

Decision title

Training update report – Q3 2019/20

Recommendation by

Assistant Director, Training and Professional Development

Decision Number

LFC-0330-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

Report LFC-0330 sets out 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, as at the end of the third quarter (Q3), 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 Q3, Babcock were on course to deliver 94%. Officers are working with Babcock to improve this position and this is explained in the main body of the report.
- The senior staff Did Not Attend (DNA) rate at the end of Q3 was 12.9% for all training, and 12.1% for incident command training. Those figures compare to 3.9% for all staff training. It is expected that the text reminder facility, which will be trialled in April 2020, will deliver a reduction to a level closer to the organisation-wide level of 3.9%.
- A range of customer service improvement initiatives are being progressed.

Decision

The London Fire Commissioner notes the report.

Andy Roe
London Fire Commissioner



Date **This decision was remotely signed on Friday 3 April 2020**

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Report title

Training update report – Q3 2019/20

Report to

Corporate Services DB
Commissioner's Board

Date

18 February 2020
25 March 2020

Report by

Assistant Director, Training and Professional Development

Report number

LFC-0330

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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 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, as at the end of the third quarter (Q3), 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 Q3, Babcock were on course to deliver 94%. Officers are working with Babcock to improve this position and this is explained in the main body of the report.
- The senior staff Did Not Attend (DNA) rate at the end of Q3 was 12.9% for all training, and 12.1% for incident command training. Those figures compare to 3.9% for all staff training. It is expected that the text reminder facility, which will be trialled in April 2020, will deliver a reduction to a level closer to the organisation-wide level of 3.9%.
- A range of customer service improvement initiatives are being progressed.

Please note that the content of this report is being reviewed, and the next report will be in a different format. The new format will focus on the LFB Transformation Delivery Plan (TDP), including more detail on core skills training, and the consequences of skill requirements not being met. Our training reporting needs to change, so that we cover all aspects of training when reporting (i.e. including things like Control staff training and the quality assurance of training), and to frame the information in the context of the findings of the LFB's HMICFRS inspection, phase one of the Grenfell Tower Inquiry, and the independent review of training.

Recommended decision

That the London Fire Commissioner note 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 October to 31 December 2019 (the third quarter of 2019/20).
3. As noted in the summary section, this report will be amended with effect from Q4 2019/20, in order to better reflect the LFB TDP. This will allow us to frame the report in the context of the strategic pillars that have a TPD element to them. The three applicable pillars are:
4. The best people and the best place to work:
 - Delivery of leadership development programmes
 - Delivery of prioritised actions from the Independent Review of Training
 - Increased focus on high rise responses
 - Increased focus on Incident Command training
 - Revalidate driver training
 - Develop, improve and maintain core skills for all operational staff, including "train the trainer" training for station-based officers, and the implementation of Phase 2 of the Development and Maintenance of Operational Professionalism (DaMOP) project
5. Delivering excellence:
 - First phase of fire station based statutory fire safety training
 - Phases 2 and 3 – CBT and face to face training
6. Outward facing:
 - Training for Fire Cadet volunteers
 - Training for Borough Commanders and Area DACs on how to engage better with local community groups
7. 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)
 - DaMOP performance commentary (owned by Fire Stations)
8. Previous versions of this report have referred to the LFB training requirement as the Statement of Training Requirements – or SoTR. That term is specific to the LFB training contract. Industry-wide, the more commonly used term is Training Plan (TP). Hence, this report refers to TP instead of SoTR.
9. For 2019/20, five corporate performance indicators for TPD have come into force. Details are provided in the main body of the report. The targets are:
 - 90% of all delegates trained in a financial year (see paragraph 13 for further details)
 - 95% of delegates trained in core skills in a financial year (see paragraph 14 for further details)

- DNA rate less than 6% in a financial year by individual, department, Directorate, organisation (see the Delegate Attendance section for further details, which starts at paragraph 30)
- 95% of workforce completed DaMOP competencies according to schedule (see paragraph 48 for details)
- Reduce annual LFB related non provision deductions (NPDs) to below £50k (see paragraph 57 for further details)

10. This report covers nine topic areas, as follows:

- Training delivery – Q3 2019/20
- Delegate attendance
- Training contract – financial position
- 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 TP
- Looking ahead

Training delivery – Q3 2019/20

11. 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.
12. Please note that the data used in this section of the report was correct as of 8 January 2020, and includes training delivered up to that date. References to "the end of quarter three" include training delivered up to 8 January.

Total training requirement

13. The annual training requirement for 2019/20 as at the end of quarter three amounted to 22,829 delegate places. At the end of quarter three, 15,028 delegates had been trained, with a further 6,750 delegates due to attend scheduled courses. That amounts to 21,778 delegate places, which is 95% of the annual requirement. The corporate performance indicator target for all training performance is 90%, hence the target is on course to be exceeded.

Core skills training requirement

14. There is a greater focus on core skills training courses, and in particular on incident command and emergency response driving revalidation training. As reported at Q1, the core skills training course list was 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 Q3, the annual core skills requirement amounted to 18,755 delegate places. At the end of quarter three, 12,088 delegates had been trained, with a further 5,527 delegates due to attend scheduled courses. That amounts to 17,615 delegate places, which is 94% of the annual requirement. The corporate performance indicator target for core skills training performance is 95%, hence this target is not currently due to be met.

15. Table 1, below, provides a breakdown of core skills training performance by curriculum. This is followed by explanations of the position with incident command (part of Incident Management) and emergency response driving revalidation training (part of Transport), followed by areas where the core skills target is not being met. For areas where the target is being met, commentary is not provided.

Table 1 - Core skills training performance and forecast – end of Q3 2019/20

Curriculum	Delegate requirement	Delegates trained	Delegates scheduled	Total delegate forecast	%
Breathing Apparatus and Real Fire	4,234	3,023	1,346	4,369	103%
Fire Safety	12	11	0	11	92%
Hazardous Material and Environmental Protection	58	38	15	53	91%
Incident Management	2,179	1,029	1,062	2,091	96%
Marine	124	79	35	114	92%
Rescue Skills	3,429	2,180	951	3,131	91%
Safety Skills	7,170	4,637	1,726	6,363	89%
Transport	1,549	1,091	392	1,483	96%
Totals	18,755	12,088	5,527	17,615	94%

Incident command

16. This area of training links to both the findings of phase one of the Grenfell Tower Inquiry, and the LFB HMICFRS inspection report. This subset of the Incident Management core skills curriculum comprises of the Level 1 and Level 2 incident command courses (covering development, maintenance, 'booster' courses and revalidation). Across these courses, the annual delegate requirement amounts to 2,083. To date, 1,005 delegates have been trained, and a further 990 staff are due to attend scheduled classes. This amounts to a forecast of 1,995 delegates, or 96% of the annual delegate requirement. Hence, the 95% target is due to be met.

Emergency response driving revalidation training

17. This area of training links to the findings of the LFB HMICFRS inspection report. The two courses in this category cover the revalidation of fire appliance and car driving. The annual delegate requirement for the fire appliance course is 700. So far in 2019/20, 507 staff have completed the course, and a further 174 staff are due to attend scheduled classes. This amounts to 681 delegates, or 97% of the annual delegate requirement. Hence, the 95% target is due to be met.
18. The annual delegate requirement for the car driver course is 40. So far in 2019/20, seven staff have completed the course, and a further 36 staff are due to attend scheduled classes. This amounts to 43 delegates, or 108% of the annual delegate requirement. Hence, the 95% target is due to be met.
19. As table 1 shows, the 95% target is currently being met in three of the eight curricula areas. Explanations are provided below for the five areas where the target is not currently being met.

Fire Safety

20. As Table 1 shows, the forecast delegate shortfall amounts to one delegate. This has been the case since 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.

Hazardous Material and Environmental Protection

21. The 91% figure amounts to a shortfall of two delegates (compared to the 95% target). The shortfall is due to two DNAs being incurred on the HMEPO Refresher training course. An additional class will not be provided for two delegates.

Marine

22. The 92% figure amounts to a shortfall of five delegates (compared to the 95% target). The shortfall is attributable to issues affecting the new Fireboat Technician course, and availability of the Fireboat. Firstly, a pilot class took place in December 2019, but at the post-pilot meeting it was decided that this class had failed to meet the learning objectives. This was because the content delivered was suitable for refresher training (i.e. for refreshing existing skills), but the course needed to provide acquisition training (i.e. for the acquisition of new skills). The content of the course has since been updated, and a successful pilot class ran on 21 January 2020.
23. It is difficult to schedule additional training in Q4, as the Fireboat has its winter "dry dock" period during that time. The upshot is that Babcock is unable to schedule the additional class that would be required for the target to be met.

Rescue Skills

24. The 91% figure amounts to a shortfall of 128 delegates (compared to the 95% target). As reported at Q2, this is largely attributable to shortfalls in delivery of the eight one-day Urban Search and Rescue (USAR) workshops. These workshops are designed to run 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 allocated to a replacement class. For 2020/21, the scheduling rules for these courses have been changed. USAR and FRU courses, as well as BA and incident command courses for staff based at specialist stations, will be scheduled first, maximising the PROP release available. The new scheduling rules also reinforce the need for these staff to be booked to training on their duty day shifts only.

Safety Skills

25. The 89% figure equates to a forecast delegate shortfall of 449 (compared to the 95% target). This is mostly attributable to performance against the SR courses for high volume pump (HVP) and mass decontamination training.
26. The full SR training requirement for these courses, whereby Babcock need to train each appliance crew at each fire station (which amounts to 244 appliance bookings) has mostly been accounted for (in that 223 appliance crews have either already received training, or it is scheduled). The other 21 appliance crews will not be scheduled for training. These appliance crews were all scheduled for training, but either did not attend on the day, or the class they were due to attend was cancelled.
27. The average attendance level for training completed so far in 2019/20 on SR has been 4.0 staff per appliance (compared to the planning assumption that this will average 4.5 staff per

appliance). There were also 12 appliance DNAs during this period. These factors combine to show that SR is not an efficient or effective way of meeting this training requirement.

28. Plans are in place to address the issues affecting these courses. Through phase two of the DaMOP project, it is expected that three out of four annual HVP training courses will move to DaMOP. Work is underway for the remaining Babcock-led course to be moved to PROP (to increase throughput).
29. Additionally, mass decontamination training is currently the subject of a course review. The expectation is that this will result in the use of PROP for the majority of this training. This is expected to have a positive impact, as PROP achieves higher levels of throughput than SR (as explained in paragraph 11).

Delegate attendance

30. 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%. Table 2, overleaf, shows this figure has increased to 3.9% for the first three quarters of 2019/20. The data also shows 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).

Table 2: DNAs by Department and Directorate – end of Q3 2019/20

Directorate	Department	Number of Registrations	Number of DNAs	DNA %	Cost of DNAs to LFB £
Operations	Control and Mobilising	9	1	11.1%	29
	Central Operations	54	4	7.4%	122
	Fire Safety	248	26	10.5%	1,487
	Fire Stations	14,079	487	3.5%	58,569
	Operational Resilience & Special Operations	126	20	15.9%	1,652
	Operations Total	14,516	538	3.7%	61,859
Safety & Assurance	Grenfell Tower Investigation & Review Team	35	2	5.7%	326
	Health & Safety	4	0	0.0%	0
	Operational Policy and Assurance	184	26	14.1%	2,524
	Strategy & Risk	32	0	0.0%	0
	Training and Professional Development	77	5	6.5%	566
	Safety & Assurance Total	332	33	9.9%	3,416
Corporate Services	Communications	6	0	0.0%	0
	General Counsel's Department	2	1	50.0%	17
	Information & Communications Technology	4	1	25.0%	12
	People Services	36	2	5.6%	41
	Procurement	11	2	18.2%	40
	Technical and Service Support	36	1	2.8%	163
	Corporate Services Total	95	7	7.4%	273
Commissioner & Directors	Corporate Management Secretariat	7	1	14.3%	52
	Commissioner & Directors Total	7	1	14.3%	52
	Grand Total	14,950	579	3.9%	65,600

Note: Departments not listed had no registrations over this period

31. There is a corporate performance indicator target for training DNAs, of 6% or less. As the table above shows, at an organisational level the target is due to be met. However, nine individual departments are currently not meeting the target. DNA information is shared with Heads of Service (HoS) every month. It is down to each HoS to manage their DNAs.
32. Table 3, 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). As the table shows, the DNA rate for this staff group was 12.9%.

Table 3: Senior staff DNAs by Department and Directorate – end of Q3 2019/20

Directorate	Department	Number of Registrations	Number of DNAs	DNA %	Cost of DNAs to LFB £
Operations	Control and Mobilising	7	0	0.0%	0
	Central Operations	41	4	9.8%	122
	Fire Safety	76	8	10.5%	276
	Fire Stations	441	45	10.2%	5,605
	Operational Resilience & Special Operations	45	14	31.1%	972
	Operations Total	610	71	11.6%	6,975
Safety & Assurance	Grenfell Tower Investigation & Review Team	29	2	6.9%	326
	Health & Safety	4	0	0.0%	0
	Operational Policy and Assurance	118	25	21.2%	2,264
	Strategy & Risk	11	0	0.0%	0
	Training and Professional Development	36	4	11.1%	549
	Safety & Assurance Total	198	31	15.7%	3,139
Corporate Services	Communications	2	0	0.0%	0
	General Counsel's Department	1	1	100.0%	17
	Information & Communications Technology	1	0	0.0%	0
	People Services	17	2	11.8%	41
	Procurement	1	1	100.0%	29
	Technical and Service Support	7	1	14.3%	163
	Corporate Services Total	29	5	17.2%	250
Commissioner & Directors	Corporate Management Secretariat	2	1	50.0%	52
	Commissioner & Directors Total	2	1	50.0%	52
	Grand Total	839	108	12.9%	10,416

33. Table 4, overleaf, shows the data for senior staff by rank/grade and Directorate.

Table 4: Senior staff DNAs by rank/grade and Directorate – end of Q3 2019/20

Directorate	Rank/Grade	Number of Registrations	Number of DNAs	DNA %	Cost of DNAs to LFB £
Operations	AC	2	1	50.0%	11
	DAC	11	3	27.3%	359
	GC	155	19	12.3%	1,513
	SC	424	46	10.8%	5,051
	FRS F	1	1	100.0%	23
	FRS E	10	1	10.0%	18
	AOM	7	0	0.0%	0
	Operations Total	610	71	11.6%	6,975
Safety & Assurance	AC	2	1	50.0%	12
	DAC	8	0	0.0%	0
	GC	46	14	30.4%	1,397
	SC	139	16	11.5%	1,730
	FRS F	1	0	0.0%	0
	FRS E	2	0	0.0%	0
	Safety & Assurance Total	198	31	15.7%	3,139
Corporate Services	DAC	3	0	0.0%	0
	GC	7	2	28.6%	181
	SC	9	0	0.0%	0
	FRS F	2	2	100.0%	46
	FRS E	8	1	12.5%	23
	Corporate Services Total	29	5	17.2%	250
Commissioner & Directors	GC	1	1	100.0%	52
	SC	1	0	0.0%	0
	Commissioner & Directors Total	2	1	50.0%	52
	Grand Total	839	108	12.9%	10,416

34. As the data shows, senior staff DNAs have been occurring at a higher rate (12.9%) than the 'all staff' position (3.9%). The comparable figures for 2018/19 were 11% for senior staff and 3.7% for 'all staff'. A text reminder system is being developed (as described in paragraph 42). This is expected to begin reducing the number of senior staff DNAs from April 2020, when phase one of the new system goes live.
35. Previously, detailed DNA information was only shared with Heads of Service (each receives the information for their Department). This meant that Directors were not aware of the DNA position for their Directorate (other than in this report). This has changed, and with effect from quarter one of 2019/20 year, each Director has received quarterly DNA updates for their Directorate.
36. Following the publication of the HMICFRS inspection report, greater attention is being paid to incident command training. Given the disproportionately high level of senior officer DNAs, Table 5, overleaf, shows senior officer incident command DNAs. This information is being produced on a monthly basis, and shared with Directors.

Table 5 – Senior officer incident command DNAs – end of Q3 2019/20

Directorate	Rank	Number of Registrations	Number of DNAs	DNA %	Cost of DNAs to LFB £
Operations	DAC	1	1	100.0%	163
	GC	26	2	7.7%	326
	SC	87	7	8.0%	1,140
	Operations Total	114	10	8.8%	1,629
Safety & Assurance	DAC	1	0	0.0%	0
	GC	8	4	50.0%	652
	SC	30	4	13.3%	652
	Safety & Assurance Total	39	8	20.5%	1,304
Corporate Services	GC	2	1	50.0%	163
	SC	1	0	0.0%	0
	Corporate Services Total	3	1	33.3%	163
Commissioner & Directors	SC	1	0	0.0%	0
	Commissioner & Directors Total	1	0	0.0%	0
	Grand Total	157	19	12.1%	3,096

Training contract – financial position

37. Babcock's performance in delivering the training contract is monitored in a number of ways, including against contractual KPIs. Table 6, below, provides a quarterly breakdown of the service failure deductions that Babcock incurred in the first three quarters of 2019/20.

Table 6: 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
Total	28.2

38. 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.
39. 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. As at 8 January 2020, the level of non-delivery was estimated to be 3.3% (when the original TP for 2019/20 is compared against the latest delivery forecast), which amounts to £109k of non-delivery.

Improvement initiatives

40. There are currently five improvement initiatives being explored. These are:

- Automated senior officer training entries in StARS
- Text reminders
- Automated delegate swaps
- Auto-enrolment
- Self-enrolment

Automated senior officer training entries in StARS

41. This system improvement went live as part of the training software release in September 2019 and now negates the need for senior officers to contact Central Rota Group to manually enter a TR code. The system is fully operational, however Establishment Performance Team have reported a few issues, such as how the system works with the manual booking of compensatory leave and training being scheduled alongside a 24 duty. A meeting was held on 21 January 2020 with the Central Operations team and ICT to discuss issues and look at potential solutions. The main issue centres around dual codes being entered into StARS, which is required but also allows an officer to be placed on 24's as well as training. A meeting was held on 4 February 2020 with ICT to explore when changes to the system can be applied to resolve this issue. ICT has advised that changes can be applied in the StARS update scheduled for July 2020. In the meantime, a reconciliation report is being sent from TPr to EPT to allow a manual check of any dual coding which may cause an issue. The joining instructions for courses will continue to ask senior officers to forward their joining instructions to the Central Rota Group to book their training in StARS until the issue has been resolved. Once this issue has been resolved, a communication message via Hotwire will inform all senior officers of the new process.

Text reminders

42. As previously reported, TPr is working with Babcock to implement a text reminder system for all staff, which will comprise of two stages. Stage one will be rolled out to all staff who have an LFB issued mobile phone and stage two being the offer to all other members of staff who would like to receive text reminders via a personal mobile number. Babcock are working with a third party to provide this service. Initial testing was expected to take place in December 2019, but began in January 2020. A month delay was encountered due to decisions required around the storage of delegate contact telephone numbers by the third party provider. This delay means that the text reminder service is expected to be delivered from April 2020 for stage one and July 2020 for stage two.

Automated delegate swaps

43. To assist in minimising the amount of cancellation requests, TPr are working to implement an automated swap system. This will allow delegates to swap their course place with a colleague. ICT working group met on 15 January 2020 and it was agreed that a working group be set up to progress this initiative. A meeting with TPr, ICT, Central Operations and Babcock was held on 5 February 2020. ICT advised that an initial specification had previously been written for automated delegate swaps. This needs to be reviewed and may need further work. It will need to be agreed internally in LFB with stakeholders and formally submitted to Babcock as a request. Babcock has indicated that on receipt of the specification it is anticipated to take a month to complete an impact assessment and provide potential timescales for delivery. Dependent on requirements there may be a development cost. This will need approval at Strategic Training Oversight Board (STOB) before work can commence. Due to work on auto-enrolment and text reminders, Babcock have indicated that they could not commence work on this improvement until these projects have been completed. LFB ICT have indicated that, due to other workload pressures,

they would be unable to commence work until July 2020. An impact analysis with potential timescales for delivery is expected in May 2020 to ensure that agreements and any approval at STOB can be sought to allow work to commence in July 2020. This is when both Babcock and LFB ICT are expected to be able to progress this project.

Auto-enrolment

44. Auto-enrolment is the process by which delegates are allocated to training courses automatically, instead of being manually allocated to a course by Babcock staff. This system improvement is expected to realise efficiencies for Babcock. Babcock has experienced issues with testing. The tests revealed that the system sent multiple requests per delegate which would have overwhelmed the LFB web service. This also meant that the system would never complete cycling through delegates overnight when it ran. More detailed testing was undertaken throughout January 2020, with the auto allocation of delegates to the 2-day firefighting course. It is envisaged that further testing will continue through to March 2020 and include two other high volume courses (3-day IEC training and driver revalidation). The system is expected to deliver an auto allocation pilot for these three courses (2-day firefighting, 3-day IEC and driver revalidation) from April 2020. Babcock has explained that the pilot will be rolled out slowly so that any issues not discovered during the testing stage have minimal impact to scheduling courses. The LFB has raised that auto-allocation must be able to deliver the flexibility that the current manual process allows, to maximise delegate throughput. Babcock has indicated the system may not be able to deliver this and if efficiencies cannot be realised a decision may be taken not to progress with this system improvement.

Self-enrolment

45. A proposal is being explored to provide personnel with an electronic list of course dates they can choose, and self enrol. It is anticipated that self enrolment would follow the successful implementation of auto-enrolment. ICT working group met on 15 January 2020 and it was agreed that a working group be set up to progress this initiative and scope timescales. A meeting with TPr, ICT, Central Operations and Babcock was held on 5 February 2020. A specification for self-enrolment needs to be created with LFB stakeholders and submitted to Babcock as a formal request. Babcock have indicated that on receipt of the specification it is anticipated to take a month to complete an impact assessment and provide potential timescales for delivery. Dependent on requirements there may be a development cost. This will need approval at STOB before work can commence. As with the automated delegate swap improvement, due to work on auto-enrolment and text reminders, Babcock has indicated that they could not commence work on this improvement until these projects have been completed. LFB ICT have indicated that, due to other workload pressures, they would be unable to commence work until July 2020. An impact analysis with potential timescales for delivery is expected in May 2020, to ensure that agreements and any approval at STOB can be sought to allow work to commence in July 2020. This is when both Babcock and LFB ICT are expected to be able to progress this project.

Review of Development and Maintenance of Operational Professionalism (DaMOP)

46. 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. Between January and April 2020, the new requirements will be piloted at work locations before being finalised and implemented. Phase 2 competency requirements will be implemented on 1 July 2020.
47. As previously reported, Train the Trainers workshops have been developed by People Services and the DaMOP team to support watch officers in the delivery of station-based training while work is undertaken to review the Brigade's Leadership programme. Workshops are scheduled to

take place between January and March with approximately 420 watch officers expected to attend. Face to face training is then due to commence in April, as the project's first line leadership course.

48. Another of the corporate performance indicators relates to DaMOP. The target is for 95% of the workforce to have completed DaMOP competencies according to schedule. For the DaMOP period 01/07/2019 until 09/01/20, the overall percentage of staff recorded as demonstrating competence against the framework was 78.3%, hence the target is not currently being met. However, the DaMOP schedule, which is over a 24-month rolling period, is divided into blocks and is based on the shift system. It does not, therefore, mirror normal reporting date ranges (i.e. quarterly reporting ended on 9 January 2020, not 31 December 2019).

New training additions

49. Ten TCAPs were completed during quarter three, as shown in the table below:

Table 7: Completed TCAPs

TCAP type	Description
New courses	Flood Response Technician
	Level 3 Line Rescue Course (Industrial Rope Access Trade Association Level 1)
	2 days Firefighting course Year 1
Changes to materials	Immediate Emergency Care (IEC) 3 Day Course
	IEC 5 Day Course
	IEC One Day Update v. 2
	Firefighter Development (FFD) Equality, Diversity and Inclusion session
CBT	FFD Rapid Intervention Set Updates
	Ops News 33 – CBT
	Rural Firefighting CBT Package

LFB Training Centre Croydon project update

50. The project continues to progress. The funding for this project of £15.5m, agreed at the Resources Committee on 21 July 2017 (FEP 2759 – Proposed LFB Training Centre), was further approved by the Deputy Mayor's Fire and Resilience Board on 21 January 2020.
51. The project status is reporting amber due to a change to the project programme, which was presented at the project board meeting on 17 December 2019. This change is due to the later submission of the planning application and a longer construction period, which is attributable to a delay in the completion of the design for the Real Fire Training Venue (RFTV) drawings, which has been subject to the scrutiny and further information being sought by LFB from the design company about capacity, capability and costs, that need to be completed. The project sponsor met with the design company's vice president on 6 January 2020 to convey LFB's concerns about the delays. Lion then provided finalised drawings to LFB on 27 January 2020.
52. Consequently, the projected completion and go live date for the facility is currently July 2022.
53. It should be noted that in the revised scheme, it is proposed that the existing drill tower at the venue is demolished. English Heritage have indicated that the drill tower may need to be granted

listed status. At the time of writing the report, LFB is awaiting a response from English Heritage on this point.

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

54. As reported at Q2, changes were made to the 2019/20 TP in order to accommodate additional incident command training. 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) on 10 October 2019.

Looking ahead

55. On 18 February 2020, a meeting was held with senior stakeholders to address a TPD-owned action from the LFB HMICFRS inspection action plan. The action relates to our understanding of and the prioritisation of risk critical training. With representation from People Services, Central Operations and TPD, the meeting was the first in a series that will seek to confirm what constitutes "risk critical training", the frequency requirements of that training, and the consequences of staff being "out of ticket". A second meeting was held on 5 March, including additional representation from Health and Safety and Operational Policy and Assurance. The aspiration is to submit a report on this topic to Commissioner's Board. The report will ask the London Fire Commissioner to agree the "risk critical training" list, minimum training frequencies, and the consequences of those frequencies not been met (i.e. what will be done if staff go "out of ticket").
56. At the January 2020 STOB meeting a decision was made to remove 12 fire appliance acquisition classes, and to replace them with 68 revalidation classes (42 fire appliance; 26 car), because this will enable more existing drivers to receive their revalidation training sooner.
57. There is a further corporate performance indicator for TPD, that is not covered elsewhere in this report. This indicator includes a target to limit the number of "LFB non-provision deductions" (LFB NPD), charged through the training contract, to £50k per year. A LFB NPD occurs when a training class is cancelled at short notice by LFB. When this happens, LFB pay for the class as if it had happened. As at the end of Q3 2019/20, LFB NPDs amounted to £41.5k. Analysis of the reasons for these deductions, and plans for preventing reoccurrence, will be provided in the Q4 report.

Finance comments

58. This report sets out the performance on the Babcock training contract as at the end of December 2019, Quarter 3 and includes (at paragraph 37) deductions of £28k against the payment to the contractor as a result of KPIs not met for April – December 2019.
59. The report notes that the LFB only pays for training that is scheduled. Historically, non-delivery has amounted to approximately 7.75% of the annual requirement. This level of non-delivery is factored into the financial planning and budget management processes and as a result this is not expected to result in an underspend. The impact of any variance to this level of non-delivery will be considered as part of the regular financial position reporting.
60. The Quarter 3 financial position reported to the Board at the end of January 2020, forecast an additional overspend of £568k due to the cost of additional firefighter development (FFD) training in order to reduce firefighter vacancies.

Workforce comments

61. Although no staff side consultation was undertaken specifically in relation to this report, officers from TPD Department meet with the Trades Unions on a monthly basis to discuss training-related matters (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

62. This report is presented for information only, therefore there are no direct legal implications that arise.
63. 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.
64. 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.
65. Reporting regularly on training will enable the London Fire Commissioner to measure performance and identify gaps, thereby ensuring the Brigade remains efficient and effective.

Sustainability implications

66. 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

67. 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.
68. 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.
69. 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.
70. 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.

71. 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.
72. 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.
73. 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.
74. 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.
75. The Inclusion Team is beginning work with the Training and Professional Development Department (including supporting with an equality impact assessment of the upcoming training review) and is building into the new Inclusion Strategy specific provisions for the development of training on equality, diversity and inclusion. This will be monitored in the implementation of the Inclusion Strategy and any relevant reports and updates, to ensure that we are meeting the requirements within the Public Sector Equality Duty.

List of Appendices

Appendix	Title	Protective Marking
None		

Consultation

Name/role	Method consulted
Sue Budden, Director of Corporate Services	Email circulation of draft report for comment