

DIRECTORATE OF TRAINING & DEVELOPMENT

Protective Marking	Not protectively marked
FOIA exemption	No
Suitable for Publication Scheme? Y/N	Yes
Title and version	MPS Costed Training Plan Draft V4.0
Purpose	To provide strategic direction to the Management of Training in the MPS
Relevant to	All members of the MPS
Summary	MPS Annual Costed Training Plan
Author and warrant / pay number	Paul Hutton C614347
Creating Branch, Code and Operational Command Unit / Directorate	Training Standards Unit HR Directorate of Training and Development
Date created	7.6.04
Review Date	



**METROPOLITAN
POLICE**

Working for a safer London

MPS Annual Costed Training Plan 2004/5



Foreword

By Commander Shabir Hussain, Metropolitan Police, Director of Training & Development.

This Training Plan supports the Directorate of Training and Development (DTD) integration with other strategic MPS plans, such as Towards the Safest City and the HR Business Plan. It will ensure that the relationships we have developed over the past year will mean that we can continue to work with key partners such as the Skills for Justice Organisation, Central Police Training and Development Authority (Centrex) and HM Inspectorate of Constabulary (P&T) to improve the development of all staff and deliver quality training.

Priority activities for MPS training are documented within this plan.. The Training Standards Unit (TSU) will continue their support to all training units and help managers to meet their obligations outlined in this document.. The TSU will also oversee the achievement of consistency in design, delivery and evaluation of training.

The PDR process, which embraces the national integrated competency framework, will be key in identifying the development needs of all staff. However, we will need to ensure that the collective identified requirements of staff and the needs of the MPS actually do integrate with training planning and inform the training plans across the MPS.

There is much to achieve throughout the life of this plan. It is intended to be a flexible document to allow the MPS to adapt to the continuous changes which now feature in our training planning process. The real test of all our efforts will be how our customers on BOCUs and departments perceive training across the MPS and how connected they feel to the planning process.

Shabir Hussain
Director of Training and Development

Executive Summary

The MPS Annual Costed Training Plan has been produced by the Training Standards Unit in conjunction with the Business Support team.

The Training plan is intended to be a dynamic document into which ongoing training delivery can be updated as it progresses.

The document is in three parts:

- **Part One** - Provides direction to all MPS training providers in the disciplines of design, delivery, prioritisation and evaluation of training. It outlines the structure of the strategic management role of training in the MPS, giving guidance on the responsibilities of all parties involved in the training function, from the Training Management Board through to line managers and individuals. The document highlights the Best Value approach to the training function in the MPS through commitment to the Foundations for Change (BV review of training – Feb 2003).
- **Part Two** provides all proposed training activity for the MPS for 2003/4 broken down by training provider and business groups across the service and is categorised as per Home Office circular 53/2003.

Key Message

- It can be seen that MPS overall training activity provides a demonstrable link to key business objectives with 12% of overall activity related to Health & Safety issues, and a significant proportion 21% devoted to probationer training. 17% of training activity relates to Computers and Communications and this is relative to the opening of three new call-centres under the C3i system.
- **Part Three** provides the costed element of all training activity. Training activity is costed using the National Costing Model (NCM). It provides a total predicted cost of training activity broken down by business groups.

Part 1

MPS Training Strategy 2004-7		Page
	Foreword	2
	Executive Summary	3
1	Vision Statements	9
a (i)	MPS Values / Vision	9
(ii)	MPS Training and Development Statement	9
B	Access to Training and Qualifications	10
(i)	MetPeople	10
(ii)	PDRs	11
a	Key Principles	11
b	Priority Setting	12
c	PDR and Best Value	12
d	National Competency Framework	12
e	National PDR Project	13
f	National Intelligence Model	13
g	Police Reform	13
2	Strategic Objectives	13
a	Strategic Direction	13
b	Strategic Prioritisation	15
(i)	HR Business and Performance Plan	15
(ii)	Prioritisation of MPS Wide Training	16

3	Race Equality and Diversity	16
a	Commitment to Equality and Diversity	16
b	Mainstreaming Diversity Training	16
c	Race Relations (Amendment Act) 2000	16
d	Community Involvement	17
4	Management Responsibilities	17
a	The Role of the Director of Training and Development	17
b	Responsibility Levels for Training	18
5	Standards of Performance	19
6	Assessment, Training Needs and Prioritisation	20
a	Assessment	20
b	Performance Needs Analysis	20
c	Prioritisation of Local Training	20
d	Training Design	21

e	Delivery of Training	21
i)	Delivery Policy	21
ii)	Collaboration	22
iii)	External Training and Further Education	23
7	Evaluation	23
a	Evaluation of Effectiveness of Training	24
b	Evaluation of Strategies	25
c	Review of Strategy	25

APPENDICES

A	Training Management Board	26
B	Training Prioritisation Guide	27
C	Training Board and School Management Board – Purpose and Main Activities	28
D	Training Board Business Areas	35
E	The Systems Approach to Training	36
F	Foundations For Change	37
G	MPS Training Evaluation Strategy - Overview	38

Part 1

MPS Training Strategy 2004-2007

It is recognised that this strategy may appear to have some repetition across the sections but we have followed the format laid down in Home Office Circular 53/2003.

1. Statement of Values

a (i) MPS Values/Vision

The MPS is a dynamic, high performing and growing organisation that is fully committed to developing a workforce that is much more representative of the London communities that we serve, in particular, by recruiting significantly more women and individuals from ethnic minority backgrounds. The development of our police staff (formerly known as civil staff), will be given a higher priority in order that they are appropriately equipped to support their colleagues engaged in policing operations. The Police Staff Development Coordination Unit is supporting this new approach.

A Crime Academy has also been created under the management of the Specialist Crime Directorate to achieve excellence in all aspects of crime related training, including the investigation of serious crimes and forensic services. Work continues on the creation of a new Career Development and Retention Unit to serve the needs of both police officers and police staff.

The Mayor of London, the MPA and the Commissioner aspire to increase the number of police officers serving Londoners to 35,000 over the next few years, subject to adequate funding being available. This would represent an increase of 9000 since 31st March 2000. By 31st March 2004, the HR Directorate will have recruited and trained enough new officers to take the total from just over 28,500 to almost 30,000 officers, plus around 1,500 recently introduced PCSOs (Police Community Safety Officers). These developments will contribute to substantially increasing the visible police presence on the streets of London. This expansion has continued to place considerable strain on staff, accommodation and facilities, making it necessary to continue training recruits in shifts (for the first time in the history of the Recruit Training School), thus reflecting the work pattern that they will experience on street patrolling duties.

The target figures for 2004/5 are that 1858 new officers will be recruited together with 390 transferees from other forces. The majority of student officers will be trained at Hendon but other student officers will be trained at the Sunbury and Orpington satellites commencing in May 2004.

ii) MPS Training and Development Statement

Policing is 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.

In seeking consistently high standards, the MPS will encourage and support 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.

Our training will be subject to rigorous quality assurance and evaluation procedures. We will strive to ensure best value in all our training and development activities, supported by the Training Standards Unit.

The MPS is committed to valuing diversity and will ensure that all staff have opportunities to develop. Staff will be treated fairly in the provision of training and development regardless of their gender, race, colour, nationality, ethnic and national origin, disability, religion, sexual orientation or marital status. Part-time staff will not be excluded from training simply because they work differently. Training and development opportunities will be scheduled, as far as possible, so that all staff, including those working flexibly, can attend.

As a measure of the commitment to continuous improvement the Directorate of Training and Development first achieved the Investors in People Award in 1999 and has undergone an annual assessment since, the last being in May 2003.

The identification of training needs is driven by the values stated above. Policy, strategy, planning and monitoring are also contingent on the values outlined above.

b Access to Training and Qualifications

(i) MetPeople

Police role profiles have been completed for MetPeople¹, under which the MPS implements the National Competency Framework. Work on the Police Staff profiles is complete and MetPeople competencies will be adopted aggressively over a range of HR activities, including training and development. New PDRs are already in place for police officers incorporating these competencies and the PDR scheme for Police staff been introduced within the last 12 months. Training has now been delivered across the MPS. However, the HR Evaluation Team has identified the need to make a significant improvement in the quality and timeliness of PDRs, which will continue to be a key activity over the year.

The MetHR² system phase one, rolled out to over 80 locations. Work is ongoing to ensure that MetHR is fully utilised as a business tool to improve accessibility of information about the 'performance gap' and workforce skills to ensure that they are used to best advantage. The system will progressively expand to provide better support for training administration: The Met HR

¹ · MetPeople provides a framework of competencies for all police and civil staff roles, based on the National Competency Framework.

² · MetHR is a database that holds personal details and skills for all members of staff. It has been in use across the MPS since 31 October 2003.

enhancement, which will commence over the next 1-2 years, will introduce the concept of 'self service'. Staff will be able to look at and update their own records to make data more accurate. It will also allow staff to apply for courses on-line and enable the MPS to meet Race Relations Amendment Act requirements in relation to the accessibility and monitoring of training attendance.

The Development and Organisational Team (DOIT) in particular have built upon the start that they made last year and continue to support under-represented groups through a range of training and development activity.

Activity currently in progress includes the Personal Leadership and Development Programme (PLDP), supporting minority ethnic staff; the Female Personal Leadership and Development programme, targeted at female police and police staff first line supervisors. Both programmes are aimed at unlocking potential within these groups and improving individual skill-sets.

In addition to the above and in collaboration with colleagues from the HR Directorate, DOIT have also launched the Female and Ethnic Minority Detective Training Programme (FEM-DTP). A bespoke programme, it aims to increase future representation amongst the target group by providing them with a structured programme of detective training and development. The programme is currently working towards both Open University and NVQ accreditation.

ii) Performance Development Reviews (PDRs)

The MPS has reviewed and redesigned the Performance and Development Review (PDR) processes, which have involved stakeholder consultations and the incorporation of a number of major national initiatives such as the national competency framework and the national intelligence model. Individual training needs are identified against agreed priorities and in turn approved, firstly through personnel managers and ultimately through Training Boards to enable an aggregate training plan to be formed.

PDR Process

a Key Principles

The PDR process is designed to place emphasis on performance improvement, skill development and the process of performance management on a continuous basis. The focus is clearly on service delivery with links to an intelligence led approach.

The PDR process has three core features:

- The individual and/or team priorities linked to OCU or departmental plans;
- The competencies;

- The process of monitoring and reviewing performance.

The stages of the annual cycle are:

- Agree and set individual or team priorities that will support the achievement of OCU or departmental priorities;
- Manage individual and team performance throughout the year;
- Review performance of team priorities every one to three months;
- Review performance of individuals every six months.

b PDR Priority Setting in line with MPS Planning cycles

The revision of the PDR process incorporated measures to address feedback gained through evaluation. One of the concerns levelled at the former PDR process was that it did not make a clear link between individual and MPS priorities. With the re-launch, the PDR cycle will take into account other MPS strategies and planning cycles in order to make the links clearer.

c How PDR is continuing to evolve in line With Best Value ?

The purpose of PDR is to achieve best possible performance by:

- Implementing a practical development plan through which performance can be enhanced;
- Reviewing performance to identify achievements and development needs;
- Providing honest feedback and coaching to help individuals to perform more efficiently;
- Aligning the process to coincide with other MPS planning cycles.

Development planning is designed to assist in identifying activity that will improve the performance of individuals through relevant priorities and competencies. It is recorded in a development plan form, which also acts as a training request, and which details the proposed development solution and its timing. After agreement between the individual and their line manager it will go to the HR Manager for approval.

Training Boards across all business areas of the MPS will ensure that all staff have formal PDRs with their line managers to support the planning process.

d National Competency Framework (NCF)

A project team has managed the introduction of the NCF into assessment centres, training programmes and other selection processes. As part of this programme, since 2003-4, police staff PDR's now incorporate NCF competencies.

The MPS is also committed to implementing the principles of the Integrated Competency Framework, which is a series of national standards, and guidelines, which will enable forces and individuals to improve the quality of performance and behaviour in jobs throughout the police service.

It is made up of three strands:

- Competency Framework;
- National Occupational Standards;
- Performance and Development Review.

The MPS will use these strands to plan training needs, compile job descriptions, assist in recruitment, and improve performance.

e National PDR project

Home Office Circular (HOC) 14/2003 details the requirements of the White Paper, Policing a New Century that all staff, whether police officers or police staff, are entitled to an annual PDR. The MPS will incorporate the requirements into the PDR process in conjunction with:

- HOC 18/2002;
- Promoting Effective Performance through the Training Plan
- HOC 42/2002;
- Implementing the National Competency Framework.

f National Intelligence Model (NIM) and Continuous Improvement through the Balanced Scorecard

As part of the programme for implementing NIM into support processes in the MPS and for focusing on continuous improvement, it is necessary to introduce a holistic and balanced set of measures that reflect performance across the MPS against current priorities. This is being led by the HR Directorate.

g Police Reform

Under the reforms outlined in the White Paper, 'Policing a New Century': A Blueprint for Reform, the government has made a number of proposals for police terms and conditions, which include:

- A competence based additional payment for the top of each of the federated ranks pay scales, and
- Annual PDRs for all staff.

It is anticipated that through recorded PDRs and supporting comments officers will be able to collate evidence within the competency areas in order to obtain the additional payments and to support the development of the preferred career paths for police and civil staff.

2. Strategic Objectives

a Strategic Direction

This Training Strategy illustrates the strategic approach to managing training within the Metropolitan Police Service. It applies to all members of the Service (police officers and police staff) and to all training sites. This reflects the point that each one of us is responsible and accountable for its success in meeting the needs of the Service.

Training is an expensive activity. Therefore it must be focused on improving the performance of the Service. This strategy supports the Metropolitan Police Authority (MPA) Policing and Performance Plan 2004/5, acknowledging that training has a vital role in preparing and equipping our staff to make London the safest major city in the world. This Training Strategy will help the Service to meet its corporate strategic objectives; and in particular, it will work towards 'Developing a professional and effective workforce'.

Overall responsibility for the management of MPS training lies with the Training Management Board (TMB). Training Boards are strategic client groups and provide the link with the training providers. In essence, the role of Training Boards will be to articulate, prioritise and monitor the training needed to maintain or improve performance within their particular area of responsibility.

School Management Boards (SMBs) oversee the work of each of the central training delivery schools. The SMBs aim to provide the link between the client(s) on whose behalf training is carried out and training deliverers (contractors). Primarily, the SMB will consider the demands on training resources presented to them by the Training Boards, negotiate for additional resources where required, and be concerned with improving the quality of the training service being delivered.

The training management structure is shown at **Appendix A**.

b Strategic Prioritisation

(i) HR Business and Performance Plan

The following table outlines the strategic objectives of the HR Business plan together with supporting activities to enable achievement of the Performance Plan.

HR Business and Performance Plan 2004-05	
Strategic Objectives	
1.	Enhance the representation of the diverse groups of London within the extended police family of the MPS
2.	Develop a professional and effective workforce with the required numbers and skills to support the delivery of operational priorities
3.	Embed improved quality in the activity undertaken within the HR Directorate and corporate HR function.
4.	Enhance organisational flexibility and effectiveness by supporting the MPS with the management of major change programmes
5.	Build a culture of safe and healthy working to maximise front line policing strength.

(ii) Prioritisation of MPS-wide Training

A prioritisation guide, approved by Training Management Board, has been developed by the Directorate of Training & Development to assist senior training sponsors to prioritise their training. It takes the sponsor through a risk assessment process and also takes into consideration the resource requirements that will be needed to deliver the training. In addition the prioritisation process is directly linked to the production of the training plan and will take into consideration the PSSO Skills Foresight report, produced by Skills For Justice (formerly PSSO). The prioritisation process will become integrated with the new responsibilities of the Training Boards.

The Training Prioritisation Guide can be seen at **Appendix B**.

3. Race, Diversity and Equality

a) Commitment to Diversity and Equality

As a commitment to diversity and equality the MPS Diversity Training Strategy Unit (DTSU) was set up to help the Service meet the training aims of the Diversity Strategy. It is believed to be the only police based Diversity Unit of its kind in the UK. The purpose of the DTSU is to develop, implement and coordinate the training elements of the MPS Diversity Strategy through consultancy, guidance and support.

b) Mainstreaming Race and Equality Training

The DTSU is working to ensure that diversity and race relations elements are integrated into all core training for trainers, newly promoted sergeants and inspectors, recruits and probationer constables.

The DTSU also works with training providers outside of the Directorate of Training and Development to incorporate Diversity into all MPS training.

c) Race Relations (Amendment) Act 2000

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 developments affect training and development within the MPS are:

- The MPS Policy Clearing House (PCH) is co-ordinating the identification and review of relevant training and development policies. All reviews by policy units of behalf of Strategic Policy Committee will be completed by September 2004. A core role of the PCH is to ensure corporate compliance in policy making with the Race Relations Amendment Act.
- Ethnicity of staff applying for training will be captured using 20 categories, which can be aggregated to mirror the Census categories for comparison with other organisations.

d) Community Involvement

An integral part of all diversity training is community involvement, with member of the minority ethnic community and others participating in training sessions as associate trainers or lay contributors.

4. Management Responsibilities

The Deputy Commissioner chairs the Training Management Board (TMB), which determines training priorities for the MPS. The portfolio for training & development lies within the responsibility of Assistant Commissioner HR. There is an ACPO level (Commander) Head of Profession who is the Director of Training and Development, and who is also a member of TMB.

Responsibility for the formulation of policy and strategy lies with the Director of Training. Policy issues are developed and agreed at two levels, first at HR Board and then at TMB. BOCU Commanders are responsible for determining local training priorities, although this is subject to scrutiny by TP Training Boards. Generally, Training Boards will be responsible for overseeing all training related issues within their area of responsibility, whether its for corporate or individual development. However, each member of staff is responsible for contributing to their own development in line with MPS values and the PDR process.

The MPS Training Plan links upwards to the priorities in the National Policing Plan, the national competency framework and to the national occupational standards, as well as to the MPA/MPS Performance Plan. It also links downwards to individual priorities and development requirements through the Training Boards and PDRs.

Responsibility levels for training are shown at **Appendix C** and the business areas of each Training Board are shown at **Appendix D**.

a. The Role of The Director of Training & Development

The Role of The Director of Training & Development has three main components, namely;

1. Leading the training function.

In carrying out this role the Director provides a focal point for all training and development within the MPS and supports line managers and trainers through access to a range of expert training services.

2. Ensuring that suitable arrangements are in place for the delivery of all centrally prescribed and centrally delivered training.

In carrying out this role the Director will set standards for the corporate management of training and ensure that these are maintained through the application of quality

assurance measures and evaluation. The Director will ensure that arrangements for training are appropriate and sufficiently robust to withstand external audit/inspection and coordinate production of the Annual Training Plan, monitoring the delivery of performance against it. In addition, at the behest of the Training Management Board, the Director will act as client and contract manager for centrally delivered training.

3. Providing professional advice to Director HR, Training Management Board and others on training related issues.

The Director will provide strategic advice on training issues to Director HR.

To develop strategic direction in support of national arrangements, this strategy has also taken into account the following:- HMIC 'Managing Learning' and 'Training Matters', People Matters 2002/03, (a framework for police human resource plans and training strategies, produced by the Association of Police Authorities), HO Circular 53/03 'Force Training Plans' which details the specific requirements on police services regarding the Training Strategy, the Annual Training Plan and the Performance and Development Review Plan, The Best Value Review of Training recommendations, which outline major changes to the strategic management of training in the MPS.

b. Responsibility Levels for Training

Individuals are responsible for:

- Setting personal objectives;
- Keeping up-to-date with changes in legislation, procedures, practices and Service and local policy;
- Identifying and addressing (with the assistance of line management) their own particular training and development needs; and
- Making use of self-help facilities (e.g. distance learning material, Intranet or Computer Based Training).

Line managers are additionally responsible for:

- Developing their staff, taking particular account of Service and local objectives;
- Identifying an individual's training and development needs, taking account of their job description and the core competences of the rank/band;
- Nominating individuals for training and development opportunities;
- Providing Induction training for new staff;
- Relating personal development to annual appraisals;
- Maintaining a balance between the aspirations of the individual and the needs of the Service – where the two conflict, the needs of the Service will take precedence;
- Monitoring the effectiveness of training, its impact on the individual's performance and its cost effectiveness;
- Ensuring that staff are kept up-to-date with changes in legislation, procedures, practices and Service and local policy;

- Maintaining an awareness of training and development opportunities available;
- Obtaining appropriate training and development for their staff.

Heads of Operational Command Units are additionally responsible for:

- Promoting and reinforcing the principles outlined in the Training and Development Statement;
- Providing the necessary resources, drawing on the support of central training resources, to enable local training and development needs to be met;
- Ensuring that local expenditure on internal and external training provides Best Value;
- Ensuring that a systems approach is applied to training, that is:-
 - Identifying the performance gap;
 - Identifying possible solutions, including non-training options;
 - Designing training, including aims and objectives;
 - Delivering training;
 - Evaluating training.

The Director of Training and Development is additionally responsible for:

- Managing all training delivered by the DTD;
- Overseeing all non-HR training;
- Supporting those involved in the MPS training function;
- Quality assurance, evaluation and performance management of the MPS training function;
- Informing and advising both Management Board and the Training Management Board in relation to the strategic management of MPS training;
- Ensuring MPS representation on governmental and national committees concerned with training;
- Representing the MPS in relation to national police training issues.

The Director of Human Resources is additionally responsible for:

- Ensuring that training integrates with and supports the People Strategy;
- Negotiating allocation of resources for central training purposes;

The Deputy Commissioner is additionally responsible for:

- Chairing the Training Management Board (see Terms of Reference);
- Submitting to Management Board strategic training issues requiring their approval.

5. Standards of Performance

The MPS will work in partnership with the Skills for Justice Organisation (formerly PSSO) by using the National Occupational Standards (NOS) to set standards for training and development.

In setting standards for trainers, the Service will use the Centrex 'Models for Learning and Development' in addition to established NOS to ensure high quality training. Similar standards will also be used for training design and training evaluation.

All MPS Training will be monitored through the Training Standards Unit on behalf of the Head of Profession.

6. Assessment, Training Needs and Prioritisation

a. Assessment

A variety of assessment methods are available to be used in training, including: -

- 1) Formal examinations;
- 2) Skills evaluations;
- 3) NOS style competences;
- 4) Workplace assessments;
- 5) Trainer assessments.

It is MPS policy is to use the most appropriate method available to suit the circumstances of the training, taking into account the principles of best value.

b. Performance Needs Analysis

Performance Needs Analysis (PNA) is a method of ensuring that training and development is focused on addressing the performance needs of the Service. It consists of research on the first four parts of the Systems Approach to training, i.e.:

- 1) Identifying the performance required;
- 2) Identifying current performance;
- 3) Identifying the performance gap;
- 4) Identifying possible solutions, including non-training solutions.

A schematic diagram of The Systems Approach to Training is at **Appendix E**.

The Training Standards Unit (TSU) will provide assistance and expertise to ensure PNAs are carried out to a minimum standard in relation to significant Met-wide training and development issues. The TSU will also offer advice on PNAs regarding other performance/training issues, regarding purely local matters.

c. Prioritisation of Local Training

Training Boards will decide on priorities for local training, including mandatory training using the MPS prioritisation guide. As part of the risk assessment in deciding training priorities Training Boards will need to take into account the document produced by PSSO Skills Foresight for the Police Sector (now known as Skills for Justice)

d. Training Design

The TSU support services team will undertake the following functions:-

- 1) Coordinating the design of major MPS wide training packages;
- 2) Advising on the best method of training delivery for packages designed by others;
- 3) Acting as advisors for part of a larger team that are involved in the creation of a training solution.
- 4)

All training will be designed to standard in accordance with the Centrex 'Models for Learning and Development'.

e. Delivery of Training

i) Delivery Policy

The following general principles will apply to the delivery of training in the MPS:-

- 1) **The primary purpose** of training and development is to improve the performance of the MPS.
- 2) **Equality of opportunity** - the MPS is committed to valuing diversity and will ensure that all staff have opportunities to develop. Staff will be treated fairly in the provision of training and development regardless of their gender, race, colour, nationality, ethnic and national origin, disability, religion, sexual orientation or marital status. Part-time staff will not be excluded from training simply because they work differently. Training and development opportunities will be scheduled, as far as possible, so that all staff, including those working flexibly, can attend.
- 3) **Access to training** - all staff have access to up-to-date information regarding training and development opportunities. Details of MPS and Centrex Courses will be publicised on the TSU'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.

In addition, an asset list of training accommodation and how it is used will be developed to ensure that the MPS is making best use of all its training facilities. We are seeking a south London training site to make training more accessible for people living in other parts of London and the surrounding counties.

- 4) **Qualifications** - MPS staff are encouraged to develop themselves and to obtain external qualifications. However, in deciding what assistance the MPS will give staff in obtaining such qualifications, managers will objectively assess the extent

to which the qualification directly assists them in their role in the MPS, both now and in the future.

- 5) **Abstractions** - training will be designed and delivered in such a way as to minimise absence from the workplace. Wherever practicable, it is to be conducted at or near the workplace, using, if available, corporately produced training and learning materials.
- 6) **Delivery standards** - all training will be delivered in accordance with the MPS Standards for Training Delivery, and Centrex's Models for Learning and Development in the Police Service.
- 7) **Flexible learning needs** - a coordinator exists within the Diversity Directorate who will work with course providers to develop ways for supporting individuals with personal requirements in accessing training. They will be available to give information and advice to all staff.
- 8) **Distance Learning and e-Learning** - the MPS is committed to providing training and development activities at, or as close to, the workplace as possible. All staff have a responsibility to keep themselves abreast of changes not only in legislation, but also in how the MPS operates. The Service will ensure best use of technology by making available as much information as possible to staff in the workplace, e.g. through the Intranet or Computer Based Training. The MPS will increase opportunities for Computer Based Training in the workplace by developing strategic alliances, supported by in house research and development. Development in this area is being led by, the National Centre for Applied Learning Techniques (NCALT).

ii) **Collaboration**

The Home Office commissioned *The Raytheon Report* on the opportunities for collaboration on training between forces. The report found that substantial savings could be achieved by establishing cluster colleges for the provision of police training. Concerns were expressed by ACPO and APA, who proposed that a more appropriate approach was to establish a National Best Value Review to identify opportunities to promote collaboration at a regional level. The National Review has now defined the framework where regional collaboration can take place. The improvement areas are contained within the 19 Foundations for Change (FfCs). The nine regions across England and Wales have the remit to drive collaboration in each of the FfC areas. The South East and Eastern Region meetings have been set up at the strategic level and practitioner level to progress the FfCs. The Director of Training and Development is represented at both the SE Regional and National meetings to ensure that MPS training management is integrated with regional outcomes at both MPS-wide and the local level.

The Foundations for Change are shown at **Appendix F**.

(iii) External Training and Further Education

There is an important distinction between external training, used to meet short to medium term local needs, and further education used to meet longer-term corporate needs.

External training options will be considered where they offer Best Value to meet local skills needs. Funding decisions about external training will be made locally, but management information is planned to be made available through the Annual Training Plan and coordinated within the Training Standards Unit in order to maintain a strategic overview.

Further education can assist the long-term development of staff to meet corporate requirements. Such opportunities, for example, the Police Foundation Degree, will be offered where they are likely to improve the long-term performance of the Service. A review of the policy relating to funding for Further/Higher Education is underway and makes the following recommendations:

1. Funding for Further/Higher Education is centralised and administered under a bursary system.
2. That external training budgets remain devolved as at present but are accounted for in the Training Plan.
3. That essential professional qualifications continue to be authorised and funded by the relevant Business Group lead but are accounted for in the Training Plan.

7. Evaluation

a) Evaluation of effectiveness of training

The training of staff is a large investment for the MPS and it is vital that such training is fit for purpose. The MPS Training Evaluation Strategy ensures 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, a Training Evaluation Plan focusing on priority areas for evaluation will be agreed by the Training Management Board every quarter.

An overview of the MPS Evaluation Strategy is included at **Appendix G**.

b) Evaluation of Strategies

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 TMB of progress.

c) Review of Strategy

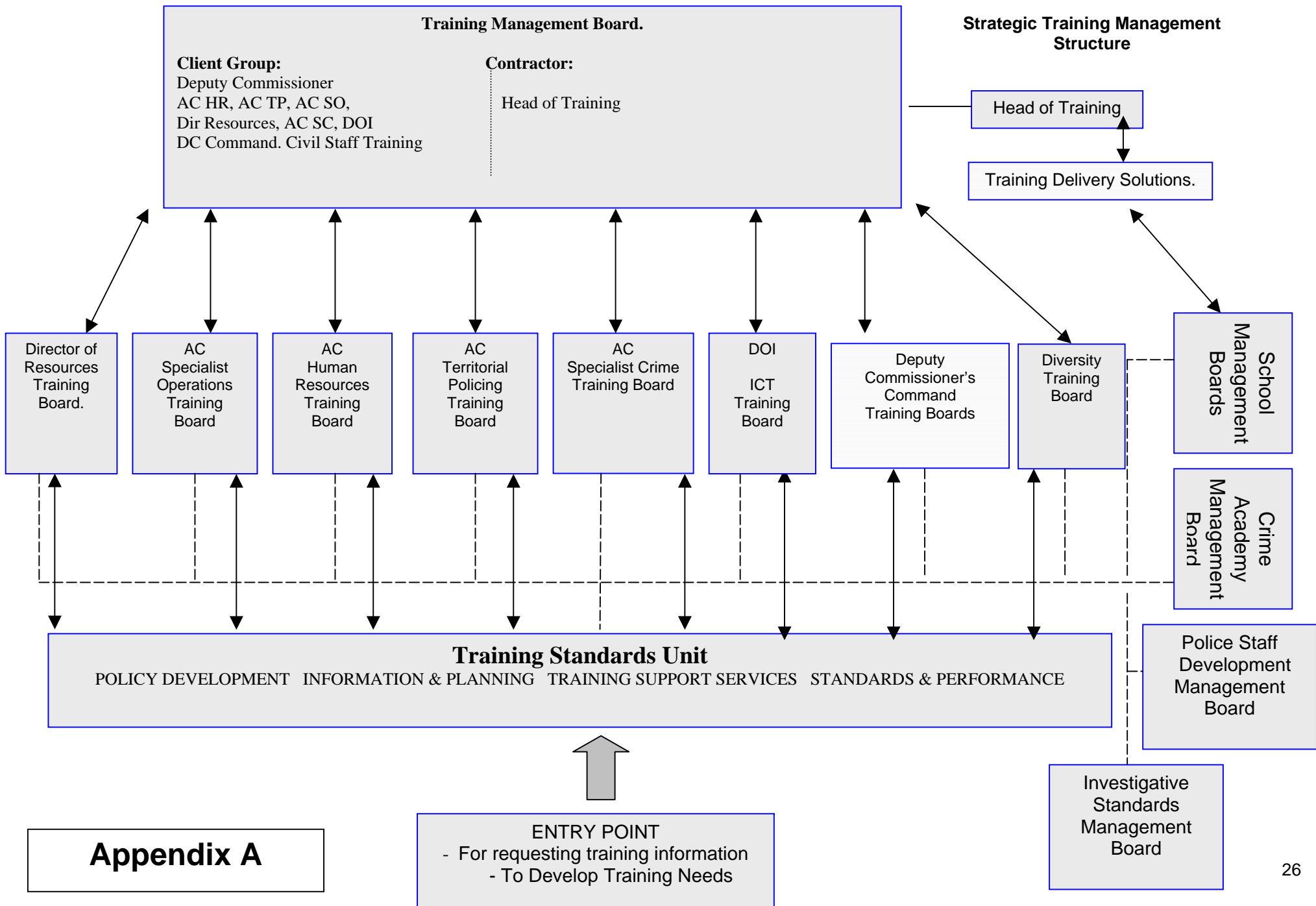
Responsibility for reviewing strategy lies with TMB. The review will focus on the appropriateness of the current strategy in a changing world and take place annually. Particular attention will be given to accommodating new or emerging training requirements that exploit technology and that consider alternatives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

Conclusion

There is much to achieve throughout the life of this plan. It is intended to be a flexible document to allow the MPS to adapt to the continuous changes which now feature in our training planning process. The real test of all our efforts will be how our customers on BOCUs and departments perceive training across the MPS and how connected they feel to the planning process. For this reason we will seek to maintain and update the plan during its currency.

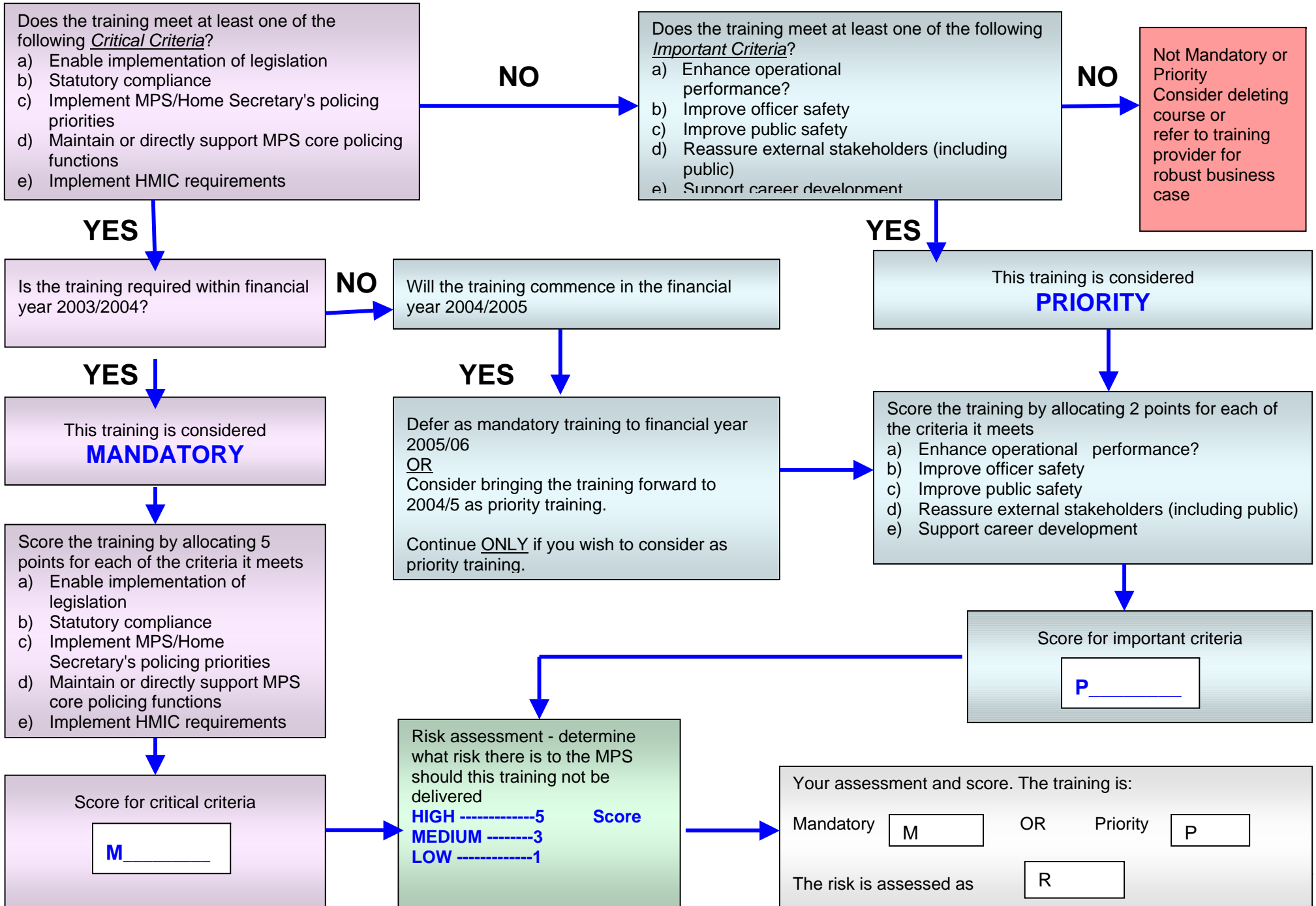
APPENDICES

A Training Management Board	26
B Training Prioritisation Guide	27
C Training Board and School Management Board – Purpose and Main Activities	28
D Training Board Business Areas	35
E The Systems Approach to Training	36
F Foundations For Change	37
G MPS Training Evaluation Strategy - Overview	38



START

Training Prioritisation Guide



Training Board & School Management Board

Purpose and Main Activities

Introduction

1.1 The Best Value Review of Training identified that the provision of training management in the MPS was inconsistent, unstructured and largely ineffective in strategically managing all MPS training and every delivery site. Management Board and the MPA have approved the establishment of Training Boards (TBs) and School Management Boards (SMBs), which will play an important role in ensuring that MPS training is more effectively managed and coordinated. Both the TB and SMB will provide a link between the client(s), on whose behalf the training is being carried out, and the training deliverers. Each main business area of the MPS will have a Training Board and the schools at Peel Centre will each have a SMB. A new Training Standards Unit will help coordinate the systems approach¹ across MPS training. The guidance in this paper aims to assist senior training managers establish the boards within their area of responsibility.

2.0 Training Management Board (TMB)

2.1 The TMB provides strategic direction to the prioritisation and management of the training needs of the MPS. The Deputy Commissioner chairs the Board. It provides a considered response to major internal and external factors affecting MPS training provision, gives direction to Training Boards with particular reference to MPS priorities, and agrees the MPS Annual Training Plan, prior to submission to the MPA. TMB may also be required to resolve issues concerning the proportion of overall resources devoted to training and competing priorities within available resources. TMB meets quarterly.

3.0 Training Boards

3.1 The structure of Training Boards and how they fit into the strategic training management arrangements are shown in Figure 1.

3.2 Training Boards are strategic client groups and provide the link with the training providers. In essence, the role of Training Boards will be to articulate, prioritise and monitor the training needed to maintain or improve performance within their particular area of responsibility. They will ensure that such training needs are identified through a Performance Needs Analysis process, and commission the design, delivery and evaluation of subsequent training. The

¹ The systems approach will take into account each stage of training: performance needs analysis, design, delivery, evaluation.

Chair of the Training Board will also be a member of TMB and will be expected to present the case for resource allocation and prioritisation to TMB.

3.3 Training Boards should be chaired by a member of staff of ACPO rank or equivalent. Membership will consist of key stakeholders within a business group and could include external customers/partners.

3.4 It may be possible to build Training Board business into an existing meeting structure. However, in some circumstances there is a requirement for external representation and it is likely that the business will include a number of standing agenda items. For these reasons, chairs may consider it more desirable to run Training Board meetings back to back with existing meetings rather than as an integral part of them.

4.0 School Management Boards (SMBs)

4.1 The SMBs aim to provide the link between the client(s) on whose behalf training is carried out and training deliverers (contractors). They have been designed to focus on the tactical issues around training delivery within specific schools/training units. Primarily, the SMB will consider the demands on training resources presented to them by the Training Boards, negotiate for additional resources where required, and be concerned with improving the quality of the training service being delivered.

4.2 SMBs will not be responsible for prioritising training or identifying training needs. This responsibility will rest with Training Boards.

Title: Training Board

- Purpose:**
- To undertake the role of Senior Client Group on behalf of all units and departments within their command, for existing and future training requirements;
 - To ensure the Best Value recommendations and 'Foundations for Change' are integrated into mainstream business planning, as appropriate;
 - To ensure the systems approach to training is supported for new and existing training
 - To take ownership of the relevant elements of the Annual Costed Training Plan. This will include scrutiny of the draft document, monitoring implementation and reporting on outcomes.
 - To ensure the content of training is up to date, relevant and effective;
 - To identify and prioritise training and development needs that will remain within the functional area of the Training board, in accordance with MPS priorities: (new training that will impact across a number of Training Board areas will need to be referred to the TMB for MPS-wide prioritisation).
 - To lead on resource issues, monitor the use of training resources and identify collaboration opportunities.
- Responsible to:** Training Management Board (TMB).
- Main activities:**
- To meet regularly to provide a forum to coordinate the views of TMB, Training Managers, senior decision makers and customers;
 - To provide a tasking environment to progress training issues;
 - To advise and brief all Training Managers and deliverers on developments through group structures;
 - To filter, prioritise, commission and ratify training needs which emanate from units and departments within their command;
 - To promulgate 'Best Practice' within training in order to maximise benefits. To communicate this where necessary;
 - To advise the Training Management Board where policy changes are felt necessary;
 - To seek agreement from TMB about training prioritisation that will involve training delivery outside the area of responsibility of the Training Board

To provide the Director of Training and Development with the information necessary to maintain the National Costing Model and MPS Annual Training Plan.

Representation: ACPO or equivalent nominated as chair.

- Representative from Workforce Planning/HR;
- Department/ Unit Heads within the area of responsibility of the Training Board;
- External stakeholders/customers/partners, as appropriate.

Advisers

- Representative of Directorate of Training and Development;
- Head of School Management Board, as appropriate;
- Representative of Training Standards Unit, as appropriate
- Staff associations;
- National/Regional Training agencies/organisations.

Frequency: It is recommended that meetings are held quarterly. This will allow progress against the Annual Training Plan and Best Value recommendations to be monitored and in-year adjustments to be made as necessary. Additionally, the outcome of TMB decisions can be acted upon, as appropriate.

Title: **School Management Board**

Purpose:

- To monitor training delivery against the published Annual Training Plan and recommend any action necessary to be taken by training deliverers to keep on target;
- To act as a focal point for their specialism in training;
- To take ownership of the relevant elements of the Annual Costed Training Plan. This will include scrutiny of the draft document, monitoring implementation and reporting on outcomes;
- To ensure that defined training standards are incorporated into the quality assurance of training delivery;
- To ensure the systems approach to training is supported for new and existing training;
- To ensure the content of training within their area of responsibility is up to date, relevant, effective and amended to reflect changing client needs;
- To monitor the use of training resources and identify collaboration opportunities.

Responsible to: OCU Commander

Main activities:

- To meet regularly to provide a forum to coordinate the views of Training Boards, Training Managers, senior decision makers and customers;
- To consider the demands being made for training and make recommendations in relation to supplying training. This will need to take into account existing training priorities across the MPS and the resources available to deliver it;
- To provide a tasking environment to progress training issues;
- To advise and brief all Training Managers and deliverers on developments through group structures;
- To promulgate 'Best Practice' within training in order to maximise benefits. To communicate this where necessary;
- To advise the Training Boards where policy changes are felt necessary;
- To provide the Director of Training and Development with the information necessary to maintain the National Costing Model and Annual Training Plan.

Representation: School Head nominated as chair.

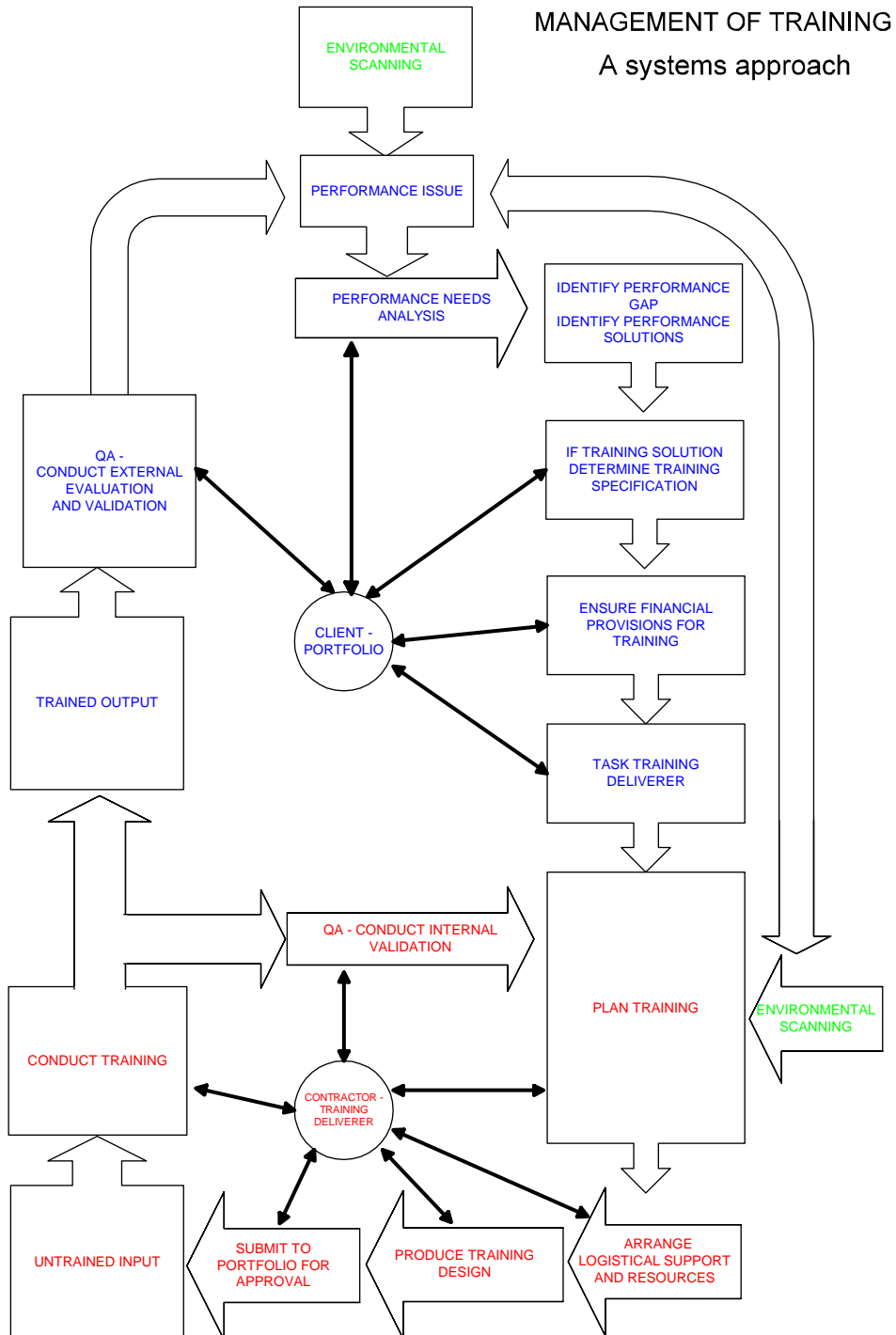
- Representative from Workforce Planning/HR;
- Representative of Training Boards, as appropriate advisers;
- Representative of Training Standards Unit, as appropriate;
- National/Regional Training agencies/organisations;

Frequency: It is recommended that meetings are held quarterly. This will allow progress against the Annual Training Plan and Best Value recommendations to be monitored and in-year adjustments to be made as necessary. Additionally, the outcome of Training Management Board decisions can be acted upon, as appropriate.

Appendix D

Training Board	Business Area
Territorial Policing Training Board Chair: Diana Marchant	BOCU's Public order and Pan London Units CO11 strategic training unit Traffic and Transport
Specialist Operations Training Board Chair: Ken Palmer – Business Manager	Counter terrorism Security and Protection Royalty and Diplomatic Protection Firearms and aviation security Special Branch
Specialist Crime Directorate Training Board Chair: Cdr. James	Crime Academy Forensic services Intelligence and covert policing Serious and Specialist Crime
Deputy Commissioner's Command Chairperson: Commander Steve Allen	Overarching across DCC
Deputy Commissioner's Command Directorate of Professional Standards Chairperson:	(Reports to DCC Training Board)
Deputy Commissioner's Command Business Support Chairperson:	All other DCC sections (Reports to DCC Training Board)
Deputy Commissioner's Command Directorate of Information Chair: Ailsa Beaton/Tom Conway	C3i/ICT
Deputy Commissioner's Command DCC4 Chair: Cdr Steve Allen	Diversity
Resources Training Board Chair: Alistair Thompson	Commercial Services (including Catering) Finance and Resources Procurement Services Property Services Resources personnel development unit Transport Services
HR Training Board Chair: ACHR/Director of HR	Human Resources

The Systems Approach to Training - Client/Contractor Model



ACPO/APA National Best Value Review of Training- Foundations for Change

The 19 Foundations for Change are the recommendations arising from the areas for improvement of the national Best Value Reviews.

FFC 1: Strategic Management of Training (National Level): Ensure that in force strategic management arrangements connect with the national structure.

FFC 2: Communication & marketing of training: To improve the way in which policy & strategy is communicated and improve the marketing of training services and products.

FFC 3: Planning Process: To produce a costed Training Plan for 2003/4.

FFC 4: Administration of Training: MET HR to be adopted across the service and utilised in such a way as to improve the quality of administration.

FFC 5: Performance Management: To ensure that the developments agreed by Police Standards & Skills Organisation and Police Standards Unit in relation to a QA framework for training are integrated into the MPS.

FFC 6 Training Needs Analysis, **FFC 7** Training Design and **FFC 8** Training Evaluation: Centrex 'Models for Learning and Development in the Police service' to be adopted within all MPS Training.

FFC 9: Costings: Ensure that the national costing model is utilised across all training.

FFC 10: Procurement: Ensure that there are common procurement processes in relation to training products and services.

FFC 11: Training Delivery: Ensure that the MPS is represented at the ACPO/APA regional meetings to be party to collaboration decisions.

FFC 12: Training Sites: To be able to provide management information relating to training sites and identify training site usage comprehensively.

FFC 13: Community Involvement: 'Police Training – The Way Forward' promotes development in this area and is one of the key "new arrangements" within the police training reform agenda.

FFC 14: Investors in People: The Police Standards & Skills Organisation to assist forces in the achievement of IIP. Supported by HMIC(P&T).

FFC 15: Income Generation: Clarity of the operating principles and policy.

FFC 16: PDR/Assessment: To align the PDR process to training planning at local and service level.

FFC 17: Personnel Issues: Strengthen data collection in respect of staff numbers and roles in training.

FFC 18: Training Policies and Strategy: To review to ensure they are fit for purpose and support national/regional arrangements.

FFC 19: Alternative Learning Strategies: Develop a standard approach to the use of information technology for training.

MPS Training Evaluation Strategy - Overview

The MPS Training Management Board has approved the MPS Training Evaluation strategy. The strategy applies to all training providers and should be applied from the date of this notice.

Aim of the Training Evaluation Strategy

To ensure that evaluation is applied to every stage of training design and delivery, in order to:

- measure and improve the effectiveness and efficiency of training, and
- enable training to develop the performance of the service in making London the safest major city in the world.

Scope

The Training Evaluation Strategy uses the Kirkpatrick four level model to define the evaluation responsibilities of different individuals and groups. This provides a common measure shared by other police organisations and is recognised by Her Majesty's Inspectorate of Constabulary.

Level 1	Reaction	To what extent is the training process helping or hindering peoples' learning?
Level 2	Learning	What learning has taken place? To what extent have the objectives of the training been met?
Level 3	Application	To what extent has the training contributed to the improvement of peoples' performance in the workplace?
Level 4	Results	To what extent has the training made an impact on MPS performance? What have been the ultimate benefits of the training?

Responsibilities

The strategy places responsibilities on:

- The Director of Training and Development;
- Managers of all departments, units, and schools that provide training;
- Line managers;
- Staff who undertake work to analyse training needs or performance needs;
- Staff who design training;
- Training evaluators.

Director of Training and Development

The Director of Training and Development is responsible for all MPS training. The Director is responsible for training standards through the TSU and is accountable for the application of the evaluation strategy. The Director will ensure that all training providers comply with the strategy, and to this end, will undertake inspections of training providers.

Managers of all departments, units and Schools providing training

Training deliverers are responsible for undertaking evaluation at Kirkpatrick level 1 and 2. All deliverers must ensure that they have in place systems for measuring student reaction and testing/measuring student attainment resulting from training activities. These measures may be in the form of a student questionnaire, formal written knowledge test, practical skills test, an assessment of competence or questions by a trainer to measure understanding. Such measures must be capable of independent audit.

The Training Standards Unit will assist in the development of level one and two measures if requested.

Line managers

Line Managers are responsible for evaluation at Kirkpatrick level 3. Initially this will be realised by the identification of the training needs of individuals by their line manager, who will enter those development needs into the individual's performance development review. However, serious deficiencies in performance, thought to be attributable to inadequate training, should be reported to the relevant Training Board without delay.

A support system is being developed and will be introduced to enhance this process.

Staff undertaking work to analyse training needs and performance needs

Staff who undertake work to analyse training needs and performance needs are responsible for ensuring that the evaluation of training is considered at these stages. This could take the form of identifying the training gap to be closed, measures for establishing successful resolution of the training issue, or the establishing of the steps that will make the training successful, (programme theory), with the training sponsors.

Staff designing training

Staff undertaking Training Design are responsible for ensuring that the evaluation of training is considered at the design stage. This may take the form of tools built into the training to measure student reaction and learning.

Training Evaluators

MPS Training Evaluators may be commissioned to undertake evaluations at levels 1 to 4, in accordance with National Guidelines. Evaluation projects will be completed on request of a client and/or sponsor. This will usually be the relevant Training Board. Those commissioning evaluations must be at the appropriate level to act on the information gained and implement any recommendations resulting from the evaluation.

To request evaluations from the Training Standards Unit a request must be submitted to the Head of Training Standards outlining the work required. The methodology and depth of the evaluation will be the subject of negotiation between the TSU, client and any appropriate stakeholders.

In order to meet client timescales it may be necessary for the Training Standards Unit to seek additional help from Internal Consultancy Group. If this is the case, then the additional resources required will come from the commissioning business group's allocation of consultancy days.

Part 2

Specification of the Training Requirement 2004/5

Client Side

1	Introduction	49
2	Standards	49
3	Annual Training Requirement	49
4	Training Plan Delivery Specification	50
5	Internal/external consultation	50
6	Flexibility	50
7	Measurable outcomes	50

Contractor Side

8	Details of Training Providers	51
9	Delivery Plan	51

Client Side Training Plan

1 Introduction

This Plan takes account of:

- The National Policing Plan;
- The MPA Performance Plan;
- The MPS Training Strategy;
- HR Business and Performance plan;
- The People strategy;
- Local policing priorities;
- Budgetary information using the National Costing model;
- Regional and other collaborative initiatives.

2 Standards of Training Delivery

Training providers are required to comply with standards of training delivery that have been set by the Director of Training and Development. These will echo those that have been developed by Centrex in the 'Models for Learning and Development', which support the systems approach to training and provide the foundation for training standards. In addition, training providers should work within the following frameworks and adopt them within their area of training responsibility where appropriate:

- National competency framework;
- National occupational standards;
- National vocational qualifications;
- National costing model;
- Home office circulars;
- APA 'People Matters';
- Centrex Quality Approval;
- HMIC Inspection Reports.

3 Identification of the Annual Training Requirement

Identification of the annual training requirement has been developed following the process described in earlier sections of the MPS Training Strategy. As part of this process, all known training providers across the MPS were asked to fill in a standard questionnaire. This sought information not only on the provision of training but, also the resources committed to that provision. Resource commitment then provided the basis for a benchmark costing using the National Costing Model criteria. This allows the training plan to be costed accurately, subject to its delivery as planned.

The data is then coded as per the Home Office Circular 55/03, and is displayed in Part 2 of the Training Plan as a percentage of the overall proposed training activity for 2004/5, for the whole of the MPS in student days.

4 Training Plan – Delivery Specification

The details of how the annual training requirement will be delivered are in accordance with the principles and standards laid down in the MPS Training Strategy.

5 Internal /External consultation

Feedback of the training plan will be obtained through Training Boards and School Management Boards, which both have client and stakeholder representation. The South East and Eastern Regional Training Meetings are also potential stakeholders and may provide useful feedback. In addition, consultation will take place through Directorate of Training and Development representation at Skills for Justice Council and Board, the national costing model project team, Centrex Board, Police Training and Development Board, Police Licensing and Accreditation Board Probationer Training Project Steering Committee and the Police Training Implementation Group, and others as appropriate.

6 Flexibility

The means to address new or unforeseen circumstances are described in earlier of the MPS Training Strategy. Changes to delivery requirements will be brought about through the involvement of the School Management Boards for central training and through Training Boards for local training, under the coordination of the Director of Training and Development. Training Boards will review their part of the training plan against the prioritisation guide, at least on a quarterly basis. Training Management Board will accept submission from training leads of new training and review the submission against the prioritisation process to define corporate training priorities.

7 Measurable outcomes

Section 1 of the MPS Training Strategy explains in detail how the training needs of the MPS are identified and addressed. This process has been carefully constructed to comply with all known inspection and audit criteria.

The principal responsibility for commissioning the evaluation of outcomes of the plan and acting on their findings will rest with Training Boards and, as such, this will be a measure of the effectiveness of individual Training Boards. There is an expectation that Training Boards will:

- Commission new training, utilising the systems approach of training;
- Produce an evaluation plan and priorities;
- Consider and implement evaluation findings;
- Oversee the prioritisation and risk assessment for their part of the training plan;
- Ensure a systematic review of the training provision;
- Ensure that police staff training needs have been given equal consideration in decisions around prioritisation and the provision of training to that of their police colleagues.

The Standards & Performance Team within the Training Standards Unit have developed a training quality assurance framework for the MPS that will meet the audit criteria of Her Majesty Inspector of Constabulary (T) and take into account the Common Inspection framework and HO Circular 18/2002. In particular, variations in training delivered compared to the Training Plan and variations in resources allocated to training compared to the Training Plan will be defined.

This focus on performance will develop and be continuously reviewed to ensure that it improves performance where it matters, on the ground. Regular engagement with key stakeholders will be developed to identify any constraints against improving performance through training and tackling them effectively.

Contractor Side Training Delivery Plan

8. Details of Training Providers

The Directorate of Training and Development oversees the delivery of all internal central training within the MPS. The majority of central training schools are situated within Peel Centre, Hendon and Ambassador House, Sunbury. The Dog Training Establishment is situated at Keston in the south of the MPS. Local training is delivered across the MPS at over 70 separate training sites. Following the Best Value Review of training the Director of Training and Development now has a responsibility to oversee training standards at every delivery site and for all training providers.

The Directorate of Training and Development has attained the Investor in People award and several central training schools are seeking Centrex Quality Approval.

9. Delivery Plan

The relationship between the client and contractor is that of a partnership, where both parties meet regularly throughout the development of new training. Training Boards will lead at the strategic level and representatives of the Training Boards will also lead at the operational level, supported by the Training Standards Unit.

Performance needs analysis, design and evaluation are conducted within the approved Centrex standards. Delivery prioritisation and scheduling are agreed between the client at School Management Boards, as appropriate, and Training Boards. Overall, senior training sponsors are responsible for prioritising their training through Training Boards and involving the Training Management Board as necessary.

The Costed Training Plan, utilising the national costing model requirements, illustrates the full training provision scheduled for the planning year. A summary of the Costed Training Plan is illustrated in Part 3, **Appendix J**. The Full Costed Plan is included at Part 3, **Appendix K**.

In addition all centrally delivered training provision is contained within the MPS Training Prospectus, which details each course specification. It is also available for scrutiny via the Training Standards Unit Intranet site.

10 Delivery Priorities

The data gathered for this plan has been grouped into the categories recommended by HO Circular 55/2003:

- HO1 - Driver and Traffic Training
- HO2 - Crime Training
- HO3 - General Police Duties Training
- HO4 - Management Development Training
- HO5 - Probationer Training
- HO6 - Firearms Training
- HO7 - Computers and Communications Training
- HO8 - Other Training

Upon gathering the data it was clear that because of the volume and diversity of courses being delivered by the MPS, some additional significant groupings were required to make the presentation of the data more meaningful. Therefore the categories below supplement the original HO groupings.

The category relating to Police Staff training does not have any data specifically displayed as such because this category relates to a rank/grade rather than the other categories which all relate a skill area. In other words, 'police staff' training cuts across all the other categories and it was therefore decided that there would be confusion and element of 'double jeopardy' in the counting if training days were also included in category 11.

- 9 - Health & Safety Training
- 10 – Public Order Training
- 11 – (Police Staff Training)
- 12 – Personal Development Training
- 13 – Trainer Training

The data gathered is displayed as follows:

Appendix G	Table of overall proposed training activity for 2004/5
Appendix H	Overall Proposed MPS Training Activity for 2004/5
Appendix I	Proposed training activity within the Business Groups:

- Territorial Policing
- Specialist Crime Directorate
- Specialist Operations
- Directorate of Resources
- Deputy Commissioners Command
- Directorate of Training and Development

Appendix J	Proposed training activity broken down by each Borough representing Territorial Policy.
-------------------	---

Summary of the number of proposed training days, by Business Group for 2004/5

Training Category Code	HO1	HO2	HO3	HO4	HO5	HO6	HO7	HO8	HO9	HO10	HO12	HO13	TOTAL
BOCU'S	462	10868	9448	2201	10580	1382	10542	35173	55762	39	214	2705	139377
DCC		160	300	244		96	2248	3987	2318		25	300	9678
DOR			990	3402				3376	888		192		8848
DTD	26381		5200	15518	171050		138057	124318	12303		600	4680	498107
TP PANLONDON	1072	608		1118	16172	977	2866	19227	14370	32173	120	1600	90303
Specialist Crime		49720	967	420			24	2064	8593		200		61988
Specialist Operations	12	767	616	3256		67770	285	19185	10878		1270	200	104238
MPS TOTAL	27927	62123	17521	26159	197802	70225	154022	207330	105112	32212	2621	9485	912539

Key to the codes

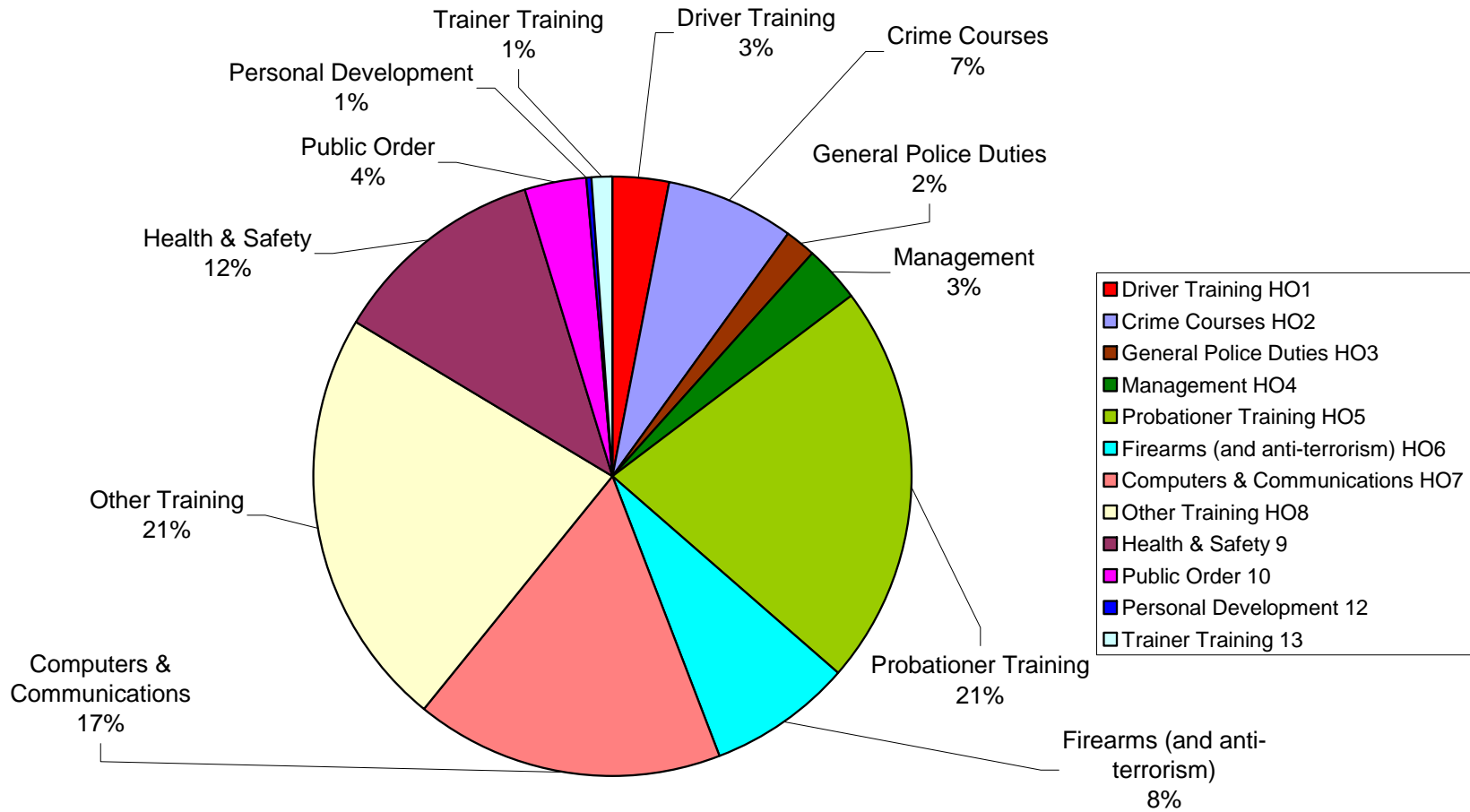
- HO1 - Driver and Traffic Training
- HO2 - Crime Training
- HO3 - General Police Duties Training
- HO4 - Management Development Training
- HO5 - Probationer Training
- HO6 - Firearms Training
- HO7 - Computers and Communications Training
- HO8 - Other Training

- HO9 - Health & Safety Training
- H10 – Public Order Training
- H12 – Personal Development Training
- H13 – Trainer Training

APPENDIX H

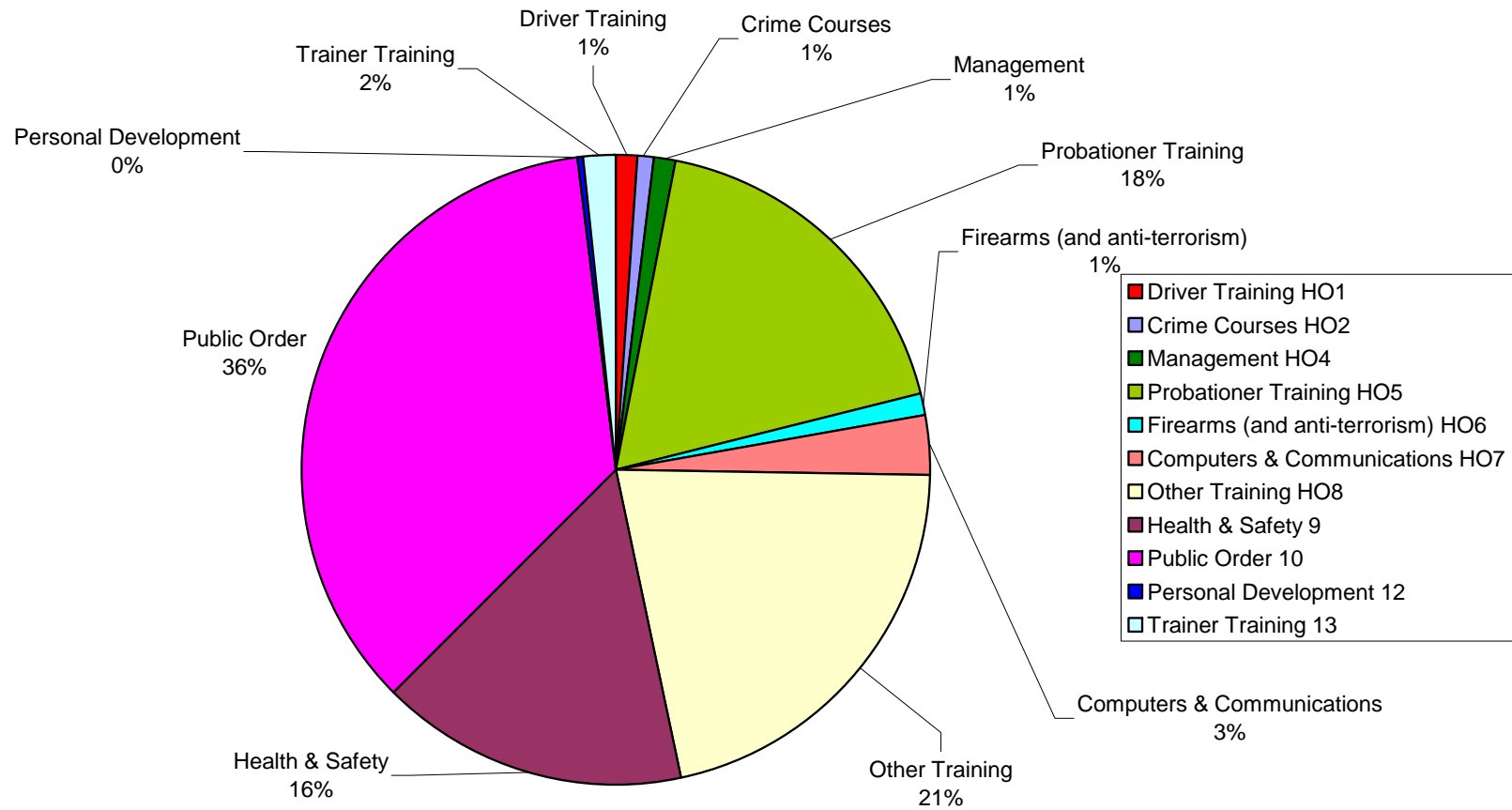
TOTAL PROPOSED TRAINING ACTIVITY for the MPS 2004-5

MPS PROPOSED TRAINING 2004 - 2005

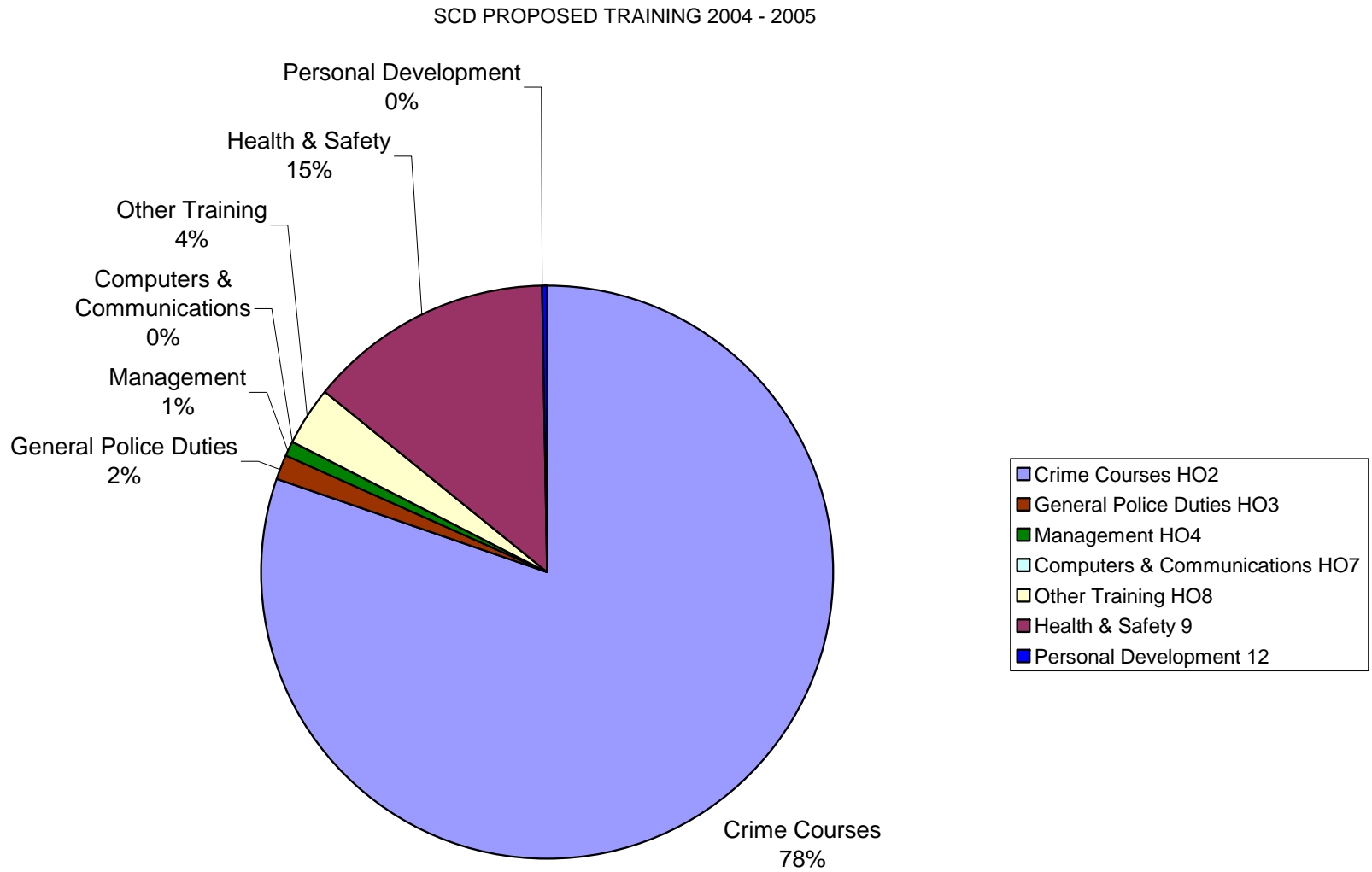


Total proposed training activity for Territorial Police Pan London – 2004/5

TP PAN LONDON PROPOSED TRAINING 2004 - 2005

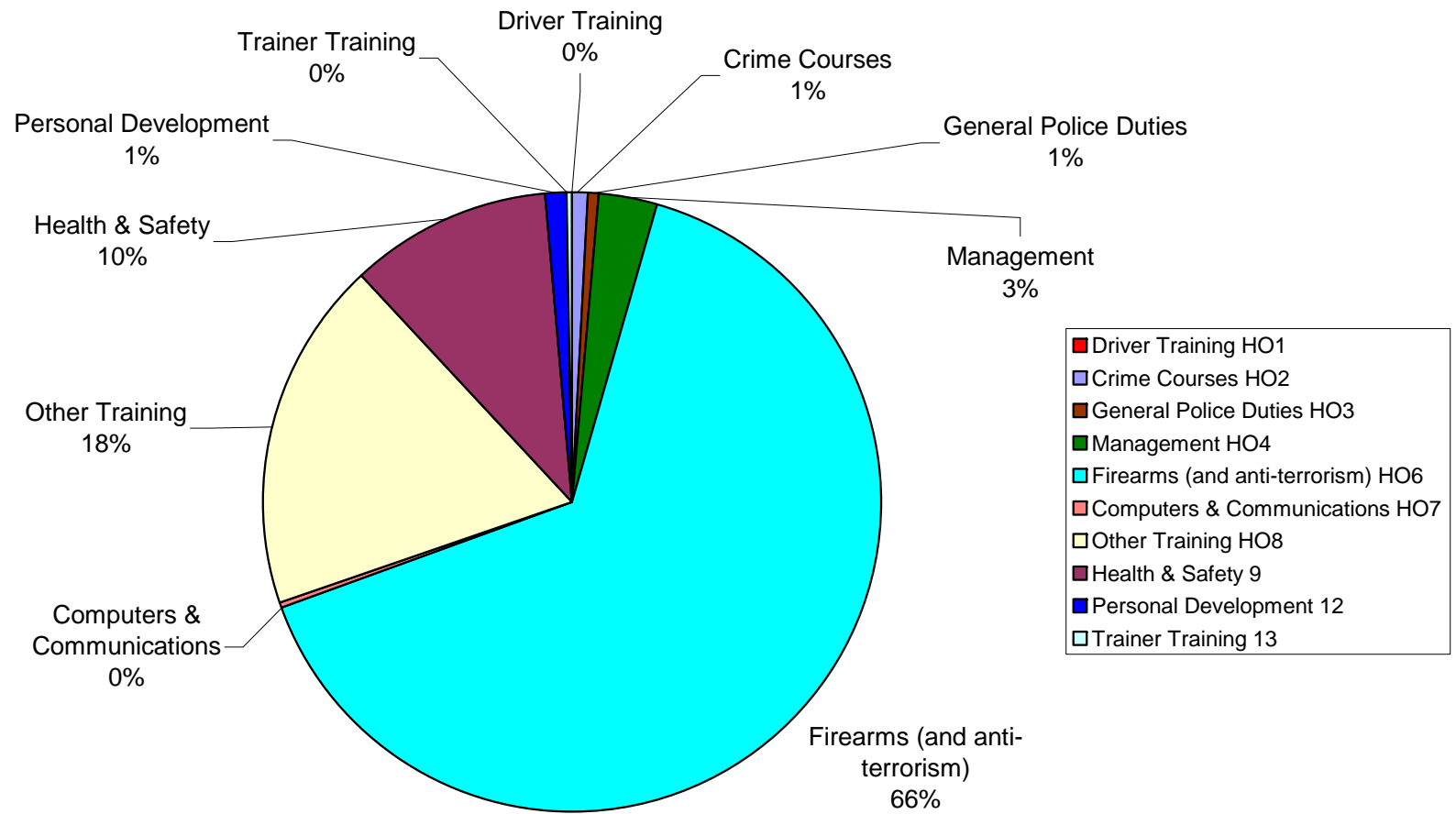


Total Proposed Training Activity for Specialist Crime Directorate 2004-5



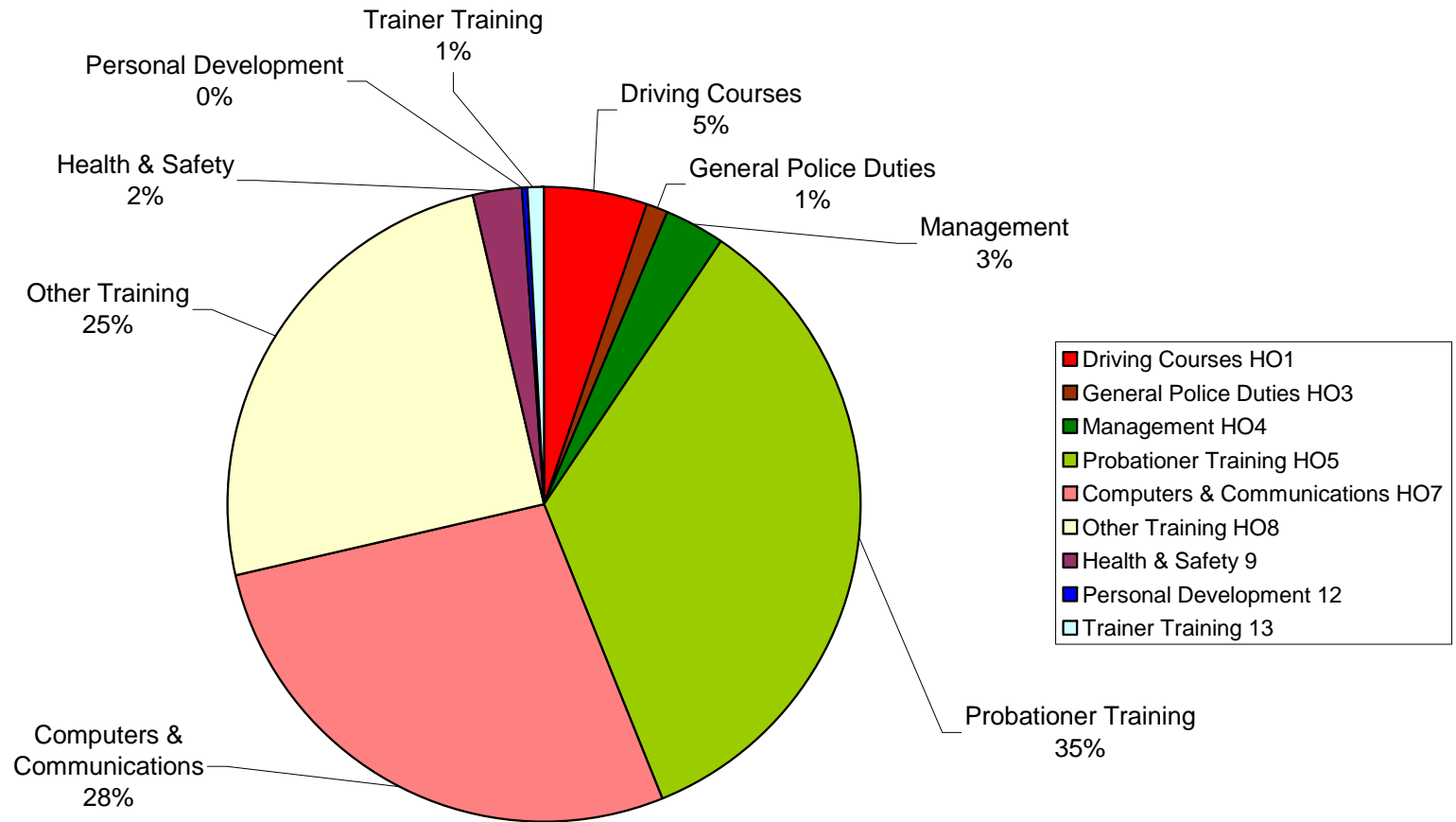
Total proposed training activity for Specialist Operations 2004/5

SPECIALIST OPERATIONS PROPOSED TRAINING 2004 - 2005



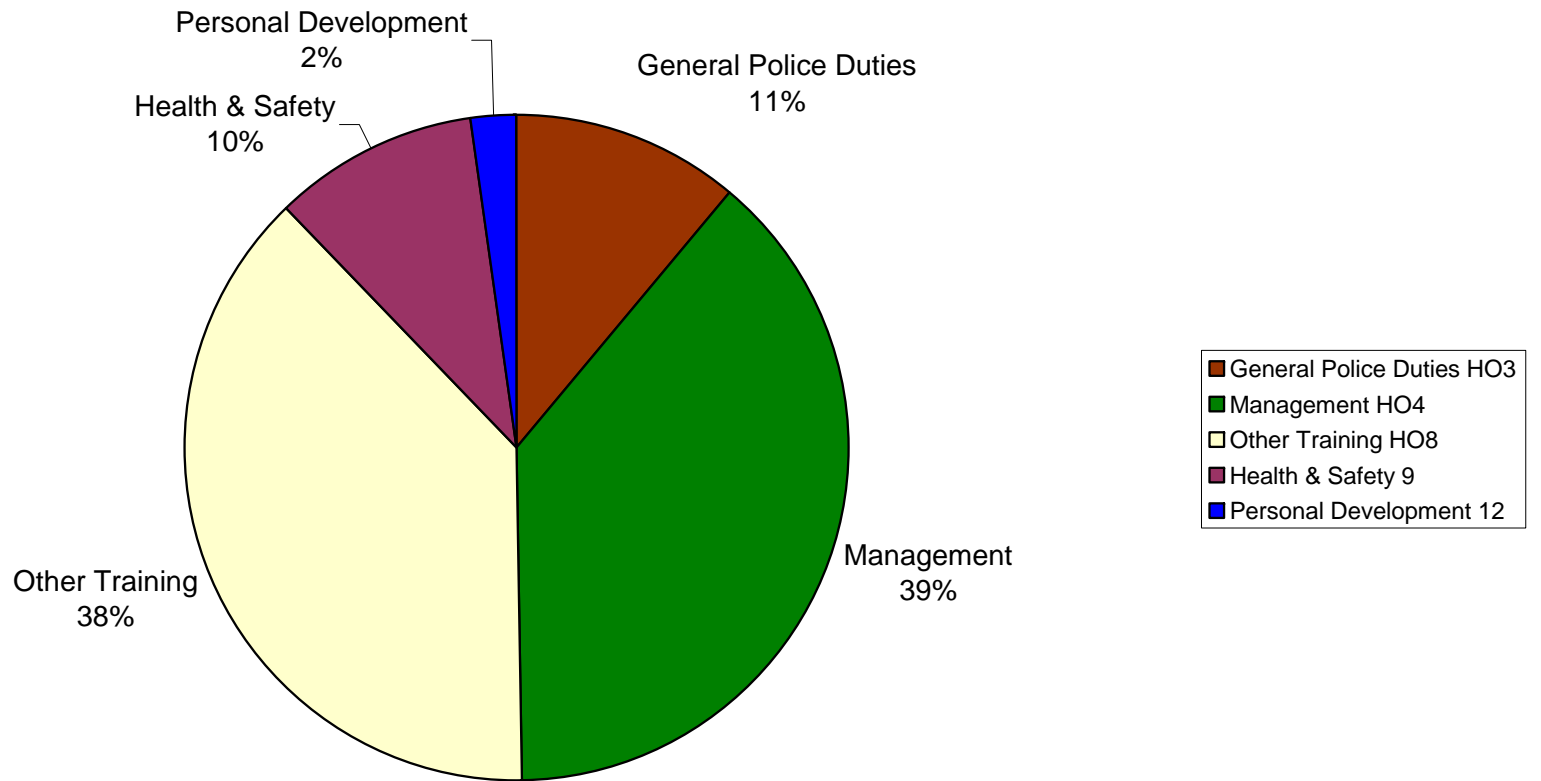
Total proposed training activity for Directorate of Training & Development– 2004/5

DTD PROPOSED TRAINING 2004 - 2005

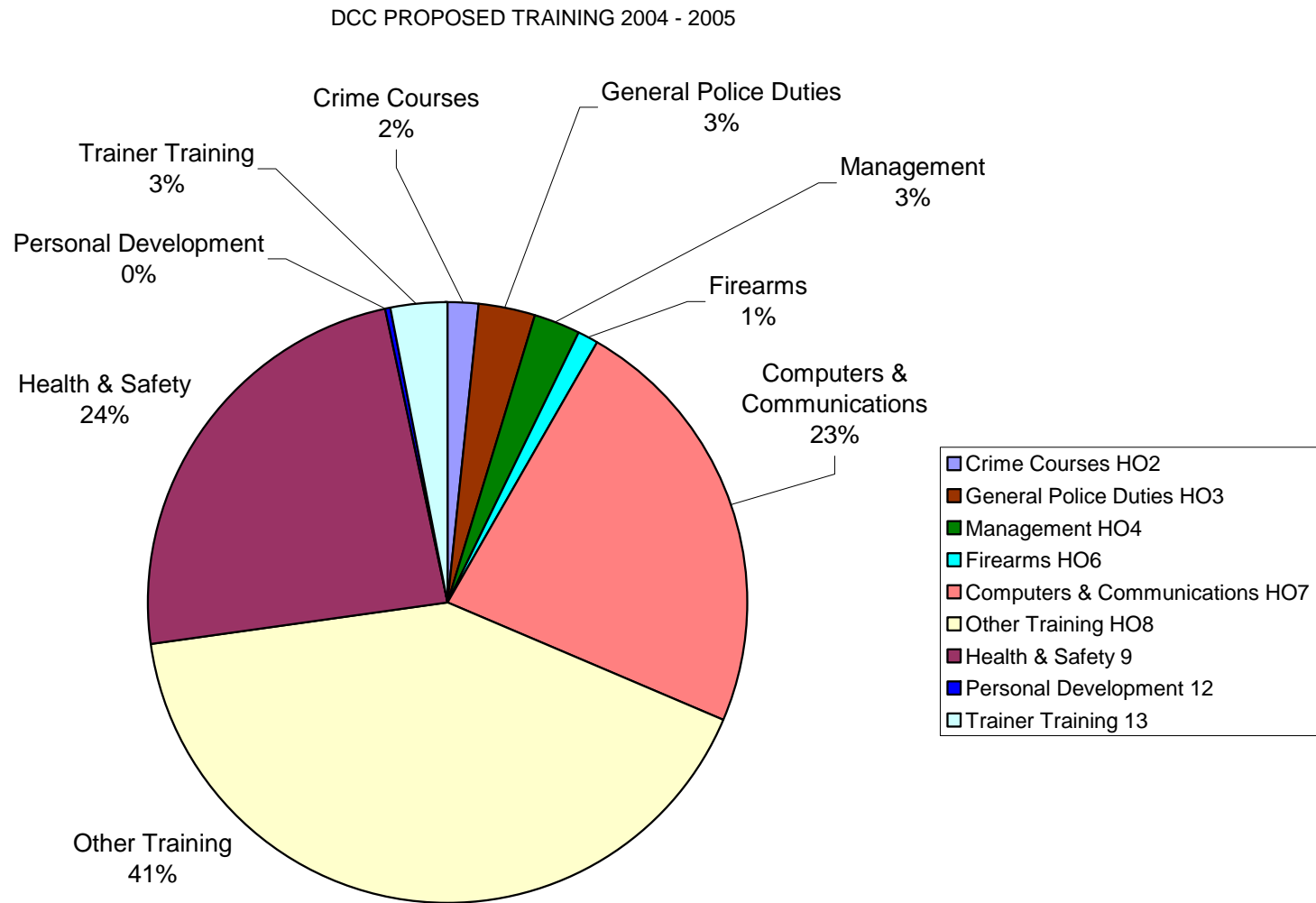


Directorate of Resources – Proposed Training Activity 2004/5

DOR PROPOSED TRAINING 2004 - 2005



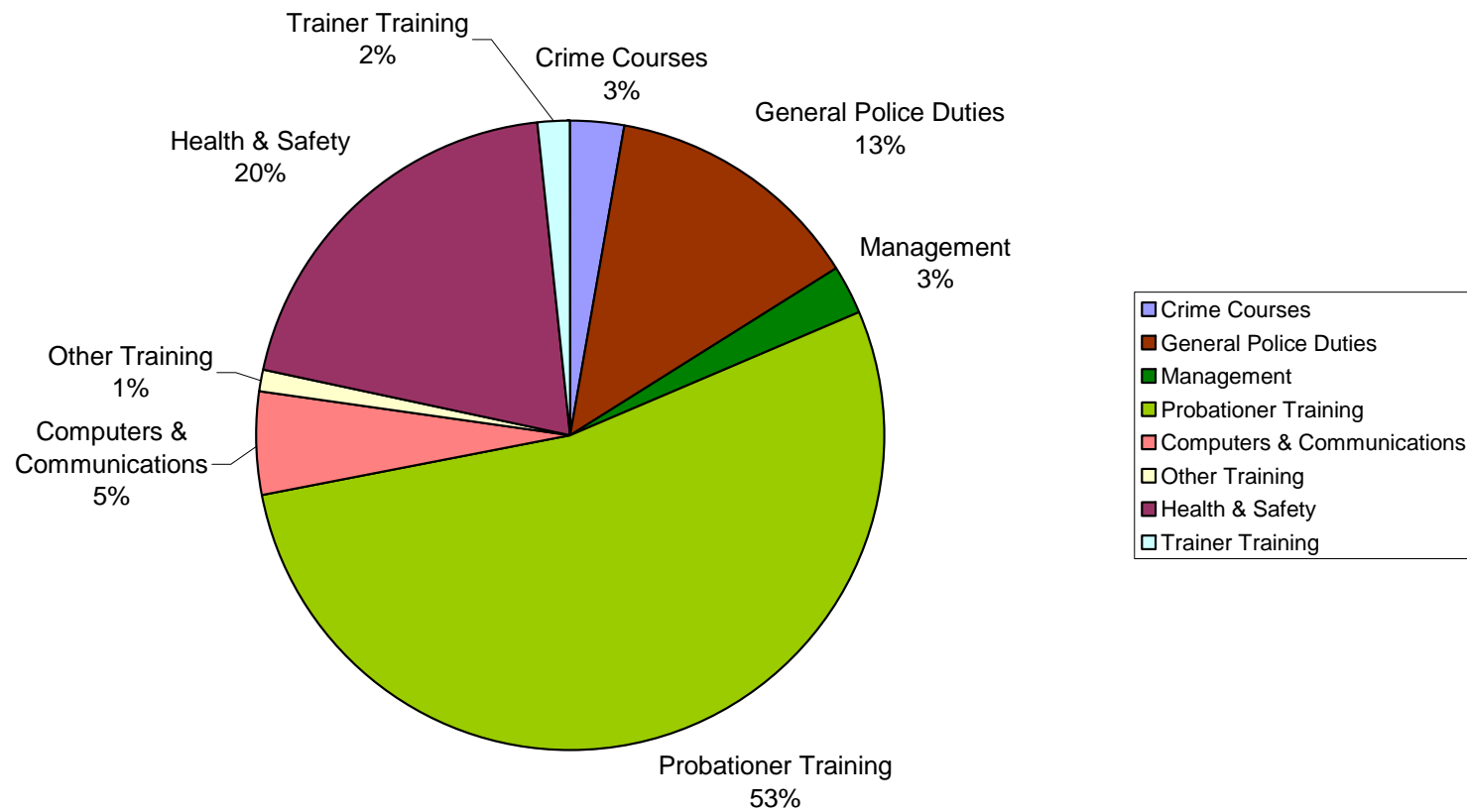
Deputy Commissioner's Command – proposed Training Activity 2004/5



32 London Boroughs – Proposed Training Activity 2004/5

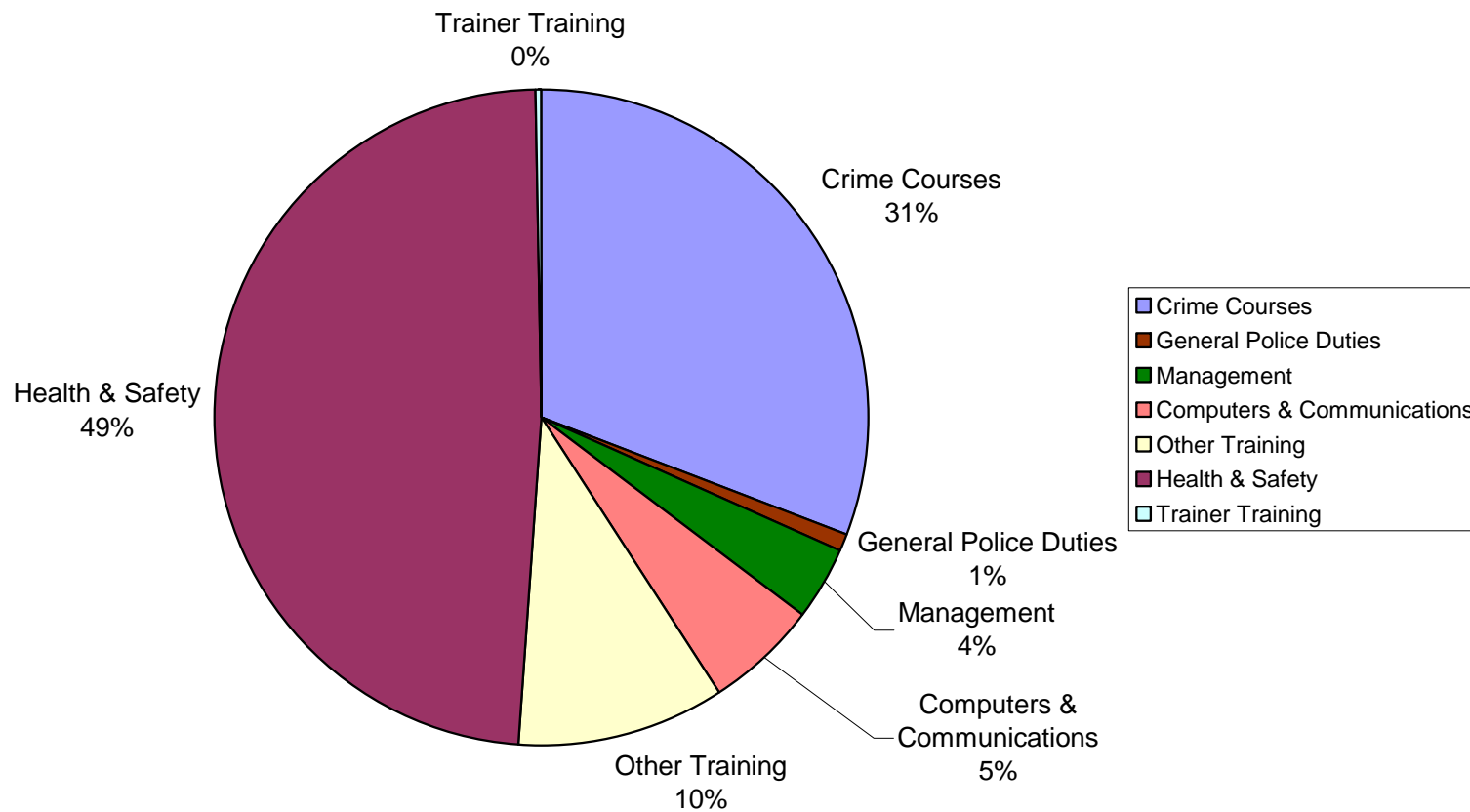
Barking & Dagenham OCU

BARKING & DAGENHAM PROPOSED TRAINING 2004 - 2005



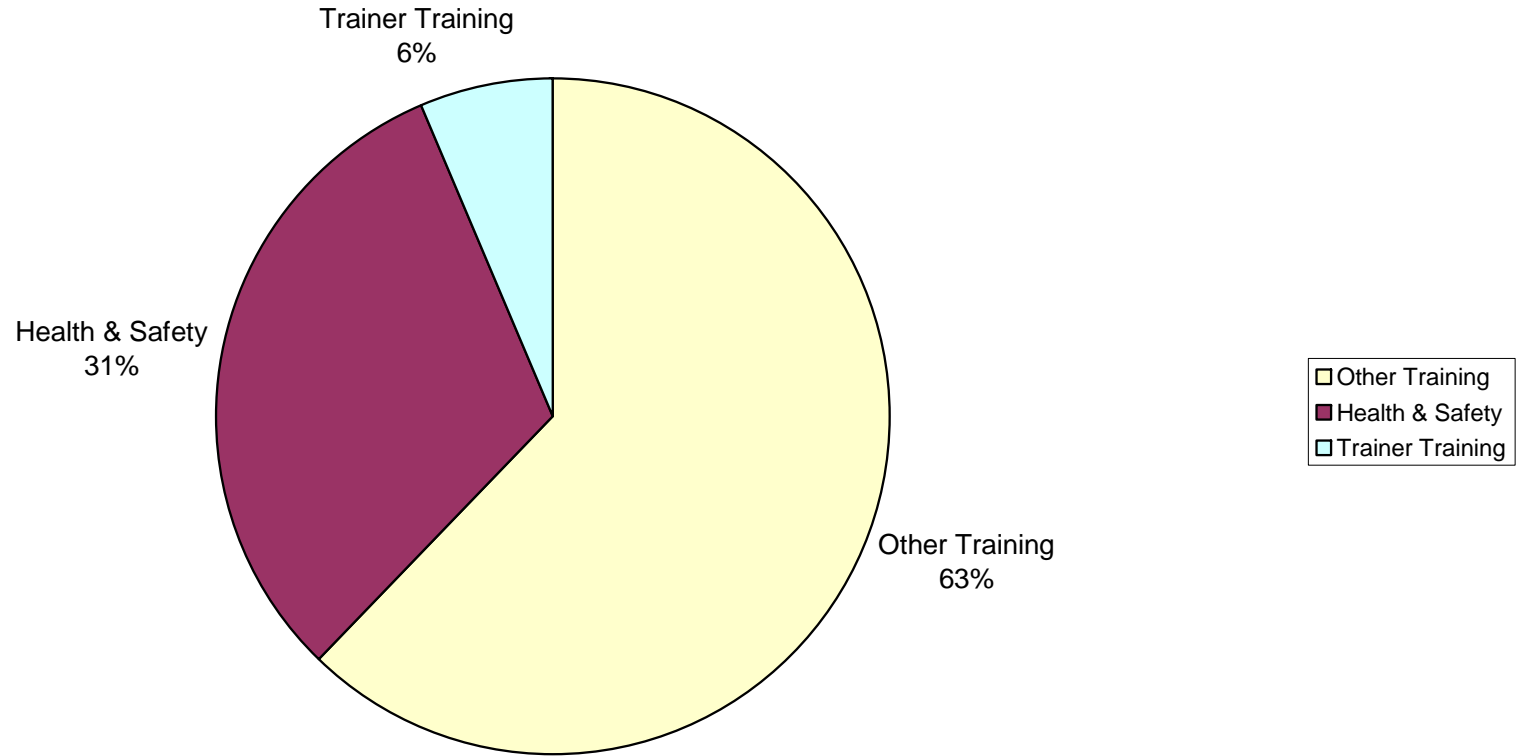
Barnet Borough OCU

BARNET PROPOSED TRAINING 2004 - 2005



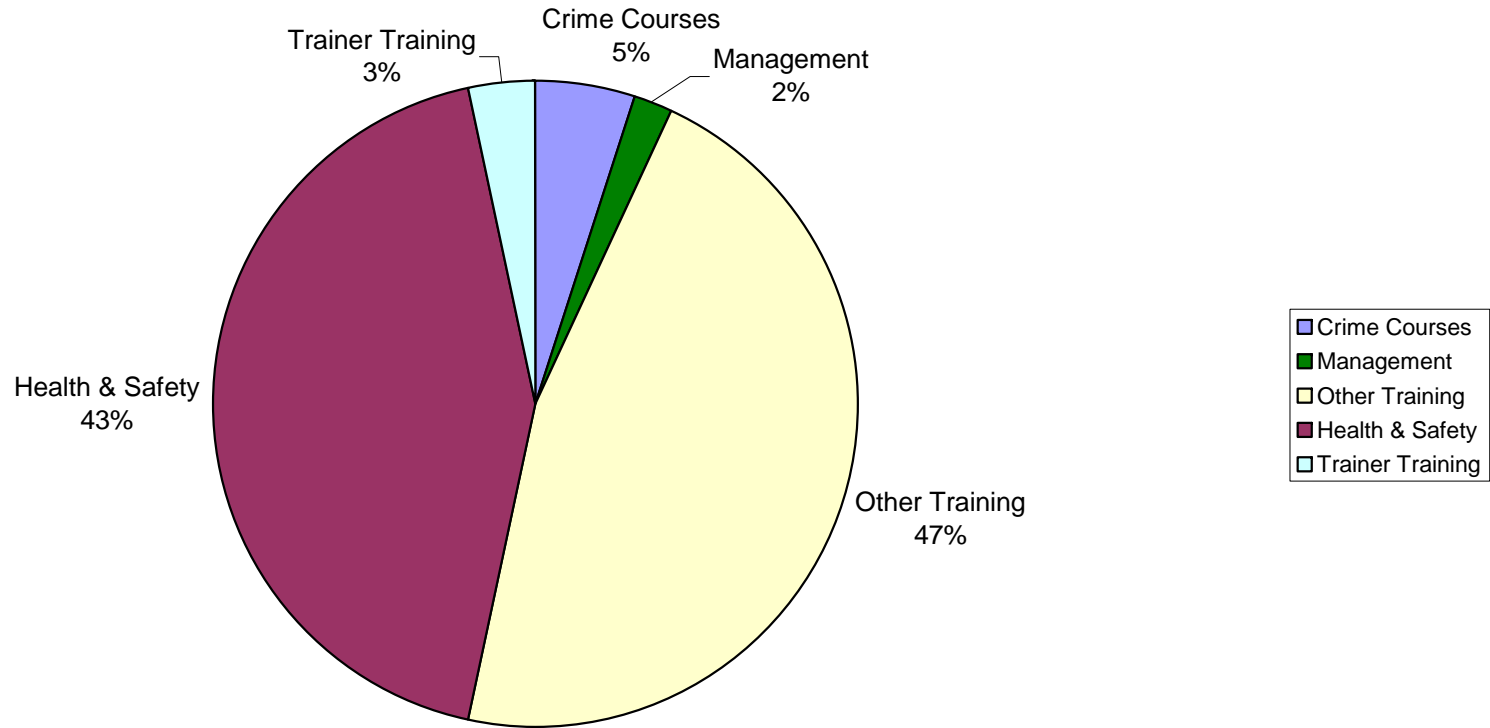
Bexley Borough OCU

BEXLEY PROPOSED TRAINING 2004 - 2005



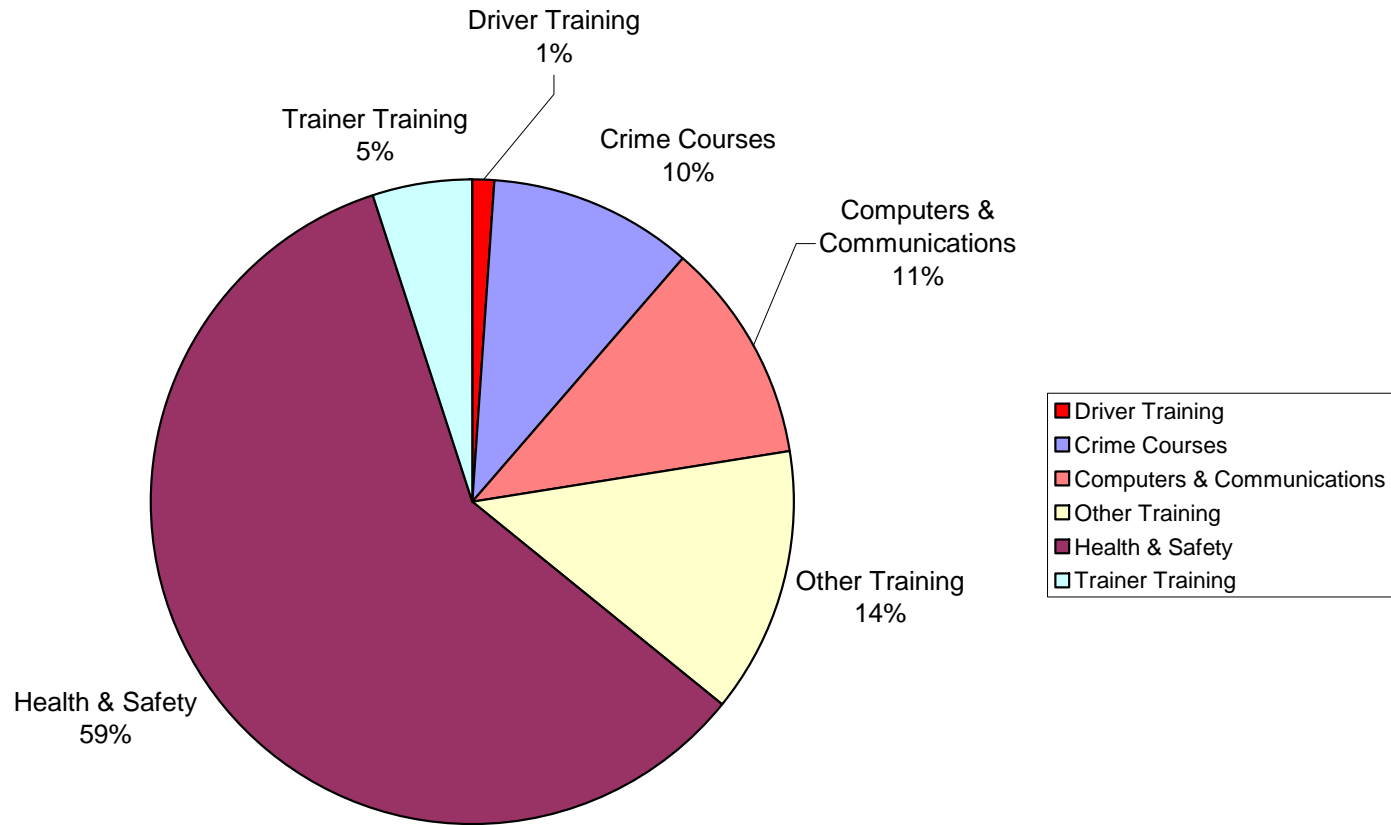
Brent Borough OCU

BRENT PROPOSED TRAINING 2004 - 2005



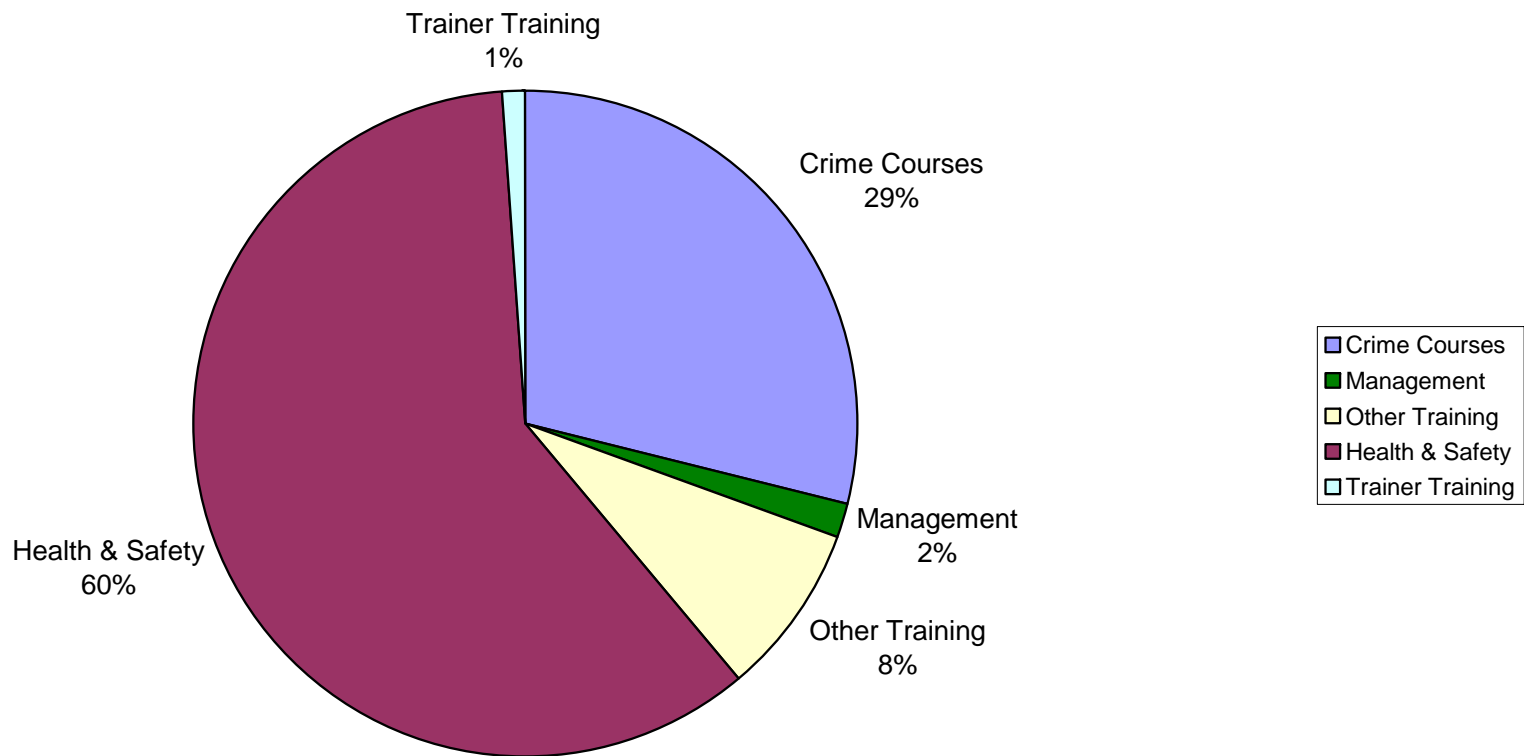
Bromley and Orpington Borough OCU

BROMLEY & ORPINGTON PROPOSED TRAINING 2004 - 2005



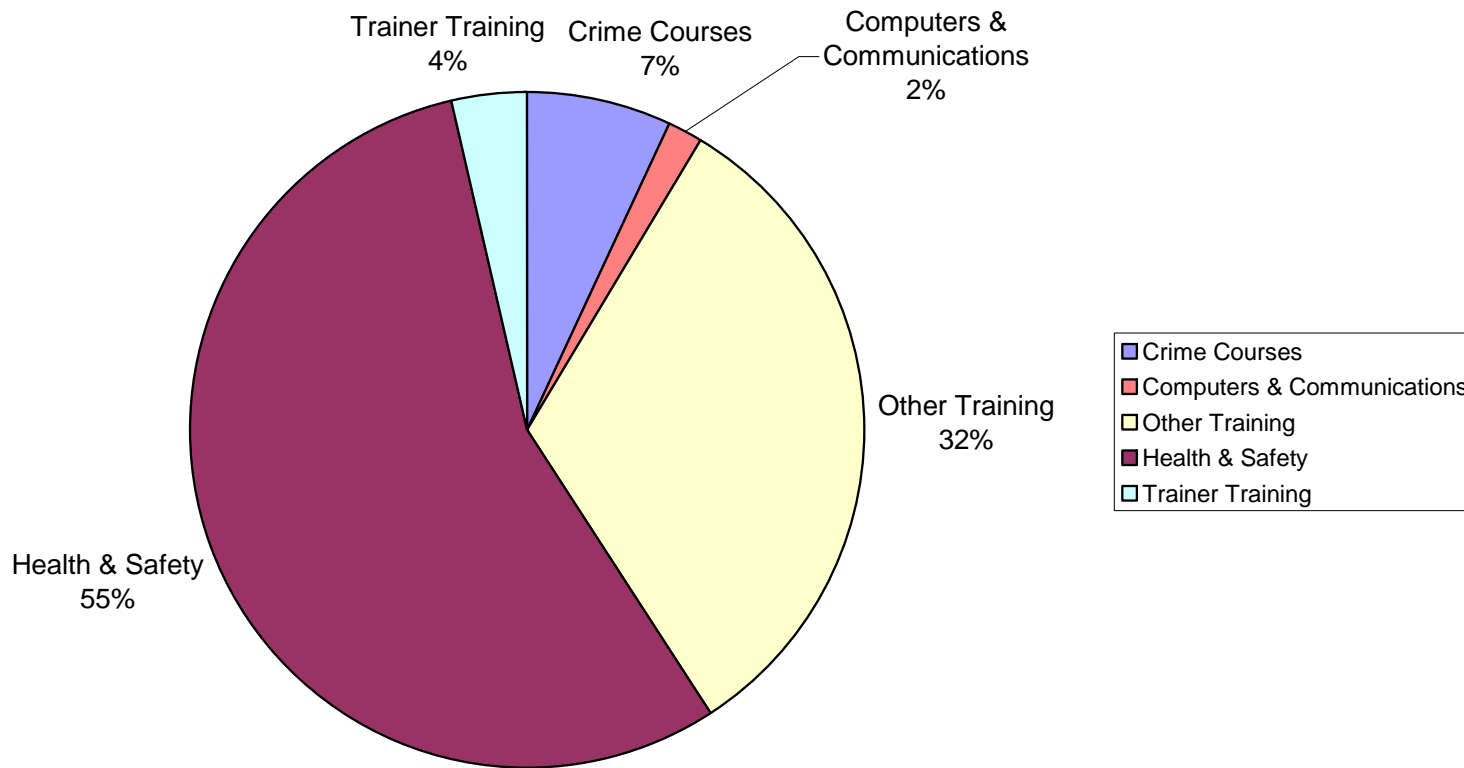
Camden Borough OCU

CAMDEN PROPOSED TRAINING 2004 - 2005



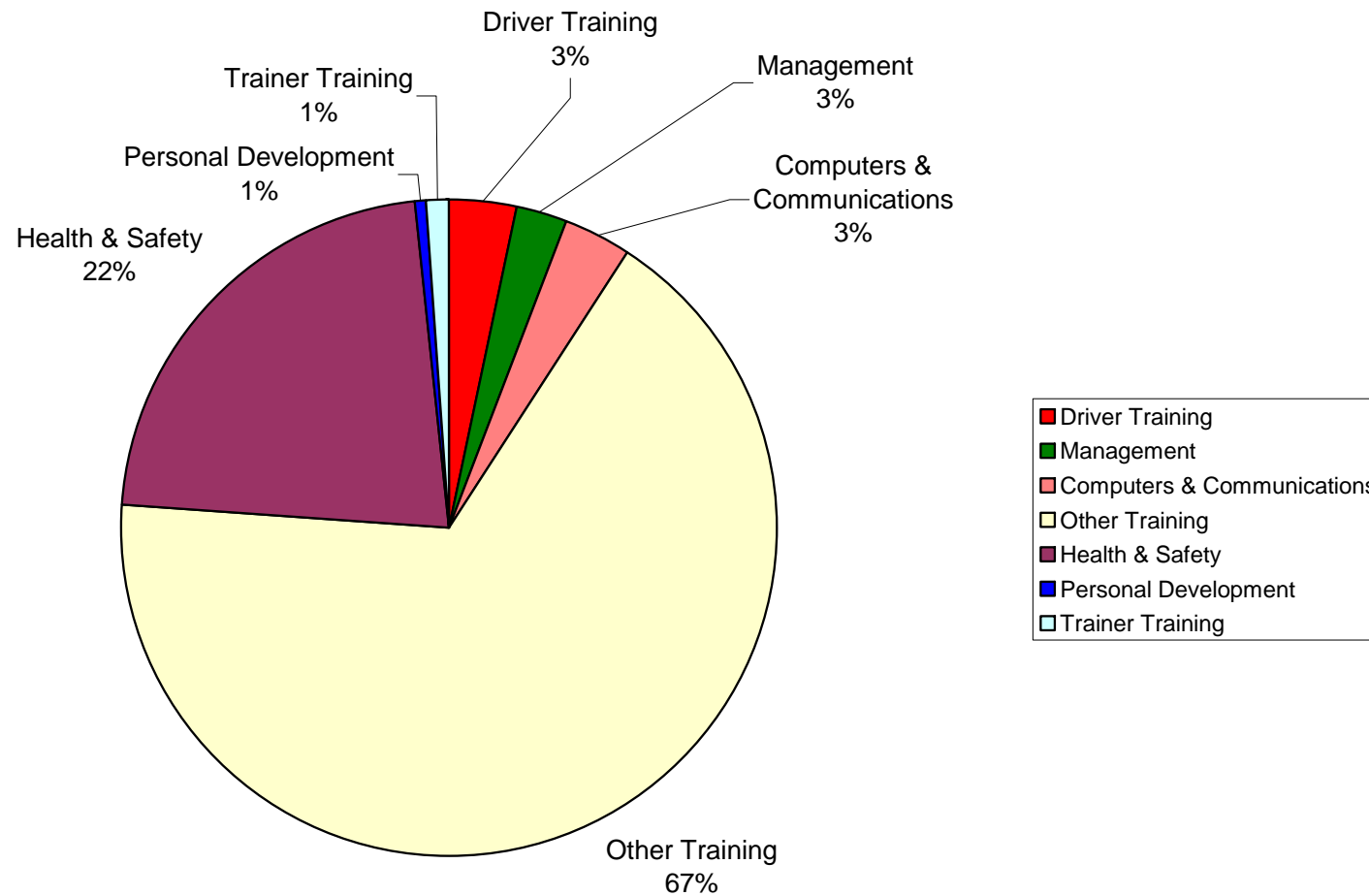
Croydon Borough OCU

CROYDON PROPOSED TRAINING 2004 - 2005



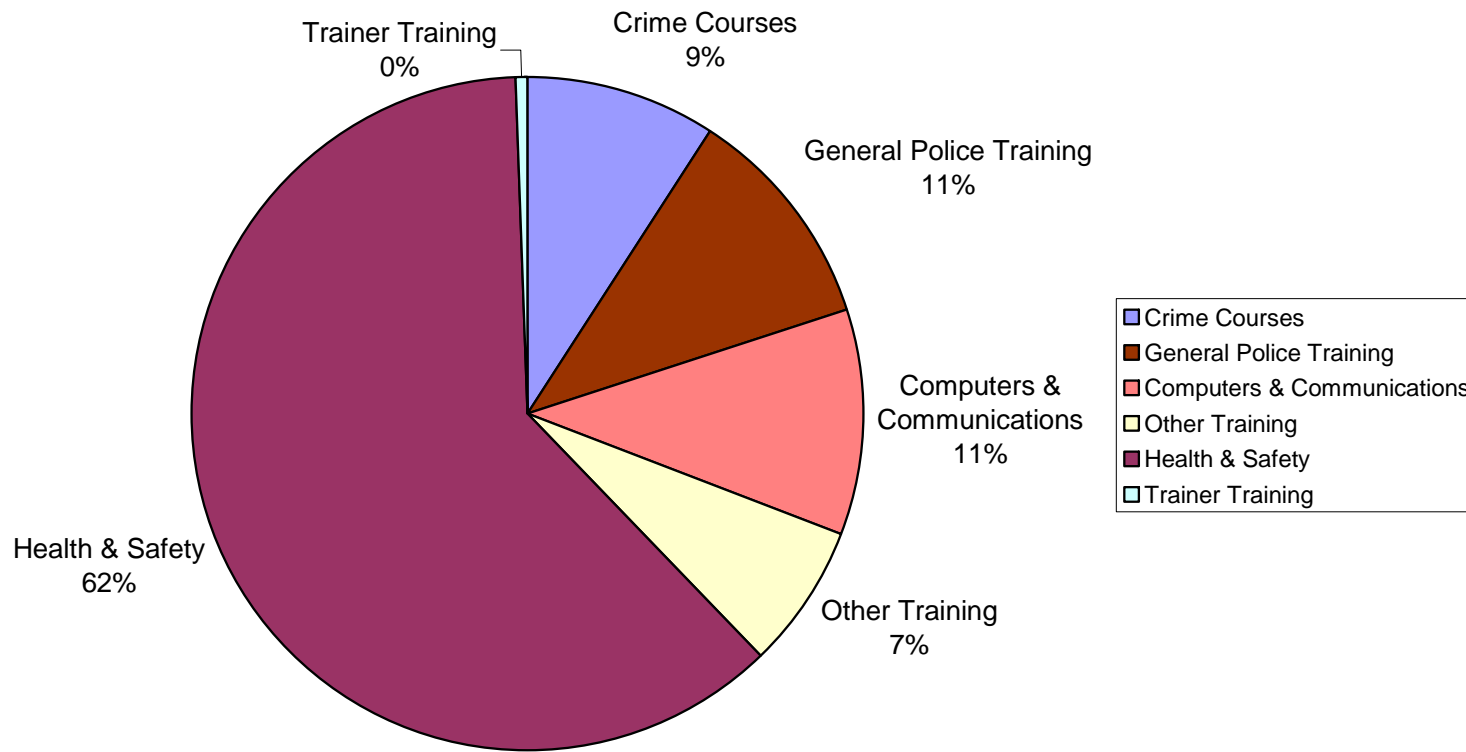
Ealing Borough OCU

EALING PROPOSED TRAINING 2004 - 2005



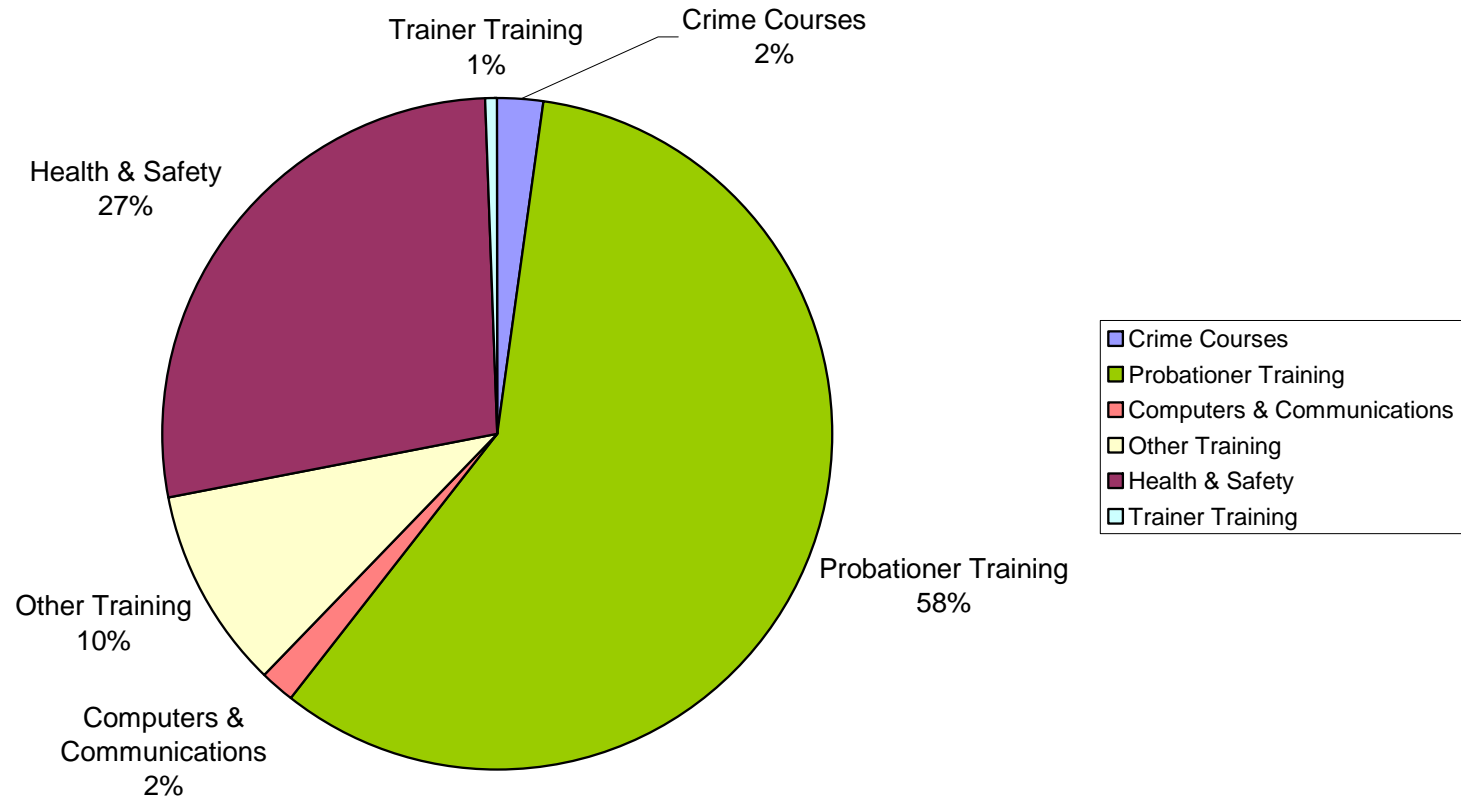
Enfield Borough OCU

ENFIELD PROPOSED TRAINING 2004 - 2005



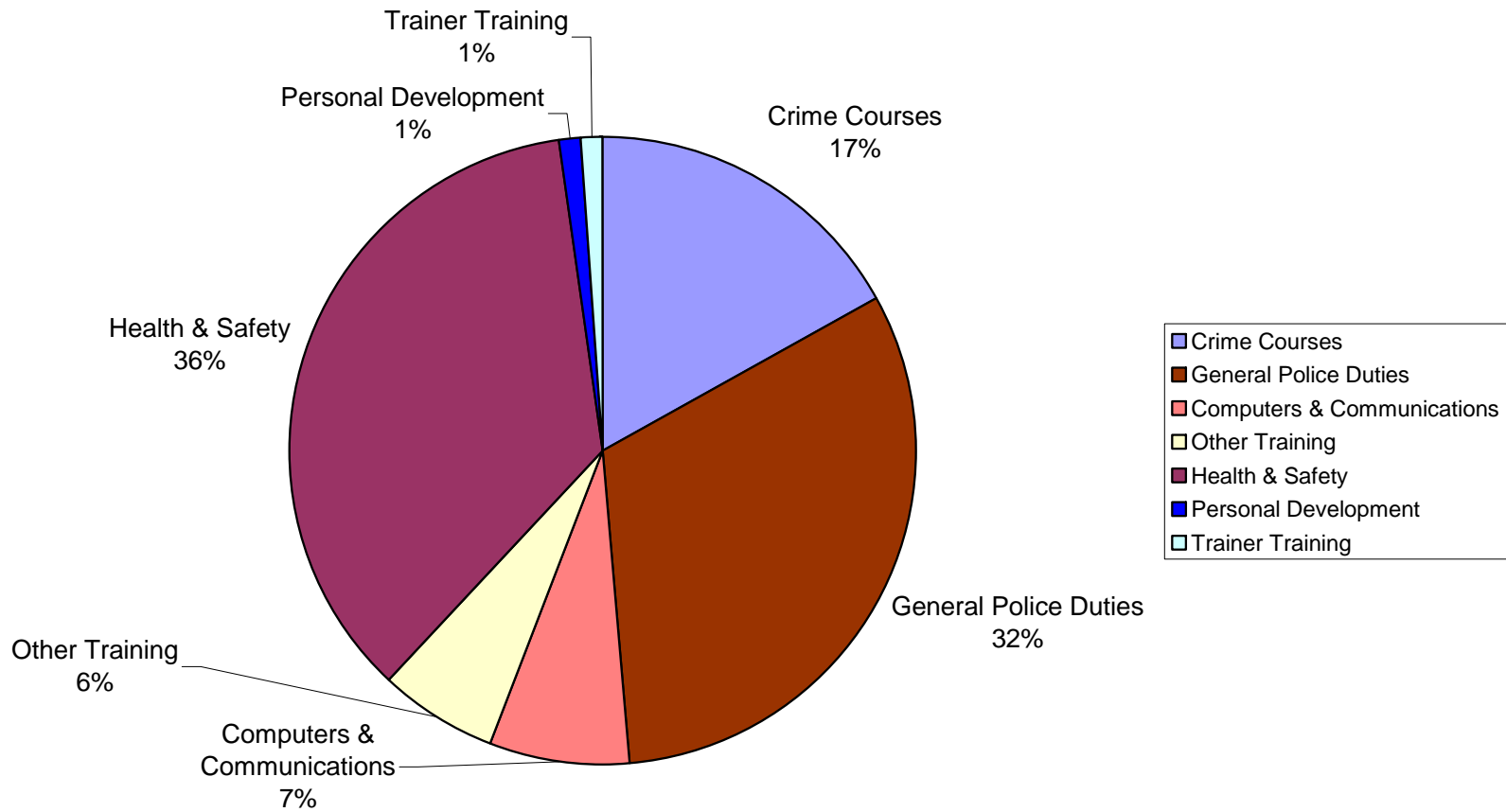
Greenwich Borough OCU

GREENWICH PROPOSED TRAINING 2004 - 2005



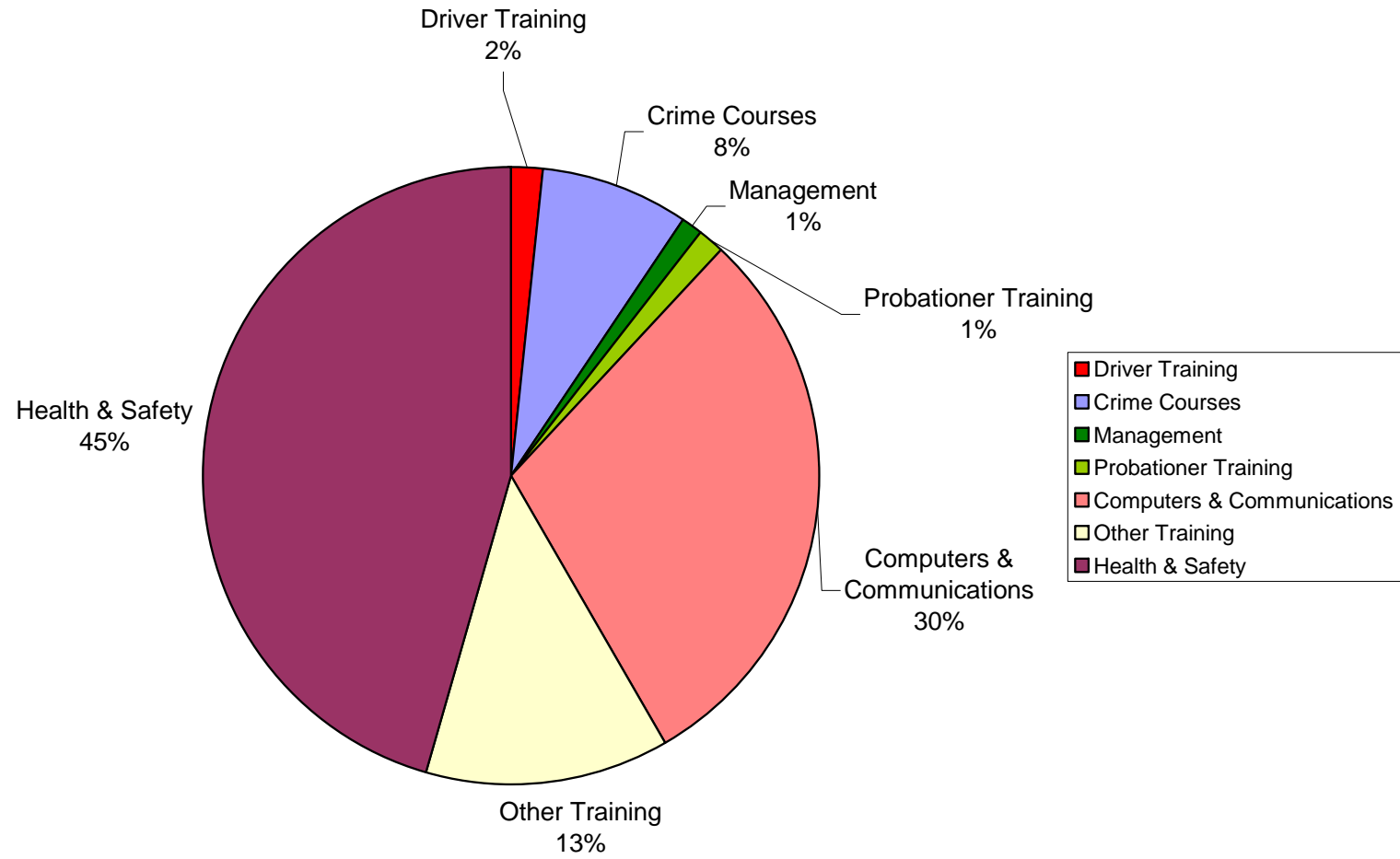
Hackney Borough OCU

HACKNEY PROPOSED TRAINING 2004 - 2005



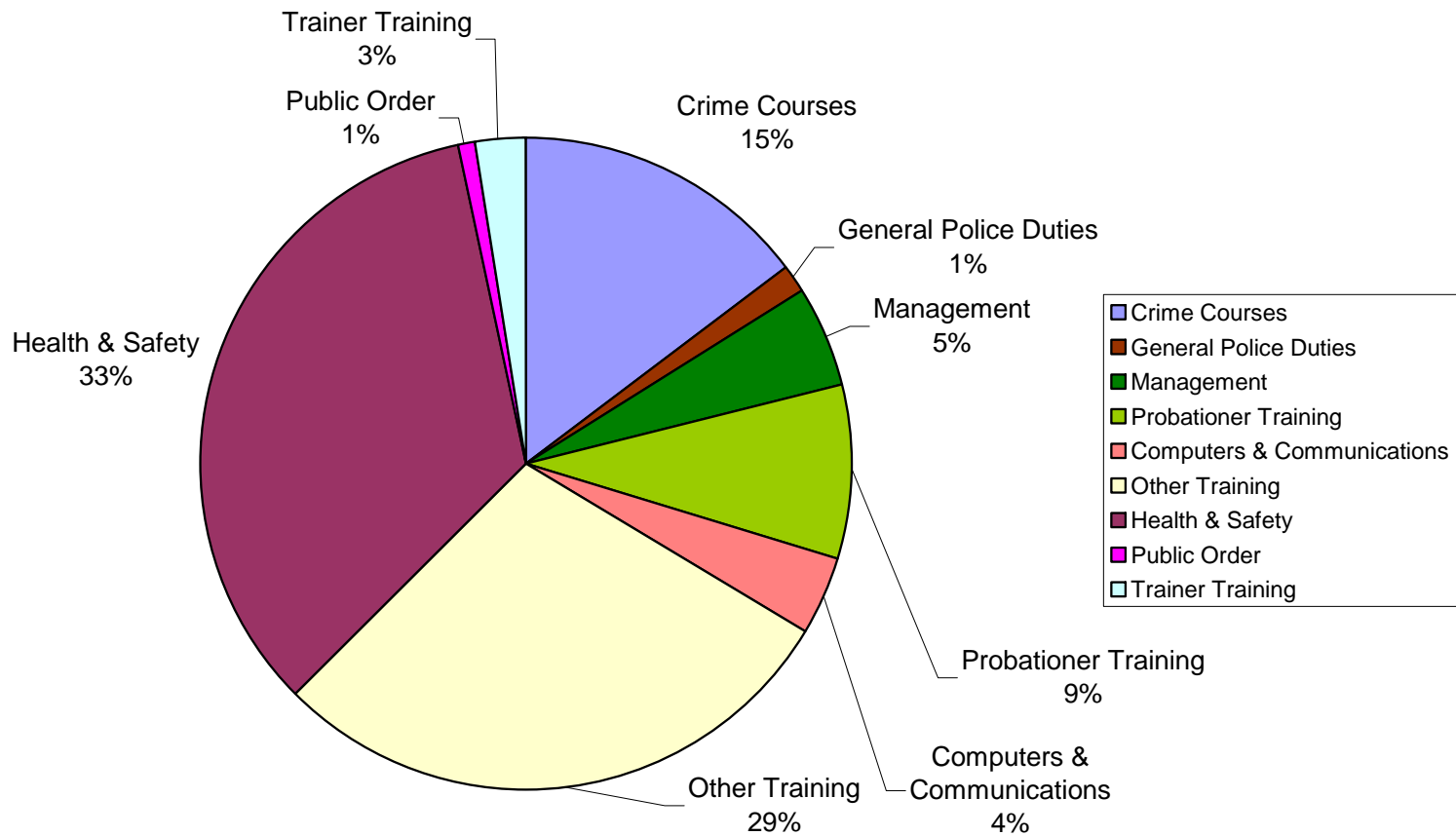
Hammersmith and Fulham Borough OCU

HAMMERSMITH & FULHAM PROPOSED TRAINING 2004 - 2005



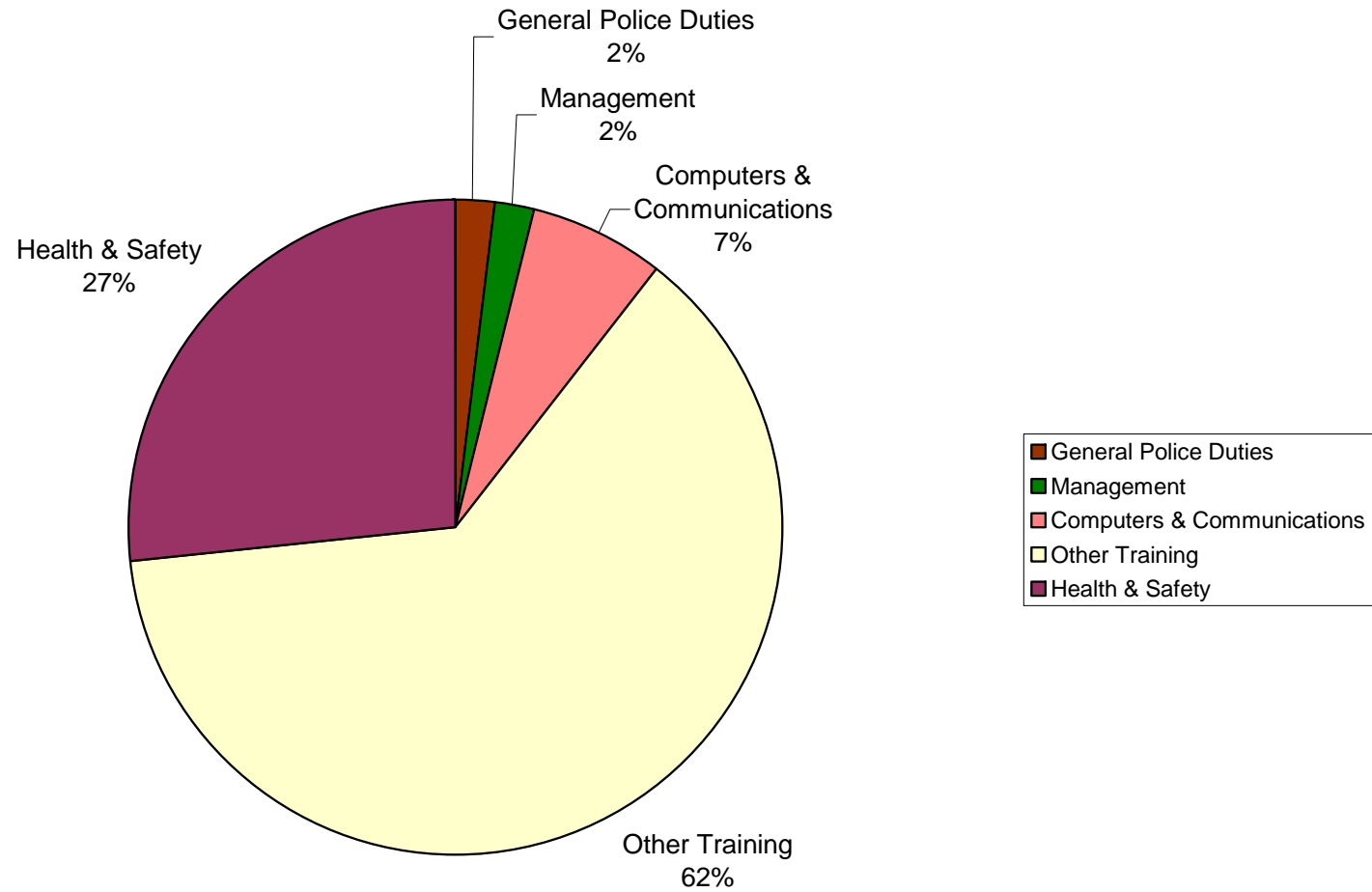
Haringey Borough OCU

HARINGEY PROPOSED TRAINING 2004 - 2005



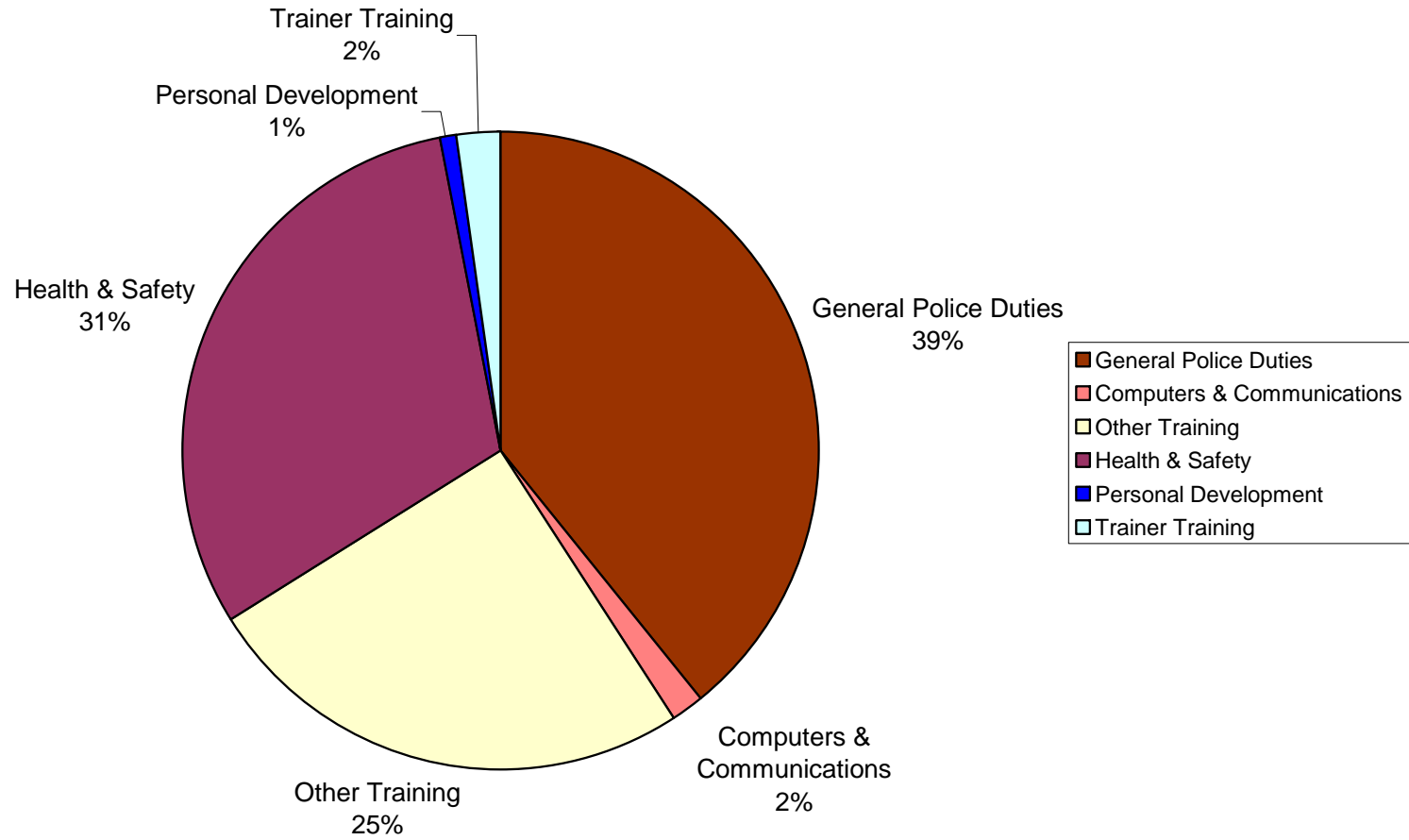
Harrow Borough OCU

HARROW PROPOSED TRAINING 2004 - 2005



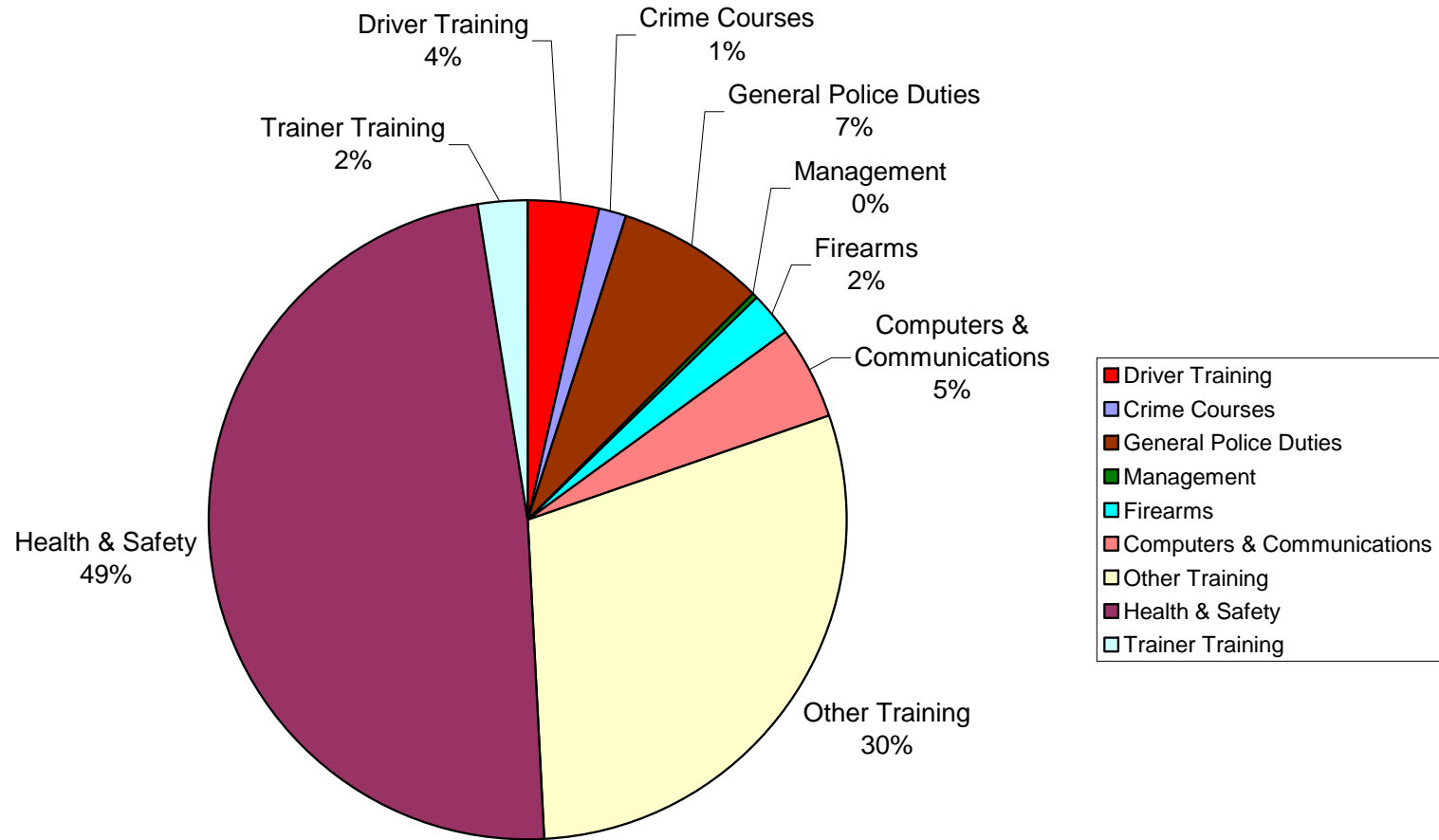
Havering Borough OCU

HAVERING PROPOSED TRAINING 2004 - 2005



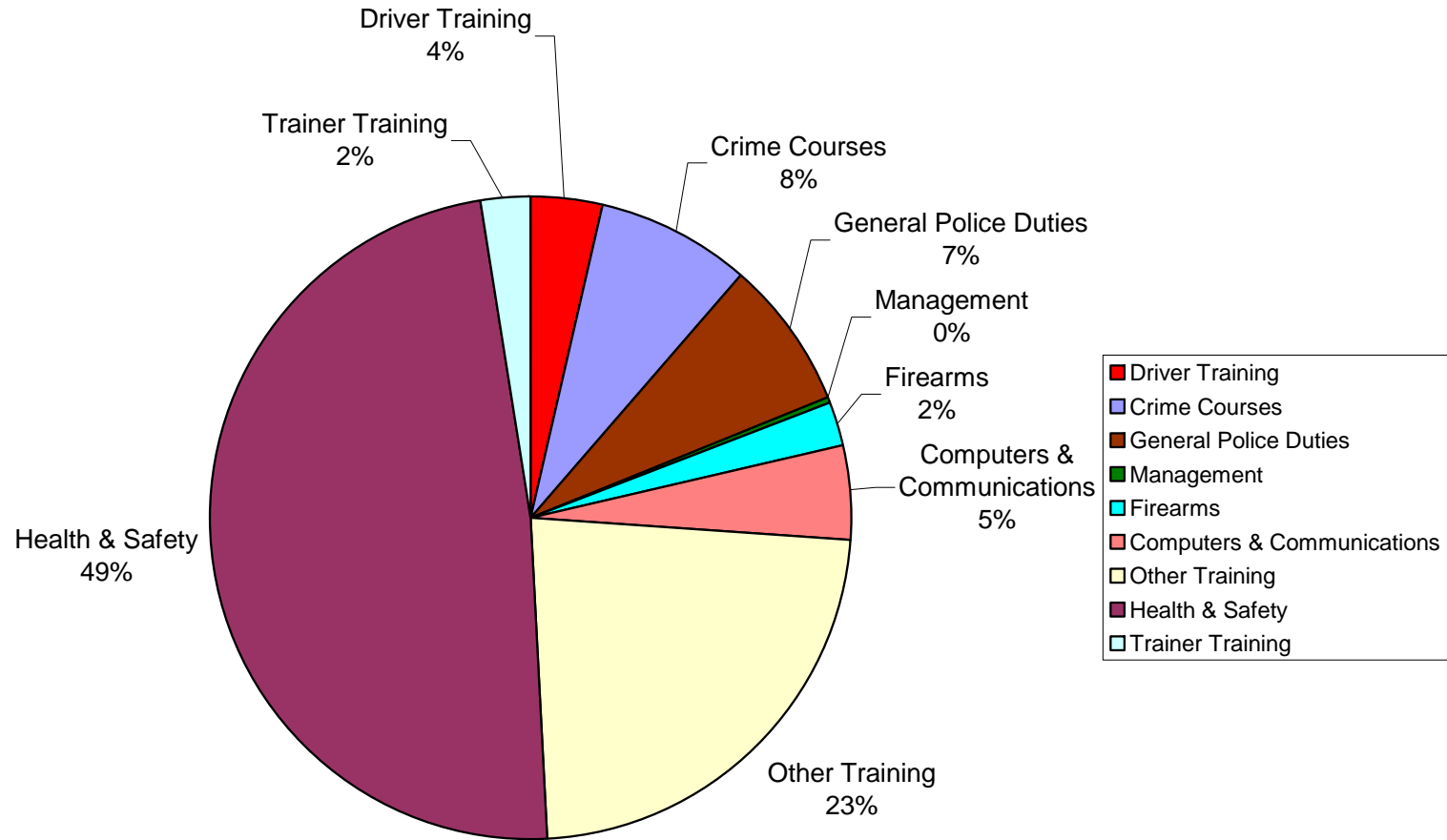
Hillingdon Borough OCU

HILLINGDON PROPOSED TRAINING 2004 - 2005



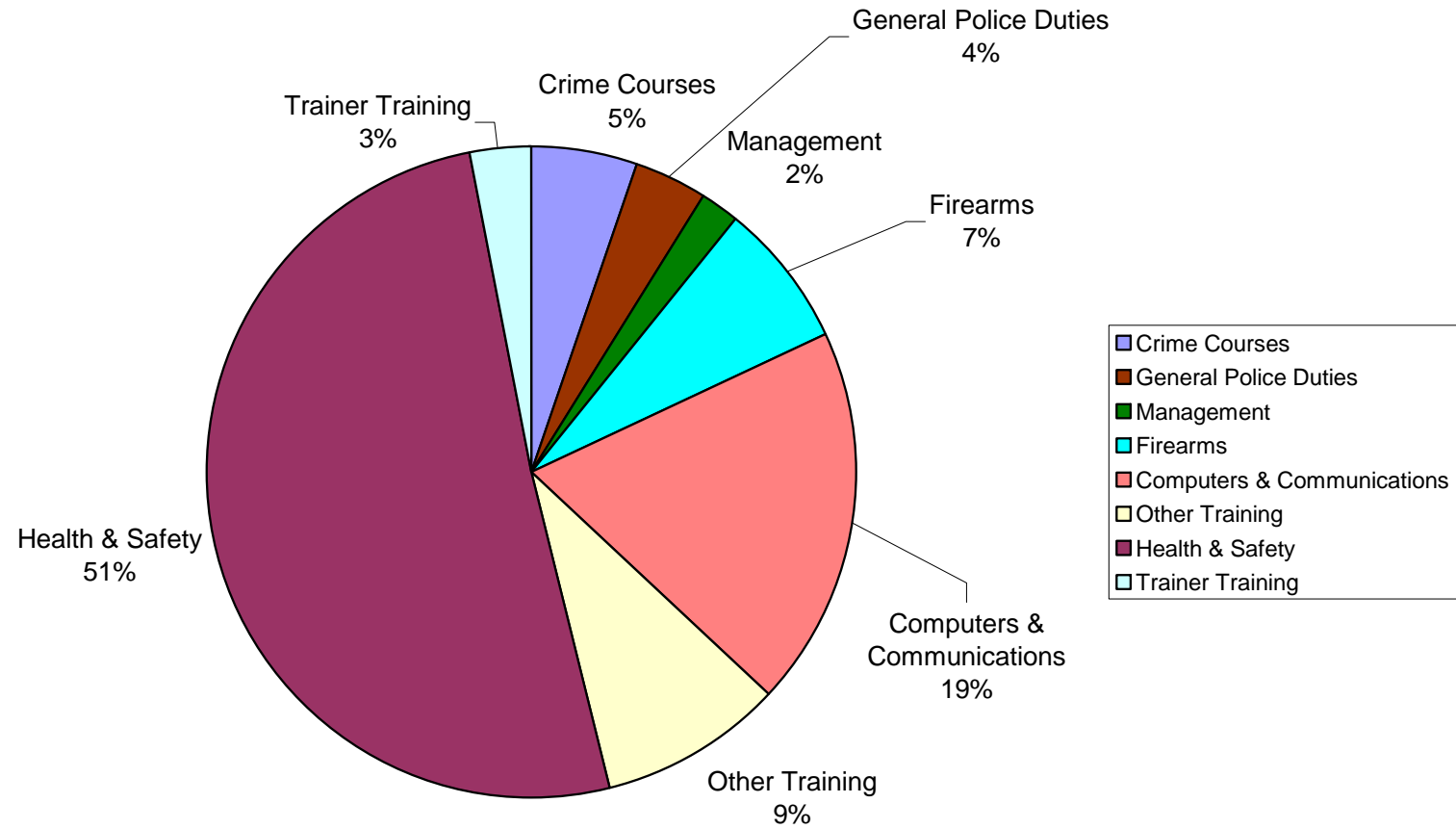
Hounslow Borough OCU

HILLINGDON PROPOSED TRAINING 2004 - 2005



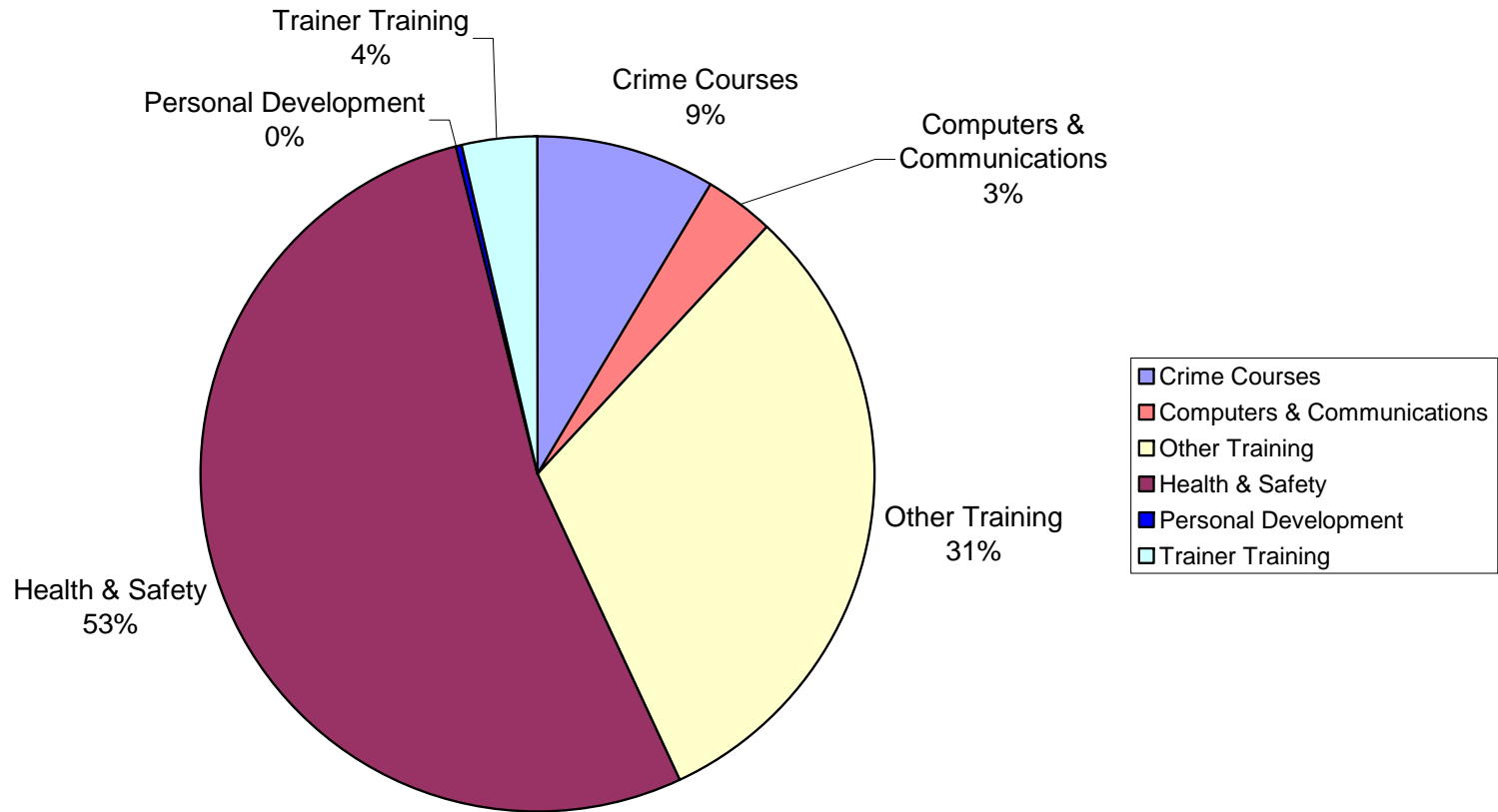
Islington Borough OCU

ISLINGTON PROPOSED TRAINING 2004 - 2005



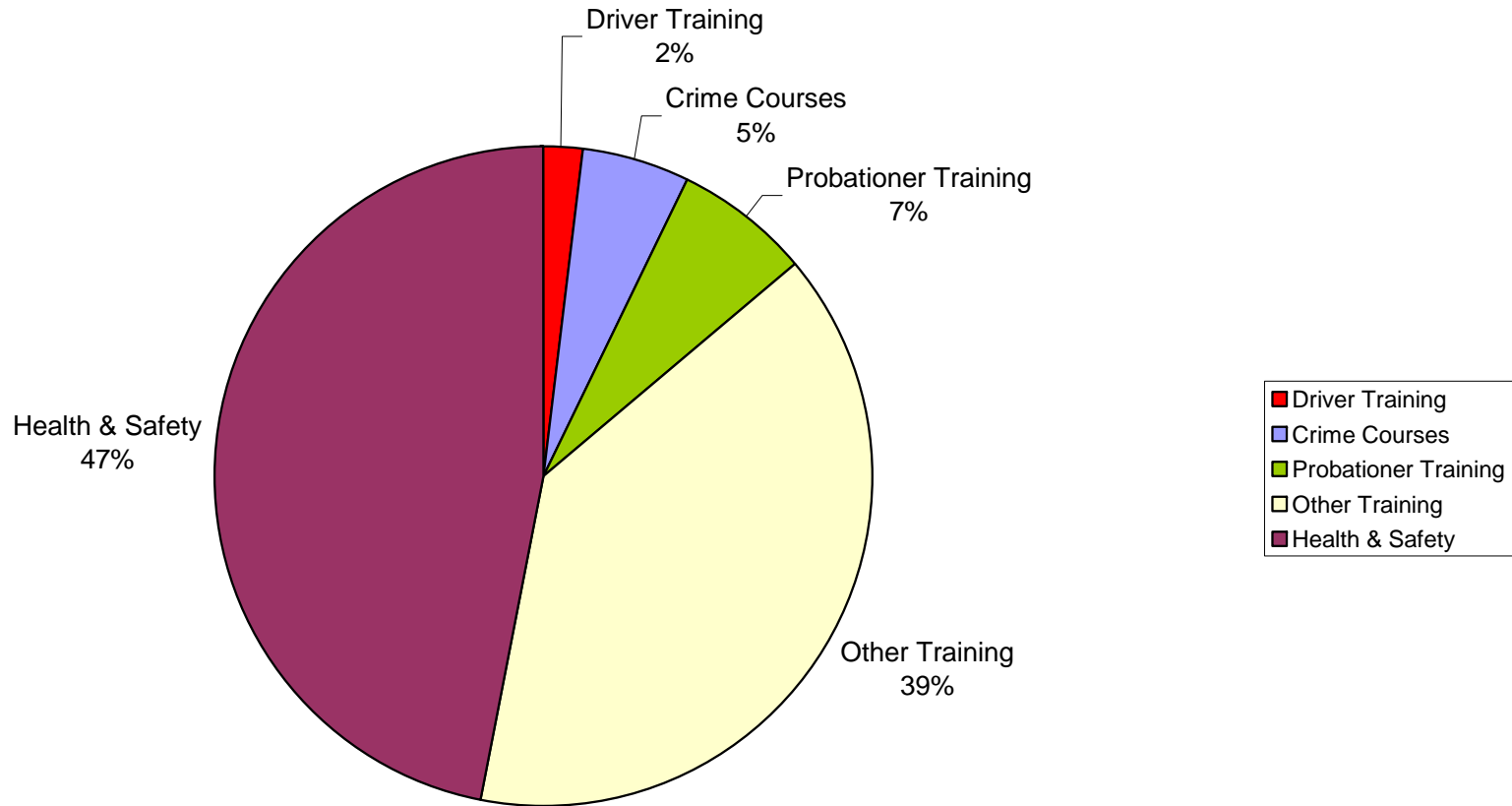
Kensington & Chelsea Borough OCU

KENSINGTON & CHELSEA PROPOSED TRAINING 2004 - 2005



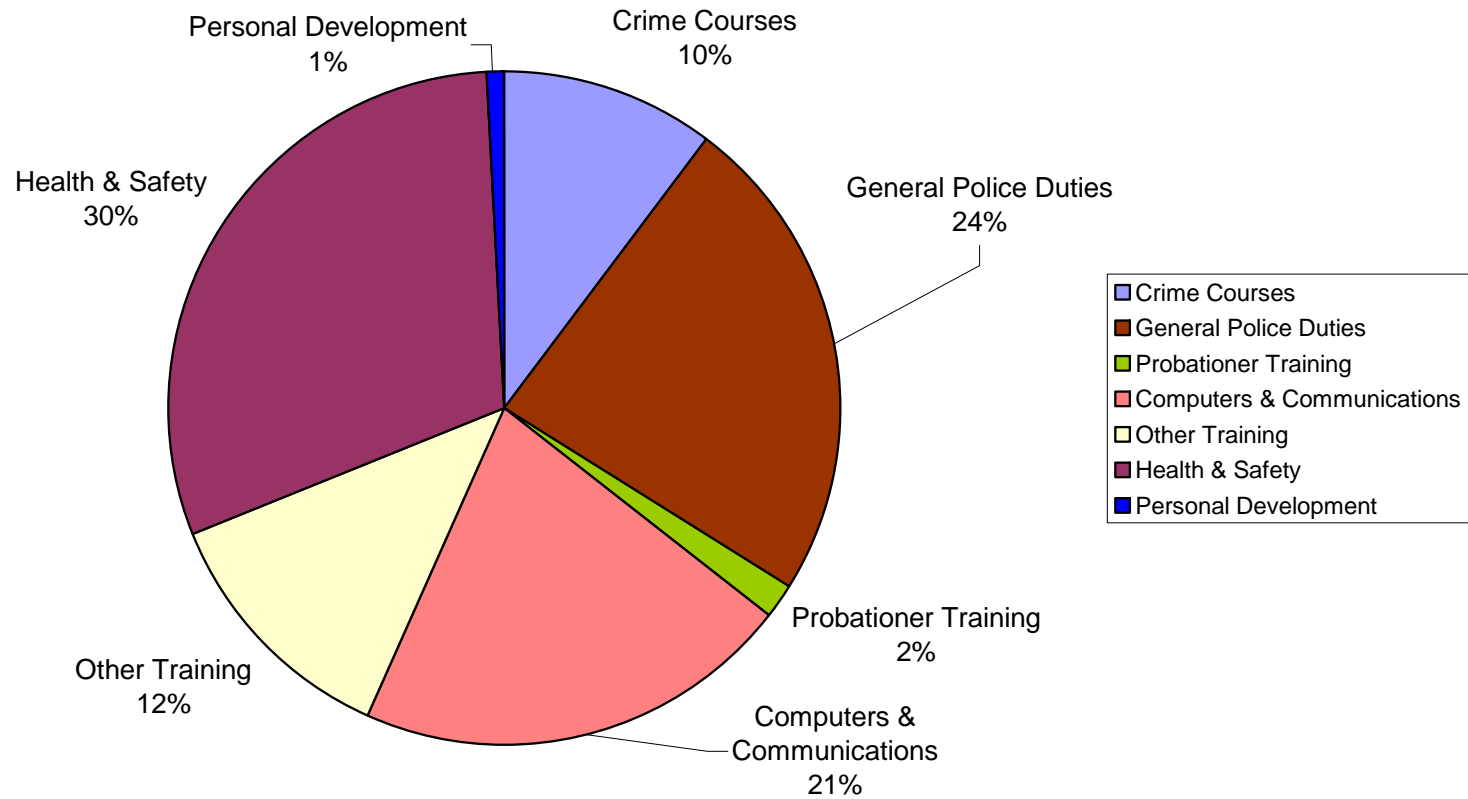
Kingston-Upon-Thames Borough OCU

KINGSTON UPON THAMES PROPOSED TRAINING 2004 - 2005



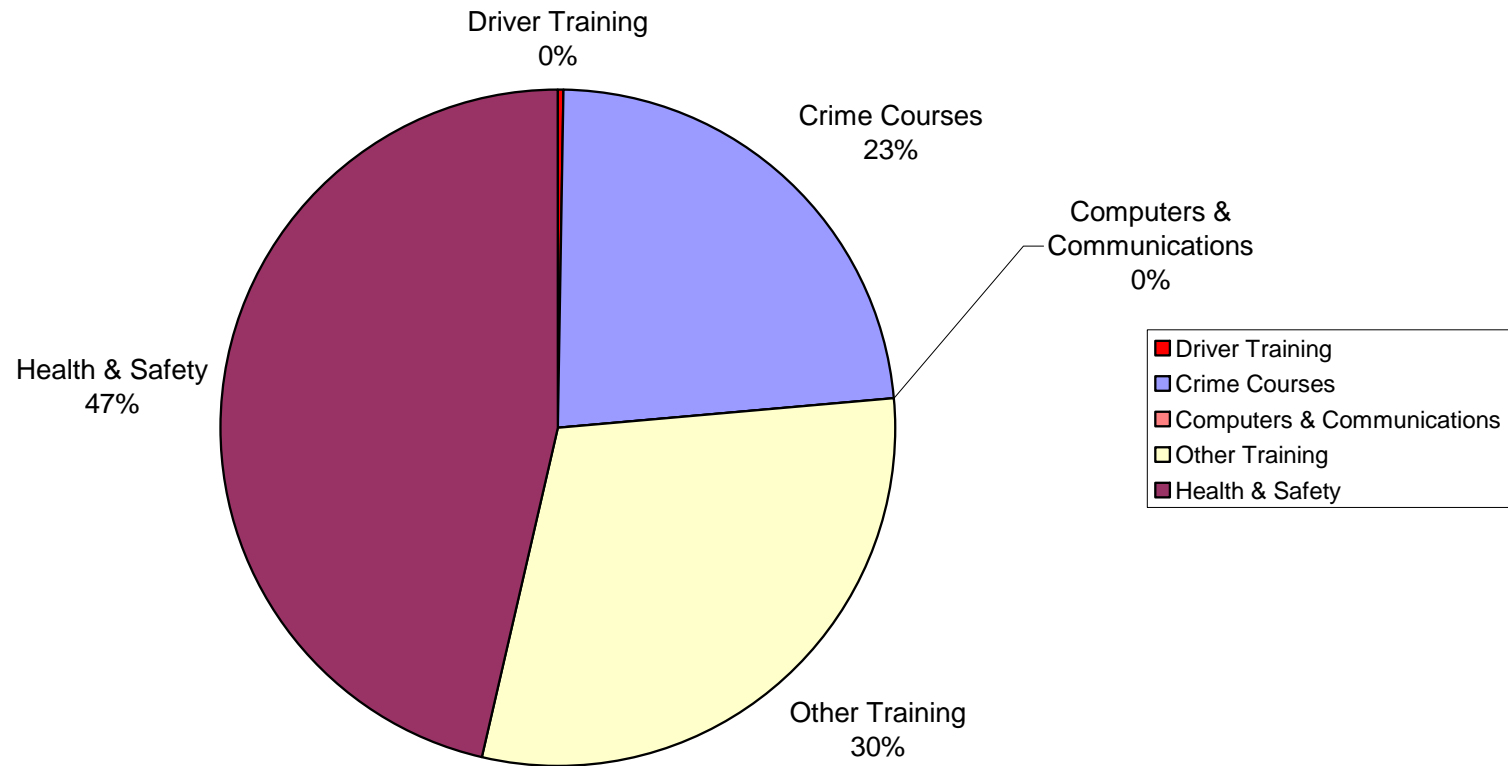
Lambeth Borough OCU

LAMBETH PROPOSED TRAINING 2004 - 2005



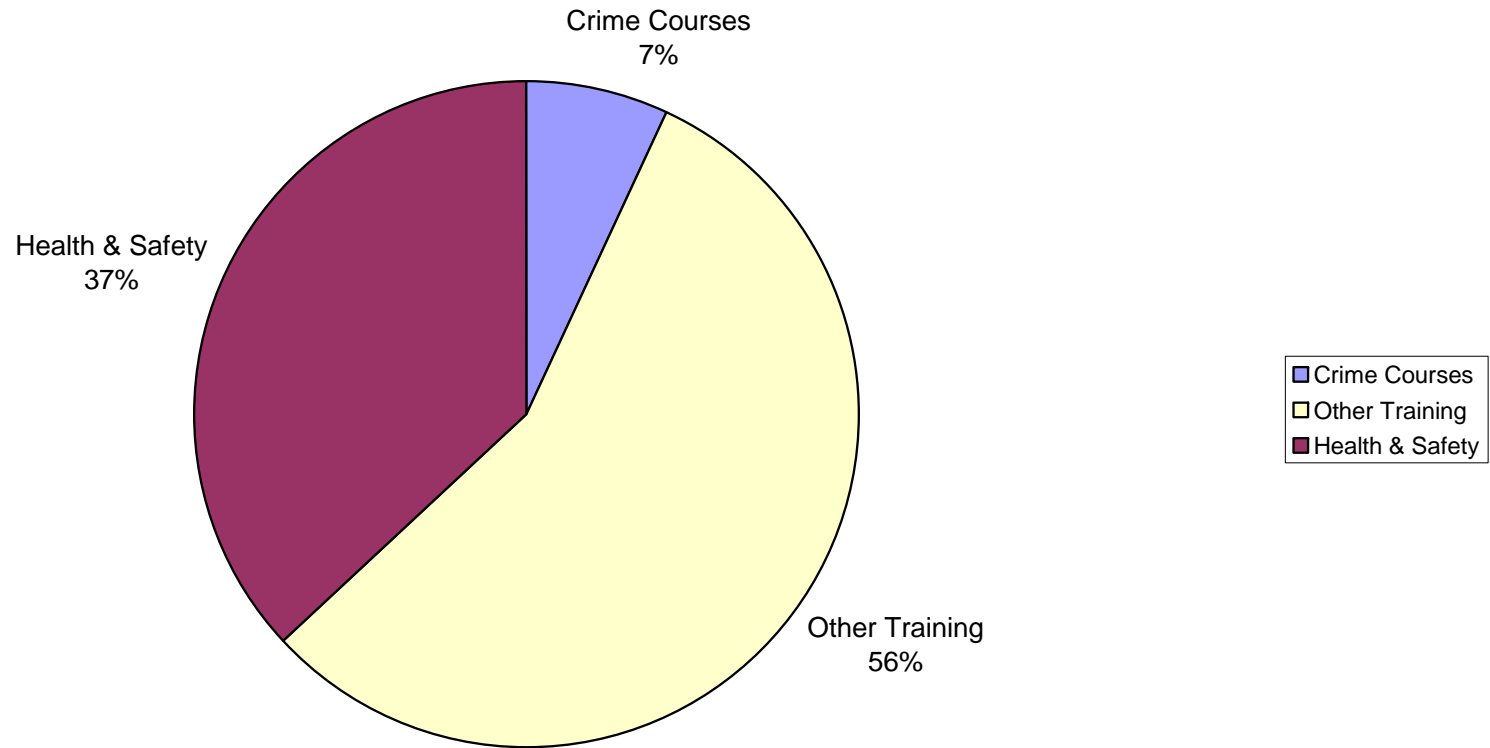
Lewisham Borough OCU

LEWISHAM PROPOSED TRAINING 2004 - 2005



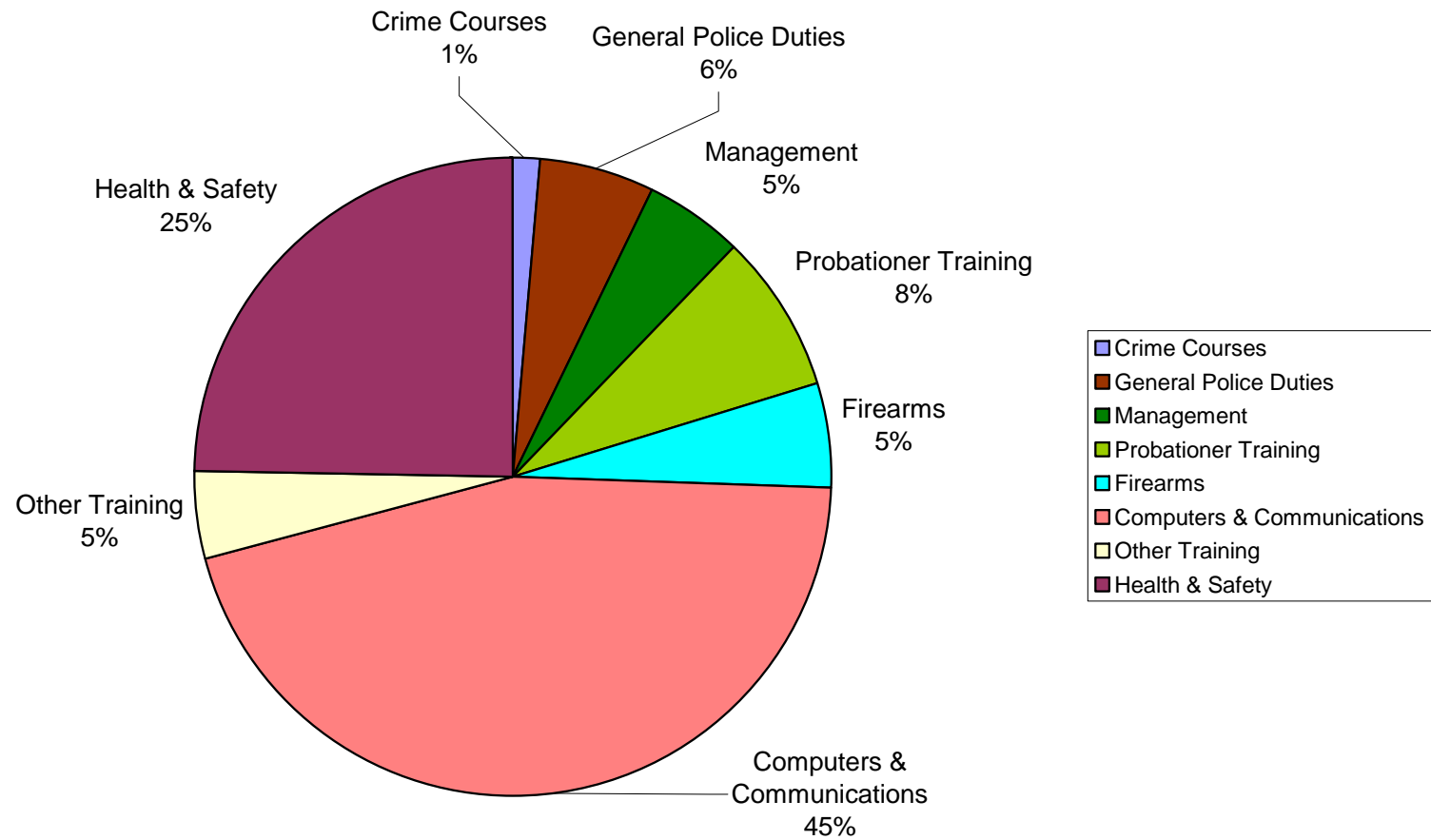
Merton Borough OCU

MERTON PROPOSED TRAINING 2004 - 2005



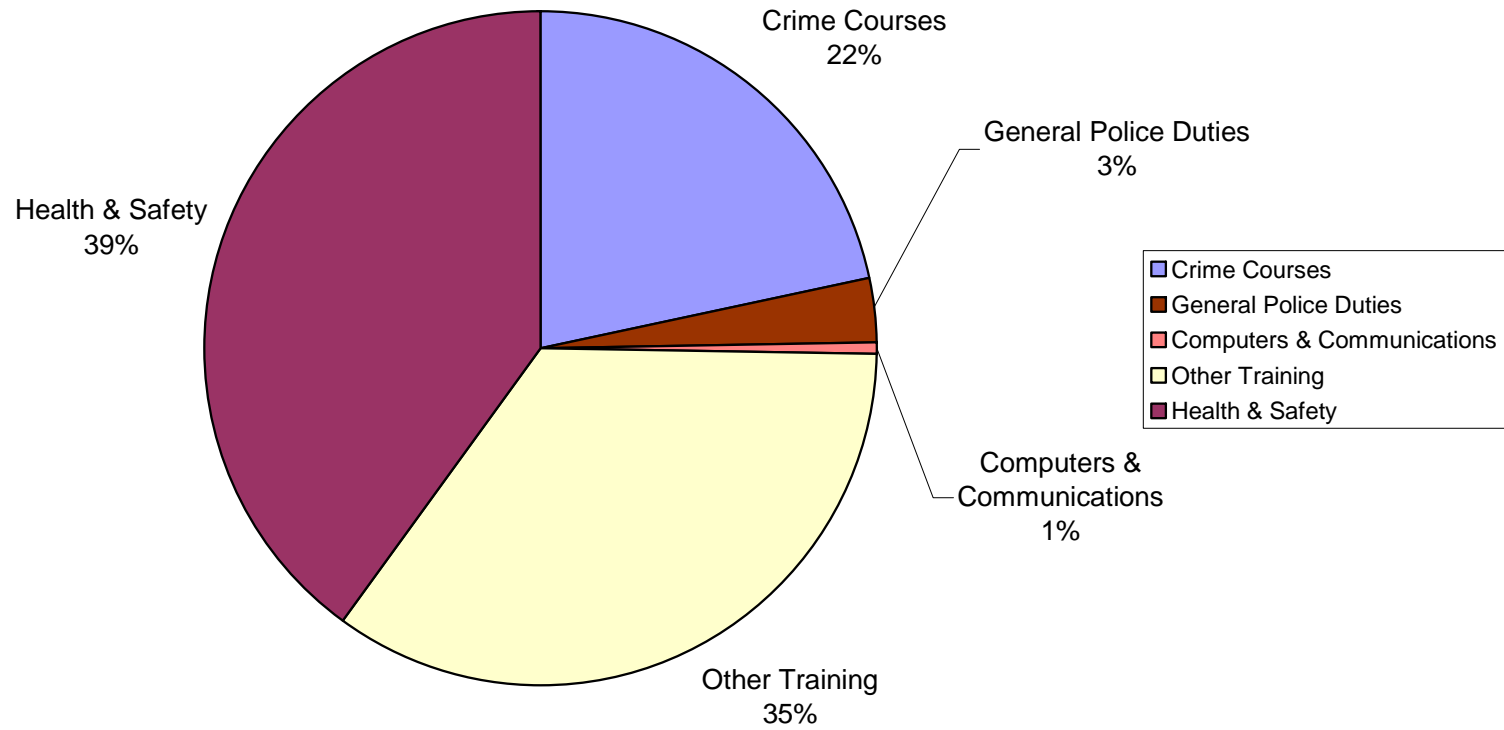
Newham Borough OCU

NEWHAM PROPOSED TRAINING 2004 - 2005



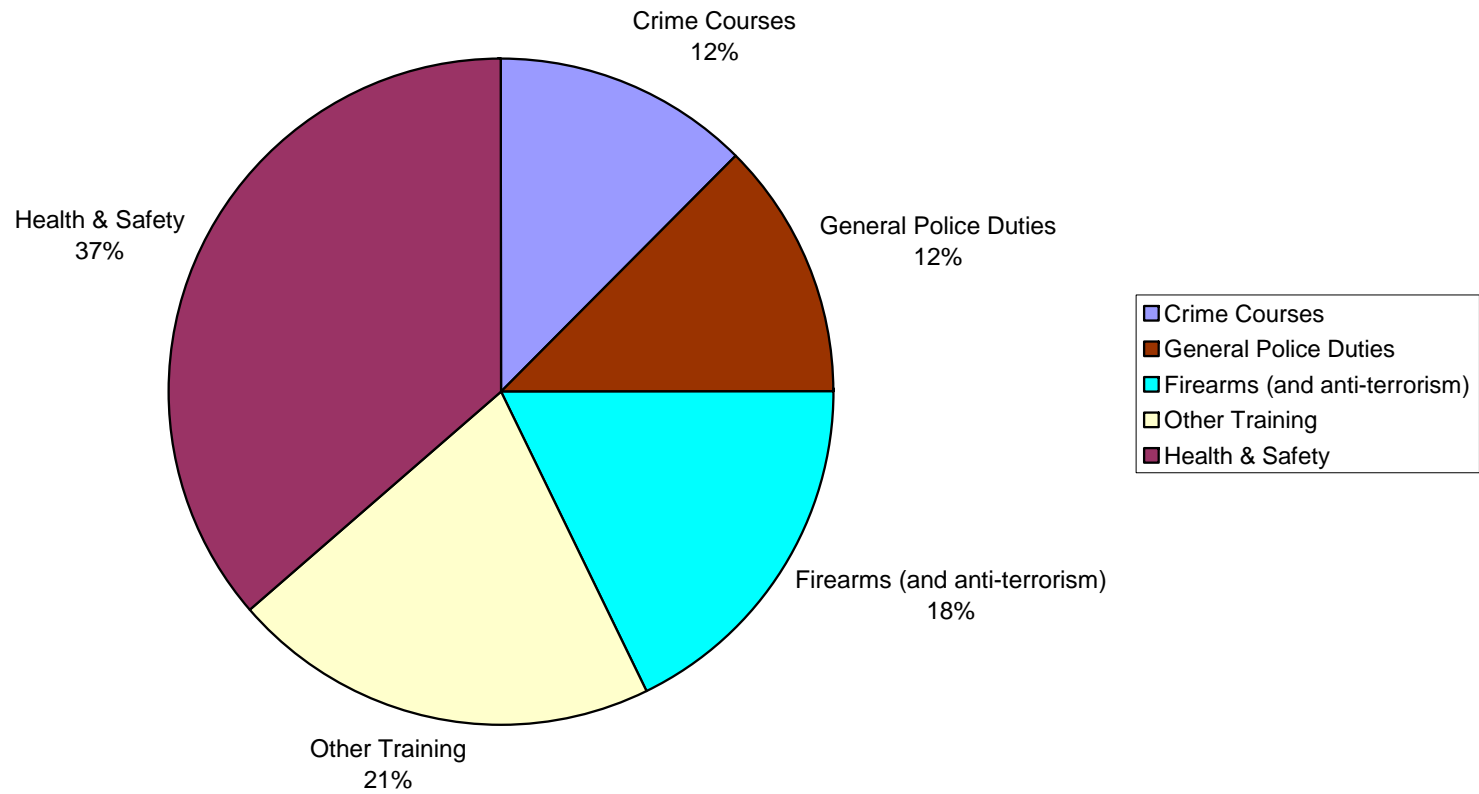
Redbridge Borough OCU

REDBRIDGE PROPOSED TRAINING 2004 - 2005



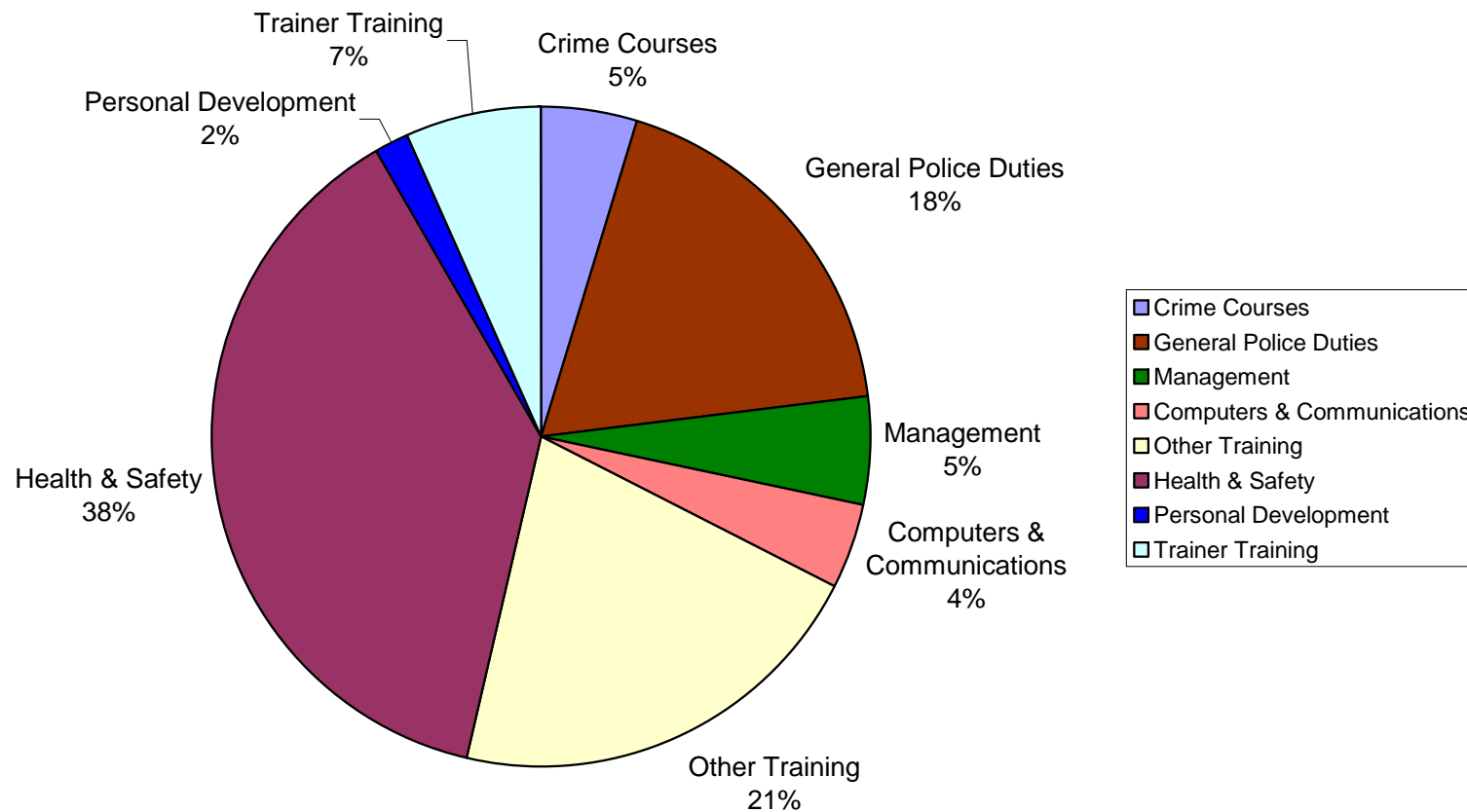
Richmond-upon-Thames

RICHMOND-UPON-THAMES 2004 - 2005



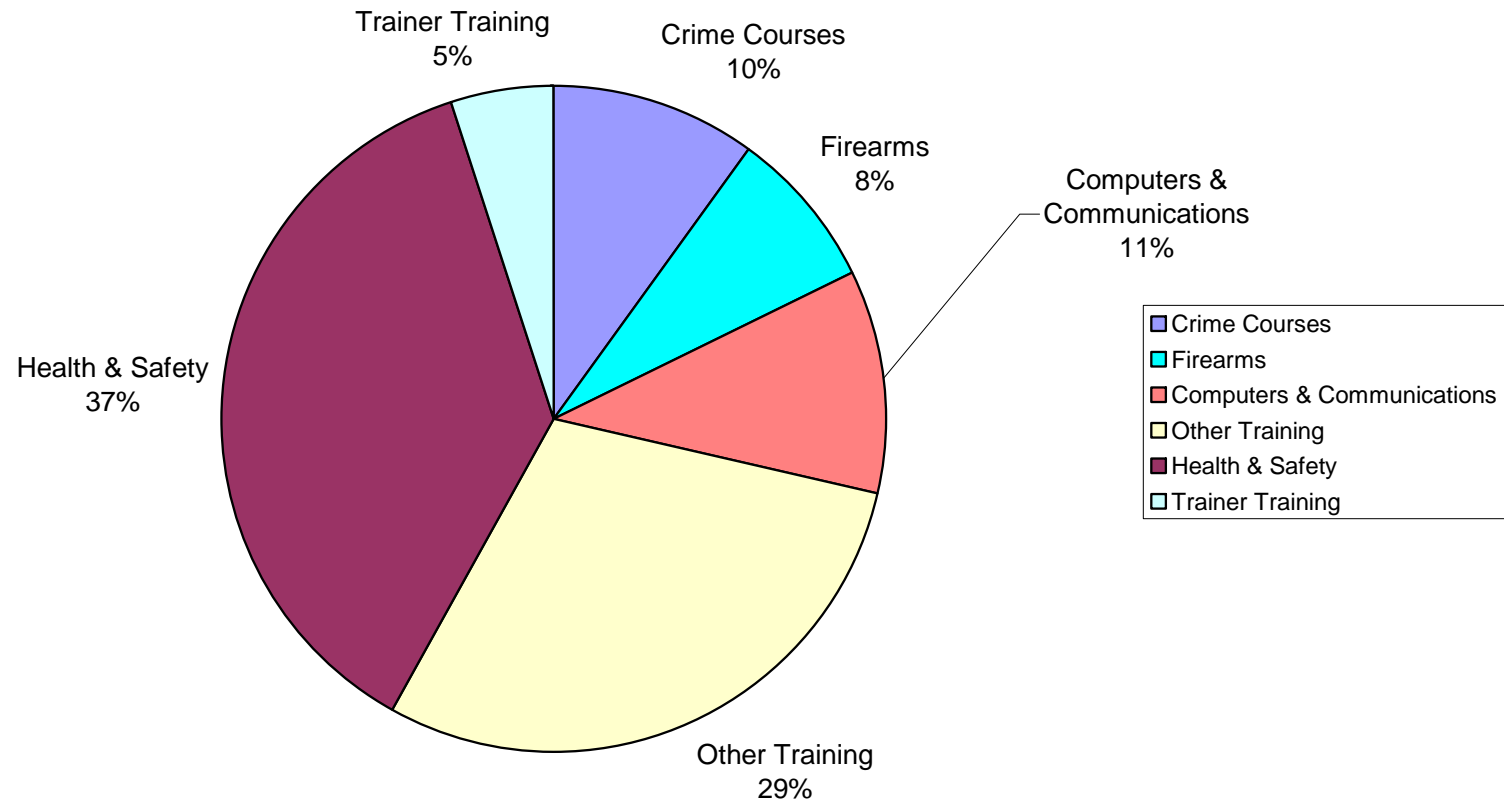
Southwark Borough OCU

SOUTHWARK PROPOSED TRAINING 2004 - 2005



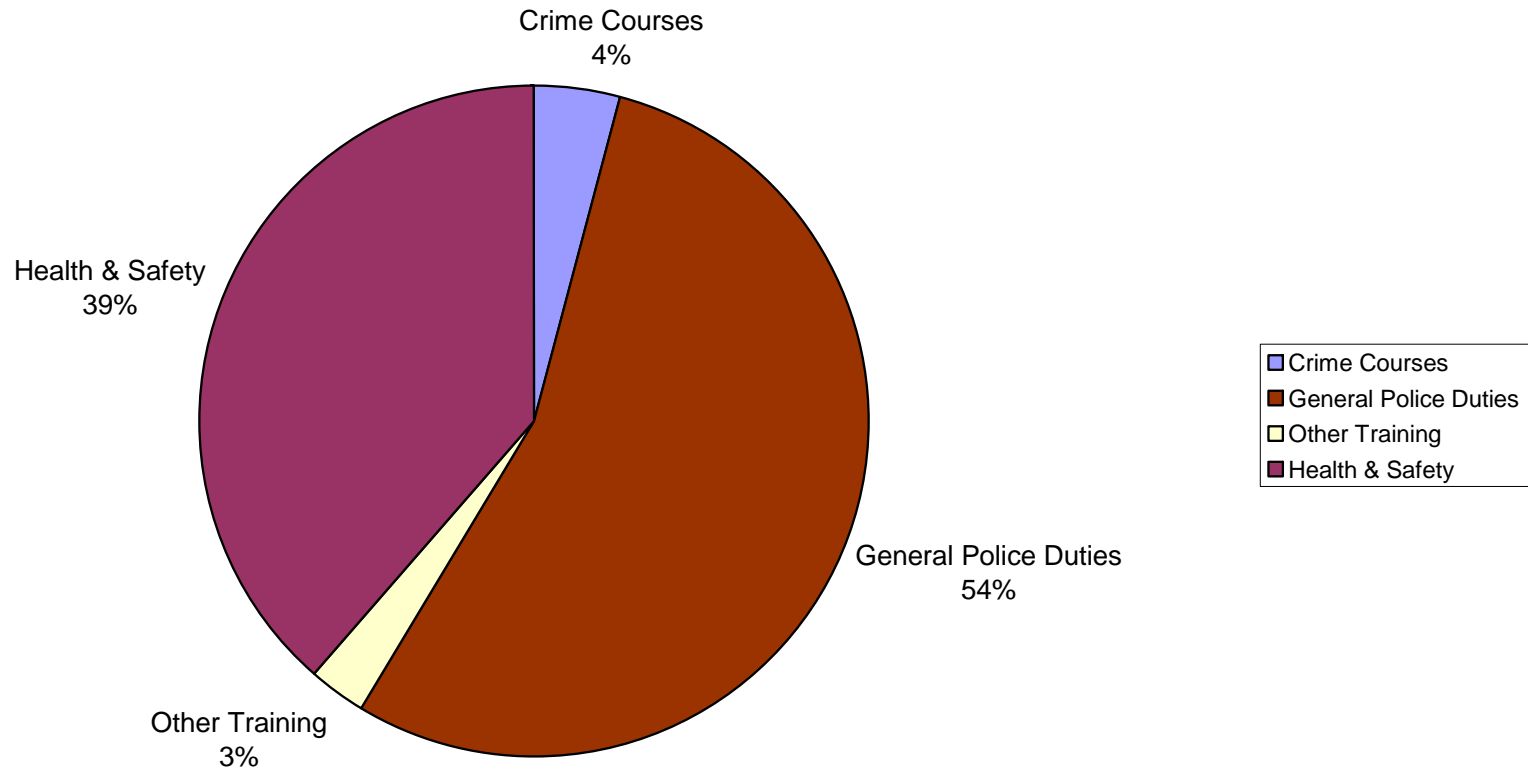
Sutton Borough OCU

SUTTON PROPOSED TRAINING 2004 - 2005



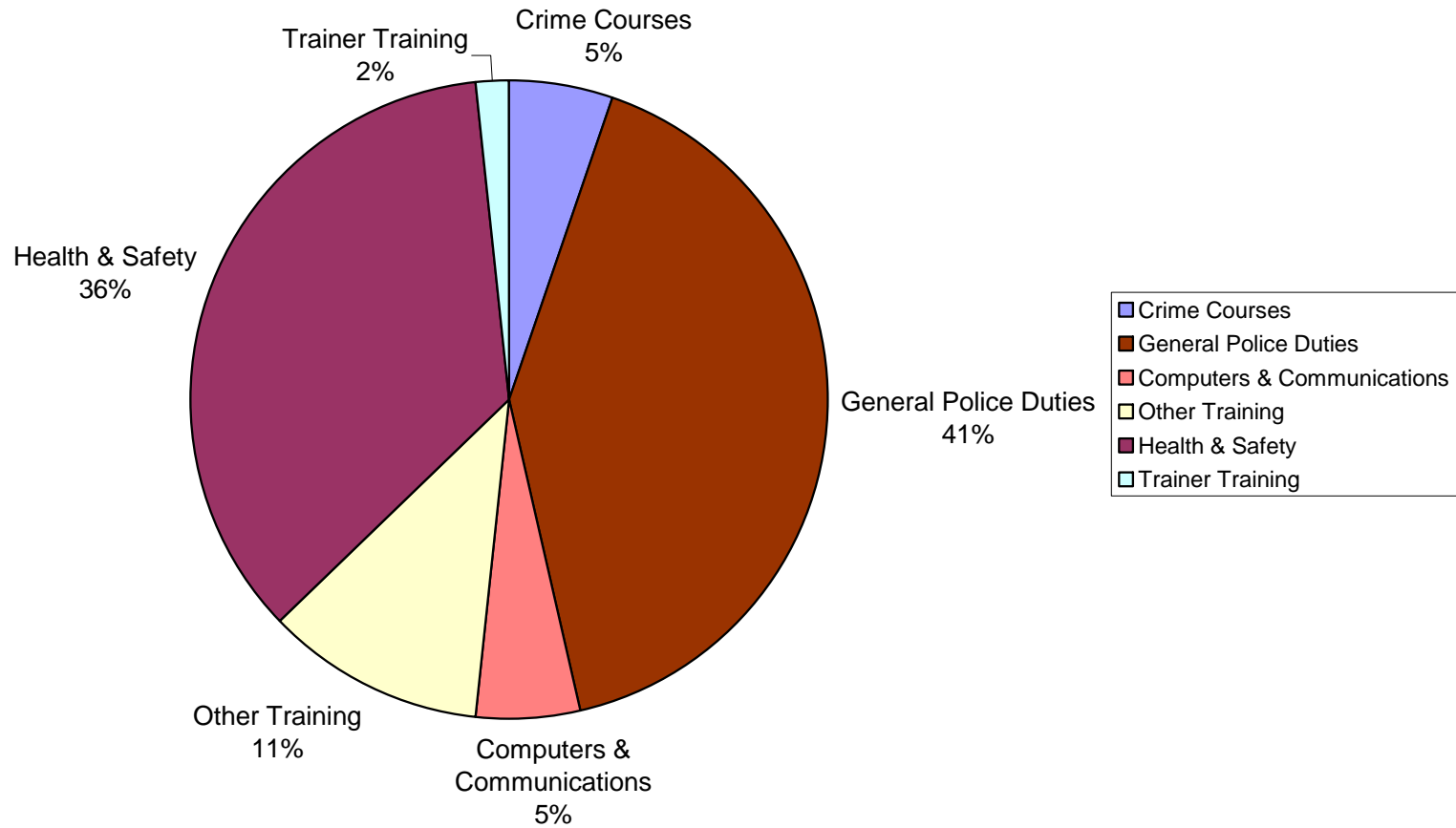
Tower Hamlets Borough OCU

TOWER HAMLETS PROPOSED TRAINING 2004 - 2005



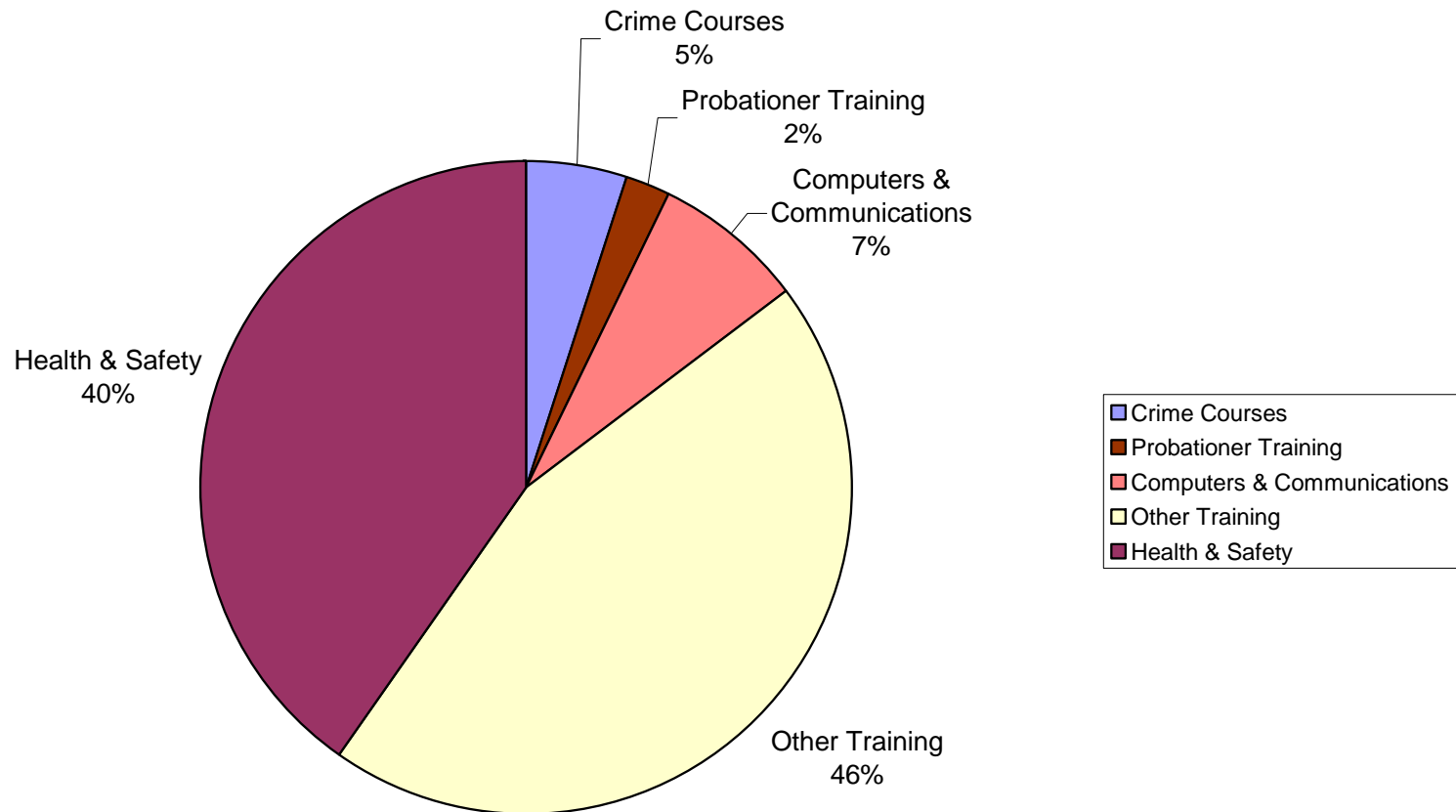
Waltham Forest Borough OCU

WALTHAM FOREST PROPOSED TRAINING 2004 - 2005



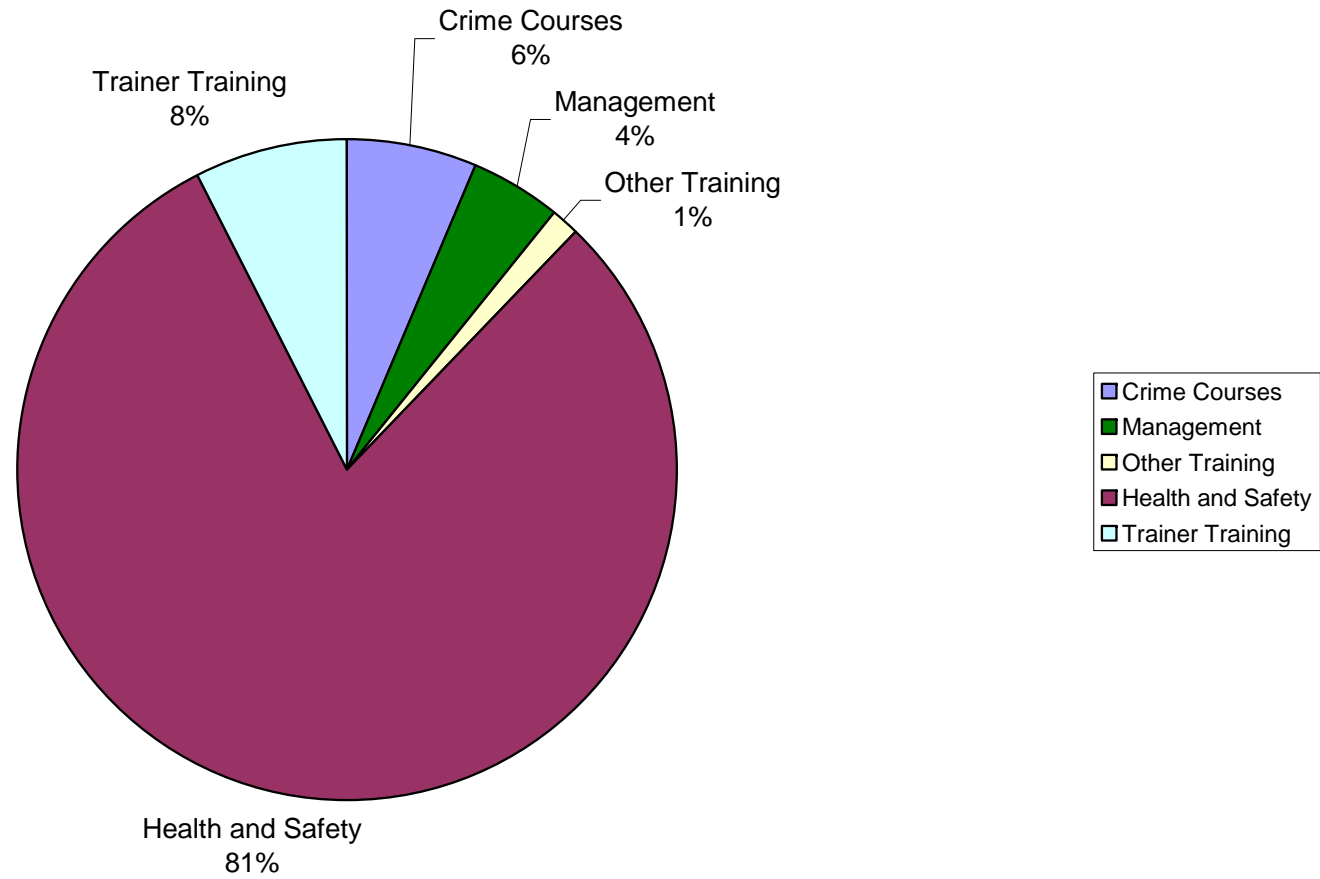
Wandsworth Borough OCU

WANDSWORTH PROPOSED TRAINING 2004 - 2005



Westminster

WESTMINSTER PROPOSED TRAINING 2004 - 2005



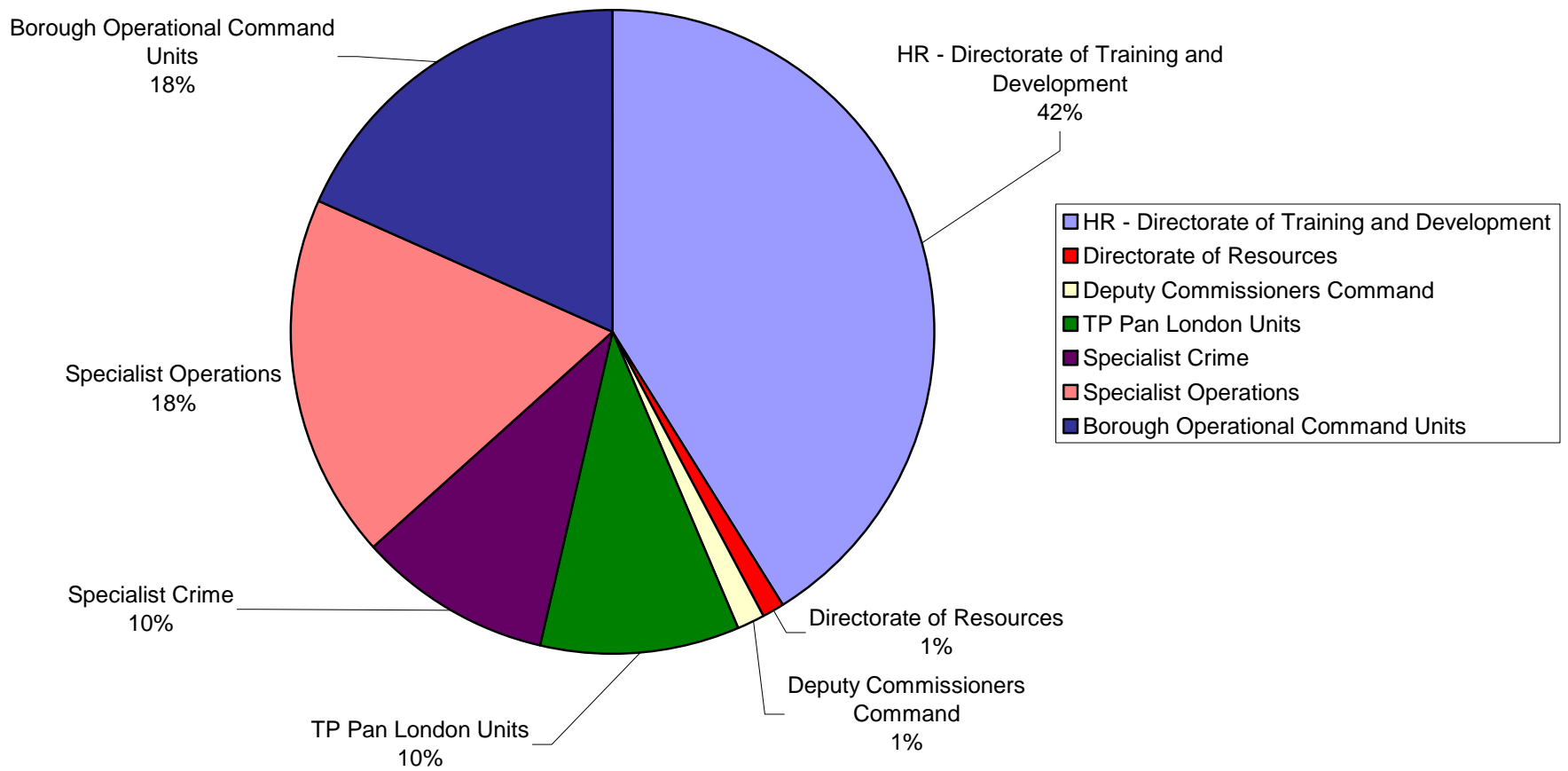
Part Three

Annual Costed Training Plan 2004/5

Planned MPS Training Spend 2004-2005

Business Groups	Total Predicted Annual Cost
HR - Directorate of Training and Development	£25,749,993.70
Directorate of Resources	£670,964.11
Deputy Commissioners Command	£823,819.50
TP Pan London Units	£6,328,650.35
Specialist Crime	£6,037,832.94
Specialist Operations	£11,378,969.50
Borough Operational Command Units	£11,543,462.85
TOTAL	£62,533,692.95

PLANNED MPS TRAINING SPEND 2004-2005



Below is a table showing the detailed costings for all predicted courses to be delivered in the 2004-2005 financial year.

Please note the predictions were provided in November 2003 and some changes have occurred that must be considered when using this plan. Firstly Diversity training has transferred from HR to DCC. The training that they deliver is now under review. Personal Awareness for trainer courses and Diversity training phase 2 have been suspended (apart pre-arranged commitments).

Secondly some Driving School courses have altered. The Standard Response and Advanced Driving courses are under review and may alter considerably following an experimentation process this summer.

BOROUGH NATIONAL COSTING MODEL 2005-2005

Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
BS - Kensington & Chelsea										
ABE Interviewer	3	5.00	8	5,641.08	443.98	6,085.06	2,028.35	405.67	253.54	50.71
ABE Updates	3	1.00	8	972.60	443.98	1,416.58	472.19	472.19	59.02	59.02
BOCU Training	90	0.50	10	17,247.40	13,319.26	30,566.66	339.63	679.26	33.96	67.93
CAST training	2	1.00	8	1,205.60	295.98	1,501.58	750.79	750.79	93.85	93.85
CID Training Day	4	1.00	30	2,170.07	591.97	2,762.04	690.51	690.51	23.02	23.02
H&S Policing Safely	1	1.00	10	311.23	147.99	459.22	459.22	459.22	45.92	45.92
H&S Risk Assessor training	12	1.00	8	5,854.28	1,775.90	7,630.18	635.85	635.85	79.48	79.48
H&S Supervising safely	1	1.00	10	420.55	147.99	568.54	568.54	568.54	56.85	56.85
Interview Board Technique	12	0.30	1	2,313.04	1,775.90	4,088.94	340.75	1,135.82	340.75	1,135.82
Lay Appropriate Adult training	1	1.00	10	450.35	147.99	598.34	598.34	598.34	59.83	59.83
Manual Handling	70	0.20	10	14,700.00	10,359.43	25,059.43	357.99	1,789.96	35.80	179.00
Mentor Courses	2	2.00	15	2,207.90	295.98	2,503.88	1,251.94	625.97	83.46	41.73
OST Personal Safety Training	8	1.00	10	1,680.00	1,183.93	2,863.93	357.99	357.99	35.80	35.80
OST Phases 1 & 2	55	1.00	25	36,577.53	8,139.55	44,717.08	813.04	813.04	32.52	32.52
PCSO	18	2.00	12	29,018.97	2,663.85	31,682.82	1,760.16	880.08	146.68	73.34
RT Operator	10	1.00	10	2,074.88	1,479.92	3,554.80	355.48	355.48	35.55	35.55
SRO	5	1.00	10	2,891.30	739.96	3,631.26	726.25	726.25	72.63	72.63
Street Duty Tutor	5	3.00	8	8,761.75	739.96	9,501.71	1,900.34	633.45	237.54	79.18
Spare Capacity				18,247.47		18,247.47				
BS - Kensington & Chelsea Total	302	24.00	203	152,746.00	44,693.52	197,439.52				

CW - Westminster										
ABE Suite Controller	7	3.00	15	6,141.65	1,473.45	7,615.10	1,087.87	362.62	72.52	24.17
Achieving Best Evidence	6	5.00	10	6,030.61	1,262.96	7,293.57	1,215.60	243.12	121.56	24.31
Disclosure	10	1.00	15	7,463.76	2,104.93	9,568.69	956.87	956.87	63.79	63.79
ELS	75	1.00	15	42,948.83	15,787.01	58,735.84	783.14	783.14	52.21	52.21
Health & Safety Policing Safely	5	1.00	18	3,025.12	1,052.47	4,077.59	815.52	815.52	45.31	45.31
Health and Safety Supervising	30	1.00	15	20,881.11	6,314.80	27,195.91	906.53	906.53	60.44	60.44
Manual Handling	20	0.50	10	8,899.23	4,209.87	13,109.10	655.45	1,310.91	65.55	131.09
OST (inc MSC)	210	1.00	16	147,049.46	44,203.62	191,253.08	910.73	910.73	56.92	56.92
PCSO Continuation Training	5	1.00	20	8,220.31	1,052.47	9,272.78	1,854.56	1,854.56	92.73	92.73

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
Westminster continued										
PCSO Personal Safety Training	20	1.00	16	20,289.92	4,209.87	24,499.79	1,224.99	1,224.99	76.56	76.56
Personal safety For Police Staff	10	1.00	16	7,992.34	2,104.93	10,097.27	1,009.73	1,009.73	63.11	63.11
Risk Assessment	15	0.50	8	10,916.00	3,157.40	14,073.40	938.23	1,876.45	117.28	234.56
Street Duties Instructors	15	3.00	12	12,039.81	3,157.40	15,197.21	1,013.15	337.72	84.43	28.14
Spare Capacity				62,692.85		62,692.85				
CW - Westminster Total	428	20.00	186	364,591.00	90,091.19	454,682.19				

EK - Camden										
A/PS Supervisory Course	4	2.00	8	6,929.73	43.96	6,973.69	1,743.42	871.71	217.93	108.96
ABE	6	14.00	10	25,759.37	65.93	25,825.30	4,304.22	307.44	430.42	30.74
Camera Competency	2	2.00	6	4,825.20	21.98	4,847.18	2,423.59	1,211.79	403.93	201.97
Critical Inc and Youth offending	4	1.00	10	2,972.96	43.96	3,016.92	754.23	754.23	75.42	75.42
Disclosure	14	1.00	15	9,932.06	153.85	10,085.91	720.42	720.42	48.03	48.03
ELS	30	1.00	8	18,445.77	329.67	18,775.44	625.85	625.85	78.23	78.23
FLO	20	0.50	10	7,213.96	219.78	7,433.74	371.69	743.37	37.17	74.34
Local Induction Training	12	3.00	6	7,873.70	131.87	8,005.57	667.13	222.38	111.19	37.06
Manual Handling	10	1.00	10	6,449.56	109.89	6,559.45	655.95	655.95	65.59	65.59
OST	60	1.00	30	56,819.15	659.34	57,478.49	957.97	957.97	31.93	31.93
Policing Safely (Superiors)	6	1.00	10	2,872.66	65.93	2,938.59	489.77	489.77	48.98	48.98
Risk Assessment	6	1.00	10	2,435.50	65.93	2,501.43	416.91	416.91	41.69	41.69
St Duty Tutor Training	2	4.00	5	2,089.22	21.98	2,111.20	1,055.60	263.90	211.12	52.78
Supervising Safety	6	1.00	10	3,458.07	65.93	3,524.00	587.33	587.33	58.73	58.73
Spare Capacity				51,714.59		51,714.59				
EK - Camden Total	182	33.50	148	209,791.50	2,000.00	211,791.50				

FH - Hammersmith & Fulham										
Appropriate Audit Tng Social W	2	1.00	25	402.38	528.35	930.73	465.37	465.37	18.61	18.61
Borough Training	40	1.00	25	10,205.30	10,567.02	20,772.32	519.31	519.31	20.77	20.77
Camera Competency Training	10	1.00	2	5,982.95	2,641.76	8,624.71	862.47	862.47	431.24	431.24
CJU Training	4	1.00	10	1,020.53	1,056.70	2,077.23	519.31	519.31	51.93	51.93
Control Rm Staff(Football)	4	1.00	8	804.76	1,056.70	1,861.46	465.37	465.37	58.17	58.17
Custody Computer Training	6	1.00	4	1,260.00	1,585.05	2,845.05	474.18	474.18	118.54	118.54
Driving	72	1.00	1	20,008.81	19,020.64	39,029.45	542.08	542.08	542.08	542.08
ELS	24	1.00	1	8,319.72	6,340.21	14,659.93	610.83	610.83	610.83	610.83

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
FH - Hammersmith & Fulham continued										
Health & Safety Training	48	1.00	15	12,246.36	12,680.43	24,926.79	519.31	519.31	34.62	34.62
IT Training	24	1.00	8	18,174.48	6,340.21	24,514.69	1,021.45	1,021.45	127.68	127.68
Management Training	8	0.50	15	1,026.36	2,113.40	3,139.76	392.47	784.94	26.16	52.33
OST	48	1.00	25	35,488.44	12,680.43	48,168.87	1,003.52	1,003.52	40.14	40.14
PCSO Training	4	1.00	14	804.76	1,056.70	1,861.46	465.37	465.37	33.24	33.24
PDP Training	8	0.50	15	1,026.36	2,113.40	3,139.76	392.47	784.94	26.16	52.33
Police Staff Induction	12	1.00	12	2,414.28	3,170.11	5,584.39	465.37	465.37	38.78	38.78
Police Staff Training	12	1.00	20	2,414.28	3,170.11	5,584.39	465.37	465.37	23.27	23.27
RT Training	12	1.00	8	2,624.22	3,170.11	5,794.33	482.86	482.86	60.36	60.36
Specials Training	4	1.00	10	804.76	1,056.70	1,861.46	465.37	465.37	46.54	46.54
SRO Training	4	1.00	7	804.76	1,056.70	1,861.46	465.37	465.37	66.48	66.48
Spare Capacity				-16,901.75		-16,901.75				
FH - Hammersmith & Fulham Total	346	18.00	225	108,931.76	91,404.76	200,336.52				

GN - Hackney										
0-2 Mentor Training	4	1.00	12	7,785.61	230.26	8,015.87	2,003.97	2,003.97	167.00	167.00
Achieving Best Evidence	5	5.00	12	14,049.91	287.82	14,337.73	2,867.55	573.51	238.96	47.79
APS Training	2	2.00	12	7,297.43	115.13	7,412.56	3,706.28	1,853.14	308.86	154.43
Borough Training Days	50	1.00	30	39,640.20	2,878.19	42,518.39	850.37	850.37	28.35	28.35
Camera Competency	5	2.00	12	2,419.91	287.82	2,707.73	541.55	270.77	45.13	22.56
Crimint	6	0.50	6	630.00	345.38	975.38	162.56	325.13	27.09	54.19
Disclosure	20	1.00	12	10,417.92	1,151.28	11,569.20	578.46	578.46	48.20	48.20
ELS	48	1.00	6	48,246.63	2,763.07	51,009.70	1,062.70	1,062.70	177.12	177.12
Health and Safety Training for	5	1.00	15	4,219.20	287.82	4,507.02	901.40	901.40	60.09	60.09
Livescan	125	0.25	4	14,560.25	7,195.48	21,755.73	174.05	696.18	43.51	174.05
Manual Handling	5	0.50	12	1,282.79	287.82	1,570.61	314.12	628.24	26.18	52.35
OST	120	1.00	12	170,273.52	6,907.66	177,181.18	1,476.51	1,476.51	123.04	123.04
PCSO Training	1	15.00	18	13,450.44	57.56	13,508.00	13,508.00	900.53	750.44	50.03
PNC on AWARE	30	2.00	2	12,600.00	1,726.92	14,326.92	477.56	238.78	238.78	119.39
Policing Safely	5	1.00	12	675,599.05	287.82	675,886.87	135,177.37	135,177.37	11,264.78	11,264.78
R/T Operators Course	10	1.00	12	5,208.96	575.64	5,784.60	578.46	578.46	48.20	48.20

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
GN – Hackney Continued										
Rec 61 Training	5	1.00	12	2,924.39	287.82	3,212.21	642.44	642.44	53.54	53.54
RIPA	20	1.00	12	10,417.92	1,151.28	11,569.20	578.46	578.46	48.20	48.20
Street Duties Instructors	2	4.00	8	7,232.26	115.13	7,347.39	3,673.69	918.42	459.21	114.80
The Message	18	0.50	12	11,422.94	1,036.15	12,459.09	692.17	1,384.34	57.68	115.36
Spare Capacity				-49,634.51		-49,634.51				
GN – Hackney Total	486	41.75	233	1,010,044.82	27,976.04	1,038,020.86				

HT – Tower Hamlets										
ABE	5	4.00	12	13,406.63	7,214.53	20,621.16	4,124.23	1,031.06	343.69	85.92
ELS	45	1.00	8	24,212.66	64,930.73	89,143.39	1,980.96	1,980.96	247.62	247.62
OST (inc MSC)	225	1.00	8	64,754.78	324,653.66	389,408.44	1,730.70	1,730.70	216.34	216.34
PCSO BOCU Development	3	3.00	8	4,826.25	4,328.72	9,154.97	3,051.66	1,017.22	381.46	127.15
Specials Training	2	2.00	12	5,219.58	2,885.81	8,105.39	4,052.70	2,026.35	337.72	168.86
SRO	3	1.00	12	3,861.14	4,328.72	8,189.86	2,729.95	2,729.95	227.50	227.50
Uniform/CID Monthly Trng Cycle	152	1.00	20	141,284.76	219,321.59	360,606.35	2,372.41	2,372.41	118.62	118.62
Spare Capacity				-16,429.80		-16,429.80				
HT – Tower Hamlets Total	435	13.00	80	241,136.00	627,663.75	868,799.75				

JC – Waltham Forest										
ABE	4	5.00	10	6,518.64	530.50	7,049.14	1,762.29	352.46	176.23	35.25
ABE Digital recording Training	10	0.25	4	1,493.86	1,326.25	2,820.11	282.01	1,128.04	70.50	282.01
Borough Training Day	105	1.00	15	39,194.14	13,925.63	53,119.77	505.90	505.90	33.73	33.73
ELS	30	1.00	8	9,928.01	3,978.75	13,906.76	463.56	463.56	57.94	57.94
Health & Safety	5	1.00	10	2,083.29	663.13	2,746.42	549.28	549.28	54.93	54.93
OST (inc MSC)	70	1.00	15	40,261.76	9,283.75	49,545.51	707.79	707.79	47.19	47.19
PCSO	5	5.00	10	7,139.23	663.13	7,802.36	1,560.47	312.09	156.05	31.21
Retention Officers	2	2.00	12	1,118.33	265.25	1,383.58	691.79	345.90	57.65	28.82
Risk Assessment	4	1.00	8	2,077.45	530.50	2,607.95	651.99	651.99	81.50	81.50
RT OPS	20	1.00	10	6,618.67	2,652.50	9,271.17	463.56	463.56	46.36	46.36
Specials Training	12	1.00	10	3,057.89	1,591.50	4,649.39	387.45	387.45	38.74	38.74
Street Duty Tutors	3	2.00	10	3,324.68	397.88	3,722.56	1,240.85	620.43	124.09	62.04
Spare Capacity				11,065.25		11,065.25				
JC – Waltham Forest Total	270	21.25	122	133,881.20	35,808.76	169,689.96				

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
JI – Redbridge Total										
CID Training	8	1.00	15	6,035.80	5,606.08	11,641.88	1,455.24	1,455.24	97.02	97.02
Civilian Induction	10	5.00	2	754.48	7,007.60	7,762.08	776.21	155.24	388.10	77.62
Community Team Training	8	1.00	15	3,621.48	5,606.08	9,227.56	1,153.45	1,153.45	76.90	76.90
Core Training Days	36	1.00	25	16,296.66	25,227.37	41,524.03	1,153.45	1,153.45	46.14	46.14
Corporate Station Officers	1	5.00	4	377.24	700.76	1,078.00	1,078.00	215.60	269.50	53.90
Health & Safety	16	1.00	20	7,621.48	11,212.17	18,833.65	1,177.10	1,177.10	58.86	58.86
OST (inc MSC)	30	1.00	20	27,380.55	21,022.81	48,403.36	1,613.45	1,613.45	80.67	80.67
PNC MSS &CAD Browse	8	2.00	1	1,680.00	5,606.08	7,286.08	910.76	455.38	910.76	455.38
Specials	4	1.00	5	2,414.32	2,803.04	5,217.36	1,304.34	1,304.34	260.87	260.87
Spare Capacity				134,328.82		134,328.82				
JI - Redbridge Total	121	18.00	107	200,510.83	84,792.00	285,302.83				

KD - Havering										
Dedicated Training	120	1.00	15	74,021.97	12,764.72	86,786.69	723.22	723.22	48.21	48.21
ELS	20	1.00	6	39,469.05	2,127.45	41,596.50	2,079.83	2,079.83	346.64	346.64
Health and Safety	30	1.00	10	27,300.00	3,191.18	30,491.18	1,016.37	1,016.37	101.64	101.64
Mentoring	4	2.00	10	5,942.11	425.49	6,367.60	1,591.90	795.95	159.19	79.60
Msc Basic Training	2	18.00	20	22,049.86	212.75	22,262.61	11,131.30	618.41	556.57	30.92
MSC Continuation	12	1.00	10	69,794.94	1,276.47	71,071.41	5,922.62	5,922.62	592.26	592.26
Occasional Trainers	1	2.00	6	1,651.35	106.37	1,757.72	1,757.72	878.86	292.95	146.48
OST	60	1.00	15	123,000.00	6,382.36	129,382.36	2,156.37	2,156.37	143.76	143.76
OST Refresher	8	1.00	10	18,643.58	850.98	19,494.56	2,436.82	2,436.82	243.68	243.68
PCSO	5	6.00	8	19,983.13	531.86	20,514.99	4,103.00	683.83	512.87	85.48
Personnel Development	6	1.00	6	6,492.61	638.24	7,130.85	1,188.47	1,188.47	198.08	198.08
Policing Safety	4	1.00	10	3,640.00	425.49	4,065.49	1,016.37	1,016.37	101.64	101.64
R/T Operator	10	1.00	8	8,173.17	1,063.73	9,236.90	923.69	923.69	115.46	115.46
Risk Assessment	4	1.00	8	2,891.20	425.49	3,316.69	829.17	829.17	103.65	103.65
Street Duties Instructors	3	4.00	8	10,721.47	319.12	11,040.59	3,680.20	920.05	460.02	115.01
Spare Capacity				-129,671.45		-129,671.45				
KD - Havering Total	289	42.00	150	304,102.99	30,741.70	334,844.69				

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
KF - Newham										
Air Wave Radio	50	1.00	15	6,108.35	5,323.35	11,431.70	228.63	228.63	15.24	15.24
Coaching Techniques for Supv	20	1.00	15	26,402.94	2,129.34	28,532.28	1,426.61	1,426.61	95.11	95.11
ELS for Specials	2	1.00	8	244.33	212.93	457.26	228.63	228.63	28.58	28.58
ELS Police and Civil Staff	26	1.00	12	3,176.34	2,768.14	5,944.48	228.63	228.63	19.05	19.05
Firearms Awareness	50	0.50	15	6,108.35	5,323.35	11,431.70	228.63	457.27	15.24	30.48
Freedom of Information Act	50	1.00	15	6,108.35	5,323.35	11,431.70	228.63	228.63	15.24	15.24
H&S Policing Safely	10	1.00	15	10,408.45	1,064.67	11,473.12	1,147.31	1,147.31	76.49	76.49
H&S Risk Assessment	10	1.00	15	11,277.67	1,064.67	12,342.34	1,234.23	1,234.23	82.28	82.28
H&S Supervising safely	5	1.00	15	6,003.07	532.34	6,535.41	1,307.08	1,307.08	87.14	87.14
Met Duties	14	1.00	15	1,710.34	1,490.54	3,200.88	228.63	228.63	15.24	15.24
Mobile Data Terminal	50	1.00	15	6,108.35	5,323.35	11,431.70	228.63	228.63	15.24	15.24
MSS CAD Browse	4	1.00	8	1,446.11	425.87	1,871.98	467.99	467.99	58.50	58.50
N SPIS Case and Custody Package	18	10.00	30	25,699.82	1,916.41	27,616.23	3,068.47	613.69	204.56	40.91
National Intelligence Model	50	0.25	8	6,108.35	5,323.35	11,431.70	228.63	914.54	28.58	114.32
OST	125	1.00	8	31,535.25	13,308.38	44,843.63	358.75	358.75	44.84	44.84
OST for Specials	4	1.00	8	488.67	425.87	914.54	228.63	228.63	28.58	28.58
Personal Safety for police st	10	1.00	8	2,419.95	1,064.67	3,484.62	348.46	348.46	43.56	43.56
PNC on AWARE	4	2.00	6	1,446.11	425.87	1,871.98	467.99	234.00	78.00	39.00
PRD training for supervisors	4	1.00	15	4,003.61	425.87	4,429.48	1,107.37	1,107.37	73.82	73.82
Probationer Induction Course	6	5.00	20	5,046.79	638.80	5,685.59	947.60	189.52	47.38	9.48
ROTI for Typists	1	2.00	8	383.29	106.47	489.76	489.76	244.88	61.22	30.61
RT Operators	50	1.00	8	17,314.75	5,323.35	22,638.10	452.76	452.76	56.60	56.60
The Message	113	0.25	8	39,869.01	12,030.78	51,899.79	459.29	1,837.16	57.41	229.65
Ward Officers Course	6	1.00	15	733.00	638.80	1,371.80	228.63	228.63	15.24	15.24
Spare Capacity				7,395.73		7,395.73				
KF - Newham Total	682	37.00	305	227,546.98	72,610.53	300,157.51				

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
KG - Barking & Dagenham										
ABT	3	5.00	10	5,720.97	626.17	6,347.14	2,115.71	423.14	211.57	42.31
CRR	4	2.00	8	354.53	834.90	1,189.43	297.36	148.68	37.17	18.58
ELS	10	1.00	10	2,310.00	2,087.25	4,397.25	439.72	439.72	43.97	43.97
Health & Safety Policing Train	8	1.00	25	47,040.00	1,669.80	48,709.80	6,088.72	6,088.72	243.55	243.55
Health & Safety Supervising Sa	2	1.00	11	2,994.60	417.45	3,412.05	1,706.02	1,706.02	155.09	155.09
MSC	2	0.50	8	2,390.21	417.45	2,807.66	1,403.83	2,807.66	175.48	350.96
PDR	8	1.00	18	2,859.10	1,669.80	4,528.90	566.11	566.11	31.45	31.45
PNC on AWARE	10	0.00	9	16,047.60	2,087.25	18,134.85	1,813.48			
Sector Team Training	25	1.00	25	8,069.93	5,218.12	13,288.05	531.52	531.52	21.26	21.26
Stop & Search Crime & Disorder	5	1.00	25	1,972.78	1,043.62	3,016.40	603.28	603.28	24.13	24.13
Street Duties	5	50.00	12	97,485.50	1,043.62	98,529.12	19,705.82	394.12	1,642.15	32.84
Street Duties Instructors	3	3.00	10	2,712.04	626.17	3,338.21	1,112.74	370.91	111.27	37.09
Spare Capacity				-38,757.57		-38,757.57				
KG - Barking & Dagenham Total	85	66.50	171	151,199.69	17,741.61	168,941.30				

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
LX - Lambeth										
ABE	4	5.00	8	15,789.45	1,170.96	16,960.41	4,240.10	848.02	530.01	106.00
AWARE Training	15	1.00	20	7,045.50	4,391.11	11,436.61	762.44	762.44	38.12	38.12
CID Training Day	10	1.00	25	7,045.50	2,927.40	9,972.90	997.29	997.29	39.89	39.89
Community Wardens Induction	4	5.00	8	10,568.25	1,170.96	11,739.21	2,934.80	586.96	366.85	73.37
Crimint	48	1.00	6	19,727.40	14,051.54	33,778.94	703.73	703.73	117.29	117.29
Cris on AWARE	30	1.00	20	14,091.00	8,782.21	22,873.21	762.44	762.44	38.12	38.12
ELS	24	1.00	12	15,500.10	7,025.77	22,525.87	938.58	938.58	78.21	78.21
Health & Safety Risk Assessment	20	1.00	20	9,394.00	5,854.81	15,248.81	762.44	762.44	38.12	38.12
ICEFLO	10	0.50	10	3,522.75	2,927.40	6,450.15	645.02	1,290.03	64.50	129.00
Interview/Board Tech	10	0.50	4	3,522.75	2,927.40	6,450.15	645.02	1,290.03	161.25	322.51
Lambeth Induction	6	3.00	10	5,284.13	1,756.44	7,040.57	1,173.43	391.14	117.34	39.11
Lambeth Summer Projects/cadets	12	1.00	20	4,931.85	3,512.88	8,444.73	703.73	703.73	35.19	35.19
MPSC OST	10	1.00	10	5,871.25	2,927.40	8,798.65	879.87	879.87	87.99	87.99
Network Volunteer Co-Ordinator	4	1.00	4	2,348.50	1,170.96	3,519.46	879.87	879.87	219.97	219.97
OST	60	1.00	24	84,168.45	17,564.42	101,732.87	1,695.55	1,695.55	70.65	70.65
PC-DC Personal Dev Program	4	0.25	30	1,409.10	1,170.96	2,580.06	645.02	2,580.06	21.50	86.00
PCSO Induction	6	5.00	10	16,204.65	1,756.44	17,961.09	2,993.52	598.70	299.35	59.87
PNC via Otis	60	1.00	6	38,750.25	17,564.42	56,314.67	938.58	938.58	156.43	156.43
Report/Application Form Writing	2	1.00	8	939.40	585.48	1,524.88	762.44	762.44	95.31	95.31
Response Team Training	60	1.00	25	38,750.25	17,564.42	56,314.67	938.58	938.58	37.54	37.54
RIPA Awareness	15	1.00	20	7,045.50	4,391.11	11,436.61	762.44	762.44	38.12	38.12
Sector Training Day	12	1.00	20	7,750.05	3,512.88	11,262.93	938.58	938.58	46.93	46.93
Street Duties Training Days	4	1.00	30	2,348.50	1,170.96	3,519.46	879.87	879.87	29.33	29.33
Spare Capacity				-133,542.33		-133,542.33				
LX - Lambeth Total	430	35.25	350	188,466.25	125,878.35	314,344.60				

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
MD - Southwark										
ABE	4	5.00	12	5,318.17	2,131.68	7,449.85	1,862.46	372.49	155.21	31.04
Assertiveness	4	1.00	12	3,876.70	2,131.68	6,008.38	1,502.10	1,502.10	125.17	125.17
BOCU - Training - Response	36	1.00	40	70,666.42	19,185.13	89,851.55	2,495.88	2,495.88	62.40	62.40
BOCU Training - Sector	35	1.00	25	69,978.48	18,652.21	88,630.69	2,532.31	2,532.31	101.29	101.29
Coaching and Mentoring	4	2.00	12	6,620.34	2,131.68	8,752.02	2,188.01	1,094.00	182.33	91.17
Development Days	24	1.00	18	23,260.21	12,790.09	36,050.30	1,502.10	1,502.10	83.45	83.45
Disclosure - Case Clerks	4	1.00	12	3,876.70	2,131.68	6,008.38	1,502.10	1,502.10	125.17	125.17
Diversity - Positive Action	3	1.00	12	4,932.25	1,598.76	6,531.01	2,177.00	2,177.00	181.42	181.42
ELS	24	1.00	12	20,858.04	12,790.09	33,648.13	1,402.01	1,402.01	116.83	116.83
Fairness at Work	4	2.00	12	6,620.34	2,131.68	8,752.02	2,188.01	1,094.00	182.33	91.17
General Police Duties	3	1.00	20	2,832.70	1,598.76	4,431.46	1,477.15	1,477.15	73.86	73.86
H&S - Manual Handling	5	1.00	14	3,571.14	2,664.60	6,235.74	1,247.15	1,247.15	89.08	89.08
H&S - Policing safely	6	1.00	14	4,285.36	3,197.52	7,482.88	1,247.15	1,247.15	89.08	89.08
H&S - Supervising Safely	6	1.00	14	4,285.36	3,197.52	7,482.88	1,247.15	1,247.15	89.08	89.08
ICEFLO	20	0.50	16	27,245.74	10,658.40	37,904.14	1,895.21	3,790.41	118.45	236.90
Managing Meetings	4	2.00	8	3,876.70	2,131.68	6,008.38	1,502.10	751.05	187.76	93.88
Minute Taking	2	1.00	8	3,310.18	1,065.84	4,376.02	2,188.01	2,188.01	273.50	273.50
Occasional Training	5	5.00	10	5,577.88	2,664.60	8,242.48	1,648.50	329.70	164.85	32.97
OST	185	2.00	28	165,466.04	98,590.24	264,056.28	2,854.66	2,854.66	203.90	203.90
PACE Refresher	3	1.00	20	2,832.70	1,598.76	4,431.46	1,477.15	1,477.15	73.86	73.86
PCSO Training	2	5.00	12	2,456.38	1,065.84	3,522.22	1,761.11	352.22	146.76	29.35
PNC on AWARE	10	2.00	5	13,622.87	5,329.20	18,952.07	1,895.21	947.60	379.04	189.52
Problem Solving	3	2.00	16	3,414.30	1,598.76	5,013.06	1,671.02	835.51	104.44	52.22
Recuperative Training	6	1.00	1	2,933.98	3,197.52	6,131.50	1,021.92	1,021.92	1,021.92	1,021.92
Risk Assessment	6	1.00	14	4,285.36	3,197.52	7,482.88	1,247.15	1,247.15	89.08	89.08
RT Operators Course	30	1.00	8	29,075.27	15,987.61	45,062.88	1,502.10	1,502.10	187.76	187.76
School Officers Course	2	5.00	12	2,276.20	1,065.84	3,342.04	1,671.02	334.20	139.25	27.85
Selection Procedures	4	2.00	8	3,876.70	2,131.68	6,008.38	1,502.10	751.05	187.76	93.88
Street Duty Tutor	5	5.00	10	7,159.77	2,664.60	9,824.37	1,964.87	392.97	196.49	39.30
Team Building and Leadership	6	2.00	16	9,233.31	3,197.52	12,430.83	2,071.81	1,035.90	129.49	64.74
Time Management	2	2.00	8	3,310.18	1,065.84	4,376.02	2,188.01	1,094.01	273.50	136.75
Training Reps Workshops	8	0.50	18	11,438.84	4,263.36	15,702.20	1,962.78	3,925.55	109.04	218.09

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
Southwark Continued										
Spare Capacity				-295,900.54		-295,900.54				
MD - Southwark Total	465	60.00	447	236,474.07	247,807.90	484,281.97				

NI- Islington										
0-2 Mentor Scheme	4	2.00	15	2,708.50	502.92	3,211.42	802.85	401.43	53.52	26.76
ABE	4	5.00	12	10,881.89	502.92	11,384.81	2,846.20	569.24	237.18	47.44
Custody Officer Dev-local	1	0.60	10	424.01	125.73	549.74	549.74	916.23	54.97	91.62
Dedicated Detention Officers	1	0.00	6	481.30	125.73	607.03	607.03		101.17	
ELS	48	1.00	12	30,414.84	6,035.02	36,449.86	759.37	759.37	63.28	63.28
Family Liaison-The Message	55	0.20	15	583,704.63	6,915.12	590,619.75	10,738.54	53,692.70	715.90	3,579.51
Firearms Awareness	45	0.50	15	20,446.46	5,657.83	26,104.29	580.10	1,160.19	38.67	77.35
FOI Act	55	0.20	15	19,954.63	6,915.12	26,869.75	488.54	2,442.70	32.57	162.85
Health & Safety Policing Safely	3	0.50	15	1,192.97	377.19	1,570.16	523.39	1,046.77	34.89	69.78
Health & Safety Risk Assessment	4	0.50	15	2,148.61	502.92	2,651.53	662.88	1,325.76	44.19	88.38
Health and Safety Supervising	5	0.50	15	2,483.63	628.65	3,112.28	622.46	1,244.91	41.50	82.99
Local Induction	4	1.00	6	2,593.30	502.92	3,096.22	774.05	774.05	129.01	129.01
Management Assessment of Proff	3	2.00	15	16,890.90	377.19	17,268.09	5,756.03	2,878.01	383.74	191.87
MOT/Airwave	50	1.00	15	16,580.75	6,286.48	22,867.23	457.34	457.34	30.49	30.49
Occupational Health Seminar	3	0.50	18	481.06	377.19	858.25	286.08	572.17	15.89	31.79
Officer Safety	68	2.00	41	2,021,925.18	8,549.61	2,030,474.79	42,535.45	42,535.45	1,861.31	1,861.31
PCSO	1	10.00	10	5,133.98	125.73	5,259.71	5,259.71	525.97	525.97	52.60
PNC via AWARE	2	0.50	3	113.84	251.46	365.30	182.65	365.30	60.88	121.77
R/T Operator course	22	0.30	15	6,554.57	2,766.05	9,320.62	423.66	1,412.22	28.24	94.15
Street Duties Tutors	3	3.00	15	4,407.00	377.19	4,784.19	1,594.73	531.58	106.32	35.44
Ward Officer	55	0.20	15	19,954.63	6,915.12	26,869.75	488.54	2,442.70	32.57	162.85
Spare Capacity				-903,868.33		-903,868.33				
NI- Islington Total	436	31.50	298	1,865,608.35	54,818.08	1,920,426.43				

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
PL - Lewisham										
ABE	5	5.00	10	38,972.90	51.72	39,024.62	7,804.92	1,560.98	780.49	156.10
CRR Catch up Phase 1	10	1.00	10	5,863.87	103.45	5,967.32	596.73	596.73	59.67	59.67
Disclosure	60	1.00	10	47,946.42	620.69	48,567.11	809.45	809.45	80.95	80.95
Driving Basic IRV Theory	12	0.13	10	5,779.16	124.14	5,903.30	491.94	3,784.17	49.19	378.42
ELS	26	1.00	10	20,696.99	268.97	20,965.96	806.38	806.38	80.64	80.64
Family Liaison	60	1.00	10	47,946.42	620.69	48,567.11	809.45	809.45	80.95	80.95
H&S Supervising safely	15	1.00	10	11,986.61	155.17	12,141.78	809.45	809.45	80.95	80.95
Local Training	80	0.50	10	30,690.00	827.59	31,517.59	393.97	787.94	39.40	78.79
Manual Handling Catch up	4	0.60	10	1,965.98	41.38	2,007.36	501.84	836.40	50.18	83.64
MSS/CAD Browse	10	0.50	1	4,815.97	103.45	4,919.42	491.94	983.88	491.94	983.88
OST Catch up	4	2.00	10	2,963.27	41.38	3,004.65	751.16	375.58	75.12	37.56
OST Phase 1	60	1.00	10	44,449.08	620.69	45,069.77	751.16	751.16	75.12	75.12
OST Phase 2	60	1.00	10	44,449.08	620.69	45,069.77	751.16	751.16	75.12	75.12
Spare Capacity				-115,139.13		-115,139.13				
PL - Lewisham Total	406	15.73	121	193,386.62	4,200.00	197,586.62				

PY – Bromley & Orpington										
ABE Initial Course	2	5.00	9	108.23	2.48	110.71	55.35	11.07	6.15	1.23
BOCU Training-Gaoler Familiari	2	0.20	5	291.02	2.48	293.50	146.75	733.75	29.35	146.75
BOCU Training-Stress Mngmnt	2	1.00	8	4,177.56	2.48	4,180.04	2,090.02	2,090.02	261.25	261.25
Camera Competency	1	2.00	12	19.38	1.24	20.62	20.62	10.31	1.72	0.86
Driver Training-Basic driver	50	0.25	1	36.20	61.98	98.18	1.96	7.85	1.96	7.85
ELS	16	1.00	10	16,234.44	19.83	16,254.27	1,015.89	1,015.89	101.59	101.59
H&S Police Staff	2	0.50	10	1,430.82	2.48	1,433.30	716.65	1,433.30	71.66	143.33
H&S Policing Safely	3	1.00	8	2,771.57	3.72	2,775.29	925.10	925.10	115.64	115.64
H&S Risk Assessment	6	0.50	8	4,895.28	7.44	4,902.72	817.12	1,634.24	102.14	204.28
H&S Supervising safely	2	1.00	9	873.05	2.48	875.53	437.76	437.76	48.64	48.64
Livescan	20	0.25	2	3,493.96	24.79	3,518.75	175.94	703.75	87.97	351.88
MSC Training	4	0.50	6	1,839.63	4.96	1,844.59	461.15	922.29	76.86	153.72
MSS/CAD Browse	6	0.50	2	194.01	7.44	201.45	33.57	67.15	16.79	33.57
OST	100	0.50	8	2,022.35	123.97	2,146.32	21.46	42.93	2.68	5.37
PCSO Training	1	15.00	9	8,034.65	1.24	8,035.89	8,035.89	535.73	892.88	59.53
PNC on AWARE	10	1.00	2	7,328.76	12.40	7,341.16	734.12	734.12	367.06	367.06

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
PY Bromley & Orpington continued										
RT Operator	12	1.00	7	12,802.89	14.88	12,817.77	1,068.15	1,068.15	152.59	152.59
Street Duty Tutor	3	3.00	6	10,099.76	3.72	10,103.48	3,367.83	1,122.61	561.30	187.10
Spare Capacity				22,332.44		22,332.44				
PY – Bromley & Orpington Total	242	34.20	122	98,986.00	300.00	99,286.00				

QA – Harrow										
OST	23	1.00	20	20,243.68	4,138.31	24,381.99	1,060.09	1,060.09	53.00	53.00
AWARE	5	0.50	3	926.38	899.63	1,826.01	365.20	730.41	121.73	243.47
Critical Incident Training	5	1.00	10	2,834.51	899.63	3,734.14	746.83	746.83	74.68	74.68
ELS	15	1.00	12	9,081.69	2,698.90	11,780.59	785.37	785.37	65.45	65.45
Leadership Training	1	3.00	10	3,840.41	179.93	4,020.34	4,020.34	1,340.11	402.03	134.01
Manual Handling (new starters)	1	0.50	4	386.40	179.93	566.33	566.33	1,132.65	141.58	283.16
MSS CAD Browse	5	2.00	1	3,847.89	899.63	4,747.52	949.50	474.75	949.50	474.75
PCSO Training	1	15.00	12	14,808.45	179.93	14,988.38	14,988.38	999.23	1,249.03	83.27
PDR Supervisors	5	0.30	12	1,115.74	899.63	2,015.37	403.07	1,343.58	33.59	111.97
Personal Safety Training	6	1.00	8	3,300.75	1,079.56	4,380.31	730.05	730.05	91.26	91.26
PNC on AWARE	15	2.00	4	8,690.94	2,698.90	11,389.84	759.32	379.66	189.83	94.92
RT Operator Training	6	0.50	12	2,119.75	1,079.56	3,199.31	533.22	1,066.44	44.43	88.87
Training Cycles Unknown Content	50	1.13	25	87,698.14	8,996.33	96,694.47	1,933.89	1,711.41	77.36	68.46
Spare Capacity				-23,641.57		-23,641.57				
QA Harrow Total	138	28.93	133	135,253.16	24,829.88	160,083.04				

QK - Brent										
ABE - Achieving Best Evidence	5	5.00	8	13,250.98	408.28	13,659.26	2,731.85	546.37	341.48	68.30
ABE - Achieving Best Evidence	10	1.00	8	5,943.91	816.56	6,760.47	676.05	676.05	84.51	84.51
Borough Training Dates (conten	120	1.00	20	43,381.32	9,798.68	53,180.00	443.17	443.17	22.16	22.16
Civil Staff Induction	4	2.00	10	3,373.77	326.62	3,700.39	925.10	462.55	92.51	46.25
ELS	24	2.00	16	18,136.16	1,959.74	20,095.90	837.33	418.66	52.33	26.17
H & S - Risk Assessor	20	1.00	12	85,416.17	1,633.11	87,049.28	4,352.46	4,352.46	362.71	362.71
H & S - Supervising Safely	6	1.00	15	3,855.96	489.93	4,345.89	724.32	724.32	48.29	48.29
H & S- Policing Safely	6	1.00	15	3,855.96	489.93	4,345.89	724.32	724.32	48.29	48.29
Management workshops	8	0.50	15	2,677.12	653.25	3,330.37	416.30	832.59	27.75	55.51

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
QK – Brent continued										
Manual Handling	4	1.00	10	2,249.18	326.62	2,575.80	643.95	643.95	64.40	64.40
MSC OST	2	1.00	17	1,920.29	163.31	2,083.60	1,041.80	1,041.80	61.28	61.28
OST Phase 1	40	1.00	14	18,051.54	3,266.23	21,317.77	532.94	532.94	38.07	38.07
OST Phase 2	40	1.00	14	18,051.54	3,266.23	21,317.77	532.94	532.94	38.07	38.07
PCSO Supervisors	1	1.00	10	213.97	81.66	295.63	295.63	295.63	29.56	29.56
PCSO's	1	15.00	9	26,874.89	81.66	26,956.55	26,956.55	1,797.10	2,995.17	199.68
PDR	10	0.50	8	13,285.70	816.56	14,102.26	1,410.23	2,820.45	176.28	352.56
Personal Safety	4	1.00	17	2,194.44	326.62	2,521.06	630.27	630.27	37.07	37.07
Street Duty Tutor	8	2.00	12	10,147.17	653.25	10,800.42	1,350.05	675.03	112.50	56.25
Town Centre Wardens	1	3.00	10	10,912.16	81.66	10,993.82	10,993.82	3,664.61	1,099.38	366.46
Spare Capacity				33,679.22		33,679.22				
QK - Brent Total	314	41.00	240	317,471.45	25,639.88	343,111.33				

RG- Greenwich										
ABE - Initial Course	4	5.00	12	30,870.03	2,757.22	33,627.25	8,406.81	1,681.36	700.57	140.11
Civilian Staff Training	3	1.00	10	2,041.91	2,067.92	4,109.83	1,369.94	1,369.94	136.99	136.99
Emergency Life Support	80	1.00	12	28,024.21	55,144.47	83,168.68	1,039.61	1,039.61	86.63	86.63
H & S - Policing Safely	10	1.00	12	4,021.06	6,893.06	10,914.12	1,091.41	1,091.41	90.95	90.95
H & S - Risk Assessment	20	1.00	10	6,690.73	13,786.12	20,476.85	1,023.84	1,023.84	102.38	102.38
H & S - Supervising Safely	12	1.00	6	5,500.96	8,271.67	13,772.63	1,147.72	1,147.72	191.29	191.29
MSS CAD Browse	2	1.00	2	1,270.00	1,378.61	2,648.61	1,324.31	1,324.31	662.15	662.15
OCU/BOCU Training - RG Division	60	1.00	16	41,342.70	41,358.35	82,701.05	1,378.35	1,378.35	86.15	86.15
OST	150	1.00	10	84,559.64	103,395.87	187,955.51	1,253.04	1,253.04	125.30	125.30
OST 1-2-1	20	0.50	1	12,039.18	13,786.12	25,825.30	1,291.26	2,582.53	1,291.26	2,582.53
PCSO Refresher	3	1.00	10	3,041.48	2,067.92	5,109.40	1,703.13	1,703.13	170.31	170.31
PNC on AWARE	12	1.00	6	9,722.72	8,271.67	17,994.39	1,499.53	1,499.53	249.92	249.92
R.T. Operators	5	1.00	20	2,643.42	3,446.53	6,089.95	1,217.99	1,217.99	60.90	60.90
Search Awareness (street duties)	10	1.00	10	5,962.52	6,893.06	12,855.58	1,285.56	1,285.56	128.56	128.56
Street Duties	5	50.00	24	101,111.68	3,446.53	104,558.21	20,911.64	418.23	871.32	17.43
Street Duty Tutor	3	3.00	8	7,989.79	2,067.92	10,057.71	3,352.57	1,117.52	419.07	139.69
Spare Capacity				-343,071.60		-343,071.60				
RG - Greenwich Total	399	70.50	169	3,760.43	275,033.02	278,793.45				

RY – Bexley										
Divisional Training	10	1.00	18	26,600.20	5,378.55	31,978.75	3,197.88	3,197.88	177.66	177.66
Mentoring	2	1.00	10	4,078.50	1,075.71	5,154.21	2,577.11	2,577.11	257.71	257.71
MSC Foundation course	3	18.00	15	101,701.83	1,613.57	103,315.40	34,438.47	1,913.25	2,295.90	127.55
Occasional Trainers	2	5.00	8	14,233.54	1,075.71	15,309.25	7,654.63	1,530.93	956.83	191.37
OST	25	1.00	8	38,714.50	13,446.39	52,160.89	2,086.44	2,086.44	260.80	260.80
PC/PS Policing Safely	27	1.00	16	21,084.17	14,522.10	35,606.27	1,318.75	1,318.75	82.42	82.42
PCSO course	2	15.00	8	24,818.38	1,075.71	25,894.09	12,947.05	863.14	1,618.38	107.89
Street Duty Tutors	2	3.00	8	9,058.36	1,075.71	10,134.07	5,067.04	1,689.01	633.38	211.13
Spare Capacity				-22,847.48		-22,847.48				
RY – Bexley Total	73	45.00	91	217,442.00	39,263.45	256,705.45				

SX – Barnet										
ABE Conversion Course	5	1.00	10	4,114.26	2,204.34	6,318.60	1,263.72	1,263.72	126.37	126.37
Achieving Best Evidence	5	2.00	10	8,746.68	2,204.34	10,951.02	2,190.20	1,095.10	219.02	109.51
Attendance Mgt for supervisors	6	1.00	15	8,638.30	2,645.21	11,283.51	1,880.59	1,880.59	125.37	125.37
Camera Competency	3	3.00	8	44,128.71	1,322.61	45,451.32	15,150.44	5,050.15	1,893.80	631.27
Crimint	8	0.50	4	6,692.12	3,526.95	10,219.07	1,277.38	2,554.77	319.35	638.69
ELS	20	1.00	8	17,599.74	8,817.37	26,417.11	1,320.86	1,320.86	165.11	165.11
Giving Evidence Training	3	1.00	8	2,841.54	1,322.61	4,164.15	1,388.05	1,388.05	173.51	173.51
Health & Safety Risk Assessment	10	1.00	15	6,815.86	4,408.69	11,224.55	1,122.45	1,122.45	74.83	74.83
Live Scan	15	0.50	6	8,372.28	6,613.03	14,985.31	999.02	1,998.04	166.50	333.01
Manual Handling	6	0.50	6	2,014.12	2,645.21	4,659.33	776.56	1,553.11	129.43	258.85
Mentor Training	3	2.00	15	7,155.09	1,322.61	8,477.70	2,825.90	1,412.95	188.39	94.20
MSC Training	10	1.00	10	23,539.30	4,408.69	27,947.99	2,794.80	2,794.80	279.48	279.48
NIM Awareness	45	1.00	15	45,161.83	19,839.08	65,000.91	1,444.46	1,444.46	96.30	96.30
Officer Safety Training	60	1.00	15	98,294.52	26,452.11	124,746.63	2,079.11	2,079.11	138.61	138.61
PCSO's	2	7.00	8	9,267.87	881.74	10,149.61	5,074.80	724.97	634.35	90.62
PDR	4	0.50	8	7,166.66	1,763.47	8,930.13	2,232.53	4,465.07	279.07	558.13
Personal Safety Training (SRO	5	1.00	6	3,099.52	2,204.34	5,303.86	1,060.77	1,060.77	176.80	176.80
PNC on OTIS	4	3.00	8	6,367.43	1,763.47	8,130.90	2,032.73	677.58	254.09	84.70
Policing Safely	10	1.00	15	9,131.78	4,408.69	13,540.47	1,354.05	1,354.05	90.27	90.27
St Duties Instructors Workshop	3	0.50	4	2,006.26	1,322.61	3,328.87	1,109.62	2,219.24	277.41	554.81
Spare Capacity				-88,296.44		-88,296.44				
SX – Barnet Total	227	29.50	194	232,857.43	100,077.15	332,934.58				

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
TW – Richmond Upon Thames										
BOCU TRAINING DAY CONTENT U/K	15	1.00	20	9,834.84	11,002.23	20,837.07	1,389.14	1,389.14	69.46	69.46
BOCU TRAINING DAY CRITICAL INC	15	1.00	20	8,857.65	11,002.23	19,859.88	1,323.99	1,323.99	66.20	66.20
BOCU TRAINING DAY DISCLOSURE	15	1.00	20	8,404.89	11,002.23	19,407.12	1,293.81	1,293.81	64.69	64.69
Civil Staff Induction	2	2.00	8	1,211.20	1,466.96	2,678.16	1,339.08	669.54	167.39	83.69
CONSTABLES DEVELOPMENT	10	1.00	10	4,149.42	7,334.82	11,484.24	1,148.42	1,148.42	114.84	114.84
ELS	36	1.00	8	22,221.22	26,405.34	48,626.56	1,350.74	1,350.74	168.84	168.84
FIREARM INCIDENT TRAINING	15	1.00	20	8,055.27	11,002.23	19,057.50	1,270.50	1,270.50	63.52	63.52
H&S Policing Safely	4	1.00	16	2,415.53	2,933.93	5,349.46	1,337.36	1,337.36	83.59	83.59
H&S RISK ASSESSOR COURSE	10	1.00	15	5,486.72	7,334.82	12,821.54	1,282.15	1,282.15	85.48	85.48
H&S Supervising safely	6	1.00	8	2,880.52	4,400.89	7,281.41	1,213.57	1,213.57	151.70	151.70
OST – POLICE OFFICERS MON	24	1.00	12	21,201.03	17,603.56	38,804.59	1,616.86	1,616.86	134.74	134.74
OST – POLICE OFFICERS WED	24	1.00	12	17,928.43	17,603.56	35,531.99	1,480.50	1,480.50	123.37	123.37
OST FOR MSC	2	1.00	12	1,020.55	1,466.96	2,487.51	1,243.76	1,243.76	103.65	103.65
OST FOR PCSO'S	2	1.00	8	1,020.55	1,466.96	2,487.51	1,243.76	1,243.76	155.47	155.47
PDR TRAINING REFRESHER FOR MAN	2	1.00	12	990.36	1,466.96	2,457.32	1,228.66	1,228.66	102.39	102.39
Police Staff Training	10	1.00	12	7,867.06	7,334.82	15,201.88	1,520.19	1,520.19	126.68	126.68
R/T Operators Course	10	1.00	10	5,486.72	7,334.82	12,821.54	1,282.15	1,282.15	128.22	128.22
STREET DUTY TUTOR COURSE	2	3.00	12	2,739.16	1,466.96	4,206.12	2,103.06	701.02	175.26	58.42
TRAINING SUPPORT OFFICERS COUR	2	1.00	12	2,445.72	1,466.96	3,912.68	1,956.34	1,956.34	163.03	163.03
TRAINING SUPPORT OFFICERS DEVE	2	1.00	12	2,445.72	1,466.96	3,912.68	1,956.34	1,956.34	163.03	163.03
Spare Capacity				-16,014.16		-16,014.16				
TW – Richmond Upon Thames Total	208	23.00	259	120,648.40	152,564.20	273,212.60				

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
TX – Hounslow										
Borough Training Day	50	1.00	20	41,215.00	31,497.65	72,712.65	1,454.25	1,454.25	72.71	72.71
ELS	24	2.00	20	16,499.57	15,118.87	31,618.44	2,634.87	2,634.87	263.49	263.49
MSC Training	10	0.50	8	8,338.92	6,299.53	14,638.45	1,463.84	2,927.69	182.98	365.96
OST	30	1.00	15	41,886.72	18,898.59	60,785.31	2,026.18	2,026.18	135.08	135.08
Partnership	3	1.00	8	2,156.36	1,889.86	4,046.22	1,348.74	1,348.74	168.59	168.59
Police Staff	4	1.00	8	3,033.13	2,519.81	5,552.94	1,388.24	1,388.24	173.53	173.53
Spare Capacity				43,070.30		43,070.30				
TX – Hounslow Total	121	6.50	79	156,200.00	76,224.31	232,424.31				

VK – Kingston Upon Thames										
ABE	3	5.00	6	8,627.58	2,806.43	11,434.01	3,811.34	762.27	635.22	127.04
BOCU Training	42	2.00	29	37,819.00	39,290.05	77,109.05	3,575.34	3,575.34	246.61	246.61
BOCU Training for Street Duties	10	1.00	12	9,677.28	9,354.77	19,032.05	1,903.21	1,903.21	158.60	158.60
DRIVER TRAINING	6	1.00	6	2,933.38	5,612.86	8,546.24	1,424.37	1,424.37	237.40	237.40
ELS	14	1.00	12	12,829.21	13,096.68	25,925.89	1,851.85	1,851.85	154.32	154.32
H & S	6	0.50	12	1,379.03	5,612.86	6,991.89	1,165.32	2,330.63	97.11	194.22
H & S – personal safety	5	0.50	6	4,074.04	4,677.39	8,751.43	1,750.29	3,500.57	291.71	583.43
H & S, Supervising safely	6	1.00	12	5,977.54	5,612.86	11,590.40	1,931.73	1,931.73	160.98	160.98
MSC Training	10	0.50	12	5,745.89	9,354.77	15,100.66	1,510.07	3,020.13	125.84	251.68
OST	35	2.00	28	27,805.06	32,741.71	60,546.77	3,500.57	3,500.57	255.84	255.84
Spare Capacity				-33,163.10		-33,163.10				
VK – Kingston Upon Thames Total	137	14.50	135	83,704.91	128,160.40	211,865.31				

VW - Merton										
ABE	4	5.00	5	10,645.71	1,011.50	11,657.21	2,914.30	582.86	582.86	116.57
BOCU Core Team	36	1.00	30	65,010.42	9,103.46	74,113.88	2,058.72	2,058.72	68.62	68.62
CID Training	6	1.00	20	9,941.30	1,517.24	11,458.54	1,909.76	1,909.76	95.49	95.49
ELS	36	1.00	12	37,436.41	9,103.46	46,539.87	1,292.77	1,292.77	107.73	107.73
H&S Risk Assessment	3	2.00	15	3,454.39	758.62	4,213.01	1,404.34	702.17	93.62	46.81
H&S Supervising safely	4	1.00	10	5,317.42	1,011.50	6,328.92	1,582.23	1,582.23	158.22	158.22
MSC	8	0.50	15	5,304.88	2,022.99	7,327.87	915.98	1,831.97	61.07	122.13
OST	24	1.00	25	32,590.56	6,068.97	38,659.53	1,610.81	1,610.81	64.43	64.43

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
VW- Merton continued										
Sector Teams/specially employed	24	1.00	24	43,340.28	6,068.97	49,409.25	2,058.72	2,058.72	85.78	85.78
Support Staff	2	1.00	22	3,502.72	505.75	4,008.47	2,004.23	2,004.23	91.10	91.10
Spare Capacity				-162,472.55		-162,472.55				
VW - Merton Total	147	14.50	178	54,071.54	37,172.45	91,243.99				

WW - Wandsworth										
ABE - Video Interviewing	2	5.00	8	3,545.28	674.19	4,219.47	2,109.74	421.95	263.72	52.74
Camera Competency	4	3.00	6	114.36	1,348.38	1,462.74	365.69	121.90	60.95	20.32
CID Training Day	6	1.00	20	6,992.70	2,022.57	9,015.27	1,502.55	1,502.55	75.13	75.13
Classroom Input Street Duties	5	1.00	20	3,046.06	1,685.48	4,731.54	946.31	946.31	47.32	47.32
Core Training Day - Cycle 1	15	1.00	30	12,745.55	5,056.43	17,801.98	1,186.80	1,186.80	39.56	39.56
Core Training Day - Cycle 2	15	1.00	30	13,111.31	5,056.43	18,167.74	1,211.18	1,211.18	40.37	40.37
Core Training Day - Cycle 3	15	1.00	30	13,111.31	5,056.43	18,167.74	1,211.18	1,211.18	40.37	40.37
Emergency Life Support	25	1.00	12	7,924.80	8,427.38	16,352.18	654.09	654.09	54.51	54.51
H&S - Working Safely	8	0.50	16	3,888.38	2,696.76	6,585.14	823.14	1,646.29	51.45	102.89
OST First Cycle	40	1.00	16	20,970.24	13,483.80	34,454.04	861.35	861.35	53.83	53.83
OST Second Cycle	40	1.00	16	20,970.24	13,483.80	34,454.04	861.35	861.35	53.83	53.83
PCSO - Foundation Course	1	15.00	12	13,349.70	337.10	13,686.80	13,686.80	912.45	1,140.57	76.04
PCSO - Induction	1	5.00	16	3,761.22	337.10	4,098.32	4,098.32	819.66	256.14	51.23
PNC via OTIS	10	5.00	6	15,923.20	3,370.95	19,294.15	1,929.42	385.88	321.57	64.31
Specials Training	12	1.00	14	13,667.55	4,045.14	17,712.69	1,476.06	1,476.06	105.43	105.43
Spare Capacity				3,211.30		3,211.30				
WW - Wandsworth Total	199	42.50	252	156,333.20	67,081.91	223,415.11				

XB - Ealing										
Basic Driving Theory	12	1.00	12	3,679.25	5,282.74	8,961.99	746.83	746.83	62.24	62.24
Course Catchup	40	1.00	15	11,694.78	17,609.13	29,303.91	732.60	732.60	48.84	48.84
Divisional Training Cycle	150	1.00	15	45,446.71	66,034.23	111,480.94	743.21	743.21	49.55	49.55
ELS	40	1.00	8	8,871.96	17,609.13	26,481.09	662.03	662.03	82.75	82.75
Interview Technique Training	2	1.00	10	1,207.16	880.46	2,087.62	1,043.81	1,043.81	104.38	104.38
Manual Handling	4	0.50	8	574.07	1,760.91	2,334.98	583.75	1,167.49	72.97	145.94
OST	40	1.00	15	8,123.32	17,609.13	25,732.45	643.31	643.31	42.89	42.89

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
XB Ealing continued										
PCSO Training	1	5.00	8	7,601.99	440.23	8,042.22	8,042.22	1,608.44	1,005.28	201.06
Presentation skill Training	1	1.00	8	1,188.71	440.23	1,628.94	1,628.94	1,628.94	203.62	203.62
RT Operators Course	12	1.00	12	4,070.66	5,282.74	9,353.40	779.45	779.45	64.95	64.95
Specials Training	6	1.00	10	4,952.27	2,641.37	7,593.64	1,265.61	1,265.61	126.56	126.56
SRO Training	2	1.00	8	1,740.38	880.46	2,620.84	1,310.42	1,310.42	163.80	163.80
Street Duties Instructors Course	2	3.00	8	3,976.01	880.46	4,856.47	2,428.23	809.41	303.53	101.18
Supervisors General Training	10	1.00	12	6,035.80	4,402.28	10,438.08	1,043.81	1,043.81	86.98	86.98
Supervisors H&S Training	10	1.00	12	4,053.12	4,402.28	8,455.40	845.54	845.54	70.46	70.46
Spare Capacity				-89,200.98		-89,200.98				
XB – Ealing Total	332	20.50	161	24,015.21	146,155.76	170,170.97				

XH - Hillingdon										
0-2 Mentor Training	2	2.00	15	25,135.94	135.34	25,271.28	12,635.64	6,317.82	842.38	421.19
ABE Training	2	2.00	12	15,610.52	135.34	15,745.86	7,872.93	3,936.47	656.08	328.04
AWARE Training	20	1.00	1	3,414.45	1,353.45	4,767.90	238.39	238.39	238.39	238.39
CBRN	30	0.20	20	3,021.28	2,030.17	5,051.45	168.38	841.91	8.42	42.10
Crimint	10	0.50	2	2,731.56	676.72	3,408.28	340.83	681.66	170.41	340.83
Critical Incident Training	2	1.00	10	1,582.92	135.34	1,718.26	859.13	859.13	85.91	85.91
Disclosure	16	1.00	20	16,081.38	1,082.76	17,164.14	1,072.76	1,072.76	53.64	53.64
Driver Training - Basic Assess	120	1.00	1	209,160.00	8,120.68	217,280.68	1,810.67	1,810.67	1,810.67	1,810.67
Driver Training - Basic Theory	120	0.13	1	14,588.40	8,120.68	22,709.08	189.24	1,455.71	189.24	1,455.71
Driver Training - IRV Assessment	40	1.00	1	113,400.00	2,706.89	116,106.89	2,902.67	2,902.67	2,902.67	2,902.67
Driver Training - IRV Theory Test	40	0.18	1	17,980.52	2,706.89	20,687.41	517.19	2,873.25	517.19	2,873.25
ELS	24	1.00	16	80,640.00	1,624.14	82,264.14	3,427.67	3,427.67	214.23	214.23
Fast Road Awareness	5	2.00	20	6,142.08	338.36	6,480.44	1,296.09	648.04	64.80	32.40
FND	45	0.25	10	23,625.00	3,045.26	26,670.26	592.67	2,370.69	59.27	237.07
Forensic Awareness	2	0.16	10	744.84	135.34	880.18	440.09	2,750.58	44.01	275.06
Giving Evidence	4	1.00	10	1,092.62	270.69	1,363.31	340.83	340.83	34.08	34.08
H&S Assessment	10	2.00	10	2,959.19	676.72	3,635.91	363.59	181.80	36.36	18.18
H&S Policing Safely	4	1.00	15	1,365.78	270.69	1,636.47	409.12	409.12	27.27	27.27
H&S Supervising safely	7	0.50	10	2,390.12	473.71	2,863.83	409.12	818.24	40.91	81.82
Human Rights Act	5	1.00	1	3,957.30	338.36	4,295.66	859.13	859.13	859.13	859.13
ICEFLO Camera	8	0.50	5	1,347.57	541.38	1,888.95	236.12	472.24	47.22	94.45
Induction Days Transfers	20	1.00	5	4,324.97	1,353.45	5,678.42	283.92	283.92	56.78	56.78

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
Hillingdon continued										
Livescan	30	0.50	4	7,306.92	2,030.17	9,337.09	311.24	622.47	77.81	155.62
Manual Handling	1	1.00	15	910.52	67.67	978.19	978.19	978.19	65.21	65.21
MSC Training	24	1.00	16	80,640.00	1,624.14	82,264.14	3,427.67	3,427.67	214.23	214.23
MSC Training (OST)	28	1.00	16	121,742.87	1,894.83	123,637.70	4,415.63	4,415.63	275.98	275.98
MSC Training Disclosure	6	1.00	15	4,165.63	406.03	4,571.66	761.94	761.94	50.80	50.80
MSC Training Fast Road awareness	3	2.00	15	3,959.67	203.02	4,162.69	1,387.56	693.78	92.50	46.25
MSS CAD Browse Pre-course	8	0.50	2	4,444.58	541.38	4,985.96	623.24	1,246.49	311.62	623.24
OST	28	1.00	16	123,336.28	1,894.83	125,231.11	4,472.54	4,472.54	279.53	279.53
PACE - New Codes	30	0.50	20	11,421.66	2,030.17	13,451.83	448.39	896.79	22.42	44.84
PCSO Training	2	1.00	10	1,582.92	135.34	1,718.26	859.13	859.13	85.91	85.91
PCSO Training (OST)	28	1.00	16	124,929.69	1,894.83	126,824.52	4,529.45	4,529.45	283.09	283.09
PCSO Training Induction Days	2	15.00	15	37,977.40	135.34	38,112.74	19,056.37	1,270.42	1,270.42	84.69
PDR	2	0.50	10	4,700.79	135.34	4,836.13	2,418.07	4,836.13	241.81	483.61
PNC V AWARE	10	2.00	4	4,552.60	676.72	5,229.32	522.93	261.47	130.73	65.37
RT Operators	5	0.50	20	11,751.97	338.36	12,090.33	2,418.07	4,836.13	120.90	241.81
Self- Defined Ethnicity 16+	5	0.50	10	1,251.97	338.36	1,590.33	318.07	636.13	31.81	63.61
Stop & Search	8	0.00	0	4,444.58	541.38	4,985.96	623.24			
Street Duties Tutors Course	4	3.00	10	9,620.72	270.69	9,891.41	2,472.85	824.28	247.29	82.43
Spare Capacity				-102,087.66		-102,087.66				
XH - Hillingdon Total	760	52.42	410	1,007,949.5	51,431.00	1,059,380.55				

YE - Enfield										
Achieving Best Evidence	7	5.00	6	5,700.18	2,458.27	8,158.45	1,165.49	233.10	194.25	38.85
Camera Competency	3	2.00	6	1,632.28	1,053.54	2,685.82	895.27	447.64	149.21	74.61
Civil Staff Training	10	1.00	10	5,903.56	3,511.82	9,415.38	941.54	941.54	94.15	94.15
ELS	24	1.00	10	16,149.46	8,428.36	24,577.82	1,024.08	1,024.08	102.41	102.41
FLO THE MESSAGE	20	1.00	15	6,265.30	7,023.63	13,288.93	664.45	664.45	44.30	44.30
Health & Safety	10	1.00	15	7,844.78	3,511.82	11,356.60	1,135.66	1,135.66	75.71	75.71
Informant Handling	1	3.00	12	256.07	351.18	607.25	607.25	202.42	50.60	16.87
Manual Handling	3	1.00	10	813.48	1,053.54	1,867.02	622.34	622.34	62.23	62.23
MSC Training	6	1.00	10	4,358.85	2,107.09	6,465.94	1,077.66	1,077.66	107.77	107.77
OST	90	1.00	12	48,226.09	31,606.34	79,832.43	887.03	887.03	73.92	73.92
PCSO	2	5.00	9	3,544.99	702.36	4,247.35	2,123.68	424.74	235.96	47.19

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
YE – Enfield continued										
Risk Assessment	6	1.00	10	7,230.80	2,107.09	9,337.89	1,556.31	1,556.31	155.63	155.63
RT Training	30	1.00	10	11,651.17	10,535.45	22,186.62	739.55	739.55	73.96	73.96
Street Duty Tutors	3	2.00	2	2,955.95	1,053.54	4,009.49	1,336.50	668.25	668.25	334.12
Supervising Safely	4	1.00	15	3,387.80	1,404.73	4,792.53	1,198.13	1,198.13	79.88	79.88
Volunteers	4	1.00	12	2,796.00	1,404.73	4,200.73	1,050.18	1,050.18	87.52	87.52
Spare Capacity				27,531.87		27,531.87				
YE - Enfield Total	223	28.00	164	156,248.63	78,313.48	234,562.11				

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
YR - Haringey										
ABE 1 Day	4	8.00	5	5,925.06	131.15	6,056.21	1,514.05	189.26	302.81	37.85
ABE 5 Day	4	8.00	5	13,387.95	131.15	13,519.10	3,379.78	422.47	675.96	84.49
Bombs-Catchup	13	0.25	12	4,307.63	426.24	4,733.87	364.14	1,456.58	30.35	121.38
Borough Induction Days	12	1.00	8	12,853.90	393.45	13,247.35	1,103.95	1,103.95	137.99	137.99
Case Paper Dev Day	2	1.00	8	3,275.71	65.58	3,341.29	1,670.64	1,670.64	208.83	208.83
CCRT Training Days	36	1.00	10	28,841.12	1,180.36	30,021.48	833.93	833.93	83.39	83.39
CID Training	32	1.00	16	28,461.31	1,049.21	29,510.52	922.20	922.20	57.64	57.64
Civil Staff DDA	2	0.25	12	561.28	65.58	626.86	313.43	1,253.71	26.12	104.48
Civil Staff ELS	2	1.00	8	1,207.98	65.58	1,273.56	636.78	636.78	79.60	79.60
Civil Staff H&S	2	0.25	12	561.28	65.58	626.86	313.43	1,253.71	26.12	104.48
Civil Staff Induction	2	2.00	8	2,257.89	65.58	2,323.47	1,161.73	580.87	145.22	72.61
College NE London	37	0.50	14	32,221.60	1,213.15	33,434.75	903.64	1,807.28	64.55	129.09
Comms Officer Training Day	5	1.00	12	5,627.88	163.94	5,791.82	1,158.36	1,158.36	96.53	96.53
Community Policing (Street Duties)	5	1.00	24	8,220.11	163.94	8,384.05	1,676.81	1,676.81	69.87	69.87
Court Training (Street Duties)	5	1.00	24	7,250.06	163.94	7,414.00	1,482.80	1,482.80	61.78	61.78
Custody Training (Street Duties)	5	1.00	24	7,250.06	163.94	7,414.00	1,482.80	1,482.80	61.78	61.78
ELS	26	1.00	12	31,143.79	852.48	31,996.27	1,230.63	1,230.63	102.55	102.55
Fire Training Civil Staff	5	0.25	20	1,191.30	163.94	1,355.24	271.05	1,084.19	13.55	54.21
First Line Managers	2	1.00	14	2,664.08	65.58	2,729.66	1,364.83	1,364.83	97.49	97.49
Human Rights Act-Catchup	15	0.50	12	6,910.44	491.82	7,402.26	493.48	986.97	41.12	82.25
Inspectors Training Day	2	1.00	25	1,117.03	65.58	1,182.61	591.30	591.30	23.65	23.65
LIVESCAN DAYS	10	1.00	16	8,901.23	327.88	9,229.11	922.91	922.91	57.68	57.68

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
YR continued										
Mandatory Training (Street Duties)	5	1.00	24	3,019.96	163.94	3,183.90	636.78	636.78	26.53	26.53
Manual Handling-Catchup	12	0.25	10	5,857.77	393.45	6,251.22	520.94	2,083.74	52.09	208.37
MSC OST Training	2	1.00	8	1,567.47	65.58	1,633.05	816.52	816.52	102.07	102.07
MSC Training Days	4	1.00	8	2,985.06	131.15	3,116.21	779.05	779.05	97.38	97.38
On Scene and Dealing-Catchup	13	0.25	10	4,307.63	426.24	4,733.87	364.14	1,456.58	36.41	145.66
OST	55	1.00	24	65,953.86	1,803.33	67,757.19	1,231.95	1,231.95	51.33	51.33
PCSO Safety Training	2	1.00	20	1,777.47	65.58	1,843.05	921.52	921.52	46.08	46.08
PCSO Induction Week	1	5.00	9	5,112.96	32.79	5,145.75	5,145.75	1,029.15	571.75	114.35
Policing Safely-Catchup	10	1.00	10	8,635.64	327.88	8,963.52	896.35	896.35	89.64	89.64
SRO Dev Day	4	1.00	18	2,109.39	131.15	2,240.54	560.14	560.14	31.12	31.12
SRO Safety Training	1	1.00	18	1,254.82	32.79	1,287.61	1,287.61	1,287.61	71.53	71.53
Stop and Search-Catchup	10	0.25	10	3,313.56	327.88	3,641.44	364.14	1,456.58	36.41	145.66
Street Duties Tutors Course	6	3.00	8	19,733.33	196.73	19,930.06	3,321.68	1,107.23	415.21	138.40
Street Warden Training	4	1.00	12	2,674.64	131.15	2,805.79	701.45	701.45	58.45	58.45
Supervising Safely-Catchup	3	1.00	10	2,590.70	98.36	2,689.06	896.35	896.35	89.64	89.64
Supervisors Dev Days	10	1.00	20	4,229.15	327.88	4,557.03	455.70	455.70	22.79	22.79
Team Training Days	40	1.00	16	33,041.92	1,311.51	34,353.43	858.84	858.84	53.68	53.68
Spare Capacity				-205,242.43		-205,242.43				
YR - Haringey Total	410	53.75	536	177,061.59	13,443.00	190,504.59				

ZD - Croydon										
AWARE	10	0.25	4	1,009.76	1,570.67	2,580.43	258.04	1,032.17	64.51	258.04
Disclosure	15	1.00	12	13,750.16	2,356.01	16,106.17	1,073.74	1,073.74	89.48	89.48
Diversity (CRR 2)	56	1.00	15	1,901.26	8,795.78	10,697.04	191.02	191.02	12.73	12.73
ELS	15	1.00	10	7,319.04	2,356.01	9,675.05	645.00	645.00	64.50	64.50
Exhibits	4	1.00	12	1,171.20	628.27	1,799.47	449.87	449.87	37.49	37.49
H&S Policing Safety	4	1.00	12	1,864.68	628.27	2,492.95	623.24	623.24	51.94	51.94
Manual Handling	6	0.25	12	17,975.35	942.40	18,917.75	3,152.96	12,611.84	262.75	1,050.99
Mentor	8	1.00	20	9,074.31	1,256.54	10,330.85	1,291.36	1,291.36	64.57	64.57
OST	192	1.00	8	51,892.99	30,156.95	82,049.94	427.34	427.34	53.42	53.42
PCSO's	10	2.00	8	13,614.85	1,570.67	15,185.52	1,518.55	759.28	189.82	94.91

Borough/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
ZD – Croydon continued										
Risk Assessment	6	0.50	12	2,851.88	942.40	3,794.28	632.38	1,264.76	52.70	105.40
RT Operator	10	0.50	10	3,842.23	1,570.67	5,412.90	541.29	1,082.58	54.13	108.26
Street Duty Tutors	4	3.00	10	7,251.53	628.27	7,879.80	1,969.95	656.65	196.99	65.66
Spare Capacity				-27,199.16		-27,199.16				
ZD - Croydon Total	340	13.50	145	106,320.08	53,402.93	159,723.01				

ZT - Sutton										
ABE	4	5.00	8	397.10	2,199.75	2,596.85	649.21	129.84	81.15	16.23
Borough Training	20	1.00	20	12,662.94	146.65	12,809.59	640.48	640.48	32.02	32.02
CAD	2	0.50	8	1,031.67	1,099.88	2,131.55	1,065.77	2,131.55	133.22	266.44
ELS	10	1.00	8	5,756.20	366.63	6,122.83	612.28	612.28	76.54	76.54
Mobile Data Terminal	50	0.50	5	1,985.50	146.65	2,132.15	42.64	85.29	8.53	17.06
MSC Training	10	0.30	5	2,937.49	73.33	3,010.82	301.08	1,003.61	60.22	200.72
Occasional Trainers Course	1	5.00	8	3,622.23	733.25	4,355.48	4,355.48	871.10	544.44	108.89
OST Mandatory firearms mngment	15	0.50	16	23,597.70	733.25	24,330.95	1,622.06	3,244.13	101.38	202.76
OST Mandatory OST	30	1.00	16	9,186.30	293.30	9,479.60	315.99	315.99	19.75	19.75
PCSO	2	5.00	5	6,132.92	733.25	6,866.17	3,433.09	686.62	686.62	137.32
R/T operators	10	0.50	8	3,592.53	3,666.26	7,258.79	725.88	1,451.76	90.73	181.47
Risk Assessment	5	0.50	10	2,481.00	1,466.50	3,947.50	789.50	1,579.00	78.95	157.90
Spare Capacity				-1,101.48		-1,101.48				
ZT - Sutton Total	159	20.80	117	72,282.10	11,658.70	83,940.80				

GRAND TOTAL	9,792	1017.088	6,531	8704483.14	2,838,979.71	11543482.85				
--------------------	--------------	-----------------	--------------	-------------------	---------------------	--------------------	--	--	--	--

DIRECTORATE OF TRAINING AND DEVELOPMENT COSTING MODEL 2004-2005

Course Deliverer/ Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Student Day
CRR Diversity Training School										
Diversity Training Phase 2	1,500.00	1.00	12.00	395,208.60	676,069.93	1,071,278.53	714.19	714.19	59.52	59.52
Personal Awareness for Trainer	24.00	5.00	0.00	18,286.44	10,817.12	29,103.56	1,212.65	242.53		
Spare Capacity				924,863.18		924,863.18				
Training School Total	1,524.00	6.00	12.00	1,338,358.22	686,887.05	2,025,245.27				

Driver Training School										
Accident Investigation (Advanced)	1.00	10.00	8.00	523.54	804.90	1,328.44	1,328.44	132.84	166.05	16.61
Accident Investigation (Standard)	3.00	15.00	8.00	1,570.62	2,414.69	3,985.31	1,328.44	88.56	166.05	11.07
Advanced car	28.00	20.00	6.00	74,417.64	22,537.11	96,954.75	3,462.67	173.13	577.11	28.86
Advanced motor cycle	2.00	10.00	6.00	1,408.70	1,609.79	3,018.49	1,509.25	150.92	251.54	25.15
Advanced Remedial	20.00	10.00	3.00	54,427.66	16,097.93	70,525.59	3,526.28	352.63	1,175.43	117.54
Advanced Traffpol	3.00	15.00	8.00	22,466.28	2,414.69	24,880.97	8,293.66	552.91	1,036.71	69.11
Autocrime	31.00	5.00	8.00	79,755.25	24,951.80	104,707.05	3,377.65	675.53	422.21	84.44
Check tests - Advanced	100.00	1.00	1.00	22,816.70	80,489.66	103,306.36	1,033.06	1,033.06	1,033.06	1,033.06
Check tests - Response	100.00	1.00	1.00	11,423.15	80,489.66	91,912.81	919.13	919.13	919.13	919.13
City and Guilds Adv Acc Inv	1.00	10.00	8.00	2,879.47	804.90	3,684.37	3,684.37	368.44	460.55	46.05
Civilian Driving Instructor	1.00	20.00	2.00	1,612.91	804.90	2,417.81	2,417.81	120.89	1,208.90	60.45
Driving Assessors	30.00	4.00	4.00	29,216.07	24,146.90	53,362.97	1,778.77	444.69	444.69	111.17
External Training courses (BTP)	3.00	15.00	3.00	5,124.56	2,414.69	7,539.25	2,513.08	167.54	837.69	55.85
External Training courses (Jap)	1.00	20.00	6.00	8,346.66	804.90	9,151.56	9,151.56	457.58	1,525.26	76.26
FATACC Examiners	2.00	20.00	8.00	14,018.86	1,609.79	15,628.65	7,814.33	390.72	976.79	48.84
LGV/PCV Course	30.00	5.00	2.00	26,398.86	24,146.90	50,545.76	1,684.86	336.97	842.43	168.49
LGV/PCV Tests	50.00	1.00	1.00	52,738.55	40,244.83	92,983.38	1,859.67	1,859.67	1,859.67	1,859.67
MPS Protection Drivers	4.00	5.00	6.00	32,981.98	3,219.59	36,201.57	9,050.39	1,810.08	1,508.40	301.68
National Protection Drivers	3.00	10.00	6.00	5,060.71	2,414.69	7,475.40	2,491.80	249.18	415.30	41.53
NPD Refresher	10.00	1.00	6.00	23,594.53	8,048.97	31,643.50	3,164.35	3,164.35	527.39	527.39

Course Deliverer/ Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Student Day
Driver Training School Continued										
Police Driving Instructor	3.00	20.00	4.00	6,898.52	2,414.69	9,313.21	3,104.40	155.22	776.10	38.81
PSU	10.00	5.00	6.00	15,105.88	8,048.97	23,154.85	2,315.48	463.10	385.91	77.18
PSU Non Licence Holders	10.00	7.00	6.00	25,326.53	8,048.97	33,375.50	3,337.55	476.79	556.26	79.47
Response car	150.00	15.00	6.00	652,711.20	120,734.49	773,445.69	5,156.30	343.75	859.38	57.29
Response Motorcycle	24.00	15.00	6.00	73,709.18	19,317.52	93,026.70	3,876.11	258.41	646.02	43.07
Response Remedial	14.00	5.00	3.00	10,723.94	11,268.55	21,992.49	1,570.89	314.18	523.63	104.73
Tacho 2	3.00	5.00	6.00	14,464.62	2,414.69	16,879.31	5,626.44	1,125.29	937.74	187.55
Tacho 3	1.00	6.00	4.00	5,659.90	804.90	6,464.80	6,464.80	1,077.47	1,616.20	269.37
Trafacc (Initial Accident Inve	6.00	10.00	8.00	3,141.24	4,829.38	7,970.62	1,328.44	132.84	166.05	16.61
Spare Capacity				1,155,400.58			1,155,400.58			
Driver Training School Total	644.00	286.00	150.00	2,433,924.29	518,353.43	1,796,877.14				

First Aid										
ELS	25.00	34.00	24.00	19,191.44	4,801.65	23,993.09	1,745.61	105.54	145.47	8.79
ELS Trainer Assessing	200.00	1.00	1.00	148,128.00	38,413.24	186,541.24	932.71	932.71	932.71	932.71
ELS Trainers Course	14.00	4.00	8.00	27,981.80	2,688.93	30,670.73	2,190.77	547.69	273.85	68.46
First Aid at Work Initial Cse.	31.00	10.00	34.00	67,651.81	5,954.05	73,605.86	3,875.04	775.01	247.24	49.45
First Aid at work requal.	26.00	6.00	21.00	41,427.67	4,993.72	46,421.39	3,368.53	1,122.84	345.26	115.09
Spare Capacity				30,344.36		30,344.36				
First Aid Total	296.00	55.00	88.00	334,725.08	56,851.59	391,576.67				

HR Internal Training										
Attendance Management workshop	11.00	0.50	30.00	1,849.10	111.11	1,960.21	178.20	356.40	5.94	11.88
Customer Care	2.00	0.50	0.25	336.20	20.20	356.40	178.20	356.40	7.13	14.26
Discipline and Efficiency	11.00	0.50	30.00	2,129.88	111.11	2,240.99	203.73	407.45	6.79	13.58
H & S Policing Safely	20.00	1.00	25.00	12,817.80	202.02	13,019.82	650.99	650.99	26.04	26.04
H & S Supervising Safely	17.00	3.00	10.00	21,790.26	171.72	21,961.98	1,291.88	430.63	129.19	43.06
Minute taking	2.00	1.00	12.00	427.26	20.20	447.46	223.73	223.73	18.64	18.64
OST	11.00	2.00	8.00	32,899.02	111.11	33,010.13	3,000.92	1,500.46	375.12	187.56

Course Deliverer/ Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Student Day
HR Internal Training continued										
PDR (police staff)	7.00	0.50	20.00	1,498.35	70.71	1,569.06	224.15	448.30	11.21	22.42
PDR (police)	11.00	0.50	20.00	1,174.97	111.11	1,286.08	116.92	233.83	5.85	11.69
Recruitment and Selection	7.00	0.50	15.00	1,176.70	70.71	1,247.41	178.20	356.40	11.88	23.76
Spare Capacity				-1,174.31		-1,174.31				
HR Internal Training Total	99.00	10.00	195.00	74,925.23	1,000.00	75,925.23				

IT Training School										
ANALYSIS IT	24.00	3.00	10.00	23,290.08	10,863.20	34,153.28	1,423.05	474.35	142.31	47.44
CAD	72.00	8.00	10.00	-361.44	32,589.60	32,228.16	447.61	55.95	44.76	5.60
CARM ADMIN	6.00	2.00	10.00	4,201.50	2,715.80	6,917.30	1,152.88	576.44	115.29	57.64
CARM MANAGEMENT INFO	4.00	1.00	10.00	2,801.00	1,810.53	4,611.53	1,152.88	1,152.88	115.29	115.29
CARM USER	28.00	5.00	10.00	19,607.00	12,673.73	32,280.73	1,152.88	230.58	115.29	23.06
CID IT	32.00	1.00	16.00	23,211.52	14,484.27	37,695.79	1,177.99	1,177.99	73.62	73.62
CONTROLLER	24.00	2.00	10.00	-120.48	10,863.20	10,742.72	447.61	223.81	44.76	22.38
CRIS BUSINESS OBJECTS	16.00	4.00	10.00	15,526.72	7,242.13	22,768.85	1,423.05	355.76	142.31	35.58
CRIS FOUNDATION	50.00	1.00	10.00	48,521.00	22,631.67	71,152.67	1,423.05	1,423.05	142.31	142.31
CRIS SUPERVISORS	12.00	0.50	10.00	8,704.32	5,431.60	14,135.92	1,177.99	2,355.99	117.80	235.60
CUSTODY	36.00	2.00	10.00	9,726.12	16,294.80	26,020.92	722.80	361.40	72.28	36.14
FOUNDATION COURSE	42.00	12.00	10.00	-210.84	19,010.60	18,799.76	447.61	37.30	44.76	3.73
INTRANET WEB PUBLISHER	24.00	2.00	10.00	1,205.28	10,863.20	12,068.48	502.85	251.43	50.29	25.14
INTRANET WEB USER	12.00	1.00	10.00	602.64	5,431.60	6,034.24	502.85	502.85	50.29	50.29
MDT	4.00	3.00	10.00	1,921.20	1,810.53	3,731.73	932.93	310.98	93.29	31.10
MERLIN SUPERVISORS	50.00	1.00	10.00	2,511.00	22,631.67	25,142.67	502.85	502.85	50.29	50.29
MET HR (LTA)	24.00	2.00	10.00	12,247.68	10,863.20	23,110.88	962.95	481.48	96.30	48.15
MET HR CORE	24.00	5.00	10.00	12,247.68	10,863.20	23,110.88	962.95	192.59	96.30	19.26
MET HR RECRUIT	120.00	2.00	10.00	61,238.40	54,316.00	115,554.40	962.95	481.48	96.30	48.15
MET STATS	24.00	1.00	10.00	1,205.28	10,863.20	12,068.48	502.85	502.85	50.29	50.29

Course Deliverer/ Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Student Day
IT Training School continued										
PNC	72.00	7.00	10.00	-361.44	32,589.60	32,228.16	447.61	63.94	44.76	6.39
PNC STAND ALONE	14.00	7.00	10.00	-70.28	6,336.87	6,266.59	447.61	63.94	44.76	6.39
PNC VIA AWARE	12.00	10.00	10.00	-60.24	5,431.60	5,371.36	447.61	44.76	44.76	4.48
QUEST	20.00	2.00	10.00	-100.40	9,052.67	8,952.27	447.61	223.81	44.76	22.38
RECRUIT IT	10.00	5.00	180.00	31,208.20	4,526.33	35,734.53	3,573.45	714.69	19.85	3.97
REJOIN IT	20.00	2.50	40.00	28,010.00	9,052.67	37,062.67	1,853.13	741.25	46.33	18.53
VODS	20.00	3.00	10.00	-100.40	9,052.67	8,952.27	447.61	149.20	44.76	14.92
Spare Capacity				1,803,668.52		1,803,668.52				
IT Training School Total	796.00	95.00	476.00	2,110,269.62	360,296.12	2,470,565.74				

Management Training School										
Acting Sergeants Course	20.00	1.00	12.00	3,401.60	8,653.77	12,055.37	602.77	602.77	50.23	50.23
CAD Controllers Course	6.00	5.00	12.00	6,965.22	2,596.13	9,561.35	1,593.56	318.71	132.80	26.56
CLP for new managers	15.00	3.00	12.00	12,050.40	6,490.33	18,540.73	1,236.05	412.02	103.00	34.33
Custody Officers	47.00	10.00	10.00	102,915.43	20,336.37	123,251.80	2,622.38	262.24	262.24	26.22
Effective Interviewing	8.00	3.00	10.00	8,068.00	3,461.51	11,529.51	1,441.19	480.40	144.12	48.04
Fairness at work	20.00	1.00	20.00	2,079.00	8,653.77	10,732.77	536.64	536.64	26.83	26.83
Inspectors Foundation	24.00	5.00	12.00	29,718.24	10,384.53	40,102.77	1,670.95	334.19	139.25	27.85
Meetings Course	10.00	2.00	12.00	7,007.90	4,326.89	11,334.79	1,133.48	566.74	94.46	47.23
Rejoiners and transfers	13.00	10.00	40.00	73,904.87	5,624.95	79,529.82	6,117.68	611.77	152.94	15.29
Selection Interviewing Seminar	10.00	2.00	8.00	7,358.50	4,326.89	11,685.39	1,168.54	584.27	146.07	73.03
Sergeants Foundation	48.00	10.00	15.00	136,765.44	20,769.06	157,534.50	3,281.97	328.20	218.80	21.88
Spare Capacity				352,005.39		352,005.39				
Management Training School Total	221.00	52.00	163.00	742,239.99	95,624.21	837,864.20				

Course Deliverer/ Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Student Day
Physical Education										
Cycle Training	10.00	2.00	16.00	4,114.90	5,000.00	9,114.90	911.49	455.75	56.97	28.48
Recruit Foundation	10.00	11.00	320.00	27,286.20	5,000.00	32,286.20	3,228.62	293.51	10.09	0.92
Transfers/Rejoiners ELS Training	10.00	1.00	20.00	2,963.00	5,000.00	7,963.00	796.30	796.30	39.82	39.82
VCC Fitness Instructor	8.00	5.00	16.00	23,489.68	4,000.00	27,489.68	3,436.21	687.24	214.76	42.95
Spare Capacity				25,180.22		220,044.09				
Physical Education Total	38.00	19.00	372.00	83,034.00	19,000.00	296,897.87				

Police Dog Training School										
10 Month Puppy Course	10.00	5.00	6.00	147,816.90	29,703.07	177,519.97	17,752.00	3,550.40	2,958.67	591.73
ACPO Explosive search dog module	1.00	21.00	8.00	63,031.44	2,970.31	66,001.75	66,001.75	3,142.94	8,250.22	392.87
ACPO GPO Module	2.00	21.00	8.00	166,041.86	5,940.61	171,982.47	85,991.24	4,094.82	10,748.90	511.85
ACPO weapons and narcotics	2.00	16.00	8.00	105,230.06	5,940.61	111,170.67	55,585.34	3,474.08	6,948.17	434.26
Allocation	15.00	10.00	4.00	433,768.35	44,554.60	478,322.95	31,888.20	3,188.82	7,972.05	797.20
Continuation training	100.00	5.00	7.00	1,551,488.00	297,030.68	1,848,518.68	18,485.19	3,697.04	2,640.74	528.15
CTC Instructors Explosive	1.00	10.00	6.00	35,740.31	2,970.31	38,710.62	38,710.62	3,871.06	6,451.77	645.18
CTC Instructors Weapons/Narcotics	1.00	10.00	6.00	35,397.89	2,970.31	38,368.20	38,368.20	3,836.82	6,394.70	639.47
Customs Currency Course	1.00	35.00	4.00	90,077.10	2,970.31	93,047.41	93,047.41	2,658.50	23,261.85	664.62
Customs Instructors	2.00	10.00	6.00	63,101.12	5,940.61	69,041.73	34,520.87	3,452.09	5,753.48	575.35
D.E.F.R.A. NOW Customs (Meat S	1.00	40.00	2.00	102,935.85	2,970.31	105,906.16	105,906.16	2,647.65	52,953.08	1,323.83
Dog handler suitability	6.00	5.00	8.00	88,874.28	17,821.84	106,696.12	17,782.69	3,556.54	2,222.84	444.57
Dog Section Supervisors	1.00	10.00	6.00	16,759.69	2,970.31	19,730.00	19,730.00	1,973.00	3,288.33	328.83
Expert Witness Dang. Dogs	1.00	10.00	8.00	29,760.99	2,970.31	32,731.30	32,731.30	3,273.13	4,091.41	409.14
Explosive Dog Licensing	20.00	1.00	2.00	143,221.90	59,406.14	202,628.04	10,131.40	10,131.40	5,065.70	5,065.70
Explosives search refresher	26.00	5.00	4.00	80,219.36	77,227.98	157,447.34	6,055.67	1,211.13	1,513.92	302.78

Course Deliverer/ Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Student Day
Police Dog Training School continued										
General Purpose Dog Initial Co	9.00	60.00	6.00	1,350,538.83	26,732.76	1,377,271.59	153,030.18	2,550.50	25,505.03	425.08
General Purpose Licensing	28.00	5.00	6.00	413,887.32	83,168.59	497,055.91	17,752.00	3,550.40	2,958.67	591.73
Human remains initial	1.00	20.00	6.00	54,295.99	2,970.31	57,266.30	57,266.30	2,863.31	9,544.38	477.22
Human Remains refresher	6.00	5.00	5.00	94,994.10	17,821.84	112,815.94	18,802.66	3,760.53	3,760.53	752.11
Initial Explosive Search	6.00	40.00	4.00	613,356.72	17,821.84	631,178.56	105,196.43	2,629.91	26,299.11	657.48
Initial proactive Narcotics se	1.00	30.00	5.00	76,761.79	2,970.31	79,732.10	79,732.10	2,657.74	15,946.42	531.55
Narcotics Proactive Licensing	5.00	1.00	3.00	31,572.55	14,851.53	46,424.08	9,284.82	9,284.82	3,094.94	3,094.94
Nationals tng	1.00	10.00	6.00	23,794.60	2,970.31	26,764.91	26,764.91	2,676.49	4,460.82	446.08
Passive Narcotics refresher	14.00	5.00	4.00	222,277.37	41,584.29	263,861.66	18,847.26	3,769.45	4,711.82	942.36
Passive Narcotics Search Initi	4.00	30.00	1.00	100,259.44	11,881.23	112,140.67	28,035.17	934.51	28,035.17	934.51
Proactive narcotics refresher	10.00	5.00	5.00	158,769.55	29,703.07	188,472.62	18,847.26	3,769.45	3,769.45	753.89
Puppy allocation	12.00	1.00	6.00	104,309.76	35,643.68	139,953.44	11,662.79	11,662.79	1,943.80	1,943.80
Puppy Mentors	1.00	5.00	10.00	27,729.65	2,970.31	30,699.96	30,699.96	6,139.99	3,070.00	614.00
Reallocation	6.00	20.00	1.00	310,805.40	17,821.84	328,627.24	54,771.21	2,738.56	54,771.21	2,738.56
Remedial Training	8.00	20.00	1.00	420,484.24	23,762.45	444,246.69	55,530.84	2,776.54	55,530.84	2,776.54
Tactical Firearms support init	2.00	20.00	8.00	118,891.40	5,940.61	124,832.01	62,416.01	3,120.80	7,802.00	390.10
Tactical Firearms support ref	12.00	5.00	8.00	189,988.20	35,643.68	225,631.88	18,802.66	3,760.53	2,350.33	470.07
Team trainer	1.00	20.00	8.00	68,527.16	2,970.31	71,497.47	71,497.47	3,574.87	8,937.18	446.86
Weapons recovery initial	1.00	20.00	6.00	52,740.40	2,970.31	55,710.71	55,710.71	2,785.54	9,285.12	464.26
Weapons recovery refresher	8.00	5.00	5.00	126,658.80	23,762.45	150,421.25	18,802.66	3,760.53	3,760.53	752.11
Spare Capacity				-6,307,856.63		-6,307,856.63				
Police Dog Training School Total	326.00	541.00	197.00	1,406,251.74	968,320.01	2,374,571.75				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Student Day
Professional Development										
ELS	50.00	1.00	12.00	16,680.25	14,654.41	31,334.66	626.69	626.69	52.22	52.22
MSC Foundation	6.00	19.00	25.00	8,163.64	1,758.53	9,922.17	1,653.69	87.04	66.15	3.48
MSC Refresher	40.00	0.50	25.00	29,720.08	11,723.52	41,443.60	1,036.09	2,072.18	41.44	82.89
Post Foundation Attendance 1	220.00	5.00	12.00	707,812.38	64,479.39	772,291.77	3,510.42	702.08	292.53	58.51
Post Foundation attendance 2	230.00	5.00	12.00	739,985.68	67,410.27	807,395.95	3,510.42	702.08	292.53	58.51
Post Foundation attendance 3	230.00	5.00	12.00	739,985.68	67,410.27	807,395.95	3,510.42	702.08	292.53	58.51
Post Foundation attendance 4	230.00	5.00	12.00	739,985.68	67,410.27	807,395.95	3,510.42	702.08	292.53	58.51
Post Foundation attendance 5	230.00	5.00	12.00	739,985.68	67,410.27	807,395.95	3,510.42	702.08	292.53	58.51
Post Foundation attendance 6	230.00	5.00	12.00	739,985.68	67,410.27	807,395.95	3,510.42	702.08	292.53	58.51
Spare Capacity				-208,644.47		-208,644.47				
Professional Development Unit Total	1,466.00	50.50	134.00	4,253,660.28	429,667.19	4,683,327.47				

Recruit Training School										
Recruit Foundation Course	10.00	90.00	341.00	8,356,632.58	2,663,936.15	11,020,568.73	1,102,056.87	12,245.08	3,231.84	35.91
Spare Capacity				-579,362.16		-579,362.16				
Recruit Training School Total	10.00	90.00	341.00	7,777,270.42	2,663,936.15	10,441,206.57				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Student Day
Traffic Wardens Training Unit										
BASIC IT	15.00	2.00	6.00	10,094.85	9,998.11	20,092.96	1,339.53	669.77	223.26	111.63
Deputizing for Managers	3.00	3.00	12.00	2,718.00	1,999.62	4,717.62	1,572.54	524.18	131.05	43.68
Refresher Workshops	26.00	1.00	12.00	11,608.74	17,330.06	28,938.80	1,113.03	1,113.03	92.75	92.75
Street Duty Tutor	2.00	3.00	12.00	1,585.50	1,333.08	2,918.58	1,459.29	486.43	121.61	40.54
Traffic Warden Foundation Course	6.00	30.00	30.00	70,128.54	3,999.24	74,127.78	12,354.63	411.82	411.82	13.73
Spare Capacity				-2,957.13		-2,957.13				
Traffic Wardens Training Unit Total	52.00	39.00	72.00	93,178.50	34,660.11	127,838.61				

Training for Trainers										
Assessors Course	12.00	1.00	10.00	5,471.28	15,431.76	20,903.04	1,741.92	1,741.92	174.19	174.19
Facilitation skills	12.00	3.00	10.00	7,861.08	15,431.76	23,292.84	1,941.07	647.02	194.11	64.70
Presentation skills	12.00	3.00	10.00	8,039.04	15,431.76	23,470.80	1,955.90	651.97	195.59	65.20
Role play	12.00	2.00	10.00	2,211.84	15,431.76	17,643.60	1,470.30	735.15	147.03	73.51
Trainers foundation course	24.00	10.00	10.00	90,428.16	30,863.51	121,291.67	5,053.82	505.38	505.38	50.54
Tutorial	12.00	2.00	10.00	6,063.48	15,431.76	21,495.24	1,791.27	895.63	179.13	89.56
Spare Capacity				0.00		0.00				
Training for Trainers Total	84.00	21.00	60.00	120,074.88	108,022.30	228,097.18				

Grand Total	5,556.00	1,264.50	2260.00	20,767,912.25	5,942618.16	25749993.70				
--------------------	-----------------	-----------------	----------------	----------------------	--------------------	--------------------	--	--	--	--

DEPARTMENTS NATIONAL COSTING MODEL 2004 - 2005

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
Catering										
Cash Handling/Cash Register us	12	1.50	1	1,842.69	3,998.29	5,840.98	486.75	324.50	486.75	324.50
Cook Promotion	12	60.00	2	30,178.92	3,998.29	34,177.21	2,848.10	47.47	1,424.05	23.73
Customer Care	12	0.50	1	1,489.40	3,998.29	5,487.69	457.31	914.61	457.31	914.61
HASAW	12	0.50	1	1,489.40	3,998.29	5,487.69	457.31	914.61	457.31	914.61
Management/Charge hand Promotion	4	30.00	5	21,882.04	1,332.76	23,214.80	5,803.70	193.46	1,160.74	38.69
Mandatory Hygiene/HASAW Refresher	2	0.50	600	13,684.37	666.38	14,350.75	7,175.38	14,350.75	11.96	23.92
Manual Handling	12	0.50	1	1,489.40	3,998.29	5,487.69	457.31	914.61	457.31	914.61
Master Classes	6	0.50	4	1,219.25	1,999.14	3,218.39	536.40	1,072.80	134.10	268.20
New Starter Induction Full	12	15.00	10	34,264.44	3,998.29	38,262.73	3,188.56	212.57	318.86	21.26
RIPHH Hygiene Certificate	1	3.00	12	629.41	333.19	962.60	962.60	320.87	80.22	26.74
RIPHH Hygiene Diploma	1	5.00	12	629.41	333.19	962.60	962.60	192.52	80.22	16.04
RSH Food Hygiene	12	1.50	1	3,751.10	3,998.29	7,749.39	645.78	430.52	645.78	430.52
Senior Cook Promotion	12	40.00	2	25,863.00	3,998.29	29,861.29	2,488.44	62.21	1,244.22	31.11
Senior Cook/Chef Management Th	12	2.00	6	8,020.17	3,998.29	12,018.46	1,001.54	500.77	166.92	83.46
Silver Service Waiting	1	6.00	6	1,427.69	333.19	1,760.88	1,760.88	293.48	293.48	48.91
Spare Capacity				-57,880.69		-57,880.69				
Catering Total	123	166.50	664	89,980.00	40,982.43	130,962.43				

DCC 1-9+12										
Achieving Best Evidence	4	5.00	8	13,813.64	295.76	14,109.40	3,527.35	705.47	440.92	88.18
Emergency Life Support	36	1.00	8	24,166.47	2,661.86	26,828.33	745.23	745.23	93.15	93.15
Manual Handling	24	0.50	12	16,211.35	1,774.57	17,985.92	749.41	1,498.83	62.45	124.90
Officer Safety Training	48	1.00	12	43,204.52	3,549.14	46,753.66	974.03	974.03	81.17	81.17
Policing Safely	5	1.00	10	21,773.37	369.70	22,143.07	4,428.61	4,428.61	442.86	442.86
Risk Assessment training	25	1.00	10	34,974.97	1,848.51	36,823.48	1,472.94	1,472.94	147.29	147.29
Selection Board Interviewing	5	1.00	5	18,437.77	369.70	18,807.47	3,761.49	3,761.49	752.30	752.30
SO19 Firearms	16	0.50	12	20,557.88	1,183.05	21,740.93	1,358.81	2,717.62	113.23	226.47
Supervising Safely	5	1.00	10	21,773.37	369.70	22,143.07	4,428.61	4,428.61	442.86	442.86
Spare Capacity				48,616.16		48,616.16				
DCC 1-9+12 Total	168	12.00	87	263,529.50	12,422.00	275,951.50				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
Dol										
CAD BROWSE COURSE	4	2.00	4	3,194.07	5,469.52	8,663.59	2,165.90	1,082.95	541.47	270.74
ELS	18	1.00	12	22,004.51	24,612.84	46,617.35	2,589.85	2,589.85	215.82	215.82
Garage Desk Trng	16	2.00	4	2,258.72	21,878.08	24,136.80	1,508.55	754.28	377.14	188.57
GT CONTROLLERS COURSE	4	3.00	8	17,320.52	5,469.52	22,790.04	5,697.51	1,899.17	712.19	237.40
GT MESSAGES HANDLING COURSE	4	5.00	13	21,343.96	5,469.52	26,813.48	6,703.37	1,340.67	515.64	103.13
Incident Management	6	5.00	10	35,843.37	8,204.28	44,047.65	7,341.28	1,468.26	734.13	146.83
Manual Handling	16	1.00	9	13,701.56	21,878.08	35,579.64	2,223.73	2,223.73	247.08	247.08
Operation Sapphire	11	1.00	9	42,828.45	15,041.18	57,869.63	5,260.88	5,260.88	584.54	584.54
OST	20	1.00	20	26,379.75	27,347.60	53,727.35	2,686.37	2,686.37	134.32	134.32
PC/PS Policing Safely	8	1.00	15	13,480.90	10,939.04	24,419.94	3,052.49	3,052.49	203.50	203.50
PS/Insp Supervising Safely	8	1.00	10	3,765.46	10,939.04	14,704.50	1,838.06	1,838.06	183.81	183.81
Radio Dispatchers Course	11	15.00	4	80,749.13	15,041.18	95,790.31	8,708.21	580.55	2,177.05	145.14
Short Foundation	8	5.00	4	13,966.38	10,939.04	24,905.42	3,113.18	622.64	778.29	155.66
Stage 2 Trng	14	5.00	9	33,745.60	19,143.32	52,888.92	3,777.78	755.56	419.75	83.95
Standard Foundation	11	30.00	9	54,741.72	15,041.18	69,782.90	6,343.90	211.46	704.88	23.50
Supervisor Training (Ch Insp)	3	10.00	2	6,997.92	4,102.14	11,100.06	3,700.02	370.00	1,850.01	185.00
Supervisor Training (Insp, PS,	4	10.00	4	9,330.56	5,469.52	14,800.08	3,700.02	370.00	925.01	92.50
Supervisors Incident Management	3	1.00	8	5,068.22	4,102.14	9,170.36	3,056.79	3,056.79	382.10	382.10
Tutors	6	5.00	10	14,921.58	8,204.28	23,125.86	3,854.31	770.86	385.43	77.09
Spare Capacity				-113,065.88		-113,065.88				
DCC10 (1-4) Total	175	104.00	164	308,576.50	239,291.50	547,868.00				

Finance										
Upgrade Resource System Training	100	0.50	12	90,459.85	10,000.00	100,459.85	1,004.60	2,009.20	83.72	167.43
Spare Capacity				130,633.15		130,633.15				
Finance Total	100	0.50	12	221,093.00	10,000.00	231,093.00				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
PSD - Property Services										
Method of Entry - Intermediate	20	1.00	12	27,255.73	3,111.47	30,367.20	1,518.36	1,518.36	126.53	126.53
Method of Entry - Advanced	10	1.00	12	13,672.69	1,555.73	15,228.42	1,522.84	1,522.84	126.90	126.90
Method of Entry - Basic	105	0.50	12	85,631.30	16,335.20	101,966.50	971.11	1,942.22	80.93	161.85
Thermal Arc Cutting	6	1.00	12	8,191.74	933.44	9,125.18	1,520.86	1,520.86	126.74	126.74
Spare Capacity				28,672.86		28,672.86				
PSD - Property Services Total	141	3.50	48	163,424.32	21,935.84	185,360.16				

RIPDU										
H & S Health and Safety	15	0.50	12	13,111.51	5,316.31	18,427.82	1,228.52	2,457.04	102.38	204.75
H & S Risk Assessment	6	1.00	12	4,370.30	2,126.52	6,496.82	1,082.80	1,082.80	90.23	90.23
OCU Appraising Others	14	0.50	6	26,793.27	4,961.88	31,755.15	2,268.23	4,536.45	378.04	756.08
OCU Attendance Management	6	0.50	12	4,353.18	2,126.52	6,479.70	1,079.95	2,159.90	90.00	179.99
OCU Fairness at Work	6	0.50	12	3,174.65	2,126.52	5,301.17	883.53	1,767.06	73.63	147.25
OCU Induction to Resources	10	1.00	12	8,030.90	3,544.20	11,575.10	1,157.51	1,157.51	96.46	96.46
OCU Inefficiency and Misconduct	6	2.00	9	16,384.74	2,126.52	18,511.26	3,085.21	1,542.61	342.80	171.40
OCU Intro to Assertiveness	6	1.00	12	8,219.66	2,126.52	10,346.18	1,724.36	1,724.36	143.70	143.70
OCU Managers Foundation	6	1.00	12	8,219.66	2,126.52	10,346.18	1,724.36	1,724.36	143.70	143.70
OCU Meetings Secretary	4	1.00	12	2,876.16	1,417.68	4,293.84	1,073.46	1,073.46	89.46	89.46
OCU Mentor	5	1.00	8	8,422.41	1,772.10	10,194.51	2,038.90	2,038.90	254.86	254.86
OCU The Selection Process	6	2.00	9	14,011.82	2,126.52	16,138.34	2,689.72	1,344.86	298.86	149.43
Spare Capacity				-26,317.57		-26,317.57				
RIPDU Total	90	12.00	128	91,650.69	31,897.83	123,548.52				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
SCD Crime Academy Forensic Tech										
Fingerprint Examination Technique	4	25	8	58,580.00	4,574.97	63,154.97	15,788.74	631.55	1,973.59	493.40
Preparing & Presenting Evidence	1	5	5	2,929.00	1,143.74	4,072.74	4,072.74	814.55	814.55	814.55
Advanced Fingerprinting Course	6	15	8	52,722.00	6,862.45	59,584.45	9,930.74	662.05	1,241.34	206.89
Crimescope	5	2	6	32,628.00	5,718.71	38,346.71	7,669.34	3,834.67	1,278.22	255.64
LEVEL 2 Night Photography Module	8	2	8	20,881.92	9,149.94	30,031.86	3,753.98	1,876.99	469.25	58.66
Assistance Forensic Practitioner	8	40	8	878,003.20	9,149.94	887,153.14	110,894.14	2,772.35	13,861.77	1,732.72
Photography of Fire Scenes	14	3	4	45,679.20	16,012.39	61,691.59	4,406.54	1,762.62	1,101.64	78.69
SEQC	2	35	8	192,063.20	2,287.48	194,350.68	97,175.34	2,776.44	12,146.92	6,073.46
Obtaining Friction Ridge Impressions	1	5	9	2,929.00	1,143.74	4,072.74	4,072.74	814.55	452.53	452.53
Fingerprint Examination Technique	5	10	8	29,290.00		35,008.71	7,001.74	700.17	875.22	175.04
IDO Camera Competency	6	17	8	133,122.24	6,862.45	139,984.69	23,330.78	1,372.40	2,916.35	486.06
S013 Camera Competency	2	10	8	26,102.40	2,287.48	28,389.88	14,194.94	1,419.49	1,774.37	887.18
NAFIS	2	2	1	2,343.20	2,287.48	4,630.68	2,315.34	1,157.67	2,315.34	1,157.67
Stolen Vehicle Unit	1	5	8	6,525.60	1,143.74	7,669.34	7,669.34	1,533.87	958.67	958.67
Searching and Photo (Shoe marks)	1	5	4	6,525.60	1,143.74	7,669.34	7,669.34	1,533.87	1,917.34	1,917.34
Spare Capacity				- 1,055,070.56						
SCD Crime Academy Forensic Tech Total	66	181	101	435,254	75,487	1,565,812	319,946	23,663	44,097	15,748

SC Forensic non Tech										
AWARE INDUCTION	12	1.00	8	11,898.82	655.43	12,554.25	1,046.19	1,046.19	130.77	130.77
ELS	12	0.50	8	74,283.05	655.43	74,938.48	6,244.87	12,489.75	780.61	1,561.22
HR INDUCTION	12	1.00	12	254,250.18	655.43	254,905.61	21,242.13	21,242.13	1,770.18	1,770.18
Manual Handling	12	0.25	8	35,585.87	655.43	36,241.30	3,020.11	12,080.43	377.51	1,510.05
Risk Assessment	12	1.00	12	36,264.80	655.43	36,920.23	3,076.69	3,076.69	256.39	256.39
SAFETY AT WORK	12	1.00	12	39,207.98	655.43	39,863.41	3,321.95	3,321.95	276.83	276.83
Spare Capacity						0.00				
SC Forensic non Tech Total	72	4.75	60	451,490.70	3,932.55	455,423.25				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
SCD Crime Academy Detective Training										
CSU	10	5.00	16	70,941.95	10,447.76	81,389.71	8,138.97	1,627.79	508.69	101.74
Detective Constable Foundation	20	10.00	32	280,368.60	20,895.52	301,264.12	15,063.21	1,506.32	470.73	47.07
Exhibit Officers	4	17.00	15	42,416.34	4,179.10	46,595.44	11,648.86	685.23	776.59	45.68
FLO	13	6.00	16	80,617.68	13,582.09	94,199.77	7,246.14	1,207.69	452.88	75.48
Investigators Foundation	30	20.00	32	520,660.05	31,343.28	552,003.33	18,400.11	920.01	575.00	28.75
Management of S/Crime	10	5.00	15	59,770.70	10,447.76	70,218.46	7,021.85	1,404.37	468.12	93.62
Nat SIO Dev Prog	12	15.00	15	139,356.84	12,537.31	151,894.15	12,657.85	843.86	843.86	56.26
SOIT	12	10.00	12	129,099.54	12,537.31	141,636.85	11,803.07	1,180.31	983.59	98.36
Standard Fin Invest	23	6.00	16	102,365.41	24,029.85	126,395.26	5,495.45	915.91	343.47	57.24
Spare Capacity				228,523.89		228,523.89				
SCD Crime Academy Detective Training Total	134	94.00	169	1,654,121.00	140,000.00	1,794,121.00				

SCD1(2) H.West										
Disclosure	6	1.00	12	3,835.56	126.56	3,962.12	660.35	660.35	55.03	55.03
ELS	20	1.00	10	9,382.90	421.88	9,804.78	490.24	490.24	49.02	49.02
House to House Coordinator	8	0.50	6	3,169.90	168.75	3,338.65	417.33	834.66	69.56	139.11
Introduction SO12(2)	5	1.00	10	15,116.43	105.47	15,221.90	3,044.38	3,044.38	304.44	304.44
Memo Video Interviewing of Wit	5	5.00	10	22,374.10	105.47	22,479.57	4,495.91	899.18	449.59	89.92
OST Refresher	72	1.00	10	53,178.24	1,518.75	54,696.99	759.68	759.68	75.97	75.97
PEACE Interviewing	2	4.00	10	14,063.72	42.19	14,105.91	7,052.95	1,763.24	705.30	176.32
PS/Insp Supervising Safely	10	1.00	10	6,973.78	210.94	7,184.72	718.47	718.47	71.85	71.85
Spare Capacity				15,830.37		15,830.37				
SCD1(2) H.West Total	128	14.50	78	143,925.00	2,700.00	146,625.00				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
SCD1(3) H.East										
Achieving Best Evidence-Video	12	4.00	12	12,798.44	1,924.93	14,723.37	1,226.95	306.74	102.25	25.56
Analysts Development Course	1	1.00	12	554.48	160.41	714.89	714.89	714.89	59.57	59.57
Camera Competency Course	4	2.00	12	588.25	641.64	1,229.89	307.47	153.74	25.62	12.81
Case Officer	24	1.00	12	12,372.65	3,849.86	16,222.51	675.94	675.94	56.33	56.33
CCTV Officer	24	1.00	12	12,372.65	3,849.86	16,222.51	675.94	675.94	56.33	56.33
ELS	24	1.00	8	11,578.25	3,849.86	15,428.11	642.84	642.84	80.35	80.35
Freedom of Information Act	64	0.50	16	27,154.44	10,266.30	37,420.74	584.70	1,169.40	36.54	73.09
Induction Course for SCD	12	5.00	10	7,001.15	1,924.93	8,926.08	743.84	148.77	74.38	14.88
Minute Taking Course	2	1.00	12	1,430.19	320.82	1,751.01	875.51	875.51	72.96	72.96
OST Refresher & Giving Evidence	100	1.00	8	48,242.70	16,041.10	64,283.80	642.84	642.84	80.35	80.35
RIPA 2000 & Disclosure	6	1.00	12	1,289.79	962.47	2,252.26	375.38	375.38	31.28	31.28
Supervising Safely	6	0.50	12	3,500.59	962.47	4,463.06	743.84	1,487.69	61.99	123.97
Surveillance Logs	48	1.00	24	21,065.50	7,699.73	28,765.23	1,198.55	2,397.10	99.88	199.76
Spare Capacity				11,273.92		11,273.92				
SCD1(3) H.East Total	327	20.00	162	171,223.00	52,454.40	223,677.40				

SCD1(4) H.South										
ABE - Memorandum Interviewing	6	5.00	9	25,265.20	150.75	25,415.95	4,235.99	847.20	470.67	94.13
Camera Competency Training	3	3.00	8	6,402.80	75.38	6,478.18	2,159.39	719.80	269.92	89.97
CPIA Disclosure	10	1.00	10	10,581.43	251.26	10,832.69	1,083.27	1,083.27	108.33	108.33
ELS	18	1.00	10	18,310.90	452.26	18,763.16	1,042.40	1,042.40	104.24	104.24
FLO - Bereavement 1st Contact	32	0.50	10	18,166.86	804.02	18,970.88	592.84	1,185.68	59.28	118.57
H&S Risk Assessment	40	0.50	10	47,567.40	1,005.03	48,572.43	1,214.31	2,428.62	121.43	242.86
Minute Taking Courses	4	1.00	10	2,863.40	100.50	2,963.90	740.98	740.98	74.10	74.10
Officer Safety Training	64	1.00	10	29,023.52	1,608.04	30,631.56	478.62	478.62	47.86	47.86
Policing Safely	2	1.00	15	1,248.74	50.25	1,298.99	649.50	649.50	43.30	43.30
Portable VRI Training	10	0.50	6	5,440.56	251.26	5,691.82	569.18	1,138.36	94.86	189.73
Supervisors Policing Safely	10	1.00	10	9,201.08	251.26	9,452.34	945.23	945.23	94.52	94.52
Spare Capacity				-42,333.89		-42,333.89				
SCD1(4) H.South Total	199	15.50	108	131,738.00	5,000.00	136,738.00				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
SCD5 CPG										
ABE - Achieving Best Evidence*	18	5.00	6	31,946.22	4,483.02	36,429.24	2,023.85	404.77	337.31	67.46
Child Protection Care Officer'	2	3.00	15	3,444.54	498.11	3,942.65	1,971.33	657.11	131.42	43.81
Child Protection Foundation co	10	5.00	12	39,804.80	2,490.57	42,295.37	4,229.54	845.91	352.46	70.49
Child Protection Investigator'	5	3.00	30	8,611.35	1,245.28	9,856.63	1,971.33	657.11	65.71	21.90
Child Protection Supervisor	3	3.00	15	7,710.37	747.17	8,457.54	2,819.18	939.73	187.95	62.65
ELS - Emergency Life Support	15	1.00	10	8,437.31	3,735.85	12,173.16	811.54	811.54	81.15	81.15
H&S - Policing Safely and supe	26	1.00	15	23,565.10	6,475.47	30,040.57	1,155.41	1,155.41	77.03	77.03
Joint Investigation course*	22	5.00	6	39,045.38	5,479.25	44,524.63	2,023.85	404.77	337.31	67.46
Multi-agency events (variety o	30	2.00	8	24,934.98	7,471.70	32,406.68	1,080.22	540.11	135.03	67.51
OST - Officer Safety	120	1.00	8	79,720.80	29,886.79	109,607.59	913.40	913.40	114.17	114.17
Police Staff seminars	4	1.00	30	6,451.04	996.23	7,447.27	1,861.82	1,861.82	62.06	62.06
Special Interest Seminars	10	1.00	50	15,497.56	2,490.57	17,988.13	1,798.81	1,798.81	35.98	35.98
Spare Capacity				35,046.55		35,046.55				
SCD5 CPG Total	265	31.00	205	324,216.00	66,000.00	390,216.00				

SCD6 E&S										
16 + 1 Programme	1	1.00	240	225.56	5,783.60	6,009.16	6,009.16	6,009.16	25.04	25.04
AFI Safety Training	5	1.00	8	3,553.95	28,918.00	32,471.95	6,494.39	6,494.39	811.80	811.80
ELS	15	1.00	12	11,145.19	86,754.00	97,899.19	6,526.61	6,526.61	543.88	543.88
Financial Investigation Develo	4	1.00	70	644.45	23,134.40	23,778.85	5,944.71	5,944.71	84.92	84.92
Health and Safety - Police Off	12	1.00	30	7,808.13	69,403.20	77,211.33	6,434.28	6,434.28	214.48	214.48
Level 1 Surveillance Course	5	4.00	15	1,450.01	28,918.00	30,368.01	6,073.60	1,518.40	404.91	101.23
Message training	18	1.00	15	11,790.19	104,104.80	115,894.99	6,438.61	6,438.61	429.24	429.24
OST Refresher	28	1.00	12	19,780.81	161,940.80	181,721.61	6,490.06	6,490.06	540.84	540.84
PDR/Competency Framework DCI/D	3	1.00	12	676.67	17,350.80	18,027.47	6,009.16	6,009.16	500.76	500.76
PDR/Competency Framework DS/DC	3	1.00	18	676.67	17,350.80	18,027.47	6,009.16	6,009.16	333.84	333.84
PEACE	4	4.00	8	1,160.01	23,134.40	24,294.41	6,073.60	1,518.40	759.20	189.80
POCA/Cash Seizures	4	0.50	30	902.23	23,134.40	24,036.63	6,009.16	12,018.32	200.31	400.61
Spare Capacity				-10,623.87		-10,623.87				
SCD6 E&S Total	102	17.50	470	49,190.00	589,927.21	639,117.21				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
SCD7 S&O Crime										
ABE	4	4.00	10	5,072.84	3,699.60	8,772.44	2,193.11	548.28	219.31	54.83
Competency Framework	20	1.00	4	7,289.60	18,497.98	25,787.58	1,289.38	1,289.38	322.34	322.34
Disclosure	40	1.00	10	28,720.70	36,995.95	65,716.65	1,642.92	1,642.92	164.29	164.29
ELS	50	1.00	8	26,731.00	46,244.94	72,975.94	1,459.52	1,459.52	182.44	182.44
Health and Safety	12	1.00	10	6,415.44	11,098.79	17,514.23	1,459.52	1,459.52	145.95	145.95
Health and Safety Supervisor	5	1.00	8	2,673.10	4,624.49	7,297.59	1,459.52	1,459.52	182.44	182.44
Manual Handling	10	0.50	10	2,900.90	9,248.99	12,149.89	1,214.99	2,429.98	121.50	243.00
OST	100	1.00	8	53,462.00	92,489.88	145,951.88	1,459.52	1,459.52	182.44	182.44
Risk Assessment	10	0.50	10	2,900.90	9,248.99	12,149.89	1,214.99	2,429.98	121.50	243.00
Spare Capacity				37,261.52		37,261.52				
SCD7 S&O Crime Total	251	11.00	78	173,428.00	232,149.60	405,577.60				

SCD8 OP TRIDENT										
ABE Visual interviewing	20	5.00	12	21,233.44	16,560.36	37,793.80	1,889.69	377.94	157.47	31.49
Camera Competency	10	1.00	10	11,468.02	8,280.18	19,748.20	1,974.82	1,974.82	197.48	197.48
Communication Skills	5	1.00	10	2,185.08	4,140.09	6,325.17	1,265.03	1,265.03	126.50	126.50
Effective Presentation Skills	5	3.00	10	13,578.86	4,140.09	17,718.95	3,543.79	1,181.26	354.38	118.13
ELS	40	1.00	12	34,264.70	33,120.72	67,385.42	1,684.64	1,684.64	140.39	140.39
Health & Safety (all-inc support	30	1.00	10	25,480.38	24,840.54	50,320.92	1,677.36	1,677.36	167.74	167.74
Health & Safety (Supervisors)	6	1.00	10	4,088.51	4,968.11	9,056.62	1,509.44	1,509.44	150.94	150.94
Level 2 Source Handling Course	2	5.00	10	1,196.80	1,656.04	2,852.84	1,426.42	285.28	142.64	28.53
OST Refresher	10	1.00	10	6,977.28	8,280.18	15,257.46	1,525.75	1,525.75	152.57	152.57
PDR (all staff)	5	1.00	5	1,724.30	4,140.09	5,864.39	1,172.88	1,172.88	234.58	234.58
PEACE refreshers	5	1.00	5	4,074.31	4,140.09	8,214.40	1,642.88	1,642.88	328.58	328.58
Selection Procedures	5	2.00	9	6,897.20	4,140.09	11,037.29	2,207.46	1,103.73	245.27	122.64
The Message	20	1.00	10	12,084.02	16,560.36	28,644.38	1,432.22	1,432.22	143.22	143.22
Spare Capacity				306.10		306.10				
SCD8 OP TRIDENT Total	163	24.00	123	145,559.00	134,966.92	280,525.92				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
SO ID - Heathrow										
ASBOS	2	1.00	10	1,399.81	718.07	2,117.88	1,058.94	1,058.94	105.89	105.89
Camera Competency	2	2.00	10	2,233.71	718.07	2,951.78	1,475.89	737.94	147.59	73.79
CIVILIAN TRAINING	12	1.00	6	10,720.44	4,308.41	15,028.85	1,252.40	1,252.40	208.73	208.73
COUNTER SURVEILLANCE	6	2.00	6	1,920.45	2,154.21	4,074.66	679.11	339.55	113.18	56.59
DEFIBRILLATOR TRAINING (REFRES	10	1.00	10	9,267.98	3,590.34	12,858.32	1,285.83	1,285.83	128.58	128.58
DIVERSITY CCR2	20	1.00	20	44,674.30	7,180.69	51,854.99	2,592.75	2,592.75	129.64	129.64
Emergency Life Support	12	1.00	10	31,362.48	4,308.41	35,670.89	2,972.57	2,972.57	297.26	297.26
ENHANCED FIREARMS COURSES	2	1.00	10	4,640.30	718.07	5,358.37	2,679.18	2,679.18	267.92	267.92
ENHANCED FIRST AID	9	1.00	12	14,403.38	3,231.31	17,634.69	1,959.41	1,959.41	163.28	163.28
F.A.C.T. TRAINING FOR FIREARMS	2	2.00	7	640.15	718.07	1,358.22	679.11	339.55	97.02	48.51
F.I.C.T. TRAINING FOR FIREARMS	8	2.00	6	2,560.60	2,872.28	5,432.88	679.11	339.55	113.18	56.59
FIREARMS INDUCTION COURSES	6	5.00	10	9,918.18	2,154.21	12,072.39	2,012.06	402.41	201.21	40.24
FIREARMS TRAINING (TACTICAL DA	46	1.00	8	379,815.33	16,515.59	396,330.92	8,615.89	8,615.89	1,076.99	1,076.99
INDUCTION COURSES FOR AIRPORTS	4	5.00	12	16,403.98	1,436.14	17,840.12	4,460.03	892.01	371.67	74.33
Leadership Training	4	1.00	6	4,883.34	1,436.14	6,319.48	1,579.87	1,579.87	263.31	263.31
MSC	4	1.00	6	4,318.94	1,436.14	5,755.08	1,438.77	1,438.77	239.79	239.79
Open days	2	1.00	30	3,313.45	718.07	4,031.52	2,015.76	2,015.76	67.19	67.19
OST	50	1.00	10	72,673.25	17,951.72	90,624.97	1,812.50	1,812.50	181.25	181.25
PCSO ONGOING TRAINING	32	1.00	6	50,757.60	11,489.10	62,246.70	1,945.21	1,945.21	324.20	324.20
Policing Safely	4	1.00	6	1,280.30	1,436.14	2,716.44	679.11	679.11	113.18	113.18
RISK ASSESSMENTS	3	1.00	20	10,743.53	1,077.10	11,820.63	3,940.21	3,940.21	197.01	197.01
STAFF DEVELOPMENT TRAINING	46	1.00	20	143,845.91	16,515.59	160,361.50	3,486.12	3,486.12	174.31	174.31
Supervising Safely	4	1.00	6	1,280.30	1,436.14	2,716.44	679.11	679.11	113.18	113.18
Spare Capacity				-556,721.18		-556,721.18				
SO ID - Heathrow Total	290	35.00	247	266,336.53	104,120.00	370,456.53				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
RICs	4	1.00	20	12,893.28	2,500.12	15,393.40	3,848.35	3,848.35	192.42	192.42
BTP Course	1	5.00	20	583.00	625.03	1,208.03	1,208.03	241.61	60.40	12.08
Civil Staff Course	12	1.00	24	11,998.64	7,500.37	19,499.01	1,624.92	1,624.92	67.70	67.70
Disclosure	12	2.00	12	4,496.88	7,500.37	11,997.25	999.77	499.89	83.31	41.66
ELS	10	2.00	16	5,820.38	6,250.31	12,070.69	1,207.07	603.53	75.44	37.72
International training 1	2	1.00	12	11,445.32	1,250.06	12,695.38	6,347.69	6,347.69	528.97	528.97
International Training 2	3	1.00	12	37,427.46	1,875.09	39,302.55	13,100.85	13,100.85	1,091.74	1,091.74
Interview Selection Course	1	1.00	10	2,580.02	625.03	3,205.05	3,205.05	3,205.05	320.51	320.51
Language Training	1	1.00	15	1,820.00	625.03	2,445.03	2,445.03	2,445.03	163.00	163.00
Local Training 1	6	1.00	20	5,056.63	3,750.19	8,806.82	1,467.80	1,467.80	73.39	73.39
Local Training 2	6	1.00	12	37,855.56	3,750.19	41,605.75	6,934.29	6,934.29	577.86	577.86
MPSB1	3	5.00	20	11,850.96	1,875.09	13,726.05	4,575.35	915.07	228.77	45.75
MPSB2	3	5.00	20	6,706.20	1,875.09	8,581.29	2,860.43	572.09	143.02	28.60
National Training 1	10	2.00	15	46,350.40	6,250.31	52,600.71	5,260.07	2,630.04	350.67	175.34
National Training 2	14	2.00	15	45,360.00	8,750.43	54,110.43	3,865.03	1,932.52	257.67	128.83
National training 3	4	7.00	15	55,180.80	2,500.12	57,680.92	14,420.23	2,060.03	961.35	137.34
National Training 4	6	1.00	15	24,733.68	3,750.19	28,483.87	4,747.31	4,747.31	316.49	316.49
National Training 5	8	0.25	20	19,986.24	5,000.25	24,986.49	3,123.31	12,493.24	156.17	624.66
National training 6	2	2.00	15	5,581.83	1,250.06	6,831.89	3,415.95	1,707.97	227.73	113.86
OST	90	6.00	16	37,428.30	56,252.79	93,681.09	1,040.90	173.48	65.06	10.84
Presentation Skills Course	2	5.00	12	8,109.14	1,250.06	9,359.20	4,679.60	935.92	389.97	77.99
Risk Assessment	19	1.00	10	10,513.41	11,875.59	22,389.00	1,178.37	1,178.37	117.84	117.84
Supervising Safely	19	1.00	10	17,633.20	11,875.59	29,508.79	1,553.09	1,553.09	155.31	155.31
VIPER Course	4	0.50	12	60,624.00	2,500.12	63,124.12	15,781.03	31,562.06	1,315.09	2,630.17
Spare Capacity				40,644.07		40,644.07				
SO12 Special Branch Total	242	54.75	368	522,679.40	151,257.50	673,936.90				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
SO13 Anti Terrorist										
ATB Satellite Annual Seminar	7	3.00	18	22,825.15	712.97	23,538.12	3,362.59	1,120.86	186.81	62.27
ATB Satellite Initial Course	2	15.00	18	30,059.47	203.71	30,263.18	15,131.59	1,008.77	840.64	56.04
Basic Police Search Team Course	6	5.00	24	28,318.20	611.12	28,929.32	4,821.55	964.31	200.90	40.18
Basic Radiation & Nuclear Sear	2	1.00	40	1,086.00	203.71	1,289.71	644.85	644.85	16.12	16.12
Bomb Scene Management & Ter In	3	12.00	20	31,197.71	305.56	31,503.27	10,501.09	875.09	525.05	43.75
CBRN Command Band Seminar	6	2.00	90	78,151.42	611.12	78,762.54	13,127.09	6,563.54	145.86	72.93
CBRN Crime Scene Tech. - W Gun	10	5.00	16	20,892.36	1,018.53	21,910.89	2,191.09	438.22	136.94	27.39
CID Senior IO Search Awareness	4	1.00	20	5,577.94	407.41	5,985.35	1,496.34	1,496.34	74.82	74.82
CO53 Air Support Unit Pres	1	1.00	6	463.60	101.85	565.45	565.45	565.45	94.24	94.24
Counter Terrorist Awareness	6	1.00	90	12,898.32	611.12	13,509.44	2,251.57	2,251.57	25.02	25.02
Dog Section Search Awareness C	2	1.00	8	1,831.60	203.71	2,035.31	1,017.65	1,017.65	127.21	127.21
EOD Re-licensing Exercise	6	5.00	200	10,080.00	611.12	10,691.12	1,781.85	356.37	8.91	1.78
European Union Course	1	5.00	20	7,753.24	101.85	7,855.09	7,855.09	1,571.02	392.75	78.55
Explosive Particle Detection A	4	2.00	8	2,436.00	407.41	2,843.41	710.85	355.43	88.86	44.43
Hendon Recruits Pres on Bomb S	10	1.00	450	4,006.00	1,018.53	5,024.53	502.45	502.45	1.12	1.12
Hi-jack Resolution Training	2	1.00	200	7,450.47	203.71	7,654.18	3,827.09	3,827.09	19.14	19.14
Induction Course	1	10.00	16	2,509.24	101.85	2,611.09	2,611.09	261.11	163.19	16.32
Licence Search Off re Licensing	10	2.00	80	18,849.50	1,018.53	19,868.03	1,986.80	993.40	24.84	12.42
Miscellaneous Presentations By	72	1.00	15	1,111,320.00	7,333.38	1,118,653.38	15,536.85	15,536.85	1,035.79	1,035.79
Off Road Driving Course	2	1.00	6	798.00	203.71	1,001.71	500.85	500.85	83.48	83.48
Overseas Visitors Course	2	5.00	20	23,878.00	203.71	24,081.71	12,040.85	2,408.17	602.04	120.41
Police Community Support Office	10	1.00	45	10,478.00	1,018.53	11,496.53	1,149.65	1,149.65	25.55	25.55
Probationer Attendance 3 Search	48	1.00	12	16,128.00	4,888.92	21,016.92	437.85	437.85	36.49	36.49
Radiation & Nuclear Search Re-	4	0.50	40	4,356.80	407.41	4,764.21	1,191.05	2,382.11	29.78	59.55
Radiation & Nuclear Training (E	5	1.00	47	8,726.25	509.26	9,235.51	1,847.10	1,847.10	39.30	39.30
Rapiscan X-ray Analyst	4	2.00	8	2,436.00	407.41	2,843.41	710.85	355.43	88.86	44.43
Search Awareness Courses to BO	8	1.00	16	7,326.40	814.82	8,141.22	1,017.65	1,017.65	63.60	63.60
Search Managers Course	2	1.00	10	1,670.20	203.71	1,873.91	936.95	936.95	93.70	93.70
Siege (Counter Terrorist)	2	3.00	60	4,059.00	203.71	4,262.71	2,131.35	710.45	35.52	11.84
Spartan Mortar Baseplate Search	1	1.00	30	336.00	101.85	437.85	437.85	437.85	14.60	14.60
Spec Ops VIP Close Pro Off Sea	10	2.00	12	10,902.00	1,018.53	11,920.53	1,192.05	596.03	99.34	49.67

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
SO13 Anti Terrorist continued										
Special Branch Ports Explosive	12	0.50	12	2,772.00	1,222.23	3,994.23	332.85	665.71	27.74	55.48
Team Leaders Course	3	3.00	10	5,945.40	305.56	6,250.96	2,083.65	694.55	208.37	69.46
Terrorist Investigators SIO Co	5	6.00	20	47,580.00	509.26	48,089.26	9,617.85	1,602.98	480.89	80.15
Venue Search Pres for Industry	1	1.00	15	851.20	101.85	953.05	953.05	953.05	63.54	63.54
Spare Capacity				-1,004,689.82		-1,004,689.82				
SO13 Anti Terrorist Total	274.00	104.00	1,702.00	541,259.65	27,907.60	569,167.25				

SO14 Royal Protection										
Balmoral Training - Controller	4	1.00	8	6,299.81	73.95	6,373.76	1,593.44	1,593.44	199.18	199.18
Balmoral Training - Supervisor	4	1.00	8	6,209.96	110.93	6,320.89	1,580.22	1,580.22	197.53	197.53
Defibrillation/Oxygen Therapy	47	2.50	19	13,607.89	1,146.30	14,754.19	1,511.87	3,461.58	347.29	1,025.57
ELS	12	1.00	10	4,705.34	443.73	5,149.07	429.09	429.09	42.91	42.91
Enhanced First-Aid for AFO's	35	0.75	12	7,834.72	1,294.21	9,128.93	260.83	347.77	21.74	28.98
Fire Equipment Training	25	0.25	19	2,074.55	924.44	2,998.99	119.96	479.84	6.31	25.25
Ospre 2	10	0.30	5	2,098.56	369.77	2,468.33	246.83	822.78	49.37	164.56
OST 1	21	1.00	19	35,593.17	147.91	35,741.08	1,701.96	1,701.96	89.58	89.58
OST 2 Including some ELS	25	1.00	19	46,708.15	739.55	47,447.70	1,897.91	1,897.91	99.89	99.89
OST Civilians	4	0.50	6	685.39	147.91	833.30	208.32	416.65	34.72	69.44
Performance Development Review	40	0.25	4	13,410.15	1,479.10	14,889.25	372.23	1,488.92	93.06	372.23
Police Induction Course	5	5.00	7	7,654.52	184.89	7,839.41	1,567.88	313.58	223.98	44.80
Policing Safely	34	1.00	15	12,541.36	1,257.23	13,798.59	405.84	405.84	27.06	27.06
Royal Household Induction - Se	5	0.12	40	2,780.95	184.89	2,965.84	593.17	4,943.06	14.83	123.58
Royal Household Summer Opening	7	1.00	262	8,251.62	258.84	8,510.46	2,375.35	4,750.70	106.85	213.69
Royal Household Training - Gal	4	0.50	12	7,344.96	147.91	7,492.87	1,873.22	3,746.43	156.10	312.20
Royal Household Training - Mew	4	0.50	12	6,642.69	147.91	6,790.60	1,697.65	3,395.30	141.47	282.94
RPO Course (3 modules)	2	6.00	6	8,665.58	924.44	9,590.02	4,795.01	799.17	799.17	133.19
Supervising Safely	15	1.00	8	8,824.85	554.66	9,379.51	625.30	625.30	78.16	78.16
Vehicle Blocker	5	0.12	6	1,612.00	184.89	1,796.89	359.38	2,994.81	59.90	499.14
VIP Personal Protection	3	10.00	6	116,149.50	776.53	116,926.03	38,975.34	3,897.53	6,495.89	649.59
Spare Capacity				-3,309.86		-3,309.86				
SO14 Royal Protection Total	311	34.79	503	316,385.86	11,500.00	327,885.86				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
SO16 DPG										
Advanced Static Prot. (Residen	4	6.00	12	36,785.66	1,065.40	37,851.06	9,462.76	1,577.13	788.56	131.43
Civilian OST	6	1.00	12	2,633.52	1,598.10	4,231.62	705.27	705.27	58.77	58.77
Coaching Skills	3	2.00	12	2,842.45	799.05	3,641.50	1,213.83	606.92	101.15	50.58
Communication Skills	2	2.00	12	1,755.68	532.70	2,288.38	1,144.19	572.09	95.35	47.67
Counter Surveillance / FIT	6	5.00	10	11,192.46	1,598.10	12,790.56	2,131.76	426.35	213.18	42.64
Developing & Leading Teams	4	2.00	12	3,291.90	1,065.40	4,357.30	1,089.32	544.66	90.78	45.39
ELS	25	1.00	12	10,973.00	6,658.73	17,631.73	705.27	705.27	58.77	58.77
Enhance Ballistic First Aid Re	10	1.00	20	2,523.79	2,663.49	5,187.28	518.73	518.73	25.94	25.94
Enhanced R x 501/2	4	7.00	12	8,592.90	1,065.40	9,658.30	2,414.57	344.94	201.21	28.74
Fairness at Work Management	4	2.00	12	4,465.29	1,065.40	5,530.69	1,382.67	691.34	115.22	57.61
Fire Arms Tactical Refresher	40	2.00	20	32,960.01	10,653.97	43,613.98	1,090.35	545.17	54.52	27.26
Fire Safety Training	50	0.25	12	3,401.63	13,317.47	16,719.10	334.38	1,337.53	27.87	111.46
First Aid At Work	7	5.00	16	12,673.82	1,864.45	14,538.27	2,076.90	415.38	129.81	25.96
First Contact	4	2.00	12	3,730.82	1,065.40	4,796.22	1,199.05	599.53	99.92	49.96
First Contact Update Refresher	4	1.00	8	2,194.60	1,065.40	3,260.00	815.00	815.00	101.87	101.87
First Line Manager/Supervisor	2	2.00	12	2,350.87	532.70	2,883.57	1,441.78	720.89	120.15	60.07
Interview Board Techniques	4	1.00	8	2,194.60	1,065.40	3,260.00	815.00	815.00	101.87	101.87
Interviewing Skills (Interview	4	2.00	8	2,194.60	1,065.40	3,260.00	815.00	407.50	101.87	50.94
Leadership Training	6	1.00	12	4,811.46	1,598.10	6,409.56	1,068.26	1,068.26	89.02	89.02
Legislation & Procedure Update	6	5.00	16	11,521.65	1,598.10	13,119.75	2,186.62	437.32	136.66	27.33
Major Incidents	10	1.00	12	9,960.60	2,663.49	12,624.09	1,262.41	1,262.41	105.20	105.20
Managing for Change	2	2.00	12	1,755.68	532.70	2,288.38	1,144.19	572.09	95.35	47.67
Managing People	2	2.00	12	1,755.68	532.70	2,288.38	1,144.19	572.09	95.35	47.67
Managing Time & Decision Making	2	2.00	12	1,755.68	532.70	2,288.38	1,144.19	572.09	95.35	47.67
Mentoring	3	2.00	12	2,842.45	799.05	3,641.50	1,213.83	606.92	101.15	50.58
Minute Taking	3	1.00	16	1,316.76	799.05	2,115.81	705.27	705.27	44.08	44.08
Mobile Data System	12	0.50	12	2,172.85	3,196.19	5,369.04	447.42	894.84	37.29	74.57
OST Training (1 & 2 Combined f	65	2.00	12	57,915.49	17,312.71	75,228.20	1,157.36	578.68	96.45	48.22
Performance Development Review	5	0.25	12	1,371.63	1,331.75	2,703.38	540.68	2,162.70	45.06	180.23
Policing Safely	3	1.00	12	1,316.76	799.05	2,115.81	705.27	705.27	58.77	58.77
Project Management	2	2.00	8	1,755.68	532.70	2,288.38	1,144.19	572.09	143.02	71.51
Race Hate Crime	50	0.25	15	13,716.25	13,317.47	27,033.72	540.67	2,162.70	36.04	144.18

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
SO 16 DPG continued										
Ranger 501/2 Tactical Refresher	10	2.00	12	9,327.05	2,663.49	11,990.54	1,199.05	599.53	99.92	49.96
RIPA	50	0.50	15	21,946.00	13,317.47	35,263.47	705.27	1,410.54	47.02	94.04
Risk Assessment	10	1.00	8	1,228.98	2,663.49	3,892.47	389.25	389.25	48.66	48.66
SO16 O P Course	4	3.00	12	1,755.68	1,065.40	2,821.08	705.27	235.09	58.77	19.59
SO16 Training & Presentation S	5	5.00	8	9,601.38	1,331.75	10,933.13	2,186.63	437.33	273.33	54.67
Static Protection Officer (Cor	12	5.00	18	22,562.25	3,196.19	25,758.44	2,146.54	429.31	119.25	23.85
Stress Management	2	1.00	12	1,097.30	532.70	1,630.00	815.00	815.00	67.92	67.92
Stress Management for Supervisors	2	1.00	12	1,316.76	532.70	1,849.46	924.73	924.73	77.06	77.06
Supervising Safely (H & S)	2	1.00	12	877.84	532.70	1,410.54	705.27	705.27	58.77	58.77
Supervisors Development Course	10	2.00	10	20,026.53	2,663.49	22,690.02	2,269.00	1,134.50	226.90	113.45
Tactical Advisors Inspectors	4	5.00	10	12,172.18	1,065.40	13,237.58	3,309.39	661.88	330.94	66.19
Spare Capacity				-13,094.17		-13,094.17				
SO16 DPG Total	465	92.75	526	349,544.00	123,852.44	473,396.44				

SO17 Palace of Westminster										
Policing Safely [all staff]	43	0.50	10	8,385.04	1,783.26	10,168.30	236.47	472.94	23.65	47.29
16+ [all staff]	2	0.25	12	112.71	82.94	195.65	97.83	391.30	8.15	32.61
AMT, H&S Risk Assessment	6	0.50	8	805.05	248.83	1,053.88	175.65	351.29	21.96	43.91
Assessor NVQ Training	2	2.00	2	1,783.71	82.94	1,866.65	933.33	466.66	466.66	233.33
Comp. Framework-Civil staff	5	0.50	10	1,615.00	207.36	1,822.36	364.47	728.94	36.45	72.89
Comp. Framework-Supervisor	3	0.50	5	1,750.46	124.41	1,874.87	624.96	1,249.92	124.99	249.98
Customer Care [induction cse]	4	1.00	34	3,743.72	165.88	3,909.60	977.40	977.40	28.75	28.75
Disability & Discrimination Ac	2	0.25	6	1,865.65	82.94	1,948.59	974.30	3,897.18	162.38	649.53
ELS (all staff)	22	1.00	6	16,042.45	912.37	16,954.82	770.67	770.67	128.45	128.45
Fire Safety Training [all staff]	40	1.00	10	4,472.50	1,658.85	6,131.35	153.28	153.28	15.33	15.33
Firearms awareness/suicide bomb	11	0.50	12	5,017.21	456.18	5,473.39	497.58	995.16	41.47	82.93
MSS CAD (Security Officers)	5	5.00	5	8,157.50	207.36	8,364.86	1,672.97	334.59	334.59	66.92
NVQ Training (Security Officer	50	3.50	1	24,822.38	2,073.56	26,895.94	537.92	153.69	537.92	153.69
OST (Security Officers)	25	1.00	10	21,410.00	1,036.78	22,446.78	897.87	897.87	89.79	89.79
OST [Police]	18	2.00	10	27,208.80	746.48	27,955.28	1,553.07	776.54	155.31	77.65
OTIS Computer	24	0.50	4	23,110.45	995.31	24,105.76	1,004.41	2,008.81	251.10	502.20
PNC on OTIS	2	2.00	2	1,373.00	82.94	1,455.94	727.97	363.99	363.99	181.99
PS/Insp Supervising Safely	2	1.00	4	626.15	82.94	709.09	354.55	354.55	88.64	88.64

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
S017 Palace of Westminster contd										
Race Relations Amendment Act [2	0.25	6	1,518.81	82.94	1,601.75	800.88	3,203.50	133.48	533.92
SSO supervising safely	4	1.00	6	1,252.30	165.88	1,418.18	354.55	354.55	59.09	59.09
Update & New Legislation (Pol.	20	0.50	13	13,500.56	829.42	14,329.98	716.50	1,433.00	55.12	110.23
X-ray & Search Equipment secur	4	5.00	6	894.50	165.88	1,060.38	265.10	53.02	44.18	8.84
Spare Capacity				21,816.48		21,816.48				
SO17 Palace of Westminster	296	29.75	182	191,284.43	12,275.48	203,559.91				

SO19 Firearms										
Abseil	2	5.00	12	14,073.10	1,911.32	15,984.42	7,992.21	1,598.44	666.02	133.20
AFO Shooting Refresher	60	1.00	20	38,514.60	57,339.71	95,854.31	1,597.57	1,597.57	79.88	79.88
Airport/Special Escort Group S	96	1.00	20	61,623.36	91,743.54	153,366.90	1,597.57	1,597.57	79.88	79.88
APO Tac Ref	16	2.00	12	43,848.96	15,290.59	59,139.55	3,696.22	1,848.11	308.02	154.01
Armed Response Vehicle	7	30.00	14	422,956.69	6,689.63	429,646.32	61,378.05	2,045.93	4,384.15	146.14
ARV Refresher Training	52	3.00	36	648,299.60	49,694.42	697,994.02	13,422.96	4,474.32	372.86	124.29
ARV Return to Ops	2	3.00	5	10,545.76	1,911.32	12,457.08	6,228.54	2,076.18	1,245.71	415.24
Belmarsh Firearms Team Tactics	6	2.00	16	25,067.80	5,733.97	30,801.77	5,133.63	2,566.81	320.85	160.43
Close Quarter Combat Instructor	2	5.00	12	20,923.85	1,911.32	22,835.17	11,417.59	2,283.52	951.47	190.29
Distraction Course	4	2.00	12	5,432.20	3,822.65	9,254.85	2,313.71	1,156.86	192.81	96.40
Enhanced SCD 12 Course	2	10.00	12	39,190.54	1,911.32	41,101.86	20,550.93	2,055.09	1,712.58	171.26
Firearms Re-authorisation	48	1.00	6	30,811.68	45,871.77	76,683.45	1,597.57	1,597.57	266.26	266.26
Firearms Strategic Command Tra	12	4.00	20	697,543.10	11,467.94	709,011.04	59,084.25	14,771.06	2,954.21	738.55
G3 K Rifle	5	5.00	12	71,699.49	4,778.31	76,477.80	15,295.56	3,059.11	1,274.63	254.93
G36 Rifle Course	2	5.00	12	15,784.86	1,911.32	17,696.18	8,848.09	1,769.62	737.34	147.47
ID Enhanced Training	4	5.00	12	18,829.36	3,822.65	22,652.01	5,663.00	1,132.60	471.92	94.38
ID Tactical Refresher	50	1.00	16	214,161.25	47,783.09	261,944.34	5,238.89	5,238.89	327.43	327.43
Initial Firearms Course	27	10.00	16	869,453.67	25,802.87	895,256.54	33,157.65	3,315.76	2,072.35	207.24
Milton Training Centre Inst Ce	2	1.00	10	1,827.04	1,911.32	3,738.36	1,869.18	1,869.18	186.92	186.92
Mod Initial Course	2	12.00	8	32,112.94	1,911.32	34,024.26	17,012.13	1,417.68	2,126.52	177.21
MP5 Carbine	32	5.00	12	573,012.72	30,581.18	603,593.90	18,862.31	3,772.46	1,571.86	314.37
MP5 K Conversion	2	3.00	12	5,991.16	1,911.32	7,902.48	3,951.24	1,317.08	329.27	109.76
National Firearms Instructor	2	30.00	12	115,364.34	1,911.32	117,275.66	58,637.83	1,954.59	4,886.49	162.88
National Firearms Instructor A	4	2.00	12	26,987.40	3,822.65	30,810.05	7,702.51	3,851.26	641.88	320.94
P9 Recruits	20	1.00	180	205,816.90	19,113.24	224,930.14	11,246.51	11,246.51	62.48	62.48

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
S019 Firearms continued										
Pre Instructor Shotgun	2	4.00	12	6,106.44	1,911.32	8,017.76	4,008.88	1,002.22	334.07	83.52
Pre SFO Shotgun	2	5.00	12	7,874.15	1,911.32	9,785.47	4,892.74	978.55	407.73	81.55
Protection Off. Tactical Refresher	40	2.00	16	887,680.34	38,226.47	925,906.81	23,147.67	11,573.84	1,446.73	723.36
Protection Officer Shooting Re	208	1.00	18	133,517.28	198,777.66	332,294.94	1,597.57	1,597.57	88.75	88.75
PS Development	40	1.00	12	141,339.80	38,226.47	179,566.27	4,489.16	4,489.16	374.10	374.10
Reactive Protection	7	10.00	12	209,120.12	6,689.63	215,809.75	30,829.96	3,083.00	2,569.16	256.92
Rifle Shooting Refresher	20	3.00	10	87,072.60	19,113.24	106,185.84	5,309.29	1,769.76	530.93	176.98
RPC Pre Shoot Module	4	4.00	12	19,982.16	3,822.65	23,804.81	5,951.20	1,487.80	495.93	123.98
SFO Assessment	4	5.00	10	29,460.79	3,822.65	33,283.44	8,320.86	1,664.17	832.09	166.42
SFO Prep Week	4	5.00	8	45,424.60	3,822.65	49,247.25	12,311.81	2,462.36	1,538.98	307.80
SFO Return to Ops	2	5.00	5	20,174.42	1,911.32	22,085.74	11,042.87	2,208.57	2,208.57	441.71
SFO Team Refresher Training	52	5.00	8	983,551.66	49,694.42	1,033,246.08	19,870.12	3,974.02	2,483.76	496.75
Silver Command Training	32	1.00	50	118,334.16	30,581.18	148,915.34	4,653.60	4,653.60	93.07	93.07
SO11 Tactical	5	4.00	12	65,336.34	4,778.31	70,114.65	14,022.93	3,505.73	1,168.58	292.14
SO12 Tactical	4	4.00	12	38,024.42	3,822.65	41,847.07	10,461.77	2,615.44	871.81	217.95
SO14 Tactical Refresher	44	2.00	10	84,732.12	42,049.12	126,781.24	2,881.39	1,440.70	288.14	144.07
SO14/SO16 Shooting Refresher	400	1.00	20	256,764.00	382,264.73	639,028.73	1,597.57	1,597.57	79.88	79.88
SO16 Enhanced Training	2	5.00	12	9,414.68	1,911.32	11,326.00	5,663.00	1,132.60	471.92	94.38
SO16 Residential Pro Off Shoot	52	1.00	24	33,379.32	49,694.42	83,073.74	1,597.57	1,597.57	66.57	66.57
SO16 Tactical Refresher	44	2.00	20	163,629.02	42,049.12	205,678.14	4,674.50	2,337.25	233.73	116.86
SO16/ID Rifle	2	20.00	12	65,133.23	1,911.32	67,044.55	33,522.28	1,676.11	2,793.52	139.68
SO19 Team Rifle	1	25.00	12	48,793.83	955.66	49,749.49	49,749.49	1,989.98	4,145.79	165.83
SO7 Initial + Tactical Course	3	15.00	12	110,583.98	2,866.99	113,450.97	37,816.99	2,521.13	3,151.42	210.09
SO7 Tactical Advisor	2	5.00	12	9,746.40	1,911.32	11,657.72	5,828.86	1,165.77	485.74	97.15
SO7 Tactical Refresher	24	2.00	16	65,773.44	22,935.88	88,709.32	3,696.22	1,848.11	231.01	115.51
SO7/SO11/SO12/RA Shooting Refr	100	1.00	20	64,191.00	95,566.18	159,757.18	1,597.57	1,597.57	79.88	79.88
Special Escort Group Tactical	4	4.00	16	37,884.48	3,822.65	41,707.13	10,426.78	2,606.70	651.67	162.92
Specialist Firearms Officer	2	35.00	12	176,751.02	1,911.32	178,662.34	89,331.17	2,552.32	7,444.26	212.69
Tactical Advisor	1	5.00	12	4,873.20	955.66	5,828.86	5,828.86	1,165.77	485.74	97.15
Spare Capacity				-872,432.52		-872,432.52				
SO19 Firearms Total	1,568	331.00	930	7,262,088.85	1,498,477.76	8,760,566.61				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
TP ASU										
Camera Competency Training	2	1.00	4	840.00	1,328.64	2,168.64	1,084.32	1,084.32	271.08	271.08
Detailed Target Analysis Course	2	5.00	2	520.00	1,328.64	1,848.64	924.32	184.86	462.16	92.43
Human Error Accident Reduction	4	2.00	2	1,040.00	664.32	1,704.32	426.08	213.04	213.04	106.52
Police Air Observer Core Train	2	30.00	4	37,600.00	1,328.64	38,928.64	19,464.32	648.81	4,866.08	162.20
Police Pilot Training	1	5.00	1	2,080.00	2,657.27	4,737.27	4,737.27	947.45	4,737.27	947.45
Spare Capacity						0.00				
TP ASU Total	11	43.00	13	42,080.00	7,307.50	49,387.50				

TP Marine Support Unit										
Basic rope	2	6.00	6	7,639.41	152.65	7,792.06	3,896.03	649.34	649.34	108.22
Basic rope refresher	6	1.00	6	5615.87	457.94	6073.81	1012.30	1012.30	168.72	168.72
CO12 Marine Familiarisation	1	1.00	12	3,305.81	76.32	3,382.13	3,382.13	3,382.13	281.84	281.84
Code A/B refresher	7	4.00	3	26,431.65	534.27	26,965.92	3,852.27	963.07	1,284.09	321.02
Competent crew	1	25.00	6	14,648.82	76.32	14,725.14	14,725.14	589.01	2,454.19	98.17
Cox'n	2	10.00	8	14,522.28	152.65	14,674.93	7,337.46	733.75	917.18	91.72
Dogs marine familiarisation	1	5.00	4	8,650.45	76.32	8,726.77	8,726.77	1,745.35	2,181.69	436.34
Dogs marine refresher	1	1.00	4	2,416.43	76.32	2,492.75	2,492.75	2,492.75	623.19	623.19
Enhanced els	10	1.00	8	3,780.00	763.24	4,543.24	454.32	454.32	56.79	56.79
GPS & electronics	10	0.50	6	17,621.10	763.24	18,384.34	1,838.43	3,676.87	306.41	612.81
Marine legislation	1	4.00	8	2,139.71	76.32	2,216.03	2,216.03	554.01	277.00	69.25
MSC basic	1	7.00	3	2,391.44	76.32	2,467.76	2,467.76	352.54	822.59	117.51
MSU boarding skills	1	3.00	8	5,336.31	76.32	5,412.63	5,412.63	1,804.21	676.58	225.53
MSU public order rope course	4	5.00	8	11,142.76	305.30	11,448.06	2,862.01	572.40	357.75	71.55
Photog/FIT marine familiarisation	1	1.00	12	3,809.27	76.32	3,885.59	3,885.59	3,885.59	323.80	323.80
Public order marine	1	2.00	8	1,904.64	76.32	1,980.96	1,980.96	990.48	247.62	123.81
RYA Advanced powerboat	6	3.00	6	14,153.17	457.94	14,611.11	2,435.19	811.73	405.86	135.29
RYA Coastal Skipper/yacht master	6	7.00	6	34,301.02	457.94	34,758.96	5,793.16	827.59	965.53	137.93
RYA Day Skipper practical	3	4.00	3	5,286.33	228.97	5,515.30	1,838.43	459.61	612.81	153.20
RYA Day Skipper theory	1	6.00	6	4,826.63	76.32	4,902.95	4,902.95	817.16	817.16	136.19

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
TP Marine Support Unit Continued										
RYA Diesel	1	1.00	4	315.00	76.32	391.32	391.32	391.32	97.83	97.83
RYA Helmsman/familiarisation	2	4.00	3	3,020.76	152.65	3,173.41	1,586.70	396.68	528.90	132.23
RYA powerboat level 2	3	2.00	3	3,020.76	228.97	3,249.73	1,083.24	541.62	361.08	180.54
RYA Radar	10	1.00	4	17,621.10	763.24	18,384.34	1,838.43	1,838.43	459.61	459.61
SO19 marine familiarisation	1	4.00	12	4,827.98	76.32	4,904.30	4,904.30	1,226.08	408.69	102.17
SO19 marine refresher	12	1.00	12	22,291.45	915.89	23,207.34	1,933.94	1,933.94	161.16	161.16
Supervisor rope course	1	5.00	3	3,232.11	76.32	3,308.43	3,308.43	661.69	1,102.81	220.56
Supervisor rope refresher	3	1.00	3	2,354.82	228.97	2,583.79	861.26	861.26	287.09	287.09
Tactical marine skills	1	15.00	8	15,653.04	76.32	15,729.36	15,729.36	1,048.62	1,966.17	131.08
Tactical marine skills refresh	2	2.00	8	6,294.60	152.65	6,447.25	3,223.62	1,611.81	402.95	201.48
VHF short range DSC	3	1.00	4	1,963.49	228.97	2,192.46	730.82	730.82	182.71	182.71
Spare Capacity				-97,906.64		-97,906.64				
TP Marine Support Unit Total	105	133.50	195	172,611.57	8,014.00	180,625.57				

TP OST										
BOCU training (assist)	12	1.00	20	12,787.08	0.00	12,787.08	1,065.59	1,065.59	53.28	53.28
FRT basic	2	2.00	12	3,821.60	0.00	3,821.60	1,910.80	955.40	159.23	79.62
FRT development	4	1.00	16	5,217.76	0.00	5,217.76	1,304.44	1,304.44	81.53	81.53
Individual Officer OST (OH)	6	1.00	1	6,393.54	0.00	6,393.54	1,065.59	1,065.59	1,065.59	1,065.59
MSC basic	4	4.00	20	7,643.20	0.00	7,643.20	1,910.80	477.70	95.54	23.89
OS Foundation trainers course	4	15.00	20	51,958.48	0.00	51,958.48	12,989.62	865.97	649.48	43.30
OST Development	60	2.00	24	261,263.70	0.00	261,263.70	4,354.40	2,177.20	181.43	90.72
Other forces (needs based)	4	2.00	10	10,750.00	0.00	10,750.00	2,687.50	1,343.75	268.75	134.38
Police Education Partnership	10	1.00	50	9,053.60	0.00	9,053.60	905.36	905.36	18.11	18.11
Reactive Protection officers	4	10.00	12	24,840.40	0.00	24,840.40	6,210.10	621.01	517.51	51.75
Recruit Training	80	4.00	50	553,058.80	0.00	553,058.80	6,913.24	1,728.31	138.26	34.57
SO19 Tactical refresher	12	1.00	14	8,598.60	0.00	8,598.60	716.55	716.55	51.18	51.18
Traffic Wardens	4	2.00	16	7,128.56	0.00	7,128.56	1,782.14	891.07	111.38	55.69
Spare Capacity				-372,726.32		-372,726.32				
TP OST Total	206	46.00	265	589,789.00	0.00	589,789.00				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
TP PO										
Baton Gun	1	10.00	10	12,878.27	1,678.74	14,557.01	14,557.01	1,455.70	1,455.70	145.57
Baton Gun Refresher	6	1.00	8	7,649.75	10,072.42	17,722.17	2,953.70	2,953.70	369.21	369.21
CBRN Initial Course	50	1.00	25	157,608.00	83,936.84	241,544.84	4,830.90	4,830.90	193.24	193.24
CBRN Refresher	38	1.00	25	54,643.05	63,792.00	118,435.05	3,116.71	3,116.71	124.67	124.67
Designated Senior Officer Refr	10	3.00	12	82,336.30	16,787.37	99,123.67	9,912.37	3,304.12	826.03	275.34
Evidence gathering Refresher	10	1.00	10	17,791.95	16,787.37	34,579.32	3,457.93	3,457.93	345.79	345.79
Forward Intelligence	4	1.00	18	13,616.02	6,714.95	20,330.97	5,082.74	5,082.74	282.37	282.37
Forward Intelligence Refresh	7	1.00	12	12,795.48	11,751.16	24,546.64	3,506.66	3,506.66	292.22	292.22
Mounted Branch Public Order	42	1.00	12	9,554.16	70,506.95	80,061.11	1,906.22	1,906.22	158.85	158.85
PSU Commanders	10	2.00	16	32,409.88	16,787.37	49,197.25	4,919.72	2,459.86	307.48	153.74
Public Order Level 1	45	1.00	110	356,353.43	75,543.16	431,896.59	9,597.70	9,597.70	87.25	87.25
Public Order Level 2	63	1.00	120	666,739.55	105,760.42	772,499.97	12,261.90	12,261.90	102.18	102.18
Public Order Level 3	20	1.00	210	272,866.50	33,574.74	306,441.24	15,322.06	15,322.06	72.96	72.96
Public Order Medic Refresher	14	1.00	8	27,524.42	23,502.32	51,026.74	3,644.77	3,644.77	455.60	455.60
Public Order National Instruct	1	1.00	20	46,931.40	1,678.74	48,610.14	48,610.14	48,610.14	2,430.51	2,430.51
Rapid Entry	30	1.00	16	96,498.68	50,362.11	146,860.79	4,895.36	4,895.36	305.96	305.96
Rope Access Basic	3	10.00	8	39,629.37	5,036.21	44,665.58	14,888.53	1,488.85	1,861.07	186.11
Rope Access Refreshers	10	1.00	12	18,522.90	16,787.37	35,310.27	3,531.03	3,531.03	294.25	294.25
Standard Evidence Gathering	4	1.00	10	37,886.66	6,714.95	44,601.61	11,150.40	11,150.40	1,115.04	1,115.04
Standard Public Order Medics	5	1.00	12	64,337.93	8,393.68	72,731.61	14,546.32	14,546.32	1,212.19	1,212.19
Vehicle Tactics Level 1	15	1.00	8	14,745.23	25,181.05	39,926.28	2,661.75	2,661.75	332.72	332.72
Vehicle Tactics Level 2	20	1.00	8	16,898.20	33,574.74	50,472.94	2,523.65	2,523.65	315.46	315.46
Working at Height	4	3.00	10	12,251.14	6,714.95	18,966.09	4,741.52	1,580.51	474.15	158.05
Spare Capacity				-227,095.03		-227,095.03				
TP PO Total	412	37.00	700	1,845,373.24	691,639.60	2,537,012.84				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
TP PO Mounted										
Annual Training	16	10.00	8	189,005.44	174,937.80	363,943.24	22,746.45	2,274.65	2,843.31	284.33
Level 2 Public Order Training	40	1.00	6	27,003.20	437,344.50	464,347.70	11,608.69	11,608.69	1,934.78	1,934.78
Nat. Intermediate Equitation C	1	20.00	6	6,485.44	10,933.61	17,419.05	17,419.05	870.95	2,903.18	145.16
National Standard Equitation C	3	80.00	8	70,006.86	32,800.84	102,807.70	34,269.23	428.37	4,283.65	53.55
Spare Capacity						0.00				
TP PO Mounted Total	60	111.00	28	292,500.94	656,016.75	948,517.69				

TP Specialist Sprt (Dogs ASU MSU)										
ELS	12	1.00	8	7,892.22	483.87	8,376.09	698.01	698.01	87.25	87.25
MSC Training	2	1.00	10	1,086.44	80.65	1,167.09	583.54	583.54	58.35	58.35
OCU Training	70	1.00	15	46,475.66	2,822.58	49,298.24	704.26	704.26	46.95	46.95
OST	40	1.00	8	36,080.00	1,612.90	37,692.90	942.32	942.32	117.79	117.79
Spare Capacity				-18,831.89		-18,831.89				
TP Specialist Sprt (Dogs ASU MSU)										
Total	124	4.00	41	72,702.43	5,000.00	77,702.43				

TP Specialist Support Public Order Branch										
APS Training	1	2.00	4	1,163.12	84.45	1,247.57	1,247.57	623.79	311.89	155.95
AWARE Training	10	1.00	6	4,408.64	8.45	4,417.09	441.71	73.62	73.62	87.55
Body Recovery	1	5.00	30	4,410.00	84.45	4,494.45	4,494.45	898.89	149.82	29.96
Contingency planning	3	4.00	30	11,970.00	28.15	11,998.15	3,999.38	999.85	133.31	33.33
Crimint	20	0.50	4	5,720.77	4.22	5,724.99	286.25	572.50	71.56	143.12
Emergency Life Support	50	1.00	2	8,284.88	1.69	8,286.57	165.73	165.73	82.87	82.87
First Aid At Work	12	5.00	2	1,395.77	7.04	1,402.81	116.90	23.38	58.45	11.69
FLO	20	1.00	10	12,313.02	4.22	12,317.24	615.86	615.86	61.59	61.59
Football Intelligence	3	1.00	20	2,520.00	28.15	2,548.15	849.38	849.38	42.47	42.47
H & S Policing Safely	3	1.00	6	3,904.93	28.15	3,933.08	1,311.03	1,311.03	218.50	218.50

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
TP Specialist Support Public Order Branch Continued										
H & S Risk Assessment	4	1.00	6	4,366.56	21.11	4,387.67	1,096.92	1,096.92	182.82	182.82
H & S Risk Assessment	4	1.00	6	4,366.56	21.11	4,387.67	1,096.92	1,096.92	182.82	182.82
H & S Supervising Safely	4	1.00	6	4,383.50	21.11	4,404.61	1,101.15	1,101.15	183.53	183.53
IOSH Risk Assessment	4	3.00	16	1,379.31	21.11	1,400.42	350.11	116.70	21.88	7.29
Iris training for Rainbow co-o	3	0.25	30	396.90	28.15	425.05	141.68	566.73	4.72	18.89
Leslp	3	1.00	90	5,670.00	28.15	5,698.15	1,899.38	1,899.38	21.10	21.10
Level 1 CBRN	3	10.00	30	9,450.00	28.15	9,478.15	3,159.38	315.94	105.31	10.53
Manual Handling	1	0.50	10	737.85	84.45	822.30	822.30	1,644.60	82.23	164.46
Military Police training	2	0.25	35	264.60	42.23	306.83	153.41	613.65	4.38	17.53
Multi Faith Contingency Planning	1	1.00	90	1,890.00	84.45	1,974.45	1,974.45	1,974.45	21.94	21.94
Officer Safety Training - Phase	18	1.00	12	14,661.50	4.69	14,666.19	814.79	814.79	67.90	67.90
Officer Safety Training - Phase	18	1.00	12	14,661.50	4.69	14,666.19	814.79	814.79	67.90	67.90
PDR	20	0.50	4	6,431.07	4.22	6,435.29	321.76	643.53	80.44	160.88
Planning for protest	3	5.00	4	725.84	28.15	753.99	251.33	50.27	62.83	12.57
PNC on AWARE	45	1.00	4	3,820.79	1.88	3,822.67	84.95	84.95	21.24	21.24
Police Discipline	5	1.00	9	8,853.33	16.89	8,870.22	1,774.04	1,774.04	197.12	197.12
Police Staff Discipline	5	1.00	9	4,868.41	16.89	4,885.30	977.06	977.06	108.56	108.56
Rainbow Hendon Briefing	10	0.25	300	1,050.00	8.45	1,058.45	105.84	423.38	0.35	1.41
Rainbow Traffic warden training	3	0.25	150	396.90	28.15	425.05	141.68	566.73	0.94	3.78
Rainbow training for other ser	10	0.50	3	1,848.00	8.45	1,856.45	185.64	371.29	61.88	123.76
Rainbow training for PCSO's	6	0.25	40	793.80	14.08	807.88	134.65	538.58	3.37	12.46
SO19 Awareness	18	0.50	12	6,414.97	4.69	6,419.66	356.65	713.30	29.72	59.44
Team Building	2	1.00	12	5,206.95	42.23	5,249.18	2,624.59	2,624.59	218.72	218.72
Spare Capacity				-23,387.91		-23,387.91				
TP Specialist Support Public Order Branch Total	311	52.75	998	130,975.00	821.32	131,796.32				

TP STU											
ACPO Public Order	1	2.00	2	9,237.38	1,104.88	10,342.26	10,342.26	5,171.13	5,171.13	2,585.57	
Advanced Public Order Cadre	1	7.00	7	21,054.14	1,104.88	22,159.02	22,159.02	3,165.57	3,165.57	452.22	
Bronze Communication	4	3.00	3	22,864.96	4,419.53	27,284.49	6,821.12	2,273.71	2,273.71	757.90	
Bronze Crime	1	2.00	2	9,220.48	1,104.88	10,325.36	10,325.36	5,162.68	5,162.68	2,581.34	
Bronze Intelligence	1	3.00	3	8,314.75	1,104.88	9,419.63	9,419.63	3,139.88	3,139.88	1,046.63	
CARDE Development	60	2.00	2	71,581.50	66,292.97	137,874.47	2,297.91	1,148.95	1,148.95	574.48	
Crisis Management Workshops	12	1.00	1	27,485.82	13,258.59	40,744.41	3,395.37	3,395.37	3,395.37	3,395.37	
Major Events	4	3.00	3	26,247.62	4,419.53	30,667.15	7,666.79	2,555.60	2,555.60	851.87	
Major Incident Case Studies	30	1.00	1	83,386.95	33,146.48	116,533.43	3,884.45	3,884.45	3,884.45	3,884.45	
Public Disorder Workshops	6	2.00	2	31,949.66	6,629.30	38,578.96	6,429.83	3,214.91	3,214.91	1,607.46	
Standard Public Order & Major	8	3.00	3	52,495.24	8,839.06	61,334.30	7,666.79	2,555.60	2,555.60	851.87	
Spare Capacity				-48,893.50		-48,893.50					
TP STU Total	128	29.00	29	314,945.00	141,425.00	456,370.00					

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
TP Traffic										
Diversity - Bereavement 'First	50	0.50	10	61,128.50	27,066.88	88,195.38	1,763.91	3,527.82	176.39	352.78
OCU/BOCU Training - ANPR	50	0.50	10	55,185.00	27,066.88	82,251.88	1,645.04	3,290.08	164.50	329.01
OCU/BOCU Training - Hand Held	200	1.00	1	21,553.50	108,267.52	129,821.02	649.11	649.11	649.11	649.11
OCU/BOCU Training - IDR/Polcol	2	2.00	12	6,518.64	1,082.68	7,601.32	3,800.66	1,900.33	316.72	158.36
OCU/BOCU Training - Level 1 -	3	5.00	14	26,227.95	1,624.01	27,851.96	9,283.99	1,856.80	663.14	132.63
OCU/BOCU Training - Motorway (12	2.00	9	23,685.18	6,496.05	30,181.23	2,515.10	1,257.55	279.46	139.73
OCU/BOCU Training - Pilot (In	40	2.00	6	66,567.20	21,653.50	88,220.70	2,205.52	1,102.76	367.59	183.79
OCU/BOCU Training - Stinger -	40	1.00	12	45,667.00	21,653.50	67,320.50	1,683.01	1,683.01	140.25	140.25
OST & Firearms Awareness	44	2.00	16	20,921.12	23,818.86	44,739.98	1,016.82	508.41	63.55	31.78
Spare Capacity				12,925.02		12,925.02				
TP Traffic Total	441	16.00	90	340,379.11	238,729.89	579,109.00				

TP Transport for London										
BOCU Training - Police Officer	5	1.00	20	5,674.27	261.90	5,936.17	1,187.23	1,187.23	59.36	59.36
BOCU Training - Police Staff I	5	5.00	20	11,225.74	261.90	11,487.64	2,297.53	459.51	114.88	22.98
DDA Induction Course	46	0.50	20	26,262.02	2,409.52	28,671.54	623.29	1,246.59	31.16	62.33
Fire Handling	1	0.50	10	349.71	52.38	402.09	402.09	804.18	40.21	80.42
H & S First Aid/ELS	25	1.00	12	10,544.56	1,309.52	11,854.08	474.16	474.16	39.51	39.51
Manual Handling	52	0.25	10	9,215.78	2,723.81	11,939.59	229.61	918.43	22.96	91.84
None - Local Training days	46	1.00	20	40,589.92	2,409.52	42,999.44	934.77	934.77	46.74	46.74
OST	93	2.00	24	156,024.01	4,871.43	160,895.44	1,730.06	865.03	72.09	36.04
PNC on AWARE - Basic	66	1.00	6	4,623.96	3,457.14	8,081.10	122.44	122.44	20.41	20.41
PNC on AWARE - Extended Search	66	1.50	6	25,906.12	3,457.14	29,363.26	444.90	296.60	74.15	49.43
PNC on AWARE - Names	66	2.00	6	30,058.18	3,457.14	33,515.32	507.81	253.90	84.63	42.32
PNC on AWARE - Property	66	1.00	6	18,536.36	3,457.14	21,993.50	333.23	333.23	55.54	55.54
PNC on AWARE - Vehicle	66	1.00	6	21,846.99	3,457.14	25,304.13	383.40	383.40	63.90	63.90
Street Duties	4	3.00	5	9,078.96	209.52	9,288.48	2,322.12	774.04	464.42	154.81
Street Duties/PCSO	2	2.00	4	2,630.14	104.76	2,734.90	1,367.45	683.73	341.86	170.93
Spare Capacity				9,276.28		9,276.28				
TP Transport for London Total	609	22.75	175	381,843.00	31,900.00	413,743.00				

Course Deliverer/Description	Number of Courses	Days per Course	Students per Course	Direct Costs	Support Costs	Annual Cost	Cost per Course	Cost per Course Day	Cost per Student	Cost per Students Day
TP TSG										
Briefing Familiarisation Course	3	5.00	8	5,315.70	284.22	5,599.92	1,866.64	373.33	233.33	46.67
Critical Incident Training	12	1.00	12	20,118.46	1,136.86	21,255.32	1,771.28	1,771.28	147.61	147.61
Driving Training - Basic Theory	12	0.25	12	3,445.76	1,136.86	4,582.62	381.89	1,527.54	31.82	127.30
ELS	24	1.00	12	15,612.18	2,273.72	17,885.90	745.25	745.25	62.10	62.10
OCU Training Cycles for Police	66	2.00	55	55,714.92	6,252.73	61,967.65	2,075.56	2,075.56	75.35	75.35
OST	138	1.00	12	130,625.42	13,073.89	143,699.31	1,041.30	1,041.30	86.77	86.77
Risk Assessment Training	12	1.00	12	9,966.33	1,136.86	11,103.19	925.27	925.27	77.11	77.11
TSG Induction Course	8	15.00	25	82,999.10	757.91	83,757.01	10,469.63	697.98	418.79	27.92
TSG Mentors Course	4	2.00	12	5,810.78	378.95	6,189.73	1,547.43	773.72	128.95	64.48
Spare Capacity				8,556.35		8,556.35				
TP TSG Total	279	28.25	160	338,165.00	26,432.00	364,597.00				

Grand Total	8,296	1,916.45	9,809	18,789,341.72	5,395,824.12	25,240,236.40				
--------------------	--------------	-----------------	--------------	----------------------	---------------------	----------------------	--	--	--	--

