

Decision title

Training Update – Quarter 1, 2019/20

Recommendation by

Assistant Director, Training and Professional Development

Decision Number

LFC-0232-D

Protective marking: **OFFICIAL - Sensitive**

Publication status: Published with redactions

Summary

LFC-0232 is the quarterly training update report, which is produced for the London Fire Commissioner to provide an update on the workings of the Training and Professional Development department. These activities demonstrate our commitment to deliver the training and development activities laid out in the London Safety Plan (2017).

Decision

The London Fire Commissioner notes the report.

Dany Cotton QFSM
London Fire Commissioner



Date

18-09-18

Access to Information – Contact Officer

Name	Steven Adams
Telephone	020 8555 1200
Email	governance@london-fire.gov.uk



LONDON FIRE BRIGADE

Report title

Training update report – Q1 2019/20

Report to

Safety and Assurance DB
Commissioner's Board

Date

14 August 2019
28 August 2019

Report by

Assistant Director, Training and Professional Development

Report number

LFC-0232

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published with redactions

Summary

This is the quarterly training update report, which is produced for the Commissioner's Board (CB), to provide an update on the workings of the Training and Professional Development department. These activities demonstrate our commitment to deliver the training and development activities laid out in the London Safety Plan (2017).

The key updates, as at the end of the first quarter (Q1), are:

- A new core skills training course list is being used in 2019/20. The target is for 95% of delegates to be trained. At the end of Q1, Babcock were on course to deliver 89%. Officers are working with Babcock to improve this position and this is explained in the main body of the report.
- [Redacted]
- A range of customer service improvement initiatives are being progressed.

Recommended decision

That the London Fire Commissioner notes the report.

Background

1. This is a quarterly report to CB, providing an update on work across the Training and Professional Development department (TPD).
2. This is an exceptions report, and the topics covered will therefore vary from report to report, in order to deal only with salient issues. This report focuses on the period from 1 April to 30 June 2019 (the first quarter of 2019/20).
3. This report contains eleven sections, as follows:
 - Training Delivery – Q1 2019/20
 - [REDACTED]
 - Training contract – financial position
 - Firefighter development programme
 - Improvement initiatives
 - Review of Development and Maintenance of Operational Professionalism (DaMOP)
 - Independent review of training
 - New training additions
 - LFB Training Centre Croydon project update
 - Restructure of the TPD department
 - Re-prioritisation of TCAPs and amending the 2019/20 SoTR

Training delivery – Q1 2019/20

4. Operational staff are released for training either via individual notification, known as the Planned Release of Personnel (PROP), or as crews on appliances, known as Strategic Resource (SR). Courses that are delivered via SR have no predetermined class size. On average, the attendance rate on SR is 65%. PROP maximises attendance levels, but there is a limited amount of PROP availability. This is because maintaining frontline operational cover has to be factored into the PROP allocation, as does accounting for staff leave and sickness. Hence, given the limited amount of PROP, training is delivered via a combination of both PROP and SR.

Total training requirement

5. The annual training requirement for 2019/20 as at the end of quarter one amounted to 24,049 delegate places. Trends show that 24% of this requirement is usually programmed over the first quarter of the year. For the first quarter of 2019/20, this equates to 5,783 delegates. Over that period, Babcock provided 5,226 delegate places, which amounts to a booking rate of 90%. The corporate target for all training booking performance is 93% (having been increased for 2019/20 from the previous level of 90%).

Core skills training requirement

6. There is a greater focus on core skills training courses. The core skills training course list has been updated for 2019/20. This is to refresh a list that had last been updated in 2013. The list has been updated to ensure that it contains all current risk-critical training courses. The corporate target is for 95% of the core skills delegate requirement to be met. The annual core skills requirement amounts to 20,003 delegate places. At the end of quarter one, 3,908 delegates had been trained, with a further 13,876 delegates due to attend scheduled courses. That amounts to 17,784 delegate places, which is 89% of the annual requirement. Table 1, overleaf, provides a breakdown of core skills training performance by curriculum, followed by explanations where the target is not currently being met. Where the target has been met, commentary is not provided.

Table 1 - Core skills training performance and forecast – end of Q1 2019/20

Curriculum	Delegate requirement	Delegates trained	Delegates scheduled	Total delegate forecast	%
Breathing Apparatus and Real Fire	4,544	944	3,297	4,241	93%
Fire Safety	12	11	0	11	92%
Hazardous Material and Environmental Protection	99	20	67	87	88%
Incident Management	1,746	157	1,554	1,711	98%
Marine	136	16	117	133	98%
Rescue Skills	4,098	901	2,716	3,617	88%
Safety Skills	7,641	1,523	4,995	6,518	85%
Transport	1,727	336	1,130	1,466	85%
Totals	20,003	3,908	13,876	17,784	89%

7. As the table shows, the 95% target is currently being met in two of the eight curricula areas. Explanations are provided below for the six areas where the target is not currently being met.

Breathing Apparatus and Real Fire

8. The 93% figure equates to a forecast delegate shortfall of 76 (compared to the 95% target). In order to address the shortfall, Babcock need to schedule six additional classes. There are sufficient eligible staff for these classes, they have been requested, and Babcock is expected to meet the annual requirement by the end of the training year.

Fire Safety

9. As Table 1 shows, the forecast delegate shortfall amounts to one delegate. As at the end of quarter one, there was only one course in this curriculum area - Senior Fire Safety Officer. Twelve delegates were allocated to a course that started in April 2019, and the shortfall is due to one delegate not attending the course (i.e. incurring a DNA). A second class will not be provided for one individual, hence the target will not be met.

Hazardous Material and Environmental Protection

10. The 88% figure equates to a forecast delegate shortfall of seven (compared to the 95% target). This shortfall relates to the Hazardous Material and Environmental Protection Officer Refresher training course. Three classes have been scheduled, and, based upon historical attendance levels, Babcock has forecast that the attendance rate will be 58% (with seven delegates attending each 12-delegate class). If actual attendance levels are 78% or higher, then the additional seven delegates will be trained, and the 95% training target for this curriculum will be reached. Babcock has begun allocating delegates to the first of the three upcoming classes, and have booked 10 delegates to it (an 83% booking rate). If allocation levels continue to be high, then the target should be met.

11. Officers expect attendance levels on this course to increase with the implementation of the text reminder initiative described in paragraph 35. This course is attended by senior operational officers (Station Managers and Group Managers), who will be included in Stage 1 of that project.

Rescue Skills

12. The 88% figure equates to a forecast delegate shortfall of 276 (compared to the 95% target). However, current available delegate numbers (i.e. staff in post who are in need of training) are lower, by 116 delegate places. That means the effective forecast shortfall amounts to 160 delegate places. To train those staff, 42 classes need to be scheduled. These are predominantly Urban Search and Rescue (USAR) courses, with the majority of those delegate places relating to USAR Blocks D (97 delegates) and F (53 delegates). At the time of reporting (three weeks after the end of the quarter), Babcock has booked additional classes.
13. As at 22 July 2019, the latest indicative delegate shortfall for USAR Block D (compared to the 95% target) has reduced from 97 to 13 delegate places. Additional USAR Block F class bookings have eliminated the indicative delegate shortfall for this course.

Safety Skills

14. The 85% figure equates to a forecast delegate shortfall of 741 (compared to the 95% target). The majority of this shortfall (660 delegate places) relates to one-day Immediate Emergency Care (IEC) course. There are sufficient eligible staff who need to receive this training. This course is primarily delivered via SR, with delegates who miss the training being 'mopped-up' via classes delivered on PROP. The full SR training requirement, whereby Babcock need to train each appliance crew at each fire station (which amounts to 624 appliance bookings) has been accounted for (i.e. training has either already been delivered, or is scheduled). The average attendance level for training completed in Q1 on SR was 4.24 staff per appliance (compared to the planning assumption that this will average 4.5 staff per appliance). There were also seven appliance DNAs during Q1. These factors combine to show that, in its current form, SR is not an efficient or effective way of meeting this training requirement.
15. The PROP 'mop-up' programme for the training year has also begun. In order to meet the forecast 660 delegate shortfall, 60 additional PROP 'mop-up' classes will need to be scheduled (as average attendance on the PROP 'mop-up' course is 11). Babcock are aware of the forecast shortfall, and are expected to schedule sufficient classes to meet the shortfall.
16. The next largest forecast delegate shortfall relates to the "Continuation training for Mass Decontamination". This course is also delivered via SR, and in Q1 attendance averaged 4.36 staff per appliance (compared to the planning assumption that this will average 4.5 staff per appliance). At the time of reporting, all but three of the 100 appliance bookings for this course are accounted for. However, the forecast delegate shortfall (compared to the 95% target) is 84. This shortfall is not currently due to be addressed, as there is no PROP 'mop-up' course for this training.
17. However, it should be noted that this course is currently going through course review. A proposal has been received from Babcock and shared with the Operational Resilience department. An initial meeting with Babcock and the Operational Resilience department is being scheduled for August to review the proposal. The course review will address course content and ways of maximising delegate throughput.

Transport

18. The 85% figure equates to a forecast delegate shortfall of 175 (compared to the 95% target). The majority of this shortfall relates to on-demand courses, which are scheduled by Babcock upon request by LFB. Of the remaining courses (those that are not on-demand), the majority of the forecast shortfall relates to two courses: Emergency response driving refresher and reassessment (appliance), and Emergency response driving revalidation (car).

Training contract – financial position

29. Babcock's performance in delivering the training contract is monitored in a number of ways, including against contractual KPIs. Table 5, below, provides a quarterly breakdown of the service failure deductions that Babcock incurred in the first two months of 2019/20.

Table 5: Financial deductions - 2019/20

Quarter	Financial Deductions (£k)
Q1: April – May 2019	4.1

* Note: at the time of reporting, the financial deductions for June 2019 are yet to be finalised.

30. The financial deductions relate to 'non-provided' training classes, where Babcock incurred penalties due to failures to meet reschedule timeframes and/or abide by agreed travel time rules.
31. It should also be noted that whilst year to date financial deductions are modest, LFB only pay for training that is scheduled. Historically, non-delivery has amounted to approximately 7.75% of the annual requirement. This level of non-delivery is factored into the financial planning and budget management processes.

Firefighter development programme (FFDP)

32. The last of the classes that took place at the Fire Service College have completed. Planning and Management Information team within People Services department predict that a zero operational vacancy margin will be achieved in September 2019.

Improvement initiatives

33. There are currently six improvement initiatives being explored. These are:

- Automated senior officer training entries in StARS
- Text reminders
- Notes in station diary for strategic resource (SR) entries
- Automated delegate swaps
- Auto-enrolment
- Self-enrolment

Automated senior officer training entries in StARS

34. [REDACTED] As previously reported, TPr are currently working with the ICT Department to implement a system that automatically enters a training code (TD) in StARS when a senior officer is allocated to a training course. The system has been designed, and a number of faults were identified during the testing phase which are being resolved. Further testing is now being conducted and it is anticipated that the system will go live in August 2019. The expected outcome of this initiative is a reduction in senior officer DNAs.

Text reminders

35. As previously reported, TPr is working with Babcock to design, test and implement a text reminder system for all staff, which will comprise of two stages. Stage 1 will be rolled out to all staff who have a work issued mobile phone. The development of this initiative has commenced and is expected to go live by the end of February 2020. This will mean that all officers that have LFB issued mobile phones will receive a text message and a further reminder prior to attending

scheduled training courses. It is envisaged that Stage 2 of the project will be completed by 30 June 2020. This will facilitate all LFB staff having the opportunity to receive course reminders via the text facility on their mobile phones (with their agreement). The expected impact of this initiative will be a reduction in DNAs, cancellation requests or lost courses due to courses falling below the minimum attendance rate.

Notes in station diary for strategic resource (SR) entries

36. At present joining instructions are not issued for SR courses, therefore stations booked to receive training on SR are unaware of who to contact should they have concerns regarding the training or difficulty in meeting the course start time. The proposed improvement will result in a TPr team contact number being added to the training entry in station diary, and details of how to contact the duty red phone holder out of hours. This improvement will provide TPr the opportunity to intervene earlier when there is an issue, and to assist in preventing course cancellations. This initiative will become effective in August 2019.

Automated delegate swaps

37. As previously reported, to assist in minimising the amount of cancellations, TPr are planning to implement an automated swaps system. This will allow delegates to swap their course place with a colleague. Each successful swap will prevent two cancellation requests being submitted to TPr (as the delegates will have found an alternative time/date for their course). The plan is to commence the development stage of this project in early November 2019.

Auto-enrolment

38. Auto-enrolment is the process by which delegates are allocated to training courses automatically by a computer system, instead of being manually allocated to a course as is currently the case (i.e. by Babcock staff). This Babcock-led initiative is in test, and is being trialled on the two-day BA Firefighting course. It is expected that further enhancements to the system will be required and further high volume courses will gradually be trialled (e.g. 3-day IEC training) before the new system goes live. Babcock is not in a position to provide a go-live date.

Self-enrolment

39. The Board will be aware of the proposal to provide delegates with an electronic list of course dates that they can choose from and self-enrol. A meeting is scheduled for August 2019 to discuss the technical specifications of the project.

Review of Development and Maintenance of Operational Professionalism (DaMOP)

40. The DaMOP project remains on target. Following extensive staff engagement, including briefings and station pilots, the interim phase of the new DaMOP framework for station based operational staff went live on 1 July.
41. The development of a new course to support Watch Managers in delivering station based training (theory and practical) has been commissioned by People Services and is expected to be available from April 2020. In the mean time, as an interim measure, a bitesize Training for Trainers workshop is being developed by People Services with input from the DaMOP team. Pilot sessions are being held in August and it is expected that the workshop will be available from September 2020. Timescales for the delivery of the workshop to all Watch Managers is currently being determined and will be dependent on other organisational priorities.
42. During the first two weeks of the new framework, a number of issues were identified including inaccurate recording of training, the need for minor enhancements to Station Diary to support the framework, and problems with downloading training packages on Big Learning. As a result,

further communications were sent to staff reminding them of the importance of accurate recording, and more guidance and face-to-face briefings will be provided. Enhancements to Station Diary have been identified and are expected to be implemented in August 2019, and officers are urgently working to identify the reasons for the slow download speed as well as potential solutions.

43. Initial feedback from stations with two appliances has raised an issue regarding the number of evolutions needed to fully complete practical ladder drills, potentially acting as a disincentive to participation and accurate recording. As a result, the Board agreed to simplify the requirement during Phase 1 so that proper consideration could be given to the longer term solution and associated changes to Station Diary as part of Phase 2. A request has been made for a reporting tool to be made available for use by Operations directorate. A specification has been drafted similar to that used to assure Operational News, and it is anticipated that this will be available by mid August 2019 to be followed by further enhancements in September 2019.
44. Work continues on the Phase 2 – core competences for senior officers, Control, specialist appliances and Fire Safety, with Control being prioritised first. Phase 2 of the project remains on target for delivery in June 2020.

Independent review of training

45. Work began on the review in February 2019. The consultant spent the first three months carrying out an intensive data gathering exercise and has engaged with a wide range of stakeholders across the entire organisation. To date over 70 one-to-one interviews with managers and team members have been conducted across all staff groups and departments. Key representatives from Babcock and trade union officials have also been involved. Twelve operational fire stations have been visited, and a review of strategic policies and procedures has been undertaken.
46. During the next few months a more detailed stakeholder engagement exercise will take place which will enable the consultant to develop the initial observations into a series of recommendations with associated impact assessments.
47. The final report of this review will be presented to the Commissioners Group in September 2019.

New training additions

48. Four TCAPs were completed during quarter one, as shown in the table below:

49. Table 6: Completed TCAPs

TCAP type	Description
Changes to materials	Removal of Bethnal Green Case Study – replace with Balmoral Bar
	Change of venue – EDBA training
New courses	Smoke Filled Environment – Breathing Apparatus Instructor
	Flood Response Technician

LFB Training Centre Croydon project update

50. The project continues to progress. The project board approved a revised procurement strategy (a traditional single stage design and build approach) at the board meeting on 11 February. On

30 May 2019, the board agreed to appoint Fulkers (external quantity surveyors and designers) to progress the project to the end of RIBA Stage 3.

51. Fulkers submitted a revised fee proposal based on a refurbishment of the existing PEG building, instead of constructing a new training block. A newly constructed six storey real fire training venue (RFTV) remains in scope. Fulkers estimate that the project can be delivered within budget. The revised fee proposal is based on enhanced de-risking of the design, and greater cost certainty. The building programme has also been reduced in duration. The new training centre was due to be open in 2022, but this is now September 2021.
52. This project is now reporting green as the project milestones have been re-baselined in line with the revised programme.

Restructure of department

53. It was agreed that a structural review of the Training and Professional Development (TPD) department would be undertaken following observations made in the interim report from the independent review of training.
54. The review of TPD is considering the functions, job roles and responsibilities and most appropriate departmental location for each function and providing options as to how best to improve the clarity and effectiveness of the functions delivered.
55. The review team consists of a small team of staff drawn from existing staff within TPD and Operations and is led by DAC Paul Jennings. The review started on 1 July and is anticipated to take between six and nine months to complete and the review team is seeking the views of all relevant stakeholders as part of the process. The review team will regularly report to a small project board which will be made up from representatives from all three directorates. The board is due to meet for the first time on 6 September 2019.

Re-prioritisation of TCAPs and amending the 2019/20 SoTR

56. The Statement of Training Requirement (SoTR) for 2019/20 was provided to Babcock on 31 August 2018. Since submission, there has been a need to revise the requirement, taking account of the Role to Rank project, the impending incident command revalidation programme and other organisational pressures. Consequently, on 10 June 2019, the Strategic Training Oversight Board (STOB) agreed a revised SoTR in order to meet organisational need. The changes mostly relate to command unit and incident command courses (CM, WM and GM levels). Babcock has undertaken an impact assessment, and the budget is now fully committed. Any further additions will require STOB to re-prioritise the training requirement.
57. On 10 June 2019, STOB also reviewed the list of 47 active TCAPs. TCAPs with an indirect or direct link to the Grenfell Tower Incident were prioritised, along with TCAPs for training which has a legislative or national requirement. STOB agreed to move four TCAPs into the existing course review processes and two were placed on hold with work on these suspended. Babcock has been asked to provide costings to enable progress to be made on the 25 TCAPs with an indirect or direct link to the Grenfell Tower Inquiry. Funding for these additional courses will be presented to a forthcoming Grenfell Tower Improvement Board meeting.

Finance comments

- 58. This report sets out the performance on the Babcock training contract for the period from 1 April 2019 to 30 June 2019, and includes (at paragraph 29) deductions of £4.1k against the payment to the contractor as a result of KPIs not met for April – May 2019.
- 59. The report notes that the LFB only pays for training that is scheduled. Historically, non-delivery has amounted to approximately 7.75% of the annual requirement. This level of non-delivery is factored into the financial planning and budget management processes and as a result this is not expected to result in an underspend. The impact of any variance to this level of non-delivery will be considered as part of the regular financial position reporting.
- 60. The Quarter 1 financial position reported to the Commissioners Board on 31 July 2019 forecast that the financial position for the training contract would be on target.

Workforce comments

- 61. Although no staff side consultation was undertaken specifically in relation to this report, officers from TPD department meet with the Trades Unions on a monthly basis to discuss training-related matters. As previously reported, an update on the LFB Training Centre Croydon project is now a standing agenda item at this monthly meeting.

Legal comments

- 62. General Counsel has reviewed the report and notes that in accordance with section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office.
- 63. Under section 7 (2)(a) of the Fire and Rescue Services Act 2004 the Commissioner must secure the provision of personnel, services and equipment necessary to efficiently meet all normal requirements for firefighting. Furthermore under 7 (2)(b) of the aforementioned act the Commissioner must secure the provision of training for personnel.

Sustainability implications

- 64. There are no sustainability implications arising from this report. Sustainability issues pertaining to the training contract are dealt with via the relevant contractual provisions. The LFB Training Centre Croydon project has a completed Sustainable Development Impact Assessment.

Equalities implications

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List of Appendices

Appendix	Title	Protective Marking
None		

Consultation

Name/role	Method consulted
Richard Mills, Deputy Commissioner and Director of Safety and Assurance	Draft report provided for comment.