

# London Fire Brigade 2023-2026 Training Plan

---

Report to:

Investment & Finance Board

Commissioner's Board

Fire & Resilience Board

London Fire Commissioner

Date:

29 June 2023

12 July 2023

25 July 2023

---

Report by:

Keeley Foster, Assistant Commissioner for Learning and Professional Development

---

Report classification:

For decision

---

For publication

# PART ONE

## Non-confidential facts and advice to the decision-maker

### Executive Summary

The London Fire Commissioner proposes to move to a three-year training plan in order to extend its training planning horizon, and by so doing build in additional flexibility for both the Brigade and its staff. The longer-term approach facilitates a focus on increasing and maintaining skills levels, whilst also allowing officers to adapt to changes in demand more intelligently. Owing to inflationary pressure and increased demand for incident command and driver training, the costs for the 2023-24 element of the plan exceed the allocated budget by £2,082,644.

### Recommended decisions

For the London Fire Commissioner

That the London Fire Commissioner approves the LFB Training Plan 2023-26 and commits budgeted expenditure of £21,489,183 and additional expenditure of £2,082,644 for the 2023/24 element of the 2023-26 LFB training plan.

## 1 Introduction and background

- 1.1 In previous years, the London Fire Brigade (LFB) training plan was produced annually and collated in consultation with commissioning departments and other key stakeholders. Heads of Service (HoS) of each commissioning LFB department were accountable for providing the delegate number requirements for each course for which they are responsible.
- 1.2 LFB HoS were given the opportunity to review the full catalogue of training courses provided by Babcock Training Limited (i.e. including those courses where the formal delegate requirement is provided by another department).

## 2 Objectives and expected outcomes

- 2.1 By moving to a three-year training plan, LFB is seeking to extend its training planning horizon, and by so doing build in additional flexibility. The longer-term approach facilitates a focus on increasing and maintaining skills levels, whilst also allowing officers to adapt to changes in demand more intelligently.
- 2.2 Via a three-year plan, the skills impact of proposed changes to training can now be mapped

out over a longer time period. Similarly, the new approach facilitates longer term planning and prioritisation of training.

- 2.3 The plan itself, attached as Appendix 1, is split into three sections: closing the skills gap, maintaining skills and transforming our future. The 2023/24 element of the plan prioritises work on key areas such as driving, maintaining incident command competence and Firefighter Development (FFD).
- 2.4 The costed element of the three-year training plan, for financial year 2023/24, exceeds the current budget provision by £2,082,644.
- 2.5 The cost of the Babcock training contract is increased in line with the annual change in the retail prices index excluding mortgage interest payments (RPIx). RPIx increased by 12.6 per cent for the 2023/24 financial year. Finance Department has confirmed that there is an inflationary pressure arising from the difference between expected and actual contract inflation, of £501,618.
- 2.6 The rest of the budgetary shortfall, £1,581,026, is due to growth in the training requirements. The growth is made up of a combination of variable contract charges and Major Change costs. The variable contract charges element of the shortfall amounts to £398,215, and, as explained below, Major Change costs account for the remaining £1,182,811.
- 2.7 Spend against the Babcock training contract is broken down into a fixed contract charge and the variable Training Unit (TU) charge. The TU tariff is the price of an individual Training Unit, and each training course has a TU price. The TU tariff for 2023/2024 is £89.55. The TU tariff is made up of trainer/instructor costs (the variable element of the contract), number of trainers/instructors required, course duration and operating costs such as (but not limited to), venue and equipment costs, consumables and wear and tear of non-consumables.
- 2.8 The 2023/2024 element of the three-year Training Plan amounts to 66,480 TUs.
- 2.9 The baseline level of TU in the contract is approximately 250,000 TUs, 200,000 TUs of which represent the fixed cost of the contract (training venues, Babcock staff, trainers, and equipment). The variable number of TUs (variable TUs are those that can be spent on training courses) is 50,213 TU. The contract has built-in flexibility, which allows this figure to be flexed upwards or downwards consistently across courses by up to 20 per cent without contract prices being affected. Beyond that level of flexibility “Major Change” is triggered. The Major Change principle also applies within each competency area of the contract. A competency area is a type of training (e.g. transport training, incident command).
- 2.10 The idea behind the Major Change concept is that the split of costs that underpin the contractual financial model – whereby 80 per cent of costs are fixed (and paid to Babcock via a fixed fee) regardless of actual training volumes, and 20 per cent of costs are variable (and paid for on a per-course basis to Babcock through training units) – can only be expected to hold up where the requirement flexes up or down by no more than 20 per cent. Outside of that range, it is likely that the contract costs will result in either paying Babcock too little for training (i.e. where the requirement exceeds 120 per cent of the baseline level) or too much (i.e. where the requirement is less than 80 per cent of the baseline level). To ensure that contract pricing remains fair, when Major Change is triggered Babcock Training must analyse the actual costs of meeting the training requirement and compare these to the non-Major Change costs. Where the actual costs are higher, LFB need to pay more. Where the actual costs are lower, LFB need to pay less. This gives the opportunity to Babcock and LFB to review the fixed costs.
- 2.11 For 2023/2024, Major Change has been triggered in a number of areas, principally for incident command and transport training. The total cost of Major Change amounts to £1,182,811. If the

plan is approved, then quarterly cost reconciliations will be undertaken during the 2023/24 training year, and payment will only be made where Major Change costs have been incurred by Babcock.

- 2.12 This is the second year in a row in which significant Major Change costs are due to be incurred. Officers in Learning and Professional Development Department intend to submit investment proposals as part of the 2024/25 budget round, in order to request a permanent increase in budget for incident command and transport training, to reflect the permanent increase in training volume and cost in these two areas.

### 3. Equality comments

- 3.1 The LFC and the Deputy Mayor for Fire and Resilience are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 3.2 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.
- 3.3 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.
- 3.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and other prohibited conduct.
  - advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
  - foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 3.5 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 persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
  - 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.
- 3.6 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.
- 3.7 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:

- tackle prejudice
- promote understanding

3.8 An equality impact assessment (EIA) has been completed and is attached as Appendix 2. All impacts have been assessed as being positive or neutral.

## 4 Other considerations

### Workforce comments

4.1 Although no staff side consultation was undertaken specifically in relation to this report, officers from the Learning and Professional Development department meet with the Trades Unions monthly, to discuss training-related matters, including the Training Design and Implementation (TDI) Pipeline (the meeting is entitled 'Union and Training monthly meeting').

### Sustainability comments

4.2 There are no sustainability implications arising from this report. Sustainability issues pertaining to the training contract are dealt with via the relevant contractual provisions. Sustainability issues pertaining to particular training courses are dealt with at the time on training commissioning during the Training Design and Implementation (TDI).

### Procurement comments

4.3 Procurement and Commercial Department have supported the process to compile this plan. The contract training approval process was correctly used to establish that a major change event had been triggered. This approach is within the original scope of the contract and is permitted under its terms. The model to calculate the impact of major change has been reviewed and reflects a best value approach to the level of increased training required. It should be noted that the training statement of requirements was provided very late. The major change model covers the impact of this requirement of overall cost and trainers.

4.4 The indexation uplifts have been calculated in line with the contract processes.

4.5 The underlying contract financial model is out of date and must be updated to reflect the current and future training requirements. If this update is not completed, then contract major change will need to be triggered each year. Neither Learning and Professional Development and Procurement and Commercial are currently adequately resourced to carry out this time intensive process each year.

4.6 The 23/24 statement of training requirements was provided late against the contracted dates. The work on the 24/25 plan must start now and needs to be ready to be submitted by the required contractual date of 15th of July 2023. The 3-year training plan will support this, and the Procurement and Commercial Department sees this as valuable progression in the planning process.

### Communications comments

4.7 Officers intend to continue engaging with our staff to improve the training provision. Training as a Watch (TaaW) was established in response to feedback from operational staff, and officers plan to expand the TaaW offering. The same applies to localised training delivery.

4.8 Robust reporting will be carried out to measure success in delivering the three-year Training

Plan. This will be reported to Establishment Board, Service Delivery Board, and other forums as appropriate.

- 4.9 Enhanced reporting on training Did Not Attends (DNAs) and delegate withdrawals to line managers and senior managers will assist in managing the risk of low attendance rates and course cancellations.
- 4.10 Officers will continue to work collaboratively with the Communications Team to plan formal communications activity. The recent launch of Appraisal Conversations modelled this approach successfully, utilising the expertise of the Communications Team including hosting a live Yammer Q&A session.

## 5. Financial comments

- 5.1 This report recommends that expenditure of £23,571,827 is agreed to deliver the LFB's Training Contract for 2023/24. The budget for this Contract as included in the 2023/24 Budget Report was £21,489,183, this report therefore includes additional expenditure of £2,082,644 above the existing budget.
- 5.2 The additional financial pressure of £2,082,644 includes the impact of inflation being above budgeted assumptions of £501,618 and the result of Major Change costs and variable contract charges of £1,581,026. If the recommendation in this report is agreed then this total pressure will be funded from the Budget Flexibility Reserve, which has a forecast balance of £17.7m as at the end of the 2023/24 financial year. The impact of this on the LFB's Financial Position will be included as part of the LFB's regular financial position reporting.
- 5.3 The budget for the 2024/25 Training Contract will be reviewed as part of the budget process for 2024/25 and any resulting financial pressures will be included as part of that process.

## 6. Legal comments

- 6.1 This report seeks approval of the LFB Training plan for 2023/2024 together with agreement to draw from reserves to cover inflationary rises against the contract price.
- 6.2 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.
- 6.3 Section 327D of the Greater London Authority Act 1999, as amended, 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.
- 6.4 By direction dated 1 April 2018, the Mayor set out those matters for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience ('the Deputy Mayor'). In particular, paragraph (b) of Part 2 of the said direction requires the Commissioner to seek the prior approval of the Deputy Mayor before "[a] commitment to expenditure (capital or revenue) of £150,000 or above is identified in accordance with normal accounting practices...". The funding for the LFB Training Plan 2023/2024 as set out in this report exceeds this amount. Accordingly, prior approval from the Deputy Mayor will be sought.
- 6.5 Section 1 of the Fire and Rescue Services Act 2004 states the Commissioner is the fire and rescue authority for Greater London. Under sections 7 to 9 of the 2004 Act, the Commissioner must 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.

- 6.6 The body of the report refers to securing training services under the existing Babcock Contract which has been procured compliantly in accordance with the Public Contract Regulations 2015.
- 6.7 The London Fire Commissioner training plan will ensure personnel will remain effective and efficient in discharging the core functions of the Fire and Rescue Service.

## List of appendices

Appendix	Title	Open or confidential
1	London Fire Brigade 2023-2026 Training Plan	Open
2	Equality Impact Assessment	Open

# Appendix 1

Please see the attached London Fire Brigade 2023-2026 Training Plan



## Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form:      NO



# London Fire Brigade 2023-2026 Training Plan

OFFICIAL



# Contents

<b>Contents</b> .....	<b>2</b>
<b>1 Introduction</b> .....	<b>3</b>
<b>2 2023-2026 Training Plan</b> .....	<b>4</b>
<b>3 Part 1 Closing the Skills Gap</b> .....	<b>6</b>
<b>4 Part 2 Maintaining our Skills</b> .....	<b>27</b>
<b>5 Part 3 Transforming our Future</b> .....	<b>36</b>
<b>6 Summary of Costs</b> .....	<b>44</b>
<b>7 Governance</b> .....	<b>45</b>
<b>8 Appendix</b> .....	<b>46</b>
8.1 Appendix 1 – Babcock Training Requirement 2023/2026.....	46
8.2 Appendix 2 – Prevention and Protection Training Requirement 2023/2026 .....	52
8.3 Appendix 3 – 2023-2026 Training Plan Governance Structure .....	54
<b>9 Document History</b> .....	<b>55</b>

# 1 Introduction




- 1.1 This document details the London Fire Brigade's (LFB) Training Plan for 2023-2026. The Training Plan is aligned to our objectives and commitments within *Your London Fire Brigade 2023-2029* and will ensure we deliver on our commitment to keep London safe, by providing quality, relevant and forward-thinking training to our staff.
- 1.2 Our Training Plan will ensure that we have a well-trained, competent, and safe workforce, prepared for current and future challenges. Our Training Plan will address both known and emerging risks and will ensure that our staff have the knowledge, understanding and skills necessary to effectively meet the needs of our response strategy.
- 1.3 Our Training Plan is a key enabler for the transformational change needed following the Independent Culture Review. We will upskill our staff with better Leadership, Equality, Diversity, and Inclusion Training to help us create a safer environment for our people to be the best they can be.
- 1.4 In addition to these key organisational priorities, the Brigade has a wider legal, financial, and moral duty to ensure all employees are trained appropriately to competently perform their roles. Relevant statutory duties, legislation and industry guidance and best practice provide benchmarks for LFB training requirements. These includes but is not limited to;
  - The Health and Safety at Work Act 1974
  - Management of Health and Safety at Work Regulations 1999
  - Provision and Use of Work Equipment Regulations 1998
  - Equalities Act 2010
  - Fire and Rescue Services Act 2004
  - Regulatory Reform Order 2005
  - Fire Safety Act 2021
  - Environmental Protection Act 1990
  - Civil Contingencies Act 2004
  - Road Traffic Act 2006
  - Control of Major Accident Hazards Regulations 2015
  - Joint Emergency Services Interoperability Procedures (JESIP)
  - London Resilience Strategic Emergency Plan
  - London Emergency Services Liaison Panel – Major Incident Procedure Manual (LESLP)

- London Ambulance Service Clinical Governance
- Mayor’s Office For Policing and Crime Financial and Contract Regulations (MOPAC)
- National Resilience Capability Management and Assurance
- National Operational Guidance for Fire and Rescue Services (NOG)
  - Leadership
  - Incident Command
  - Breathing Apparatus
  - Emergency Response Driving

## 2 2023-2026 Training Plan

- 2.1 The London Fire Brigade has historically adopted an annual Training Plan coinciding with the financial year. To align our training requirements to the Brigade’s medium and long-term priorities as detailed in *Your London Fire Brigade 2023-2029*, for the first time the Brigade produced a 3-year Training Plan.
- 2.2 This 3-year Training Plan ensures the Brigade’s training requirements for the coming years are suitably planned and resourced for and will enable our training provider to develop sustainable longer term resourcing and delivery strategies. Providing a Training Plan spanning 3 years allows us to schedule and publish courses far in advance, allowing for delegates to be enrolled with more notice. This in turn will allow us to better forecast when delivery outcomes will be achieved, for example when closing our skills gaps.
- 2.3 The 3-year Training Plan provides us with known medium and longer term training capacity that can flex and move to meet changes in demand. For example, If the Brigade’s retirement and promotion forecasts change, the 3-year Training Plan provides far greater scope for the moving and reprioritisation of training courses across financial years. This is a significant improvement on the previous annual training plan, where flexibility was limited to a single training/financial year, making alterations in priority more challenging as the year progressed as there was no mechanism to roll-over requirement beyond the training year in progress.
- 2.4 Our 2023-2026 Training Plan will be closely measured against the objectives and commitments set out in *Your London Fire Brigade 2023-2029*, with particular focus being placed on the 2023-2026 training requirements.
- 2.5 A Training Plan covering 2026-2029 will be developed to meet the needs of the Brigade for the remainder of the lifespan of *Your London Fire Brigade 2023-2029*. Work to produce the 2026-2029 Training Plan will begin in the summer of 2024.
- 2.6 The 2023-2026 Training Plan will encompass all training delivered by Babcock, as well as centrally delivered training delivered outside of the Babcock contract. The 2023-2026 training plan does not include Brigade exercises, locally organised training events at Borough or team level, Fire Control training, or DaMOP training.

2.7 The 2023-2026 Training Plan is made up of 3 key parts;

<p><b>Part 1 -</b></p>		<p>Part 1 of the Training Plan will deliver targeted training to specific staff groups in order to close our operational skills gaps.</p>
<p><b>Part 2 -</b></p>		<p>Part 2 of the Training Plan will deliver crucial maintenance of skills training to ensure our staff remain safe and competent.</p>
<p><b>Part 3 -</b></p>		<p>Part 3 of the Training plan will develop and deliver new and inovative training to enable the Brigade to meet the ever changing needs of London.</p>

2.8 Structuring the Training Plan into 3 parts will ensure that we effectively prioritise the use of our training venues, trainers, and physical resources including vehicles and equipment. In addition to “what” training is required, the 3-year Training Plan will now detail the importance of “why” specific training is needed. This will also assist our main training provider, Babcock, to focus their resources in the right areas and will link all our training to clear metrics for success and appropriate Key

Performance Indicators (KPI's). Structuring the Training Plan into 3 parts will also improve the clarity of reporting to the Learning Committee and Establishment Board.

### 3 Part 1



- 3.1 As detailed within programme 5 of *Your London Fire Brigade 2023-2029* Delivery Plan, the Brigade must address identified skills gaps and equip staff with the right skills and career development opportunities. The Brigade is one of the largest Fire and Rescue Services in the world with over 5,000 staff trained in a wide range of skill sets. The Brigade's skills have agreed establishment levels to ensure the right resources are in the right place at the right time for the people of London.
- 3.2 Due to several factors including the disruptions to acquisition training caused by the COVID-19 pandemic, the Brigade has developed an establishment gap and skills gaps in several areas requiring an unsustainable use of pre-arranged overtime and standby moves to cover shortfalls. It is therefore crucial for the Brigade to close the existing establishment and skills gaps through appropriate recruitment, training and upskilling of staff to ensure that we provide the most effective service we

can to London in the most efficient way. Closing our skills gaps will ensure our staff feel competent and have the skills they need to do their job.

3.3 Our Training Plan will ensure we close skills gaps in the following areas;

- Trainee Firefighter Apprenticeship
- Emergency Response Driving
- Incident Command
- Fire Rescue Unit (FRU)
- Urban Search and Rescue (USAR)
- High Volume Pump (HVP)
- Mass Decontamination
- Prime Mover & Hook Lift
- Hose Layer (HL) & Bulk Foam Unit (BFU)
- Turntable Ladders (TL)
- Rapid Response Team (RRT)
- Fireboat
- Prevention and Protection
- Fire Investigation Team (FIT)
- Officer Specialisms

### 3.4 Closing Our Skills Gaps - Our Key Delivery Commitments

**All Skills** We **WILL** provide the necessary training to close all of our skills gaps by April 2026

**Firefighter Apprenticeship** We **WILL** close this skills gap by September 2024

**Fire Appliance Driving** We **WILL** close this skills gap by September 2025

3.5 The following information sets out in detail the anticipated impact of the Training Plan on the skills gaps over the next three training years and the expected date that the skills gaps will be closed for each area. All skills gap figures have been obtained from appropriate workforce planning data sources. Further details are available in the Document History section of this document.

### 3.6 Trainee Firefighter Apprenticeship – Skills Gap and Training Plan

Trainee Firefighter Apprenticeship - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment <sup>i</sup>	Skills Gap
Operational Vacancies – FF - StnO	4537	4319	- 215 (-5%)

3.7

Trainee Firefighter Apprenticeship - Skills Gap Closure Training Plan <sup>ii</sup>						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
FFDP2A	Firefighter Development Programme	380	280	280	940	<b>September 2024</b>
OIBFFD	FFD Breathing Apparatus and Real Fire Training Refresher	350	350	350	1050	<b>September 2024</b>

FFD43PA	FFD Workshop A	280	330	330	940	<b>September 2024</b>
FFD3PB	FFD Workshop B	280	330	330	940	<b>September 2024</b>
FFDP3C	FFD Babcock Assessment	280	330	330	940	<b>September 2024</b>
FFDEPA	Apprenticeship End Point Assessment	280	330	330	940	<b>September 2024</b>

**3.8 Trainee Firefighter Apprenticeship – Notable KPI’s, Interdependencies and Risks to Delivery**

3.9 The Brigade has prioritised the closing of the Firefighter Apprenticeship skills gap (also referred to as the vacancy margin) as it provides a key means of reducing the current levels of pre-arranged overtime. The Firefighter Apprenticeship Programme is linked to Government funding and OFSTED standards is measured accordingly.

3.10 The significant levels of Trainee Firefighter Apprenticeship training detailed within the 2023-2026 Training Plan exceeds the capacity of our existing resources. Of the 380 delegates to be trained in 23/24, 280 will be delivered under the Babcock contract as part of normal business. An Additional 100 delegates will be delivered via an alternative delivery model. Options to deliver this are being scoped out by the Learning and Professional Development Department and will be presented to the Assistant Commissioner for Learning and Professional Development for consideration via the Learning Committee.

**3.11 Emergency Response Driving – Skills Gap and Training Plan**

Emergency Response Driving - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment <sup>iii</sup>	Skills Gap
Fire Appliance (MD)	1952	1575	<b>-377 (-19%)</b>
Response Car (ER)	244	225	<b>-19 (-8%)</b>
All Wheeled Drive (6W)	16	8	<b>-8 (-50%)</b>

**3.12**

Emergency Response Driving - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
DTLGTH	Large Goods Vehicle (LGV) Application, Theory & Medical	150	350	350	1050	<b>April 2026</b>

DTLG5D	Large Goods Vehicle Driving Practical (5 Day)	200	350	400	950	April 2026
DTLGEF	Emergency Response Driving Initial Acquisition (Appliance)	200	300	350	850	April 2026
ERDTRA	ERDTRA - Transferee Driving Assessment Appliance Draft	60	60	60	180	April 2026
ERDIAC	Emergency Response Driving Initial Acquisition (Car)	80	80	80	240	April 2024
DTAWDF	All Wheel Drive – 6 Wheel Drive Familiarisation	4	4	2	10	September 2024
DTLGAS	Large Goods Vehicle In House Assessment	5	5	5	15	April 2026

### 3.13 **Emergency Response Driving – Notable KPI’s, Interdependencies and Risks to Delivery**

3.14 The significant levels of Emergency Response Driver training detailed within the 2023-2026 Training Plan exceeds the capacity of our existing resources. The Brigade also anticipates the introduction of Section 19 of the Road Traffic Act in June 2023. This will result in blue light driver training courses becoming longer in duration, which will in turn increase our capacity challenges.

3.15 To deliver the required volumes, the Brigade will need to provide additional vehicles for training. Options to deliver this are currently being scoped out by the Learning and Professional Development Department and will be presented to the Assistant Commissioner for Learning and Professional Development for consideration via the Learning Committee. In addition, Babcock will need to secure additional trainer resources to support the volumes of training being requested.

### 3.16 **Incident Command – Skills Gap and Training Plan**

Incident Command - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment <sup>iv</sup>	Skills Gap
Command Unit Operator (OS)	256	161	-95 (-37%)
Leading Firefighter (LFF)	588	489	-99(-17%)
Sub Officer (SubO)	412	358	-54 (-13%)
Station Officer (StnO)	224	227	+3 (+1%)
Station Commander (SC)	152	131	-19 (-13%)

Group Commander (GC)	65	69	<b>+4 (+6%)</b>
Dep Assist Commissioner (DAC)	16	19	<b>+3 (+19%)</b>
Assistant Commissioner (AC)	5	7	<b>+2 (+40%)</b>
Deputy Commissioner	2	2	<b>0 (0%)</b>
Commissioner	1	1	<b>0 (0%)</b>

### 3.17

Incident Command - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
OISCU1	Command Unit Support Module 1	96	96	96	288	<b>April 2025</b>
OISCU2	Command Unit Support Module 2	24	24	24	72	<b>April 2025</b>
OISCU3	Command Unit Support Module 3	24	24	24	72	<b>April 2025</b>
IC1LFT	Incident Command Level 1 – LFF Theory	180	180	180	540	<b>April 2025</b>
IC1LFP	Incident Command Level 1 – LFF Practical	180	180	180	540	<b>April 2025</b>
IC1SUB	Incident Command Level 1 – SubO	120	150	150	480	<b>April 2026</b>
IC1STN	Incident Command Level 1 – StnO	96	96	96	288	<b>April 2025</b>
ICL2SC	Incident Command Level 2 Station Commander	40	40	40	120	<b>April 2024</b>
ICL2SA	Incident Command Level 2 Station Commander - Assessment	60	60	60	180	<b>April 2024</b>
ICL2GC	IncidentCommand Level 2 Group Commander	20	20	20	60	<b>No skills gap Present or Predicted</b>

ICL2GA	Incident Command Level 2 Group Commander - Assessment	30	28	28	84	No skills gap Present or Predicted
IC3ATB	Incident Command Level 3 Acquisition Programme – Module 1	8	8	8	24	No skills gap Present or Predicted
IC3ATC	Incident Command Level 3 Acquisition Programme – Module 2	8	8	8	24	No skills gap Present or Predicted
IC3ATD	Incident Command Level 3 Acquisition Programme – Module 3	8	8	8	24	No skills gap Present or Predicted
IC3ATE	Incident Command Level 3 Acquisition Programme – Module 4	8	8	8	24	No skills gap Present or Predicted
IC3ATF	Incident Command Level 3 Acquisition Programme – Module 5	8	8	8	24	No skills gap Present or Predicted
IC3ATG	Incident Command Level 3 Acquisition Programme – Module 6	8	8	8	24	No skills gap Present or Predicted
IC3ATH	Incident Command Level 3 Acquisition Programme – Module 7	8	8	8	24	No skills gap Present or Predicted
IC3ATI	Incident Command Level 3 Acquisition Programme – Module 8	8	8	8	24	No skills gap Present or Predicted
IC3ATJ	Incident Command Level 3 Acquisition Programme – Module 9	8	8	8	24	No skills gap Present or Predicted
IC4STC	Incident Command Level 4 Strategic	4	4	4	12	No skills gap Present or Predicted
DIRCAC	Director Incident Command Exercise	3	3	3	9	No skills gap Present or Predicted

### 3.18 **Incident Command – Notable KPI’s, Interdependencies and Risks to Delivery**

3.19 The skills gap associated with incident command involves several overlapping requirements, such as the need for all level 1 incident commanders to be trained to perform the role of the rank above. For example, whilst the Brigade’s required establishment of substantive Sub Officers is 412, the Sub

Officer skill must also be held by all competent Leading Firefighters. Our training requirements must therefore reflect this.

3.20 The significant levels of Incident Command training detailed within the 2023-2026 Training Plan exceeds the capacity of our existing resources. To deliver the required volumes, the Brigade will need to provide an additional 24 incident command assessors for training. Options to deliver this are currently being scoped out by the Learning and Professional Development Department and will be presented to the Assistant Commissioner for Learning and Professional Development for consideration via the Learning Committee. In addition, Babcock will need to secure additional trainer resources to support the volumes of training being requested.

3.21 **Fire Rescue Unit (FRU) – Skills Gap and Training Plan**

Fire Rescue Unit (FRU) - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment	Skills Gap
Fire Rescue Unit (FRU)	932	697	<b>-235 (-25%)</b>
Extended Duration BA (ED)	932	749	<b>-183 (-20%)</b>
Powerboat (PB)	664	372	<b>-292 (-44%)</b>
Water Technician (WT)	664	441	<b>-223 (-34%)</b>
FRU HAZMAT (HO)	312	216	<b>-96 (-31%)</b>
Animal Rescue (AR)	312	200	<b>-112 (-36%)</b>
Line Operations (LO)	620	392	<b>-228 (-37%)</b>

3.22

Fire Rescue Unit (FRU) - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
OISKFS	Fire Rescue Unit Skills	96	96	96	288	<b>April 2026</b>
OIBAE3	Extended Duration BA	108	108	108	324	<b>April 2026</b>
TS05PB	Powerboat	156	156	156	468	<b>November 2025</b>
OISKWR	Water Technician	60	84	84	180	<b>April 2026</b>
OIFRHZ	FRU Hazmat	48	48	48	144	<b>April 2026</b>
OISKL2	Animal Rescue	24	48	60	132	<b>April 2026</b>
OILOL2	Line Operation (Level 2)	60	84	84	228	<b>April 2026</b>

3.23 **Fire Rescue Unit (FRU) – Notable KPI’s, Interdependencies and Risks to Delivery**

3.24 The FRU establishment levels are currently being reviewed, and the Training Plan aims to deliver the best outcomes whilst acknowledging this review. The Training Plan will be amended as appropriate if the FRU establishment levels are revised.

3.25 In order to close the FRU skills gap, we must first have the correct establishment at FRU stations. Vacancies at FRU stations as well staff who are not yet suitable for the FRU skill (for example firefighter within their first 2 years of development) mean that we do not currently have enough eligible staff to attend the relevant FRU training courses. This will need to be factored into the FRU review that is currently in progress and a strategy developed to ensure we have a suitable pool of eligible staff.

3.26 The significant levels of Fire Rescue Unit training detailed within the 2023-2026 Training Plan exceeds the capacity of our existing resources. To deliver the required volumes, the Brigade will need to identify additional training venues. Options to deliver this are currently being scoped out by the Learning and Professional Development Department and will be presented to the Assistant Commissioner for Learning and Professional Development for consideration via the Learning Committee.

3.27 In addition, Babcock will need to secure additional trainer resources to support the volumes of training being requested. Options to deliver this are currently being scoped out by Babcock and will be presented to the Assistant Commissioner for Learning and Professional Development for consideration via the Learning Committee.

3.28 **Urban Search and Rescue (USAR)**

Urban Search and Rescue (USAR) - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment <sup>v</sup>	Skills Gap
USAR Technician Local (UL)	160	116	<b>-44 (-28%)</b>
USAR Technician Recall (UR)	120	67	<b>-53 (-44%)</b>
Chainsaw	64	50	<b>-14 (-21%)</b>
Hot Cutting	64	46	<b>-18 (-28%)</b>
Advanced Shoring	64	50	<b>-14 (-22%)</b>
Confined Space	160	112	<b>-48 (-30%)</b>
Line Access & Casualty Extraction	160	111	<b>-49 (-31%)</b>
Trench Rescue	160	85	<b>-75 (-47%)</b>
Bobcat Driver (PV)	80	24	<b>-56 (-70%)</b>

3.29

Urban Search and Rescue (USAR) - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date

OISKIA	USAR Tool Skills Acquisition	36	36	36	108	April 2025
UISKIB	USAR Acquisition Phase 2	36	36	36	108	April 2025
DTMPOP	Multi Purpose Vehicle – Operator	18	18	18	54	April 2025
OIULAC	Line Access and Casualty Extrication (LACE)	20	20	20	60	April 2026
TS01CS	USAR Confined Spaces	24	24	24	72	April 2025
TS02TR	USAR Trench Rescue	28	28	28	84	April 2026
OISKHC	USAR Hot Cutting	8	8	8	24	April 2024

### 3.30 **Urban Search and Rescue (USAR) – Notable KPI’s, Interdependencies and Risks to Delivery**

3.31 The USAR assets hosted by the Brigade are funded by National Resilience and have a national KPI linked to their availability and numbers of trained staff.

3.32 In March 2023 National Resilience made the decision to stand down several USAR teams across the United Kingdom. Two London USAR teams were due to be disbanded as part of this decision. In April 2023 this decision was reviewed and all four USAR teams within London will remain in place until further notice. The Training Plan aims to deliver the best outcomes whilst acknowledging that the USAR capability remains under review by National Resilience. The Training Plan will be amended as appropriate if the USAR establishment levels are revised.

### 3.33 **High Volume Pump (HVP) – Skills Gap and Training Plan**

High Volume Pump (HVP) - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment <sup>vi</sup>	Skills Gap
HVP Crew Operator (HV)	252	203	<b>-49 (-19%)</b>

3.34

High Volume Pump (HVP) - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
DTHVCR	HVP Crew Operator	27	27	27	81	<b>April 2026</b>

3.35 **High Volume Pump – Notable KPI’s, Interdependencies and Risks to Delivery**

3.36 The High Volume Pump assets hosted by the Brigade are funded by National Resilience and have a national KPI linked to their availability and numbers of trained staff.

3.37 There are no notable interdependencies that will impact the delivery of this training, and the skills gap can be closed within the existing resourcing models.

3.38 **Hose Layer (HL) & Bulk Foam Unit (BFU) – Skills Gap and Training Plan**

Hose Layer (HL) & Bulk Foam Unit (BFU) - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment	Skills Gap
Hose Layer Operator (HL)	128	108	<b>-20 (-16%)</b>
Hose Layer Driver (HLD)	72	50	<b>-22 (-31%)</b>
Bulk Foam Unit Driver (BF)	56	40	<b>-16 (-29%)</b>

3.39

Hose Layer (HL) & Bulk Foam Unit (BFU) - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
OISKHF	HLU Support Staff Personnel	8	10	12	24	<b>April 2026</b>
DTHLDR	Hose Layer Unit Driver Familiarisation	8	10	12	24	<b>April 2026</b>
DTBFFL	Bulk Foam Unit - Fork Lift operator	10	10	10	30	<b>April 2025</b>
DTBFDR	Bulk Foam Unit Bumper to Bumper	10	10	10	30	<b>April 2025</b>

3.40 **Hose Layer (HL) & Bulk Foam Unit (BFU) – Notable KPI’s, Interdependencies and Risks to Delivery**

3.41 There are no notable KPI’s or interdependencies that will impact the delivery of this training, and the skills gap can be closed within the existing resourcing models.

3.42 It should be noted that closing driving skills gaps for specialist vehicles such as the Hose Layers is interlinked with the closure of the MD skills gap detailed in 3.11. Sufficient numbers of staff must first be trained with the MD skill to allow for specialist driving skills to be obtained.

3.43 **Turntable Ladders (TL) – Skills Gap and Training Plan**

Turntable Ladders (TL) - Current Skills gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment <sup>vii</sup>	Skills Gap

32 Metre TL Cage Operator (C32)	320	271	<b>-49(-15%)</b>
32 Metre TL Driver (D32)	220	179	<b>-41 (-19%)</b>
64 Metre TL Cage Operator (C36)	88	50	<b>-38 (-43%)</b>
64 Metre TL Driver (D36)	60	25	<b>-35 (-58%)</b>

3.44

Turntable Ladders (TL) - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
DTTLA3	32m Turntable Ladder Operator Acquisition Course	24	24	24	72	<b>April 2025</b>
ERDTA3	32m Turntable Ladder Driver Acquisition Course	12	18	24	54	<b>April 2026</b>
DTTLA6	64m Turntable Ladder Operator Acquisition Course	16	16	16	48	<b>April 2026</b>
ERDTA6	64m Turntable Ladder Driver Acquisition Course	16	16	16	48	<b>April 2026</b>
DTTLS6	64m Turntable Ladder Aerial Support Pump Operator	12	12	12	36	<b>April 2026</b>
ERFSM6	64m Turntable Ladder Manoeuvring Acquisition Course - Fire Station	8	8	8	8	<b>April 2026</b>
ERNWM6	64m Turntable Ladder Manoeuvring Acquisition Course - North Weald	8	8	8	8	<b>April 2026</b>

3.45 **Turntable Ladders (TL) – Notable KPI’s, Interdependencies and Risks to Delivery**

3.46 There are no notable KPI’s or interdependencies that will impact the delivery of this training, and the skills gap can be closed within the existing resourcing models.

3.47 It should be noted that closing driving skills gaps for specialist vehicles such as the Turntable Ladders is interlinked with the closure of the MD skills gap detailed in 3.11. Sufficient staff must first be trained with the MD skill to allow for specialist driving skills to be obtained.

3.48 **Mass Decontamination – Skills Gap and Training Plan**

Mass Decontamination - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment <sup>viii</sup>	Skills Gap
Mass Decontamination Operator (DM)	696	546	<b>-150 (-19%)</b>

3.49

Mass Decontamination - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
OISKPD	Mass Decontamination - Initial Training	96	96	96	288	<b>April 2026</b>

3.50 **Mass Decontamination – Notable KPI’s, Interdependencies and Risks to Delivery**

3.51 The Mass Decontamination assets hosted by the Brigade are funded by National Resilience and have a national KPI linked to their availability and numbers of trained staff. National Resilience has issued the Brigade with several action plans to improve the availability and standards of training associated with the Mass Decontamination assets. Closing the skills gap in this area will assist the Brigade in discharging these action plans.

3.52 There are no notable interdependencies that will impact the delivery of this training, and the skills gap can be closed within the existing resourcing models.

3.53 **Prime Mover & Hook Lift – Skills Gap and Training Plan**

Prime Mover & Hook Lift - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment	Skills Gap
Prime Mover Driver (PM)	280	196	<b>-84 (-30%)</b>

3.54

Prime Mover & Hook Lift - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
DTHVDR	Hook Prime Mover Driver Familiarisation	58	58	58	174	<b>April 2025</b>
DTHVHO	Hook Prime Mover – Hook Lift Operator Acquisition	58	58	58	174	<b>April 2025</b>

3.55 **Prime Mover & Hook Lift – Notable KPI’s, Interdependencies and Risks to Delivery**

3.56 The Prime Mover assets hosted by the Brigade are funded by National Resilience and have a national KPI linked to their availability and numbers of trained staff.

3.57 There are no notable interdependencies that will impact the delivery of this training, and the skills gap can be closed within the existing resourcing models.

3.58 It should be noted that closing driving skills gaps for specialist vehicles such as the Prime Movers is interlinked with the closure of the MD skills gap detailed in 3.11. Sufficient numbers of staff must first be trained with the MD skill to allow for specialist driving skills to be obtained.

3.59 **Rapid Response Team – Skills Gap and Training Plan**

Rapid Response Team - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment	Skills Gap
Rapid Response Team Operator	32	29	-3
Rapid Response Team Driver	16	9	-7

3.60

Rapid Response Team - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
HMEPO1	Hazardous Materials and Environment Protection – Initial Training	3	3	3	9	<b>April 2024</b>
DTDIDR	DIM Vehicle Driving Familiarisation	0	4	4	12	<b>April 2024</b>

3.61 **Rapid Response Team (RRT) – Notable KPI’s, Interdependencies and Risks to Delivery**

3.62 The Detection, Information and Monitoring (DIM) assets hosted by the Brigade as part of RRT are funded by National Resilience and have a national KPI linked to their availability and numbers of trained staff.

3.63 There are no notable interdependencies that will impact the delivery of this training, and the skills gaps listed can be closed within the existing resourcing models. It should be noted that in addition to the above training, Rapid Response Team Operator’s also attend DIM 1, 2 and 3 acquisition training courses hosted by National Resilience. This training is managed locally by the RRT Station Commander who liaises directly with National Resilience.

3.64 **Fireboat – Skills Gap and Training Plan**

Fireboat - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment	Skills Gap
Fireboat Technician	8	12	<b>+4 (+50%)</b>
Fireboat Officer in Charge	8	8	<b>0 (0%)</b>
Fireboat Coxswain	12	9	<b>-3 (-25%)</b>
Fireboat Reserve Technician	16	6	<b>-10 (-63%)</b>
Fireboat Reserve Officer in Charge	8	5	<b>-3 (38%)</b>

3.65

Fireboat - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
OIFBOC	Fireboat Officer-in-Charge	3	3	3	9	<b>April 2024</b>
DTRFBC	Fireboat Technician Conversion	4	0	0	4	<b>April 2024</b>
OIBFTA	Fireboat Technician Acquisition	20	8	8	36	<b>April 2024</b>
DTRP2J	Fireboat Coxswain Conversion	3	0	0	3	<b>April 2024</b>
DTRDST	RYA Day Skipper Theory	8	4	4	16	<b>April 2024</b>
DTRYMT	RYA Coastal Skipper Theory	8	4	4	16	<b>April 2024</b>
DTRIPB	RYA Powerboat Intermediate	4	8	4	16	<b>April 2024</b>
DTRAPB	RYA Powerboat Advanced	4	8	4	16	<b>April 2024</b>
DTRCOC	RYA Certificate of Competence	4	8	4	16	<b>April 2024</b>
DTRCX1	Fireboat Coxswain Acquisition Module 1	6	6	6	18	<b>April 2024</b>

DTRCX2	Fireboat Coxwain Acquisition Module 2	6	6	6	18	April 2024
DTRCX3	Fireboat Coxwain Acquisition Module 3	6	6	6	18	April 2024
DTRCX4	Fireboat Coxwain Acquisition Module 4	6	6	6	18	April 2024
DSLKEI	Port of London Authority Local Knowledge Endorsement Initial	12	8	8	28	April 2024
DSLKEM	Port of London Authority Local Knowledge Mock Exam	12	8	8	28	April 2024
DTRSSS	Basic Sea Survival	12	4	4	20	April 2024
DTRVHF	Fireboat VHF Radio	12	4	4	20	April 2024
DTRSR2	RYA Marine (RADAR)	35	8	8	51	April 2024

3.66 **Fireboat – Notable KPI’s, Interdependencies and Risks to Delivery**

3.67 There are no notable KPI’s or interdependencies that will impact the delivery of this training, and the skills gap can be closed within the existing resourcing models.

3.68 **Prevention and Protection – Skills Gap and Training Plan**

Prevention and Protection - Current Skills Gap (Feb 2023)				
Skill	Required Establishment	Actual Establishment	Skills Gap	
Principal Fire Engineers	2	2	0	(-0%)
Senior Fire Engineers	4	2	-2	(-50%)
Fire Engineers	12	8	-4	(33%)
Fire Engineering Technicians	31	26	-5	(-16%)
Inspecting Officers	130	105	-25	(-19%)
Inspecting Advisors	90	96	+6	(+7%)

Prevention and Protection - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
APCIP1	Law, Evidence, Procedures and Best Practice (Unit 1)	16	16	16	48	<b>April 2025</b>
APCIP2A	Advanced Statement and Report Writing (Unit 2)	16	16	16	48	<b>April 2025</b>
APCIP2B	Courtroom Skills/Giving Evidence (Unit 2)	16	16	16	48	<b>April 2025</b>
APCIP3	Advanced Investigative Interviewing (Unit 3)	16	16	16	48	<b>April 2025</b>
APCIP5	Case File Preparation and Disclosure (Unit 4)	16	16	16	48	<b>April 2025</b>
EWTCED	Expert Witness Training – Cross Examination Day	10	10	10	30	<b>April 2025</b>
EWTCLP	Expert Witness Training – Criminal Law and Procedure	10	10	10	30	<b>April 2025</b>
EWTRCS	Expert Witness Training – Courtroom Skills	10	10	10	30	<b>April 2025</b>
EWTRWC	Expert Witness Training – Excellence in Report Writing and Courtroom Skills	10	10	10	30	<b>April 2025</b>
FCFFIP	Fire Investigation - Practical	10	10	10	30	<b>April 2025</b>
FCFFIT	Fire Investigation - Theory	10	10	10	30	<b>April 2025</b>
FIL51A	Level 5 Certificate in Fire Investigation - Stage 1,2,3	8	8	8	24	<b>April 2025</b>
FIL51B	Level 5 Certificate in Fire Investigation - Stage 4	8	8	8	24	<b>April 2025</b>

PETAP3	3 Day Combined	4	4	4	12	<b>April 2025</b>
PETAPI	Electrical Installations	4	4	4	12	<b>April 2025</b>
PETAPL	Liquid Petroleum Gas (LPG)	4	4	4	12	<b>April 2025</b>
PETAPS	Dangerous Substances	4	4	4	12	<b>April 2025</b>
PETAPW	Wetstock Management	4	4	4	12	<b>April 2025</b>
PETCBT	BTEC Professional Certificate in Petroleum Regulation	4	4	4	12	<b>April 2025</b>
SPASPT	SPA UKPIA Safety Passport Training – External	4	4	4	12	<b>April 2025</b>
TBC	SPA UKPIA Safety Passport Training – External Refresher	3	3	3	9	<b>April 2025</b>
TBC	Fire Safety Level 3 Certificate - Xact	12	12	12	36	<b>April 2025</b>
TBC	Fire Safety Level 4 Certificate	36	36	36	108	<b>April 2025</b>
TBC	Fire Safety Level 4 Diploma	24	24	24	72	<b>April 2025</b>
FENGY1	Beng (Hons) Fire Engineering – Block 1	5	5	5	15	<b>April 2025</b>
FENGY2	Beng (Hons) Fire Engineering – Block 2	5	5	5	15	<b>April 2025</b>
FENGY3	Beng (Hons) Fire Engineering – Block 3	5	5	5	15	<b>April 2025</b>
FENGY44	Beng (Hons) Fire Engineering – Block 4	3	3	3	9	<b>April 2025</b>
FENGY5	Hon Fire Engineering Year 2	6	6	6	18	<b>April 2025</b>
FI701	Health Care Course	6	6	6	18	<b>April 2025</b>

FSCMT	Conflict Awareness	36	36	36	108	<b>April 2025</b>
-------	--------------------	----	----	----	-----	-------------------

3.70 **Prevention and Protection – Notable KPI’s, Interdependencies and Risks to Delivery**

3.71 Training for the Prevention and Protection delivery teams is paid for by both Brigade and Central government funding. Each year 16 slots are made available by central government for the following qualifications to cover for natural wastage and new intakes for any of the specialist teams;

- Level 3 Certificate
- Level 4 Certificate
- Level 4 Diploma
- Conflict Awareness
- First Responders

3.72 The training for 5 Fire Engineering degree slots per year is also funded by central government annually.

3.73 There are no notable interdependencies that will impact the delivery of this training, and the skills gap can be closed within the existing resourcing models.

3.74 **Fire Investigation Team (FIT) – Skills Gap and Training Plan**

Fire Investigation Team (FIT) - Current Skills Gap (Feb 2023)			
Skill	Required Establishment	Actual Establishment	Skills gap
Fire Investigation Officer	24	24	<b>0 (0%)</b>

3.75

Fire Investigation Team (FIT) - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
FCFFIT	Fire Investigation Theory	10	10	10	30	<b>No Skills gap Present or Predicted</b>
FCFFIP	Fire Investigation Practical	10	10	10	30	<b>No Skills gap Present or Predicted</b>

3.76 **Fire Investigation Team (FIT) – Notable KPI’s, Interdependencies and Risks to Delivery**

3.77 There are no notable interdependencies that will impact the delivery of this training, and the skills gap can be closed within the existing resourcing models.

3.78 **Officer Specialisms – Skills Gap and Training Plan**

Officer Specialisms - Current Skills Gap (Feb 2023)				
Skill	Required Establishment	Actual Establishment	Skills Gap	
Senior Fire Safety Officer (FSO)	48	37	-11 (-23%)	
Bulk Media Advisor (BM)	32	23	-9 (-28%)	
HAZMAT Officer (HZ)	32	34	+2 (+6%)	
National Interagency Liaison (IL)	32	25	-7 (-22%)	
Technical Rescue Advisor (TAR)	20	22	+2 (-10%)	
USAR Tactical Advisor (UA)	16	11	-5(-31%)	
Senior Accident Investigator (SI)	32	36	+4 (+13%)	
Press Officer (PR)	150	107	-43 (-29%)	

3.79

Officer Specialisms - Skills Gap Closure Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted Skills Gap Closure Date
FSSFSO	Senior Fire Safety Officer	12	12	12	36	<b>April 2026</b>
TRBMAA	Bulk Media Advisor	12	12	12	36	<b>April 2024</b>
HMEP01	Hazardous Material and Environmental Protection - Initial Training	9	9	9	27	<b>No skills gap Present or Predicted</b>
ILOFSC	National Inter-agency Liaison Officer	0	0	0	0	<b>April 2024</b>
OISKII	USAR Instructor	4	4	4	12	<b>April 2024</b>
OISTAC	USAR Tactical Advisor	4	4	4	12	<b>April 2024</b>
HSSAII	Senior Accident Investigator Course	12	12	12	36	<b>No skills gap Present or Predicted</b>

INPLTH	Press Liaison Officer - Theory	66	66	66	198	<b>April 2025</b>
INPDPL	Press Liaison Officer - Practical	66	66	66	198	<b>No skills gap Present or Predicted</b>

### 3.80 **Officer Specialisms – Notable KPI’s, Interdependencies and Risks to Delivery**

3.81 To close the Officer Specialism skills gap, relevant recruitment and selection processes must be undertaken for specific roles. Staff must pass the specific recruitment and selection process prior to them being put forward for the relevant training. These recruitment and selection processes are managed by the host departments listed below;

- Senior Fire Safety Officer – (Prevention and Protection)
- Bulk Media Advisor – (Operational Policy & Assurance)
- HAZMAT Officer – (Operational Policy & Assurance)
- National Interagency Liaison Officer – (Operational Resilience)
- Technical Rescue Advisor – (Operational Policy & Assurance)
- USAR Tactical Advisor – (Operational Policy & Assurance)
- Senior Accident Investigator – (Health and Safety)

3.82 Host departments will need to ensure that all recruitment and selection processes are run in a timely manner to ensure the relevant training courses are populated with eligible staff. The Learning and Professional Development will work closely with host departments to ensure the training is scheduled in the right place at the right time and a quarterly practitioner level meeting will be held with key stakeholders to support this.

3.83 Prevention and Protection will be proposing to replace the SFSO course with the Level 3 & 4 Combined Fire Safety Qualification which may require an amendment to the Training Plan at a later date.

3.84 The Officer Specialisms detailed within the 2023-2026 Training Plan does not include the following skills which are managed locally by their host departments;

- Operational Review Team – (Operational Policy & Assurance)
- Drone Team – (Operational Policy & Assurance)
- Mass Casualty Recovery – (Operational Resilience)
- Specialist Entry Response Team – (Operational Resilience)

## 4 Part 2



- 4.1 The London Fire Brigade’s workforce is highly skilled. In order to ensure our staff remain safe and competent, the Brigade must provide periodic maintenance of skills (MoS) training to ensure these skills are maintained. The method and frequency of maintenance of skills training is governed by legislation, national guidance, and industry best practice as summarised in paragraph 1.4, as well as internal LFB policies such as Licence to Operate.
- 4.2 The following skills sets require periodic refresher or revalidation training in order for staff to remain safe and competent in role;
- Breathing Apparatus
  - Emergency Response Driving
  - Incident Command
  - Immediate Emergency Care
  - Fire Rescue Unit (FRU)
  - Urban Search and Rescue (USAR)
  - High Volume Pump (HVP)
  - Mass Decontamination
  - Officer Specialisms
- 4.3 The term “in licence” is used to describe staff who have attended the relevant training to maintain their skills within the agreed frequency periods. The term “out of licence” is used to describe staff who’s skills have not been maintained within the agreed frequency periods and therefore a priority for the Brigade to train.

#### 4.4 Maintaining our Skills – Our Key Delivery Commitments

**All Skills**

We **WILL** provide the necessary training to maintain all of our skills

**Licence to Operate**

We **WILL** introduce Licence to Operate by Autumn 2023 to improve the safety of our staff and the public

**Bringing Staff "in licence"**

We **WILL** bring staff "in licence" who are currently beyond the accepted maintenance of skills "licence" period

4.5 The information below sets out in detail the anticipated impact of the 2023-2026 Training Plan on our maintenance of skills programmes and the expected date that all staff will be "in licence". All maintenance of skills figures have been obtained from appropriate workforce planning data sources. Further details are available in the Document History section of this document.

#### 4.6 Breathing Apparatus – MoS Frequency and Training Plan

Breathing Apparatus - Maintenance of Skill Frequency			
Skill	Staff with Skill	MoS Frequency	Out of Licence
Breathing Apparatus (BA)	4304	2 yearly	647
Extended Duration BA (ED)	832	Annually	14

#### 4.7

Breathing Apparatus - Maintenance of Skill Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total <sup>x</sup>	Predicted 100% In Licence Date
OIBRFC	Breathing Apparatus and Real Fire Training Refresher	0	4308	4308	8616	<b>April 2024</b>
OIBMS2	MSA Breathing Apparatus	4308	0	0	4308	<b>April 2024</b>

	Familiarisation - Day 2 (Practical)					
OIBEDR	Extended Duration Breathing Apparatus Refresher	840	900	945	2685	April 2024

**4.8 Breathing Apparatus – MoS Notable KPI’s, Interdependencies and Risks to Delivery**

4.9 The Fire and Rescue Service National Occupational Guidance for Breathing Apparatus stipulates that staff should be refreshed in their skills every 2 years. This standard includes the need for staff to experience “real fire” training. HMICFRS use the 2 year BA refresher “in licence” position as a benchmark for their inspections. The Brigade currently delivers BA refresher training to staff annually, which is above the national standards.

4.10 In February 2023 the Brigade began the process of rolling out new MSA BA sets to replace the current Draeger equipment. The Brigade acknowledges that some staff may become “out of licence” for a limited period during this rollout process due to the need for theoretical input to be delivered prior to the practical training. There are currently 367 staff who are “out of licence” for BA, and these staff will be prioritised for refresher training. Transferees and staff returning from light duties will also be prioritised.

4.11 The Brigade is currently focussing on High Rise procedures for EDBA refresher training. There has been a need to temporarily pause this training due to security issues with the current venue. An alternative venue is currently being sourced and EDBA refreshers are anticipated to recommence in May 2023. Currently there are 14 staff “out of licence” for EDBA. These staff will be prioritised for refresher training.

4.12 The Brigade’s training provider, Babcock, currently operates two Real Fire Training Facilities (RTF’s) at Park Royal and Beckton. Both RTF’s see a high usage rate with very limited spare capacity. Following a significant maintenance event in 2020 during which both RTF’s were not available for training, Babcock increased the frequency of preventative maintenance at the RTF’s, which has in turn resulted in a reduction in throughput capacity due to maintenance downtime. Having access to only two RTF’s also provides limited resilience in the event of course cancellations due to an unplanned maintenance events or trainer unavailability, with no residual capacity to reschedule lost courses. Learning and Professional Development will review the current RTF estate and consider options to improve this situation.

4.13 Since December 2022 BA course cancellations due to trainer unavailability have been on the increase. Babcock must improve their trainer resourcing in this area to prevent such cancellations in the future.

**4.14 Emergency Response Driving – MoS Frequency and Training Plan**

Emergency Response Driving - Maintenance of Skill Frequency			
Skill	Staff with Skill	MoS Frequency	Out of Licence
Fire Appliance Drivers (MD)	1649	4 Yearly	10
Response Car Drivers (ER)	270	4 Yearly	20

4.15

Emergency Response Driving - Maintenance of Skill Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted 100% In Licence Date
ERDRVA	Emergency Driving Revalidation for Appliances	300	400	400	1200	<b>August 2023</b>
ERDRVC	Emergency Driving Revalidation for Cars	101	110	110	330	<b>April 2024</b>

4.16 **Emergency Response Driving – MoS Notable KPI’s, Interdependencies and Risks to Delivery**

4.17 The Fire and Rescue Service National Occupational Guidance for Emergency Response Driving stipulates that staff should be revalidated in their skills every 5 years. HMICFRS use the 5 year Emergency Response Driving “in licence” position as a benchmark for their inspections. The Brigade currently delivers Emergency Response Driving training to staff every 4 years, which is above the national standards.

4.18 The significant levels of Emergency Response Driver training detailed within the 2023-2026 Training Plan exceeds the capacity of our existing resources. The Brigade also anticipates the introduction of Section 19 of the Road Traffic Act in June 2023. This will result in blue light driver training courses becoming longer in duration, which will in turn increase our capacity challenges.

4.19 To deliver the required volumes, the Brigade will need to provide additional vehicles for training. Options to deliver this are currently being scoped out by the Learning and Professional Development Department and will be presented to the Assistant Commissioner for Learning and Professional Development for consideration via the Learning Committee.

4.20 In addition, Babcock will need to secure additional trainer resources to support the volumes of training being requested. Options to deliver this are currently being scoped out by Babcock and will be presented to the Assistant Commissioner for Learning and Professional Development for consideration via the Learning Committee.

4.21 **Incident Command – MoS Frequency and Training Plan**

Incident Command - Maintenance of Skill Frequency			
Skill	Staff with Skill	MoS Frequency	Out of Licence <sup>x</sup>
Level 1 Incident Command	1417	2 yearly	109
Level 2 Incident Command	206	2 yearly	27
Level 3 Incident Command	21	2 yearly	2
Level 4 Incident Command	10	2 yearly	0

## 4.22

Incident Command - Maintenance of Skill Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted 100% In Licence Date
OFCSTR	Revalidation of Incident Command – Level 1	590	800	800	2400	<b>August 2023</b>
TFCSTR	Revalidation of Incident Command – Level 2	76	160	160	480	<b>September 2023</b>
SFCSTR	Revalidation of Incident Command – Level 3	12	12	12	36	<b>July 2023</b>
IC4STR	Revalidation of Incident Command – Level 4	5	5	5	15	<b>All Staff Currently in Licence</b>

4.23 **Incident Command – MoS Notable KPI's, Interdependencies and Risks to Delivery**

4.24 The Fire and Rescue Service National Occupational Guidance for Incident Command stipulates that staff should be revalidated in their skills every 2 years. HMICFRS use the 2 Incident Command “in licence” position as a benchmark for their inspections. The Brigade currently delivers Incident Command Revalidation training to staff every 2 years, in line with the national standards.

4.25 The significant levels of Incident Command training detailed within the 2023-2026 Training Plan exceeds the capacity of our existing resources. To deliver the required volumes, the Brigade will need to provide an additional 24 incident command assessors for training. Options to deliver this are currently being scoped out by the Learning and Professional Development Department and will be presented to the Assistant Commissioner for Learning and Professional Development for consideration via the Learning Committee.

In addition, Babcock will need to secure additional trainer resources to support the volumes of training being requested. Options to deliver this are currently being scoped out by Babcock and will be presented to the Assistant Commissioner for Learning and Professional Development for consideration via the Learning Committee.

4.26 **Immediate Emergency Care (IEC) – MoS Frequency and Training Plan**

Immediate Emergency Care (IEC) - Maintenance of Skill Frequency			
Skill	Staff with Skill	MoS Frequency	Out of Licence
Immediate Emergency Care	4305	3 Yearly	637 <sup>xi</sup>

4.27

Immediate Emergency Care - Maintenance of Skill Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted 100% In Licence Date
IE171D	Immediate Emergency Care Update	4368	4440	4548	13356	April 2025
OII3ED	Immediate Emergency Care 3 Day	1404	1428	1428	4284	April 2025
OII5ED	Immediate Emergency Care 5 Day	346	480	480	1440	April 2025
OIFAFR	First Aid at Work for Non-Uniformed Staff 3 Day	36	36	36	108	April 2025

4.28 **Immediate Emergency Care (IEC) – MoS Notable KPI’s, Interdependencies and Risks to Delivery**

4.29 The Brigade’s IEC training is provided under the clinical governance of the London Ambulance Service (LAS). The LAS undertake periodic audits of the quality of our training and competency of our staff. The LAS clinical governance stipulates that staff should be revalidated in their skills every 3 years and use the 3 IEC “in licence” position as a benchmark for their inspections. The Brigade currently delivers IEC Revalidation training to staff every 3 years, in line with the LAS standards.

4.30 In 2022-23 Babcock experienced IEC trainer resourcing shortfalls and are in the process of recruiting additional trainers to meet the requirements of the Brigade.

4.31 **Fire Rescue Unit (FRU) – MoS Frequency and Training Plan**

Fire Rescue Unit (FRU) - Maintenance of Skill Frequency			
Skill	Staff with Skill	MoS Frequency	Out of Licence
Water Technician	447	Annually	107
Animal Rescue	200	Annually	47
Rescue and Recovery Team	157	Annually	31
Line Operations	403	Annually	134

4.32

Fire Rescue Unit (FRU) - Maintenance of Skill Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted 100% In Licence Date

OISKTR	Water Rescue Technician Refresher Course	300	300	300	900	<b>April 2025</b>
OISKLR	Large Animal Rescue One Day Refresher	180	180	180	540	<b>Dec 2023</b>
OISKRM	Rescue and Recovery Team	180	180	180	540	<b>Dec 2023</b>
OILOMA	FRU Line Operation - MOS and Assessment	640	640	640	1920	<b>April 2024</b>

**4.33 Fire Rescue Unit (FRU) – MoS Notable KPI’s, Interdependencies and Risks to Delivery**

4.34 The FRU establishment levels are currently being reviewed, and the Training Plan aims to deliver the best outcomes whilst acknowledging this review. The Training Plan will be amended as appropriate if the FRU establishment levels are revised.

4.35 The significant levels of Fire Rescue Unit training detailed within the 2023-2026 Training Plan exceeds the capacity of our existing resources. To deliver the required volumes, the Brigade will need to identify additional training venues. Options to deliver this are currently being scoped out by the Learning and Professional Development Department and will be presented to the Assistant Commissioner for Learning and Professional Development for consideration via the Learning Committee.

4.36 In addition, Babcock will need to secure additional trainer resources to support the volumes of training being requested. Options to deliver this are currently being scoped out by Babcock and will be presented to the Assistant Commissioner for Learning and Professional Development for consideration via the Learning Committee.

**4.37 Urban Search and Rescue (USAR) – MoS Frequency and Training Plan**

Urban Search and Rescue (USAR) - Maintenance of Skill Frequency			
Skill	Staff with Skill	MoS Frequency	Out of Licence <sup>xii</sup>
Chainsaw	50	6 monthly	31
Hot Cutting	46	6 monthly	19
Advanced Shoring	50	6 monthly	40
Line Access & Casualty Extraction	111	6 monthly	68

4.38

Urban Search and Rescue (USAR) - Maintenance of Skill Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted 100% In Licence Date

OIWSBF	USAR Block F (Chainsaw)	68	68	68	204	<b>April 2024</b>
OIWSBE	USAR Block E (Hot Cutting)	52	52	52	156	<b>April 2024</b>
OIWSBD	USAR Block D (Advance Shoring)	96	96	96	288	<b>April 2024</b>
OIWSBG	USAR Block G (Line Access & Casualty Extrication)	132	132	132	396	<b>April 2024</b>

**4.39 Urban Search and Rescue (USAR) – MoS Notable KPI’s, Interdependencies and Risks to Delivery**

4.40 The USAR assets hosted by the Brigade are funded by National Resilience and have a national KPI linked to their availability and numbers of trained staff.

4.41 In March 2023 National Resilience made the decision to stand down several USAR teams across the United Kingdom. Two London USAR teams were due to be disbanded as part of this decision. In April 2023 this decision was reviewed and all four USAR teams within London will remain in place until further notice.

4.42 The Training Plan will be amended as appropriate if the USAR establishment levels are revised within the next 3 years.

**4.43 High Volume Pump (HVP) – MoS Frequency and Training Plan**

High Volume Pump - Maintenance of Skill Frequency			
Skill	Staff with Skill	MoS Frequency	Out of Licence <sup>xiii</sup>
HVP Crew Refresher	203	Annual	34

4.44

High Volume Pump - Maintenance of Skill Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted 100% In Licence Date
SSHVPR	HVP Operator Annual Refresher - Draft	215	215	215	660	<b>Dec 2023</b>

4.45 **High Volume Pump (HVP) – MoS Notable KPI’s, Interdependencies and Risks to Delivery**

4.46 The High Volume Pump assets hosted by the Brigade are funded by National Resilience and have a national KPI linked to their availability and numbers of trained staff.

4.47 There are no notable interdependencies that will impact the delivery of this training, and the skills gap can be closed within the existing resourcing models.

4.48 **Mass Decontamination – MoS Frequency and Training Plan**

Maintenance of Skill Frequency			
Skill	Staff with Skill	MoS Frequency	Out of Licence
Mass Decontamination Operator	556	Annually	318 <sup>xiv</sup>

4.49

Mass Decontamination - Maintenance of Skill Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted 100% In Licence Date
OISTMC	Continuation Training for Mass Decontamination Personnel	560	792	792	2376	<b>September 2024</b>

4.50 **Mass Decontamination – MoS Notable KPI’s, Interdependencies and Risks to Delivery**

4.51 The Mass Decontamination assets hosted by the Brigade are funded by National Resilience and have a national KPI linked to their availability and numbers of trained staff. National Resilience has issued the Brigade with several action plans to improve the availability and standards of training associated with the Mass Decontamination assets.

4.52 Following a review of the Brigade’s Mass Decontamination Maintenance of Skills training, it has been necessary to update the course content and review the delivery model. This training will no longer be delivered via the Strategic Resource model and will instead be delivered using a hybrid approach encompassing Training as a Watch (TaaW) and Planned Release of Personnel (PROP).

4.53 **Officer Specialisms – MoS Frequency and Training Plan**

Officer Specialisms - Maintenance of Skill Frequency			
Skill	Staff with Skill	MoS Frequency	Out of Licence <sup>xv</sup>
HAZMAT Officer	32	2 yearly	15

4.54

Officer Specialisms - Maintenance of Skill Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Predicted 100% In Licence Date

FCFSHF	HMEPO Refresher Training	24	12	12	30	April 2024
--------	--------------------------	----	----	----	----	------------

4.55 **Officer Specialisms – MoS Notable KPI’s, Interdependencies and Risks to Delivery**

4.56 There are no notable interdependencies that will impact the delivery of this training, and the skills gap can be closed within the existing resourcing models.

5 Part 3



- 5.1 As detailed within the Programme 3 of *Your London Fire Brigade 2023-2029* Delivery Plan, the Brigade must proactively innovate and develop its capabilities to ensure its prevention, protection and response functions meet the requirements of the future. The environment the Brigade operates in is constantly evolving, and the organisation must continually invest in new equipment, vehicles, procedures, tactics, and technology to ensure it is fully capable of tackling these emerging risks.
- 5.2 Following the Independent Culture Review the Brigade is also urgently transforming its Leadership, Equality, Diversity, and Inclusion Training to help us create a safer environment for our people to be

the best they can be. This is further detailed within Programme 5 of *Your London Fire Brigade 2023-2029 Delivery Plan*.

5.3 **Transforming our Future – Our Key Delivery Commitments**

**Improving Culture and Leadership** We **WILL** deliver quality training to upskill our leaders and improve our workplace culture

**Urban Firefighting and Rescue** We **WILL** upskill our staff with new training in Urban Firefighting and Rescue Techniques

**New Equipment, Vehicles and Technology** We **WILL** deliver training on new Breathing Apparatus and other cutting edge vehicles and technology

5.4 **Improving Culture and Leadership**

5.5 The LFB is rolling out the below training in cultural transformation, leadership, and staff development. This training has been specifically developed to address the outcomes of the Independent Culture Review, and aims to upskill our workforce, ensuring we create an inclusive workplace environment where staff feel safe, valued, and respected. Further information relating to each individual course is available on the LFB Training Course Guide.

5.6 Evaluation of the Brigades overall leadership provision will commence in 2023 and will include taking into consideration the National Fire Chiefs Council leadership programmes developed under the People Programme as well as best practice from other sectors. This will allow the Brigade to consider leadership training for all staff groups, including training for FRS staff.

5.7

Improving Culture and Leadership – Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Staff Groups Involved
LM03P1	The Gillian Tanner Leadership Programme –	180	180	180	540	<b>FRS Staff</b> FRS Grades C & D

	Phase 1					<b><u>Control Staff</u></b> Assistant Operations Manager
LMO4P2	The Gillian Tanner Leadership Programme – Phase 2	180	180	180	540	<b><u>Operational Staff</u></b> Leading Firefighter, Sub Officer and Station Officer
LMO5P3	The Gillian Tanner Leadership Programme – Phase 3	180	180	180	540	
DTFBLS	Frank Bailey Leadership Programme Module 1 - Leading Self	216	216	216	648	
DTFBLO	Frank Bailey Leadership Programme Module 2 - Leading Other	216	216	216	648	<b><u>FRS Staff</u></b> Grades E, F & G
DTFBLI	Frank Bailey Leadership Programme Module 3 - Leading Individuals	216	216	216	648	<b><u>Control Staff</u></b> Operational Managers & Senior Control Commanders
DTFBLC	Frank Bailey Leadership Programme Module 4 - Leading with Courage and Authenticity	216	216	216	648	<b><u>Operational Staff</u></b> Station Commanders & Group Commanders
DTFBIN	Frank Bailey Leadership Programme Module 5 - Influence	216	216	216	648	
EDO3SD	Recognising and Managing Stress, Anxiety and Depression	1080	480	480	2040	All Managers
LM02TT	Training for Trainers	420	420	420	1260	<b><u>Operational Staff</u></b> Leading Firefighters, Sub Officers & Station Officers

5.8 **Neurodiversity and Staff Support Programmes**

5.9 The LFB is delivering a range of neurodiversity and staff support programmes to ensure our workforce can be the best they can be. Further information relating to each individual course is available on the LFB Training Course Guide.

5.10

Neurodiversity and Staff Support Programmes – Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Staff Groups Involved
ITDDL1	Dragon Dictate (1:1 Disability Software Training)	40	40	40	120	Available to all staff upon referral
ITDSIN	Inspiration Dictate (1:1 Disability Software Training)	20	20	20	60	Available to all staff upon referral
ITDSTH	Text Help Dictate (1:1 Disability Software Training)	20	20	20	60	Available to all staff upon referral
INREPN	Pre-Retirement Course	48	48	48	144	Available to all staff upon referral

5.11 **New Equipment, Vehicles and Technology**

5.12 The LFB is developing and rolling out transformational training for new vehicles, equipment, and technology. This training has been specifically developed to help us deliver a first-class service for the ever changing needs of London, ensuring that we are ready to respond to current and emerging risks. The Brigade also ensures staff acting as project managers receive fit for purpose project management training to ensure such rollout programmes are managed effectively.

5.13 The rollout of following new equipment, vehicles and Technology is currently in progress;

- New MSA Breathing Apparatus Familiarisation
- New Command Unit & Radio Repeater Training
- New All Electric Fire Engine Familiarisation
- New Off-Road Firefighting Vehicle
- New Inflatable Rigid Boat Familiarisation

## 5.14

New Equipment, Vehicles and Technology Rollout Programmes – Training Plan						
Course Code	Course Name	23/24 Delegate No.	24/25 Delegate No.	25/26 Delegate No.	Total	Staff Groups Involved
OIBMSA	MSA Breathing Apparatus Familiarisation – Day 1 (Theory)	4308	0	0	4308	All Qualified Breathing Apparatus Wearers
OIBMS2	MSA Breathing Apparatus Familiarisation – Day 2 (Practical)	4308	0	0	4308	All Qualified Breathing Apparatus Wearers
CURPT1	Command Unit Radio Repeater Training	228	0	0	228	All Command Unit Staff
ERZEPA	Zero Emission Pumping Appliance (ZEPA) Driver Training	26	4	4	34	MD Skilled Staff at G36 Hammersmith
OISIRB	Inflatable Rigid Boat (IRB) Conversion	436	0	0	436	FRU Water Stations
INPMPM	Project Management: Level 1 General	24	24	24	72	Available to Project Manager Roles
INPMP2	Project Management: Level 2	24	24	24	72	Available to Project Manager Roles

### 5.15 Prevention and Protection

- 5.16 As part of its journey of transformation, the establishment of Prevention and Protection in the areas of delivery and fire engineering will be increased by up to 106 staff. This is due to changes in legislation and the Building Standard Regulator. This will likely see the training requirements increase for Prevention and Protection within the 2023/24 financial year and beyond.
- 5.17 The additional training slots required for the Level 3 Certificate, Level 4 Certificate and Level 4 Diploma to support this increase in establishment will be funded through government grants. Prevention and Protection are awaiting confirmation that the government funding will cover the additional Conflict Awareness, First Responders, and Specialised Housing Courses. The Specialised Housing Course is currently going through the TDI process and Prevention and Protection has funded the majority of the training for existing delivery staff.
- 5.18 The additional Fire Engineering degree slots required will be funded by the government fund. The Fire Engineering Masters courses will be funded by the government fund. Prevention and Protection

is awaiting confirmation from central government if they will be funding the Conflict Management and First Responder courses for these staff.

5.19 Prevention and Protection will utilise government grant funding for a Level 3 Up skill qualification which will up skill the station-based staff who previously passed the Level 3 Intermediate course to a full level 3 Fire Safety qualification.

5.20 Prevention and Protection will utilise government grant funding for a Level 2 in Fire Safety Checks qualification for up to 500 Leading Firefighters. The exact number is awaiting confirmation. This will then convert to a normal as business qualification for all newly promoted Leading Firefighters. There is a cap per person on the amount of money that can be spent using the government grant, and Prevention and Protection will consider alternative funding options for this long term qualification programme.

#### 5.21 **Urban Firefighting and Rescue Training**

5.22 The brigade needs to develop firefighters to be highly skilled in understanding fire behaviour, applying appropriate tactics and adapting to changing circumstances in the modern urban environment. This includes training on the use of Positive Pressure Ventilation (PPV) to give firefighters a clear understanding of the use of ventilation and its effect on fire behaviour.

5.23 The Urban Firefighting and Rescue Course is part of a phased training plan following the introduction of the high-rise policies. This course is currently in the planning stage and focusses on:

5.24 Phase 1 (2023/24): Delivery of baseline ventilation theory and roll out of Positive Pressure Ventilation (PPV) (this will consist of phase 1: ventilation after the fire has been extinguished) and fog spike. Development of training as a watch exercises at Fire Service College with Operational Resilience CFBTIs and continuation of high rise exercises.

5.25 Phase 2 (2024/25): Design and development of the urban firefighting course utilising various delivery methods but with the emphasis on practical application in realistic environments and the introduction of PPV phases 2 & 3 (phase 2: ventilation after the fire has been controlled/phase 3: ventilation before the start of extinguishment).

5.26 Phase 3 (2024/25): Due to the necessity to use a real fire training venue that can allow the products of a fire to be safely dispersed, a venue needs to be sought outside London. Work is taking place to establish a suitable venue, instructors and costings.

#### 5.27 **Wildfire Training**

5.28 To meet the risk associated with wildfires within the urban environment, Operational Policy and Assurance (OP&A) are working alongside Learning and Professional Development in the provision of wildfire training packages in the form of online and face to face.

5.29 The Major Incident Review following events on 19 July 2022, identified good practice as well as learning for the future. This was then used to create a range of short and long-term recommendations, many of which will be implemented by the summer (June) of 2023. Others will

take longer and are part of an improvement plan that is managed through the Operational Improvement Plan process.

5.30 New training courses are being provided for all operational levels. These commenced in June 2023 and are drawn from the NFCC National Working Group for Wildfires:

- Level 1: for all operational staff from Firefighter to Deputy Assistant Commissioner level
- Level 2: 10 wildfire officers will be trained, drawn from Station Commanders and Group Commanders
- Level 3: 30 Wildfire tactical advisors will be trained, drawn from Station Commanders and Group Commanders

5.31 Strategic input will be delivered to officers of Assistant Commissioner rank and above by subject matter experts.

### 5.32 **EV Technology**

5.33 There is a growing sense of concern about the dangers and apparent spontaneity of Electric Vehicle (EV) fires. During 2023/24 OP&A are conducting research into EV technology, the scope of which has been widened to encompass new technology and equipment that will aid our response to incidents involving EVs, this includes the use of PPV. This research will identify a training requirement for roll out in 2024/25.

### 5.34 **National Occupational Guidance (NOG) Integration - Phase 2**

5.35 The full implementation of NOG is identified as a key deliverable in the recommendations of the Independent Operational Assurance Advisor (IOAA) report, the improvement outcomes of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) report and the LFB Delivery Programme 8, means the effective delivery of NOG implementation sits as one of LFB's strategic priorities.

5.36 The Brigade is working towards the full implementation and embedding of National Operational Guidance, that will meet the requirements of the Independent Fire Standards Board and their legal obligations. The delivery of nationally aligned safe systems of work that directly support frontline capability and safety is central to national best practice and is considered core to the provision of a modern emergency response capability.

5.37 A multi-disciplined cross departmental working group will deliver a sustainable business model and methodology to effectively implement the required Fire Standards and associated National Operational Guidance and will provide a risk-based prioritisation plan to deliver implementation of National Operational Guidance.

5.38 The working group incorporates agreed additional resource for L&PD, who working alongside OP&A will determine the training impacts and change requirements with regards to adopting NOG Phase 2,

including consideration for competence, including validation and revalidation. This links to the Organisational Learning Model concept in the form of a competency-based training framework which L&PD are developing.



#### 5.39 **Training as a Watch**

5.39.1 The **Training as a Watch** Model aims to deliver a significant proportion of training to staff groups as part of their Watch, replacing the current practice of releasing individuals via the Planned Release of Personnel (PROP). This new approach will see more training delivered locally on station, and groups of staff attending training venues as a Watch. This will enable staff to develop and practice their skills with the teams they are most likely to work with operationally.

5.40 It is anticipated that the Training as a Watch Model will be suitable to deliver a wide range of high throughput training courses that are delivered to operational staff, including Breathing Apparatus Refreshers and Immediate Emergency Care Updates. FRU and USAR refresher courses are also in scope for this type of delivery approach. In addition, LFB and Babcock intend to explore the feasibility of incorporating more individually targeted training into a Training as a Watch Model.

5.41 Training as a Watch will be rolled out over the course of the 2023-2026 Training Plan over 3 phases. Phase 1 rollout is currently in progress targeting Breathing Apparatus (BA), Extended Duration Breathing Apparatus (EDBA), Fire Rescue Unit (FRU) and Mass Decontamination training.

#### 5.42 **Regionalised Training**

5.43 As well as training together, Brigade staff have told us that they would prefer to have more local training venues. L&PD will engage with Property and align to the Estates Strategy and work alongside Fire Stations and Babcock to develop the required changes to the delivery of courses at a local level utilising more of the LFB estate.

5.44 Work is underway for 2023/24 to initially explore roll out to select areas of: Immediate Emergency Care (IEC) 3 & 5 day courses; Leadership; Driving and Incident Command Levels 1 & 2 Revalidation.

#### 5.45 Development of the Operational Training Support Team and Firefighter Development Interface Team

5.46 The Operational Training Support Team (OTST) are a small team within L&PD who support the delivery of approximately 40 planned high rise exercises per year. In addition to this the Firefighter Development (FFD) Interface Team, consisting of 12 members of staff support the delivery of the 11 week Babcock Apprenticeship course. Both of these teams will be undertaking a Level 3 Award in Education and a Level 4 Workshop is being launched later in the summer of 2023.

## 6 Summary of Costs

6.1 Costs are presented for the first year of the Training Plan only – 2023/24. The financial position for future years will be revisited annually, in line with the annual budgeting process.

2023/2024 Training Budget	TU	£
<b>Budget</b>		21,489,183
<b>Costs</b>		
Fixed Fee		17,229,113
Non-TU training related costs		1,805,257
2023/24 projected training requirement	66,480	5,953,284
TDI pipeline 23/24		100,000
Specialist Fire Safety and Health & Safety training		392,872
Less 5% non-delivery estimate		(322,308)
Add training contract Major Change costs		1,182,811
<b>Total costs</b>		<b>26,341,029</b>
<b>Less Apprenticeship funding</b>		<b>(2,769,202)</b>
<b>Forecast surplus/ (deficit)</b>		<b>(2,082,644)</b>

6.2 As the table shows, there is a forecast deficit of £2,082,644. This is comprised of £501,618 of inflationary pressure, and £1,581,026 of growth (i.e. increases to the training requirement).

## 7 Governance

- 7.1 The 2023 – 2026 Training Plan will be subject to robust governance to ensure that it achieves the aims and objectives set out above. At the practitioner level we have regular meetings to analyse performance in each competency area and propose solutions to any immediate problems. Above this we have monthly Learning Committee meetings, comprising of strategic stakeholders from across the brigade. The skills gap is monitored at establishment board and their retirement, promotion and sickness forecasting allows us to better target training interventions.
- 7.2 Key performance indicators for the training contract are monitored weekly by our Training Performance and Assurance team. Where Babcock fail one of their key performance indicators a penalty is imposed.
- 7.3 Assurance of training is currently under review, with a view towards re-introducing a more robust training assurance plan later this year.
- 7.4 In addition to in year updates, the Assistant Commissioner of Learning and Professional Development will provide an annual Training Plan update to the Establishment Board, where the performance against our stated objectives will be analysed.
- 7.5 A governance chart detailing the oversight structure for the 2023-2026 Training Plan can be found in appendix 3.

## 8 Appendix

### 8.1 Appendix 1 – Babcock Training Requirement 2023/2026

<b>Course Code</b>	<b>Course Name</b>	<b>2023/24 Delegate Requirement</b>	<b>2024/25 Delegate Requirement</b>	<b>2025/26 Delegate Requirement</b>
OIBRFC	BA & RFT Refresher (Carbonaceous)	0	4,308	4,308
IE171D	Immediate Emergency Care Update	4368	4,440	4,548
OIIE3D	Immediate Emergency Care (3 day)	1404	1428	1428
ED03SD	Recognising and Managing Stress, Anxiety, and Depression	1080	480	480
OIBEDR	EDBA One Day Refresher	840	900	945
OILOMA	Line MOS	640	640	640
OFCSTR	Operational Command Skills Training - Revalidation of Incident Command - Level 1	590	800	800
OISTMC	Mass Decontamination & PRPS Refresher	560	608	704
OISIRB	IRB Conversion	436	0	0
OISTHA	HVP Continuation Training A	432	432	432
LM02TT	Training for Trainers	420	420	420
OIBFFD	BA & RFT Refresher (Carbonaceous) - FFD	350	350	350
OIIE5D	Immediate Emergency Care (5 day)	346	480	480
ERDRVA	Emergency Response Driving Refresher and Reassessment (Appliance)	300	400	400
OISKTR	Water rescue technician refresher	300	300	300
OISTHH	HVP Continuation Training C	288	288	288
FFDEPA	Apprenticeship End Point Assessment	280	330	330
FFDP2A	Firefighter Development Programme	280	280	280
FFDP3A	FFD Workshop A	280	330	330
FFDP3B	FFD Workshop B	280	330	330

<b>Course Code</b>	<b>Course Name</b>	<b>2023/24 Delegate Requirement</b>	<b>2024/25 Delegate Requirement</b>	<b>2025/26 Delegate Requirement</b>
FFDP3C	Babcock Assessment	280	330	330
OISKUE	Urban search and rescue - 36 hour exercise	240	240	240
CURPT1	Radio Repeater Training	228	0	0
DTFBIN	Frank Bailey Leadership Programme Module 5 - Influence	216	216	216
DTFBLC	Frank Bailey Leadership Programme Module 3 - Leading with Courage & Authenticity	216	216	216
DTFBLI	Frank Bailey Leadership Programme Module 4 - Leading Individuals	216	216	216
DTFBLO	Frank Bailey Leadership Programme Module 2 - Leading Others	216	216	216
DTFBLS	Frank Bailey Leadership Programme Module 1 - Leading Self	216	216	216
SSHVPR	HVP Operator Annual Refresher	215	215	215
DTLG5D	Large Goods Vehicle Driving Practical (5 Days)	200	350	400
DTLGEF	Emergency Fire Appliance Acquisition	200	300	350
IC1LFP	Incident Command Level 1 - Leading Firefighter Practical	180	180	180
IC1LFT	Incident Command Level 1 - Leading Firefighter Theory	180	180	180
LM03P1	The Gillian Tanner Leadership Programme - Phase One Draft	180	180	180
LM04P2	The Gillian Tanner Leadership Programme - Phase Two Draft	180	180	180
LM05P3	The Gillian Tanner Leadership Programme - Phase Three Draft	180	180	180
OISKLR	Large Animal Rescue One Day Refresher - Draft	180	180	180
OISKRM	Rescue & recovery team refresher (RART MOS)	180	180	180
TS05PB	FRU Powerboat Level 2	156	156	156
OIWSBG	USAR Block G - Line access and casualty extrication	132	132	132
IC1SUB	Incident Command Level 1 - Sub Officer	120	150	150
TISKT1	USAR One Day Scenario 1	120	120	120
TISKT2	USAR One Day Scenario 2	120	120	120
TISKT3	USAR One Day Scenario 3	120	120	120
TISKT4	USAR One Day Scenario 4	120	120	120
TISKT5	USAR One Day Scenario 5	120	120	120
TISKT6	USAR One Day Scenario 6	120	120	120

<b>Course Code</b>	<b>Course Name</b>	<b>2023/24 Delegate Requirement</b>	<b>2024/25 Delegate Requirement</b>	<b>2025/26 Delegate Requirement</b>
TISKT7	USAR One Day Scenario 7	120	120	120
TISKT8	USAR One Day Scenario 8	120	120	120
OIBAE3	EDBA FRU 3 Day	108	108	108
TFCSTR	Tactical Command Skills Training - Revalidation	76	160	160
OILOHL	FRU Lifts	106	106	106
ERDRVC	Emergency Response Driving - Revalidation Car	101	101	101
OFCSTM	Operational Fire Command Skills Training Maintenance - Level 1	100	100	100
IC1STN	Incident Command Level 1 - Station Officer	96	96	96
OISCU1	Command Unit Support Module 1	96	96	96
OISKFS	Fire Rescue Unit - Core Skills	96	96	96
OISKPD	Mass Decontamination Initial Training	96	96	96
OISTHX	HVP Continuation training - 20m Hose Extension	96	96	96
OIWSBD	USAR Block D- Advanced Shoring	96	96	96
OIWSBE	USAR Block E - Hot Cutting	68	68	68
INPDPL	Press Liaison Officer - Practical	66	66	66
INPLTH	Press Liaison Officer - Theory	66	66	66
DTRFBC	Fireboat Technician Conversion	4	0	0
ERDIAC	Emergency Response Driving Initial Acquisition (Car)	80	80	80
ERDTRA	Transferee Driving Assessment Appliance Draft	60	60	60
ICL2SA	Incident Command Level 2 Station Commander Assessment	60	60	60
OISKWR	Water Rescue Technician	60	84	84
TS04FT	Flood Response Technician Course	60	60	60
DTHVDR	Hook Prime Mover Bumper to Bumper	58	58	58
DTHVHO	Hook Prime Mover: Hook Lift Operator	58	58	58
OIWSBF	USAR Block F - Chainsaw	68	52	52
DTHVHR	Hook prime mover - refresher	50	50	50
OIOL2	FRU: Line Operations Level 2	60	84	84

<b>Course Code</b>	<b>Course Name</b>	<b>2023/24 Delegate Requirement</b>	<b>2024/25 Delegate Requirement</b>	<b>2025/26 Delegate Requirement</b>
INREPN	Pre-retirement	48	48	48
OIFRHZ	FRU HazMat	48	48	48
TS1EFR	Enhanced Flood Rescue Course	42	42	42
ICL2SC	Incident Command Level 2 Station Commander	40	40	40
ITDDL1	Dragon Dictate (1:1 disability software training)	40	40	40
FCFSHG	HMEPO EDBA and GTS Training	36	36	36
FSFCMT	Conflict Awareness	36	36	36
OIFAFR	First Aid at Work for non-uniformed staff (3 Day)	36	36	36
OISKIA	USAR Tool Skills Acquisition (Technician 1)	36	36	36
DTLGBA	Emergency Response Refresher (Appliance)	30	30	30
ICL2GA	Incident Command Level 2 Group Commander Assessment	30	30	30
TS02TR	Trench Rescue	28	28	28
DTHVCR	High Volume Pump (HVP): Crew Operator	27	27	27
DTMPRF	Multi-PAurpose vehicle - refresher	24	24	24
DTTLA3	32m Turntable Ladder Operator Acquisition Course	24	24	24
INPMP2	Project Management - Level 2	24	24	24
INPMPM	Project Management: Level 1 General	24	24	24
OISCU2	Command Unit Support Module 2	24	24	24
OISCU3	Command Unit Support Module 3	24	24	24
OISKL2	Animal Rescue (AR2)	24	48	60
DTLG2D	Large Goods Vehicle Driving Remedial (1-2 Day)	10	40	40
ERZEPA	ZEPA Driver Training	26	4	4
ICL2GC	Incident Command Level 2 Group Commander	20	20	20
ITDSIN	Inspiration (1:1 disability software training)	20	20	20
ITDSTH	Text help (disability software training)	20	20	20
OIULAC	USAR - Line Access and Casualty Extrication (LACE)	20	20	20
DTMPOP	Multi-Purpose Vehicle: Operator	18	18	18

Course Code	Course Name	2023/24 Delegate Requirement	2024/25 Delegate Requirement	2025/26 Delegate Requirement
DTTLA6	64m Turntable Ladder Operator Acquisition Course	16	16	16
ERDTA6	64m Turntable Ladder Driver Acquisition Course	16	16	16
TS01CS	Confined Spaces	24	24	24
DTRP2J	Fireboat Coxswain Conversion	3	0	0
DTTLS6	64m Turntable Ladder Aerial Support Pump Operator	12	12	12
ERDTA3	32m Turntable Ladder Driver Acquisition Course	12	18	24
FCFSHT	HMEPO Radiation Protection Supervisor (RPS) Training	12	12	12
FSSFSO	Senior Fire Safety Officer	12	12	12
HMEPO1	Hazardous Material and Environmental Protection - Initial Training	12	12	12
HSSAII	Senior Accident Investigator Course	12	12	12
ILOFSC	National Inter-agency Liaison Officer	0	12	12
SFCSTA	Strategic Command Skills Training - Revalidation of Incident Command - Level 3 - Assessor	12	12	12
SFCSTR	Incident Command Level 3 - Revalidation	12	12	12
DTBFDR	Bulk Foam Unit Bumper to Bumper	10	10	10
DTBFFL	Bulk Foam Unit: Forklift Truck	10	10	10
DTLGBC	Emergency Response Refresher (Car)	10	10	10
FCFSHF	HMEPO Refreshers - 4 Day	20	10	20
DTHLDR	Hose Laying Unit Bumper to Bumper	8	10	12
DTRSSS	Basic Sea Survival	12	4	4
DTRSVH	Fireboat VHF Radio	12	4	4
ERFSM6	64m Turntable Ladder Manoeuvring Acquisition Course - Fire Station	8	8	8
ERNWM6	64m Turntable Ladder Manoeuvring Acquisition Course - North Weald	8	8	8
IC3ATB	Level 3 Incident Command Acquisition Programme - Module 1	8	8	8
IC3ATC	Level 3 Incident Command Acquisition Programme - Module 2	8	8	8
IC3ATD	Level 3 Incident Command Acquisition Programme - Module 3	8	8	8
IC3ATE	Level 3 Incident Command Acquisition Programme - Module 4	8	8	8

<b>Course Code</b>	<b>Course Name</b>	<b>2023/24 Delegate Requirement</b>	<b>2024/25 Delegate Requirement</b>	<b>2025/26 Delegate Requirement</b>
IC3ATF	Level 3 Incident Command Acquisition Programme - Module 5	8	8	8
IC3ATG	Level 3 Incident Command Acquisition Programme - Module 6	8	8	8
IC3ATH	Level 3 Incident Command Acquisition Programme - Module 7	8	8	8
IC3ATI	Level 3 Incident Command Acquisition Programme - Module 8	8	8	8
IC3ATJ	Level 3 Incident Command Acquisition Programme - Module 9	8	8	8
OISKHC	USAR Hot Cutting	8	8	8
OISKHF	HLU Support Personnel Training	8	10	12
DIRCAC	Director Incident Command Assessment Centre	3	3	3
DTAWDM	All Wheel Drive – 6 Wheel Drive MOS	0	0	0
DTLGAS	LGV In-House Assessment	5	5	5
DSLKEI	Port of London Authority Local Knowledge Endorsement Initial	12	8	8
DSLKEM	Port of London Authority Local Knowledge Mock Exam	12	8	8
DTAWDF	All Wheel Drive – 6 Wheel Drive Familiarisation	4	4	2
DTLGEX	Emergency Fire Appliance Acquisition - Extension	10	10	10
OIFBOC	Fireboat Officer-in-Charge	3	3	3
DTDIDR	DIM Vehicle Driver Familiarisation	0	4	4
DTLGTH	Large Goods Vehicle Application, Medical and Theory	150	350	350
DTRDST	RYA Day Skipper Theory	8	4	4
DTRYMT	RYA Coastal Skipper Theory	8	4	4
DTRAPB	RYA Powerboat Advanced	4	8	4
DTRCOC	RYA Certificate of Competence	4	8	4
DTRIPB	RYA Powerboat Intermediate	4	8	4
DTRSR2	RYA Marine (RADAR)	6	8	8
DTRCX1	Fireboat Coxwain Acquisition Course - Module 1	6	6	6
DTRCX2	Fireboat Coxwain Acquisition Course - Module 2	6	6	6
DTRCX3	Fireboat Coxwain Acquisition Course - Module 3	6	6	6
DTRCX4	Fireboat Coxwain Acquisition Course - Module 4	6	6	6

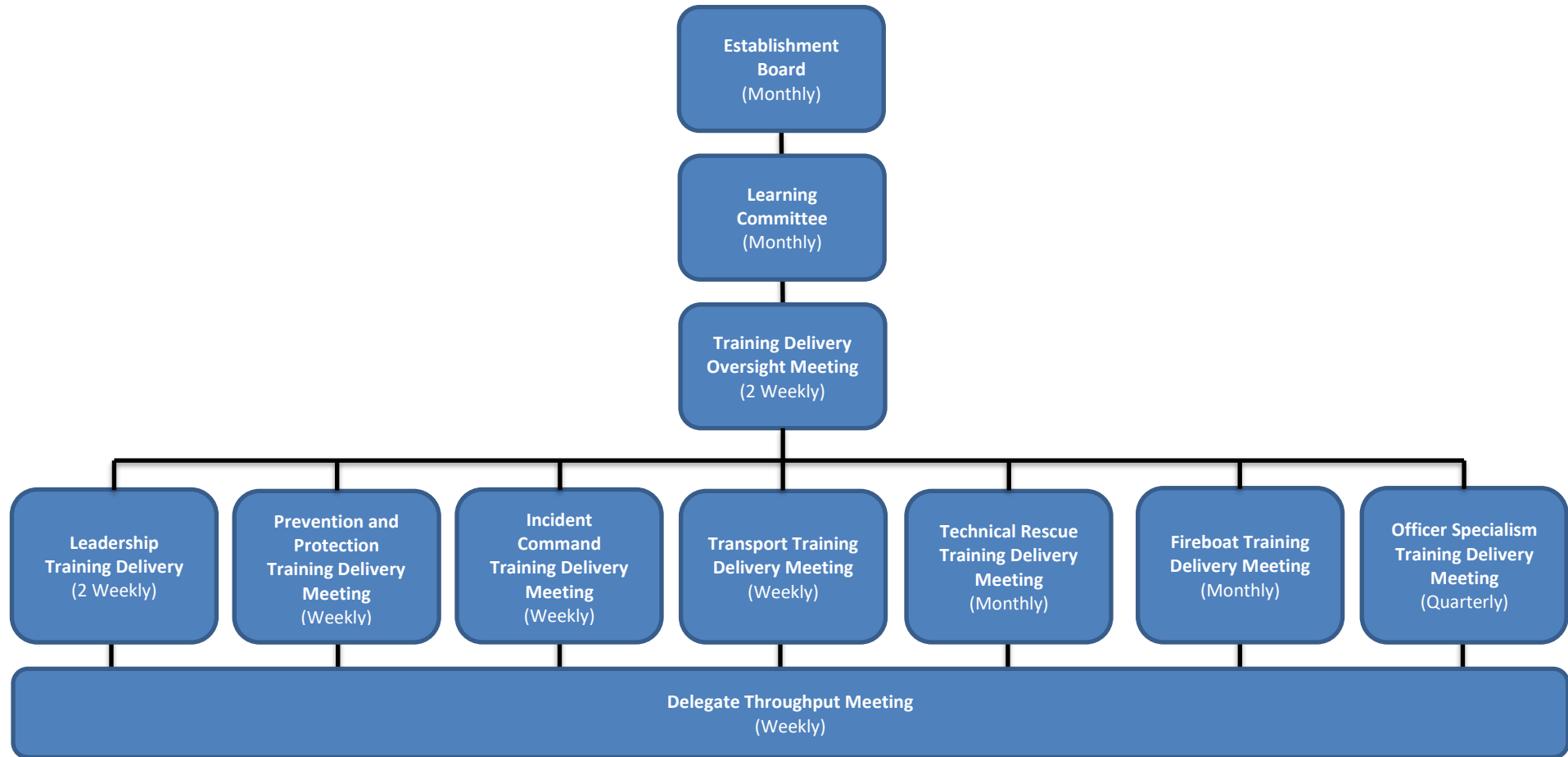
Course Code	Course Name	2023/24 Delegate Requirement	2024/25 Delegate Requirement	2025/26 Delegate Requirement
1C4STC	Level 4 Incident Command Strategic	4	4	4
OIBMSA	MSA Breathing Apparatus Familiarisation - Day 1 (Theory)	4308	0	0
OIBMS2	MSA Breathing Apparatus Familiarisation - Day 2 (Practical)	4308	0	0
TRBMAA	Bulk Media Advisor	12	12	12

## 8.2 Appendix 2 – Prevention and Protection Training Requirement 2023/2026

Course Code	Course Name	2023/24 Delegate Requirement	2024/25 Delegate Requirement	2025/26 Delegate Requirement
APCIP1	Law, Evidence, Procedures and Best Practice (Unit 1)	16	16	16
APCIP2A	Advanced Statement and Report Writing (Unit 2)	16	16	16
APCIP2B	Courtroom Skills/Giving Evidence (Unit 2)	16	16	16
APCIP3	Advanced Investigative Interviewing (Unit 3)	16	16	16
APCIP5	Case file preparation and Disclosure (Unit 4)	16	16	16
EWTCED	Expert Witness Training – Cross Examination Day	10	10	10
EWTCLP	Expert Witness Training – Criminal Law and Procedure	10	10	10
EWTRCS	Expert Witness Training – Courtroom Skills	10	10	10
EWTRWC	Expert Witness Training – Excellence in Report Writing and Courtroom Skills	10	10	10
FCFFIP	Fire Investigation - Practical	10	10	10
FCFFIT	Fire Investigation - Theory	10	10	10
FIL51A	Level 5 Certificate in Fire Investigation - Stage 1,2,3	8	8	8
FIL51B	Level 5 Certificate in Fire Investigation - Stage 4	8	8	8
PETAP3	3 Day Combined	4	4	4
PETAPI	Electrical Installations	4	4	4

PETAPL	Liquid Petroleum Gas (LPG)	4	4	4
PETAPS	Dangerous Substances	4	4	4
PETAPW	Wetstock Management	4	4	4
PETCBT	BTEC Professional Certificate in Petroleum Regulation	4	4	4
SPASPT	SPA UKPIA Safety Passport Training – External	4	4	4
TBC	SPA UKPIA Safety Passport Training – External Refresher	3	3	3
TBC	Fire Safety Level 3 Certificate - Xact	12	12	12
TBC	Fire Safety Level 4 Certificate	36	36	36
TBC	Fire Safety Level 4 Diploma	24	24	24
FENGY1	Beng (Hons) Fire Engineering - Block 1	5	5	5
FENGY2	Beng (Hons) Fire Engineering - Block 2	5	5	5
FENGY3	Beng (Hons) Fire Engineering - Block 3	5	5	5
FENGY44	Beng (Hons) Fire Engineering - Block 4	3	3	3
FENGY5	Hon Fir Engineering year 2	6	6	6
FI701	Health Care course	6	6	6

8.3 Appendix 3 – 2023-2026 Training Plan Governance Structure



## 9 Document History

Version	Date of Issue	Author(s)	Reason for Issue
0.5	26/03/2023	Liam Hall	Initial Creation
0.7	12/04/2023	Liam Hall	Developed Draft
0.9	19/04/2023	Liam Hall	Developed Draft for Establishment Board
1.0	20/06/2023	David Bracewell	Updated for formal submission to Investment and Finance Board for approval
1.1	21/06/2023	Philip Foster	Updated finances to reflect posted budget
1.2	22/06/2023	Philip Foster	Formatting changes
1.3	26/06/2023	Philip Foster	Finances updated to reflect revised budget position

<sup>i</sup> Figures taken from People Services “Staff Statistics 2023-03” – 02.06.2023

<sup>ii</sup> FY24 - June'23 Training Requirement Final

<sup>iii</sup> Figures taken from Skills Gap forecast - Establishment Board working document May 23

<sup>iv</sup> Figures taken from Skills Gap forecast - Establishment Board working document May 23

<sup>v</sup> Figures taken from Skills Gap forecast - Establishment Board working document May 23

<sup>vi</sup> Figures taken from Skills Gap forecast - Establishment Board working document May 23

<sup>vii</sup> Figures taken from Skills Gap forecast - Establishment Board working document May 23

<sup>viii</sup> Figures taken from Skills Gap forecast - Establishment Board working document May 23

<sup>ix</sup> Figures taken from Babcock Performance Report Eligibility Report – Run 16.06.2023

<sup>x</sup> Figures taken from Babcock Performance Report Eligibility Report – Run 16.06.2023

<sup>xi</sup> Figures taken from Babcock Performance Report Eligibility Report – Run 14.04.2023

<sup>xii</sup> Figures taken from Babcock Performance Report Eligibility Report – Run 14.04.2023

<sup>xiii</sup> Figures taken from Babcock Performance Report Eligibility Report – Run 14.04.2023

<sup>xiv</sup> Figures taken from Babcock Performance Report Eligibility Report – Run 14.04.2023

---

<sup>xv</sup> Figures taken from Babcock Performance Report Eligibility Report – Run 14.04.2023

# Appendix 2 – Equality Impact Assessment Form

## Standard Equality Impact Assessment Form

### Question 1: Which Team, Department, or Project Board is responsible for carrying out the Standard Equality Impact Assessment?

Name	Learning and Professional Development Department (L&PD)
------	---

### Question 2: Lead assessor's contact details

Name	<b>Kieran Dunn</b>	Mobile No	07920565180
Job title	Training Programming Planner	Extension	30466
Department	L&PD	Email	Kieran Dunn

### Question 3: Title of / policy (please include the policy number) / project / report / proposed change / initiative / decision

London Fire Brigade 2023-2026 Training Plan

### Question 4: Is the work...

New	<b>The training requirement is collated each year (based on the needs of the organisation) to create an annual training plan.</b>	A complete redesign	
A small change or policy review		Other (e.g., reviewed as current)	

### Question 5: Briefly outline the aim and the purpose of the work

Aim	<b><i>To review the equalities impact of the Training Plan 2023/24</i></b>
Purpose	The Brigade has a legal, financial, and moral duty to ensure all employees receive the required training to competently perform their roles. This EIA will determine the equalities impact the Training Plan 2023/2026 has.

### Question 6: Has an EIA been conducted previously? (please tick)

Yes	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
If yes, attach a copy. If no, state the reason.	<b><i>EIA for the purposes of agreeing the Training Plan has not previously been required as part of the training plan approval process.</i></b>		

Question 7: Who is it intended to benefit / Who does the change affect?					
Staff	YES	Wider public	NO	Service users	NO
Other (please state)					

### Initial Equality Impact Assessment – Screening Stage

Complete the table below to see whether you need to complete a full Equality Impact Assessment.

Question 8: Identifying the impacts	
<p>Consider the relevance of the policy / project / decision on each group below and describe any impacts identified.</p> <p><b>NB: Some characteristics may attract multiple impacts e.g., age: positive impact on older people, adverse impact on younger people.</b></p>	
Protected Characteristic	Level of Impact (Positive impact, neutral impact, adverse impact)
<b>Age</b> (younger, older or particular age group)	<i>It is anticipated that the Training Plan 2023/2026 will have a neutral impact on this protected characteristic.</i>
<b>Disability</b> (physical, sensory, mental health, learning disability, long term illness, hidden)	<p><i>The Training Plan 2023/2026 has a positive impact as it contains and identified a requirement for the following courses which support staff diagnosed as having dyslexia:</i></p> <ul style="list-style-type: none"> <li>• <i>Dragon Dictate - Dyslexia Software Training</i></li> <li>• <i>Inspiration - Dyslexia Software Training</i></li> <li>• <i>Spark Space Dyslexia Software Training</i></li> <li>• <i>Text Help Dyslexia Software Training</i></li> </ul> <p><i>A potential adverse impact has been identified as trainers do not currently receive specific input on delivering to neurodiverse groups. This impact is being mitigated by explicit inclusion in the review of Fit to Train requirements.</i></p>
<b>Gender reassignment</b> (someone proposing to/undergoing/undergone a transition from one gender to another)	<i>It is anticipated that the Training Plan 2023/2026 will have a neutral impact on this protected characteristic.</i>
<b>Marriage / Civil Partnership</b> (married as well as same-sex couples)	<i>It is anticipated that the Training Plan 2023/2026 will have a neutral impact on this protected characteristic.</i>
<b>Pregnancy and Maternity</b>	<p><i>It is anticipated that the Training Plan 2023/2026 will have a neutral impact on this protected characteristic.</i></p> <p><i>If a someone becomes pregnant during a training course, they will be reallocated the next available training course on returning to the workplace after their pregnancy or maternity leave.</i></p>

Race (including nationality, colour, national and/or ethnic origins)	<i>It is anticipated that the Training Plan 2023/2026 will have a neutral impact on this protected characteristic, however due to the higher number of operational training courses in comparison to FRS there may be an imbalance in the amount of training received (as the FRS workforce is more diverse than the operational one).</i>
Religion or Belief (people of any religion, or no religion, or people who follow a particular belief (not political))	<i>It is anticipated that the Training Plan 2023/2026 will have a neutral impact on this protected characteristic.</i>
Sex (Men and women)	<i>It is anticipated that the Training Plan 2023/2026 will have a neutral impact on this protected characteristic.</i>
Sexual Orientation (straight, bi, gay, and lesbian people)	<i>It is anticipated that the Training Plan 2023/2026 will have a neutral impact on this protected characteristic.</i>
Are there any other groups this work may affect? i.e., carers, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, ADHD, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / poverty?	

Question 9: Has your assessment been able to demonstrate the following?	
<b>Positive impact</b>	There is a positive impact for staff who have dyslexia (disability protected characteristic).
<b>Neutral impact</b>	<i>There is a neutral impact on:</i> <b>Age</b> <b>Gender Reassignment</b> <b>Marriage/civil partnership</b> <b>Pregnancy and maternity</b> <b>Race</b> <b>Religion or belief</b> <b>Sex</b> <b>Sexual orientation</b>
<b>Adverse impact</b>	<i>There is no adverse impact on any group.</i>
Any other comments	<i>The Training Plan 2023/2026 contains a requirement for Equality and Diversity training which is currently in the TDI (Training Design and Implementation).</i>  <i>The equalities impact of the individual training courses included in the Training Plan 2023/2026 should have been considered at the time of commissioning the training and during any course review process resulting in a TDI.</i>

	<i>The Fit to Train (FTT) requirement for all training requires trainers to be trained in core competencies. These include completing equalities and diversity training and achieving/working towards the Award in Education Training which requires completion of a module on 'Understanding and using inclusive teaching and learning approaches in education and training.'</i>
--	--

<b>Question 10: Meeting the <a href="#">Public Sector Equality Duty</a> under s149 Equality Act 2010</b>
--

How have you considered whether this project / policy / decision does the following: <ul style="list-style-type: none"> <li>1. Eliminates unlawful discrimination, harassment, and victimisation</li> <li>2. Advances equality of opportunity between different groups, and</li> <li>3. Fosters good relations between different groups.</li> </ul>
---

What we must do under law	Provide a description or summary of how this will be achieved
---------------------------	---

Eliminate discrimination	
--------------------------	--

Advance equality of opportunity	<i>Training courses in the use of dyslexia software provided to staff who have neurodiversity in the form of dyslexia enable reasonable adjustments to be put into the workplace for the member of staff.</i>
---------------------------------	---

Foster good relations	
-----------------------	--

<b>Question 11: What data has been used to inform the Impact Assessment? (E.g., GLA Datastore, Census Data, Staff Monitoring Data, Staff Survey Data, Local Borough Population Demographics).</b>
---

None	
------	--

Question 12: Have you consulted with staff, LFB support groups, trade unions, public / service users, and / or others to help assess for impacts? (please tick)			
Yes		No	X
If yes, who was involved and how were they involved? If not, why not?			
Who?			
How?			
If no consultation, why not?	<p><b>Although no staff side consultation was undertaken specifically in relation to the Training Plan 2023/2026, officers from the L&amp;PD department meet with the Trades Unions on a monthly basis to discuss training-related matters, including the TDI Pipeline (the meeting is entitled “Union and Training monthly meeting”).</b></p>		

Question 13: How have you ensured your policy, project or proposal uses inclusive language that doesn't unintentionally discriminate against certain groups?	
Tools used to assess inclusive language e.g. <a href="#">gender bias screening tools</a> , Stonewall toolkit on inclusive policies, speaking with Inclusion Team, <a href="#">Comms Style Guide</a> , <a href="#">Policy 0370: Writing Policies and Procedures</a> .	Outcome
<i>Comms Style Guide</i>	<b><i>Language is in line with the style guide</i></b>
<i>Policy 0370 Writing Policies and Procedures</i>	<b><i>The policy has been applied in the creation of the Training Plan 2023/2026 report being presented to Investment and Finance Board</i></b>