

Decision title

Training Update Q2 2019/20

Decision by

London Fire Commissioner

Decision Number

LFC-0276-D

Protective marking: **OFFICIAL**

Publication status: Published with redactions

Summary

The attached report 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 training and development activities laid out in the London Safety Plan (2017).

The key updates, as at the end of the second quarter (Q2), 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 Q2, Babcock were on course to deliver 88%. 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.
- The 2019/20 Statement of Training Requirements is in the process of being adjusted to accommodate additional incident command training.

Decision

That the London Fire Commissioner notes the report.

Andy Roe

London Fire Commissioner



Date

28/01/20

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Report title

Training Update Report – Q2 2019/20

Report to

Safety and Assurance DB
Commissioner's Board

Date

20 November 2019
4 December 2019

Report by

Assistant Director, Training and Professional Development

Report number

LFC-0276

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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 second quarter (Q2), 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 Q2, Babcock were on course to deliver 88%. 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.
- The 2019/20 Statement of Training Requirements is in the process of being adjusted to accommodate additional incident command training.

Recommended decision(s)

That the Commissioner's Board noted 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 July to 30 September 2019 (the second quarter of 2019/20).
3. This report contains twelve sections, as follows:
 - Training delivery – Q2 2019/20
 - [REDACTED]
 - Training contract – financial position
 - Firefighter development (FFD) programme
 - Improvement initiatives
 - Review of Development and Maintenance of Operational Professionalism (DaMOP)
 - New training additions
 - LFB Training Centre Croydon project update
 - Re-prioritisation of TCAPs and amending the 2019/20 SoTR
 - Quality assurance
 - 2020/21 SoTR
 - A look forward to Q3.

Training delivery – Q2 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 two amounted to 24,797 delegate places. Trends show that 44% of this requirement is usually programmed over the first two quarters of the year. For the first half of 2019/20, this equates to 10,924 delegates. Over that period, Babcock provided 9,636 delegate places, which amounts to a booking rate of 88%. 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. As reported at Q1, the core skills training course list has been updated for 2019/20. This was to refresh a list that had last been updated in 2013. The list was 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. As at the end of Q2, the annual core skills requirement amounted to 19,838 delegate places. At the end of quarter two, 7,095 delegates had been trained, with a further 10,314 delegates due to attend scheduled courses. That amounts to 17,409 delegate places, which is 88% 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 Q2 2019/20

Curriculum	Delegate requirement	Delegates trained	Delegates scheduled	Total delegate forecast	%
Breathing Apparatus and Real Fire	4,520	1,630	2,698	4,328	96%
Fire Safety	12	11	0	11	92%
Hazardous Material and Environmental Protection	59	20	39	59	100%
Incident Management	1,726	305	1,304	1,609	93%
Marine	136	40	93	133	98%
Rescue Skills	4,074	1,484	2,138	3,622	89%
Safety Skills	7,623	2,942	3,150	6,092	80%
Transport	1,688	663	892	1,555	92%

Totals	19,838	7,095	10,314	17,409	88%
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7. As the table shows, the 95% target is currently being met in three of the eight curricula areas. Explanations are provided below for the seven areas where the target is not currently being met.

Fire Safety

8. As Table 1 shows, the forecast delegate shortfall amounts to one delegate. This was also the case at the end of quarter one, and as was reported then, 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.

Incident Management

9. The 93% figure equates to a shortfall of 30 delegates places (compared to the 95% target). The two courses causing the shortfall were the development courses for Level 1 and Level 2 incident command. However, since the end of Q2, officers have made arrangements for additional incident command training to take place at the Fire Service College. Training started on 11 November, and this additional capacity is due to result in the training target being met by Year End.

Rescue Skills

10. The 89% figure amounts to a shortfall of 248 delegates (compared to the 95% target). This is largely attributable to shortfalls in delivery of the eight one-day Urban Search and Rescue (USAR) workshops. These workshops are delivered in sequence throughout the year (i.e. workshop 1 first, and workshop 8 last). That means if someone misses a workshop, they are unlikely to be able to attend a replacement class. Resolving this issue is a priority for 2020/21.

Safety Skills

11. The 80% figure equates to a forecast delegate shortfall of 1,150 (compared to the 95% target). This is almost entirely attributable to the one-day Immediate Emergency Care (IEC) course.

12. 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 mostly been accounted for (in that 608 appliance crews have either already received training, or it is scheduled). At the time of reporting, the other 16 appliance crews need to be re-booked (please note, all appliance crews were scheduled for training, but either did not attend on the day, or were withdrawn prior to the class start date).
13. The average attendance level for training completed in the first two quarters of 2019/20 on SR was 4.27 staff per appliance (compared to the planning assumption that this will average 4.5 staff per appliance). There were also 18 appliance DNAs during this period. These factors combine to show that SR is not an efficient or effective way of meeting this training requirement.

Transport

14. The 92% figure equates to a forecast delegate shortfall of 50 (compared to the 95% target). This shortfall is entirely attributable to on-demand courses, which are scheduled by Babcock upon request by LFB. It is reasonable to assume that the shortfall will be overcome over the remainder of the training year, via a combination of requirement reductions (i.e. on-demand courses that are not 'demanded') and training delivery (i.e. training being scheduled to meet short-notice 'demand'). Some of the requirement reductions will result from a number of courses being moved from classroom-based to computer based training (CBT) inputs. This applies to a number of the vehicle familiarisation courses.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Training contract – financial position

23. 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 five months of 2019/20.

Table 5: Financial deductions - 2019/20

Quarter	Financial Deductions (£k)
Q1: April – June 2019	6.1
Q2: July – August 2019 *	9.8
Total	15.9

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

24. 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.
25. 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 (FFD) programme

26. The last of the FFD programmes that took place at the Fire Service College have now finished, and the class size for London-based training has returned to 12 (it was temporarily increased to 14 to increase throughput). Planning and Management Information team within People Services Department have predicted that the operational vacancy margin will drop to eight by November 2019. The target level – of zero vacancies – is due to be reached in September 2020.

Improvement initiatives

27. 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

28. As previously reported, the Training Programming team (TPr) have been 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. This went live as part of the training software release on 18 September, replacing the previous method whereby senior officers had to manually arrange for the code to be entered into StARS. These staff are now unable to inadvertently double-book themselves when they are due to attend training, and will know that they have a course coming up every time they open StARS. The expected outcome of this change, beyond removing a manual administration task from this staff group, is an increase in attendance levels on training courses. TPr have conducted an initial audit on this initiative and have identified that it is working correctly. TPr will continue to monitor in order to ensure it embeds correctly. The plan is to then promulgate a communication message via Hotwire to inform all senior officers of this improvement in terms of purpose and process, in November 2019.

Text reminders

29. 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, with testing due to take place in December 2019. 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). This project is currently in the design stage and is on track to meet the timescales set out above.

Notes in station diary for strategic resource (SR) entries

30. Following the training software release on 18 September, notes are now being added to station diaries for SR classes, which provides a contact number for TPr and who to contact for out of hours queries.
31. As previously reported, this initiative tackled the issue whereby joining instructions were previously not being issued for SR courses, therefore stations booked to receive training on SR were unaware of who to contact should they have concerns regarding the training, or difficulty in meeting the course start time. This improvement has provided TPr the opportunity to intervene earlier when there is an issue, and to assist in preventing course cancellations.

Automated delegate swaps

32. 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 development stage of this project will commence in November 2019.

Auto-enrolment

33. 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). Babcock are leading on this initiative and whilst trialling on the two-day BA firefighting course, have identified a number of issues. Babcock have fed the issues back to the third party developers to seek resolutions, which is yet to be received. Further testing will have to

be completed on the two-day BA firefighting course, and this is likely to be by the end of December 2019. When this is signed off, further high volume courses will gradually be trialled (e.g. 3-day IEC training) before the new system is fully operational, which is estimated to be by 1 April 2020.

Self-enrolment

34. As previously reported, there has been a proposal to provide delegates with an electronic list of course dates they can choose from and self enrol. A meeting to discuss the technical specification took place on 13 November 2019 to initiate this project.

Review of Development and Maintenance of Operational Professionalism (DaMOP)

35. The DaMOP project remains on target to deliver the Phase 2 core competences for Control, senior officers, specialist appliances, Fire Safety, and the lessons learned from Phase 1. To date the core competences for Control, senior officers and the majority of specialist appliances have been identified and it is expected that the remaining competences will be identified by December 2019. Delivery for Phase 2 is June 2020.
36. Previously reported issues identified during the first weeks of Phase 1 implementation including, problems with the download speeds of training packages, changes to Station Diary and minor amendments to the framework have been resolved and implemented. The additional reporting tool requested by Operations Directorate to monitor performance against the framework has been developed and it is expected that this will be available by December 2019.
37. A small number of organisational issues were also identified following the implementation of Phase 1. The vast majority of these have been addressed with the exception of the availability of training foam and foam training venues. This is currently being addressed by Operational Policy and Assurance Department.
38. In addition to issues relating to equipment and venues, the DaMOP team is working with colleagues in Operational Policy and Assurance to improve its policy commissioning process to minimise the risk of new policy/equipment being implemented without the necessary training – both acquisition and maintenance – having been identified, designed, and scheduled. It is expected that a new process, which will be shared with other Heads of Service, will be implemented by December 2019.
39. Work is progressing on a new course commissioned by People Services to support operational and control watch officers in delivering DaMOP related training sessions (theory and practical). This will now form part of a wider course review of the leadership and management development programmes. It is expected that a new course will be available from April 2020. An interim measure, a bitesize Train the Trainers workshop, has been developed by People Services with input from the DaMOP team. The workshops, which will be facilitated by People Services, are scheduled to take place between January and March 2020. It is expected that staff who do not attend a workshop will be allocated a place on the Train the Trainers course when it is ready.

New training additions

40. Three TCAPs were completed during quarter two, as shown in the table below:

41. **Table 6: Completed TCAPs**

TCAP type	Description
CBT package	x380 Thermal Imaging Camera
New courses	BA for Scientific Advisors
	Discipline and Grievance

LFB Training Centre Croydon project update

42. The project is subject to a standalone report on today's agenda, which contains an update on progress with the project.

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

43. Changes are underway to amend the 2019/20 training requirements to accommodate additional incident command training. This additional requirement is a result of changes brought in to allow officers to receive training before they are required to act up to the next rank (Forward Development).

44. Funding for the additional courses, which are taking place at the Fire Service College, is being achieved via reductions in spend on other training courses, and by deferring a number of TCAPs. These changes were agreed at an extraordinary meeting of the Strategic Training Oversight Board (STOB). Further details will be provided in the Q3 report.

Quality assurance

45. As the Board will be aware, responsibility for the quality assurance (QA) of training courses was transferred to the Operational Policy and Assurance Department (OP&A) on 1 April 2019. Detailed information on all QA activity can be found in the quarterly Operational Assurance report.

2020/21 Statement of Training Requirements

46. The 2020/21 Statement of Training Requirements (SoTR) was submitted to Babcock on 23 August 2019, after gaining the approval of the Strategic Training Oversight Board (STOB). Babcock Training have analysed the requirement, and have expressed concerns about one curricula area– Incident Command.

47. This is because the delegate requirement in this area greatly exceeds the level that Babcock are contractually required to provide. LFB are entitled to flex the requirement in a curricula area by up to 20% (versus the contractual baseline level of training). This does not mean that Babcock will not provide the level of training required. Instead, it means that they are entitled to provide an impact assessment for this training area, offering options (including cost options) as to how our needs can be met.

48. At the time of reporting, officers are continuing to work with Babcock to understand how the requirement may be adjusted and/or met, with or without recourse to additional funding. These discussions are due to conclude in time for a more comprehensive update to be provided in the Q3 report. In line with agreed governance arrangements, any decision to amend the SoTR will be made by STOB.

49. The additional incident command training requirement for 2019/20 (as outlined in paragraph 9 and paragraphs 43 to 44) is also due to impact on the affordability of the 2020/21 SoTR. £337k of the cost of that training is due to be funded from the 2020/21 training budget. In order to balance the 2020/21 training budget, the SoTR will need to be re-prioritised (or additional funding provided). As noted above, any changes to the training requirement will be agreed by STOB.

A look forward to Q3

50. The independent review of training final report was presented to the Commissioner's Board on 9 October 2019. As a result, an implementation team has been created, which will report in to a newly formed Training Review Board with responsibility to oversee the implementation of the review's recommendations alongside the training related recommendations contained in the Phase 1 Grenfell Report. The first Training Review Board meeting, chaired by the Deputy Commissioner for Safety and Assurance, took place on 4 November 2019, and will meet on a monthly basis.
51. As an off-shoot of this piece of work, it is likely that the training contract will undergo Major Change. This is a contract mechanism that allows LFB and Babcock Training to jointly reshape what is provided through the contract. Guided by the newly established Training Review Board, the aspiration is to implement key deliverables from the Independent Review of Training, and by so doing enhance the capability of training at LFB to the benefit of individual staff members whilst ensuring that organisational training priorities are met. An initial Major Change workshop meeting, with representation from LFB and Babcock Training, was held on 16 October. An update on Major Change will be provided in the Q3 report.

Finance comments

52. This report provides the Quarter 2 training update.
53. The Financial Position report at the end of September incorporated an overspend of £651k on Professional development due to additional Firefighter Development training (FFD) as part of the move towards full establishment and an additional £149k is now envisaged due to the additional cost of extra Incident Command training at the Fire Service College.
54. The financial deduction of £15.9k due to KPIs not met has also been incorporated as part of the financial position reporting.

Workforce comments

55. 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

56. 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.
57. 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

58. 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

59. There are no equalities implications arising from this report.

List of Appendices

Appendix	Title	Protective Marking
None		