



LONDON FIRE BRIGADE

Decision title

Incident Command Level 3 & 4 Training Review - Update

Recommendation by
Assistant Commissioner, Operational Policy & Assurance

Decision Number
LFC-0392-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

Report LFC-0392 details the outcomes of a training needs analysis following the approval of the mandatory training requirements for Levels 3 and 4 incident command by the Operations and Assurance Directorate Board on 25 March 2020.

The report highlights steps already taken to address training requirements.

Additionally, the report acknowledges that if the enhanced Levels 3 and 4 training requirement is not delivered by our training provider (Babcock) in Q1, 2021/22 that there are additional options for delivery of these courses by external providers, see appendix 2 and 3 of Report LFC-0392, subject to our procurement guidelines.

Decision

That the London Fire Commissioner approves the long-term delivery of Levels 3 and 4 incident command training through option 1, the Babcock delivered course from Q1 2021/22.

Andy Roe
London Fire Commissioner

This decision was remotely
Date signed on Monday 21 September 2020

Access to Information – Contact Officer	
Name	Steven Adams
Telephone	020 8555 1200
Email	governance@london-fire.gov.uk



LONDON FIRE BRIGADE

Report title

Incident Command Level 3 & 4 Training Review - Update

Report to	Date
Operational Delivery DB	16 July 2020
People DB	20 July 2020
Commissioners Board	29 July 2020
London Fire Commissioner	

Report by	Report number
Assistant Commissioner, Operational Policy & Assurance	LFC-0392

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

This report details the outcomes of a training needs analysis (TNA) following the approval of the mandatory training requirements for Levels 3 and 4 incident command by the Operations and Assurance DB on 25 March 2020.

The report highlights steps already taken to address training requirements.

Additionally, this report acknowledges that if the enhanced Levels 3 and 4 training requirement is not delivered by our training provider (Babcock) in Q1, 2021/22 that there are additional options for delivery of these courses by external providers, see appendix 2 and 3, subject to our procurement guidelines.

Recommended decision

That the London Fire Commissioner (LFC) approves the long term delivery of Levels 3 and 4 incident command training through option 1, the Babcock delivered course from Q1 2021/22.

Background

- On the 25 March 2020 the Director for Operational Delivery and Assurance approved:
 - the minimum and mandatory training requirements for Incident Command Level 3 (ICL3) and Incident Command Level 4 (ICL4) see appendix 1.
 - that a training needs analysis (TNA) should be carried out that identifies the number of training interventions required for relevant staff in order to meet that TNA.
- In addition to the above, a further report regarding changes to incident command thresholds was presented at the Commissioner Board on 21 May 2020. These changes propose that Group Commanders (GC) will need to meet the requirements of ICL3 and Deputy Assistant Commissioners (DAC) will need to meet the requirements of ICL4. The LFC agreed to await the outcome of consultation with the representative bodies in relation to these threshold changes.

Therefore the impact of these changes on training provision will be the subject of a future report once agreement has been reached.

Training Needs Analysis

3. To identify exactly how many courses are required for each staff group a TNA was undertaken. As well as the DAC and Assistant Commissioner (AC) staff group, the TNA also took the opportunity to include non operational FRS strategic leaders. A clear gap was identified in relation to non-operational Heads of Service and training related to the organisation's Strategic Response Arrangements (SRA). This gap is currently being addressed by Strategy and Risk and a Training Commissioning and Alteration Process (TCAP) to identify the requisite training required is being formulated. As such, this will not be considered in the remainder of this report.
4. The previous report, Review of Incident Command Levels 3/4 training (Ref FP0658), was considered by the Operational Delivery and Assurance Directorate Board on 25 March 2020 and highlighted the gap in the provision of acquisition, maintenance of skills and revalidation of those skills at ICL 3 and ICL 4. Table 1 below details the numbers of delegates required to undertake the training at the relevant level to close this gap.

NB: As revalidation of incident command at this level is being delivered through a separate specific project (scheduled to deliver ICL 3 within Q1, 2021/22), it has not been included within table 1.

Course Title	Courses Required for DAC's	Courses Required for AC's	Courses Required for the Commissioner & Deputy Commissioner	Total Delegates
ICL 3	16	6	N/A	22
ICL 4	16	6	2	24
MAGIC	7	2	2	11
MAGIC Lite	2	3	0	5
CBRN(e) Silver	9	3	0	12
CBRN(e) Gold	N/A	6	1	7

Table 1 - Total number of incident command and multi agency courses currently required (MAGIC – Multi Agency Gold Command Course).

Measures to address gaps identified in the TNA

Continuous Professional Development

5. Additional incident command related continuous professional development (CPD) training is scheduled to be provided to all Level 3 and Level 4 officers (Q3 2020/21 onwards) through the 'in house' incident command delivery team (as detailed within the Delivering our Strategy: Incident Command, report number LFC-0347 presented and agreed on 12 May 2020).

Revalidation of DAC's and AC's

6. As mentioned in para 4, revalidation of incident command is currently being addressed through a separate corporate project, however there is opportunity to provide training for those officers at DAC and AC level who have not undertaken an Incident Command Exercise (ICE) at the appropriate level within the last two years (the timeframe being introduced for revalidation purposes).
7. The TNA identified eight DACs (ICL3) and two ACs (ICL4) who by the end of 2020 will have not undertaken an ICE in the last two years. No other officers will fall outside of the two year timeframe until March 2021. In order to address this gap the requisite number of ICL 3 and ICL 4 courses have been booked through the Fire Service College (FSC) and will be completed by the end of 2020.
8. These courses will be delivered by the FSC at a cost of £42,000 the funding for this is from the incident command training element of the Transformation Reserves and will be completed by the end of Quarter 3, 2020/21.
9. There are currently no DACs acting up to the rank of AC or providing operational cover on the AC duty rota, however it is recognised that the provision of ICL4 training to DACs enables greater flexibility in supporting a Strategic Coordination Group and provides an opportunity to develop their knowledge and skills. The proposed changes to the incident command thresholds (see para 2) will necessitate DACs being provided with ICL4 training in any case. If the thresholds do not change, consideration should be given to providing any DAC acting up to the rank of AC with a ICL4 course and if necessary further work will be done on this and presented to the relevant Board.
10. Following the attendance of eight DACs (ICL3) and two ACs (ICL4) discussed in this section, the remaining gaps identified in the TNA are set out in Table 2 below. The remainder of this report considers these outstanding items.

Course Title	Courses Required for DAC's	Courses Required for AC's	Courses Required for the Commissioner & Deputy Commissioner	Total Delegates
ICL 3	8	6	N/A	14
ICL 4	16	4	0	20
MAGIC	7	2	2	11
MAGIC Lite	2	3	0	5
CBRNe Silver	9	3	0	12
CBRNe Gold	N/A	6	1	7

Table 2 - Total number of incident command and multi agency courses required from December 2020.

Multi Agency courses (MAGIC and CBRNe)

11. There are four Multi Agency courses (MAGIC, MAGIC Lite, CBRNe Silver and CBRNe Gold) included in the mandatory training that are currently undertaken and supplied by the British Transport Police (BTP) and the College of Policing (CoP). These will continue to be supplied by them and will include refresher training on a three yearly basis.
12. There are a finite number of CBRNe Silver and Gold command courses throughout the year and AC/DACs are programmed and allocated courses accordingly via the Operational Resilience and Special Operations department who use the central 1661 training budget to fund this training. This is a rolling programme and has been budgeted for, but indicative costs for the courses are detailed in Table 3 below for information.
13. A review of the MAGIC and MAGIC Lite course is currently being carried out by Operational Resilience and Special Operations. This review will report on the appropriate delivery options and Table 3 below gives an indication of the costs to cover future provision of this mandatory training requirement. It should be noted these are only indicative costs as a joint multi agency funding approach is taken within London that enables the London Resilience Group to fund a number of courses as a whole rather than each agency sending delegates on an individual basis. These costs have already been budgeted for.

Course	Provider	Accreditation	Duration	Location	Delegate Cost	Number of courses required	Total Cost of each course
CBRNe (Silver)	CoP	Nationally Recognised	3 days	Ryton	£500	12	£6000
CBRNe (Gold)	CoP	Nationally Recognised	3 days	Ryton	£500	7	£3500
MAGIC	BTP	Nationally Recognised	4 days	London	£1,593	11	£17,523
MAGIC	FSC	Nationally Recognised	4 days	FSC	£2,280	11	£25,080

Table 3. Costs associated with Multi Agency courses

Delivery options and recommendations for Levels 3 and 4 incident command training

14. The courses being provided for purposes highlighted in paragraph 6-8 above are nationally recognised and attract a wide range of UK Fire and Rescue Service officers from Station Commander to DAC level, as such, they represent a satisfactory interim measure as detailed in paragraphs 6 – 8.
15. The content of the identified courses is generic and long term it is considered that training that builds on these generic courses and reflects and incorporates London's unique operating context and complex built environment will provide an enhanced training experience for LFB officers.
16. The current review of incident command training being undertaken by Operational Policy and Assurance (OPA) is also reviewing all of the incident command courses to confirm they are aligned with National Operational Guidance (NOG) and to ensure they will be accredited and take into account the learning from both the Grenfell Tower Inquiry and the recommendations of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). A TCAP has commenced that will enable our training providers (Babcock) to deliver an enhanced London ICL 3 course as well as an ICL 4 Strategic Command course. In addition to meeting all national occupational standards these enhanced courses will deliver training specific to the unique

London operational environment and enable a realistic and robust assessment of competence that supports our officers to deal with the challenges they face.

17. Furthermore, within this course provision there represents an opportunity to incorporate aspects of the MAGIC course and support a significant contribution to multi agency working and the review mentioned above.
18. The delivery of the above enhanced London courses by Babcock is scheduled for Q1 2021/22 and will be prioritised for delivery within the existing training budget.
19. The current three Strategic workshops will be included in this design whether as part of the acquisition course or as an element of yearly maintenance of skills. In the interim period these workshops will be delivered as maintenance of skills for ICL3/4 within Q3 and Q4 2020/21.

Options for ICL3 and ICL4 acquisition training

20. However, if it was deemed preferable for the provision of ICL3 and ICL4 training for those gaps identified in the TNA to take place prior to the enhanced Babcock delivered courses being available in Q1 2021/2022, this section of this report presents another option.

Option 1 – Babcock delivered course 2021/22

21. This is the current position. If this option were chosen it would mean the Brigade takes the decision to wait until the enhanced London, Babcock facilitated, ICL 3/4 courses (highlighted in paragraphs 15-17) are available from Q1 2021/22 with costs allocated from the training budget for 2021/22. As these courses are yet to be finalised and be readily available, there is a small risk of not meeting the delivery date of April 2021. If delays were to occur the option below could be re-considered to fill the gap for either ICL3 and/or ICL4 until the Babcock courses are ready.
22. Following discussions with Training and Professional Development, the inclusion of these courses with the training budget for 2021/22 effectively means they are delivered as cost neutral (possibly at the expense of others courses – to be confirmed in the training delivery plan currently being formulated). Once the TCAP process has been further developed an understanding of the number of training credits required to deliver these courses can be established.

Option 2 – External providers

23. The Commissioner should be aware that if the preferred option above were to be delayed or it was decided that the courses needed to be delivered before Q1, 2021/22 then consideration could be given to the three external providers identified who supply off the shelf courses that would meet our basic requirements. The description of the training providers can be seen in appendix 2 and the course outlines can be found in appendix 3.
24. As the course costs for this option could be as high as £130,000 the training providers would be subject to our procurement rules. This option will also require the allocation of additional funds which if required would be applied for from the Incident Command Transformation Reserve through the Transformation Board.
25. Option 2 is therefore to initiate a procurement of ICL3 and ICL4 courses required to fill the gaps in the TNA before Q1 2021/2022. It is recommended that if this option is selected delegated authority be given to the Assistant Director Procurement, Technical and Service Support in consultation with the Assistant Commissioner Operational Policy to conduct a procurement exercise, decide on a successful supplier and sign an agreement with that supplier (in line with

Brigade procedures and governance). It is also recommended that budgetary provision be made for that procurement.

Costs

25. The ICL 3 and ICL 4 courses and cost options for the external providers are detailed below;

Course	Provider	Accreditation	Duration	Location	Delegate Cost	Number of delegates	Total Cost
ICL3	PST	SFJ	7 days*	LFB	£1825	14	£25,550
ICL3	Artemis	SFJ	5 days	LFB	£1793	14	£25,102
ICL3	FSC	SFJ	4 days	FSC	£3,581	14	£50,134

Table 4, * Seven, one day modules over a 12-week period for four officers – all prices include VAT @ 20%

Course	Provider	Accreditation	Duration	Location	Delegate Cost	Number of delegates	Total Cost
ICL4	PST	SFJ	7 days*	LFB	£2450	20	£49,000
ICL4	Artemis	SFJ	5 days	LFB	£1793	20	£35,860
ICL4	FSC	SFJ	5 days	FSC	£3,900	20	£78,000

Table 5. *Seven, one day modules over a 24-week period for up to four delegates .

26. If the options in tables 4 and 5 were chosen enabling all of the training to be concluded by Q1, 2021/22, the maximum cost for delivery would be £130k, with the minimum cost being £61k.

27. It should be noted that only option 1 has an identified funding source at present through the 21/22 training budget and if an alternative option is preferred then an application for funds from the Transformation Reserve for incident command training would need to be consulted on at the Transformation Board.

Conclusion

29. Steps have already been taken to address the training areas of need identified by the HMICFRS and there are several options available to close the gaps identified by the Levels 3 and 4 TNA. Interim measures have been established and options for the long term provision of training for current and future officers are presented in this report.

30. It can be seen that the interim measures put in place to address the immediate L3 and L4 training needs will be effective and meet the HMIFRS action plan until a bespoke London specific training solution is available. As such, being mindful of cost and to ensure the appropriate focus and quality of training, it is recommended that following the interim training measures (up to March 2021), all subsequent L3 and L4 incident command training be delivered via the bespoke London Babcock facilitated courses.

31. In relation to the multi agency courses, no decision is required at this stage and they will continue to be delivered to the relevant officers through the current structures and processes.
32. This report does not take account of staff who maybe promoted as part of any scheduled assessment and promotion centres between June 2020 and March 2021. However, if any staff are promoted during this period the numbers are likely to be low and training could be scheduled on an adhoc basis following a TNA.

Finance comments

33. This report details the results of a training needs analysis following the approval of level 3 and level 4 incident command training requirements (LF-0358). The report highlights steps already taken to address training requirements and highlights options as an interim measure until a bespoke Level 3 and 4 training requirement is delivered by our training provider in 2021.
34. The training needs analysis has highlighted that 10 staff will need to receive training on Incident Command Level 3 and Level 4, and these courses have been scheduled to be completed at the Fire Service College by the end of 2020. The 2020/21 Budget Report (LFC-0324y-D) agreed the creation of a transformation reserve and £387k has been set aside in this reserve for incident command training. These courses will be delivered at a cost £42k and can be funded from this reserve.
35. The report also discusses the current multi agency course (MAGIC) provision. These courses are currently funded by the London Resilience Group.
36. The report then sets out two options to meet the Brigades minimum requirements of an ICL 3 and ICL4 course, with the recommendation that option one is agreed. Option one is for the training to be carried out by Babcock within existing Training Contract cost estimates, although the report notes that this may impact other planned training, which will be considered as part of the usual training planning process. Option two would result in an additional cost to the LFB of between £61k and £130k.

Workforce comments

37. Throughout the process the 'Prospect' representatives for DAC's and AC's have had the opportunity to review the content of the report and offer suggestions which have been considered and where deemed appropriate the report has been amended to reflect these suggestions.

Legal comments

38. Under 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. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
39. Section 1 of the Fire and Rescue Services Act 2004 (FRSA 2004) states that the Commissioner is the fire and rescue authority for Greater London.
40. The statutory basis for the actions proposed in this report are provided by the FRSA 2004. Under S7, the Commissioner must secure the provision of training for personnel, in making provision for the purposes of extinguishing fires and protecting life and property in its area. The London Fire Commissioner is also required to secure the provision of training for personnel in respect of other

emergencies, such as road traffic accidents (S8) and other emergencies as defined by S9 and its subordinate legislation.

41. In approving these recommendations the Commissioner must also comply with The Health and Safety at Work etc. Act 1974 and subordinate Regulations.
42. 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.
43. Section 3 of the 1974 Act imposes a general duty 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.*'
44. Section 28 of the FRSA 2004 empowers the Home Secretary to appoint inspectors of fire and rescue authorities. In 2017 the Home Secretary appointed Her Majesty's Inspectorate of Constabulary (HMIC) as inspectors of fire and rescue authorities under this section and HMIC changed their name to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The Policing and Crime Act 2017 sets out that HMICFRS will inspect and report on the efficiency and effectiveness of fire and rescue authorities in England.
45. Section 28A FRSA 2004 sets out that the inspection programme and framework requires the approval of the Home Secretary before the inspectors act in accordance with it; that the Home Secretary may, at any time, require an inspection of a fire and rescue authority in England, all fire and rescue authorities in England, or all fire and rescue authorities in England of a particular type; that the HMICFRS may also carry out an inspection of a fire and rescue authority in England even though that inspection has not been set out in an inspection programme and the Home Secretary has not required them to do it.
46. HMICFRS is an inspectorate, and has powers to secure information, but no powers to give orders for change.
47. It is for the London Fire Commissioner, subject to the oversight arrangements in place from the Mayor, Deputy Mayor, Greater London Assembly and Home Secretary, to take action as a result of HMICFRS's recommendations.

Sustainability implications

48. SDIA submitted recommends that the introduction of this paper has neutral sustainability impact.

Equalities implications

49. 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.
50. 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.
51. 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.

52. 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:
53. Eliminate discrimination, harassment and victimisation and other prohibited conduct.
54. Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
55. Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
56. 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:
 - Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
 - Take steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - Encourage people 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.
57. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include steps to take account of disabled persons' disabilities.
58. 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 to the need to—
 - a. tackle prejudice, and
 - b. promote understanding.
59. An Equality Impact Assessment (EIA) was undertaken in May 2020. It is anticipated that the improvements this paper delivers will be predominantly positive; consideration has been given on how best to support those with protected characteristics and this will be adopted and consulted on once the course provider has been agreed and content. The deliverers of course content will be able to provide the support required for people with additional needs and be able to understand the needs of our under-represented groups.
60. The EIA also highlighted that due to the make-up of our principal officer cadre the majority of the attendees will be white males. This will need to be reviewed using our workforce profile to ensure that all people with the requisite skills are afforded the opportunity to undertake these courses.
61. Consultation with representative continues to take place. Further consultation with Equalities Support Groups and the Inclusion Team will take place as part of ongoing review of the policy.

List of Appendices

Appendix	Title	Protective Marking
1.	Agreed mandatory courses and frequency	
2.	External training provider descriptions	
3.	External course options	

Appendix 1

Agreed mandatory Level 3 and 4 incident command courses and frequency

Course Title	DAC	AC	ORT	Frequency
ICL 3	✓	✓	✓	Acquisition Only
ICL 3 Revalidation	✓	✓	✓	2 yearly
ICL 4	✓	✓		Acquisition Only
ICL 4 Revalidation	✓	✓		2 yearly
MAGIC	✓	✓		3 yearly or MAGIC Lite
MAGIC Lite	✓	✓		3 yearly
CBRNe Silver (inc refresher)	✓			3 yearly
CBRNe Gold (inc refresher)		✓		3 yearly
CPD days	✓	✓		Quarterly
Strategic Leader Workshops	✓	✓		4 Monthly

Appendix 2

Level 3 and 4 incident command course external providers

Peter Stanley Training

1. Formed in 2008, Peter Stanley Training (PST) has been delivering incident command and assessor training programmes as well as Level 3 and 4 promotion and selection command assessments, across the UK for many years. During that time they have worked with a wide range of fire and rescue services in England, the Scottish Fire and Rescue Service and the F&RS of Northern Ireland. PST are an established assessment centre for Skills for Justice and the Institute of Leadership & Management(City & Guilds) and have recently been engaged to deliver Incident Command Assessor programme to LFB delegates.

They are able to deliver their courses in one of five Kent centres or at a venue of the Brigade's choosing. They are also able to deliver their accredited programmes in a virtual learning environment or via socially distanced contact at client centres. All delegates are supported pre and post course via their online learning zone, typically taking a pre-course module.

Artemis Training and Development Limited

2. The company was formed in 2012 and delivers ICL 2, ICL 3 and ICL 4. Artemis currently deliver these courses to almost a quarter of the UKFRS as well as overseas services (e.g. Singapore) and UK Airport Fire and Rescue Services. They have also been delivering incident command training on behalf of the Fire Service College and the Emergency Planning College. Artemis also deliver ICL 3 and ICL 4 incident command promotion assessments and level 3 revalidation. They are an established assessment centre for Skills for Justice (SfJ) and can deliver their training at the preferred venue of the Brigade.

Fire Service College (Capita)

3. The Fire Service College (FSC) is a leading organisation for fire prevention and protection, providing assessed, accredited and assured fire and multi-service training for emergency service professionals globally. The LFB is a long standing user of the FSC.

Appendix 3

FSC

4. The FSC ICL 3 and ICL 4 courses are accredited to Skills For Justice (SfJ) and available on a regular basis. These are generic 'off the shelf' courses and not the preferred London enhanced courses. These courses are residential and would be held at the FSC.

PST

5. PST offer an accredited SFJ, ICL 3 and ICL 4 course which can be delivered either in seven one day modules over a 12 week period (ICL3) or seven one day modules over a 24 week period (ICL4). Although these courses are generic courses.
6. PST would be able to create a bespoke course for the Brigade which would take between six to eight weeks to create with delivery from Quarter 3, 2020/21. The courses can be held in house but the Brigade will need to provide the appropriate learning environments and access to IT. PST also offer all their courses online and virtually to ensure they are able to deliver them whilst adhering to the COVID19 Secure guidelines. The courses accommodates up to four delegates and would require six courses and costs for these courses are highlighted in table 4 and 5 below.

Artemis

7. Artemis offer an accredited SfJ, ICL 3 and ICL 4 course that can be delivered in house but the Brigade would need to provide the appropriate learning environment ie. classroom based accommodation. These courses are also 'off the shelf', generic courses.
8. Artemis as with PST are able to create a bespoke course for the Brigade and this will take between six to eight weeks to create with delivery from Quarter 3, 2020/21. The courses duration is five days allowing up to six delegates per course.