



LONDON FIRE BRIGADE

Decision title

Training update report – Quarter 4 2019/20

Recommendation by

Decision Number

Assistant Director, Training and Professional Development

LFC-0370-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

LFC-0370 is the quarterly training update report, which is produced for the Commissioner's Board, to provide an update on the workings of the Training and Professional Development Department. These activities demonstrate our commitment to deliver the London Fire Brigade (LFB) Transformation Delivery Plan, to respond to the findings of phase one of the Grenfell Tower Inquiry and the LFB's HMICFRS inspection report.

The key updates are:

- The ongoing Covid-19 pandemic has led to a reduction in the number of training courses that are running. That had an effect on training performance in 2019/20, and has continued to impact training performance in early 2020/21.
- A report seeking to confirm what constitutes risk critical training is due to be submitted to the People and Operational Delivery Directorate Boards by 31 July 2020, along with a new training policy. The report will also seek to establish clear rules for action to be taken when a member of staff goes "out of ticket" (i.e. that they have not received refresher training within the designated time frame for that particular skill). A second phase of work is then due to commence, to address other skill areas, as well as systems considerations and delegate self-allocation to training courses. This follow-up work is due to be the subject of a further report, to be submitted by 31 December 2020.
- Phase two of the Development and Maintenance of Operational Professionalism (DaMOP) project is due to be implemented on 19 July 2020. This is 18 days later than originally planned, in order to align with the phase one DaMOP training cycle.

Decision

That the London Fire Commissioner notes the report.

**Andy Roe**

London Fire Commissioner

Date **This decision was remotely
signed on Monday 24 August 2020**

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LONDON FIRE BRIGADE

Report title

Training update report – Q4 2019/20

Report to	Date
People Directorate Board	27 May 2020
Operational Delivery Directorate Board	3 June 2020
Commissioner's Board	17 June 2020

Report by	Report number
Assistant Director, Training and Professional Development	LFC-0370x

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Recommended decision(s)

That the London Fire Commissioner notes the report.

Background

1. This is a quarterly report presented to the 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 January to 31 March 2020 (the fourth quarter of 2019/20), and the full 2019/20 training year.
3. As reported at Q3, with effect from Q1 2020/21 this report will also include information on all areas of training, not just those within the control of TPD. Those additional areas are:
 - Training quality assurance (owned by Operational Policy)
 - Control training (owned by Control and Mobilising)
4. This report covers eight topic areas, as follows:
 - Training delivery – Q4 2019/20
 - Delegate attendance
 - Training contract – financial position
 - Review of Development and Maintenance of Operational Professionalism (DaMOP)
 - New training additions (TCAPs)
 - LFB Training Centre Croydon project update
 - Training recovery plan
 - Looking ahead

Training delivery – Q4 2019/20

5. 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 must 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

6. The annual training requirement for 2019/20 amounted to 22,775 delegate places. Training was delivered to 20,172 delegates, which is 89% of the annual requirement. The target is for training to be delivered to 90% of the annual delegate requirement, hence the target was not met.
7. It should be noted that the Covid-19 pandemic led to a reduction in the amount of training taking place, with 102 classes cancelled in March 2020 due to the pandemic. These classes were due to provide 763 delegate places (at average class sizes). Had those classes taken place, the 90% target would have been met.

Risk critical training – “in” and “out of ticket” position

8. Previously, training delivery performance reporting has focused on core skills training, and the ability of Babcock Training (LFB's training contractor) to meet the LFB Training Plan requirement. That approach helped to monitor overall numbers of staff being trained, but did not directly correlate with the skills position. The HMICFRS inspection report drew attention to the skills position for incident command and emergency response driving, and since November 2019

fortnightly reporting has been undertaken to track those two areas, plus breathing apparatus (BA) and immediate emergency care (IEC).

9. Those four areas have been identified as being most risk-critical by officers from the Training and Professional Development Department. A report will be submitted to the People and Operational Delivery Directorate Boards by 31 July 2020, along with a new training policy which will recommend action to address the situation where individuals are performing their duties when their training has lapsed which poses a potential risk to themselves, their crews and the community they serve. A second phase of work will then commence which will address other skill areas, systems considerations and delegate self-allocation to training courses. This follow-up work is due to be presented to the People and Operational Delivery Directorate Boards by 31 December 2020.
10. Table 1, below, shows the "in" and "out of ticket" position for these four skill areas, at the beginning and end of Q4 2019/20. This is followed by commentary to explain the end of Q4 position, and the movement over the three-month period. The fortnightly reporting frequency means that the date range for Q4 was 10 January to 3 April 2020.
11. The data below is based upon the currently understood rules governing "in" and "out of ticket", which are likely to change, details of this will be contained in the skills report mentioned in paragraph nine above. In the table, the term "pool" refers to the number of staff eligible to receive training. Staff are eligible if they are on full duties on the date the data is obtained. Staff who are on light duties, secondments, long term sick, career breaks and maternity leave are not included in these figures. The term "in ticket" refers to staff who have received training (in time) to maintain the skill.

Table 1 – risk critical training "in ticket" position, Q4 2019/20

Skill	As at 10/01/2020			As at 03/04/2020			Change		Commentary Paragraphs:
	Pool	In Ticket	%	Pool	In Ticket	%	In Ticket	%	
Incident command - level 1	1,235	847	69%	1,456	957	66%	+110	-3%	12-17
Incident command - level 2	195	164	84%	209	168	80%	+4	-4%	18-20
Incident command - level 3/4	27	18	67%	25	17	68%	-1	+1%	21
Emergency response driving - car	296	155	52%	307	235	77%	+80	+25%	22-24
Emergency response driving - fire appliance	1,936	1,446	75%	1,728	1,532	89%	+86	+14%	25-28
Breathing apparatus	4,126	4,043	98%	4,114	3,943	96%	-100	-2%	29-30
Immediate emergency care	4,160	3,331	80%	4,152	3,328	80%	-3	0%	31-32

Incident command – level 1

12. This skill is held by staff at Leading Firefighter, Sub Officer, Station Officer, and by Firefighters who have been authorised to act-up to Leading Firefighter. The latter (of which there are 296) became eligible for training via the implementation of the Role to Rank agreement in October 2019. They were only added to the reporting methodology for this report during Q4, which is why the pool of eligible staff has increased during Q4.

13. Initial training is provided upon promotion (the Firefighters are eligible for training once they have been authorised to act-up), and refresher training via the level 1 incident command (IC) maintenance and revalidation courses. There is also a "booster" course provided to newly promoted Sub and Station Officers. The Brigade is in the process of improving Incident Command training at all levels of command, with L1 Incident Command being addressed first to ensure that all necessary training is provided to staff before they undertake the duties and responsibilities of that role.
14. The table shows that the number of "in ticket" level 1 incident commanders increased during Q4 (by 110), though the percentage reduced (by 3%). This is because a majority of the Firefighters who are authorised to act-up to Leading Firefighter, who were added to the dataset during Q4, have not yet received their acquisition training.
15. At the time of reporting, 15 of the 499 staff who were "out of ticket" at the end of Q4 are booked on upcoming training courses. A further 150 staff (all Firefighters who are authorised to act-up to Leading Firefighter) are due to attend courses at the Fire Service College from July 2020. No other delegate allocations are currently possible, due to the suspension of the development and revalidation courses. Staff will be allocated to these courses once they are reinstated.
16. The "in ticket" position for this skill is currently affected by the suspension of training due to the ongoing Covid-19 pandemic. At the time of reporting, the "booster" course for newly promoted Sub and Station Officers is still running, with all other level 1 incident command training suspended. At the time of reporting, this course is expected to be reinstated with effect from June/July, subject to agreement with the FBU via the Brigade Joint Committee on Health and Safety and Work (BJCHSW).
17. In accordance with the LFB Transformation Delivery Plan, it is anticipated that all level 1 incident commanders will be trained by December 2021.

Incident command – level 2

18. This skill is held by staff at the rank of Station Commander and Group Commander. These staff are formally assessed before undertaking the role of Level 2 incident commander, via the incident command exercise part of the promotion process. Development training is then provided to these staff once in role, and refresher training via the level 2 IC maintenance course. There is also a "booster" course provided to newly promoted Group Commanders.
19. At the time of reporting, all level 2 IC training is suspended due to Covid-19. In terms of 2019/20 performance, three level 2 training classes were cancelled in March 2020 due to Covid-19, which equates to 29 lost delegate places (based on average class sizes).
20. In accordance with the LFB Transformation Delivery Plan, it is anticipated that all level 2 incident commanders will be trained by August 2021.

Incident command – level 3/4

21. This is a small cadre of staff at the level of Deputy Assistant Commissioner (DAC) and above. All eight individuals who are "out of ticket" have been allocated to courses at the Fire Service College later this year. Hence, the full cadre is due to be "in ticket" by the end of the year.

Emergency response driving - car

22. This skill is predominantly held by senior officers at the rank of Station Commander and above (75%), though some lower-ranked operational staff (19%) also hold the skill, as do some FRS staff

(5%) and Control staff (1%). A programme of revalidation for emergency response car drivers began in January 2018, with a requirement that all staff be "in ticket" within a four-year period (i.e. by January 2022).

23. The "in ticket" position for this skill has been affected by the ongoing Covid-19 pandemic. At the time of reporting, all revalidation training for emergency response driving is suspended. In terms of 2019/20 performance, seven training classes were cancelled in March 2020 due to Covid-19, which equated to 12 lost delegate places (based on average actual class sizes). At the time of reporting, this course is expected to be reinstated with effect from June/July, subject to agreement with the FBU via the BJCHSW.
24. As Table 1 shows, despite the training suspension, the "in ticket" position for this skill increased by 80 during Q4. At the time of reporting, the forecast remains that all emergency response car drivers will be "in ticket" by January 2022, in accordance with the LFB Transformation Delivery Plan, and HMICFRS Improvement Action plan.

Emergency response driving – fire appliance

25. This skill is predominantly held by Firefighters (94%), with a small number of other fire station staff (5%) and FRS staff (1%). A programme of revalidation for emergency response fire appliance drivers began in June 2017, with a requirement that all staff be "in ticket" within a four-year period. When the LFB Transformation Delivery Plan was produced, in January 2020, the target was revised to January 2021.
26. The table shows that the number of drivers decreased during Q4 (by 208). This was the result of a change to the reporting methodology, following clarification from Central Operations Department regarding staff who are no longer required to drive as part of their role.
27. The number of "in ticket" fire appliance drivers increased by 86 during Q4, to reach a total level of 89%. However, at the time of reporting, all revalidation training for emergency response driving is suspended. In terms of 2019/20 performance, 16 training classes were cancelled in March 2020 due to Covid-19, which equates to 29 lost delegate places (based on average actual class sizes).
28. Given the ongoing suspension of training, and the likelihood that the course will return with a class size of one (instead of two) to lessen the Covid-19 related risk associated with this course, the forecast date by which all drivers will be "in ticket" has been revised to April 2021. This is reflected in the latest HMICFRS Improvement Action Plan update.

Breathing apparatus

29. This training area measures "in" and "out of ticket" status in BA training for Firefighters, Leading Firefighters, Sub Officers and Station Officers. The "in ticket" position for this skill (which reduced by 100 during Q4) has been affected by the ongoing Covid-19 pandemic. At the time of reporting, all BA training for these staff is suspended. In terms of 2019/20 performance, ten training classes were cancelled in March 2020 due to Covid-19, which equated to 124 lost delegate places (based on average class sizes).
30. At the time of reporting, this course is expected to be reinstated with effect from June/July, subject to agreement with the FBU via BJCHSW.

Immediate emergency care

31. This skill is held by Firefighters, Leading Firefighters, Sub Officers and Station Officers. To remain "in ticket", staff need to have completed a three- or five-day course within the last three

years, and an IEC course (including the one-day course – which is scheduled to take place on station via SR annually) within the last 12 months.

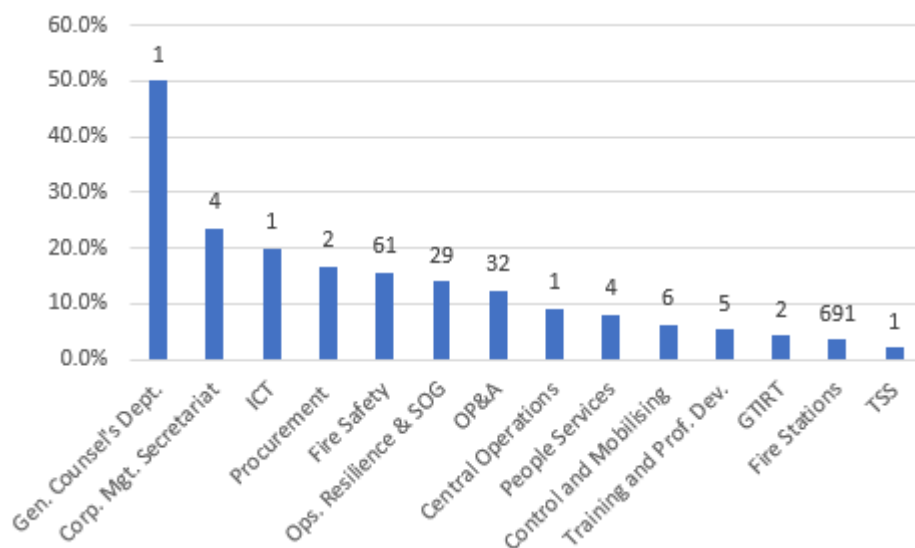
32. The "in ticket" position for this skill has been affected by the ongoing Covid-19 pandemic. At the time of reporting, both the five-day and one-day IEC courses are suspended, though the three-day course continues to run. In 2019/20, 23 training classes were cancelled in March 2020 due to Covid-19, which equated to 232 lost delegate places (based on average class sizes).

Delegate attendance

33. Delegate Non-Attendance (DNA) is recorded for any occurrence where a delegate fails to turn up to training and for which a cancellation request has not been previously approved by a line manager and the Training Programming team. For the whole of 2018/19, the DNA rate was 3.7%. This figure has increased to 4.1% in 2019/20. It should be noted that 28 of the 2019/20 DNAs (or 0.2% of the 4.1%) were due to the ongoing Covid-19 pandemic. The variable cost to the Brigade of incurring these DNAs (as the delegate places were paid for even though the delegates did not attend the course) is also calculated, and this amounted to £91k in 2019/20.

34. Figure 1, below, shows the DNA percentage (the bars), and the number of DNAs (the numbers above each bar) for each Department.

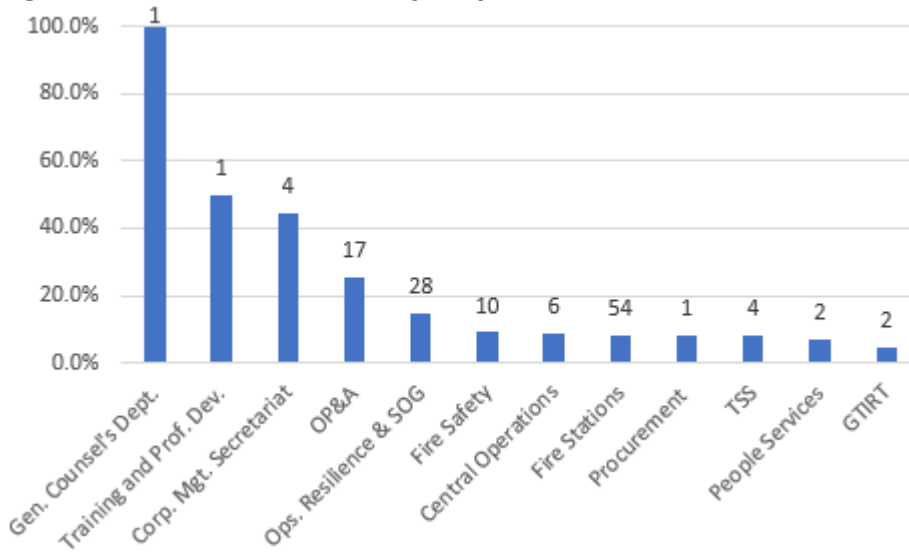
Figure 1: DNAs by Department – 2019/20



Note: Departments not listed had no DNAs over this period

35. DNA information is shared with Heads of Service (HoS) every month. It is down to each HoS to manage their DNAs. Each Director receives quarterly DNA updates for their Directorate.
36. Figure 2, overleaf, shows the data for senior staff only (at Station Commander and above for operational staff, Assistant Operations Manager and above for Control staff, and FRS E and above for FRS staff), in the same format as Figure 1. The overall DNA rate for this staff group was 10.3%.

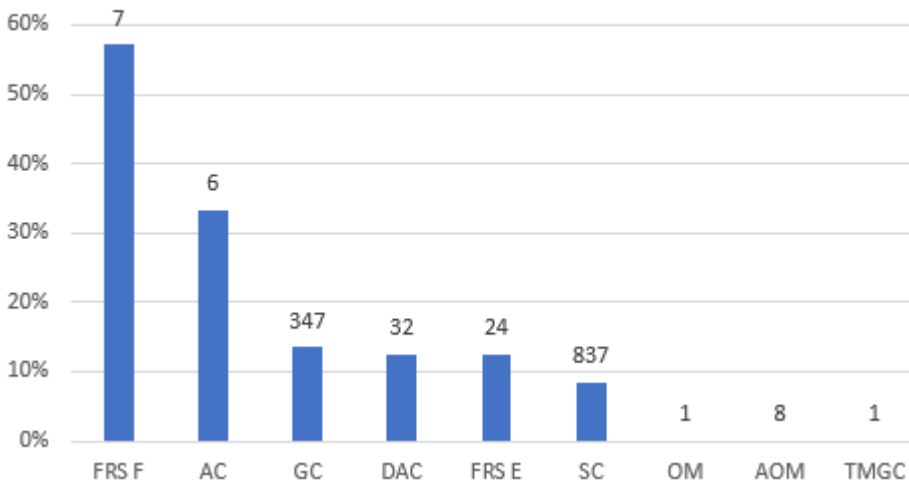
Figure 2: Senior staff DNAs by Department – 2019/20



Note: Departments not listed had no senior staff DNAs over this period

37. Figure 3, below, shows the data for senior staff by rank/grade. The bars show the DNA percentages, and the numbers above each bar the number of delegate registrations for each rank/grade.

Figure 3: Senior staff DNAs by rank/grade – 2019/20



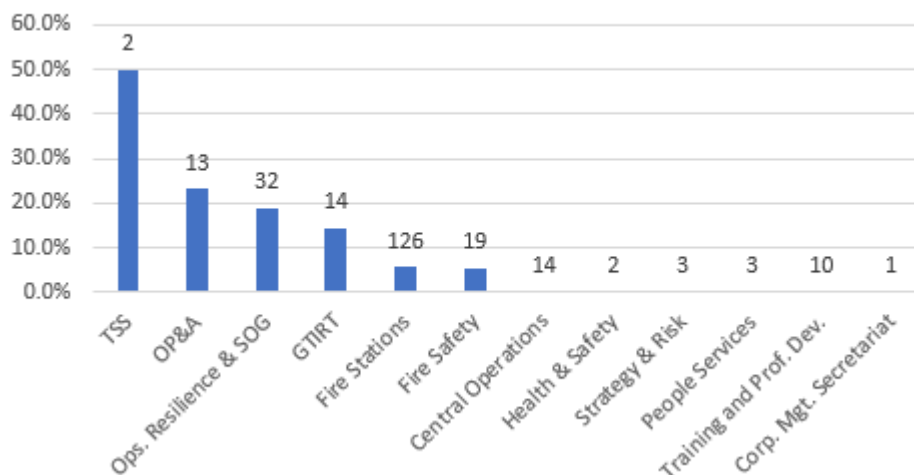
Note: Ranks/Grades not listed had no senior staff registrations over this period

38. Senior staff DNAs have been occurring at a higher rate (10.3%) than the 'all staff' position (4.1%). The comparable figures for 2018/19 were 11% for senior staff and 3.7% for 'all staff'.

39. Following the publication of the HMICFRS inspection report, incident command training is being prioritised and rolled out as a matter of urgency. Given the disproportionately high level of senior officer DNAs, Figure 4, overleaf, shows senior officer incident command DNAs. The bars show the DNA percentages, and the numbers above each bar the number of delegate registrations for

each Department. This information is being produced on a monthly basis and shared with Directors.

Figure 4 – Senior officer incident command DNAs – 2019/20



Note: Departments not listed had no training registrations over this period

Training contract – financial position

40. The training contract budget was overspent in 2019/20, by £1,305k. The overspend was caused by two significant budget pressures. The first of these was additional firefighter development (FFD) training. This training took place in order to reduce firefighter vacancies. The Recruitment Board agreed that the costs of this extra training would be funded from organisation-wide underspends and/or reserves. The second item was additional level 1 and 2 incident command training, which took place at the Fire Service College. This additional requirement is a result of changes brought in to ensure that officers receive training before they are required to act up to the next rank (Forward Development).

41. Babcock's performance in delivering the training contract is monitored in a number of ways, including against contractual KPIs. Table 2, below, provides a quarterly breakdown of the service failure deductions that Babcock incurred in 2019/20.

Table 2: Financial deductions - 2019/20

Quarter	Financial Deductions (£k)
Q1: April – June 2019	6.2
Q2: July – September 2019	9.8
Q3: October – December 2019	12.2
Q4: January – March 2020	10.3
Total	38.5

42. 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, and charges due to the delayed completion of training records for some FFD trainees.

43. Future financial position updates in this report will include information on the affordability of the Training Plan for the current year, and will lay out the options for meeting any affordability

challenges that may arise (i.e. the potential need for additional funding, or for training requirements to be reduced to stay within budget).

Review of Development and Maintenance of Operational Professionalism (DaMOP)

Project update

44. Phase two core competences for control, senior officers, and specialist staff were due to be implemented on 1 July 2020. Piloting of the new requirements continues and is receiving positive feedback from staff. Owing to social distancing measures within Control, it has been necessary to develop an alternative training schedule which front loads theory sessions for the first DaMOP period.
45. Discussions with ICT have identified that to align phase one and phase two reporting, performance management, and assurance, it will be necessary to align the training periods (DaMOP Blocks) of the phase one and phase two schedules. In order to achieve this, a new implementation date of 19 July has been agreed so that DaMOP Blocks are aligned across all core skills competencies.
46. Following the implementation of Phase two, the project team will be disbanded. Team members will either return to operational duties or join teams with responsibility for:
 - the on-going maintenance of the DaMOP framework,
 - programming,
 - systems enhancements,
 - undertaking a fundamental review of Borough Training Plans,
 - and reviewing and assimilating other maintenance training.
47. This will be done with the overall aim of removing duplication, and providing greater consistency and assurance.

Q4 performance update

48. The commentary for this section of the report was provided by the Fire Stations Department. Table 3, overleaf, provides a breakdown of the completion rate of the DaMOP core skills competencies covered in this financial quarter. These are made up of various sessions both theory and practical. These percentages are calculated according to the number of staff available during the quarter to complete each element. The agreed corporate target is for 95% of staff to complete the DaMOP framework activities.
49. A DaMOP training block comprises of twelve completed tours. DaMOP blocks do not align with the financial quarters. This explains why some areas have completed more competencies than others during this quarter. DaMOP programmes dates for each competency to be completed by every area at different times during a two-year cycle. This is outlined in the table below using grey shading where a competency was not programmed during Q4.
50. There are 18 core skill competencies covered in DaMOP, 11 high frequency competencies which are completed by each area on either a 3, 6 or 12 monthly basis, and 7 medium frequency competencies which are completed on either a 12 or 24 monthly basis.
51. The training schedule provides catch up sessions to ensure staff are given the opportunity to complete the practical/theory sessions within the same quarter, should they have missed the initial date.

52. Where an individual completes a catch-up session outside of the quarter the competency was initially programmed, the completion figure will be recorded against the quarter it was completed in and not backdated.

Table 3 – DaMOP competencies completion rate – end of Q4's block 2019/20 (09/01/20-13/04/20)

Core Skill Competencies	Frequency	North East	North West	South East	South West	Grand Total
Building and Construction	Medium	90.8%				90.8%
Community Fire Safety	Medium		87.1%			87.1%
Fire behaviour and Tactics	High	73.9%	80.6%	84.8%	74.4%	78.4%
Fire Safety Legislation	Medium		85.9%			85.9%
Hazardous Materials	High	85.9%		90.2%	78.7%	84.9%
High Rise	High			85.2%		85.2%
Incident Command	High	91.1%	75.4%	82.9%	75.3%	81.2%
Knots and Lines	High	94.1%	85.8%	89.6%	87.1%	89.2%
Ladders and Safe Working at Height	High	85.0%	79.1%	79.8%	76.7%	80.2%
Pumps and Pumping	High	84.7%	70.8%	75.8%	75.4%	76.7%
Respiratory Protective Equipment	High	89.0%	80.4%	81.7%	83.8%	83.7%
Road Traffic Collisions	High	79.8%			83.6%	81.7%
Rural Firefighting	Medium			92.7%		92.7%
Terrorism	High		75.1%	73.1%		74.1%
Transport	Medium	94.5%	82.8%		77.4%	84.9%
Utilities	Medium			90.0%	90.8%	90.4%
Working near, on or in Water	High		72.9%			72.9%
Grand Total		86.9%	79.6%	84.2%	80.3%	82.7%

53. There are a number of factors which contribute to the 95% target not being achieved for each competency, they include: long term sickness, periods of light duty, out duties, training courses (off station) and periods of self-isolation due to Covid-19 affecting the last month of this quarter.
54. As of 1 April 2020, the Station Based Quality Assurance audit has been updated to include additional questions to enable more comprehensive quality assurance of DaMOP activities. Station based quality assurance audits are carried out by Station Commanders (either the base SC or another SC from within the borough/area) on a quarterly basis meaning that every watch receives an audit once a year. In addition to this second level quality assurance is carried out by Operational Assurance Officers (OAOs). OAOs sample the audits carried out by SCs by completing the same audit to ensure consistency across the organisation and enable the identification of trends. All of these audits are recorded on the QA database.
55. End of block exercises will be audited by the OAO's going forward, this was due to commence at the end of Q4 2019/20 but has had to be suspended due to Covid-19. Once normal business resumes the auditing of end of block exercises will commence. This will require SCs to audit an end of block audit for each watch once a year, this will be recorded on the QA database. OAOs will also audit a sample of these end of block exercises.

56. From the end of Q1 20/21 onwards it will be possible to provide data on the end of block audits.

New training additions (TCAPs)

57. There are 20 TCAPs that relate to Grenfell Commission 2. Of those, three are completed, four are on target, ten are at risk of delay, and three are delayed. Details of the 13 TCAPs that are delayed, or are at risk of delay, are shown in Table 4, below and overleaf.

Table 4: Grenfell Commission 2 TCAPs – by exception

TCAP Name	Status	Update
Level 2 Incident Command - Revalidation	In Progress - Potential Risk of delay	The design of the Incident Command Level 2 revalidation is currently on track. The 2 nd proof of concept is due to take place on the 28 th of May 2020. There is a risk of delay if the May/ June training schedule is not agreed. Provisional dates have been scoped out in June as a backup.
Level 3 Incident Command - Maintenance	In Progress - Potential Risk of delay	Babcock have developed 3, 1-day maintenance courses for L3 & L4 Incident Commanders. Course content was completed on the 07/02/2020. Pilot was set for the 13/03/2020 but was cancelled by Babcock due to trainer availability. The pilot date has now been booked for 16/07/2020 due to COVID-19.
Level 4 Incident Command - Maintenance	In Progress - Potential Risk of delay	Babcock have developed 3, 1-day maintenance courses for L3 & L4 Incident Commanders. Course content was completed on the 07/02/2020. Pilot was set for the 13/03/2020 but was cancelled by Babcock due to trainer availability. The pilot date has now been booked for 16/07/2020 due to COVID-19.
EDBA Refresher	Delayed	<p>Due to COVID-19 Whipps Cross hospital is unable to accommodate this training. Holloway Prison has agreed to host these training courses (on a temporary basis until Whipps Cross hospital becomes available).</p> <p>Technical Services Support (TSS) are reluctant to release the additional equipment of cylinders and EDBA sets to deliver this training.</p> <p>A meeting on the 20th May has been scheduled between Training Commissioning, Operational Policy & Assurance and TSS to discuss and find solutions.</p> <p>In the meantime, Babcock has been asked to provide pilot dates for end of June/beginning of July (bearing in mind 28-days notice to delegates).</p> <p>This TCAP is at pilot stage.</p>

TCAP Name	Status	Update
Driver Familiarisation (CBT) - OSU, CU, FRU)	Delayed	Delayed due to RB's request that training is provided by means of a practical exercise and not CBT packages. Commissioning department and Central Ops preparing a consultation paper to respond to the RB's concerns. Outcome expected beginning of June 2020.
32m TL Driving	In Progress - Potential Risk of delay	Proof of concept to be held on the 1st June 2020 (14/05/2020 - awaiting FBU approval).
32m TL Conversion	In Progress - Potential Risk of delay	Proof of concept to be held on the 1st June 2020 (14/05/2020 - awaiting FBU approval).
64m TL Driving	In Progress - Potential Risk of delay	Design work in progress - 3 x 64m TL's expected to arrive in the UK July 2020 (subject to investigation deeming them safe for service).
64m TL Conversion	In Progress - Potential Risk of delay	Design work in progress - 3 x 64m TL's expected to arrive in the UK July 2020 (subject to investigation deeming them safe for service).
Fire Safety Checks	In Progress - Delayed	Delivery was supposed to commence on 01.04.20 however COVID-19 directly impacted the scheduled 2nd pilot taking place. This is now anticipated to take place on 29.05.20. If successful, delivery should commence mid-June
Fire safety at Stations - Fixed Installations	In Progress - Potential Risk of delay	Being delivered - potential 3-month overrun for completion of delivery due to COVID-19
Contemporaneous notes	In Progress - Potential Risk of delay	IT issue regarding CBT access for RB's in the process of being resolved. Alternative solution in place and RB's have package to review. Deadline for return is 20.05.20.
Recognising and managing stress, Anxiety and depression	In Progress - Potential Risk of delay	Babcock provided first draft for Commissioning Department to review on 23.03.20. Feedback provided by Commissioning Department on 07.05.20 stated content needs to change focus. Pilot scheduled for July however still awaiting alternative delivery options from Babcock for Commissioning Department to review.

58. Additionally, there are eight TCAPs that relate to risk critical training, as set out below:

- Level 1 Incident Command (Fire Service College) – on target
- Incident Command Level One Initial Acquisition – potential risk of delay
- Incident Command Level Two Initial Acquisition – on target
- Year 2 of the 2-day Firefighting course – potential risk of delay
- High Rise Training – potential risk of delay
- Incident Command Level 1 Maintenance of Skills – on target
- Fire Survival Guidance (FSG) Training –potential risk of delay
- Mass Evacuation and Casualty Rescue – potential risk of delay

59. As the list shows, three of those are on target. Details of the other five, which are at risk of delay, are shown in Table 9, below and overleaf.

Table 5: Other risk critical TCAPs – by exception

TCAP Name	Status	Update
Incident Command Level One Initial Acquisition	In Progress - Potential Risk of delay	<p>TCAP agreed by LFB and Babcock on 27/01/2020. The gap analysis on the current training material is underway by OP&A. Design work has also started and is being done by Babcock and LFB.</p> <p>The design of the pre-course learning has been completed and uploaded to LMS. The course content will be completed for the 22/06/2020.</p> <p>The proof of concepts will start on the 29/06/2020 and be completed by the 14/08/2020. The full roll out of the new Incident Command Level 1 Initial Acquisition courses will start on the 28/09/2020.</p> <p>Potential Risk of delay</p> <p>The proof of concepts will be delayed if the May/ June training schedule is not agreed. This is due to not having enough time to allocate delegates to the proof of concepts, allowing for the 28 days notice period. We are enrolling delegates on the pre-course learning and scoping future dates for the proof of concepts to run within the specified timelines.</p>
Year 2 of the 2 days Firefighting course	In Progress - Potential Risk of delay	<ul style="list-style-type: none"> • Course materials signed off. • Training for trainers is complete. • The course is ready to pilot <p>Risk of Delay</p> <p>Due to COVID-19, the extant two-day firefighting course is not currently running. As noted in paragraph 30, it is expected to start running again in June/July, at which point this new course can be piloted.</p>
High Rise Training	In Progress - Potential Risk of delay	<p>The original plan was to deliver training on the new High Rise Firefighting policy (PN633) via face to face input; carried out by OP&A. This training was due to be completed by the 31st of July 2020. The FSG and Emergency Evacuation training was going to be delivered by CBT on the 1st of July 2020. Due to COVID-19 this wasn't possible. A decision was taken to bring High Rise, FSG and Emergency Evacuation in line and deliver them together via the following 3 phases:</p> <p>Phase 1</p> <ul style="list-style-type: none"> • CBT - developed by Babcock. (Go live on Big Learn 31st July 2020) • Guided Learning Exercise – delivered by SCs/GCs on station – designed by Babcock • Face to face training for all operational officers (LFF to AC) delivered by OP&A – Sept-Oct <p>Phase 2 – Area Exercising</p> <p>Phase 3 – Urban Search & Rescue Course</p>

TCAP Name	Status	Update
Fire Survival Guidance (FSG) Training	In Progress - Potential Risk of delay	<p>The original plan was to deliver training on the new High Rise Firefighting policy (PN633) via face to face input; carried out by OP&A. This training was due to be completed by the 31st of July 2020. The FSG and Emergency Evacuation training was going to be delivered by CBT on the 1st of July 2020. Due to COVID-19 this wasn't possible. A decision was taken to bring High Rise, FSG and Emergency Evacuation in line and deliver them together via the following 3 phases:</p> <p>Phase 1</p> <ul style="list-style-type: none"> • CBT - developed by Babcock. (Go live on Big Learn 31st July 2020) • Guided Learning Exercise – delivered by SCs/GCs on station – designed by Babcock • Face to face training for all operational officers (LFF to AC) delivered by OP&A – Sept-Oct <p>Phase 2 – Area Exercising Phase 3 – Urban Search & Rescue Course</p>
Mass Evacuation and Casualty Rescue	In Progress - Potential Risk of delay	<p>The original plan was to deliver training on the new High Rise Firefighting policy (PN633) via face to face input; carried out by OP&A. This training was due to be completed by the 31st of July 2020. The FSG and Emergency Evacuation training was going to be delivered by CBT on the 1st of July 2020. Due to COVID-19 this wasn't possible. A decision was taken to bring High Rise, FSG and Emergency Evacuation in line and deliver them together via the following 3 phases:</p> <p>Phase 1</p> <ul style="list-style-type: none"> • CBT - developed by Babcock. (Go live on Big Learn 31st July 2020) • Guided Learning Exercise – delivered by SCs/GCs on station – designed by Babcock • Face to face training for all operational officers (LFF to AC) delivered by OP&A – Sept-Oct <p>Phase 2 – Area Exercising Phase 3 – Urban Search & Rescue Course</p>

LFB Training Centre Croydon project update

60. Further to the Q3 update, the final technical drawings for the Real Fire Training Venue (RFTV) have been received and there has been continuous dialogue with the design company to resolve some minor issues. The latter stages of the project design are being finalised

61. The pre-application stage is continuing with revised drawings to reposition the RFTV as the local council and English Heritage have rejected the original proposal to demolish the existing drill tower. It is now anticipated that formal submission of the planning application will be delayed to July 2020.

Training recovery plan

62. A working group has been established to produce a detailed plan to support increased delivery as/when the training requirement upsurges. It is Babcock's intention to meet the requirements of the Training Delivery Plan over the full year. To assist them to achieve this, their proposals include:

- Moving all pure classroom-based training out of Beckton and Park Royal to provide additional room for practical courses, e.g. BA and FFD. This will lessen the difficulties of maintaining social distancing in communal areas. Courses moved out to be delivered at conferencing venues or on station.
- Use of Ruislip to be commenced as soon as possible. Would work very well for FFD week 9 (RTC). This again reduces delegate numbers at Park Royal
- Detailed exercise in progress to look at increasing capacity for BA training, including weekend working and running two training shifts in the day (e.g. 8am-2pm and 2pm-8pm).
- Running classes in larger rooms so that delegate numbers per course do not need to be reduced

63. In response to the current Covid-19 pandemic the Training Plan was reviewed, and a significantly reduced number of courses were delivered in April. The training requirement was reviewed again in April and a revised training delivery plan for May and June was agreed internally in the Brigade to ensure that operational capability can be maintained. The May/June training delivery plan was shared with the FBU for information and a communications message drafted. At the time of reporting, Fire Stations have advised TPD not to schedule and allocate to re-instated courses until there is agreement with the unions. The proposed training plan has been further reviewed by Fire Stations, who will now share this with the unions for consultation via BJCHSW. Re-instated training courses for May have been lost and the May/June delivery plan now represents a June/July training delivery plan. If re-instated training courses are to be delivered in June, a decision to proceed is required by 22 May to be able to schedule courses and provide sufficient notice to delegates.

Looking ahead

64. As explained in paragraph nine, a report seeking to confirm what constitutes risk critical training is due to be submitted to the People and Operational Delivery Directorate Boards by 31 July 2020, along with a new training policy. The new policy will clarify roles and responsibilities around collation of annual training requirements, and ensure robust consequence management is in place where risk critical training frequencies are not met. The report will also seek to establish clear rules for action to be taken when a member of staff goes "out of ticket". A second phase of work is then due to commence, to address other skill areas, as well as systems considerations and delegate self-allocation to training courses. This follow-up work is due to be the subject of a further report, to be submitted by 31 December 2020.

65. As reported at Q3, the next quarterly training update report (for Q1 2020/21) will include sections on Control training (owned by the Control and Mobilising Department) and training quality assurance (owned by the Operational Assurance Department). This additional information is being added to the report with effect from the new training year (instead of from Q4 2019/20) to allow time for TPD to agree with these other departments which information will be provided, and to what timetable.

Finance comments

66. This report sets out the performance on the Babcock training contract as at the end March 2020, Quarter 4 and includes (at paragraph 41) deductions of £38.5k against the payment to the contractor as a result of KPIs not met in 2019/20.
67. Historically, non-delivery has amounted to approximately 7.75% of the annual requirement but this was 11% in 2019/20 partly due to the Covid-19 pandemic. In normal circumstances, the LFB only pays for training that is scheduled and the level of non-delivery is factored into the financial planning and budget management processes.
68. During the ongoing Covid-19 pandemic, however, the LFB has been paying for training classes cancelled due to Covid-19. Procurement are continuing commercial discussions with Babcock Training regarding these payments, in order to agree a final reconciliation covering all costs. Therefore, the amount paid may reduce when this reconciliation has been agreed.
69. The forecast overspend on training contract budget was reported as part of the Draft Outturn report mainly due to additional firefighter development (FFD) training and additional level 1 and 2 incident command training set out in paragraph 40 above, and managed within the Brigade budget overall .

Workforce comments

70. 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 (the meeting is entitled "Training and Professional Development & Trades Unions meeting"). As previously reported, an update on the LFB Training Centre Croydon project is now a standing agenda item at this monthly meeting.

Legal comments

71. Sections 7 to 9 of the Fire and Rescue Services Act 2004 sets out the core functions of the fire and rescue authority which includes the duty to secure the provision of personnel, services and equipment necessary to efficiently meet all normal requirements for firefighting, road traffic accidents and other emergencies. Those sections also make specific duty to secure the provision of training for personnel.
72. As an employer, the London Fire Commissioner must also comply with the requirements of the Health and Safety at Work etc. Act 1974 (1974 Act).
73. Section 2 of the 1974 Act imposes a general duty on the employer to '*ensure, so as is reasonably practicable, the health, safety and welfare at work of all of his employees.*' This general duty extends (amongst other things) to the plant and systems of work, the provision of information, instruction, training and supervision and to the provision and maintenance of a working environment that is, so far as reasonably practicable, without risks to health and adequate as regards facilities and arrangements for welfare at work.
74. Section 3 of the 1974 Act imposes a general duty to '*conduct his undertaking in such a way as to ensure, so far as is reasonably practicable, that persons not in his employment who may be affected thereby are not thereby exposed to risks to their health or safety*'.
75. This report provides an update to the Commissioners Board on the work of the Training and Professional Development Department and includes the work which is being undertaken to address the findings of the Grenfell Tower Phase 1 report and HMICFRS inspection report. In

considering the information provided regarding training provision the LFC should be satisfied that the legal duties are met and promptly undertake any steps necessary to address any areas which may give rise to a potential risk.

76. The body of the report refers to securing training under the Babcock Contract which has been procured compliantly in accordance with the Public Contract Regulations 2015.
77. Reporting regularly on training will enable the London Fire Commissioner to measure performance and identify gaps, thereby ensuring the Brigade remains operationally efficient and effective.

Sustainability implications

78. 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

79. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising our functions and taking decisions.
80. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
81. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, and Sexual orientation.
82. The Public Sector Equality Duty requires us, in the exercise of all our functions (i.e. everything we do), to have due regard to the need to:
 - a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
83. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
 - a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
 - b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

- c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

84. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

85. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) tackle prejudice, and
- b) promote understanding.

86. The December 2019 HMICFRS Inspection Report graded LFB as 'requires improvement' in the 'People' section of the inspection, and 'inadequate' on some areas of training provision, including noting that there is 'no corporate equality or diversity training'. Although there are limited equality implications rising from this update report, the context in which LFB operates is important in terms of recognising where there are advances in equality, diversity and inclusion to be made.

87. The Commissioner's Board noted a proposal for a new Inclusion Strategy for LFB on 8 April 2020, named the 'Togetherness Strategy', which will be launched cross-organisationally in late summer 2020. A number of actions relate directly to training, and senior stakeholders will be accountable for the implementation and governance of these. The Inclusion Team received the first wave of consultation feedback in May 2020, and will be communicating more widely to senior leads for engagement in late May/early June 2020.

List of Appendices

Appendix	Title	Protective Marking
None		