

For Publication

Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge Group  
28 June 2018  
Item No. 13

---

**REPORT AUTHOR: HEAD OF SERVICE SUPPORT**

**SUBJECT: ANNUAL REPORT ON PROVISION OF EXTERNAL TRAINING**

---

For further information on this Report contact: Strategic Operational Commander Christopher Ball  
Head of Service Support  
Tel No: 01234 845089

---

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 may arise.

---

### 1. Summary

- 1.1 The 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. 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 This annual report to the HR Policy and Challenge Group details the provision of externally sourced training and the breakdown of associated costs; this report details the training costs for 2017/18. 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 (TDM) is responsible for the delivery of 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 (e.g. number of staff recruited/promoted into new roles, new operational requirements, changes to legislation and guidance etc.).
- 3.3 Scrutiny is continually applied by TDM and reported through functional meetings and budget monitoring processes. The following information relates to training during the year 2017/18 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 2017/18 was £222,300. This compares with 2010/11 of £414,500, demonstrating a managed six year reduction of 46.36%
- 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.

## 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 increase in promotions due to these issues. This then creates an increase in personnel undertaking development programmes with associated costs.
- 5.2 2017/18. The Specialist Operational Trainer costs have increased due to supporting additional Station based instructors to deliver Rope Rescue, Water Rescue and Large Animal Rescue.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Training Type</b>	<b>£</b>	<b>£</b>	<b>£</b>
Leadership & Management	27,588	32,999	5,388
Post specific development	49,520	35,984	35,330
Incident Command	29,392	54,054	18,765
Specialist Operational Trainer	64,715	30,556	70,795
Trauma Care/First Aid	30,005	23,330	24,340
Specialist Operational	14,855	40,323	12,680
Legislative Fire Safety	13,265	11,620	6,459
CPD Seminars/Conferences	4,826	3,024	4,182
RTC vehicle provision	10,818	9,820	10,800
Community Safety	5,311	2,760	3,623
Diversity	6,253	6,000	6,562
User Groups/Meetings/Memberships	6,324	1,320	2,970
Miscellaneous	2,877	2,555	0
<b>Total</b>	<b>265,749</b>	<b>254,345</b>	<b>201,894</b>

## 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 where these have had to be included in order to support candidate attendance.
- 6.2 Savings have been made by reviewing how and where courses are delivered. Whilst some of the training requirements are complex and require specific specialist providers, others may be achievable through the development of local delivery methods, alternative suppliers and collaborative opportunities. The Executive Leadership Programme was an earmarked reserve, costs associated with this have been split over training years 2016/17 and 2017/18

		2015/16	2016/17	2017/18
Training Provider	Training Type	£	£	£
Fire Service College	Various - see table below	83,077	97,864	75,410
LIVES	Trauma Care/First Aid	29,845	23,330	24,340
London Luton Airport	Specialist Operational	27,600	16,881	27,600
Bedford College	IT, Pre retirement & various other specific courses	26,442	15,901	10,805
The Outreach Organisation	Specialist Operational Trainer	15,320	19,247	21,264
Experience the Country	4x4 driver training	9,375	7,125	5,250
J & K Recovery	RTC vehicle provision	0	0	0
Cotton End Car Salvage	RTC vehicle provision	10,800	9,820	10,800
MK Driver training	Driver Training	1,958	11,725	6,923
CFOA	Conferences	3,605	2,500	2,760
	Executive Leadership	10,000	10,000	3,588
Millbrook Proving Facility	Driver Training	3,904	3,565	3,504
Essex FRS	Fire Investigation	2,966	0	0
Lee Valley	Water Rescue	920	6,325	5,865
Tactical Hazmat Ltd	Specialist Operational	0	1,250	0
Talent Ridge	Leadership & Management	3,787	3,000	1,200
GovNet	CPD Seminars/Conferences	985	1,168	1,222
Heightec Group	Specialist Operational Trainer	4,863	1,925	3,465
St. John Ambulance	Trauma Care/First Aid	160	0	590
<b>Grand Total</b>		<b>235,607</b>	<b>231,626</b>	<b>204,586</b>

6.3 The table above shows all significant providers of training for clarity and comparison. Some of these providers support the delivery of operational training which is managed outside of the external training budget. These include LIVES trauma care training, London Luton Airport, Experience the Country, MK Driver training, J&K, Cotton End cars and Millbrook Proving Facility.

## 7. The Fire Service College

7.1 In 2017/18 the Service undertook a wholetime firefighter selection and recruitment process. 13 trainees undertook a Firefighter Development course at the Fire Service College.

7.2 Firefighter Development training is not managed within the external training budget – it has its own cost code to report against - and is shown here for clarity.

7.3 The requirement for Specialist Operational Trainer courses at the Fire Service College have increased during 2017/18 due to new training staff within the Training & Development centre. It is anticipated that the cost associated with this will remain stable during 2018/19

	2015/16	2016/17	2017/18
Training Type	£	£	£
Specialist Operational	10,065	13,325	3,255
Legislative Fire Safety	11,340	10,420	4,030
Incident Command	32,796	54,054	18,765
Specialist Operational Trainer	28,755	19,600	48,025
Community Safety	0	0	0
CPD Seminar/Conference/ Misc	121	465	1,335
<b>Total</b>	<b>83,077</b>	<b>97,864</b>	<b>75,410</b>
Recruit Foundation Training	0	141,750	97,500
<b>Grand Total</b>	<b>83,077</b>	<b>239,614</b>	<b>172,910</b>

## 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. 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 Whilst consideration is always given to ensuring the most suitable training provider is identified for our range of prevention, protection and operational response requirements, and in particular Incident Command, the specialist nature of some of these activities relies on our use of the Fire Service College as a significant sector-specific provider.

8.4 In other more practical specialist operational roles, opportunities for achieving economies of scale and efficiencies through collaboration with other Fire and Rescue Services (FRS) in the region are routinely explored. Over 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
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:
- Incident Command Level 7
  - Leadership and Management BTEC Level 3-7
  - Executive Leadership Programmes
- 8.6 Work is ongoing to identify collaborative opportunities with other FRS and organisations, such as Police, Ambulance and London Luton Airport.
- 8.7 We continue to work closely with Hertfordshire FRS, where BFRS provides driver training for their middle and senior operational commanders and they in return provide LGV courses for our firefighters. This is detailed within a Memorandum of Understanding. We also ran an 'Aspire' leadership programme in partnership with Cambridgeshire FRS, where collaboration provided effective and cost-effective development for a cross-section of managers.
- 8.8 In 2019/20 we will be exploring opportunities to support our staff using the National Apprenticeship levy.
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. This is reflected in some of the variations in expenditure.
- 9.3 Whole-time firefighter training costs are based around annual work force planning. The Service continues to benefit from transfer of experienced firefighters from across the country which provides cost-effective recruitment. In January 2018 five Firefighters joined the Service from other Fire & Rescue Services.
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 and functional head support before the TDM considers approval.
- 10.2 All applications for external training are subject to line manager scrutiny before being reviewed by the Training and Development Management team.

Any requests which are declined are reported to the Diversity team for analysis to demonstrate support towards the Public Sector Equality Duty.

**STRATEGIC OPERATIONAL COMMANDER CHRISTOPHER BALL  
HEAD OF SERVICE SUPPORT**

**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.