



LONDON FIRE BRIGADE

How Training Works

London Fire Brigade

16 April 2019

London Fire Brigade (Brigade): How training works

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1. Introduction

- 1.1 This document provides an overview of how the Brigade assesses and specifies its training needs and how, in conjunction with Babcock Training Limited (hereafter BTL), training is designed, delivered and evaluated. The document contains the following twelve distinct sections.
- Section one describes the structure of the report and gives an overview of the training cycle.
 - Section two provides a summary of the BTL and Brigade contract.
 - Section three explains how the training need is assessed and analysed.
 - Section four describes how training is designed.
 - Section five explains how training is delivered.
 - Section six details training which is delivered outside of the Brigade/BTL contract.
 - Section seven describes how training is evaluated and assured.
 - Section eight provides a summary of the trainer competency framework (Fit to Train)
 - Section nine outlines the continuous improvement function specifically in relation to course content and training materials.
 - Section ten provides details of the governance arrangements which ensure that the training function is delivered effectively and efficiently.
 - Section eleven describes the health and safety factors which are central to the delivery of the LFB's training requirement.
 - Section twelve describes the objectives of the ongoing independent review of the training function.
- 1.2 This document has been prepared to provide a clear understanding of how the Brigade discharges its training responsibilities. The document has been structured around the 'Training Cycle' using the ADDIE model:
- **Assess and analyse needs;**
 - **Develop learning objectives;**
 - **Design and develop the training solutions;**
 - **Implement the design; and**
 - **Evaluate effectiveness.**
- 1.3 The assessment and analysis stage is conducted to identify specific needs. The two main reasons for completing an assessment and analysis are to firstly ensure that there is a reason to conduct training. It may be that after conducting the analysis the need could be addressed by something other than training, this may include coaching, mentoring and corporate communication messages. Secondly, if it is determined that training is necessary, the analysis will define what content should be delivered and how. This leads to the development of learning objectives.

- 1.4 After it has been determined that there is a legitimate training need, learning objectives are developed. There are two kinds of objectives from two perspectives used in training namely:
- Learning/performance objective – this is a statement of the performance (knowledge, skill and/or behaviour) that is desired after the training has been conducted. Learners are told what these are at the beginning of a training session and are reinforced throughout the delivery.
 - Training objective – this is a statement of what the trainer needs to accomplish during the training session.
- 1.5 After the learning objectives have been determined, training design can begin. Factors for consideration may include:
- Whether the training intervention is best achieved face to face, via computer based training (CBT) or simulation or a combination;
 - The need to balance theoretical and practical learning;
 - Where will the training be delivered;
 - What resources are required – trainer, equipment, course materials etc.;
 - Who are the target group(s) to receive the training;
 - What level of trainer expertise is required; and
 - Whether pre course learning is required.
- 1.6 Once the training solution has been developed a pilot course will be run and if the learning objectives have successfully been achieved the course is added to the course guide.
- 1.7 Once the training has been delivered, evaluation of performance takes place. This is an essential part of the training cycle for three reasons:
- The evaluation tells you whether or not the learner believes that the learning objectives have been met;
 - Information from the evaluation stage is fed back into the assessment and analysis stage to continuously review and improve training inputs and determine whether the inputs should continue to be delivered; and
 - Evaluation information serves as the basis for determining future training needs.

2. Summary of the BTL and Brigade training contract

- 2.1 In July 2008 the previous Commissioner for Fire & Emergency Planning (Ron Dobson) presented a report to the Fire Authority (in place at the time) highlighting the future challenges faced by the then Training and Development department when seeking to maintain its commitment to continually improve the quality and range of training services required by a modern fire service. That report is exhibited to my Rule 9 witness statement dated 18 April 2019 as exhibit **PG2**.

- 2.2 At the time it was accepted that escalating training requirements had stretched the training property portfolio to the point where it was important for the Brigade to investigate the potential for securing an improved delivery model and associated training facilities.
- 2.3 A comprehensive review of how training was delivered was undertaken to establish whether alternate delivery models could deliver business benefits to the Brigade with improved efficiency. This review also assisted the Brigade to define the scope and type of training provision that could be considered in the future.
- 2.4 As part of preparing for future training challenges it was important that the future training provision was innovative and maximised the provision of:
- Training during the evening and at weekends;
 - Trainer facilitated "maintenance of skills" training on a local basis;
 - Blended training solutions using a mix of practical, theoretical and computed based training (CBT) solutions;
 - CBT to formally facilitate and assess pre-learning prior to attendance on courses; and
 - Training based on identified need.
- 2.5 The Brigade ultimately decided to test the market and Brigade officers began a soft market test by issuing a Prior Information Notice in the Official Journal of the European Union (OJEU). It was evident from the level of response that there was considerable interest in working with the Brigade and an appetite to deliver the training objectives detailed above.
- 2.6 As the soft market test failed to elicit any meaningful information on how a partnership arrangement could operate, and more specifically what it may contain, approval was given to begin a competitive dialogue process to help formulate, with potential bidders, ways in which the outcomes of the preferred training delivery model listed in paragraph 2.4 above could be achieved.
- 2.7 Due to the complex nature of the project the Brigade engaged external financial and legal advisors to assist in the preparation of procurement documentation and offer consultancy advice throughout the competitive dialogue process. An OJEU Notice was issued in June 2010 and following an extensive evaluation process, potential bidders were reduced down from seven to two. In September 2011 both bidders submitted their final solutions and following a further evaluation process and economic appraisal the contract was awarded to BTL. The Brigade/BTL training partnership commenced on 1 April 2012. It should be noted that in terms of the scope of the training contract the services provided by the Brigade Control training team was excluded from the outsourced provision. Control training was excluded at the time and remained an in-house function because the whole of the Brigade Control function, including the provision of a new mobilising system, was being considered as part of a separate outsourcing process.
- 2.8 The contract with BTL is output based and delivers the following key components:
- Training-related health and safety processes, procedures, and reporting, which has led to a significant reduction in training-related health and safety events;

- The design, build, and operation of two state-of-the-art dedicated training facilities (DTFs) at Park Royal and at Beckton (London). Both DTFs were awarded ISO18001, Babcock Gold award, and BSI International Safety Award during 2015/2016 and maintained thereafter;
- The inclusion of realistic real fire carbonaceous breathing apparatus training for Brigade crews (which meets stringent environmental requirements);
- The introduction of an all-weather indoor facility in which to deliver Urban Search and Rescue (USAR) and other technical rescue training;
- Reduced absence from the workplace for training by the usage of newly refurbished Regional Training Facilities, orchestrated through a local training delivery model to facilitate travel to minimise the impact of crews travelling to and from training venues;
- A dedicated design and development team to support the governance and auditing of training content;
- Blended learning, using a variety of computer-based training, practical, and classroom-based training;
- Trainers who are 'Fit to Train' co-ordinated by a flexible and cost effective trainer delivery model drawn from staff employed by BTL, trainers seconded from the Brigade to BTL and Brigade staff working for BTL as secondary employment (this is strictly controlled using a set of principles managed through the Brigade secondary employment policy);
- Change in working conditions for all training delivery staff to incorporate extended day and weekend working, to meet the Brigade contractual requirements;
- Review of all training courses within the first three years of the contract, to deliver improvements, efficiencies, and savings through the use of course compression, CBT, and simulation; and
- Introduction of a Learning Management System (LMS) (Big Learning) and a Planning & Scheduling system (Orchestrate).

2.9 The Brigade continually monitors BTL's performance on the contract and this is measured through a range of processes including the use of key performance indicators (KPIs). There are 17 KPIs used as performance measures, covering:

- Training evaluation;
- Course registration and administration;
- Course design and course review;
- Health and Safety - maintenance of records and evidence;
- Health and Safety – evidence and any records relating to such evidence;
- Information and Communication Technology (ICT) provision;
- Quality of training course material and resources provided by the contractor;
- Quality of contractor provided training equipment and consumables;

- Agreed actions – ensuring that actions requested by the Brigade are implemented;
- Floating KPI – this is set annually to ensure emerging or dynamic areas that require focused performance attention are included in contractual performance and reporting regimes;
- Provision and quality of information;
- Business continuity;
- Provision of financial information;
- User satisfaction and complaints;
- Training facilities;
- Helpdesk function; and
- Continuous improvement plan.

3. Identification of the training need

- 3.1 An operationally competent workforce is essential for the Brigade and a legal requirement under the Health and Safety at Work Act 1974. As a responsible employer the Brigade aims to ensure that all its staff continually develop and maintain the skills, knowledge and abilities necessary to safely perform their duties. Accordingly, the Brigade provides continual training, assessment and development of its operational firefighters and officers to ensure they are equipped to deal with incidents safely and effectively. The Brigade strives to be an organisation that is skills rich, innovative, empowered and safe which puts its staff and customers (the people of London) first. The Assistant Director for Training and Professional Development has corporate responsibility for the delivery of the Brigade's learning and development needs.
- 3.2 The Training and Professional Development department's mission statement is 'To ensure our people have access to the knowledge, skills and development they need to do their jobs safely, confidently and well'.
- 3.3 In the deliverance of the corporate need there are a number of statutes and secondary legislation which govern and shape the way the Brigade operates and delivers its services. Primarily these are:
 - Fire and Rescue Services Act 2004;
 - Regulatory Reform (Fire Safety) Order 2005;
 - Civil Contingencies Act (CCA) 2005; and
 - Health and Safety at Work Act (HASAW) 1974 and its subordinate legislation.
- 3.4 In delivering its services the Brigade also has due regard to the following external influences namely:
 - The Fire and Rescue National Framework for England - The government's expectations for fire and rescue authorities (FRAs) are set out in the Fire and Rescue National Framework, which is a component of the Fire and Rescue Services Act 2004. This Framework requires FRAs to identify and assess the full range of

foreseeable fire and rescue related risks in their areas and make provision for prevention and protection activities and respond to incidents appropriately. The Framework also requires FRAs to produce an integrated risk management plan (IRMP). The purpose of an integrated risk management plan (IRMP) is to adopt an holistic approach to reducing the likelihood of fire and casualties from fire. The Brigades IRMP is entitled the London Safety Plan (LSP) and the latest iteration of this plan was published in March 2017. The current plan runs until 2021.

- The Mayor of London - The Brigade is one of the organisations within the Greater London Authority under the Mayor and plays a key role in supporting his aims, objectives and vision for London.
- National Fire Chiefs Council – the professional and technical voice of the UK Fire and Rescue Service.
- National Operational Guidance – the foundation for developing operational policies, procedures and training for firefighters to deal with incidents effectively and safely. It is 'industry good practice' for everybody in fire and rescue services to draw on.
- Ministry of Housing, Communities and Local Government – a ministerial department set up to create places to live and work, and to give more power to local people to shape what happens in their area.
- Home Office – The Government department responsible for Fire and Rescue Services within England and Wales.
- Skills for Justice, Fire and Rescue -provide the approved training frameworks for all vocations within the Fire and Rescue sector.
- Health and Safety Executive - UK government agency responsible for the encouragement, regulation and enforcement of workplace health, safety and welfare, and for research into occupational risks in Great Britain.
- National Joint Councils (NJC) for Local Authority and Fire and Rescue Services staff- The NJC is made up of representatives from trade unions and the employers and is responsible for the negotiating and agreeing pay and conditions for Fire and Rescue Service staff.
- Representative bodies – including the Fire Brigades Union (FBU), Fire Officers Association (FOA), GMB, UNISON and Prospect.
- London's challenges - London is a very complex city in terms of challenges, risks, population, building type and density. There are persistent problems with poverty. Research has shown that vulnerable people living in deprived areas are more likely to have a fire. Much of the Brigade's community safety work is concentrated in these areas.
- The People of London - The Brigade is influenced by the people of London through the partnership work it does at a local level, interaction as part of its community safety work and communication with the public via the Brigade's website and through social media. The Brigade is also influenced by the responses it receives to formal consultation and engagement work.

- 3.5 There are also internal factors which may lead to the generation of a training requirement or direct the head of department when specifying a training need. These internal influences include:
- Operational Improvement Process information:
 - Feedback and trends highlighted by the Operational Review Team (ORT) who monitor incidents and the Performance Review of Command (PRC) process;
 - Information and feedback from Monitoring Officers;
 - Information recorded in corporate systems such as the Incident Management Process Database (IMPD);
 - Personal Development Plans (PDP);
 - Safety Event Reporting Database (SERD);
 - Learning identified via the National Operational Learning (NOL) and Joint Organisational Learning (JOL) forums;
 - Quality Assurance - audits of training courses undertaken by the Operational Policy and Assurance department and BTL's quality assurance team;
 - Training course evaluations - level 1 evaluation of training courses generated from delegate feedback; and
 - Corporate Strategies and Plans - including departmental plans.
- 3.6 Training needs are identified by heads of department who are best placed to identify whether training is required to enable their staff to discharge their areas of responsibility and meet the organisation's need. These requirements are subsequently collated to form a corporate Statement of Training Requirements (SoTR).
- 3.7 The Operational Policy and Assurance department may also 'commission' training interventions as an outcome of a new or revised policy or procedure.
- 3.8 The Training and Professional Development department (T&PD) is responsible for collating the annual training requirement by liaising with heads of departments to ascertain their training needs and priorities.
- 3.9 SoTR production commences in April of each year. Historical SoTR data (where possible, covering the past five years) is sent to all heads of department and they are invited to provide their training requirements for the forthcoming year. Where required, this is followed up with a meeting. Once all training requirements have been submitted, the data is collated by T&PD. The collated data comprises requirements for training courses that are on the course guide and new courses that are currently in the process of being created.
- 3.10 The SoTR is assessed for affordability, by way of comparison against the annual Brigade training budget. If it is not affordable, then the Strategic Training Oversight Board (see para 11.6) is convened to decide if additional funding will be sought, or if the requirement needs to be prioritised or reduced.
- 3.11 The approved SoTR is then submitted to BTL and they then complete an impact assessment to assure that they have the requisite trainers, resources and equipment to deliver the requirement.

- 3.12 BTL then work to produce a training schedule that will deliver the annual requirement. Classes are scheduled as far in advance as possible and delegate allocations commence at the earliest opportunity. BTL build contingency into the training schedule to accommodate new and/or urgent training commissioned during the year.

4. Training Commissioning

- 4.1 To ensure that BTL develops training solutions which meet the Brigade's requirement a Training Commissioning and Alterations Process (TCAP) governance system exists which was introduced at the start of the Babcock contract.
- 4.2 The TCAP provides the necessary steps of governance to ensure that the design and development of training is controlled by and compliant with the requirements specified by the Brigade. This process is a key component in BTL meeting the Brigade's training requirements and monitoring changes to the requirement in order to prepare effectively for delivery. New or changes to training requirements may arise for a number of reasons, including new equipment procurement, changes to legislation and reviews to the Brigade's operational policy processes and procedures.
- 4.3 The importance of gaining appropriate accreditation for training is recognised and the aim is to accredit courses where it adds value. BTL has existing relationships with awarding bodies, including the Institute of Leadership and Management, Skills for Justice, City and Guilds, Edexcel, and the Royal Yachting Association.
- 4.4 Whilst TCAPs predominantly originate from requirements identified by the Brigade, on occasions a TCAP is initiated by BTL (such as outcomes of periodic reviews carried out by BTL) in which they recommend an addition to the training portfolio and/or a change to an existing course. There is no contractual requirement on the Brigade to accept BTL proposals and, in line with the principles of the contract, the Brigade and BTL work together to agree changes in line with operational policies and practical constraints. Only training outcomes and content formally signed off by the Brigade are delivered to the Brigade's staff, regardless of how the TCAP is initiated.
- 4.5 There are occasions where the initiation of minor alterations to training do not necessitate the implementation of the TCAP process. Examples of this include the requirement to update training material images to reflect changes to current Personal Protective Equipment (PPE) and where alterations clearly make no material change to training objectives. In circumstances such as these, BTL seek informal approval and changes are then made.
- 4.6 As well as the TCAP, cognisance is also given to National Operational Guidance (NOG) and associated Training Specification documents. NOG is intended to develop and enhance safe systems of work, promote interoperability between Fire and Rescue Services and provide for effective operational deployment. Training specifications detail tactical actions which training designers and deliverers need to consider. BTL is currently carrying out a comparison of training specifications with Brigade's extant training to ensure NOG compliance. This analysis is expected to be completed by October 2019. If gaps are identified, changes to existing training will be commissioned.
- 4.7 Since the start of the contract in April 2012, 347 TCAPs relating to amendments to existing training content or development of new courses have been progressed.

- 4.8 Once the Brigade is satisfied that a course is ready for delivery at least one pilot course is run.
- 4.9 Pilot courses are quality assured by both the Brigade and Babcock and feedback is sought from trainers and delegates. Post-pilot meetings are held jointly by the Brigade and BTL representatives and a number of areas are examined, including whether:
- pre-course learning met the Brigade's needs;
 - training outcomes were met. If not, the course goes back into design stage for amendments to be made;
 - issues were identified regarding the scheduling of the course; and
 - trainer competences were met and are therefore appropriate for the requirement.
- 4.10 It is only when a pilot has been deemed fit for purpose by the Brigade that the course is added to the course guide.
- 4.11 Once a new or amended training course has been approved via the TCAP process, the training materials are uploaded to an online (SharePoint) training materials site hosted by BTL. Access to BTL's site is controlled by permission groups; for example, trainers have read-only access to the site to prevent unauthorised amendments to training materials being made. Training materials held on SharePoint are also version-controlled with all previous versions being accessible to personnel with authorised permission. Version changes are also logged for audit purposes.
- 4.12 Completed and closed TCAPs are also kept by the Brigade to provide an audit trail of training requirements, resources, costs and approvals.

5. Training Delivery

- 5.1 The Brigade's training delivery regime is categorised using the following criteria:
- Initial acquisition: This refers to courses where a delegate is gaining specific knowledge and skills for the first time. An individual will usually only complete this course once; for example, firefighter development courses (operational staff).
 - Refresher: This refers to a course that is completed to refresh the skills that an individual gained in their initial acquisition training. For example, a firefighter will gain initial training in breathing apparatus (BA) during their firefighter development programme. These skills are then refreshed in a two day BA Refresher course. Refresher course frequencies are also determined by:
 - HSE guidance, e.g. BA Refreshers;
 - National Competency Frameworks, e.g. High Volume Pump and Mass Decontamination;
 - External governance arrangements such as clinical governance for Immediate Emergency Care training; and
 - Industry standards, e.g. line and water rescue.

- Confirmation of skills: There are a small number of courses, which confirm an individual's skills and may include refresher training, such as the one day BA Confirmation of Skills course or the Emergency Response Driver Refresher and Reassessment course.
 - Initial/refresher: There are a number of courses for which delegates will repeat the initial course in order to refresh their skills and knowledge. This is due to time elapsed between a delegate's initial attendance and repeating the course. It is highly probable that the course will have been updated to reflect changes to ensure that current practice is adopted. This is the case for Senior Officer (operational staff) First Aid training.
 - Assessment: These courses are completed by individuals going through assessment processes to gain promotion.
 - Multi-agency training: A comprehensive multi agency training and exercising agenda is also in place for tactical and strategic commanders. This includes the Multi Agency Gold Incident Command (MAGIC) course, which is delivered by the College of Policing.
- 5.2 Training courses are advertised in a course guide on the Brigade's intranet site. The current course guide contains over 250 separate training interventions available to Brigade staff. Individuals are allocated to courses using eligibility lists which determine the frequency an individual needs to attend a course and automatically places them on a course. In addition there are around 300 online CBT packages available to staff through the learning management system. Each of these courses and training packages are reviewed in agreement with the Brigade as per the course review process (see paragraphs 9.2 to 9.4).
- 5.3 Some courses within the training curricula have a pass or fail assessment associated with them. For all of these courses the pass criteria is agreed and documented and delegate evidence is provided on course completion to support the assessment decision.
- 5.4 In a number of other courses delegate performance is only recorded and provided as a 'report by exception'. A 'report by exception' will be triggered if a delegate fails to demonstrate 'risk critical' performance criteria as pre-identified by the Brigade in a particular subject area or if a trainer believes that a delegate has behaved or performed in a way that they believe is of risk to the Brigade. In any instance of a 'report by exception' documentary evidence is provided to the Brigade for review and used to support the individual's ongoing continuous professional development.
- 5.5 BTL has a central Planning and Scheduling Team which is located at the Brigade's Headquarters. This enables the relevant Brigade staff to work closely in collaboration with the BTL Team, ensuring that the scheduling and planning of courses are driven by the most-up-to-date information. This process also ensures that the right people are allocated to training at the right time.
- 5.6 The overall aim of the approach to the scheduling of courses is to:
- deliver the annual requirement for training identified and agreed with the Brigade;
 - ensure that individuals maintain competencies and skills levels in line with requirements;

- minimise the impact that the delivery of training has on the front line operational response of Brigade; and
 - minimise the indirect costs of training for the Brigade, such as overtime payments, travel time and /or time off in lieu.
- 5.7 The approach to scheduling ensures that the training schedule is planned and delivered in the most effective and efficient way and includes key considerations, such as:
- the requisite number of delegates are available and eligible to attend the volume of training identified, (all courses have a minimum and maximum number of attendees); A minimum is set to ensure that the course is delivered safely with respect to any practical course elements. A maximum is set to ensure that appropriate training to delegate ratio is met as well as considering the venue capacity.
 - appropriately qualified trainers are available;
 - appropriate venues and facilities for the training are identified; and
 - ensuring all necessary equipment is available on-site or arrangements are made to coordinate timely delivery to site.
- 5.8 The Brigade ensures that BTL works to a set of rules when allocating delegates to courses and this is achieved through an interface between the Brigade's and BTL's IT systems. This learning management system (LMS) incorporates eligibility criteria set by the Brigade for each course. As an example, such criteria may include the need for delegates to attend courses in a set sequence or have a particular set of existing skills before being allocated.
- 5.9 Additionally, the IT interface can correctly identify delegates who are working at the relevant role and their availability to attend a particular course. Delegates are generally allocated to attend courses when they are on duty.
- 5.10 To ensure the most effective use of resources BTL flexes the scheduling and resourcing by inputting variables or creating 'what if' scenarios. This enables BTL to minimise or eliminate shortfalls and over-provision in respect of the Brigade's training requirements.
- 5.11 The LMS provides:
- Joining Instructions (JIs) which are generated for delegates attending courses. As well as basic course details, JIs include details of any related pre-course learning requirements and associated assessments;
 - A pre-agreed cancellation process ensures that a delegate is automatically rescheduled onto a later course and a replacement delegate identified where practicable;
 - A mechanism which updates the staff member's Individual Training Record (ITR) within 24 hours of their attendance on a course;
 - Class registers for all training events - these registers are used by trainers to confirm attendance at the start of a course. Trainers are also required to confirm delegate's complete the course. Class registers provide an audit trail of attendance

throughout the course and a system for recording full and partial attendance, which informs the eligibility criteria for attendance at subsequent training events;

- A training and trainer schedule which assists the organisation of training teams, venues, and training events to meet the annual training requirements; and
- A hosting facility for over 300 online learning support packages.

- 5.12 Operational personnel are assigned to courses either as Planned Release of Personnel (PROP) delegates or as Strategic Resource (SR) delegates. Essentially, a PROP delegate attends a training event individually. PROP delegates are generally provided with 28 days notice of the training event and are released from normal operational duty. The amount of personnel released using the PROP model varies dependent on the day of the week and different times of the year.
- 5.13 SR is the capacity for pre planned activities to be undertaken in the knowledge that fire appliances and delegates are unlikely to be interrupted by emergency calls. Fire engines on SR will not be available for immediate mobilising to emergency calls, but can be returned to emergency cover should the need arise.

A summary of the Strategic Resource (SR) provision is detailed below:-

- Begins from the start of a shift and will finish before the end of the shift.
 - Is computer modelled to minimise the impact on emergency cover on those stations carrying out SR activities.
 - It also optimises Brigade wide cover through the allocation of SR standby moves.
 - Allows a number of fire appliances and delegates to take part in a variety of different activities, not necessarily within their own borough, every day.
 - Can be used for a single activity or multiple smaller scale events throughout the day.
 - Is scheduled so that stations will know in advance their SR allocation.
 - Has the ability to return appliances to emergency cover gradually, taking into account the demands on our service, the appliances on SR activities and their geographic location.
 - Can be used to assist with the programming of certain core activities for stations that coincide with their SR period.
 - Can be used to programme Brigade-wide activities to coincide with the SR period.
- 5.14 In addition to training courses, BTL provide operational assessments and incident command exercises as part of the Brigade's operational promotion process. To be promoted to the role of Station Manager and above, staff undertake an operational assessment known as an Incident Command Exercise (ICE) as part of the selection process. The scenarios used in these exercises are specified and commissioned by the Operational Policy and Assurance department and designed in conjunction with BTL. The T&PD department manage and control the design and development of the exercise scenarios to ensure the Brigade's requirements are met.
- 5.15 On promotion, operational staff at a supervisory manager level (crew manager and above) are required to complete an incident command training course as part of their development programme, which they are required to undertake once they take up their new post. This includes completion of a Personal Development Record to demonstrate operational competence as well as undertaking a development programme covering leadership and management training.

6. Training delivered outside of the Brigade/BTL contract

- 6.1 In addition to training delivered via the Brigade/BTL contract, workplace training is delivered at fire stations as part of Developing and Maintaining Operational Professionalism (DaMOP) requirements, best practice assessments, borough training plans and revalidation of incident command.
- 6.2 All staff with an operational commitment have a personal responsibility to keep themselves updated on Brigade's policies and procedures. All policies and procedures are available on the Brigade's intranet site called Hotwire. Where new or updated policies require additional input or training, Watch Managers are notified via Station Diary, which is an IT system where fire station activities other than operational incidents are scheduled and recorded. Watch Managers are responsible for ensuring that fire station based staff are advised and understand the implications of the new/updated policy and for recording that the activity has taken place. Reports are generated from Station Diary for monitoring and audit purposes through the line management structure.
- 6.3 The DaMOP training note (Policy No.427, exhibited to my Rule 9 witness statement dated 18 April 2019 as **PG3**) was introduced in 2006 and sets out the current requirement for station based training against four core competency areas:
- Breathing apparatus;
 - Working at heights and below ground;
 - Basic rescue and safety equipment; and
 - Pumps and associated firefighting equipment.
- 6.4 All staff within the Brigade are also required to develop their skills and identify areas to improve their performance through self assessment and proactively seek training opportunities. Line Managers also have a responsibility to pass on their skills and knowledge to help others improve their understanding and performance. This can be achieved through demonstration and instruction. Individual responsibilities are detailed by operational role below:

Firefighters

Identify needs

Firefighters have a duty to ensure that they are proficient in the skills, knowledge and understanding required for their role and must bring their own, self identified, training needs, to the attention of their Watch Managers.

Plan

Firefighters may be required to assist in the planning of Watch based training and be required to participate in programmed training both on and off station, whether at their own place of work or on standby duty at another station.

Deliver

Firefighters may be required to deliver appropriate training to their Watch, under the supervision and guidance of their Watch Managers.

Evaluate

Firefighters may be required to assist in the evaluation of training, under the supervision and guidance of Watch Managers.

Crew and Watch Managers

Identify needs

By assessing the performance of teams and individuals at all times, Crew and Watch Managers are required to identify training and development needs of their staff.

Plan

Watch Managers must also ensure that training programmes encompass core risk critical areas identified and pre-programmed training activities.

In addition, Watch Managers ensure that quarterly training programme provide adequate opportunities for their staff to address areas identified as training and development needs, together with the station ground specific training needs identified in the station/borough plan.

Deliver

Crew and Watch Managers will take part in the development of individuals and the team as a whole and are responsible for the delivery of training, coaching, on-the-job development and one-to-one feedback and support.

Evaluate

Using various techniques, such as tests, observations of performance and discussions, Crew and Watch Managers are required to measure team members' current skills, knowledge and performance against agreed objectives and standards. This includes providing feedback on the effectiveness of training and development activities.

Training records must be correctly maintained and monitored by Watch Managers.

Station Managers

Identify needs

By monitoring and assessing the performance of Watch Managers in the performance of their role. Station Managers identify training and development needs.

In addition, Station Managers are required to oversee the preparation of watch based training programmes to ensure that the training needs of individuals and teams are addressed and that station/borough plans are being considered.

Plan

Station Managers actively seek and plan development opportunities for their staff.

They also ensure that they address any training needs identified from previous assessment, evaluation or by any other means such as the results of training debriefs or performance reviews of command.

Station Managers will ensure that watch training plans are appropriate with achievable objectives and realistic timescales. Station Managers ensure that plans are delivered, and monitor the effectiveness of the delivery through sampling training.

Deliver

Station Managers identify the additional support their staff need and make provision for appropriate development opportunities including coaching and mentoring.

Evaluate

Station Managers monitor the performance of their staff at operational incidents, at training events and in the day to day running of their Watch to ensure that they are meeting the required standards.

Station Managers use audit systems such as service standards, best practice assessments, incident monitoring systems and performance reviews of command to evaluate the effectiveness of the station training plan.

Station Managers provide guidance to Crew and Watch Managers on which systems and techniques to use for the assessment of their teams.

Borough Commanders

Identify needs

Borough Commanders identify the development needs for all their staff, and provide opportunities to help them identify their own needs and those of the team as a whole.

Plan

Borough Commanders are responsible for reviewing the risks within their borough and ensuring that suitable training is put in place to address any identified training need associated with them. Training plans to address a specific risk may be contained within a borough planning process.

The overall training plan for the borough should be compiled by the Borough Commander in consultation with Station Managers and should take into account any

risks that are within their borough or neighbouring boroughs and if applicable, adjoining county. The aim being to produce a cohesive plan that takes into account individual, watch, station and borough needs.

Deliver

Borough Commanders will, by regular systematic sampling in conjunction with their Station Managers, ensure that training is delivered in accordance with the agreed programmes.

Evaluate

Borough Commanders , by regular systematic auditing, ensure that training is being monitored by Station Managers to make sure that identified training gaps and/or need have been addressed.

Area Deputy Assistant Commissioners (DACs)

Identify needs

By monitoring and assessing the performance of their Borough Commanders in the performance of their complete role, DACs identify training and development needs and arrange/facilitate appropriate training to address those needs.

DACs oversee the preparation and running of large scale exercises to ensure that Authority strategic plans accurately address the risks identified.

Plan

DACs ensure that risks within their area are reviewed and that suitable training is put in place to address any identified training need associated with them.

The DAC takes overall responsibility for ensuring that training plans for the boroughs in their area, take into account any risks that are within their or neighbouring boroughs and if applicable, adjoining county.

Deliver

DACs, where appropriate sample training to ensure that it is delivered in accordance with agreed programmes.

Evaluate

DACs, where appropriate, audit training programming and recording to ensure that training is being carried out in accordance with DaMOP Policy Note 427 and associated guidance.

- 6.5 Under the extant policy, Watch Managers are responsible for programming training related to the core risk critical areas as well as training associated with the use of specialist equipment and/or appliances (skills and knowledge) and physical fitness training. A training rota is compiled on a quarterly basis by Watch Managers and scheduled onto Station Diary. The training appointment is then populated with the names of staff scheduled to undertake the training session. Once completed, Watch Managers are responsible for recording the training has been completed in Station Diary. A record of this training is then automatically transferred to Individual Training Records (ITRs) which provide an overall picture of the training an individual has received whether locally and/or through the training contract.
- 6.6 Following an organisational restructure the responsibility for the DaMOP requirement was transferred to the T&PD department in April 2018. Subsequently, the DaMOP policy and requirement has been subject to a review. Prior to this date DaMOP was the responsibility of Assistant Commissioner Fire Stations.
- 6.7 An internal audit of DaMOP was conducted by the Mayor's Office for Policing and Crime (MOPAC) which was finalised in February 2018. Around the same time the outcome of the Brigade's People Services Review was announced and an agreed action from the London Fire Commissioner gave approval to a two year project to review DaMOP. A corporate project commenced in June 2018 to review the current requirements for station based staff training and identify a new mechanism to identify, design, deliver and evaluate maintenance requirements for all operational officers, specialists and control staff to assure role related competency.
- 6.8 The project is being delivered in two phases. A transitional phase (phase 1) will be implemented in July 2019 for station based staff (firefighters to Watch Managers). Phase 2 will incorporate lessons learned from phase 1 and will deliver the core maintenance requirements for middle and strategic Managers, those in specialist roles and control staff. The full delivery of the project will be achieved by June 2020 and will provide competence frameworks and core skill role requirements for the remaining staff groups within scope of the project. To support the new framework, a training course is being developed which will provide Watch Managers with the knowledge and skills they need to deliver and assess station based training (lectures, drills and exercises)
- 6.9 Phase 1 will place a new requirement on staff to demonstrate competence against 21 core competency areas. A training schedule will be pre-populated and the existing station scheduling tool, Station Diary. The Diary will be developed to provide enhanced recording, monitoring and reporting capability. This will enable progress to be monitored on an individual, Watch, station, borough, and organisational level. A similar approach will be adopted for phase 2.
- 6.10 The extant DaMOP Policy Note determines that on average station based personnel need to train for approximately 6 hours per tour in order to maintain competence. A tour consists of two day shifts (09.30-20.00 hours) and two night shifts (20.00-09.30 hours) which is followed by four off duty days.
- 6.11 Approximately half (3 hours) of the DaMOP requirement is programmed for the four core risk critical training areas (para 6.3) with the remaining time used to address individual and/or team training needs to prepare for incidents relating to risk on that station's ground. Where personnel have specialist qualifications, additional time may need to be allocated.

This will be dependent upon the type of specialist equipment or vehicle that they are qualified to operate.

- 6.12 BTL support the Brigade in the design and development of training materials (accessible online CBTs) to support the delivery of workplace based training through the DaMOP process.
- 6.13 The Brigade also uses a system called Moodle, an online assessment management tool which generates a quiz to test knowledge. Questions are written by Brigade subject matter policy writers. Assessments usually take the form of multiple choice quizzes. Questions can be randomised so no two users get the same sets of questions or in the same order. The results of each quiz are stored within Moodle and Managers have access to reports which identify trends so that line Managers can develop customised personal development plans to deliver improvement.
- 6.14 CBT packages also exist to support the development of staff who do not work within a team context (usually Station Managers and above). These CBT packages support:
- the publication of the Brigade's Operational News (a newsletter that is published biannually for the operational workforce, containing a range of articles and topics of interest, in order to highlight risks, share knowledge, and increase awareness); and
 - local training in a specific subject area (determined by the Brigade) such as updates to equipment, or working practices.
- 6.15 In addition to the DaMOP requirement Best Practice Assessments (BPAs) also take place at fire stations. BPA's are designed to support core skills training and serve as a consistent assessment and evaluation process to assure that prescribed tasks are completed in the correct sequence. BPAs are organised into two groups:

Core BPAs

- Breathing Apparatus – Don, start, exchange of air and close down;
- Breathing Apparatus – Guidelines and team leader responsibilities;
- Entry Control Operative.

Training Support BPAs

- Breathing Apparatus – A test and B test;
 - Gas Tight Suits – Donning and Disrobe;
 - Cable entanglement; and
 - Dynamic Risk Assessment (Policy familiarisation).
- 6.16 In addition to the DaMOP requirement and BPAs, training exercises and drills take place locally to test individual and team performance. There is a requirement for Watches to lead or participate in both small scale (four fire engines) and large scale (twelve fire engines) exercises annually based on local (station, borough/s) risk profiles. Every station leads on a one 4 pump exercise and participates in other 4 pump exercises. Each Area carries out two 12 pump exercises per area/per year lead by the Area DAC.

- 6.17 A borough training plan is developed which identifies training needs through assessing local risks and determines what and how training needs to be provided to mitigate these risks. A training risk matrix contained within Policy Note 698 – Borough training plan provides a mechanism to analyse and assess the risk and identify what additional training is required at borough level. (Policy Note 698 is exhibited to my Rile 9 witness statement dated 18 April 2019 as **PG4**).
- 6.18 The borough training plan process involves:
- Identifying the training needs of station based staff based on generic and specific risks within the station's response area and/or borough as well maintaining the station based staff skills requirements.
 - Completion of a Borough Risk Inventory to determine the risk factors in a number of key operational areas.
 - Completion of a Training Risk Matrix incorporating the results of the Borough Risk Inventory and Training Activity Types.
 - Combining the requirements of the Borough Training Risk Matrix with DaMoP and Best Practice Assessment (paras 6.15 and 6.16) requirements to produce Station/Watch training plans.
- 6.19 Borough commanders, who are responsible for a cluster of fire stations, are required to complete the Borough Training Plan process prior to 1 April each year in order that the required training can be implemented during the following twelve months. They are also responsible for ensuring that the plan is delivered. Paras 7.2 to 7.4 describe the independent audit process which assures the effectiveness of the training provided as well as those taking part in the training.
- 6.20 Line Managers are responsible for assessing individuals against the standards. The process of assessment is continuous and can take place whenever individuals are carrying out their role, whether it is on the incident ground, working in the community, at the station or whilst engaged in a training event. The individual undertaking the assessment must be fully conversant with the standards that are being applied at the time in accordance with Brigade policies and procedures.

Development and Assessment

- 6.21 As part of the Brigade's Competency Framework all officers who gain promotion to a higher role/ rank are required to complete a formal development programme before being deemed competent in role. The purpose of the development and assessment process is to provide the individual with the opportunity to attain the skills, knowledge and understanding as outlined in the appropriate Role Map/National Occupational Standards (NOS) for their role.
- 6.22 When an assessor (usually the line manager) is satisfied that the individual is at an appropriate point for formal assessment, formal assessment activities are created to allow the assessor to observe and judge the individual's workplace competency against the national occupational standards.

- 6.23 Evidence of the development and assessment process is recorded on an electronic Personal Development Record (ePDR). Once all Units have been signed competent by an individual's Line Manager, the individual is deemed to be competent in role. The process consists of two distinct phases:
- Development Phase – The assessor guides the individual, directs and monitors learning and development and gives feedback and ongoing development plans to the candidate. Within the early stages of development there is the opportunity for the individual to introduce evidence of prior learning, experience and qualification. If deemed appropriate and satisfactory this can reduce the development phase in specific areas.
 - Assessment Phase – Formal assessment occurs only once the individual has developed sufficiently and the assessor believes the individual is in a position to demonstrate that they can perform safely, consistently and with confidence in the workplace to the national occupational standards for their role. Formal assessments are pre-planned activities where an individual demonstrates at that moment in time their workplace competence against either an element and/or unit of the role map.
- 6.24 The Brigade is in the process of introducing a practical drill session as part of the Crew Manager (CM) assessment process to ensure that its junior officers are proficient in managing a practical drill session. This practical drill session will also be incorporated into Watch Manager/Station Officer promotion rounds.
- 6.25 Currently, the Crew and Watch Manager development programmes consist of the following mandatory development courses.
- DGSUIM - Supervisory Managers - Corporate Information Management
 - DGSUMP - Supervisory Managers - Managing Performance
 - DGLEAD - Supervisory Managers - Foundation Leadership
 - DGSUMY - Supervisory Managers - Managing yourself
 - DGSUMT - Supervisory Managers - Managing Teams
 - DGSUMO - Supervisory Managers - Management and the Organisation
 - DGTSD1 - Managing Equality and Diversity - Distance Learning & 1 Day Workshop
- 6.26 In addition, the ability to manage operational incidents is a core skill requirement for crew Managers and above. Both initial acquisition training and annual maintenance training in incident command is provided for those in the role of crew manager and above. A corporate project was established in August 2018 to develop a formalised and recognised process to revalidate individuals competency in incident command skills and ensure that consistent performance is maintained to the required standards which are being developed as part of this project. An auditable record of incident command practice and development will be provided which will encourage continuous improvement through the uptake of professional development opportunities.
- 6.27 The project will deliver:
- A knowledge test – to ensure an individual's technical and procedural knowledge is at an appropriate level and is current;

- Incident command exercises – to demonstrate that the appropriate level of command skills are maintained and technical knowledge can be applied; and
- A Continuous Professional Development log which will demonstrate the consistent application of command knowledge and skills in the workplace.

7. Training evaluation and assurance

- 7.1 The Brigade has robust and effective training quality assurance and evaluation processes of the training delivered via BTL. Through these processes the Brigade measures BTL's performance and seeks assurance that the training provided fully meets the needs of the organisation. All courses in the annual statement of training requirements are audited separately at least once a year by the Brigade and BTL. In addition, the majority of BTL led training delivery is subject to a formal Level 1 evaluation. This performance data is reviewed by the Brigade and BTL Quality Assurance teams and remedial action is taken to improve areas of identified under-performance.
- 7.2 The Brigade has a number of service standards which set out what should happen on a day to day basis at a fire station and are a means of measuring and evaluating performance of individuals within fire stations. There are 11 service standards (as set out in Policy Note 812 – Service standards) which cover a range of areas such as training and being ready to respond to operational incidents and each one contributes towards the total delivery of the service. Stations are managed by Station Managers and they are responsible for carrying out one Quality Assurance (QA) check per quarter, thereby ensuring that all four Watches receive a QA check once a year. (Policy Note 812 is exhibited to my Rule 9 witness statement dated 18 April 2019 as **PG5**).
- 7.3 There is also a centralised Quality Assurance function made up of seven Operational Assurance Officers (OAOs). This team is required to sample the QA visits carried out by station based Station Managers with the aim of ensuring consistency and identifying organisation wide trends in order to drive continuous improvement. This team is also responsible for carrying out thematic reviews, which focus on competency areas, and take a holistic approach looking at acquisition training, maintenance of skills training and actual station based competency levels. The outcomes of all QA audits and thematic reviews are reported to the appropriate governance boards and make recommendations for future improvement, for example amendments to the training the Brigade delivers to staff.
- 7.4 The Operational Assurance team use an IT based assessment tool called Quizdom. Quizdom is programmed with a range of question types and is used by the assurance team to review, track and monitor individual learning and understanding of operational subjects. Question sets are written by officers within the Assurance team and are based on operational policies and trends identified through quality assurance audits. The use of small handheld remote devices allows a facilitator to provide individuals with mini quizzes/tests. The tests vary in the number of questions depending on the subject matter. Through the use of handsets, individuals are able to work at their own pace. Results are displayed back to the individual via the handset. The results are stored on a database which can be accessed by line managers to support individual development.

8. Fit To Train

- 8.1 Part of the training design phase is to define trainer competencies and a Fit to Train (FTT) framework exists between the Brigade and BTL to discharge this responsibility.
- 8.2 The FTT framework not only ensures that trainers are qualified to deliver a particular course, it also serves as an auditable process to monitor a trainer's development journey and provide a mechanism to identify succession planning requirements.
- 8.3 The database records the competencies and qualifications that every trainer holds. Trainers are then assigned to courses where they meet the FTT requirements. The database also tracks trainers' maintenance of competence to ensure that they are still FTT.
- 8.4 The FTT requirement for every course is set by the Brigade which includes training delivery standards, skill set standards and workplace experience requirements.
- 8.5 Within the contract between the Brigade and BTL, schedule 1, para 3.10 states that "The Contractor shall ensure there are sufficient appropriately qualified trainers to achieve specified learning outcomes within a safe system of work". A memorandum of understanding between BTL and the Brigade sets out an agreed operating procedure to check and validate the currency of trainers' qualifications and/or competencies. That memorandum of understanding is exhibited to my Rule 9 witness statement dated 18 April 2019 as **PG6**.
- 8.6 In circumstances where a trainer cannot continue to demonstrate that they still have the competencies and qualifications to train they will be unable to deliver that course until the FTT requirements have been met.
- 8.7 BTL's Quality Assurance team monitor:
- a trainer's ability and capability as an instructor;
 - a trainer's subject matter knowledge and competency; and
 - the currency and validity of their competency and/or qualifications.
- 8.8 The first two elements are incorporated into scheduled quality assurance trainer observations which are carried out by the BTL QA team. Every trainer is observed delivering training at least once a year which is underpinned by peer reviews, peer observations, internal quality audits, and independent external verifications. Assessments of trainers are carried out by appropriate BTL instructors, Managers, the Design and QA Teams, and independent verifiers where appropriate, at suitable stages of the training cycle.

9. Continuous Improvement

- 9.1 All courses within the training contract are subject to a continuous process of course review. The focus, scope, and timeframe for course reviews are determined in partnership between the Brigade and BTL. Course review outputs can include:
- Maximising the use of blended learning solutions to minimise the draw on frontline operational personnel;
 - Ensuring that training materials and methodology take account of differing learning styles;

- Introducing innovation in learning methodology;
 - Learning from industry best practice and applying standardisation;
 - Improved horizon scanning; and
 - Evaluation of the relevance of the training curriculum.
- 9.2 Additionally, in conjunction with the Brigade BTL undertakes periodic (timeframes are determined in collaboration) comprehensive reviews of all training content in order to:
- develop improved methods of delivering training, such as blended learning and the introduction of new technology;
 - improve training content through the holistic design of Skills Acquisition, Continuation Training, and Re-certification, aligned to the Brigade's needs;
 - accredit training, where appropriate or requested by the Brigade; and
 - to assure training content and delivery methods through quality assurance functions.
- 9.3 The process of course review results in recommendations for improvement to training that are subsequently progressed for implementation through TCAP, put on hold, or deemed unsuitable.
- 9.4 Course reviews to date have resulted in:
- The creation of over 80 CBT modules to support firefighting theory and knowledge acquisition;
 - Alignment of the Incident Command training curriculum with National Operational Guidance;
 - An increase in the frequency of Incident Command maintenance of skills training; and
 - Increased use of simulation in training to replicate London-specific risks.

10. Governance

- 10.1 The BTL training contract has had in place a comprehensive governance system since its inception, creating temporary or permanent project boards, working groups, and steering groups.
- 10.2 The Brigade conducts the management of training through the T&PD department, who are responsible for the management of training (both BTL contract training and Brigade-delivered training through DaMOP).
- 10.3 Relevant representatives from both the Brigade and BTL meet regularly to manage, monitor, and progress all aspects of training administration, delivery, design, and performance. The Brigade's T&PD department is responsible for the governance of all decisions taken in relation to training.
- 10.4 Most joint interfaces are formal with scheduled regular meetings which are minuted. They include one-to-one relationships, from Brigade Commissioner/BTL Board level, through to

all other roles. Colleagues from both organisations are encouraged to facilitate effective relationships and partnership working.

- 10.5 At a corporate level within the Brigade a quarterly Training Update report is provided to the Director of Safety & Assurance's Directorate Board and the Commissioner's Board which includes information on Babcock's performance.
- 10.6 The key governance meetings include a Strategic Training Oversight Board. The Board is constituted by Brigade representatives only and is chaired by the Assistant Director for T&PD. The Board's responsibilities are:
- To review business proposals and provide strategic direction on corporate training and professional development matters;
 - To agree the annual statement of training requirements;
 - To agree the prioritisation of training delivery, design and development;
 - To agree course reviews and monitor progress and prioritise business where necessary;
 - To ensure the effective and efficient delivery of corporate training and professional development; and
 - To give strategic direction to Training Curricula Project Boards primarily relating to commercial issues.
- 10.7 A Training Committee which is constituted by Brigade and BTL representatives is also chaired by the Brigade's Assistant Director for T&PD. The Committee is responsible for setting the strategic direction of the training contract; monitoring and managing the performance of the training contract, setting service level agreements and key performance indicators and resolving escalated issues from other working and steering groups.
- 10.8 All governance meetings are chaired by Brigade representatives with decisions and actions being recorded.

11. Health and Safety

- 11.1 The Brigade is committed to protecting the health, safety and welfare at work of all its employees and any other persons who may be affected by its operations. In delivering this commitment from a training perspective, the Brigade and BTL aim to:
- Provide training and resources to ensure that all employees have the required skills, knowledge and understanding to carry out their work, safely, confidently and well;
 - Ensure compliance with relevant legislation, policies and procedures;
 - Provide and monitor safe conditions and systems of work to minimise risk of injury and ill health;
 - Provide and maintain safe equipment;
 - Clearly define the responsibilities and duties of all employees; and
 - Monitor provision and resources to ensure continuous improvement.

- 11.2 Safety specialists working on the training contract understand the context of the Brigade function and have a wide range of safety-related qualifications, and ensure that correct health and safety processes are followed.
- 11.3 Additionally, all training staff have a robust understanding of Health and Safety and have received specific internal Health, Safety, and Environment training to complement their existing qualifications and experience. Additional training is frequently given via team meetings, workshops, and newsletters. Further information on the approach to trainer qualifications and competence (Fit to Train) can be found at Section 8.
- 11.4 All training-related accidents are reported and logged in line with agreed protocols, and lessons learnt from investigations are applied to mitigate future occurrences.
- 11.5 As detailed in other areas of this report, BTL designed and developed two state-of-the-art training facilities, which are centres of excellence for specialist training, namely:
- Emergency Services Training Centre, Beckton; and
 - Emergency Services Training Centre, Park Royal.
- 11.6 Both facilities have Occupational Health and Safety Management Systems certificated to OHSAS18001.
- 11.7 The importance of the training function in providing Brigade staff with the necessary knowledge, skills, and understanding to operate safely in challenging operational environments is recognised and, in turn, contributes to the Brigade's Safe Person Concept, contained within Policy Note 597 – LFEPA health and safety policy. That policy is exhibited to my Rule 9 witness statement dated 18 April 2019 as **PG7**.

12. Independent review of training

- 12.1 An independent review of the operational training provision including Control training commenced in February 2019. This was commissioned by the London Fire Commissioner and an external consultant has been appointed. They have been tasked to provide an objective baseline of organisational awareness of operational and Control training and support key organisational priorities to provide an evidence base for continuous improvement. The review will be over-arching and will cover the following:
- An assessment of the effectiveness of all operational training provided by the Brigade's third party contractor, BTL;
 - An assessment of the effectiveness of Control training provided by the Brigade's Control training team;
 - A review of systems in place and those proposed for DaMOP to ensure that maintenance of skills activities are undertaken at all operational levels including Control training and that assurance mechanisms are in place to evidence that the service is maintaining an operational readiness to an appropriate professional standard;
 - An assessment of quality assurance processes in place within the Brigade and BTL ensuring that assurance processes are fit for purpose; and

- An analysis of whether the current training provision (acquisition and maintenance) is risk based and adaptive to future demands.