

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
7 June 2016
Item No. 13

REPORT AUTHOR: HEAD OF TRAINING AND DEVELOPMENT

SUBJECT: ANNUAL REPORT ON PROVISION OF EXTERNAL TRAINING

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Background Papers: None

Implications (tick✓):

LEGAL		FINANCIAL	✓
HUMAN RESOURCES		EQUALITY IMPACT	✓
ENVIRONMENTAL		POLICY	✓
CORPORATE RISK	Known	OTHER (please specify)	
	New		

Any implications affecting this report are noted at the end of the report.

PURPOSE

To provide Members with an overview on the external training provision within the Service.

RECOMMENDATION

That Members' consider the report and raise any specific questions that arise.

1. Summary

- 1.1 This Service is committed to the development and appropriate training of its entire staff. In order to support this, a range of externally provided courses and seminars are requested, identified and procured each year. The requirement for training is supported by a Training and Development Forum and access to training is monitored. External training has seen a managed budget reduction of 50% in five years; however this report demonstrates how effective collaboration and robust procurement practices have ensured that this Service continues to have highly skilled, professionally competent staff.

2 Introduction

- 2.1 Each year Head of Training and Development (HTD) produces a report to the HR Policy and Challenge Group detailing the provision of externally sourced training and the breakdown of associated costs; this report details the training costs for 2015/16. The report provides an overview of the training arrangements in terms of cost, the range of courses and suppliers as well as a comparison with the previous training years.

3 Use of External Training Providers

- 3.1 The Training and Development Manager is responsible for sourcing appropriate external training to meet the organisational requirements. To ensure that this is achieved effectively, the Service has a Training and Development Forum that meets periodically to review training needs. It includes standing members from all functional areas of the Service.
- 3.2 The Service utilises external training providers for a wide range of training and development requirements. The extent of training and proportionate spend upon particular areas varies significantly from year to year and is dependent upon training needs within that year (eg number of staff recruited/promoted into new roles, new operational requirements, changes to legislation and guidance etc.).
- 3.3 Scrutiny is continually applied by the Training and Development Manager and reported through functional meetings. The following information relates to training during the year 2015/16 and is provided for illustrative purposes. The cost shown includes both fees to the training provider and accommodation costs associated with the training. Where possible such training is undertaken at Service venues in order to minimise costs.

4. Budget

- 4.1 Significant reductions to external training budgets have been applied over a number of years. The budget for 2015/16 was £212,300 (before any earmark reserves are applied). This compares with 2010/11 of £414,500, demonstrating a managed five year reduction of 50%.
- 4.2 Despite these challenging reductions to budget, this Service continues to fully support the training and development of all staff, and recognises the value of having highly skilled, professionally competent personnel within all areas of the Service. A review of training provision was undertaken in 2015 that recognised this and provided support to managers in identifying training and development requirements.

5. Spend by Training Category

- 5.1 Fluctuations in costs do occur due to the reasons mentioned in para 3.2. Also to be considered is the fluctuation in retirements, leavers for various reasons and the subsequent spike in promotions due to these facts. This then creates an increase in newly promoted personnel on development programmes which in turn requires an increase in various development training.
- 5.2 2015/16 included additional budget to support the development of non-operational staff. An example is shown within 'Post specific learning' in the table below, which includes two delivery of training courses, two e-tendering and contract management courses and one level 3 education and training course. This also includes support toward developing our operational Rescue From Height capability at Dunstable Fire Station which is now available.

	2013/14	2014/15	2015/16
Training Type	£	£	£
Leadership & Management	25,976	34,522	27,588
Post specific development	21,687	28,528	49,520
Incident Command	54,945	14,505	29,392
Driver Training	1,550	4,234	3,263
Specialist Operational Trainer	37,872	55,221	64,715
Trauma Care/First Aid	20,830	23,330	30,005
Specialist Operational	51,975	2,925	14,855
Legislative Fire Safety	25,820	21,990	13,265
CPD Seminars/Conferences	12,240	7,877	4,826
RTC vehicle provision	24,185	22,025	10,818
Community Safety	2,887	6,519	5,311
Diversity	4,498	6,342	6,253
User Groups/Meetings/Memberships	2,455	2,410	6,324
Miscellaneous	1,048	2,606	2,877
Grand Total	243,058	233,034	269,012

6. Spend by Training Provider

- 6.1 Over fifty different external training providers are regularly used. A number of providers were used extensively (such as Fire Service College) and details are provided below of the highest individual spends. The costs include associated accommodation charges (which can be significant) where these have had to be included in order to support candidate attendance.
- 6.2 Significant savings were able to be made in 2014/15 by changing the Service's supplier of depolluted vehicles for Road Traffic Collision (RTC)

training following an approved supplier process. A review of RTC training also meant that vehicles were delivered to Kempston Fire Station instead of to individual Fire Stations around the County. This alongside a reduction in required training frequency has resulted in a decrease in vehicles required for training purposes and associated costs.

- 6.3 Further savings have been made in 2014/15 and 2015/16 by developing and delivering Fire Investigation and Hazmat training for supervisory operational personnel internally, using members of our Fire Investigation and Hazmat teams.

		2013/14	2014/15	2015/16
Training Provider	Training Type	£	£	£
Fire Service College	Various - See Table below	113,199	63,097	83,077
LIVES	Trauma Care/First Aid	20,830	23,330	29,845
London Luton Airport	Specialist Operational	17,700	20,400	27,600
Bedford College	IT, Pre retirement & various other specific courses	30,152	26,352	26,442
The Outreach Organisation	Specialist Operational Trainer	14,296	19,805	15,320
Experience the Country	4x4 driver training	11,446	5,250	9,375
J & K Recovery	RTC vehicle provision	24,185	240	0
Cotton End Car Salvage	RTC vehicle provision	0	9,600	10,800
MK Driver training	Driver Training	1,965	2,970	1,958
CFOA	Conferences	1,390	1,613	3,605
Millbrook Proving Facility	Driver Training	11,446	1,666	3,904
Essex FRS	Fire Investigation	7,869	0	2,966
Lee Valley	Water Rescue	0	2,500	920
Tactical Hazmat Ltd	Specialist Operational	14,347	4,245	0
Talent Ridge	Leadership & Management	0	9,993	3,787
Govnet	CPD Seminars/Conferences	497	3,522	985
Heightec Group	Specialist Operational Trainer	1,280	6,028	4,863
St. John Ambulance	Trauma Care/First Aid	629	3,233	160
Grand Total		271,231	203,844	225,607

7. The Fire Service College

- 7.1 In 2015/16 this Service undertook a wholetime firefighter selection and recruitment process. In order to deliver this, budget has been earmarked to 2016/17 which will support eighteen trainees undertaking a foundation course at Fire Service College. This will be the first new intake for six years; since running a foundation course in partnership with Hertfordshire FRS in 2010, this Service has sought to transfer in experienced and qualified firefighters, with thirty-three joining in the subsequent years.
- 7.2 Increases in categories are due to the requirement for Operational Managers to undertake residential Incident Command Courses and Strategic Executive Leadership Programmes.

	2013/14	2014/15	2015/16
Training Type	£	£	£
Specialist Operational	12,500	0	10,065
Legislative Fire Safety	25,820	19,863	11,340
Incident Command	54,845	14,505	32,796
Specialist Operational Trainer	18,853	28,729	28,755
Community Safety	1,081	0	0
CPD Seminar/Conference	0	0	0
Miscellaneous	0	0	121
Grand Total	113,199	63,097	83,077

8. Selection of Training Providers

- 8.1 The Service looks to achieve best value in the procurement of external training provision and will always seek to ensure that the most cost effective and efficient solution is achieved and that a range of providers are considered when buying in training whilst ensuring that the level of training meets the individual and organisational need. This includes consideration of all additional costs associated with training such as accommodation, travel and expenses payments.
- 8.2 Where available, the Service will use framework agreements to ensure compliance with procurement regulatory requirements. Some training and development opportunities are only available from singular or limited suppliers and where this occurs appropriate action is taken to mitigate any risk.
- 8.3 With training for prevention, protection and operational response work, in particular Incident Command, due to its specialist nature, there tends to be a relatively limited range of providers in the market place other than the Fire Service College.

8.4 In other more practical specialist operational roles, opportunities for achieving economies of scale and efficiencies through collaboration with other FRSs in the region are routinely explored and over the past years a greater emphasis has been made in utilising their skills and training resources. Examples include:

Animal Rescue Levels 1 & 2	Oxfordshire/Northamptonshire
Animal Rescue Level 3	Hampshire
LGV Driver Training	Hertfordshire
Breathing Apparatus Initial	Cambridgeshire
BTEC Management Training	East Sussex/Oxfordshire
Lee Valley White Water Centre	Suffolk/Oxford/Cambridge/Essex
Bariatric Rescue Training	Lincolnshire
Wildfire Training	Norfolk

8.5 The Service has revised the development programmes for all operational managers, and enhanced support to non-operational managers, by introducing courses which provide recognised qualifications including:

- Leadership and Management BTEC Level 3-7
- Executive Leadership Programmes

8.6 Work is continuing to identify potential collaborative work with other FRSs and organisations, such as Police, Ambulance and London Luton Airport.

8.7 We continue to work closely with Hertfordshire FRS, where this Service provides driver training for their middle and senior operational commanders whilst they in return provide LGV courses for our firefighters. This is detailed within a Memorandum of Understanding.

8.8 In 2016/17 we will be looking to expand this provision of 'Blue Light' driver training to other organisations following the accreditation by Skills for Justice of the Service's Training and Development Centre.

9. Comparison of Training Costs

9.1 The provision of external training courses by training category shows differences in Incident Command and Specialist Operational Courses. This is a result of retirements, leavers and promotions.

9.2 The development programme for operational personnel spans several years and creates fluctuations in respect of course availability between management and operational training which is reflected in some of the variations in expenditure.

9.3 Where a particular need has been identified then specific funding has been requested; the provision of appraisal training across the Service being an example. Fluctuations on wholetime firefighter training costs are based around annual need. For example since 2010/11 this Service has not required a wholetime firefighters foundation course, however a course of eighteen is planned for 2016/17 which will have significant costs attached.

10. Access to Training and Development

10.1 Personnel can request access to training through a variety of processes, which include annual appraisal, continual professional development (CPD), promotion and progression. Requests are usually submitted via an FSRT35 written request, which identifies the training/development, provides detail of attendees and organisational benefit, and requires line management evidenced support before Training and Development Manager approval.

10.2 In 2015/16 a total of 158 applications for external training, learning and development were submitted with all but 4 being supported. These have been reviewed by the Training and Development Management team and reported to the Equality and Diversity team for analysis to demonstrate support towards the Public Sector Equality Duty.

**SERVICE OPERATIONAL COMMANDER ANDY PECKHAM
HEAD OF TRAINING AND DEVELOPMENT**

Implications

Policy

All training is sourced and allocated in line with current Service policy.

Equality

All training is subject to a yearly equality analysis to ensure fair allocation of training.