

Training Management Board – 26th May 2004

ANNUAL TRAINING PLAN REVIEW 2003 - 2004

Report by Commander Shabir Hussain

Summary

This is a Review of the Training Plan 2003 – 2004 and provides comparisons between **predicted training** and the training that was **actually delivered** during the life of the Plan.

A. RECOMMENDATION

That Training Management Board note the contents of this report.

B. SUPPORTING INFORMATION

The Review will show a comparison of the predicted training activity by all MPS training providers against what was actually delivered during 2003/4.

The comparisons are shown in three different formats:

- Predicted **number of Courses** to be delivered against the number of Courses actually delivered;
- Predicted **number of students** to be trained against the number of students actually trained;
- Predicted **number of student training days** to be delivered against the number of student training days actually delivered.

The Review is based on information supplied by training providers for the period 1 April 2003 – 31 March 2004 and was reviewed in April 2004.

The review has highlighted the following:

1. **Courses:** The MPS training providers have collectively delivered **84%** of the courses during 2003/4, against the predicted target.
2. **Students:** The MPS training providers have collectively trained **71%** of students during 2003/4 from the predicted figure.
3. **Student days:** The MPS training providers have collectively delivered **54%** of it's student days against the predicted target.

C. EQUALITY AND DIVERSITY IMPLICATIONS

There are no equality or diversity implications apparent at this stage.

D. FINANCIAL IMPLICATIONS

There has been a lengthy delay in costing the data for the 2004/5 Training Plan, due to difficulties being experienced with the software programme. This issue has only just been resolved. It was therefore unrealistic to obtain a comparison of the predicted cost of training and actual cost for 2003/4 during this review. However, it is planned that the 2004/5 review will include a costed element.

List of Appendices:

Appendix A

- **Key Issues** that have emerged from the process, including some anecdotal and specific evidence as to why there are disparities in the predicted and actually delivered training.

Appendix B

- **Predicted number of courses to be delivered** against the number of courses **actually delivered** (MPS by Business Groups/Training sites).

Appendix C

- **Predicted number of students to be trained** against the number of students **actually trained** (MPS by Business Groups/Training sites).

Appendix D

- **Predicted number of student training days** to be delivered against the number of student training days **actually delivered** (MPS by Business Groups/Training sites).

Report author: Caroline Murray

Sponsor Training Board: HR Training Board

Background Papers: Annual Training Plan 2003-4

Key Issues from the Annual Training Plan 2003-4 Review

1. Costing

This is the first Review of its kind and the process is not yet refined enough to include a comparison between predicted cost for training and actual cost.

Business Support is experiencing significant problems with the costing software. Costing the Review was an unrealistic prospect this year's review, but will be built into the planning processes for 2004/5.

2. Accuracy of Predictions

There is a clear disparity between the predictions for the plan and what was actually delivered. For some sites the gap is vast. Anecdotal, and more specific evidence, submitted with the Review data identifies the following:

- **Some courses were entered in error on the original prediction.**

E.g. SCD: *a number of courses did not take place. This will always be the problem when asking people to guess what might come up for up to 18 months in the future. Anything planned for 2004/5, apart from mandatory training, will soon be superseded by core training for the murder teams.*

Borough Training Manager: *Iceflow training and Street Duties Course were entered in error.*

- **Staff sickness affected ability to deliver what was predicted.**

E.g. RPDU: *A number of courses in November 03 were cancelled because of staff sickness.*

- **Staff turnover meant that some sites were left under resourced for long periods.**

- **Insufficient students available to fill predicted course places.**

E.g. RPDU: *Take-up has been poor on the development seminars, risk assessment courses and mentoring skills courses.*

- **Changes in policy re delivery after predictions were made.**

E.g. Borough Training Manager: *I hadn't planned for additional mandatory training requirements that were imposed.*

PDU Manager: *We didn't run any ELS courses in the last six months because a change of policy took away that responsibility.*

Borough Training Manager: *Critical Incident training was not delivered due to mandatory training packages (disclosure training) that took*

precedence. I had to run additional first aid courses for custody sergeants.

- **Changes to length of courses following evaluation hence fewer student-training days delivered.**

E.g. S019: ARV courses have changed in length and the number of students.

- **Operational demands on Training staff.**
- **Operational demands on students due to attend courses.**

E.g. Training Manager JC: The return bears little resemblance to the prediction. I obviously hadn't allowed for operational requirement, and training being stopped due to aid commitments.

- **Lack of resources i.e. Trainer or Trainers with necessary skills.**

E.g. Borough Training Manager: Most of the training which was delivered last year was done, as and when I could grab a team who had time.

3. Records

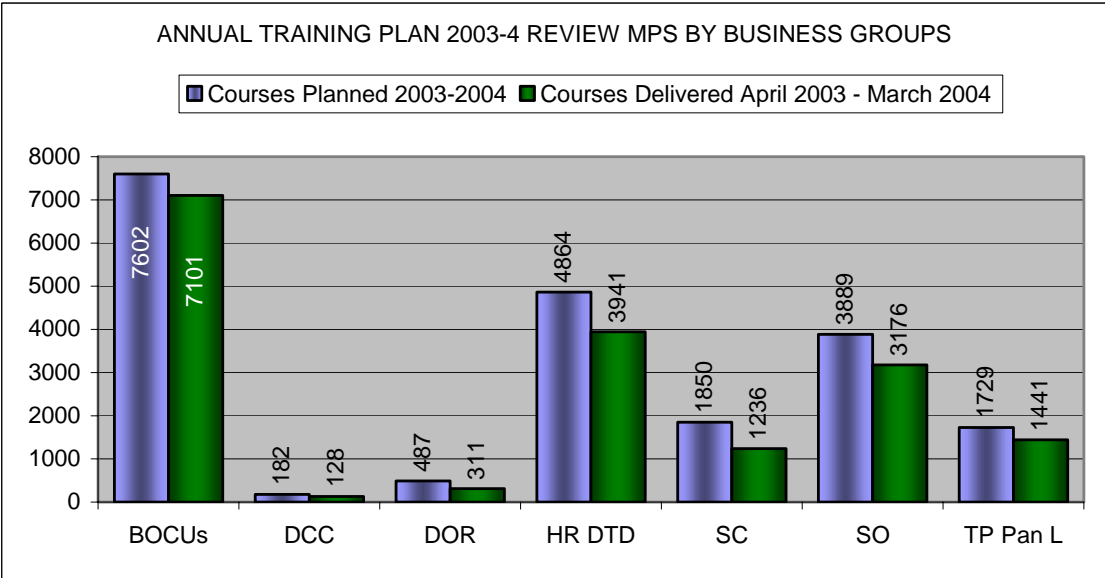
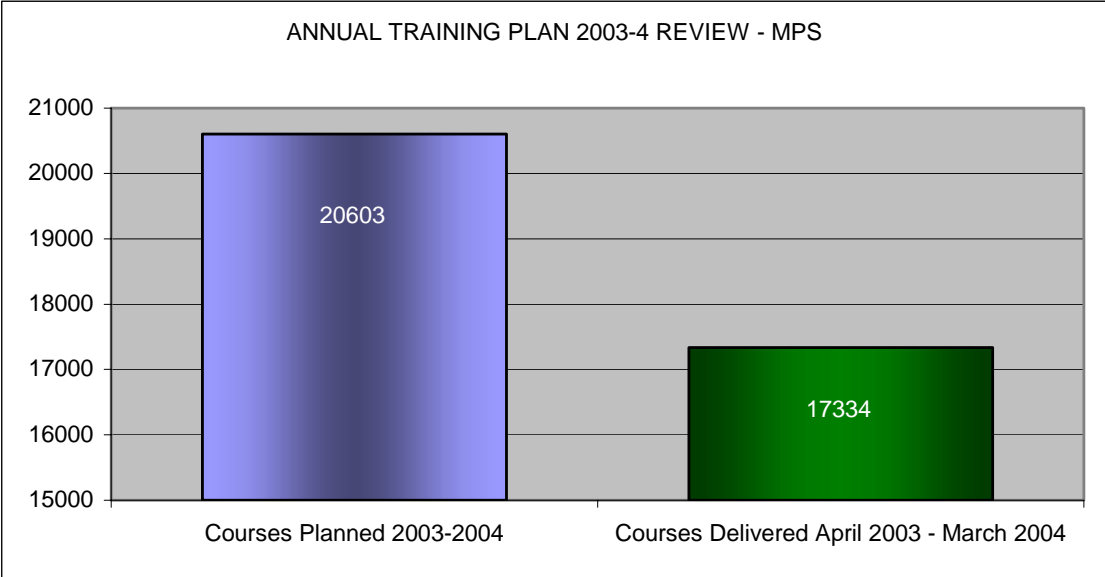
Although the situation has improved during the last twelve months, it is apparent that some training providers are not keeping consistent records which makes the provision of accurate and timely data more difficult.

E.g.: RG BOCU: I don't consider the first 6 month figures to be accurate. I had only just joined the training unit and there was no system in place to record training delivery and attendance. I now have a system in place.

SCD 7: Records for our PDR training are not available as they have been lost. We therefore had to estimate our figures.

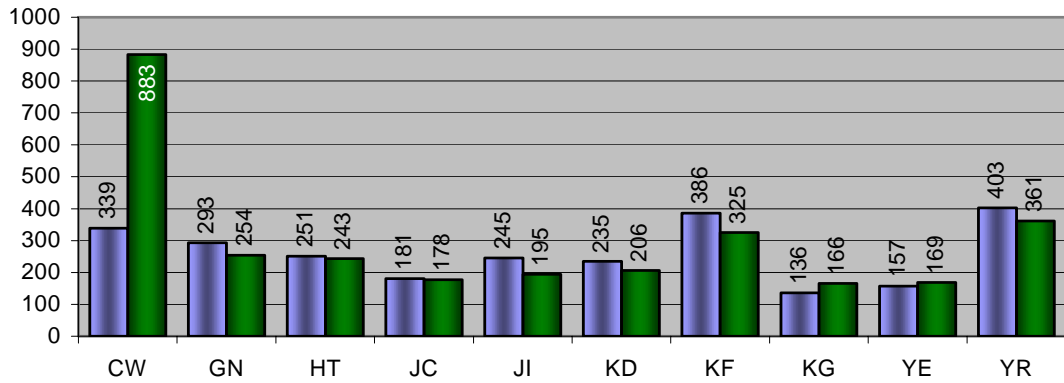
Predicted number of courses to be delivered against the number of courses actually delivered. (MPS by Business Groups/Training sites)

N.B. Training sites shown on the graphs with no data displayed represent training providers who have only recently been included in the Training Plan cycle and will not have had an opportunity to contribute to the 2003-4 plan, but are part of the 2004-5 process.



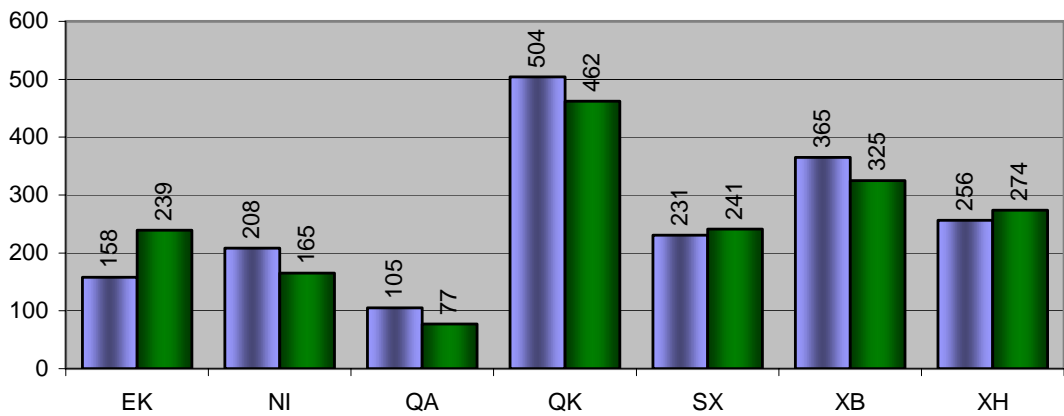
ANNUAL TRAINING PLAN 2003-4 REVIEW -TP BOCU CENTRAL AND NORTH EAST

■ Courses Planned 2003-2004 ■ Courses Delivered April 2003 - March 2004



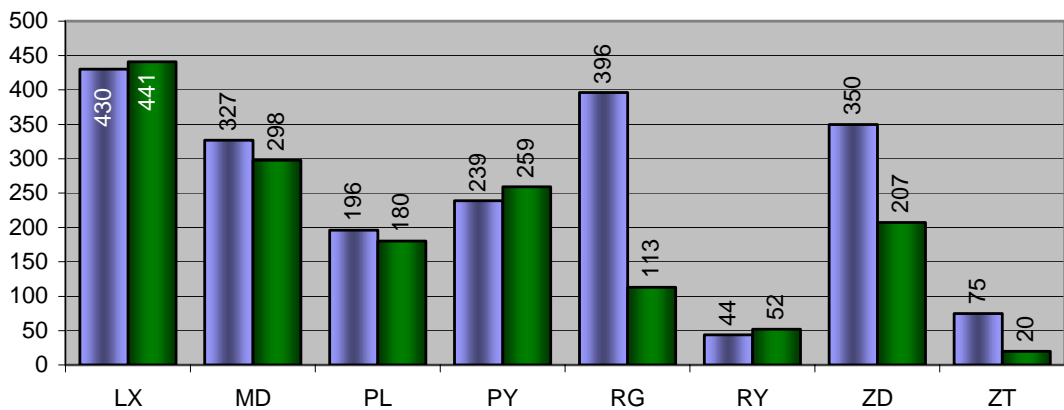
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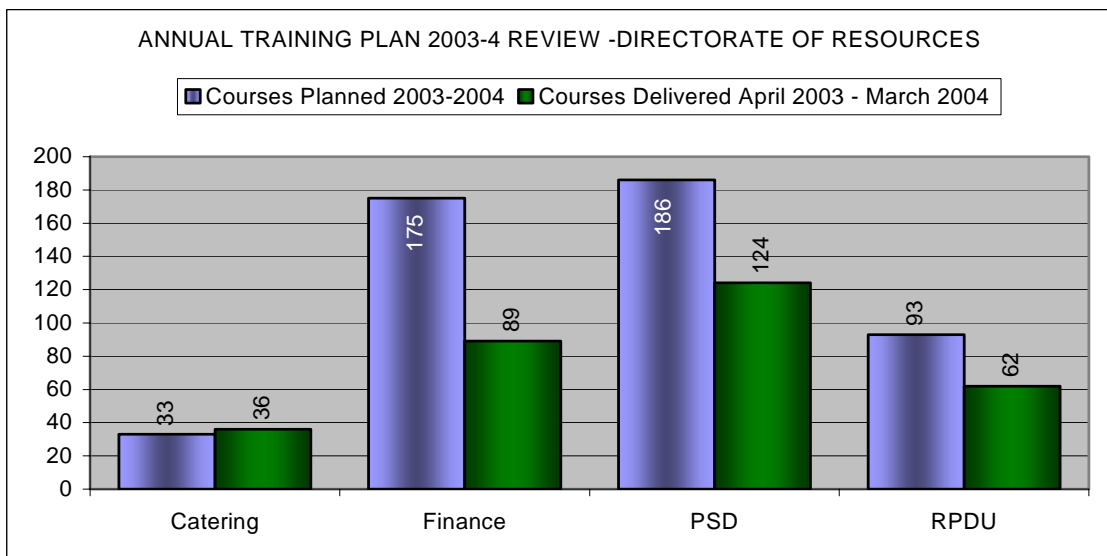
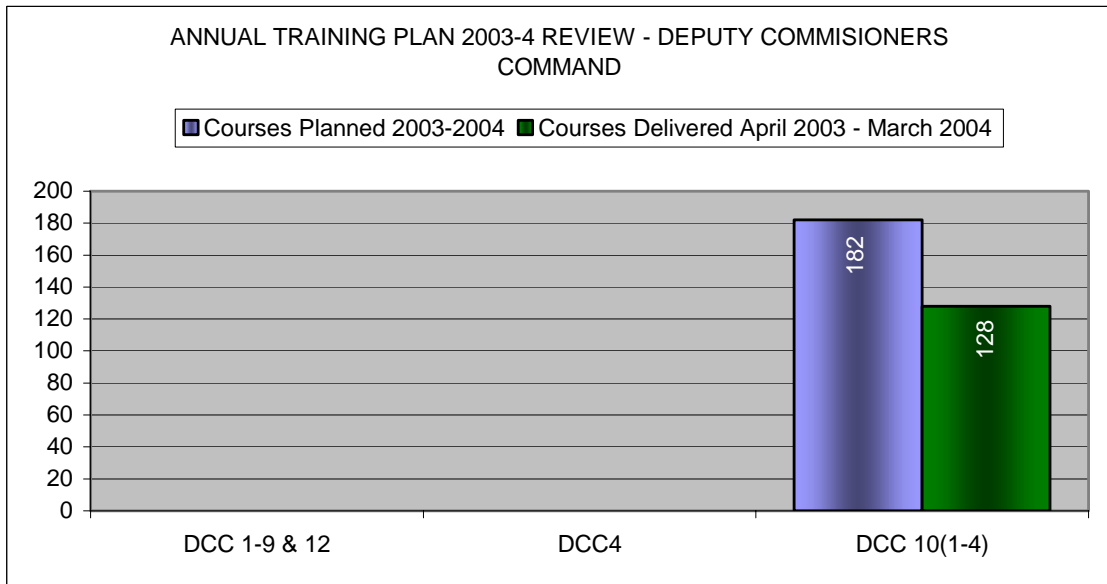
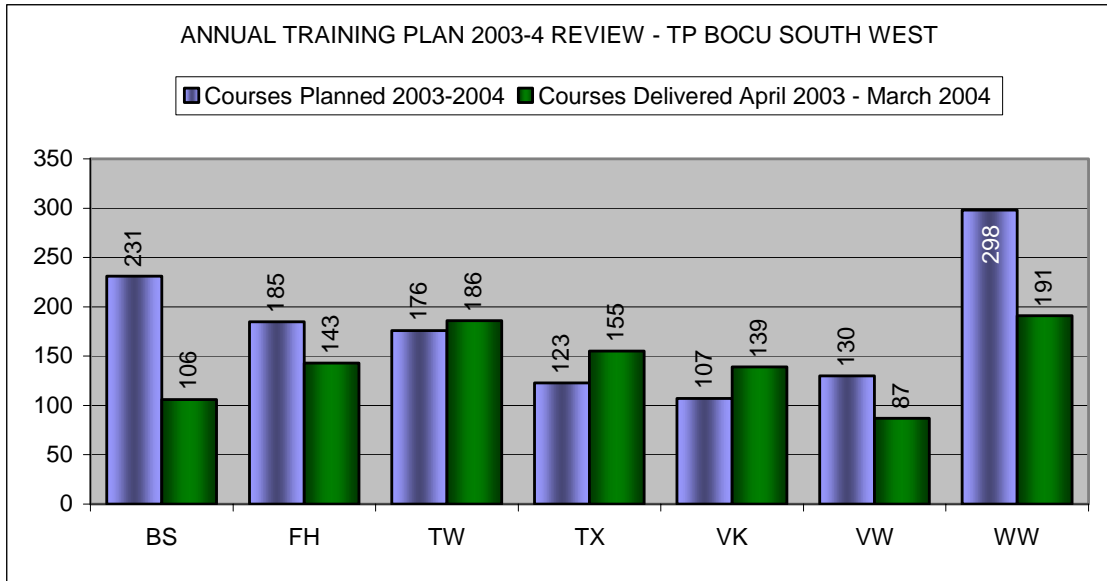
■ Courses Planned 2003-2004 ■ Courses Delivered April 2003 - March 2004



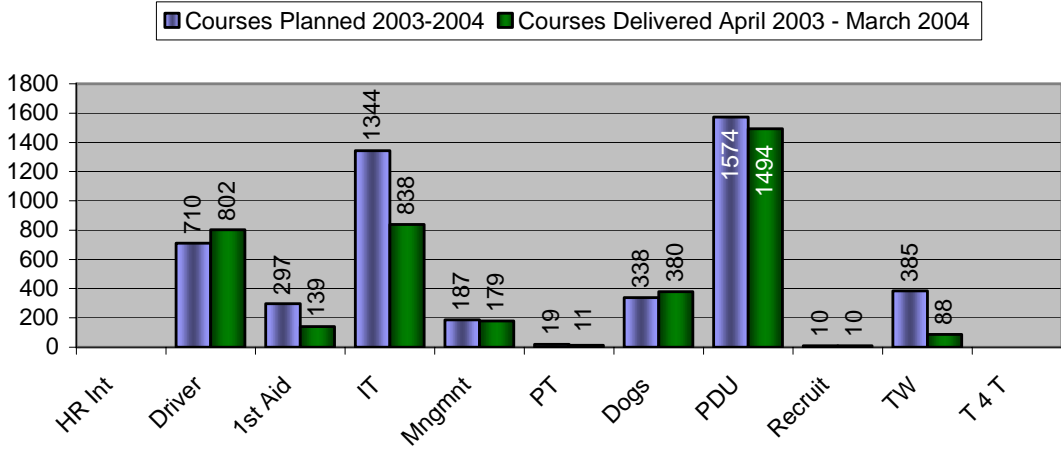
ANNUAL TRAINING PLAN 2003-4 REVIEW - TP BOCU SOUTH EAST

■ Courses Planned 2003-2004 ■ Courses Delivered April 2003 - March 2004

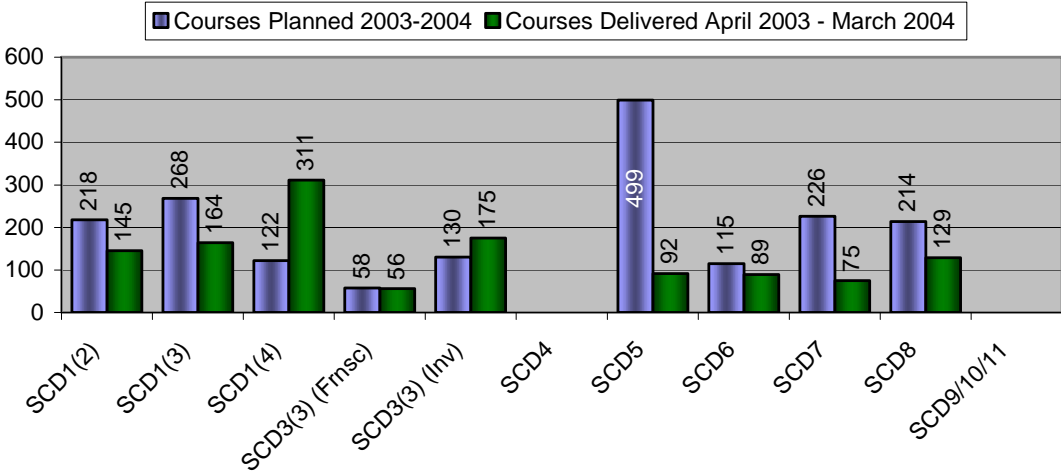




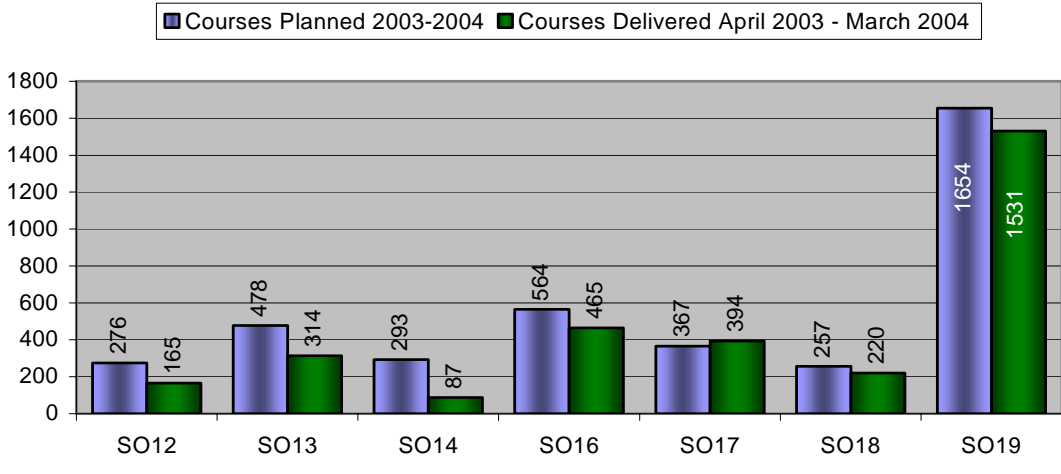
ANNUAL TRAINING PLAN 2003-4 REVIEW - DIRECTORATE OF TRAINING AND DEVELOPMENT



ANNUAL TRAINING PLAN 2003-4 REVIEW - SPECIALIST CRIME

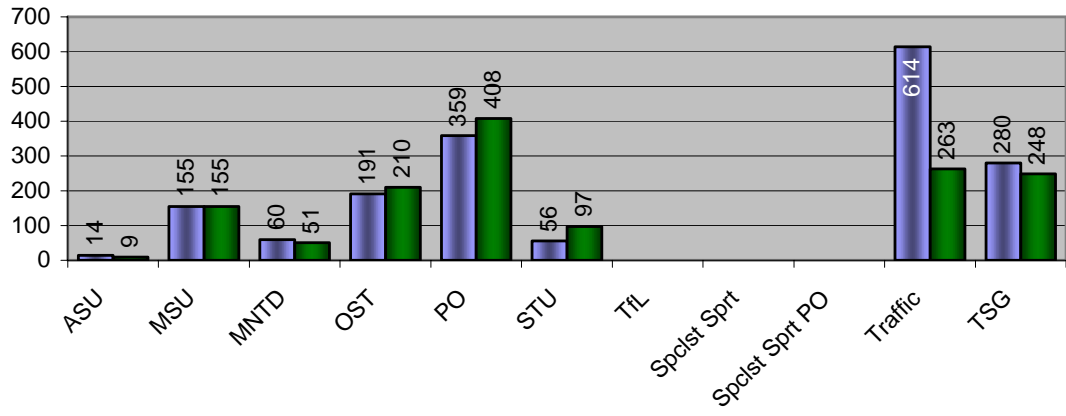


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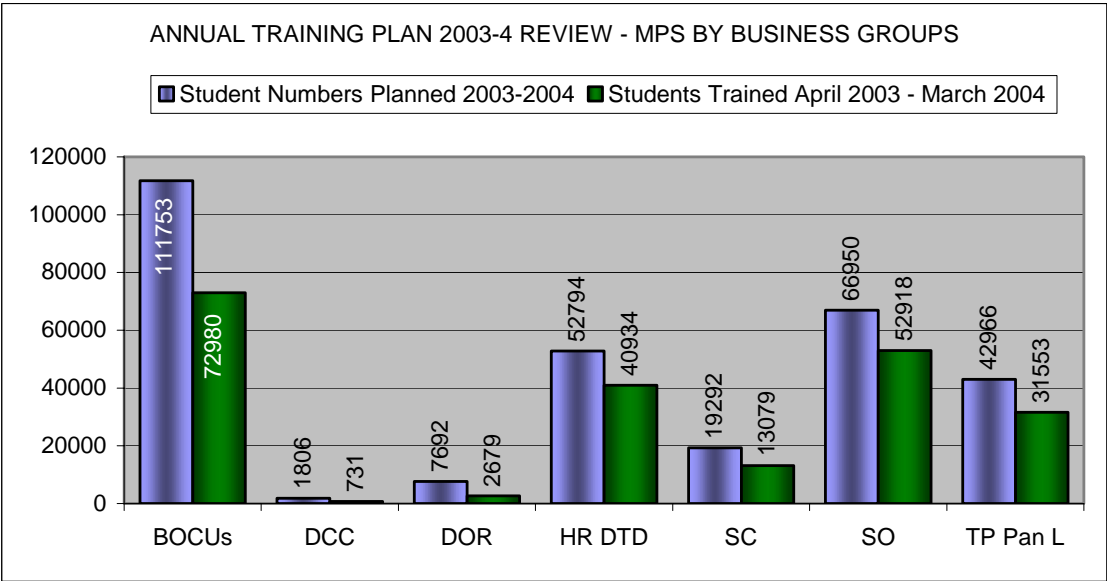
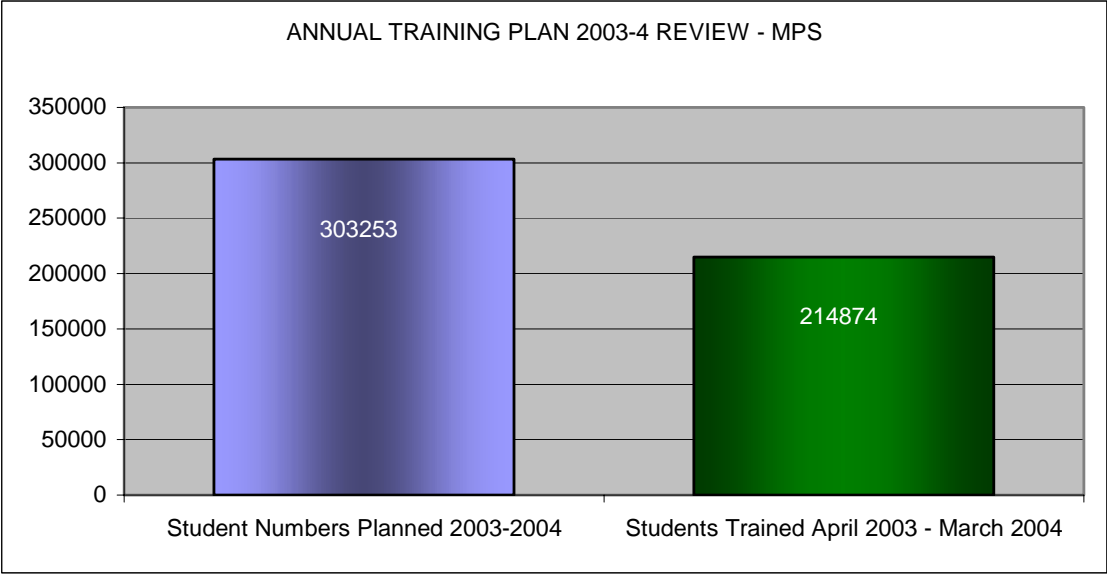


ANNUAL TRAINING PLAN 2003-4 REVIEW - TP PAN-LONDON

■ Courses Planned 2003-2004 ■ Courses Delivered April 2003 - March 2004

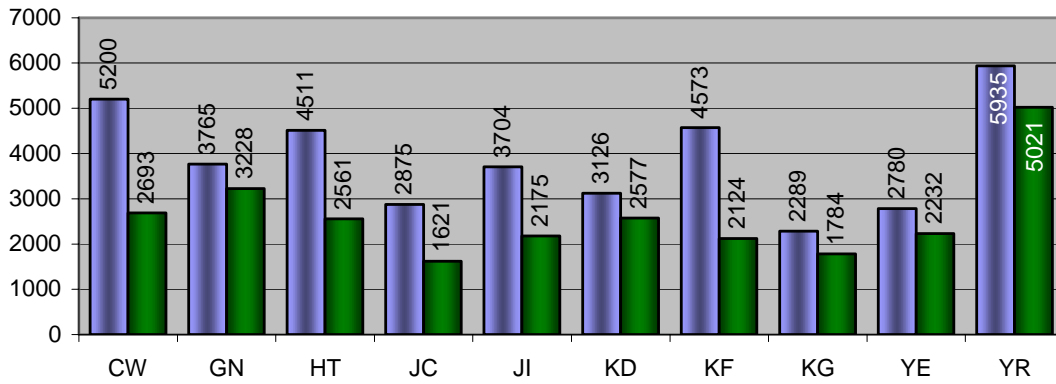


Predicted number of students to be trained against the number of students **actually trained.** (MPS by Business Groups/Training sites)



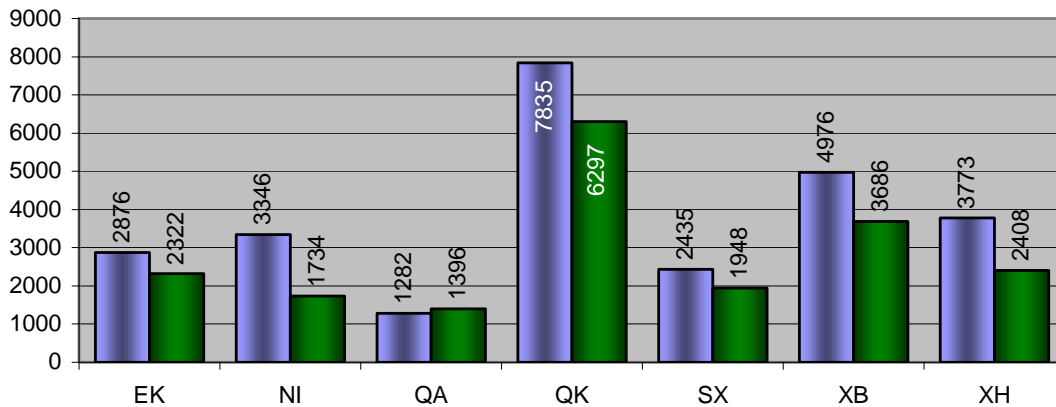
ANNUAL TRAINING PLAN 2003-4 REVIEW - TP BOCU CENTRAL AND NORTH EAST

■ Student Numbers Planned 2003-2004 ■ Students Trained April 2003 - March 2004



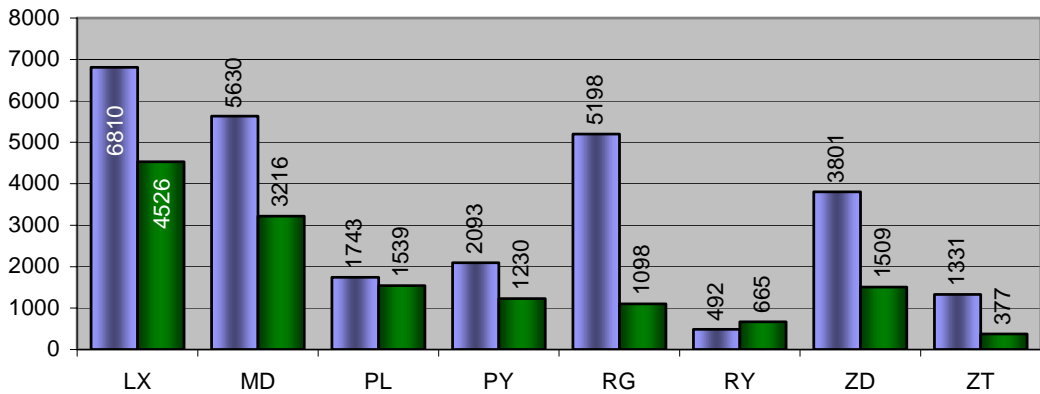
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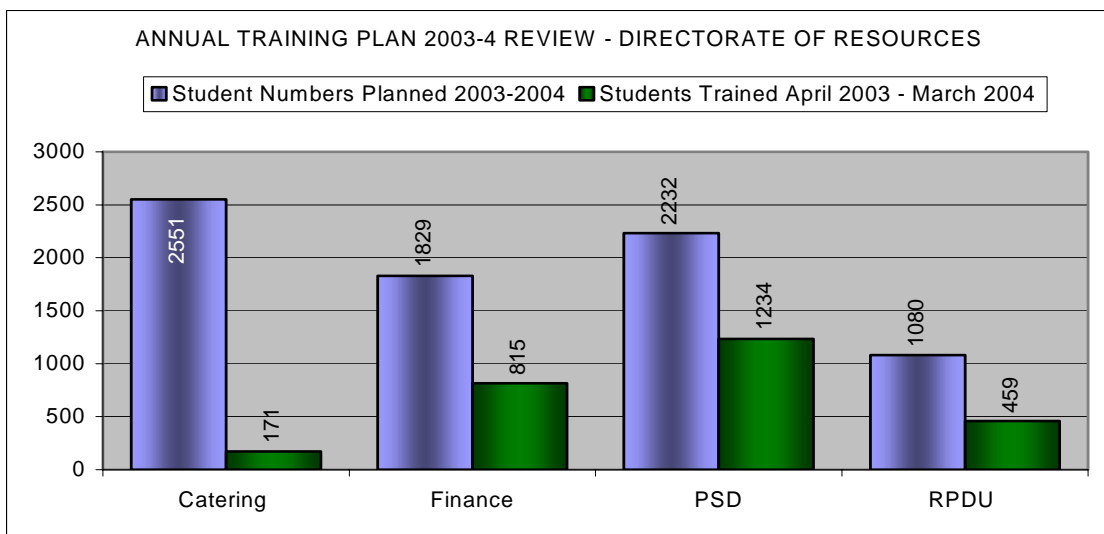
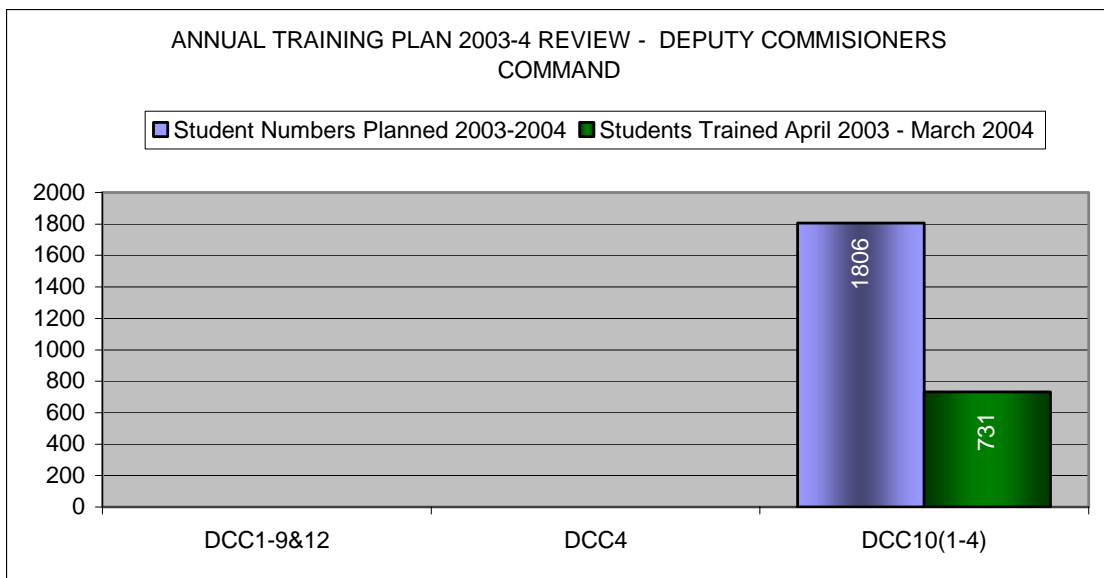
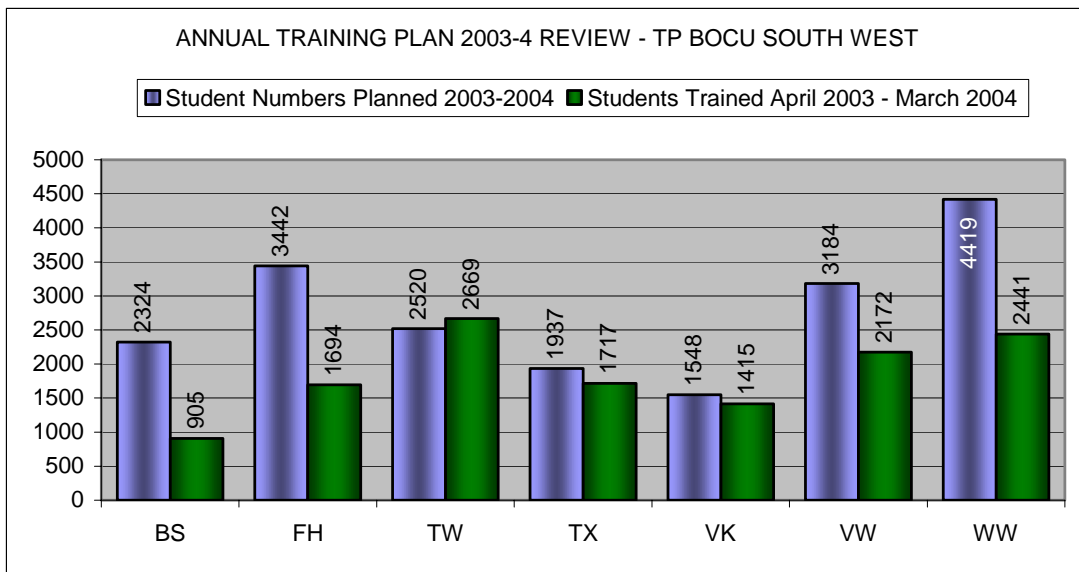
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ANNUAL TRAINING PLAN 2003-4 REVIEW - TP BOCU SOUTH EAST

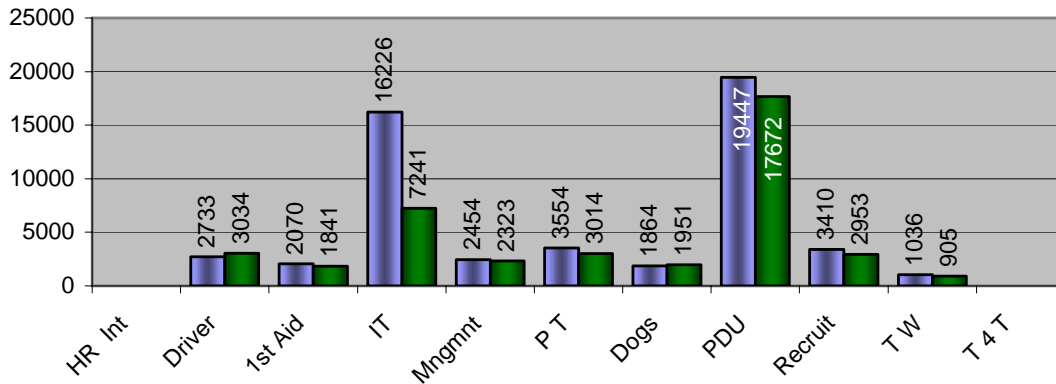
■ Student Numbers Planned 2003-2004 ■ Students Trained April 2003 - March 2004





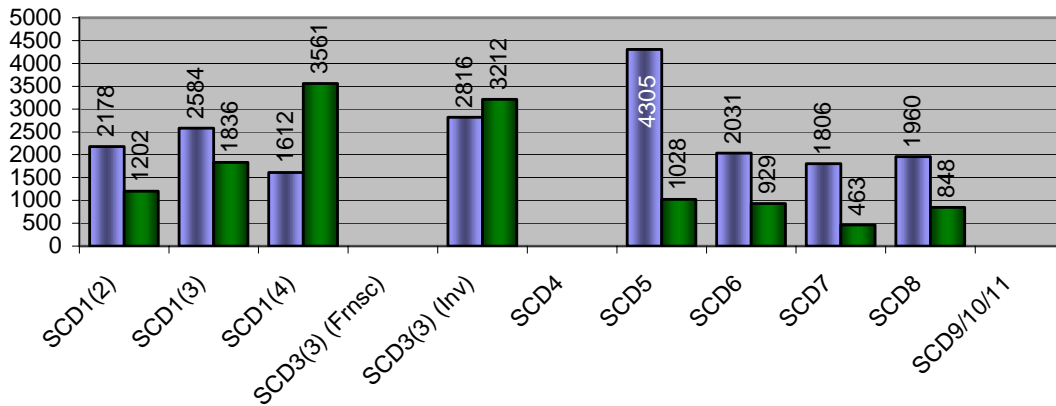
ANNUAL TRAINING PLAN 200304 REVIEW - DIRECTORATE OF TRAINING AND DEVELOPMENT

■ Student Numbers Planned 2003-2004 ■ Students Trained April 2003 - March 2004



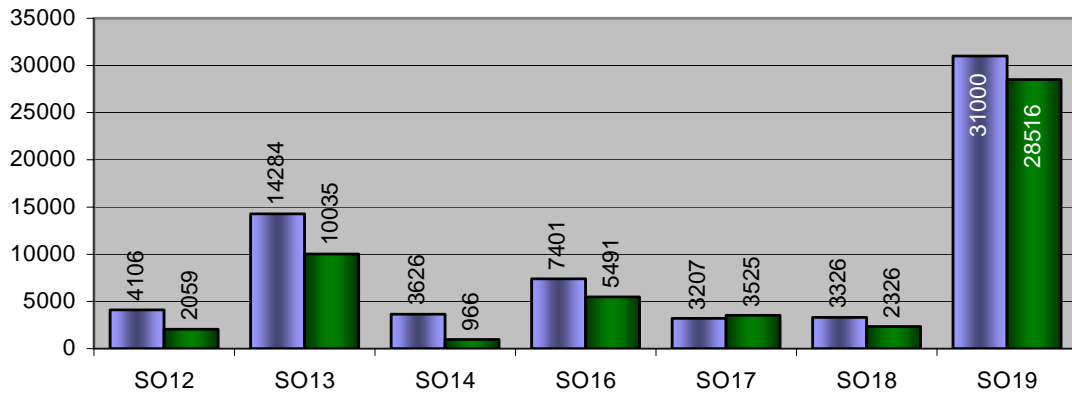
ANNUAL TRAINING PLAN 2003-4 REVIEW - SPECIALIST CRIME

■ Student Numbers Planned 2003-2004 ■ Students Trained April 2003 - March 2004



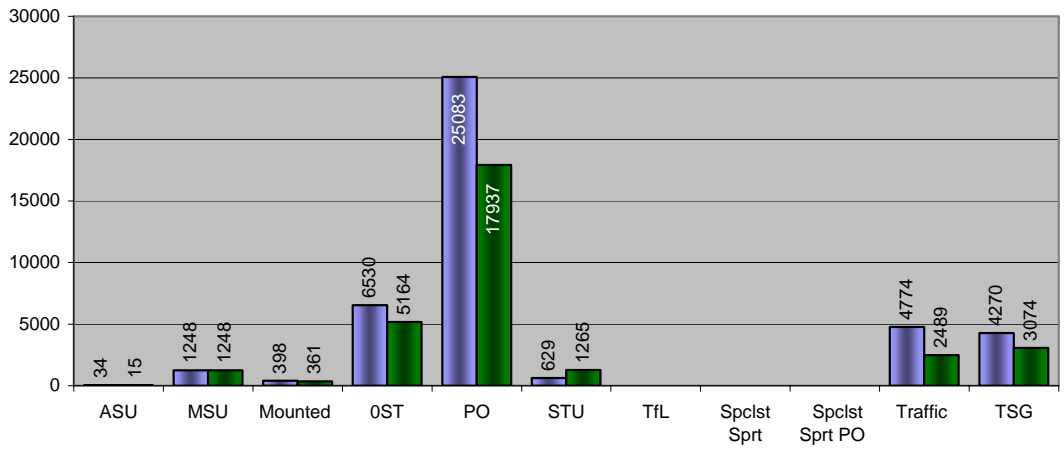
ANNUAL TRAINING PLAN 2003-4 REVIEW - SPECIALIST OPERATIONS

■ Student Numbers Planned 2003-2004 ■ Students Trained April 2003 - March 2004

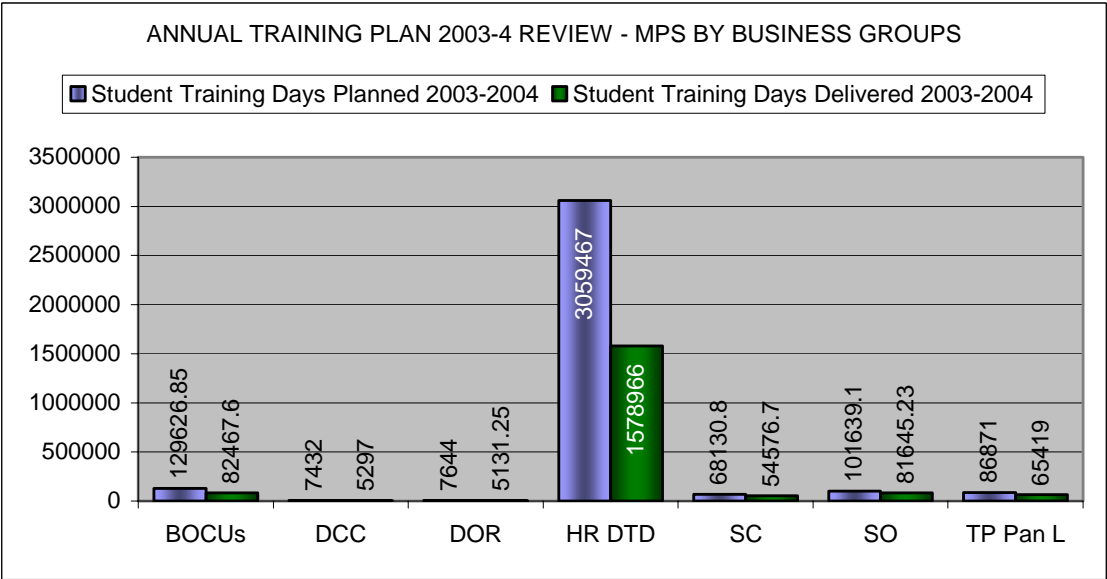
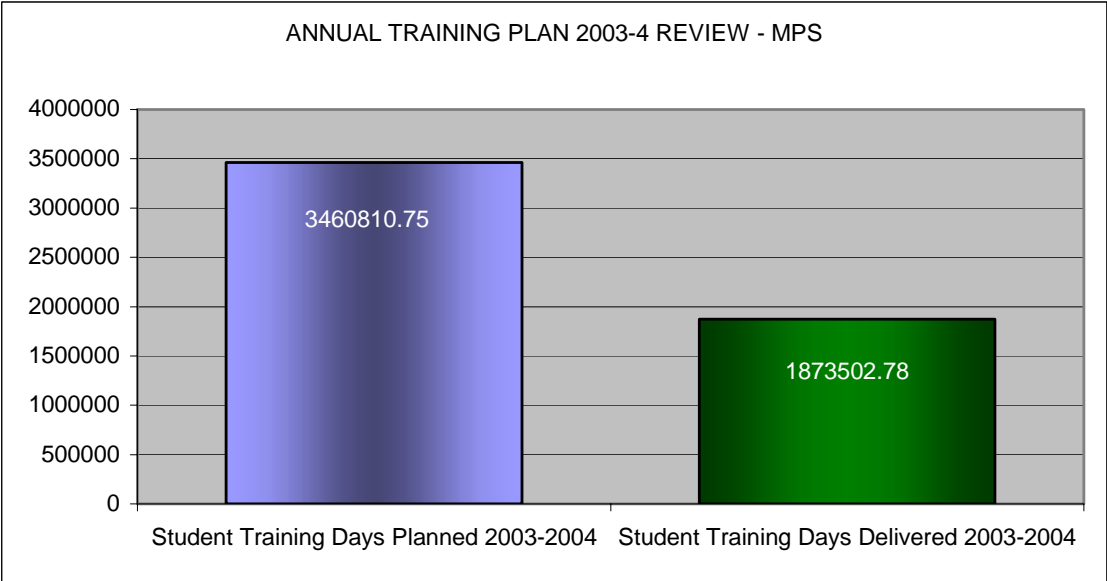


ANNUAL TRAINING PLAN 2003-4 REVIEW - TP PAN LONDON

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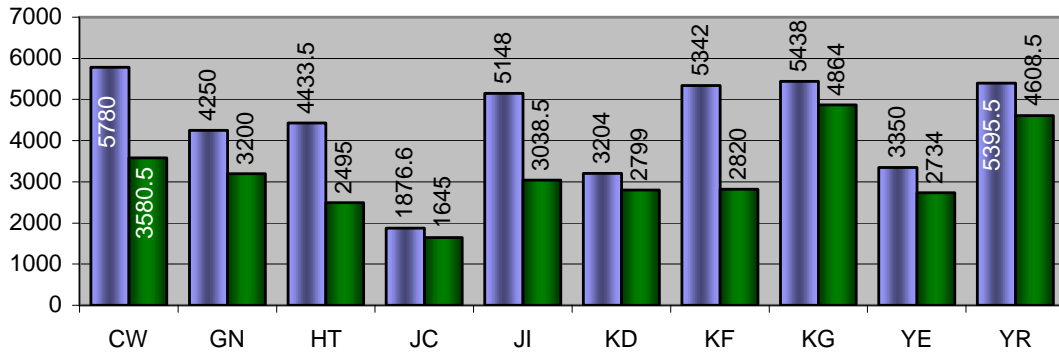


Predicted number of student training days to be delivered against the number of student training days actually delivered. (MPS by Business Groups/Training sites)



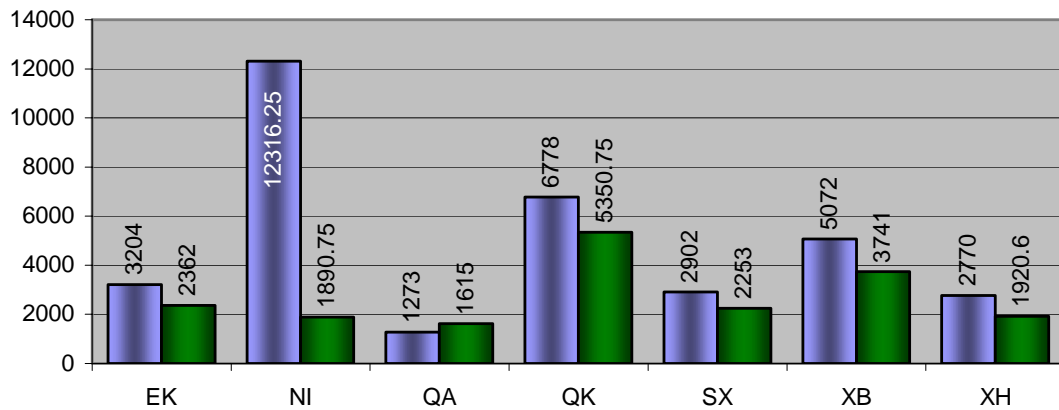
ANNUAL TRAINING PLAN 2003-4 REVIEW - TP BOCU CENTRAL AND NORTH EAST

■ Student Training Days Planned 2003-2004 ■ Student Training Days Delivered 2003-2004



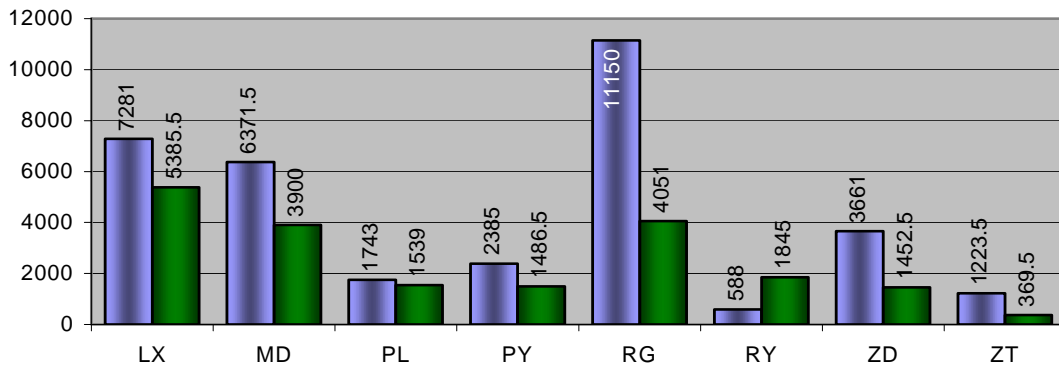
ANNUAL TRAINING PLAN 2003-4 REVIEW - TP BOCU NORTH WEST

■ Student Training Days Planned 2003-2004 ■ Student Training Days Delivered 2003-2004



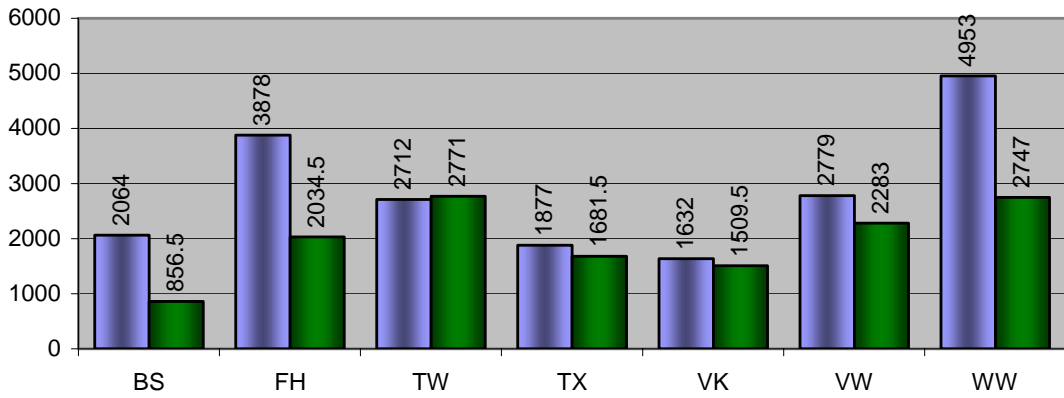
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■ Student Training Days Planned 2003-2004 ■ Student Training Days Delivered 2003-2004



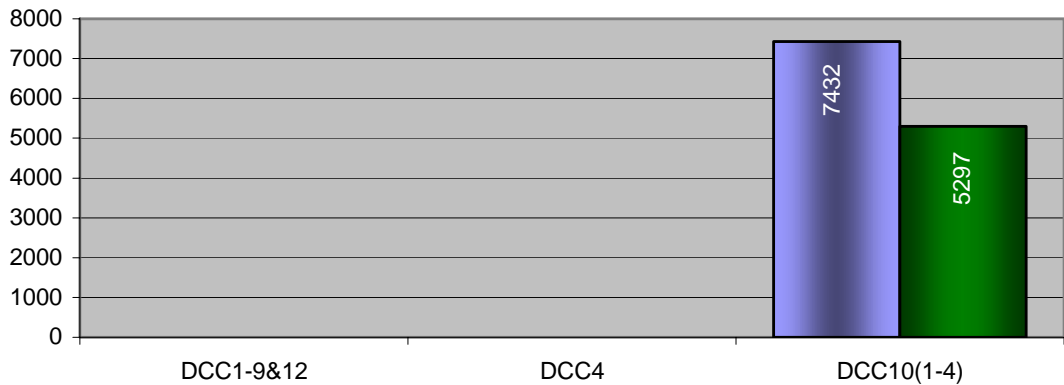
ANNUAL TRAINING PLAN 2003-4 REVIEW - TP BOCU SOUTH WEST

■ Student Training Days Planned 2003-2004 ■ Student Training Days Delivered 2003-2004



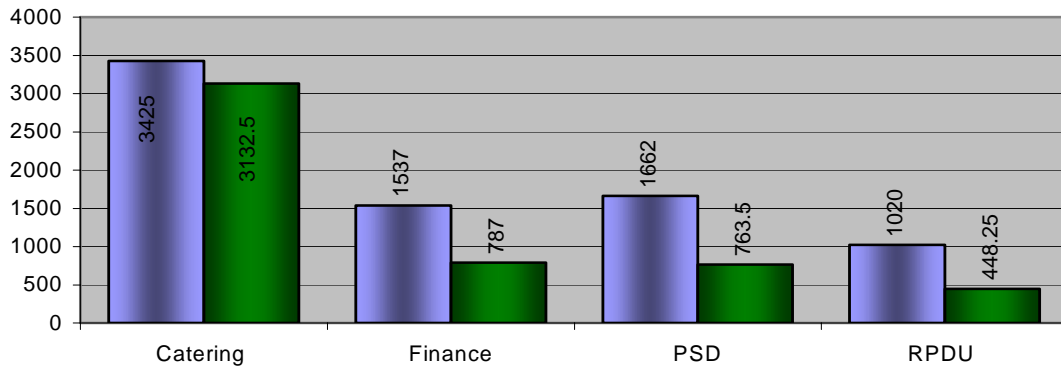
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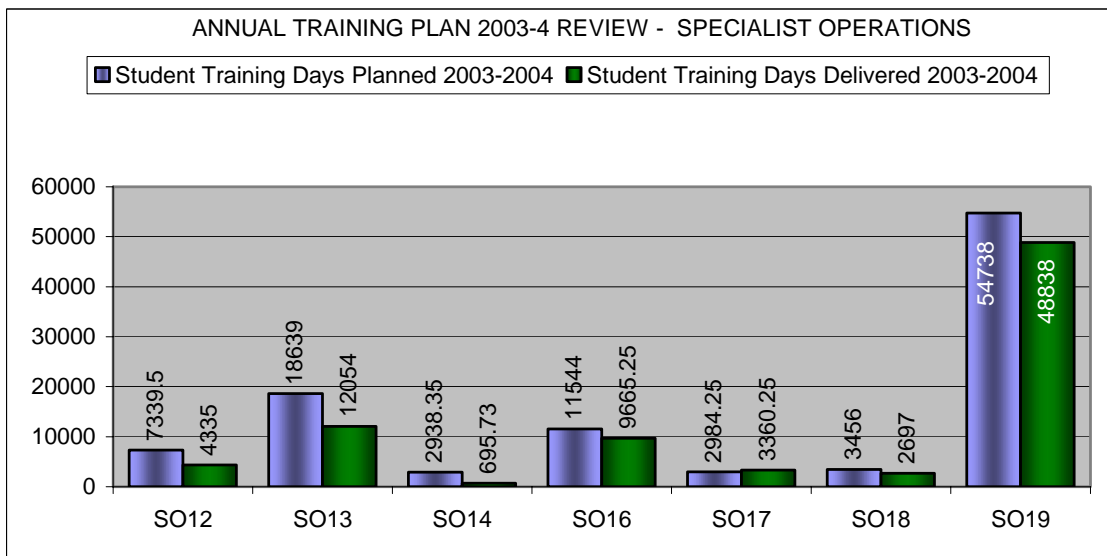
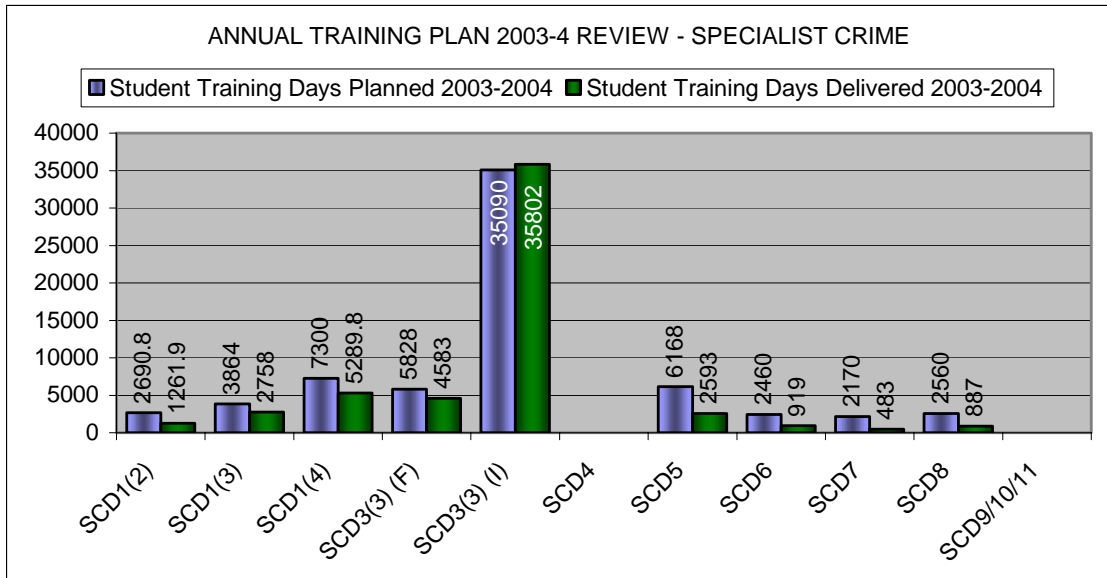
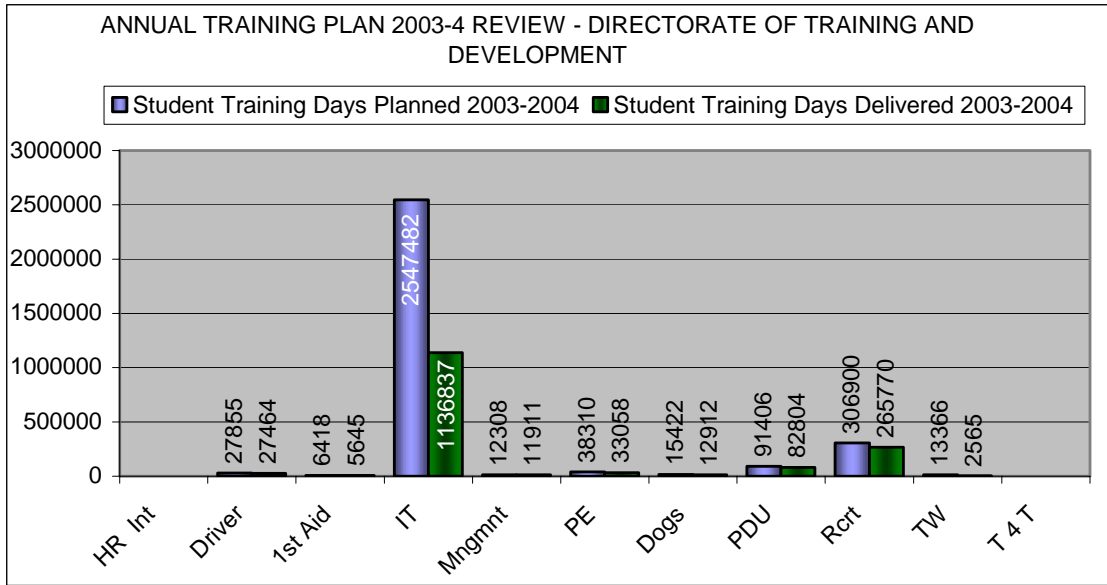
■ Student Training Days Planned 2003-2004 ■ Student Training Days Delivered 2003-2004



ANNUAL TRAINING PLAN 2003-4 REVIEW - DIRECTORATE OF RESOURCES

■ Student Training Days Planned 2003-2004 ■ Student Training Days Delivered 2003-2004





ANNUAL TRAINING PLAN 2003-4 REVIEW - TP PAN LONDON

■ Student Training Days Planned 2003-2004 ■ Student Training Days Delivered 2003-2004

