



LONDON FIRE BRIGADE

**DMFD158 Appendix 1**

Report title

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## London Fire Brigade Training Plan – 2022/2023

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Report to

People Board

Commissioners Board

Deputy Mayor's Fire and Resilience Board

Date

23 December 2021

9 March 2022

29 March 2022

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Report by

Assistant Commissioner, Training and Professional Development

Report number

LFC-0673

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Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

If redacting, give reason:

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### Executive Summary

Each year the London Fire Brigade Training Delivery Plan (TDP) is collated by the Training and Professional Development department, following consultation with commissioning departments and other key stakeholders.

The TDP reflects the known training requirements of the London Fire Brigade (LFB) after having considered both internal and external drivers. It encompasses all centrally-lead training. It does not include Brigade exercises, drills or Development and Maintenance of Operational Professionalism (DaMOP) training.

The 2022/2023 TDP requires additional funding of £1,566,981 as the total requirements amount to £21,510,531 compared to funding of £19,943,550 (which includes £1,650,000 of apprenticeship funding). The single largest increase in cost is that of major change to the training contract provided by Babcock Training Limited. This is due to exceeding the tolerance level in the Incident Command, Hazardous materials, and Driver Training competency areas. The cost for major change in these areas amounts to £1,318,000. The £1,566,981 is a maximum figure, and the total required may end up being less.

Additionally, there is an increased requirement for acquisition courses due to the estimated impact of the pension remedy. It is anticipated that the pension remedy will have a continued impact on the TDP for the next two years (2023/24 and 2024/25). The three key areas will be the re-introduction of Firefighter Development (FFD) training, new accredited Incident Command training and an increase in the number of driving courses, which all have a significant impact on the budget for 2022/2023.

### Recommended decision

For the London Fire Commissioner

That the London Fire Commissioner approves the proposed London Fire Brigade Training Plan for 2022/2023 (detailed in appendices 1 to 2) at a cost of £21,510,531, including an increase of £1,566,981 to be funded from the Budget Flexibility Reserve to cover the cost deficit in the proposed plan.

For the Deputy Mayor

That the Deputy Mayor for Fire and Resilience authorises the London Fire Commissioner to commit additional revenue expenditure of up to £1,566,981 to be funded from the Budget Flexibility Reserve in order roll out the London Fire Brigade Training Plan for 2022/2023.

## **Introduction and Background**

1. The annual training year coincides with the financial year (1 April – 31 March) and is broken down into four quarters (Q1, Q2, Q3 and Q4). The TDP is developed in conjunction with commissioning departments and other key stakeholders within the LFB. The Director for People can approve the TDP when the proposal is within budget, or their limits of expenditure when the proposal exceeds the budget. The TDP for 22/23 exceeds these levels and therefore the decision to approve the plan sits with the London Fire Commissioner.
2. Between May and September each year the TDP is collated in consultation with commissioning departments and other key stakeholders. Heads of Service (HoS) of each commissioning department are accountable for providing the delegate number requirements for each course they are responsible for.
3. HoS are also 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).

## **2022/2023 Plan expenditure**

4. The overall training budget for 2022/2023 is proposed to be set at a value of £18,293,550. This is due to be supplemented by £1,650,000 of apprenticeship funding, resulting in total training funding for 2022/2023 £19,943,550.
5. The TDP expenditure is split between the training contract provided by Babcock Training Limited and non-Babcock training. The training contract provided by Babcock Training Limited accounts of around 95 per cent of overall training expenditure.
6. The charges for the training contract provided by Babcock Training Limited are split between fixed and variable charges. These charges are presented as Training Units (TU). Both fixed charges and variable charges are adjusted annually in line with the change in the Retail Prices Index excluding mortgage interest payments (RPIx). The adjustment will be finalised in April 2022 when the RPIx for March 2022 is published.
7. The TU tariff is the price of an individual Training Unit, and each training course has a TU price. The TU tariff for 2021/2022 is £72.92 and is estimated to increase to £75.11 for 2022/2023 (with the RPIx). 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 costs, equipment costs, consumables and wear and tear of non-consumables.
8. Based on the LFB's projected training requirements in the 2022/2023 Plan, 68,286 TUs are currently proposed.
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 Training Limited's 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, that allows the variable training unit figure to

be flexed upwards or downwards consistently across courses by up to 20% without contract prices being affected. Beyond that level of flexibility "Major Change" is triggered. The Major Change principal also applies within each competency area of the contract. A competency area is a type of training (e.g. Transport training, Fire Safety).

10. The idea behind the Major Change concept is that the split of costs that underpin the contractual financial model – whereby 80% of costs are fixed (and paid to Babcock Training Limited via a fixed fee) regardless of actual training volumes, and 20% of costs are variable (and paid for on a per-course basis to Babcock Training Limited through training units) – can only be expected to hold up where the requirement flexes up or down by no more than 20%. Outside of that range, it is likely that the contract costs will result in either paying Babcock Training Limited too little for training (i.e. where the requirement exceeds 120% of the baseline level) or too much (i.e. where the requirement is less than 80% of the baseline level). To ensure that contract pricing remains fair when Major Change is triggered, Babcock Training Limited or LFB are contractually entitled to analyse the actual costs of meeting the training requirement and charge these in addition to the Contract Training costs.
11. For 2022/23, Major Change has been triggered in Incident Command, Hazardous materials and Transport Training. At the time of reporting, analysis has been undertaken to estimate the costs of Major Change in these areas. Analysis of other areas is ongoing but is not expected to have a material financial impact.
12. At the time of reporting, the estimated Major Change costs for 2022/23 are £1,318,000. The large majority of these costs relate to additional trainers (for both incident command and transport training) and additional vehicles (fire appliances and cars) for Transport Training.
13. The 2022/23 training requirement represents an increase of 11,326.73 TUs (£928,798) on last year. This increase is in part due to the expected impact of the pensions remedy which we anticipate will require a large number of acquisition and promotion courses to make up for the predicted skills shortfall caused by staff taking retirement in April 2022.
14. There has been an increase of 33% across the skills acquisition courses identified by the establishment board (see appendix 3) as being affected by the pensions remedy. These are skills where a gap will be created by potential requirements and therefore additional skill acquisition courses will be required to bring staffing levels up to establishment. We anticipate a similar increase in delegates for both the 2023/2024 and 2024/2025 TDP as part of a long-term plan to deal with the skills gaps in key operational areas.
15. Central Operations have requested a major increase in the number of Large Good Vehicle (LGV) and blue light appliance driving (EFAD) courses for 2022/2023. This is driven by a number of factors namely, a longstanding skills gap, the current sector-wide issues in attaining LGV theory licences and medicals and the impact of the pensions remedy. Central Operations are working to increase the number of staff ready to complete their LGV and EFAD training.
16. Following the roll out of the new accredited level 1 Incident Command courses in the training year 2021/2022, a similar number of courses are required in 2022/2023. Before the next training year level 2 and level 3 accredited Incident Command training will also be introduced. This increase in Incident Command training is due to the anticipated impact of the pensions remedy, with a greater than usual number of promotions being required to offset predicted retirements.
17. We anticipate that the reinstatement of FFD recruitment and training will be agreed (a recruitment freeze currently in place). We have requested 25 cohorts of FFD delegates, which is the maximum that Babcock Training Limited can support within the current contract.
18. In addition, a number of new training courses and changes to existing courses are anticipated. These are in various stages of development. A list of courses in the Training Commissioning and Alternation Process (TCAP) Pipeline is provided in appendix 2.

19. The contract fixed fee for 2022/2023 (with RPIx) is expected to be £13,715,954. In addition, there are other training related costs that need to be paid, such as, the apprenticeship fixed fee, and catering costs. The total costs of all additional training related costs are £1,248,638.
20. The non-Babcock training expenditure for 2022/2023, encompassing specialist fire safety and health and safety training, is projected to be £374,164.
21. In order to not increase the budget further than requested in this paper, a 90 – 95 % attendance rate is required on every training course. Support from the Directors and Heads of Service in approving cancellation requests only in exceptional circumstances will be required to assist us in reaching this target. Course cancellation and withdrawal statistics will be monitored by the Training and Professional Development Department regularly and sent to all Directors and Heads of Service.
22. It is recommended that the £1,566,981 resulting deficit in table 1 below is met through the use of the Budget Flexibility Reserve (BFR) in 2022/23. This position will be kept under review to determine if there is any balance remaining within the training provided in 2021/22, and in training plans for 2022/23 to contribute to meeting this cost and reduce the demand on the BFR.

Table 1: Estimated overall training position, 2022/2023

	TU	£
<b>Budget that can be spent on training in 2022/23</b>		<b>19,943,550</b>
Fixed Fee		13,715,954
Non-TU training related costs		1,248,638
2022/23 projected training requirement **	68,286	5,128,930
Specialist Fire Safety and Health & Safety training		374,164
Added funding for estimated 5% non delivery*		-275,155
Add estimated Major Change costs		1,318,000
<b>Total costs</b>		<b>21,510,531</b>
<b>Forecast deficit to be funded from reserve</b>		<b>(1,566,981)</b>

\* Historically, the amount of training delivered has not met the 100% requirement. To recognise this, an estimated 5% level of non-delivery has been factored into the workings above.

\*\* There are likely to be pipeline design costs, attributed to the 2022/2023 design costs, but these are not known at present as design work has not started. At the time of reporting, design costs paid so far in 2021/22 amount to £75k. If any additional design costs are incurred in 2022/23, then additional expenditure would be incurred. If all other estimated costs outlined in Table 1 above materialise, then the additional design costs would result in an overspend.

### Alternative Options Considered and Consultation

23. **Option 1** - This option represents the proposed training delivery plan for 2022/23 with all departmental training requests in place at a total increased cost of up to £1,566,981, to be met from the Budget Flexibility Reserve. At this stage, the additional funding is required for 2022/23 only. The whole Training Plan is refreshed annually, such that there is scope to produce a balanced training

budget for 2023/24 and beyond. This is the recommended option. Two alternative options below seek to reduce this deficit.

24. **Option 2** - This option seeks to reduce the budget deficit by removing what could be considered as non-risk critical training (see appendix 5). However, the removal of this training will still have an impact on the departments who have made the requests so it cannot be considered as without risk. The option also defers some driver revalidation courses by taking them out of the four-year cycle and into a five-year cycle that is in line with statutory requirements. Again, this is not without potential impact as it would remove the element of flexibility currently in place that assists in keeping staff within the cycle of competence. This option reduces the deficit by £153,126 to £1,413,855.

Table 2: Option 2 overall training position, 2022/23

	TU	£
<b>Budget that can be spent on training in 2022/23</b>		<b>19,943,550</b>
Fixed Fee		13,715,954
Non-TU training related costs		1,248,638
2022/23 projected training requirement	66,140	4,967,744
Specialist Fire Safety and Health & Safety training		374,164
Added funding for estimated 5% non delivery*		-267,095
Add estimated Major Change costs		1,318,000
<b>Total costs</b>		<b>21,357,405</b>
<b>Forecast surplus/ (deficit)</b>		<b>(1,413,855)</b>

25. **Option 3** – In addition to the measures suggested in option 2 above, there is an element of incident command training that could be deferred as a result of the numbers of level 1 incident commanders who have already received the minimum required amount of level 1 training. Deferment of additional Incident Command training for Sub and Station Officers who have completed a revalidation or accredited acquisition Incident Command course at level 1 would allow for a reduction in the Sub Officer and Station Officer courses within the TDP. This is outlined in appendix 6. However, this is not a recommended option as the courses represent additional good quality training in our most risk critical area that has been the recent focus of the HMICFRS. The reduction in deficit would amount to a further £86,554 taking the total deficit to £1,327,301.

Table 3: Option 3 overall training position, 2022/23

	TU	£
<b>Budget that can be spent on training in 2022/23</b>		<b>19,943,550</b>
Fixed Fee		13,715,954
Non-TU training related costs		1,248,638
2022/23 projected training requirement	64,927	4,876,635
Specialist Fire Safety and Health & Safety training		374,164

Added funding for estimated 5% non delivery*		-262,540
Add estimated Major Change costs		1,318,000
<b>Total costs</b>		<b>21,270,851</b>
<b>Forecast surplus/ (deficit)</b>		<b>(1,327,301)</b>

## Objectives and Expected Outcomes

26. This report details the contents of the proposed Plan for 2022/2023 and its contribution to the *London Fire Brigade Beginning Our Transformation Delivery Plan* strategic pillars of *delivering excellence* and *the best people and best place to work*.
27. The approval of the Plan is essential to ensure the Brigade meets its legal, financial, and moral duty to ensure all employees receive the training they require to competently perform the day-to-day activities of their role.
28. The Plan for 2022/2023 requires approval and this report recommends that the proposed 2022/2023 Plan detailed in appendices 1 to 2 below, is approved by the London Fire Commissioner:
  - Appendix 1 – Training Plan 2022/2023– Babcock Delivery Requirement
  - Appendix 2 – TCAP Pipeline 2022/2023

## Impacts

### Equality Impact

29. The London Fire Commissioner (LFC) is required to have due regard to the public sector equality duty (s 149 of the Equality Act 2010) when taking decisions. In broad terms, this involves understanding the potential impact of policy and decisions on people with different protected characteristics, taking this into account and then evidencing how decisions were reached.
30. 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.
31. 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.
32. The public sector equality duty requires the LFC, in the exercise of all of his functions (i.e., everything he does), to have due regard to the need to:
  - a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
  - b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
  - c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
33. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
  - b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
  - c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
34. 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.
35. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- a) tackle prejudice, and
  - b) promote understanding.
36. The December 2019 HMICFRS Inspection Report graded LFB as 'requires improvement' in the 'People' section of the inspection, and 'inadequate' on some areas of training provision, including noting that there is 'no corporate equality or diversity training'.
37. An Equalities Impact Assessment (see appendix 4) has been completed and been signed off by the Head of Culture.
38. On 1 July 2020 *Our Togetherness Strategy* was launched. A number of actions relate directly to training, and senior stakeholders will be accountable for the continued commissioning, implementation, and governance of these.

### **Procurement and Sustainability**

39. The Professional Services Category Team have been involved in the review of these costing submissions. The provision of cost is in line with the contract provisions of both the Training Approvals process and the Schedule 28 (Change) and the cost details and modelling are being scrutinised and this has been with a fully open book approach with Babcock Training Limited. The costs included in this report are prudent and we would hope that through additional review these can be reduced at the very least for courses and competencies which are not required next year. At the time this report was due for dispatch Babcock Training Limited were still working though the overall model.
40. As part of the process for 2023/2024 the process for compiling and submitting the TDP must be accelerated by both LFB and Babcock Training Limited as this year we are behind the contractual timetable.
41. It is also advised that the contract model be reviewed to ensure that given the increase in future requirements it continues to provide best value going forward.
42. 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, Commissioning and Alteration Process (TCAP).

### **Strategic Drivers**

43. In January 2020 the LFB published the *London Fire Brigade Beginning Our Transformation Delivery Plan*. The transformation plan is based around the four strategic pillars:
- The best people and the best place to work.
  - Seizing the future.
  - Delivering excellence; and
  - Outward facing.
44. The Plan supports the delivery of both the *delivering excellence* and *the best people and best place to work* strategic pillars.
45. *Delivering excellence* - The Plan aims to deliver organisational capability to ensure that our people can carry out their day-to-day activities safely, confidently, and well. The Plan also responds to the training related recommendations identified in the following reports:
- Grenfell Tower Inquiry Phase 1 Recommendations.
  - HMICFRS 2019 Inspection Recommendations and Action Plan; and
  - Independent Review of London Fire Brigade Training 2019.
46. The Plan consists of the agreed annual training requirements for the organisation. The Brigade has a legal, financial, and moral duty to ensure all employees receive the required training to competently perform their roles. Relevant statutory duties, legislation and industry guidance provide a best practice benchmark for LFB training requirements. This 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
  - Environmental Protection Act 1990
  - Civil Contingencies Act 2004
  - 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)
  - London Safety Plan 2017
  - London Fire Brigade Transformation Delivery Plan
  - Road Traffic Act 2006
  - National Resilience Capability Management and Assurance
  - National Operational Guidance for Fire and Rescue Services (NOG):
    - Incident Command.
    - Breathing Apparatus; and



- Emergency Response Driving.

47. *The best people and the best place to work* - The Plan provides key training for how we lead our people and how we create a diverse and inclusive workforce. The Plan is part of how we manage training and ensures our staff receive the right training, at the right time. It demonstrates an investment in our people, so that they are the best they can be.

### **Workforce Impact**

48. Although no staff side consultation was undertaken specifically in relation to this report, officers from the Training and Professional Development department meet with the Trades Unions on a monthly basis to discuss training-related matters, including the TCAP Pipeline (the meeting is entitled 'Training and Professional Development & Trades Unions meeting').

### **Finance comments**

49. This report recommends that the proposed London Fire Brigade Training Plan for 2022/2023 is approved at a revenue cost of £21,510,531 in 2022/2023. This represents an increase of £1,566,981 against the budget for that year. This increase is as a result of major change to the training contract provided by Babcock Training Limited due to exceeding the tolerance level in the Incident Command and Driver Training competency areas.
50. This report recommends that this additional one-off cost is met through a draw on the Budget Flexibility Reserve, which has a forecast balance of £30,582,000 at the end of the financial year. This projected reserve draw is also included in the Final 2022/23 Budget Report, which will be used to increase the budget to meet the full estimated contract cost in 2022/23.

### **Legal comments**

51. This report presents the TDP for 2022/2023 and seeks a commitment for additional expenditure to roll out the programme of training.
52. 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. 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.
53. 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...". Therefore approval from the Deputy Mayor is required to authorise the London Fire Commissioner to commit revenue expenditure of up to £1,566,981 in order roll out the TDP for 2022/2023.
54. Section 1 of the Fire and Rescue Services Act 2004 states the Commissioner is the fire and rescue authority for Greater London. The statutory basis for the actions proposed in this report is provided by sections 7 and 5A of the Fire and Rescue Services Act 2004 ("FRSA 2004"). Section 7 (2)(a) FRSA 2004 provides the Commissioner has the power to secure the provision of personnel, services, and equipment necessary to efficiently meet all normal requirements for firefighting. Furthermore, under section 7 (2)(b) of the FRSA 2004 requires that the Commissioner must secure the provision of training for personnel. Section 5A allows the Commissioner to procure personnel, services, and equipment they consider appropriate for purposes incidental or indirectly incidental to their functional purposes. The TDP for 2022/2023 will improve various elements of the extant training courses to enable better delivery of the LFC's strategic priorities.

55. The report confirms the professional development of staff will include work that will address the findings of the Grenfell Tower Phase 1 report in addition to the recommendations from the HMICFRS inspection. In doing so, the LFC is taking necessary steps to mitigate potential areas of risk.
56. The body of the report also refers to securing training needs under the existing training contract provided by Babcock Training Limited which has been procured compliantly in accordance with the Public Contract Regulations 2006.

## List of Appendices

Appendix	Title	Protective Marking
1.	Training Plan 2022/2023 – Babcock Delivery Requirement	Not protected marking
2.	TCAP Pipeline 2022/2023	Not protected marking
3.	Pensions remedy – skills impact on training requirements 21/21 vs 22/23	Not protected marking
4.	Equality impact assessment	Not protected marking
5.	Training Plan 2022/2023 – Babcock Delivery Requirement – Option 2	Not protected marking
6.	Training Plan 2022/2023 – Babcock Delivery Requirement – Option 3	Not protected marking

## Consultation

Name/role	Method consulted
Fire Stations department (Central Operations team)	Consultation was undertaken via email and meetings. As Commissioning Department this stakeholder has had direct influence on the content of the 2022/2023 Training Plan <b>(DAC Craig Carter and AC Andy Pennick)</b>
Operational Policy and Assurance department	Consultation was undertaken via email and meetings. As Commissioning Department this stakeholder has had direct influence on the content of the 2022/2023 Training Plan <b>(DAC Dan Kipling, SC Gary Woulds, SC Adam Barnett, GC Nick Harding, SC Ian Simpson, GC Pete Gustafson)</b>
Strategy and Risk department	Consultation was undertaken via email and meetings. As Commissioning Department this stakeholder has had direct influence on the content of the 2022/2023 Training Plan <b>(AC Andy Bell, Angela Sims)</b>
People Services department	Consultation was undertaken via email and meetings. As Commissioning Department this stakeholder has had direct influence on the content of the 2022/2023 Training Plan <b>(All senior team leaders including HoS Kate Bonham)</b>
Fire Safety department	Consultation was undertaken via email and meetings. As Commissioning Department this stakeholder has had direct influence on the content of the 2022/2023 Training Plan <b>(Sue Naylor)</b>
Communications department	Consultation was undertaken via email and meetings. As Commissioning Department this stakeholder has had direct

Name/role	Method consulted
	influence on the content of the 2022/2023 Training Plan <b>(HoS Lorraine Holmer)</b>
Operational Resilience and Control department	Consultation was undertaken via email and meetings. As Commissioning Department this stakeholder has had direct influence on the content of the 2022/2023 Training Plan <b>(DAC Patrick Goulbourne)</b>
Technical and Commercial Services department	Consultation was undertaken via email and meetings. As Commissioning Department this stakeholder has had direct influence on the content of the 2022/2023 Training Plan <b>(HoS Laura Birnbaum)</b>
General Counsel's department (GCD) department	Consultation was undertaken via email and meetings. As Commissioning Department this stakeholder has had direct influence on the content of the 2022/2023 Training Plan <b>(HoS Katherine Robinson)</b>

## Appendix 1: Training Plan 2022/2023– Babcock Delivery Requirement

Course Code	Course Name	2022/23 Delegate Requirement (T&PD Recommendation)	21/22 delegate requirement	Class Size	Classes Required to meet SoTR requirement	TU per class	Total TU
FFDP2A	Firefighter Foundation Development Programme	250	300	10	25	430	10,750
OIBRFC	Breathing Apparatus Refresher & Real Fire Training Carbonaceous	4011	4228	14	287	31	8,897
IC1LFP	Incident Command Level 1 - Leading Firefighter Practical	213	252	12	18	492	8,856
DTLGEF	Emergency Fire Appliance Driver	250	200	2	125	25	3,125
TS1EFR	Enhanced Flood Rescue Powerboat	84	84	6	14	154	2,156
IE171D	Immediate Emergency Care Update	3388	3388	12	283	6	1,698
TS05PB	TS05PB FRU Powerboat Level 2 Draft	162	48	6	27	56	1,512
LM02TT	Training for Trainers	900	552	6	150	8	1,200
OFCSTR	Level 1 Incident Command Revalidation Course	746	800	1	746	1.6	1,194
OISKRM	Rescue and Recovery Team: Acquisition and Refresher Training	240	280	6	40	28	1,120
ERDIAC	Emergency Response Driving Initial Acquisition (Car)	84	40	2	42	24	1,008
DTLG5D	Large Goods Vehicle Driving Practical (5 Days)	488	300	2	244	4	976
ERDTA3	32m Turntable Ladder Driver Acquisition Course	60	15	1	60	16	960
SSHVPR	HVP Refresher	261	260	9	29	32	928
OIBEDR	EDBA Refresher	834	834	15	56	16	896
ILOFSC	National Inter-Agency Liaison Officer	20	20	1	20	41	820
OIIED3D	Immediate Emergency Care (3 day)	1404	1716	12	117	7	819
IC1STN	Incident Command Level 1 - Station Officer	104	60	12	9	79	711
ERDRVA	Emergency Response Driving Refresher and Reassessment (Appliance)	440	500	2	220	3.2	704
DTTLA3	32m Turntable Ladder Operator Acquisition Course	120	40	3	40	16	640
OISKFS	Fire Rescue Unit - Core Skills	96	96	12	8	78	624

OIBFF D	Breathing Apparatus Refresher & Real Fire Training Carbonaceous - FFD	280	308	14	20	30	600
OISKL R	Large Animal Rescue Refresher	204	240	12	17	35	595
IE171 P	Immediate Emergency Care Update - PROP	1188	1188	12	99	6	594
Level 2 Acq - SC	Level 2 IC Acquisition - Station Commander	56		8	7	79	553
OISKL 2	Animal Rescue AR2	48	48	12	4	135	540
INPDP L	Middle Managers - Press Liaison Officer - Practical	70	96	6	12	43	516
INPLT H	Middle Managers - Press Liason Officer - Theory	70	96	6	12	42	504
LM03 P1	Leading Self, Leading Others, Leading Service Phase 1	300		12	25	20	500
LM04 P2	Leading Self, Leading Others, Leading Service Phase 2	300		12	25	20	500
LM05 P3	Leading Self, Leading Others, Leading Service Phase 3	300		12	25	20	500
OISTH A	HVP Continuation Training A	252	252	18	14	32	448
OISTH H	HVP Continuation Training C	252	252	18	14	32	448
FSSF S O	Senior Fire Safety Officer	12	12	12	1	384	384
OISTH X	HVP Continuation training - 20m Hose Extension	144	144	12	12	32	384
IC1SU B	Incident Command Level 1 - Sub Officer	150	204	12	13	28	364
TS02T R	Trench Rescue	56	84	14	4	89	356
ED03 SD	Stress, Anxiety & Depression	1380		12	115	3	345
IC1LFT	Incident Command Level 1 - Leading Firefighter Theory	213	252	12	18	18	324
OILOL 2	Line Operation - Fire Rescue Unit (Level 2)	72	72	12	6	53	318
INPLS M	Media Interview Skills	18	18	4	5	62	310
OIFBO C	Fire Boat Officer-in-Charge	9	9	3	3	102	306
DTLGB A	Emergency Response Driving Refresher (Appliance)	60	20	2	30	10	300
OILO MA	FRU Line Operation - MOS and Assessment	500	500	5	100	3	300
OILOH L	FRU - Lifts Rescue	60	24	6	10	26	260
TISKT 1	USAR One day scenario based course 1	132	144	12	11	20	220

TISKT 2	USAR One day scenario based course 2	132	144	12	11	20	220
TISKT 3	USAR One day scenario based course 3	132	144	12	11	20	220
TISKT 4	USAR One day scenario based course 4	132	144	12	11	20	220
TISKT 5	USAR One day scenario based course 5	132	144	12	11	20	220
OIWS BD	USAR Block D (Advance Shoring)	120	120	12	10	21	210
TISKT 6	USAR One day scenario based course 6	132	144	12	11	19	209
TISKT 7	USAR One day scenario based course 7	132	144	12	11	19	209
TISKT 8	USAR One day scenario based course 8	132	144	12	11	19	209
Level 2 Acq - GC	Level 2 IC Acquisition - Group Commander	26		8	4	52	208
IC3AT A	Incident Command Level 3 Acquisition	7		4	2	102	204
OISKT R	Water Rescue Technician Refresher Course	300	540	12	25	7.87	197
DTRS SC	Yacht master Coastal - Certificate of Competence	4		3	2	95	190
ERDR VC	Emergency Response Driving Revalidation (Car)	70	70	2	35	5.3	186
HSSAI	Senior Accident Investigator Course	12	12	12	1	181	181
DTLGE X	Emergency Fire Appliance Driver Extension	20	20	2	10	18	180
OIWS BE	USAR Block E (Hot Cutting)	120	102	6	20	9	180
TS01C S	Confined Spaces	48	72	8	6	30	180
TS04F T	Flood Response Technician Course	72	408	12	6	30	180
DTRSI A	Fireboat Technician	20	20	4	5	33	165
INTRD B	Youth Engagement -Managing Difficult Behaviour	60	60	12	5	33	165
OIWS BF	USAR Block F (Chainsaw)	102	96	6	17	9	153
TFCS TR	TFCSTR - Tactical Command Skills Training - Revalidation of Tactical Command Skills Level 2	65	240	1	65	2.25	146
OIBAE 3	Extended Duration Breathing Apparatus FRU - 3 Day	96	72	12	8	18	144
FCFSH F	HMEPO Refresher Training	20	36	12	2	71	142
OISKI A	USAR Phase A Tool Skills Acquisition (Technician 1)	20	30	12	2	67	134

OIST MC	Continuation Training for Mass Decontamination Personnel	792	792	18	44	3	132
SFCS TR	SFCSTR - Strategic Command Skills Training - Revalidation of Incident Command - Level 3	14	0	1	14	9	126
OIULAC	USAR Line Access in Casualty Extrication (LACE)	80	30	10	8	15	120
DTHV CR	High Volume Pump – Crew Operator	36	24	9	4	29	116
OISCU 3	Command Unit Module 3	24	88	8	3	38	114
DTRS ST	Day Skipper Theory	9		6	2	55	110
DTHV HO	Hook Lift Operator	72	40	2	36	3	108
DTRSS S	Basic Sea Survival	20	8	8	3	36	108
OIWS BG	USAR Block G (Line Access & Casualty Extrication)	172	270	10	18	6	108
TBC	Fireboat HIAB	12		4	3	34	102
DTLGB C	Emergency Response Driving Refresher (Car)	20	20	2	10	10	100
OISKU E	USAR Exercise	240	240	48	5	20	100
OIFRHZ	FRU - HazMat	48	48	12	4	24	96
OFCSTM	Operational Fire Command Skills Training Maintenance - Level 1	555	452	12	47	2	94
OIIED	Immediate Emergency Care (5 day)	112	72	12	10	9	90
OISCU 1	Command Unit Module 1	48	88	8	6	15	90
HMEPO1	HMEPO Initial	12	15	1	12	7	84
INTRSC	Youth Engagement - Safeguarding Children	72	72	12	6	14	84
DTHV HR	Hook Lift Refresher	54	72	2	27	3	81
ITDDL 1	Dragon Dictate - Dyslexia Software Training	40	40	1	40	2	80
FCFSHT	HMEPO Radiation Protection Supervisor (RPS) Training	20	24	12	2	37	74
OISK WR	Water Rescue Technician	72	72	12	6	12.08	72
DTHV DR	Hook Prime Mover Driver Familiarisation	72	40	1	72	1	72
DTLG2 D	Large Goods Vehicle Driving Remedial (2 Days)	24	24	1	24	3	72
TRBM AA	Bulk Media Advisor	12	12	12	1	70	70
ERDIAC	Emergency Response Driving Initial Acquisition (Car) Foundation	10		2	5	13	65

DTRS YT	Yacht Master Theory	9		9	1	61	61
DTMP OP	Multi Purpose Vehicle - Operator	20	12	2	10	6	60
SMICA C	Station Managers Incident Command Assessment Centre (Level 2)	60	60	1	60	1	60
FSFC MT	Conflict Management (Fire Safety)	36	36	12	3	18	54
OISKP D	Mass Decontamination – Initial Training	96	96	16	6	9	54
DTTLA 6	64m Turntable Ladder Operator Acquisition Course	24		4	6	8	48
ERDT A6	64m Turntable Ladder Driver Acquisition Course	16		1	16	8	48
OIFAF R	First Aid at Work for Non-uniform staff (3 days)	61	36	12	6	8	48
INREP N	Personal skills - Pre-Retirement Workshop	250	250	24	11	4	44
DGBB N1	Breaking Bad News	40	40	20	2	20	40
GMIC AC	Group Managers Incident Command Assessment Centre (Level 3)	36	36	1	36	1	36
TBC	Fireboat Coxswain	3		4	1	30	30
DTBF DR	Bulk Foam Unit Driver Familiarisation	14	8	2	7	4	28
DTHL DR	Hose Layer Unit Driver Familiarisation	18	10	2	9	3	27
TBC	Fireboat Radar	12		4	3	9	27
BMIC AC	BMICAC - Principle Officer Manager Incident Command Assessment Centre	12	0	1	12	2	24
DSLKE I	Port of London Authority Local Knowledge Endorsement Initial	12	12	4	3	8	24
DTBFF R	Bulk Foam Unit - Fork Lift Truck Refresher	16	16	2	8	3	24
LM01 DG	Middle Managers - Discipline and Grievance	96	96	12	8	3	24
OISCU 2	Command Unit Module 2 (CSS)	24	88	8	3	8	24
DTBFF L	Bulk Foam Unit - Fork Lift operator	14	8	2	7	3	21
DTMP RF	Multi Purpose Vehicle - Refresher	14	14	2	7	3	21
ITDSI N	Inspiration - Dyslexia Software Training	20	20	1	20	1	20
ITDSS S	Spark Space Dyslexia Software Training	20	20	1	20	1	20
ITDST H	Text Help Dyslexia Software Training	20	20	1	20	1	20
DTDV CB	Counter Balance Fork Lift Truck Operator	4	4	2	2	9	18



ERNW M6	64m Turntable Ladder Manoeuvring Acquisition Course - North Weald	8		4	2	9	18
DTTLS 6	64m Turntable Ladder Aerial Support Pump Operator	24		12	2	8	16
OISKH C	USAR Hot Cutting	16	8	4	4	4	16
OISM PC	USAR MPC Familiarisation	32	16	2	16	1	16
DTRSV H	Marine VHF Radio	20	8	8	3	5	15
ERFS M6	64m Turntable Ladder Manoeuvring Acquisition Course - Fire Station	8		4	2	7	14
DAIC AC	DAICAC - DAC Incident Command Assessment	12	0	1	12	1	12
DTAW DF	All Wheel Drive Vehicle Familiarisation	8	2	2	4	3	12
DTAW DM	All Wheel Drive Vehicle Refresher	8	8	2	4	3	12
OISKH F	HLU Support Staff Personnel	24	12	4	6	2	12
INPM P2	Project Management Level 2	24	24	12	2	5	10
DTDV CR	Counter Balance Fork Lift Truck Refresher	6	6	2	3	3	9
INPM PM	Project Management Training (level 1 - general)	24	24	12	2	4	8
DIRC AC	DIRCAC - Director Incident Command Assessment Centre	6	0	1	6	1	6
FCFSH G	HMEPO EDBA and GTS Training	36	36	12	3	2	6
TBC	Marine Diesel Engine	12		4	3	2	6
DTLG AS	Large Goods Vehicle Driving Assessment	5	5	1	5	1	5
TBC	ZEPA	4		2	2	2.5	5
DSLKE M	Port of London Authority Local Knowledge Authority Mock Exam	12		4	3	0	0
FFDEP A	FFD Workshop EPA	294	294	15	20	0	0
FFDP3 A	FFD Workshop 1	294	294	14	21	0	0
FFDP3 B	FFD Workshop 2	294	294	14	21	0	0
FFDP3 C	FFD Workshop 3	294	294	15	20	0	0
SFCS TA	SFCSTA - Strategic Command Skills Training - Revalidation of Incident Command - Level 3 - Assessor	14	0	1	14	0	0
<b>Total</b>		<b>27455</b>	<b>25632</b>	<b>11 58</b>	<b>4343</b>	<b>455 8.8</b>	<b>68,2 86</b>

## Appendix 2: TCAP Pipeline 22/23

TCAP Number	Course Code	Course Name	2022/2023 Delegate Requirement	Class Size	Classes Required to meet requirement	TU per class	Total TU
TBC	TBC	Leadership Workshops	TBC	TBC	TBC	TBC	TBC
TBC	TBC	HFSV	TBC	TBC	TBC	TBC	TBC
416	TBC	New BA sets	TBC	TBC	TBC	TBC	TBC
419	TBC	New Radio sets	TBC	TBC	TBC	TBC	TBC
TBC	TBC	FRU level 2 Line refresher	TBC	TBC	TBC	TBC	TBC
TBC	TBC	Emergency Rescue Boat Refresher	TBC	TBC	TBC	TBC	TBC
TBC	TBC	Urban Firefighting	TBC	TBC	TBC	TBC	TBC
403	IC4STC	Incident Command Level 4 Acquisition	TBC	TBC	TBC	TBC	TBC
TBC	TBC	Command Unit Driving course	TBC	TBC	TBC	TBC	TBC
TBC	TBC	Middle Leaders Programme	TBC	TBC	TBC	TBC	TBC

### Appendix 3: Pensions remedy – skills impact on training requirements 21/21 vs 22/23

Course Code	Course Name	Delegate Requirement		TU 21/22	TU 22/23
		21/22	22/23		
ERDIAC	Emergency Response Driving Initial Acquisition (Car)	40	84	220	462
FSSF50	Senior Fire Safety Officer	12	12	384	384
HMEPO1	HMEPO Initial	15	12	105	84
ILOFSC	National Inter-Agency Liaison Officer	20	20	820	820
DTTLA3	32m Turntable Ladder Operator Acquisition Course	40	120	213.33 33	640
DTTLA6	64m Turntable Ladder Operator Acquisition Course	0	24	0	48
OIBAE3	Extended Duration Breathing Apparatus FRU - 3 Day	72	96	108	144
OISKFS	Fire Rescue Unit - Core Skills	96	96	624	624
OISKHF	HLU Support Staff Personnel	12	24	6	12
DTHLDR	Hose Layer Unit Driver Familiarisation	10	18	15	27
OIOL2	Line Operation - Fire Rescue Unit (Level 2)	72	72	318	318
OISCU1	Command Unit Module 1	88	48	165	90
OISKWR	Water Rescue Technician	72	72	72.48	72.48
DTBFFL	Bulk Foam Unit - Fork Lift operator	8	14	12	21
ERDTA3	32m Turntable Ladder Driver Acquisition Course	15	60	240	960
ERDTA6	64m Turntable Ladder Driver Acquisition Course	0	16	0	128
OISKPD	Mass Decontamination – Initial Training	96	96	54	54
OIFRHZ	FRU - HazMat	48	48	96	96
DTHVDR	Hook Prime Mover Driver Familiarisation	40	72	40	72
DTMPOP	Multi-Purpose Vehicle - Operator	12	20	36	60
OISKIA	USAR Phase A Tool Skills Acquisition (Technician 1)	30	20	167.5	111.66 67
DTLG5D	Large Goods Vehicle Driving Practical (5 Days)	300	488	600	976
<b>Total Delegate/ TU Requirement</b>		1098	1532	4296.3 13	6204.1 47

## Appendix 4: Equalities Impact Assessment

### Standard Equality Impact Assessment Form

<b>Question 1: Which Team, Department, or Project Board is responsible for carrying out the Standard Equality Impact Assessment?</b>
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Name	Training and Professional Development Department (T&PD)
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<b>Question 2: Lead assessor's contact details</b>
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Name	<b>Kieran Dunn</b>	Mobile No	07920565180
Job title	Training Programming Planner	Extension	30466
Department	T&PD	Email	Kieran Dunn

<b>Question 3: Title of / policy (please include the policy number) / project / report / proposed change / initiative / decision</b>
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<b>Training Plan 2022/2023</b>
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<b>Question 4: Is the work...</b>
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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)	

<b>Question 5: Briefly outline the aim and the purpose of the work</b>
--

Aim	<b><i>To review the equalities impact of the Training Plan 2021/22</i></b>
Purpose	<i>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 2022/2023 has.</i>

<b>Question 6: Has an EIA been conducted previously? (please tick)</b>
--

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><b>Consider the relevance of the policy / project / decision on each group below and describe any impacts identified.</b></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)	<p><i><b>It is anticipated that the Training Plan 2022/2023 will have a neutral impact on this protected characteristic.</b></i></p> <p><i><b>Further analysis will be undertaken with regards to delegate course allocation profile and included within the monthly Training Performance report pack.</b></i></p>
<b>Disability</b> (physical, sensory, mental health, learning disability, long term illness, hidden)	<p><i><b>The Training Plan 2022/2023 has a positive impact as it contains and identified a requirement for the following courses which support staff diagnosed as having dyslexia:</b></i></p> <ul style="list-style-type: none"> <li><i><b>Dragon Dictate - Dyslexia Software Training</b></i></li> <li><i><b>Inspiration - Dyslexia Software Training</b></i></li> <li><i><b>Spark Space Dyslexia Software Training</b></i></li> <li><i><b>Text Help Dyslexia Software Training</b></i></li> </ul> <p><i><b>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 which forms part of the Togetherness Strategy action plan.</b></i></p> <p><i><b>The preloading of tablets used in training with the dyslexia software used by the Brigade is currently being explored. The tablets currently include access to apps which provide similar functions to Brigade software. However, the preference is to have access to the LFB used software.</b></i></p>
<b>Gender reassignment</b> (someone proposing to/undergoing/undergone a transition from one gender to another)	<p><i><b>It is anticipated that the Training Plan 2022/2023 will have a neutral impact on this protected characteristic.</b></i></p>

<b>Marriage / Civil Partnership</b> (married as well as same-sex couples)	<i>It is anticipated that the Training Plan 2022/2023 will have a neutral impact on this protected characteristic.</i>
<b>Pregnancy and Maternity</b>	<i>It is anticipated that the Training Plan 2022/2023 will have a neutral impact on this protected characteristic. 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>
<b>Race</b> (including nationality, colour, national and/or ethnic origins)	<i>It is anticipated that the Training Plan 2022/2023 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 then operational one).  As with age, a delegate profile report will be added to the monthly Training Performance meeting pack and monitored within that meeting, with appropriate positives action taken if required.</i>
<b>Religion or Belief</b> (people of any religion, or no religion, or people who follow a particular belief (not political))	<i>It is anticipated that the Training Plan 2022/2023 will have a neutral impact on this protected characteristic.</i>
<b>Sex</b> (Men and women)	<i>It is anticipated that the Training Plan 2022/2023 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 2022/2023 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?	

<b>Question 9: Has your assessment been able to demonstrate the following?</b>	
<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	<p><b><i>The Training Plan 2022/2023 contains a requirement for Equality and Diversity training which is currently in the TCAP (Training, Commissioning and Alteration Process).</i></b></p> <p><b><i>The equalities impact of the individual training courses included in the Training Plan 2022/2023 should have been considered at the time of commissioning the training and during any course review process resulting in a TCAP.</i></b></p> <p><b><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></p>

<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:	
<ol 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> </ol>	
What we must do under law	Provide a description or summary of how this will be achieved
Eliminate discrimination	
Advance equality of opportunity	<b><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></b>
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?	<b>Although no staff side consultation was undertaken specifically in relation to the Training Plan 2021/22, officers from the TPD department meet with the Trades Unions on a monthly basis to discuss training-related matters, including the TCAP Pipeline (the meeting is entitled "Training and Professional Development &amp; Trades Unions meeting").</b>		

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 2022/2023 report being presented to People's Directorate Board</i></b>



## Appendix 5: Option 2 – Course reduction or deferment

Course Code	Course Name	2022/23 Delegate Requirement (T&PD Recommendation)	Class Size	Classes Required to meet TDP requirement	TU per class	Costs	Total TU	Total Cost	Commissioning Department
DGBB N1	Breaking Bad News	0	20	0	20	£1,502.20	0	£ -	Central Operations
ERDR VA	Emergency Response Driving Refresher and Reassessment (Appliance)	100	2	50	3.2	£240.35	160	£ 12,017.60	Central Operations
ERDR VC	Emergency Response Driving Revalidation (Car)	30	2	15	5.3	£398.08	80	£ 5,971.25	Operational Policy & Assurance
ILOFS C	National Inter-Agency Liaison Officer	0	1	0	41	£3,079.51	0	£ -	Operational Resilience
INPLS M	Media Interview Skills	0	4	0	62	£4,656.82	0	£ -	Communications
INPM P2	Project Management Level 2	0	12	0	5	£375.55	0	£ -	Strategy and Risk

INPM PM	Project Managem ent Training (level 1 - general)	0	12	0	4	£300.4 4	0	£ -	Strategy and Risk
INREP N	Personal skills - Pre- Retiremen t Workshop	0	24	0	4	£300.4 4	0	£ -	People Services
INTRD B	Youth Engageme nt - Managing Difficult Behaviour	31	12	3	33	£2,478 .63	99	£ 7,435.89	Fire Safety
INTRS C	Youth Engageme nt - Safeguard ing Children	31	12	3	14	£1,051 .54	42	£ 3,154.62	Fire Safety
OILOH L	FRU - Lifts Rescue	24	6	4	26	£1,952 .86	10 4	£ 7,811.44	Operational Policy & Assurance

## Appendix 6: Option 3 - Course reduction or deferment

Course Code	Course Name	2022/23 Delegate Requirement (T&PD Recommendation)	Class Size	Classes Required to meet TDP requirement	TU per class	Costs	Total TU	Total Cost	Commissioning Department
BMIC AC	BMICAC - Principle Officer Manager Incident Command Assessment Centre	0	1	0	2	£150.22	0	£ -	
DAIC AC	DAICAC - DAC Incident Command Assessment	0	1	0	1	£75.11	0	£ -	
DGBB N1	Breaking Bad News	0	20	0	20	£1,502.20	0	£ -	Central Operations
DIRC AC	DIRCAC - Director Incident Command Assessment Centre	0	1	0	1	£75.11	0	£ -	

ERDR VA	Emergency Response Driving Refresher and Reassessment (Appliance)	100	2	50	3.2	£240.35	160	£12,017.60	Central Operations
ERDR VC	Emergency Response Driving Revalidation (Car)	30	2	15	5.3	£398.08	80	£5,971.25	Operational Policy & Assurance
GMIC AC	Group Managers Incident Command Assessment Centre (Level 3)	0	1	0	1	£75.11	0	£-	People Services
IC1ST N	Incident Command Level 1 - Station Officer	0	12	0	79	£5,933.69	0	£-	Central Operations
IC1SU B	Incident Command Level 1 - Sub Officer	0	12	0	28	£2,103.08	0	£-	Central Operations
ILOFS C	National Inter-Agency Liaison Officer	0	1	0	41	£3,079.51	0	£-	Operational Resilience
INPLS M	Media Interview Skills	0	4	0	62	£4,656.82	0	£-	Communications

INPM P2	Project Management Level 2	0	12	0	5	£375.55	0	£ -	Strategy and Risk
INPM PM	Project Management Training (level 1 - general)	0	12	0	4	£300.44	0	£ -	Strategy and Risk
INREPN	Personal skills - Pre-Retirement Workshop	0	24	0	4	£300.44	0	£ -	People Services
INTRDB	Youth Engagement - Managing Difficult Behaviour	31	12	3	33	£2,478.63	99	£ 7,435.89	Fire Safety
INTRSC	Youth Engagement - Safeguarding Children	31	12	3	14	£1,051.54	42	£ 3,154.62	Fire Safety
OILOHL	FRU - Lifts Rescue	24	6	4	26	£1,952.86	104	£ 7,811.44	Operational Policy & Assurance
SMICAC	Station Managers Incident Command Assessment Centre (Level 2)	0	1	0	1	£75.11	0	£ -	People Services