

## Best Value Review (Training) - Improvement Plan

<b>Recommendation 1:</b> A feasibility study is carried out to explore the options for running MPS training like a business and to return to the Director of HR with options by 31 <sup>st</sup> March 2003					
<b>Objective(s):</b> To ascertain whether it would be practicable to enhance the efficiency and effectiveness of MPS training by adopting a business structure.					
<b>Link to strategic aim/priority:</b> linked to the strategic aim of the MPS in making London the safest major city in the world, by professionalising the training function.)					
<b>Additional costs:</b> Achievable within existing budgets		<b>Estimated savings / benefits:</b>			
<b>Capital</b>		<b>Sub-total</b>			
<b>Revenue</b> 40 days of Consultancy Group time @ £450.00 per day.		<b>Cashable benefits.</b> None in its own right. Will be identified on completion of the feasibility study			
<b>Non-quantified costs:</b>		<b>Non-financial benefits:</b>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Initiation of feasibility study		ICG/SW/SP	February 2003	Completion of PID	Circulate PID to BVR(T) PB
2. Conduct feasibility study		ICG/SW/SP	31 March 2003	Completed feasibility study	Costed options paper introducing a business approach
3. Present findings to MPS and MPA		SW/WP	30 June 2003	Paper to Director of HR	Consideration of business approach to MPS training

<b>Recommendation 2:</b> The Director of Training and Development is recognised as Head of Profession with the remit to ensure a consistent performance management regime and support of all training deliverers across the MPS					
<b>Objective(s)</b> To ensure that there is a recognised Head of Profession who has the remit to drive the performance management regime in respect of training and will provide support and guidance to all MPS trainers					
<b>Link to strategic aim/priority:</b> linked to the strategic aim of the MPS in making London the safest city in the world.					
<b>Additional Costs:</b> <b>Capital</b> <b>Revenue – salary</b> Achievable within existing budgets		<b>Estimated savings / benefits:</b> <i>Describe what will be gained</i>			
<b>Non-quantified costs:</b>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• Enhancement of performance management regime across training</li> <li>• Improved links between the contractor for training and the training deliverers</li> <li>• Direction and support for local training managers</li> <li>• Identification of training concerns and issues</li> <li>• Ability to question the utilisation of budgets</li> <li>• Enhanced dissemination of strategy and policy</li> <li>• Potential for developing economies of scale</li> <li>• Provides opportunities to develop the standard of trainers outside the DTD.</li> <li>• Improved performance with minimum cost implication</li> <li>• Improves the systems approach to training</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
4. Enhanced role of Director of Training and Development agreed.		Director HR	31 December 2002	Job specification complete	Approved by MPS MB 31 October 2003
5. Policed notice issued publicising enhanced role of Director of Training and Development		Director HR	31 March 2003	Compilation of police notice	Enhanced role published

<b>Recommendation 3:</b> To redefine School Management Boards and Training Boards terms of reference and extend them to encompass all Business Groups across the MPS					
<b>Objective(s):</b> To provide structure for the identification of training needs, commissioning performance needs analysis and to prioritise training within Business Groups prior to submission to the Training Management Board					
<b>Link to strategic aim/priority:</b> Maximising resources dedicated to operational policing through the effectiveness of training management and strategic prioritisation.					
<b>Additional Costs:</b> <b>Capital</b>		<b>Estimated savings / benefits:</b>			
<b>Revenue</b> Achievable within existing budgets		<b>Cashable benefits</b>			
<b>Non-quantified costs:</b>		<b>Non-financial benefits:</b>			
		<ul style="list-style-type: none"> <li>• Prioritisation and co-ordination of training MPS wide</li> <li>• A driver for an effective client/provider relationship</li> <li>• Training focused on meeting business needs</li> <li>• Clear structure where training needs and issues can be considered.</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
6. Director of Training and Development to approve terms of reference		Director of Training and Development	31 March 2003	Compilation of draft terms of reference	Terms of reference agreed
7. Create police notice for publication that includes terms of reference and membership		TPSU	30 June 2003	Compilation of document for publication	Document details agreed, notice published
8. Amend annual MPS Training Plan		TPSU	30 June 2003	Amendment to Training Plan agreed	Annual Training Plan amendment published

<b>Recommendation 4:</b> To develop a Training Policy and Standards Unit (TPSU) for MPS Training.					
<b>Objective(s):</b> To provide support for the Director of Training and Development in driving the performance management regime and to provide a single point of entry (gateway) to training on behalf of the MPS					
<b>Link to strategic aim/priority:</b> An enabler to the strategic aim of the MPS in making London the safest major city in the world through co-ordinated effective training and development policies.					
<b>Additional costs:</b>		<b>Estimated savings / benefits:</b>			
<b>Capital</b>		<b>Cashable</b>			
<b>Revenue</b>		Reduction of HEO Band C @ £28,000			
One band B @ £33,665.....£33,665					
Six band D's @ £18,000ea.....£108,000					
<b>Non-quantified costs:</b>		<b>Non-financial benefits:</b>			
Potential loss of flexibility and speed of response to BOCU needs		<ul style="list-style-type: none"> <li>• Central focus for MPS training, policy and standards</li> <li>• Enhanced co-ordination.</li> <li>• Creates an accountability framework.</li> <li>• Links to national developments within PSSO and Police Standards Unit.</li> <li>• One point of access to training.</li> <li>• Guidance and accountability in procurement of training.</li> <li>• The creation of the structure drives towards enhancing all standards.</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
9. Recruit head of Training Policy and Standards Unit		Director of HR	31 March 2003	Selection process commenced	Staff in place
10. Amalgamate the existing Training Design Unit and Course Administration in the TPSU, agreeing the roles and remit of individuals and recruiting staff when appropriate.		TPSU	30 June 2003	Amalgamation strategy documented	Amalgamation complete

<b>Recommendation 5:</b> That a business case is made for the development of Training Delivery Centres that incorporates Officer Safety Training	
<b>Objective(s):</b> To rationalise the provision of mandated training activity across the organisation under the Director of Training and Development	
<b>Link to strategic aim/priority:</b> An enabler to the strategic aim of making London the safest city in the world.	
<b>Additional costs:</b> <b>Capital</b> Costs will be included in the feasibility study <b>Revenue</b>	<b>Estimated savings / benefits:</b>
<b>Non-quantified costs:</b> <ul style="list-style-type: none"> <li>• Initial cost and resource implications will be high to set up a quality centre</li> <li>• Suitable accommodation and locations will be essential for success</li> <li>• Support from all senior managers will be needed</li> <li>• Concerns that the level of resources and staff required to meet the combined need will be difficult to manage</li> <li>• Concern that the lead- time will be unacceptable for the centres to deliver 'local' training needs.</li> </ul>	<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• Introduce standardisation of training provided to MPS Training Units and equality of opportunity for staff.</li> <li>• Introduce a more professional approach to the delivery of mandatory training, underpinning the core business of the MPS.</li> <li>• Would create centres of excellence.</li> <li>• Potential for improved training facilities and equipment designed for purpose via the Learning Centres.</li> <li>• Avoid the current duplication of all training units developing their own courses on the same topic independently.</li> <li>• Reduce duplication in the design, delivery and evaluation of training</li> <li>• Provision of role security for trainers</li> <li>• Formal communication networks between the Learning Centres could facilitate the sharing of best practice.</li> <li>• Provision of 'resilience'-training can be conducted on a continual basis and there would be flexibility to cope with trainers during sickness, leave etc.</li> <li>• Increase development opportunity for trainers.</li> <li>• The learning centres could have the capacity to deliver more role specific training.</li> </ul>

**Recommendation 5 continued**

<b>Key actions to implement:</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
11. Identify all MPS training facilities within all Business Groups together with schedule of training usage of the accommodation	SW/WP	31 March 2003	Schedule of training facilities complete	Identification of common areas of training and cost of facilities
12. Short term proposals for optimising the use of these facilities for training purposes	SW/WP	30 June 2003	Compile prospectus of MPS training	Publish prospectus of MPS training
13. Feasibility study commenced to cost the development of the training delivery centres including the site at Orpington Police Station.	SW/WP	30 June 2003	Feasibility study commenced	Feasibility study completed with costings

<b>Recommendation 6:</b> That Specialist Operations (SO) and Specialist Crime (SC) Training Boards identify common themes and join training/resources where appropriate					
<b>Objective(s):</b> To enable Specialist Operations and Specialist Crime to effectively co-ordinate training					
<b>Link to strategic aim/priority:</b> linked to the strategic aim of the MPS in making London the safest major city in the world					
<b>Additional costs:</b> <b>Capital</b>		<b>Estimated savings / benefits:</b> <b>Cashable</b>			
<b>Revenue</b> Achievable within existing budgets		<b>Non –cashable benefits</b> Potential for reduction in police trainers, providing additional officers for operational policing.			
<b>Non-quantified costs:</b>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• Greater efficiency in the use of trainers is achieved across SO.</li> <li>• SO units working closer with each other through shared training</li> <li>• Potential for reduced training costs across SO as resources/courses are merged</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
14. To establish terms of reference for a Specialist Crime Training Board		SC	30 June 2003	Terms of reference approved	Publication of terms of reference
15. To identify opportunities for joining training and resources and to produce an action plan as appropriate.		SO/SC	30 June 2003	Identify common areas of training	Action planning commenced

<b>Recommendation 7:</b> That the Directorate of Training and Development devises a strategy for support staff training and development					
<b>Objective(s):</b> To ensure that a strategy is developed that will provide a corporate approach to meet support staff training needs					
<b>Link to strategic aim/priority:</b> To improve the equality of opportunity for support staff within the MPS, to protect the organisation against potential for litigation and for the Service to meet its obligations to develop all staff.					
<b>Additional costs</b>		<b>Estimated savings / benefits:</b>			
<b>Capital</b>					
<b>Revenue</b>	Band B @ £33,665				
<b>Non-quantified costs:</b>		<b>Non-financial benefits:</b>			
		<ul style="list-style-type: none"> <li>• Equality of opportunity for training</li> <li>• Staff will feel better valued</li> <li>• Support retention strategies</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
16. Review of support staff training		Director of Training	November 2002	Report completed	Options identified
17. Recruit head of civil staff training		Director of Training	31 March 2003	Selection commenced	Staff in post
18. Strategy published		Director of Training	31 March 2003	Draft Strategy	Agreed strategy published
19. Create civil staff Training Boards		Director of HR	30 June 2003	Terms of reference agreed	Terms of reference published



<b>Recommendation 8:</b> That the Directorate of Training and Development devises a strategy for support staff training and development.					
<b>Objective(s):</b> To ensure that a strategy is developed that will provide a corporate approach to meet support staff training needs.					
<b>Link to strategic aim/priority:</b> To improve the equality of opportunity for support staff within the MPS, to protect the organisation against potential for litigation and for the Service to meet its obligations to develop all staff.					
<b>Additional costs:</b> Capital Revenue		<b>Estimated savings / benefits:</b> <b>Cashable</b> Gains set within the MPS Sponsorship Unit 5yr strategy <b>Non-cashable</b>			
<b>Non-quantified costs:</b>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• Provides focus for developing income generation strategy within training.</li> <li>• Creates potential for investment opportunities within training</li> <li>• Will create the opportunity for linking finance and Training strategies</li> <li>• Will increase the focus for the need to market training</li> </ul>			
<b>Key actions to implement:</b>  20. Strategy published		<b>Lead</b>  Director of HR	<b>Deadline</b>  30 <sup>TH</sup> June 2003	<b>PI / milestone</b>  Draft strategy agreed	<b>Target</b>  Agreed strategy published