.09	128
INV-99	National Intelligence Model Strategic Process Workshop	CS226	Both	Non Mandatory	3	4787.76	5296.80	2393.88	9413.69	21892.13	8.00	2736.52	10.00	273.65	1.00	273.65	80
INV-99	Strategic Assessment & Analysis Course	CS238	Both	Role	2	3191.84	9506.76	1595.92	10783.74	25078.26	4.00	6269.57	12.00	522.46	5.00	104.49	240
INV-99	Thinking Skills Course	CS243	Both	Non Mandatory	2	2792.86	6654.83	1396.43	8180.77	19024.89	7.00	2717.84	12.00	226.49	2.00	113.24	168
INV-99	Researchers	AWAITS	Staff	Role	2	6439.27	37548.14	3237.97	35626.67	82852.05	12.00	6904.34	16.00	431.52	5.00	86.30	960

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INV-99	Disaster Victim Identification for Family Liason Co-ordinators	CS271	Officers	Role	3	1366.90	4599.04	1366.90	5531.87	12864.71	2.00	6432.36	12.00	536.03	3.00	178.68	72
INV-99	Disaster Victim Identification for Family Liason Officers	CS253	Officers	Role	3	5467.60	19060.96	5467.60	22629.00	52625.16	8.00	6578.15	16.00	411.13	3.00	137.04	384
INV-99	Covert Human Intelligence Source for Authorising Officers Course	AWAITS	Officers	Role	1	528.90	3198.24	528.90	3210.74	7466.78	2.00	3733.39	8.00	466.67	5.00	93.33	80
INV-99	Mortuary Managers Course	AWAITS	Staff	Role	1	528.90	2921.36	528.90	3001.86	6981.02	2.00	3490.51	4.00	872.63	5.00	174.53	40
INV-05	Initial Crime Investigators Development Programme	CC035	Officers	Role	5	45668.31	424312.49	11436.87	363179.86	844597.53	12.00	70383.13	32.00	2199.47	25.00	87.98	9600
INV-05	Initial Crime Investigators Development Programme (Part Time Staff)	CC035	Officers	Role	5	4136.16	33199.12	1034.04	28945.68	67315.00	1.00	67315.00	24.00	2804.79	25.00	112.19	600
INV-99	Advanced CID Course	CC033	Officers	Role	3	13951.84	137243.12	6975.92	119323.58	277494.46	8.00	34686.81	15.00	2312.45	15.00	154.16	1800
INV-02	HOLMES 2 CID User Course	CS170	Officers	Role	2	4055.48	37878.90	1015.16	32400.99	75350.54	6.00	12558.42	12.00	1046.54	15.00	69.77	1080
INV-99	HOLMES 2 Disclosure Officer Course	CS126	Officers	Role	2	2599.41	6367.29	1302.59	7747.12	18016.41	14.00	1286.89	12.00	107.24	1.00	107.24	168
INV-01	HOLMES 2 Exhibit Officers Course	CS122	Officers	Role	2	2024.88	4979.37	1012.44	5973.00	13989.69	10.00	1398.97	12.00	116.58	1.00	116.58	120
INV-99	HOLMES 2 Indexer Course	CS127	Staff	Role	2	1670.84	20030.95	417.71	16686.88	38806.38	2.00	19403.19	12.00	1616.93	20.00	80.85	480
INV-04	HOLMES 2 Office Manager Course	CS231	Officers	Role	2	637.35	4574.31	319.35	4172.58	9703.59	3.00	3234.53	12.00	269.54	3.00	89.85	108
INV-04	HOLMES 2 Senior Investigating Officer Course	CS219	Officers	Role	2	823.62	5885.60	414.90	5374.42	12498.55	4.00	3124.64	12.00	260.39	3.00	86.80	144

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INV-99	HOLMES 2 View Only Course	CS120	Both	Role	2	3721.14	27046.12	1840.62	24599.27	57207.15	20.00	2860.36	12.00	238.36	3.00	79.45	720
INV-99	Initial Management of Serious Crime Course	CC031	Officers	Role	2	12693.60	135708.48	6346.80	116742.03	271490.91	12.00	22624.24	15.00	1508.28	15.00	100.55	2700
INV-99	Management of Serious Crime Module	CS103	Officers	Role	4	19366.80	12029.28	4508.04	27085.95	62990.07	2.00	31495.04	15.00	2099.67	5.00	419.93	150
INV-99	Senior Investigating Officers (SIO) Development	CS112	Officers	Role	2	17251.20	30546.88	3450.24	38661.56	89909.88	2.00	44954.94	12.00	3746.25	15.00	249.75	360
INV-99	Management of Road Death Investigation Course	CS258	Officers	Role	2	1057.80	8293.43	528.90	7360.12	17240.25	1.00	17240.25	15.00	1149.35	10.00	114.94	150
INV-01	Advanced Exhibit Officer Course	CS138	Officers	Role	2	4390.28	73926.77	1756.11	60406.92	140480.08	5.00	28096.02	16.00	1756.00	15.00	117.07	1200
INV-01	Exhibit Officer Course	CS228	Officers	Role	2	9627.60	66727.04	3851.04	59709.71	139915.39	8.00	17489.42	16.00	1093.09	10.00	109.31	1280
INV-99	Community Safety Unit Course	CS156	Both	Role	1	2084.80	32363.70	1042.40	26276.01	61766.91	10.00	6176.69	16.00	386.04	5.00	77.21	800
INV-99	Achieving Best Evidence (Community Safety Unit) Course	CS227	Officers	Role	2	5839.21	51581.79	2919.61	45196.92	105537.53	13.00	8118.27	8.00	1014.78	5.00	202.96	520
INV-99	Family Liaison Officer Course	CS131	Officers	Role	2	2912.52	24148.75	1455.55	21154.27	49671.08	6.00	8278.51	16.00	517.41	6.00	86.23	576
INV-99	Financial Investigators Confiscation Course	CS159	Officers	Role	1	1684.83	12581.59	1684.83	12033.57	27984.82	7.00	3997.83	18.00	222.10	5.00	44.42	630
INV-99	Financial Investigation Foundation Course	CS158	Officers	Role	1	1203.45	11924.50	1203.45	10811.56	25142.96	5.00	5028.59	18.00	279.37	5.00	55.87	450
INV-99	Fraud Investigation Course	CS210	Officers	Role	1	481.38	6661.54	481.38	5751.75	13376.05	2.00	6688.03	14.00	477.72	10.00	47.77	280
INV-99	Public Protection Unit Course	CS232	Officers	Role	2	5289.00	30063.70	2644.50	28316.20	66313.40	5.00	13262.68	14.00	947.33	8.00	118.42	560
INV-99	Risk Matrix 2000 Course	CS233	Both	Role	2	5289.00	6016.70	5289.00	12457.95	29052.65	10.00	2905.27	14.00	207.52	1.00	207.52	140
INV-99	Sexual Offences Investigative Techniques and Achieving Best Evidence Course	CS192	Officers	Role	3	18470.16	156189.68	6156.72	135211.65	316028.21	8.00	39503.53	12.00	3291.96	20.00	164.60	1920
INV-99	Powdering Techniques Course	Awaits	Staff	Role	2	5131.80	10263.60	2565.90	13549.94	31511.24	24.00	1312.97	8.00	164.12	1.00	164.12	192
INV-99	ICEFLO	CS257	Both	Role	2	1902.47	1282.95	641.48	2887.00	6713.90	3.00	2237.97	8.00	279.75	1.00	279.75	24
INV-99	Digital Camera Conversion	Awaits	Both	Role	2	1185.47	1647.04	205.88	2292.15	5330.54	1.00	5330.54	6.00	888.42	4.00	222.11	24
	Total Tr. Type					415647.30	2493123.53	173094.90	2315846.40	5397712.14	573.00						45640.00
	SCD Business Group Total					573287.09	4066872.99	410040.45	3308267.34	8,358,467.75	2239.00						71272.00
	Sustaining Overheads									1,401,372.68							
	SCD Total Costs									9,759,840.43							

Fig 6: Total Training Student Days in Specialist Crime for 2008/9 by Home Office



Training days in Specialist Crime is in the main Investigative Skills Training and this accounts for 79% of their training days. They also deliver a small amount of Health & Safety, General Operational and Investigative skills training, Leadership and Administrative training. However, they do not deliver any training days for Firearms, Driving, Dog handling, Motorcycle, Public Access, Recruit or Specials/PCSOs training days.

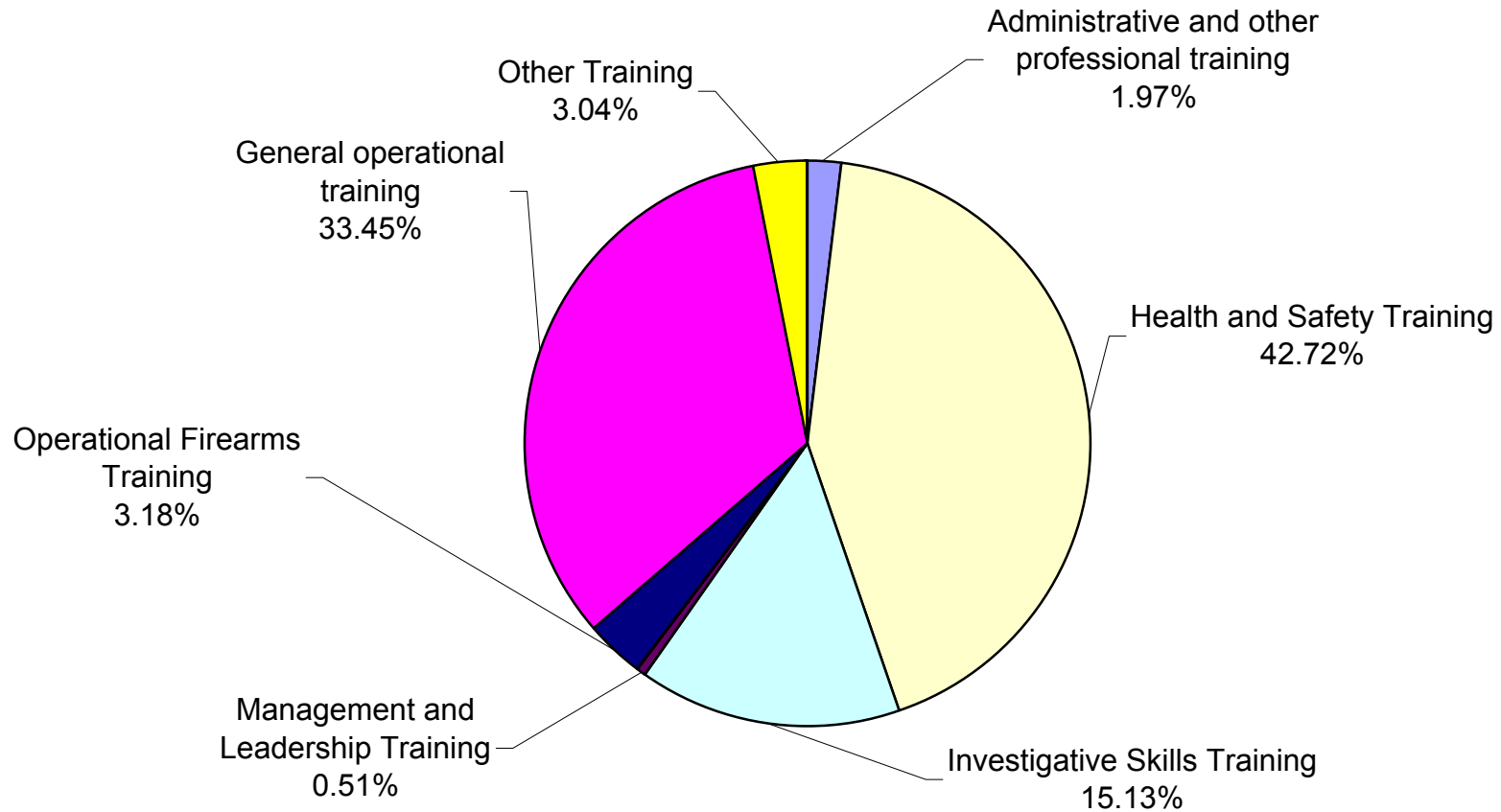
Contents Page																	Appendix 2
Table 7: Specialist Operations																	
Home Office Code	Course Title	MethR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
S002-C - SECCO Training																	
OGN-99	SO2 - SecCo Training Training Update Day (SO2 CT Security Co-ordination Unit)	No code	Officers	Role	1	3700.50	851.29	740.10	135.20	5427.09	2.00	2713.55	65.00	41.75	1.00	41.75	130
OGN-99	SO2 - SecCo Training Course (SO2 CT Security Co-ordination Unit)	CR074	Officers	Role	2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00	5.00	0.00	
	Total Tr. Type					3700.50	851.29	740.10	135.20	5427.09	2.00						130.00
S001-C - SO1 Close Protection Unit Training																	
OFR-05	Close Protection Module 2 (VIPER)	CR105	Officers	Role	3	9180.79	129117.70	2214.18	113987.93	254500.60	3.00	84833.53	6.00	14138.92	12.00	1178.24	216
HST-01	First Aid	GP036	Both	Role	1	1007.04	8664.84	624.56	8352.77	18649.21	8.00	2331.15	6.00	388.53	5.00	77.71	240
HST-02	FAW Refresher	GB 017	Both	Role	1	4154.03	17871.23	4561.99	21568.34	48155.59	33.00	1459.26	6.00	243.21	3.00	81.07	594
HST-04	Officer Safety Training Stage 1	OST001	Officers	Corporate	1	2249.74	6610.35	1314.14	8253.63	18427.86	20.00	921.39	12.00	76.78	1.00	76.78	240
HST-04	Officer Safety Training Stage 2	OST002	Officers	Corporate	1	2249.74	6610.35	1314.14	8253.63	18427.86	20.00	921.39	12.00	76.78	1.00	76.78	240
OGN-99	High Risk, low infrastructure Medical course	CR104	Officers	Role	1	1164.16	23207.76	1074.68	20643.02	46089.62	5.00	9217.92	6.00	1536.32	3.00	512.11	90
	Total Tr. Type					20005.50	192082.23	11103.69	181059.32	404250.74	89.00						1620.00

Home Office Code	Course Title	MethR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
SO14-C - SO14 Royalty Protection Training																	
HST-04	OFFICER SAFETY TRAINING 1	GN135	Officers	Corporate	2	813.07	13139.40	813.07	4414.62	19180.16	30.00	639.34	30.00	21.31	1.00	21.31	900
HST-04	OFFICER SAFETY TRAINING 2	GN136	Officers	Corporate	2	813.07	13139.10	813.07	4414.53	19179.77	30.00	639.33	30.00	21.31	1.00	21.31	900
HST-04	OFFICER SAFETY TRAINING POLICE STAFF	GN157	Staff	Corporate	2	162.61	1468.87	162.61	536.40	2330.50	6.00	388.42	6.00	64.74	0.50	129.47	18
HST-01	EMERGENCY LIFE SUPPORT	GP122	Both	Corporate	2	1626.14	22024.80	1626.14	7557.38	32834.47	60.00	547.24	60.00	9.12	1.00	9.12	3600
INV-99	CAMERA COMPETENCY	CS074	Officers	Role	2	162.61	2197.08	162.61	754.12	3276.43	6.00	546.07	6.00	91.01	1.00	91.01	36
OGN-99	ROYAL HOUSEHOLD SUMMER OPENING	GN153	Staff	Local	2	54.20	421.44	54.20	158.42	688.27	2.00	344.14	2.00	172.07	0.50	344.14	2
OTH-99	SO 14 INDUCTION	GN153	Both	Local	2	325.23	21970.92	325.23	6763.37	29384.75	12.00	2448.73	12.00	204.06	5.00	40.81	720
OGN-99	CYCLE LEVEL 1	GN151	Officers	Role	2	81.31	1098.54	81.31	377.06	1638.21	3.00	546.07	3.00	182.02	1.00	182.02	9
HST-01	SO FIRST AID AT WORK	GP036	Officers	Role	2	312.72	10998.84	312.72	3475.44	15099.72	6.00	2516.62	6.00	419.44	5.00	83.89	180
HST-02	SO FIRST AID AT WORK REQUALIFICATION	GB017	Officers	Role	2	312.72	6599.34	312.72	2160.08	9384.86	6.00	1564.14	6.00	260.69	3.00	86.90	108
OGN-99	SCOTLAND TRAINING	GN153	Both	Local	1	208.48	847.32	208.48	378.00	1642.28	4.00	410.57	4.00	102.64	1.00	102.64	16
HST-01	FIRST AID AT WORK ASSESSMENTS	GN153	Officers	Role	1	0.00	1271.04	0.00	380.02	1651.06	12.00	137.59	12.00	11.47	0.50	22.93	72
HST-04	PROTECTION OFFICER SAFETY TRAINING	GN135	Officers	Corporate	2	298.13	4037.88	298.13	1385.52	6019.65	11.00	547.24	11.00	49.75	1.00	49.75	121
OFR-05	NATIONAL PROTECTION OFFICERS COURSE	FB007	Officers	Role	4	5104.85	103911.83	1020.97	32899.22	142936.87	4.00	35734.22	4.00	8933.55	20.00	446.68	320
OGN-99	EVERY CHILD MATTERS	GN193	Both	Corporate	2	2502.95	5323.14	1202.49	2699.38	11727.95	37.00	316.97	37.00	8.57	0.50	17.13	684.5
OFR-99	NATIONAL PROTECTION COURSE PRESENTATIONS	ext	Officers	Role	1	338.40	12696.78	338.40	3998.46	17372.05	10.00	1737.21	10.00	173.72	2.00	86.86	200
OFR-99	NATIONAL SERACH CENTRE POLSA/SECCO PRESENTATIONS	ext	Officers	Role	1	170.38	1426.63	170.38	528.42	2295.81	6.00	382.64	6.00	63.77	0.50	127.55	18
	Total Tr. Type					13286.87	222572.95	7902.53	72880.44	316642.81	245.00						7904.50

Home Office Code	Course Title	MethR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
SO15-C - SO15 Counter Terrorist Command Traini																	
HST-05	Dynamic Risk Assessment	GN164	Both	Corporate	2	1437.29	5191.23	1166.83	2224.23	10019.58	25.00	400.78	15.00	26.72	0.50	53.44	187.5
HST-99	Supervising Safely	GN116	Officers	Corporate	1	411.71	3623.03	411.71	1268.70	5715.15	12.00	476.26	12.00	39.69	1.00	39.69	144
AOP-01	Induction	CRO51	Both	Role	2	756.41	4663.37	756.41	1762.24	7938.44	4.00	1984.61	12.00	165.38	3.00	55.13	144
OGN-99	Foundation 1	CRO51	Both	Role	1	386.38	2704.63	200.92	939.28	4231.20	10.00	423.12	5.00	84.62	2.00	42.31	100
OGN-99	Foundation 2	CRO51	Both	Role	2	1518.85	30377.00	1518.85	9534.14	42948.84	10.00	4294.88	12.00	357.91	5.00	71.58	600
AOP-99	Presentation Skills Course	CRO54	Both	Local	2	1467.43	9169.04	1300.51	3405.95	15342.93	9.00	1704.77	12.00	142.06	3.00	47.35	324
OGN-99	Regional Ports Course	CRO52	Officers	Local	2	6379.17	21263.90	2679.25	8651.80	38974.12	7.00	5567.73	12.00	463.98	5.00	92.80	420
INV-99	Evaluating Truthfulness Course	CRO97	Both	Local	2	2127.79	4236.75	715.54	2020.14	9100.22	7.00	1300.03	10.00	130.00	3.00	43.33	210
OGN-99	NTFIU	-	Officers	Local	1	1081.88	3790.89	1081.88	1699.02	7653.66	3.00	2551.22	15.00	170.08	5.00	34.02	225
HST-04	OST 1	GN135	Officers	Corporate	2	3975.58	35911.64	3975.58	12515.27	56378.07	60.00	939.63	16.00	58.73	1.00	58.73	960
HST-04	OST 2	GN136	Officers	Corporate	2	3975.58	35911.64	3975.58	12515.27	56378.07	60.00	939.63	16.00	58.73	1.00	58.73	960
HST-01	ELS	GP122	Both	Corporate	2	1762.61	13978.52	1921.28	5039.57	22701.98	30.00	756.73	16.00	47.30	1.00	47.30	480
HST-01	FAAW	GP168	Both	Role	2	991.69	6941.81	3966.75	3395.47	15295.72	3.00	5098.57	12.00	424.88	5.00	84.98	180
OGN-99	Level 2 CHIS	MPS CS175	Officers	Local	3	1210.50	8473.50	807.00	2993.37	13484.37	3.00	4494.79	15.00	299.65	4.00	74.91	180
INV-99	Explosive Particle Analyst Course	CRO76	Officers	Role	1	240.53	3237.94	240.53	1061.13	4780.13	5.00	956.03	2.00	478.01	2.00	239.01	20
INV-99	Gamma Radiation Detection Course	CRO77	Officers	Role	2	1304.70	5218.80	678.44	2054.92	9256.87	10.00	925.69	40.00	23.14	1.00	23.14	400
OGN-99	Licensed Search Officer Re-licensing Course	CRO78	Both	Role	3	3609.33	29380.09	2815.82	10216.22	46021.45	15.00	3068.10	50.00	61.36	2.00	30.68	1500
OGN-99	National VIP Close Protection Officer Search Awareness Course	CRO79	Officers	Role	2	526.31	6306.57	1225.34	2299.23	10357.45	6.00	1726.24	15.00	115.08	2.00	57.54	180
OGN-99	Police Search Team (PST) Course	CRO80	Both	Role	2	3653.16	49550.93	2250.44	11599.85	67054.38	7.00	9579.20	24.00	399.13	5.00	79.83	840
OGN-99	Police Officer/Staff Search Awareness Course	CRO81	Both	Role	2	15656.40	40758.90	2035.33	16617.66	75068.29	30.00	2502.28	12.00	208.52	2.00	104.26	720
MAN-99	Search Team Leader Course	CRO82	Officers	Role	2	652.35	7189.40	339.22	2334.26	10515.23	5.00	2103.05	24.00	87.63	1.00	87.63	120
OGN-99	X-Ray Imaging Operator Re-Licensing	CRO83	Both	Role	2	13047.00	29694.01	6523.50	14056.53	63321.04	25.00	2532.84	20.00	126.64	2.00	63.32	1000
OGN-99	X-Ray Imaging Operator	CRO84	Both	Role	2	3131.28	16307.00	3131.28	6439.72	29009.28	6.00	4834.88	20.00	241.74	5.00	48.35	600
INV-99	Forensic Search Module	CRO85	Officers	Local	2	6262.56	11535.48	6262.56	6865.15	30925.75	12.00	2577.15	10.00	257.71	2.00	128.86	240

Home Office Code	Course Title	MethR Code	Students attending	Course Type	Ave Instrs per course	Preparation (£)	Course Delivery (£)	Closure (£)	Cost of Support (£)	Total (£)	Number of Courses Planned 08/09	Cost per Course (£)	Ave Number of Students per course	Cost per Student per Course (£)	Course Duration (days)	Cost per Student per Day (£)	Annual Student days per course
OGN-99	ARGO CAT Training	CRO86	Officers	Local	1	716.40	3122.68	716.40	1299.80	5855.28	8.00	731.91	4.00	182.98	1.00	182.98	32
INV-99	Scene Management and Counter Terrorism Investigation	CR119	Both	Role	3	3494.18	46589.00	1164.73	14622.44	65870.34	5.00	13174.07	20.00	658.70	10.00	65.87	1000
OGN-99	EOD Re-Licensing	-	Officers	Role	2	1188.77	42068.40	695.44	10943.06	54895.66	6.00	9149.28	20.00	457.46	5.00	91.49	600
INV-99	Satellite Scene Management and Counter Terrorism	-	Officers	Role	3	6034.64	45055.93	2970.18	15425.02	69485.76	4.00	17371.44	18.00	965.08	15.00	64.34	1080
INV-99	CBRN Crime Scene Tech - W.Gunner	-	Both	Role	1	532.62	43940.04	338.94	9904.17	54715.77	6.00	9119.30	20.00	455.96	5.00	91.19	600
	Total Tr. Type					87533.10	566192.12	55866.24	193703.61	903295.03	393.00						14046.50
	SO Business Group Total					124525.97	981698.59	75612.56	447778.57	1629615.67	729.00						23701.00
	Sustaining Overheads									358,578.66							
	SO Total Costs									1,988,194.33							

Fig 6: Total Training Student Days in Specialist Operations for 2008/9 by Home



Training days in Specialist Operations are focused around Health & Safety, General Operational and Investigative skills training. They deliver a small amount of leadership, Administrative, Firearms and other training but not any driving, dog handling, motorcycle, public access, recruit or Specials/PCSOs training days.

MPS Annual Learning & Development Business Plan 2008 - 2009

Appendix 3

The Annual Costed Training Plan 2008/9: Summary

[Contents Page](#)**Total Planned Cost of Training in 2008/9 for MPS****Table 1**

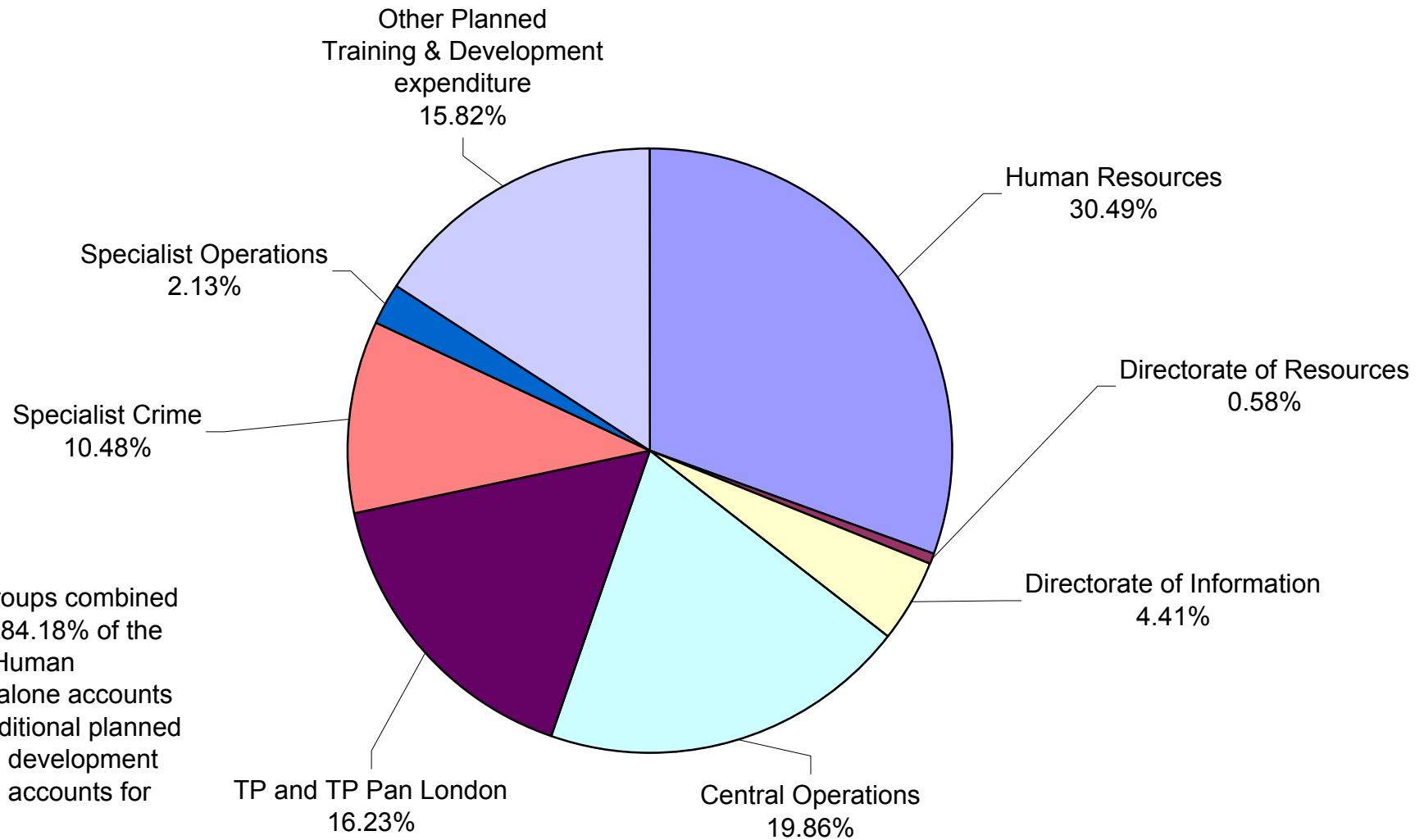
Business Group	Predicted Training Cost 2008/9	% of Total Predicted Cost	
Human Resources	28,393,905.17	30.49%	
Directorate of Resources	539,654.70	0.58%	
Directorate of Information	4,102,840.60	4.41%	
Central Operations	18,497,753.11	19.86%	
TP and TP Pan London	15,109,967.26	16.23%	
Specialist Crime	9,759,840.43	10.48%	
Specialist Operations	1,988,194.33	2.13%	84.18%
Total Cost from the Annual Costed Training Plan* (ACTP)	78,392,155.60	84.18%	
Other Planned Training & Development expenditure	14,733,893.20	15.82%	100.00%
Total Cost of Training 2008/9	93,126,048.80		
Planned Income Generation from Training Units	664,600		
Total Cost of Training 2008/9 - offset by planned Income Generation	92,461,448.80		

Table 1 shows the total cost of training planned is just over £93m. The training units Annual Costed Training Plan submission account for £78.4m which is 84.18% of the total cost planned. 15.82% is accounted against Other Planned Training and Development expenditure, as detailed in Section 8 Budget Reconciliation. The £14.7m includes the development opportunities offered through the Career Management Unit and Finance qualifications (£497,000) and the 2008/9 budget for external training (minus the amount used within the the ACTP by training units)(£14,236,893). In addition, we have this year requested training units to provide their estimated income generation for 2008/9, and when this is offset, the total cost of training for 2008/9 is just under £92.5m.

Fig 1 depicts the table above with the figures based on the percentage of total predicted cost for each business group.

* The ACTP is based on the training plans submitted by all 85 training units across the Metropolitan Police Service and works within the National Training Costing Model requirement

Fig 1: Total Cost of MPS Training 2008/9 by MPS Business Groups



[Contents Page](#)**Total MPS Student Training Days (STDs) by Home Office course Category & Mandatory Course Type**

Table 2 below, and Fig 2 and 3 that follow, show the total student training days planned by Business Groups and Home Office Categories. The end of Table 2 shows the total student training days against the total cost of training planned by business group. The Average student training days for each business group is also calculated and depicted at Fig 4.

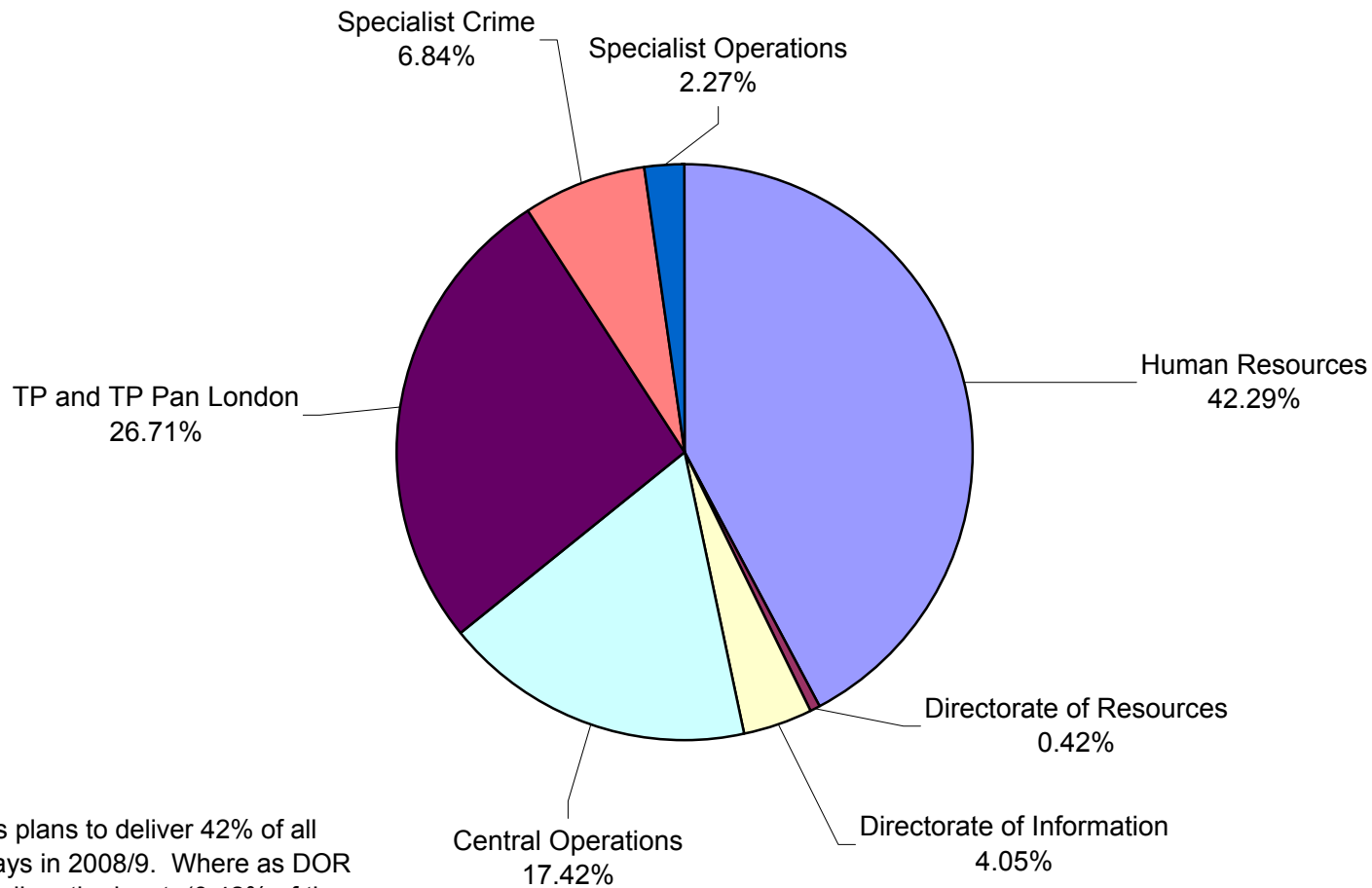
Business Group	Home Office Course Categories													TOTAL Student Training days	Predicted Training Cost 2008/9 (£)	Ave. cost per student day (£)
	Administrative and other professional training	Public Access Training	Health and Safety Training	Investigative Skills Training	Management and Leadership Training	Operational Dogs and Handler Training	Operational Driver Training	Operational Motorcycle Training	Operational Firearms Training	General operational training	Other Training	Police Officer Recruit Training	Operational - Special Constables and community support officers			
Human Resources	14,705.16	-	16,488.00	2,220.00	23,429.00	-	25,565.00	3,101.00	-	4,845.00	1,494.00	281,166.20	67,960.00	440,973.36	28,393,905.17	64.39
Directorate of Resources	1,206.00	-	1,432.00	-	240.00	-	-	-	-	1,494.00	-	-	-	4,372.00	539,654.70	123.43
Directorate of Information	12,484.00	5,340.00	265.80	6,020.00	1,290.00	-	-	-	-	11,600.00	-	5,200.00	-	42,199.80	4,102,840.60	97.22
Central Operations	1,038.00	15.00	41,828.00	874.00	3,919.00	11,476.00	2,607.00	-	70,489.08	46,100.60	3,200.00	-	128.00	181,674.68	18,497,753.11	101.82
TP and TP Pan London	1,601.00	21,739.00	147,037.15	7,093.68	2,700.00	-	904.25	-	-	71,657.42	454.00	9,288.50	16,036.50	278,511.50	15,109,967.26	54.25
Specialist Crime	2,604.00	-	9,532.00	56,152.00	580.00	-	-	-	-	2,404.00	-	-	-	71,272.00	9,759,840.43	136.94
Specialist Operations	468.00	-	10,124.50	3,586.00	120.00	-	-	-	754.00	7,928.50	720.00	-	-	23,701.00	1,988,194.33	83.89
MPS TOTAL	34,106.16	27,094.00	226,707.45	75,945.68	32,278.00	11,476.00	29,076.25	3,101.00	71,243.08	146,029.52	5,868.00	295,654.70	84,124.50	1,042,704.34	78,392,155.60	75.18

Table 3 shows total student training days by mandatory course type and students attending. Fig 4 provides a summary of the figures, showing the percentage of total student training days by mandatory course type. Fig 5 goes further to show the proportion of student training days by mandatory course type split against the students attending.

Course Type	Students Attending			Total	% of total Student days
	Both	Police Officers	Police Staff (inc PCSOs and Traffic Wardens)		
Business Group	1,885.00	1,369.00	614.00	3,868.00	0.37%
Corporate	141,893.80	65,297.25	24,280.98	231,472.03	22.20%
Local	30,492.60	21,220.10	10,271.28	61,983.98	5.94%
Non Mandatory	10,884.16	3,153.00	1,448.00	15,485.16	1.49%
Role	112,894.68	531,825.45	85,175.04	729,895.17	70.00%
Total	298,050.24	622,864.80	121,789.30	1,042,704.34	100.00%
% of Total Student Days	28.58%	59.74%	11.68%	100.00%	
Workforce strength as at 29th Feb 2008*	49,815.27	31,303	18,512	49,815.27	
Average training days per person	5.98	19.90	6.58	20.93	
Corporate Training days per person	2.85	2.09	1.31	4.65	

* The workforce strength for "Both" is equal to the total workforce strength, as the courses are for both officers and staff to attend.

Fig 2: Total Student Training Days Planned split by Business Group for 2008/9



Human Resources plans to deliver 42% of all student training days in 2008/9. Where as DOR have planned to deliver the least. (0.42% of the total days planned).

Fig 3: Total Student Training Days planned split by Home Office Course Category for 2008/9

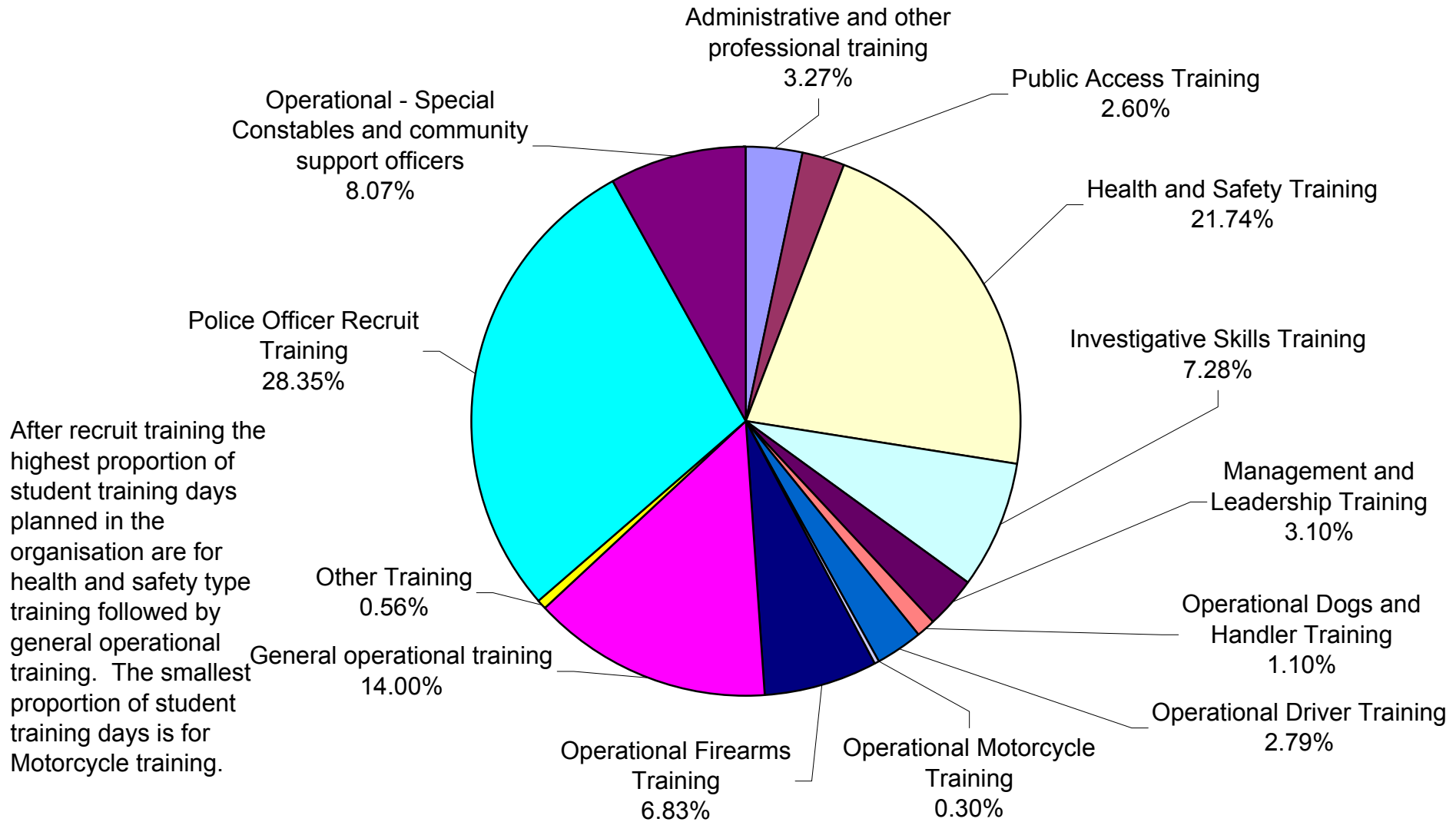
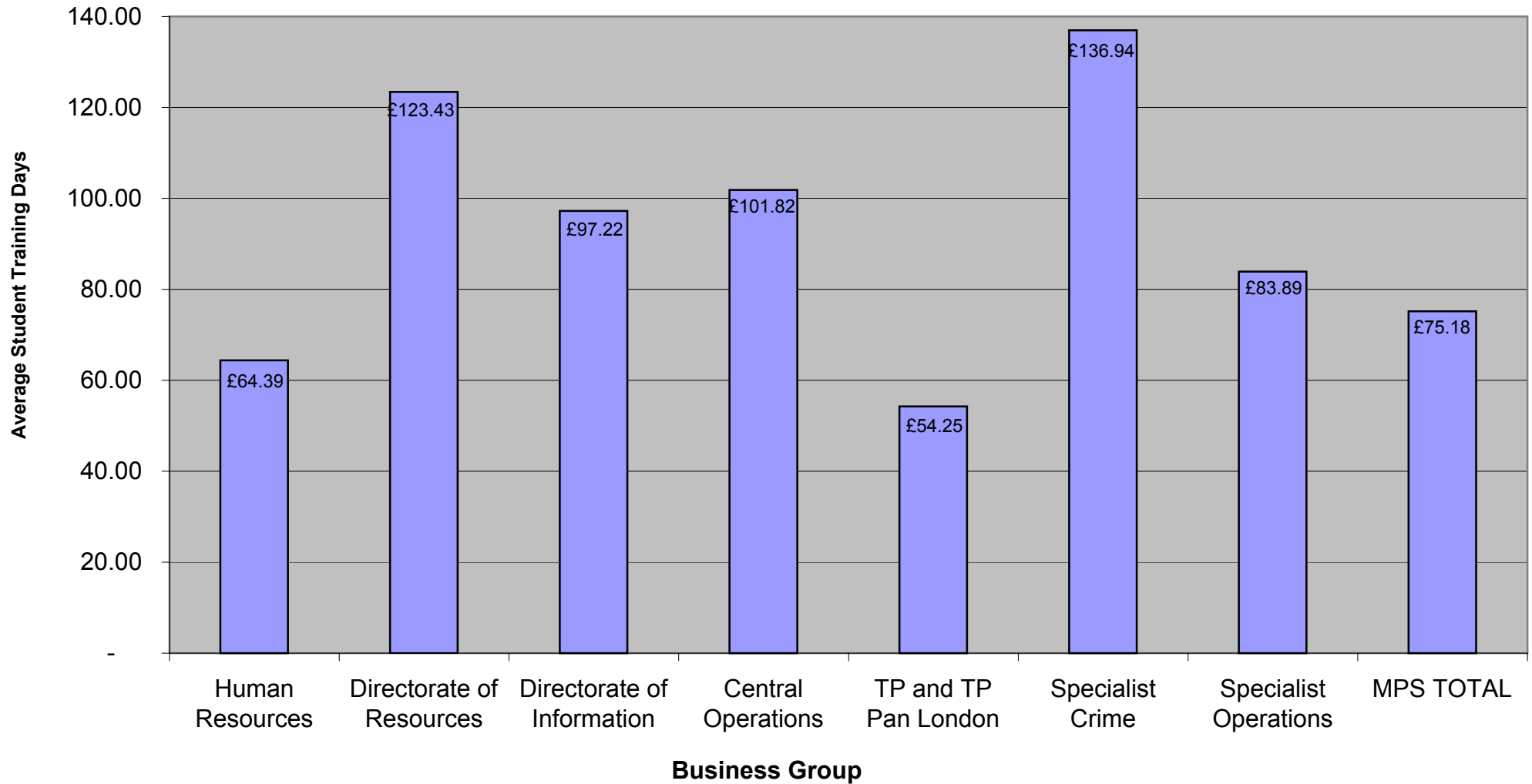


Fig 4: Average cost per student training day for the MPS and each business group



The MPS Total average cost per student training day is £75.22. The average for TP and HR is below the MPS average, where as the remaining business groups show an average higher than the MPS Total. SCD and DOR have the highest average cost per training day.

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Mandatory Course Type

Fig 5: Total Student Training Days Planned split by Mandatory Course Type for 2008/9

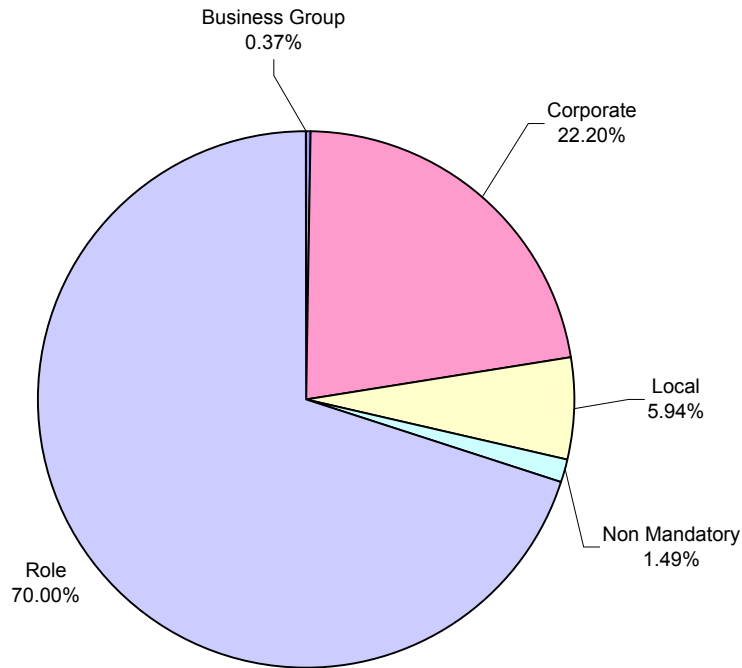


Fig 6: Total Student Training Days Planned split by Mandatory Course Type and Students Attending for 2008/9

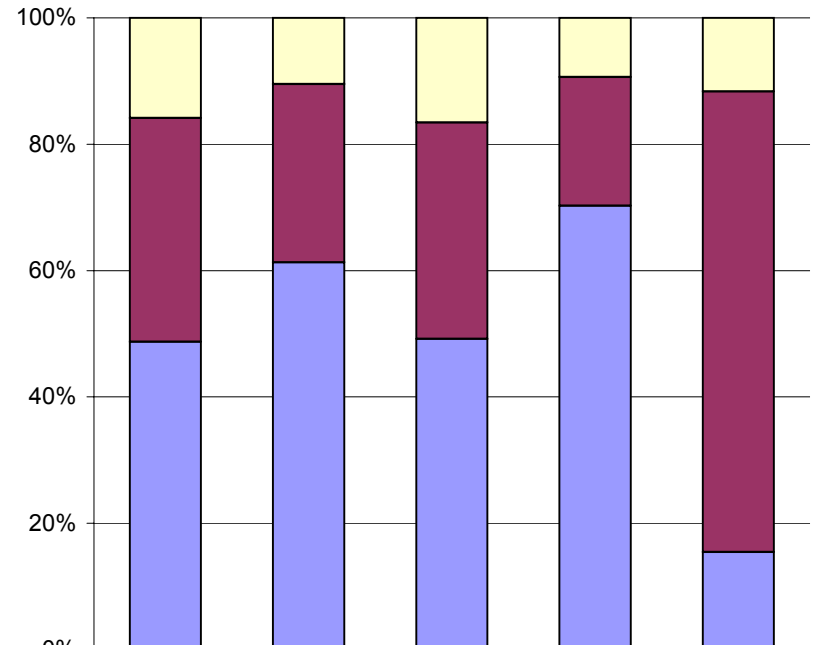


Fig 5 shows of total student training days planned, 70% are role mandatory and 22% are corporate mandatory combined these courses account for 92% of all planned student training days. 5.94% are Local Mandatory days and 1.49% of total training days planned are non mandatory. Fig 6 shows the course types broken down by students attending, we can see that officers account for 72.86% of the students attending Role Mandatory courses. Police Staff are planned to attend 10.49% of all For corporate mandatory training days, the remaining 89.5% is available to all Police Officers, and 61% of this is planned for Both Police Officers and Police Staff.

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Appendix 3 Summary

The Annual Costed Training Plan 2008/9 shows a total of £78,392,155 for planned course delivery. When the £14,733,893 of other development opportunities are taken into consideration the projected total cost of learning and development for the MPS is £93,126,048.

The Annual Costed Training Plan predicts a capacity of 1,042.704 assumed training days. This is split by Home Office course categories and then by mandatory course type and students attending.

HR accounts for the greatest proportion of the total cost for training within the ACTP, followed by CO and TP. These three also provide the greatest number of student training days planned.

The average cost per student training day is £75.18, based on the total cost from the ACTP divided by total number of student training days. TP shows the lowest average cost per student training day (£54.24) followed by HR (£64.39). SCD and DOR show the highest (£136.94 and £123.43 respectively).

The average number of student training days for all course types and for all officers and staff in the MPS is 20.92 days.

22% of all student training days are corporate mandatory (231,472 days) and 70% are role mandatory (729,895). Therefore, combined corporate and role mandatory training accounts for 92% of all training days.

Just under 60% of all training is directed exclusively at police officers, just under 12% at police staff only and the remaining 28% for both police officers and police staff.

Table 1: MPS Training Premises

Training Delivery Sites	FTE Number Staff in unit	Classrooms	MPS Gyms	Syndicate/ Other Training Rooms	MPS Office / Admin / Other Rooms	Non MPS Hired Rooms	Total Rooms
Human Resources							
Catering	3	2			1		3
Training Co-ordination Unit	4		1				1
Driver Training	89.76	10		2	45		57
First Aid Services	14	5					5
Leadership Academy	44.11	5		8	9		22
Learning Support Unit	11	4		2	2		8
Physical Training	14	1	1				2
Professional Development & Recruit Training	267.3	41	1	46	40		128
Logistical Services & Resources	3	2		2	2		6
Safety & Health Risk Management Team	4	9				1	10
The Extended Police Family School	35.9	17		4	5		26
HR1 Strategic Management Unit (THR)	5.6	4		1			5
Diversity Citizen Focus	2	1					1
Total HR	497.67	101	3	65	104	1	274
Directorate of Resources							
Finance	1	0			1		1
PSD	0	1					1
Operational Services*	8	2					2
Total DOR	9	3			1		4
Directorate of Information							
DOI T&D Unit - DOI(5-1)	3	1			3	1	5
IT Training School- DOI (5-4)	73.37	31		3	30	2	66
Total DOI	76.37	32		3	33	3	71

Training Delivery Sites	FTE Number Staff in unit	Classrooms	MPS Gyms	Syndicate/ Other Training Rooms	MPS Office / Admin / Other Rooms	Non MPS Hired Rooms	Total Rooms	
Central Operations								
CO3 - Emergency Planning and London Resilience	0			1	1		2	
CO6- Diplomatic Protection Group	19	2		1	6	2	11	
CO7 Palace of Westminster	2					2	2	
CO11- Public Order Support, NSY	2	1		1	1		3	
CO11- Public Order Specialist Training Centre, Gravesend)	49	PFI SITE						0
CO11- Ops Support (Mounted Branch)	6.5	1		3			4	
CO11- Ops Support (Dog Training)	16						0	
CO11 -Ops Support (ASU)	0	1					1	
CO11-Ops Support (Marine Support)	3	1			1		2	
CO11-Strategic Command, NSY	5			4	1		5	
CO11- Public order (OST Hendon)	20	3	4	1			8	
CO15- Traffic	10	3		1		3	7	
CO16- Traffic Criminal Justice- Marlowe House	1.6	1			1		2	
CO17- Transport OCU	7	2		1		1	4	
CO18 Aviation Security - Heathrow	8		1		2	7	10	
CO19- Firearms (Mandatory Training)	3				2		2	
CO19- Firearms (Firearms Training)	114						0	
CO20- TSG	4						0	
Total CO	270.1	15	5	13	15	15	63	

Training Delivery Sites	FTE Number Staff in unit	Classrooms	MPS Gyms	Syndicate/ Other Training Rooms	MPS Office / Admin / Other Rooms	Non MPS Hired Rooms	Total Rooms
Territorial Policing							
The Royal Parks Police	3	1			1	2	4
Central London Training Centre	33	21			8	1	30
CCC Metcall	28	6	1		19		26
Westminster CW	11	4	1		3	1	9
Hackney GN	6	2	1		4		7
Tower Hamlets HT	7	2	1	1	5		9
Waltham Forest JC	3.6			1	1	1	3
Redbridge JI	4.09	2			1	1	4
Havering KD	3.86	1		1	1	2	5
Newham KF	6	3		1	2	1	7
Barking & Dagenham KG	4	1				2	3
Enfield YE	6	2	1		1		4
Haringey YR	8.6	2	1		1	2	6
Camden EK	6						0
Islington NI	5.75	2			7	1	10
Harrow QA	3.66	1					1
Brent QK	5	2					2
Barnet SX	6	3		1		1	5
Ealing XB	4	2			2	1	5
Hillingdon XH	4	1		1	2		4
Lambeth LX	6.7	2	1		1		4
Southwark MD	8.69	5					5
Lewisham PL	8	2	1		2		5
Bromley PY	6	1			1	1	3
Greenwich RG	5.6	2			1	1	4
Bexley RY	4.47	1			1	2	4
Croydon ZD	6	3			1	1	5
Sutton ZT	2.5					1	1
Kensington & Chelsea BS	5	2	1	1			4
Hammersmith & Fulham FH	3	1			1	1	3
Richmond Upon Thames TW	3		1		2	1	4
Hounslow TX	2						0
Kingston Upon Thames VK	1.6	1	1		1		3
Merton VW	2	1	1			1	3
Wandsworth WW	5	2	1	1	1		5
TP Crime	1					1	1
Total TP	229.12	81	13	8	70	26	198

Training Delivery Sites	FTE Number Staff in unit	Classrooms	MPS Gyms	Syndicate/ Other Training Rooms	MPS Office / Admin / Other Rooms	Non MPS Hired Rooms	Total Rooms
Specialist Crime Directorate							
SCD1 Homicide & Serious Crime	13.6	4	3		1	2	10
SCD 12, 14, 15, 20	1		1		2		3
SCD4 Non Technical Forensic	4.8	5		2	1		8
SCD5 Child Abuse Investigation Command	6.3	1		2	2	1	6
SCD6 Economic & Specialist Crime	3				2		2
SCD3, 7/8 Serious & Organised Crime/Trident	7.25	2					2
SCD26 PNC Bureau Trng Unit	2	1			1		2
SCD 11 Training inc MIB, Surveillance and 11(10)	15	5		5	3		13
SCD20 Crime Academy	92.1	28		37	21		86
SCD Total	145.05	46	4	46	33	3	132
Specialist Operations							
SO1 Close Protection Training Unit	9					3	3
SECCO	0	1					1
SO14 Royalty Protection	7						0
SO15 Counter Terrorist Command	6	8		4	1	2	15
Total SO	22	9	0	4	1	5	19
Total MPS	1,249.31	287.00	25.00	139.00	257.00	53.00	761.00

*The MPS structure is being revised and the training & training management responsibilities carried out by what used to be Operational Services for Professional Standards will remain within the Directorate of Resources until re-allocated accordingly.

Table 2: Staffing Levels

Training Unit	FTE Total Training Unit staff	FTE Total Occasional Trainers	Grand Total	Dedicated Trainers	Police Staff Pay Bands													
					A	B	C	D	D TWM	E	F	H	K	L	P	U	V	W
Human Resources																		
Catering	3.00	0.03	3.03	3.00			1.00										2.00	
Diversity	2.00	0.00	2.00	0.00			1.00	1.00										
Logistical Services & Resources	3.00	0.00	3.00	2.00			1.00	1.00		1.00								
Training Co-ordination Team	4.00	0.36	4.36	0.00	1.00		1.00	1.00		1.00								
Safety & Health Risk Management	4.00	0.13	4.13	0.00				1.00			1.00		1.00		1.00			
HR1 Strategic Management Unit (THR)	5.60	0.00	5.60	4.60			1.00	2.00		1.00								
Driving School	89.76	0.00	89.76	83.76				19.00		2.00	2.00		1.32				0.44	
Recruit School	267.30	0.00	267.30	193.00				7.00		12.50	7.50							
Leadership Academy	44.11	0.00	44.11	25.00	1.00	2.00	5.76	8.00		3.35								
Learning Support Unit	11.00	0.02	11.02	4.00		1.00		1.00										
First Aid Training	14.00	0.00	14.00	12.00			1.00	13.00										
Extended Police Family	35.90	0.00	35.90	28.90														
Physical Training	14.00	0.00	14.00	13.00		1.00	2.00	9.00		2.00								
HR Total	497.67	0.53	498.20	369.26	1.00	5.00	13.76	76.00		22.85	9.50	1.00	1.32	1.00		1.00	2.00	0.44
Directorate of Resources																		
Finance	1.00	0.24	1.24	0.00				1.00										
Property Services	0.00	2.29	2.29	0.00														
Operational Services	8.00	0.00	8.00	4.00			1.00	1.00		3.00								
DOR Total	9.00	2.53	11.53	4.00			1.00	2.00		3.00								
Directorate of Information																		
Dol T&D Unit	3.00	0.08	3.08	2.00			1.00	1.00		1.00								
IT Training School	73.37	0.00	73.37	53.20		1.00	4.00	26.78		0.83	3.56							
DOI Total	76.37	0.08	76.45	55.20		1.00	5.00	27.78		1.83	3.56							
Central Operations																		
CO19 - Firearms (Mandatory Training)	3.00	0.00	3.00	3.00														
CO3 - Emergency Planning and London Resilience	0.00	0.36	0.36	0.00														
CO6 Diplomatic Protection Group	19.00	0.11	19.11	17.00						1.00								
CO7 Palace of Westminster	2.00	2.24	4.24	1.00														
CO11 Strategic Command, NSY	5.00	0.00	5.00	5.00														
CO15 - Traffic	10.00	0.94	10.94	7.00						2.00								
CO16 - Traffic Criminal Justice - Marlowe House	1.60	0.41	2.01	0.00			1.00			0.60								
CO17 - Transport OCU	7.00	0.00	7.00	7.00					1.00									
CO18 Aviation Security - Heathrow	8.00	3.74	11.74	8.00						1.00								
CO19 - Firearms (Firearms Training)	114.00	0.00	114.00	113.00														
CO20 - TSG	4.00	0.82	4.82	3.00						1.00								
CO11 Ops Support (Mounted Branch)	6.50	0.00	6.50	6.50							1.50							
CO11 Ops Support (Dog Training)	16.00	0.00	16.00	15.00														
CO11 Ops Support (Air Support Unit)	0.00	0.70	0.70	0.00														
CO11 Ops Support (Marine Support)	3.00	0.65	3.65	3.00														
CO11 Public Order Support, NSY	2.00	0.00	2.00	2.00														
CO11 Public Order Specialist Training Centre, Gravesend	49.00	0.00	49.00	43.00						1.00	3.00							
CO11 Public Order (OST, Hendon)	20.00	0.00	20.00	16.00						1.00								
CO Total	270.10	9.96	280.06	249.50			1.00		1.00	7.60	4.50							

Table 2: Staffing Levels

Training Unit	FTE Total Training Unit staff	FTE Total Occasional Trainers	Grand Total	Dedicated Trainers	Police Staff Pay Bands												
					A	B	C	D	D TWM	E	F	H	K	L	P	U	V
Territorial Policing																	
Kensington & Chelsea BS	5.00	1.25	6.25	4.00							1.00						
Central Communications Command	28.00	0.00	28.00	24.00			1.00	15.00			3.00						
Westminster CW	11.00	0.00	11.00	11.00				2.00			1.00						
Camden EK	6.00	0.55	6.55	2.00			1.00				3.00						
Hammersmith & Fulham FH	3.00	0.58	3.58	3.00													
Hackney GN	6.00	1.29	7.29	4.00							2.00						
Tower Hamlets HT	7.00	0.00	7.00	5.00							1.00						
Waltham Forest JC	3.60	0.89	4.49	3.6													
Redbridge JI	4.09	0.00	4.09	2.97							0.69						
Havering KD	3.86	0.82	4.68	3							0.86						
Newham KF	6.00	0.62	6.62	5				1.00			1.00						
Barking & Dagenham KG	4.00	0.77	4.77	4													
Lambeth LX	6.70	0.40	7.10	4.70							1.00						
Southwark MD	8.69	0.36	9.05	2.00			0.69	2.00			1.00						
Islington NI	5.75	1.24	6.99	5.75				1.00									
Lewisham PL	8.00	0.65	8.65	4.00			1.00	1.00			2.00						
Bromley PY	6.00	0.20	6.20	4.00							1.00						
Harrow QA	3.66	0.57	4.23	1.00			1.00	2.00			0.66						
Brent QK	5.00	0.00	5.00	4.00			1.00				1.00						
Greenwich RG	5.60	0.00	5.60	5.00							0.60						
Royal Parks	3.00	0.28	3.28	3.00													
Bexley RY	4.47	0.88	5.35	2.20			0.64	0.83			1.00						
Barnet SX	6.00	0.53	6.53	3.00							2.00						
Central London Training Centre	33.00	0.00	33.00	32.00				7.00			1.00						
TP Crime	1.00	0.00	1.00	1.00													
Richmond Upon Thames TW	3.00	0.38	3.38	3.00													
Hounslow TX	2.00	0.61	2.61	2.00							1.00						
Kingston Upon Thames VK	1.60	0.22	1.82	1.00							0.60						
Merton VW	2.00	0.62	2.62	2.00													
Wansworth WW	5.00	0.48	5.48	4.00				1.00									
Ealing XB	4.00	0.70	4.70	4.00													
Hillingdon XH	4.00	1.25	5.25	4.00							1.00						
Enfield YE	6.00	0.92	6.92	4.00							1.00						
Harringay YR	8.60	0.82	9.42	4.60			1.00	1.00			2.00						
Croydon ZD	6.00	0.47	6.47	5.00													
Sutton ZT	2.50	0.76	3.26	2.00				1.00			0.50						
TP Total	229.12	19.10	248.22	178.82			7.33	34.83			30.91						

Table 2: Staffing Levels

Training Unit	FTE Total Training Unit staff	FTE Total Occasional Trainers	Grand Total	Dedicated Trainers	Police Staff Pay Bands														
					A	B	C	D	D TWM	E	F	H	K	L	P	U	V	W	Z
Specialist Crime Directorate																			
SCD1 Homicide & Serious Crime	13.60	0.00	13.60	10			1.00	1.00		2.60									
SCD 12, 14, 15, 20	1.00	0.13	1.13	1				1.00											
SCD4 Non Technical Forensic	4.80	0.00	4.80	1.8			1.00	2.80		1.00									
SCD5 Child Abuse Investigation Command	6.30	0.00	6.30	4						1.00									
SCD6 Economic & Specialist Crime	3.00	0.35	3.35	2				1.00		1.00									
SCD3, 7/8 Serious & Organised Crime/Trident	7.25	0.00	7.25	5.25			1.00	1.00		1.00									
SCD26 PNC Bureau Trng Unit	2.00	0.00	2.00	6				1.00		1.00									
SCD 11 Training inc MIB, Surveillance and 11(10)	15.00	5.31	20.31	0			1.00	1.00		1.00									
SCD20 Crime Academy	92.10	2.15	94.25	62.1		1.00	8.00	8.00		5.00	1.00		1.80	3.00		6.00			
SCD Total	145.05	7.94	152.99	92.15		1.00	12.00	16.80		13.60	1.00		1.80	3.00		6.00			
Specialist Operations																			
SO1 Close Protection Training Unit	9.00	0.00	9.00	7				1.00		2.00									
SECCO	0.00	0.06	0.06	0															
SO14 Royalty Protection	7.00	0.00	7.00	7															
SO15 Counter Terrorist Command	6.00	6.50	12.50	4				2.00		1.00									
SO Total	22.00	6.56	28.56	18.00				3.00		3.00									
Grand Total	1249.31	46.70	1296.01	966.93	1.00	7.00	40.09	160.41	1.00	82.79	18.56	1.00	1.32	2.80	3.00	1.00	6.00	2.00	0.44

Table 2: Staffing Levels

Training Unit	Police Officer Ranks									
	C Insp	Insp	Sgt	PC	Det Ch Supt	Det Supt	DCI	DI	DS	DC
Human Resources										
Catering										
Diversity										
Logistical Services & Resources										
Training Co-ordination Team										
Safety & Health Risk Management										
HR1 Strategic Management Unit (THR)				1.60						
Driving School	1.00	3.00	11.00	50.00						
Recruit School	1.00	9.00	57.10	173.20						
Leadership Academy	1.00	8.00	13.00	2.00						
Learning Support Unit		1.00	3.00	5.00						
First Aid Training										
Extended Police Family	1.00	3.00	5.90	13.00						
Physical Training										
HR Total	4.00	24.00	90.00	244.80						
Directorate of Resources										
Finance										
Property Services										
Operational Services				3.00						
DOR Total				3.00						
Directorate of Information										
Dol T&D Unit										
IT Training School		1.00	10.00	26.20						
DOI Total		1.00	10.00	26.20						
Central Operations										
CO19 - Firearms (Mandatory Training)			1.00	2.00						
CO3 - Emergency Planning and London Resilience										
CO6 Diplomatic Protection Group		1.00	2.00	15.00						
CO7 Palace of Westminster		1.00		1.00						
CO11 Strategic Command, NSY		1.00	1.00	3.00						
CO15 - Traffic			1.00	7.00						
CO16 - Traffic Criminal Justice - Marlowe House										
CO17 - Transport OCU			1.00	5.00						
CO18 Aviation Security - Heathrow		1.00	1.00	5.00						
CO19 - Firearms (Firearms Training)	2.00	4.00	15.00	93.00						
CO20 - TSG		1.00		2.00						
CO11 Ops Support (Mounted Branch)		1.00	1.00	3.00						
CO11 Ops Support (Dog Training)		1.00	3.00	12.00						
CO11 Ops Support (Air Support Unit)										
CO11 Ops Support (Marine Support)			1.00	2.00						
CO11 Public Order Support, NSY			1.00	1.00						
CO11 Public Order Specialist Training Centre, Gravesend	1.00	1.00	7.00	36.00						
CO11 Public Order (OST, Hendon).			2.00	17.00						
CO Total	3.00	12.00	37.00	204.00						

Table 2: Staffing Levels

Training Unit	Police Officer Ranks									
	C Insp	Insp	Sgt	PC	Det Ch Supt	Det Supt	DCI	DI	DS	DC
Territorial Policing										
Kensington & Chelsea BS			1.00	3.00						
Central Communications Command			2.00	7.00						
Westminster CW		1.00	1.00	6.00						
Camden EK			1.00	1.00						
Hammersmith & Fulham FH			1.00	2.00						
Hackney GN			1.00	3.00						
Tower Hamlets HT		1.00		5.00						
Waltham Forest JC			1.00	2.60						
Redbridge JI			0.65	2.75						
Havering KD			1.00	2.00						
Newham KF				4.00						
Barking & Dagenham KG			1.00	3.00						
Lambeth LX		1.00		4.70						
Southwark MD				5.00						
Islington NI			0.75	4.00						
Lewisham PL			1.00	3.00						
Bromley PY		1.00	1.00	3.00						
Harrow QA										
Brent QK				3.00						
Greenwich RG		1.00	1.00	3.00						
Royal Parks			1.00	2.00						
Bexley RY				2.00						
Barnet SX		1.00	1.00	2.00						
Central London Training Centre	1.00	4.00	11.00	5.00					3.00	1.00
TP Crime				1.00						
Richmond Upon Thames TW			1.00	2.00						
Hounslow TX				1.00						
Kingston Upon Thames VK				1.00						
Merton VW			1.00	1.00						
Wansworth WW			1.00	3.00						
Ealing XB			1.00	3.00						
Hillingdon XH			1.00	2.00						
Enfield YE		1.00	1.00	3.00						
Harringay YR			1.00	3.60						
Croydon ZD		1.00		5.00						
Sutton ZT				1.00						
TP Total	1.00	12.00	34.40	104.65					3.00	1.00

Table 2: Staffing Levels

Training Unit	Police Officer Ranks									
	C Insp	Insp	Sgt	PC	Det Ch Supt	Det Supt	DCI	DI	DS	DC
Specialist Crime Directorate										
SCD1 Homicide & Serious Crime			1.00	4.00					1.00	3.00
SCD 12, 14, 15, 20										
SCD4 Non Technical Forensic										
SCD5 Child Abuse Investigation Command							0.30	1.00	4.00	
SCD6 Economic & Specialist Crime									1.00	
SCD3, 7/8 Serious & Organised Crime/Trident										4.25
SCD26 PNC Bureau Trng Unit										
SCD 11 Training inc MIB, Surveillance and 11(10)								1.00	11.00	
SCD20 Crime Academy				2.00	1.00	1.00	3.00	5.00	29.60	16.70
SCD Total			1.00	6.00	1.00	1.00	3.00	5.30	32.60	39.95
Specialist Operations										
SO1 Close Protection Training Unit							1.00	2.00	3.00	
SECCO										
SO14 Royalty Protection		1.00	1.00	5.00						
SO15 Counter Terrorist Command							1.00	1.00	1.00	
SO Total		1.00	1.00	5.00			2.00	3.00	4.00	
Grand Total	8.00	50.00	173.40	593.65	1.00	1.00	3.00	7.30	38.60	44.95

Table 2: Staffing Levels

Training Unit	Occasional Trainers Police Staff Pay Bands								Occasional Trainers Police Officer Ranks					
	D	E	P	T	U	V	B	S	DC	DI	DS	PC	Insp	PS
Human Resources														
Catering						0.03								
Diversity														
Logistical Services & Resources														
Training Co-ordination Team												0.36		
Safety & Health Risk Management												0.13		
HR1 Strategic Management Unit (THR)														
Driving School														
Recruit School														
Leadership Academy														
Learning Support Unit														0.02
First Aid Training														
Extended Police Family														
Physical Training														
HR Total						0.03						0.49		0.02
Directorate of Resources														
Finance								0.15	0.09					
Property Services		1.73	0.56											
Operational Services														
DOR Total		1.73	0.56					0.15	0.09					
Directorate of Information														
DoI T&D Unit	0.01				0.01							0.00		0.05
IT Training School														
DOI Total	0.01				0.01							0.00		0.05
Central Operations														
CO19 - Firearms (Mandatory Training)												0.09	0.27	
CO3 - Emergency Planning and London Resilience													0.11	
CO6 Diplomatic Protection Group													1.09	
CO7 Palace of Westminster	0.01			1.14										
CO11 Strategic Command, NSY													0.94	
CO15 - Traffic														
CO16 - Traffic Criminal Justice - Marlowe House		0.41												
CO17 - Transport OCU														
CO18 Aviation Security - Heathrow												3.61		0.13
CO19 - Firearms (Firearms Training)														
CO20 - TSG												0.82		
CO11 Ops Support (Mounted Branch)														
CO11 Ops Support (Dog Training)														
CO11 Ops Support (Air Support Unit)												0.25		0.45
CO11 Ops Support (Marine Support)												0.65		
CO11 Public Order Support, NSY														
CO11 Public Order Specialist Training Centre, Gravesend														
CO11 Public Order (OST, Hendon).														
CO Total	0.01	0.41		1.14								0.09	7.73	0.58

Table 2: Staffing Levels

Training Unit	Occasional Trainers Police Staff Pay Bands								Occasional Trainers Police Officer Ranks					
	D	E	P	T	U	V	B	S	DC	DI	DS	PC	Insp	PS
Territorial Policing														
Kensington & Chelsea BS												1.25		
Central Communications Command														
Westminster CW														
Camden EK												0.40		0.16
Hammersmith & Fulham FH												0.42		0.16
Hackney GN												1.29		
Tower Hamlets HT														
Waltham Forest JC		0.05										0.70		0.14
Redbridge JI														
Havering KD	0.01					0.01						0.79		0.01
Newham KF												0.62		
Barking & Dagenham KG												0.70		0.07
Lambeth LX												0.40		
Southwark MD	0.02	0.23										0.05		0.07
Islington NI												0.91		0.34
Lewisham PL												0.61		0.04
Bromley PY		0.04										0.14		0.02
Harrow QA												0.49		0.08
Brent QK														
Greenwich RG														
Royal Parks												0.28		
Bexley RY												0.56		0.32
Barnet SX		0.04										0.25		0.23
Central London Training Centre														
TP Crime														
Richmond Upon Thames TW												0.19		0.19
Hounslow TX												0.33		0.27
Kingston Upon Thames VK		0.00										0.20		0.02
Merton VW		0.07										0.19	0.09	0.28
Wansworth WW												0.48		
Ealing XB												0.65		0.04
Hillingdon XH		0.13										0.96		0.16
Enfield YE									0.14			0.64		0.14
Harringay YR												0.82		
Croydon ZD		0.02										0.39		0.05
Sutton ZT		0.14							0.02	0.04	0.04	0.18	0.02	0.33
TP Total	0.03	0.71				0.01			0.02	0.18	0.04	14.90	0.11	3.12

Table 2: Staffing Levels

Training Unit	Occasional Trainers Police Staff Pay Bands								Occasional Trainers Police Officer Ranks					
	D	E	P	T	U	V	B	S	DC	DI	DS	PC	Insp	PS
Specialist Crime Directorate														
SCD1 Homicide & Serious Crime														
SCD 12, 14, 15, 20												0.13		
SCD4 Non Technical Forensic														
SCD5 Child Abuse Investigation Command														
SCD6 Economic & Specialist Crime									0.35					
SCD3, 7/8 Serious & Organised Crime/Trident														
SCD26 PNC Bureau Trng Unit														
SCD 11 Training inc MIB, Surveillance and 11(10)	0.13								3.20	0.61	1.37			
SCD20 Crime Academy			0.79			0.97					0.38			
SCD Total	0.13		0.79			0.97			3.55	0.61	1.75	0.13		
Specialist Operations														
SO1 Close Protection Training Unit														
SECCO													0.06	
SO14 Royalty Protection														
SO15 Counter Terrorist Command		0.07							1.85	0.38	0.66	1.80	0.19	1.54
SO Total	0.07	0.07							1.85	0.38	0.66	1.80	0.25	1.54
Grand Total	0.19	2.92	1.35	1.14	0.01	1.00	0.15	0.09	5.42	1.17	2.54	25.05	0.36	5.31