



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

IRMP 2011-12 Action plan

Recommendation 6

Provision of Operational Training and Development

Part Three



Appendixes

Training Review Criteria

Below is the list of areas explored to complete the Training Review. In bold are the main headings whilst the bullet points cover the items under each heading

Guidance Strategy and supporting documentation

- Gather all National Training Guidance documents and examples of "Best Practice"
- Create standard template for Training Information Notes to sit within Training Framework Document.
- Create Overarching Training Strategy Document
- Create Training Framework Document
- Create Workforce Development Strategy

Review of Current Training Provision

- General review of training provision
- Identify current Training Plan
- Conduct Station specific training Profiling Review. (IDR)
- Review Existing T&D Meeting Structure to ensure it is fit for purpose and includes all relevant stakeholders
- Identify Key specific areas of operational training going forward, based on risk assessment i.e. BA, ICS, Water
- Review existing methods of Training Delivery
- Review existing facilities and proposals for e-learning
- Review opportunities for specific collaboration/outsourcing of Training
- Review requirement for Commercial Training

Review Existing Training Facilities

- Identify individual/ Cluster training requirements
- Review existing LOCAL training facilities
- Review existing Training Centre Facilities
- Identify requirements for training facilities going forward in line with Strategy and Framework Document.

Review Existing Individual Development Records

- Establish IDR Working Group
- Review exiting IDR identifying safety critical elements and location specific elements
- Create new IDRs risk mapped to each Station/Location
- Create new IDRS for Recruit FFs and department based non-riders specific to Station

Review Recording/ Competence Systems

- Review existing IDR recording system and identify areas in need of improvement
- Ensure recommendations for improvement are fed into Red Kite system
- Review current Officer's IDR and method of recording and make necessary improvements
- Review NVQ process

Review Staffing and Structure of Training & Development

- Confirm existing structure and validity of qualifications
- Identify new structure to support Strategy and Framework Document
- Development of QA Role
- Development of Workforce Development Role

Review outcomes of the Internal Audit (consolidation) Report

- Establish a sustainable refresher programme for BA
- Establish a framework for the delivery of BA training to include Compartment Fire Behaviour Training (CFBT)
- Develop robust Quality Assurance Process for BA
- Review on Station training delivery methods for BA
- Develop centralised storage facility for BA presentations
- Update BA presentations to ensure accuracy
- Review Incident Command training and assessment tools
- Review dynamic and analytical risk assessment processes and review effectiveness
- Incident command skill sets
- Review Active Incident Monitoring (AIM) policy to ensure it includes responsibility levels
- Review and rationalise the IDR process
- Review the Red Kite system to ensure it meets the needs of the Service
- Establish a mentoring process for all roles in the organisation
- Produce Training Strategy Document
- Review the electronic debrief system
- Provide suitable and sufficient training buildings
- Withdraw outdated SPI 2
- Develop training Framework Document
- Ensure training programmes reflect local risk
- Explore alternative training methods
- Operational personnel to be training in the INTEL processes
- Community Risk managers to be training in the INTEL processes
- Effective communication of strategic direction

N.B There is significant repetition between the Internal Audit points and the Training Review points; this is because a number of areas within the audit had already been identified by the training team prior to the release of the report. These items will be picked up throughout the report where they occur.



Training Strategy and Framework Document

Introduction

The purpose of this Strategy is to ensure that managers and employees are aware of the Authorities approach to workforce and organisational development, why it is important and the roles they play in making this happen.

Training and Development Strategy

Hereford & Worcester Fire & Rescue Service (HWFRS) has a duty to provide appropriate training and development for its entire staff in order to provide an effective and efficient service for the people of Hereford & Worcestershire, and to ensure the health, safety and welfare of its employees.

HWFRS is firmly committed to developing its workforce by providing the necessary training structure, facilities and resources. There are a number of national and local drivers that help inform the processes that are used. The overall purpose for the strategy and associated framework is to focus on ensuring that the Service has appropriately skilled and competent personnel. Whether staff are responding to incidents, promoting safety in the community or providing the essential support services we need to function, it is important that each and every person has the correct training and development to undertake their role effectively.

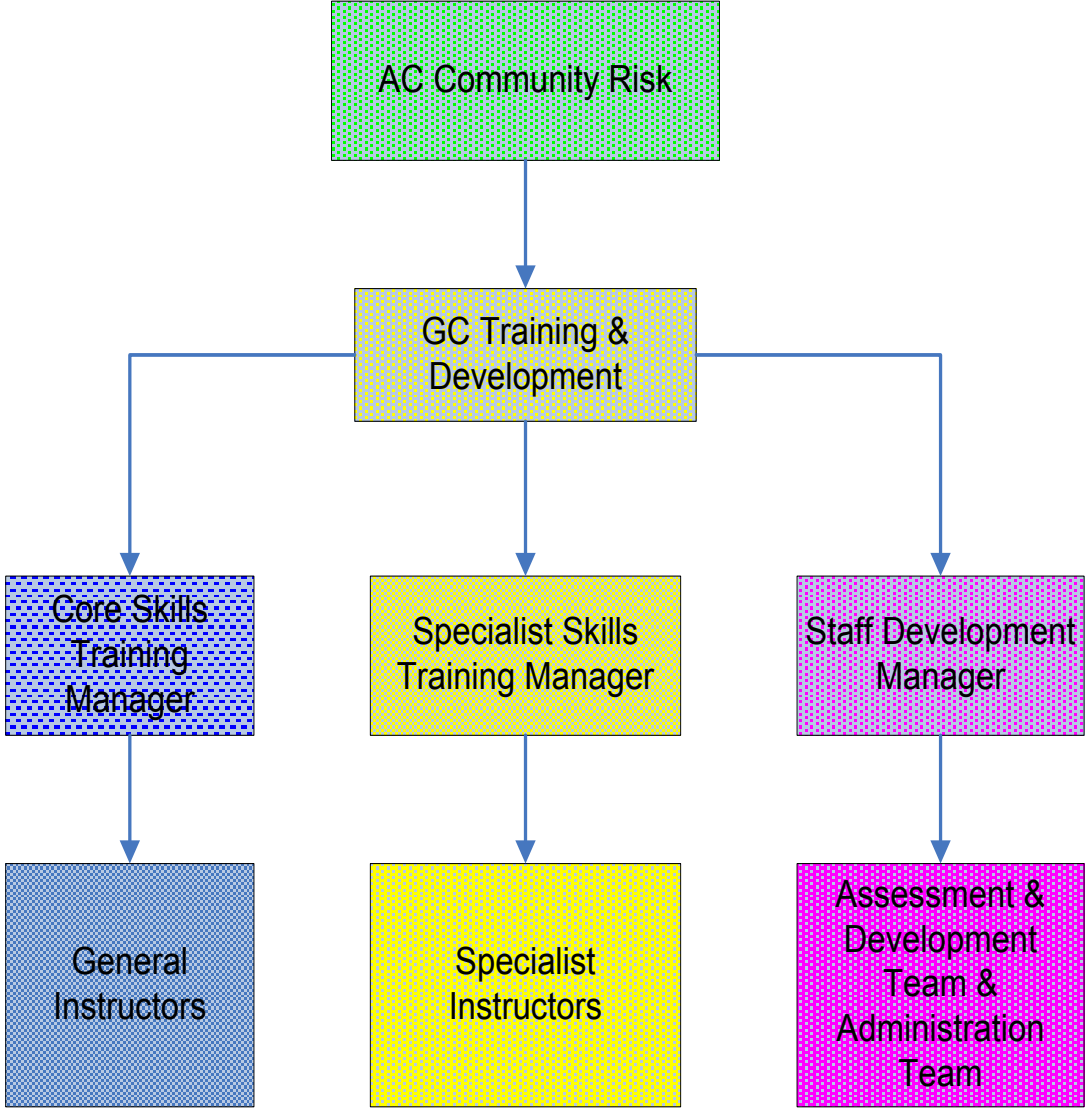
The basis for ensuring a safe, competent and well trained workforce is ensuring that the principles of the Integrated Personal Development System are embedded within the Organisations training, learning and development policies. This will be achieved by using a mixture of training delivery methods utilising external as well as internal training providers.

This strategy links to the Training Framework Document which details training provision in relation to prevention, protection, intervention, resilience and civil protection. The Training Framework Document also provides the basis for financial planning, staffing resource and logistical support arrangements that the Training and Development function requires to meet the needs of the Service.

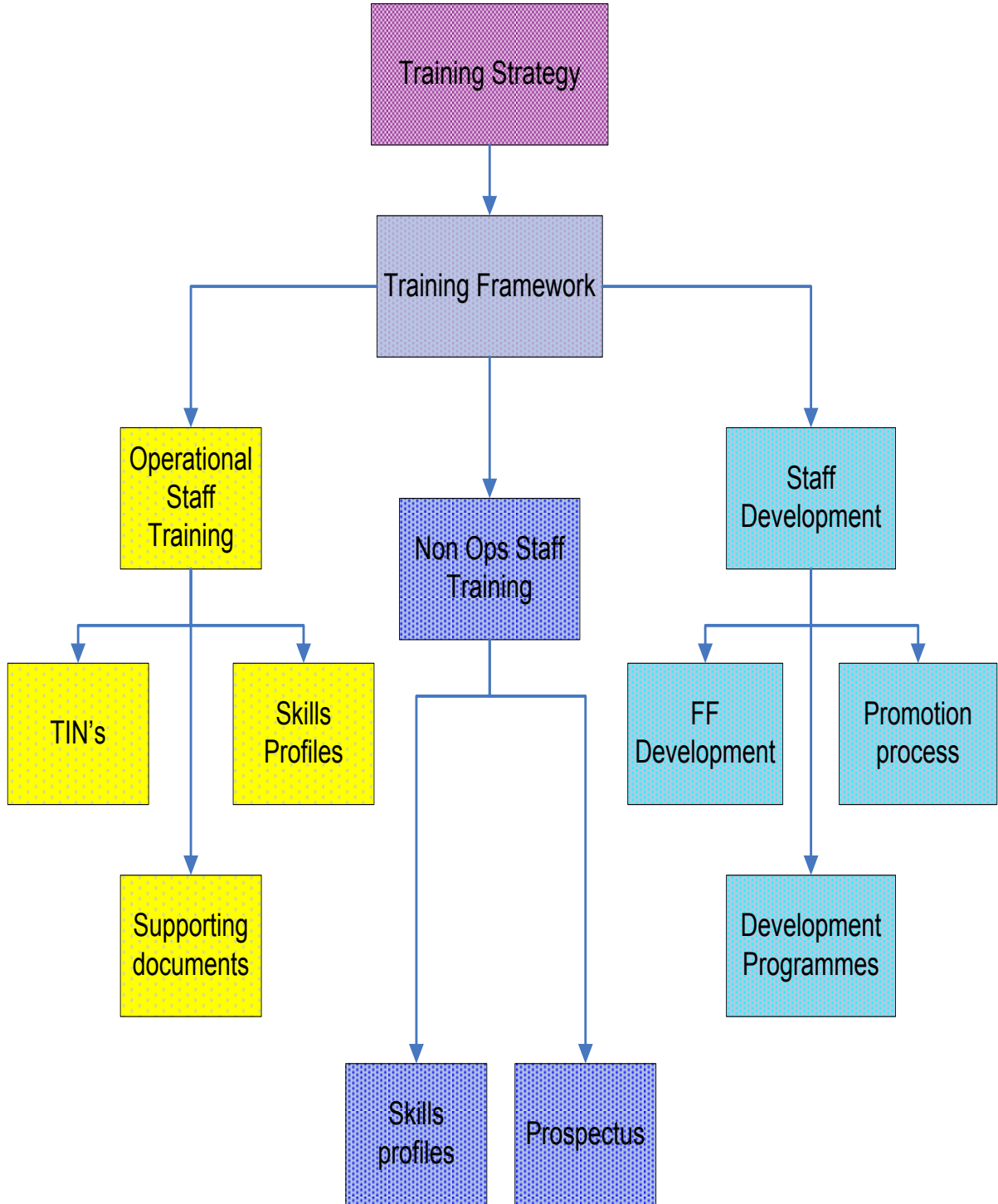
All Training has been subject of an Equality Impact Assessment (EIA) in line with the Organisations current policy (Ethical framework & Code of Conduct) SPI 1, section D part 1.([hyperlink](#))

This document will be reviewed annually to ensure it remains current and meets the changing needs of the organisation

Training & Development Structure



Training & Development Framework



Training Framework Document

Introduction

The purpose of this Training Framework Document is to ensure that managers and employees are aware of the Authorities approach to workforce and organisational development, why it is important and the roles they play in making this happen.

This Training and Development Framework is an overarching document that sets out the structure and principles by which Hereford & Worcester Fire & Rescue Authority (HWFRS) will ensure that it has a skilled workforce that can meet all the demands placed upon a modern Fire and Rescue Service. HWFRS is committed to providing training products that respond to and meet dynamic new demands and challenges placed upon the service and to make effective use of technology to train and maintain competence, such as e-learning and command simulation.

The Training Framework Document is a plan for training and development, and details how the Organisation will deliver its aims to prepare all staff sufficiently to carry out their roles effectively and above all safely. It has been designed to address Core Skills in line with Station and Departmental Skills Profiles as well as issues identified from Station Risk Profiles to meet the Fire and Rescue Authorities legal duties and responsibilities. It has been aligned to meet the requirements of:

- Corporate Plan
- Fire and Rescue Services Act 2004,
- Civil Contingencies Act 2004
- Health & Safety at Work Act 1974.
- Integrated Risk Management Plans

The Strategy is based upon the principles of the Integrated Personal Development System [(IPDS) Competence Framework for the Fire Service], the Fire & Rescue Service National Framework and the National Occupational Standards which have been developed in conjunction with Skills for justice.

Framework

A key benefit of this framework document is the provision of a “one stop shop” for information relating to training, whether it is to find specific details of a course, refresher periods, reference documents or development programmes, it can all be easily located within this document.

This document details the general principles behind training and how the Training and Development Centre will apply these principles to ensure staff are appropriately trained to carry out their roles.

To assist in drilling down to the specific area of interest, on this page there are 3 additional Buttons labelled “Operational Staff”, “Non Operational staff” and “Staff Development”. Click on the appropriate area to open up a new page to reveal subject

headings. There is the option to then drill down to as much detail as is required on any subject. The reader will also note that where reference is made to any document, there is the ability to open that document by simply clicking upon it.

The Framework will be reviewed, audited and evaluated in March of each year against

- The Quality Assurance Framework for Learning and Development in the Fire Service,
- The Equality Standard for Local Government
- ISO 9001:2000 requirements.

Operational Staff training

Within this section are station skills profiles, the training & assessment planner and Training Information Notes (TIN's)

Station Skills Profiles

These are a list of requirements or skills that are specific to each station location, they detail the minimum and desirable numbers of staff trained in a required subject to ensure the station/watch can function efficiently. The “minimum” figure relates to the minimum number required to satisfy the units/ stations requirements, the desirable figure is the number required for efficiency and smooth running and the one by which training is requested on an annual basis.

These figures will be used by Training and Development Centre (T&DC) for prioritisation of training courses in order for the most significant risk to be addressed first.

The skills profile for each watch/ unit will be reviewed annually (in September) by the SC responsible for the unit and agreed by GC Training & Development.

Training & Assessment Planner

Core skills training and assessment will be carried out on a rolling programme to satisfy the needs of Stations and that of the individual's development records. The Training and Assessment planner is a year on year planner which be viewed by clicking on the tab marked “Training & Assessment Planner” on the left of this page. The core areas within the planner have been divided up to give an even spread of training days each year to minimise impact on Stations and T&DC and to allow effective planning.

Training Information Notes (TIN's)

The TIN's are concise documents that define the requirements placed on HWFRS by industry, legislation and best practice to achieve the required standard of training and competence.

They will form the basis of all training and training material and will ensure that training is appropriate, consistent, timely and meets the needs of the Service. They will in turn allow for resource planning and budget allocation.

The TIN's specifically detail the requirements for acquisition, maintenance, refresher and quality assurance of skills.

The TIN's are reviewed annually (in March) and will take account of external and internal pressures and requirements, service expectations and feedback

Non Operational Staff Training

Within this section are departmental skills profiles and a prospectus of courses in line with those skills profiles.

Departmental Skills Profiles

These are a list of requirements or skills for each department, they detail the minimum and desirable numbers of staff trained in a required subject/ area to ensure the department can function efficiently. The minimum figure relates to the number of people trained to allow a function to be completed, although there could be an impact on efficiency. The desirable figure is the number for efficient and smooth running of the department and the one by which training will be requested on an annual basis.

These figures will be used by T&DC for prioritisation of training courses so the most significant risk can be addressed first.

The skills profile for each department will be reviewed annually (in March), by the department head and agreed by GC Training & Development.

Prospectus

This will reflect the skills required by each department and will allow T&DC to plan effectively and source appropriate training providers with the necessary skills to deliver the training and to provide courses to more than one department with a similar requirement, thus increasing efficiency and ensuring cost effectiveness.

Staff Development

Within this section are details of development programmes for all levels within the organisation, outlining who they are aimed at, what is required for completion, time frames and the quality assurance element for those skills.

Also to be found are details of promotion processes and what is required of individuals interested in entering these programmes.

Training and Development Delivery

HWFRS recognises that training, development and assessment is a fundamental requirement from the first day of service to the last. All training needs to be sufficient and suitable and must be maintained with effective refresher programmes where appropriate, with some form of quality assurance element to ensure there is understanding and appropriate application.

Training Needs Analysis (TNA)

Before anyone can be trained an analysis of what is required must be made. Several factors have to be taken into account. These are:

- Impact of legislation, existing and new as well as other external influences and best practice.
- Needs of the organisation and partners including other FRS's
- Needs of individual stations or departments (risk profiles etc)
- Needs of individuals (learning styles/ needs, development programmes etc)

This is a complex process as one size does not fit all. HWFRS recognises this and has developed a flexible approach to learning, tailoring training delivery for individuals and groups such as modular courses and e-learning programmes as well as providing training in the evenings and at weekends to best fit the needs of the individuals or groups. This analysis is conducted annually to ensure that the Training and Development Centre (T&DC) are providing the best and most appropriate service to all staff.

Competent Workforce

To ensure staff have the right skills to do the job a framework must be adopted and adhered to. There are a number of elements to this framework which when put together create a continuous loop which produces and maintains a competent and skilled person. The elements of that framework are detailed below;

Recruitment Phase (Acquisition)

Recruitment and induction is the role of the personnel department, following recruitment staff must acquire the appropriate skill for their role, in practice this is more applicable to firefighters as support staff tend to be appointed having already attained the appropriate skills for the role.

To correctly equip the Organisations staff, HWFRS will ensure that each individual possesses the skills outlined in the National Occupational standards (NOS) or Person Specification regardless of role or work pattern, this may be achieved via a training programme or by entering into a bespoke development programme.

Maintenance

Following acquisition all staff members will be required to operate as part of the team and to demonstrate competence in their skills sets against their role. This will be achieved in a variety of ways and may be part of a vocational qualification or workplace assessment. Operational staff will also complete an individual development record (IDR), (the platform currently in use is Red Kite). This is a recording tool to allow staff to log training and assessments against the appropriate occupational standards.

The IDR's will vary from Station to Station and person to person to reflect the local environment and specific risks each person is likely to be exposed to and will also reflect upon the risks within the surrounding area.

There will be a requirement for individuals to gather evidence to demonstrate that activities have been successfully completed at particular intervals, known as activity prompts, they are not prescriptive training frequencies but a guide to how often a skill should be practiced. They give local managers the freedom to concentrate on the areas of greatest need at the expense of well practiced skills. Evidence can be gathered by attending incidents as well as simulated training events.

Refresher

To ensure that staff maintain an appropriate standard and level of skills and knowledge it is necessary to revisit some training programmes to refresh skills and update people with changes to current practice. The time periods between this training is dependent upon the complexity of the subject or any legislative requirements. This will be monitored by T&DC and fed into the training schedule and the prospectus as required.

Quality Assurance

To ensure that staff maintain a specific level of knowledge and more importantly understanding, the Training and Development Centre will oversee a quality assurance programme which will concentrate on the core or risk critical skills associated with the department/ station. This will take the form of an independent assessment of skills against the National Occupational Standard (NOS) where they apply, and ensure all staff are operating at the appropriate level. The process will include quality assurance of internal (station based and TDC) and external training providers in line with TDC's

internal quality assurance systems and will also provide ongoing support and training for those delivering training to others.

Benchmarking will take place with other local and regional services to ensure that the most effective way of organising and delivering training and development has been taken into account.

The currency and frequency of training, along with the type and range of training and assessments undertaken are important issues which are included in the Training and Development Framework and all personal development records.

To ensure consistency of the products delivered by the Training Department all courses will be designed and audited against the requirements of ISO 9001.

Realistic training

(Exercise framework to be added as a side bar to the sharepoint page)

HWFRS recognises the value of realistic training and requires personnel to take part in exercises on a regular basis. Districts will be responsible for organising and delivering their own programmes in conjunction with Service Delivery, but T&DC will be the custodians of the Station, District and Service level programmes. They will not however be responsible of organising them. Instead T&DC will feed into the organisers with advice and support where requested and provide quality assurance if appropriate. A copy of all exercise notices must be forwarded to TrainingAdmin@hwfire.org.uk with details of support required by T&DC

It is important that these scenario based programmes reflect the requirements of individuals competency and training records and represent the risks faced by local crews, are as realistic as possible and should target high risk premises/ activities. This coupled with the underpinning knowledge in relation to the risk and procedures will ensure staff are properly trained to deal with the hazards they are likely to face at operational incidents.

To support this training, strategically placed training buildings have been provided throughout the Service training area and have been designed to provide a wide variety of appropriate training equipment and scenarios.

Cross Border/ Multi Agency Training

The next level to the realistic training approach is to ensure that the Service trains with its partners, including other FRS's and partner agencies, to ensure that all involved are attuned to the needs of the other agencies to create a platform of common understanding

Service Delivery will embark on a programme of cross boarder and multi agency exercises to support the aims mentioned above.

These will be designed to take account of local, national and regional risks. They will ensure staff are trained and understand the risks they are likely to face and give them

the opportunity to work with the people from other agencies and FRS's that they are likely to encounter.

Debriefing

There will be little point in carrying out these exercise programmes if nothing is learnt from them. It is essential that information is fed back by all staff to influence training and development via an appropriate debriefing process. The information will be fed into TDC via the Training Managers Meetings.

Information on how to feed information back into the Service can be found on Operations Sharepoint site under "Debrief Returns T101" (hyperlink)

Training Locations

It is the intention of the organisation to provide realistic training venues and to minimise the amount of time crews have to spend travelling to carry out this training

The Service has embarked on a building programme to provide a number of Strategic Training Facilities (STF's) around the Service area, designed to meet the needs of staff and to enhance the quality of training delivered. They have been located to reduce travel distances and ensure all operational staff have easy access to them. These facilities will provide the necessary facilities to allow Firefighters to maintain their skills in line with the skills profile for their particular station/ Station ground and will increase the effectiveness and efficiency of delivery.

The type of training required will dictate the location in which it is delivered and will take one of the following forms:

- The most suitable venue for some forms of training will still be Training Centre or a similar classroom location due to the target audience or facilities required.
- Where possible and appropriate, training will be delivered at station or in department by instructors either using T&DC or remote instructors.
- The majority of operational training including refresher programmes will be delivered at the closest (STF) to minimise inconvenience for staff.

Requesting Training

Training can be applied for in a number of ways:-

- By consulting the skills profile for the station or department and making a request to address any shortfalls.*
- By making a request via the IPDR system to address particular individual development needs
- By earning a place on a development programme (Courses will usually be automatically programmed for you)

- By requesting group training in a particular subject by direct request to the Group Commander TDC. This can be for initial or refresher training
- By making a request for support for routine training utilising specialist instructors.**

* Requests must be made by the 1st October each year and forwarded to GC Training & Development (process will be prompted by T&DC) to allow for budgeting and programming into the following years training planner. It will therefore be essential to forecast potential gaps in the station skill profile that may/will appear the following year.

** Training Centre has at its disposal specialist instructors who can be utilised to support training programmes (see Training Delivery) They can be requested to support training events (exercises for example) where their specialist knowledge would be vital to the success of the training. They will not to be used to deliver routine training packages except they have specialist knowledge that is vital for successful delivery.

“Booking” Training

All training requests, other than routine on station training, must be organised in consultation with T&DC (this includes exercises), so that records can be kept and so that crewing is not compromised. To achieve this there are a number of avenues that can be taken. Click here to view a flow chart on booking course (hyperlink)

- Up to two appliances can be placed on a **1 hour delayed turnout**. This means that training can take place uninterrupted, but if operational demands require it, they can be recalled into Service. Staff are to be mindful of fire cover and ensure there is sufficient cover provided by neighbouring stations when making arrangements. This is the preferred option.
- Up to two appliances can be taken off the run for **essential training only**. Staff are to be mindful of fire cover and ensure there is sufficient cover provided by neighbouring stations when making arrangements.
- Staff can be nominated on an individual basis to attend a training event at a particular location. This is the most effective method for some types of training and is particularly useful for non operation training. Where this does involve operational staff, particular attention must be paid to the MIS as it is not acceptable to knowingly drop Station crewing below standard crewing levels for training, without express permission from GC Training and Development or duty GC if he/she is unavailable

T&DC run a rigid Quality Assurance processes which ensures that all the products that are delivered meet the required standard. It is essential therefore that any member of staff that is organising a training event liaise with Training Centre in order to ensure assistance is given with the booking process. This includes booking appliances off the run or on a delayed turnout. T&DC staff can be contacted at TrainingAdmin@hwfire.org.uk

Training Delivery

Training will be delivered in a number of ways

1. T&DC will continue to have a pool of full time instructors. They will work a 4 days on and 4 days off system which allows for greater flexibility for evening commitments and ensures weekend availability.

They will be responsible for delivering:-

- Core skills (recruits)
- BA (initial and refresher)
- RTC (initial and specialist support)
- Hazmats (initial and specialist support)
- Incident Command (Initial and continuation)
- Trauma training (initial and continuation)
- Driver training (EFAD)

2. T&DC will continue to utilise district and station based instructors. A number of operational personnel have and will continue to be up-skilled in a variety of disciplines. They will be utilised to deliver training direct to staff and to support the fulltime instructors, which will assist in the delivery of training and ensure their skills are maintained.*

They will be responsible for delivering:-

- Water training (water awareness, first responder, swift water technician and all refresher programmes)
- Working at height (initial and continuation)
- Aerial platforms (initial and refresher)
- BA (continuation training, and assisting T&DC)
- RTC (continuation training and assisting T&DC)
- Trauma training (initial, continuation and assisting T&DC)
- Civil resilience
- Off Road driver training

3. T&DC will continue to utilise external training providers where appropriate, to train staff in specialist subjects where T&DC don't have the necessary skill sets or where it is more cost effective.

4. Station personnel will continue to deliver core subjects to staff via on station training

* Station Based instructors will, where possible, only be used during their duty days and will be detached for the shift. For guidance on how these instructors can be booked and used for on station training etc click on the tab "booking of Station based instructors" to the left of this page

Technical Training

Technical information to assist with the attainment and maintenance of knowledge is available through a number of sources:

Breeze

Breeze is an ICT based system making lecture packs available to all users. The packages are hosted on a central server accessible from any networked PC.

The packages are suitable for either individual use – when viewed directly from a PC screen, or for group viewing – when projected by means of a data projector. The presentations have been produced by a number of subject matter experts but are owned and quality assured by staff at T&DC who will also be responsible for ensuring the packages are reviewed annually to make certain they are accurate and current.

Guidance on the use of Breeze can be found on TDC Sharepoint site

Service Policy and Instruction (SPI's)

Additional information can be found in SPI's relating to specific subjects; where appropriate these are referenced and linked in the Training Information Notes (TIN's)

Equipment Safety Files (ESF's)

Additional information in relation to equipment can be found in the ESF's. Where appropriate these are referenced and linked in the Training Information Notes (TIN's)

Fire & Rescue Service Manuals

Fire Service Manuals are a standard source of reference for many Fire & Rescue Service subjects and can be found in Station libraries. Replacements can be requested through the Corporate Services Department

Training Out of County (Shift Based Staff)

It is sometimes necessary and more cost effective to send students out of county to gain or refresh certain skills. These courses often fall outside normal duty patterns and it is often confusing to students to understand how to work this into their duty pattern. Certain leave arrangements have been put in place to deal with this issue and can be found in SPI 1 section D part 6.4 ..(hyperlink)

Sponsorship for External Training

Wherever possible, staff's training requirements will be addressed through the station/departmental skills profiles or through development programmes predetermined by the Service. There are however occasions when individuals through their line manager identify development courses outside the scope of their training programmes. These programmes/ courses may be of benefit to the organisation and the individual and add value to the Service. To address this staff can apply for sponsorship, for more information on how to apply and whether the request meets the criteria refer to SPI 1, section D, part 3.7 "The Right to Make a Request in Relation to Study or Training" ([hyperlink](#))



Hereford & Worcester Fire and Rescue Service

Training Information Note

Level 1 Incident Command

1. Overview

Level 1 Incident Command training, development and assessment will be based on National Occupational Standard WM7- Lead and support people to resolve operational incidents.

- Initial Incident Command relates to command at the level of the officer in charge of the initial response to an incident.
- This level is typified by the Incident Commander who will demonstrate the ability to command and control operations at a task focused supervisory level or to control a more serious or escalating incident in the early stages until relieved of command by a supervisory officer.
- This is relevant to Crew Commanders, Watch Commanders and Firefighters that 'act-up' and will be assessed against underpinning National Occupational Standards.

2. Acquisition Training

There are 3 stages to Level 1 Incident Command acquisition training:

- Supervisory Incident Command Course
- Workplace Development
- Incident Command Assessment

Supervisory Incident Command Course (SICC)

Candidates will attend a five day SICC delivered by STDC General Instructors.

The course provides opportunities for candidates to develop and apply skills in risk assessment, decision-making, planning, objective setting, prioritising and reviewing to a range of realistic scenarios. It is heavily biased to practical outcomes of value to the Incident Commander at crew and watch level.

The course is focused on the outcomes of the National Occupational Standard WM7 and includes Development Module 008

Prior to attending the course, candidates will be provided with pre-course learning based on defined Learning Objectives.

The course commences with a theory assessment based on pre-course learning to ensure candidates have a base knowledge of Incident Command from the outset. Further theory and practical assessments form an integral part of the course syllabus.

Learning Objectives fall within the following categories:

- Organisation on the Incident Ground
- Command Competence
- Risk Management on the Incident Ground
- Command within the UK Resilience Framework
- Analytical Risk Assessment
- Duties of a Safety Officer
- Command Support

On successful completion of the course, candidates will be provided with a Workplace Assessment booklet and will commence a period of workplace development.

Workplace Development

During this period the candidate should ride in charge of a fire appliance whilst being monitored by a competent Level 1 Commander that is riding on the same appliance. The candidate should attend a range of incidents and gather evidence towards NOS Unit WM7.

Once sufficient evidence has been gathered, Station Commanders should nominate their candidates for an Incident Command Assessment.

Incident Command Assessment

The Incident Command Assessment will involve a theory assessment and practical element using incident simulation software.

On successful completion of the ICA, the candidate is deemed competent to ride as a Level 1 Incident Commander.

Where a candidate has undertaken acquisition training at a different training establishment, any accredited prior learning will be assessed on a case-by-case basis.

3. Maintenance Training

There are two elements to maintenance training:

Watch-based training

The ICS presentations listed below are available on Breeze and should be used to support training in-line with IDR frequencies.

- Organisation on the Incident Ground
- Command Competence
- Risk Management on the Incident Ground
- Command within the UK Resilience Framework
- Analytical Risk Assessment
- Duties of a Safety Officer
- Command Support

Annual Peripatetic Training

This will be a one-day session (or two evening sessions), delivered by the Incident Command training Team. It will comprise of two modules:

- Organisation on the Incident Ground, Command Support, Fire Studio TDX's
- Risk management, ARA, Fire Studio TDX's

In order to gain maximum benefit, it is recommended that Incident Command should also form an integral part of all other watch-based training.

4. Refresher Training

- All level 1 Incident Commanders will undertake a two-day refresher course on a two yearly basis.
- This training is currently being provided (2011-2013) through Peter Stanley Ltd.
- Operational commanders can be referred to TDC for additional training at any time via their line manager, or following a report from a monitoring officer. Individuals can also self-refer, if they so wish.

5. Re-accreditation

- Level 1 Incident Commanders will also undertake a HWFRS Incident Command Assessment on a two yearly basis. This will include theory and practical assessments and will be measured against NOS WM7.
- The theory assessment will consist of a range of questions based on relevant SPI's, to include contemporary issues. Some questions within the assessment will be considered safety critical.
- The practical scenario assessment will involve the candidate commanding a multi-pump incident using incident simulation software.

- Each Incident Command Assessment will be digitally recorded for Quality Assurance purposes.
- Failure to achieve the required standard will prohibit the candidate from undertaking any Incident Command function, until training needs have been discharged and a successful re-assessment completed.

6. Quality Assurance

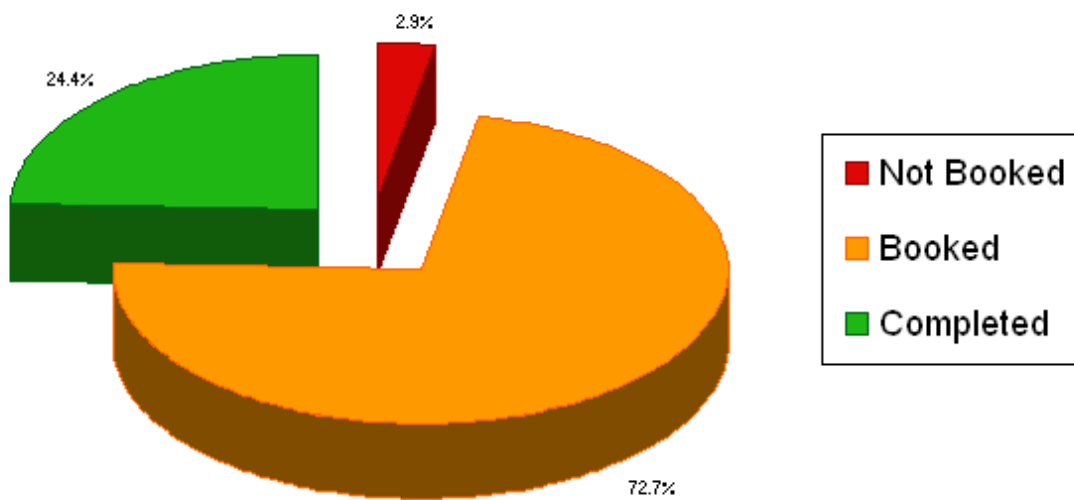
Each year, a local Subject Matter Expert will:

- Review elements of one SICCC to ensure it meets the requirements detailed within the SICCC master file
- Review a selection of Incident Command Assessments
- Peer assess the delivery of one IC training module being delivered by each IC trainer.

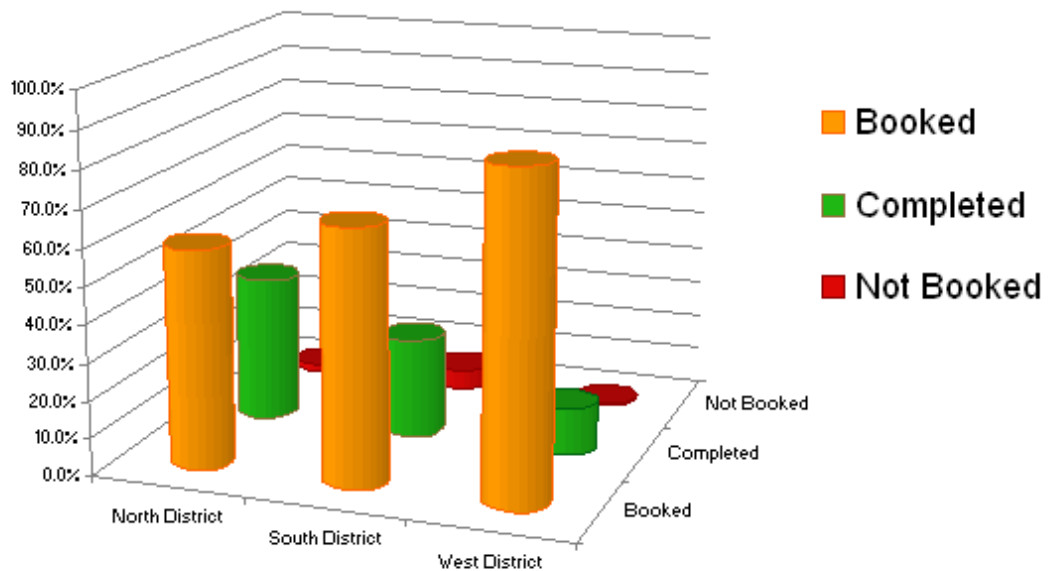
Breathing Apparatus Tracker

Service Overview -

Excluding staff temp unable to attend



By District



BA Refresher Day 2 2011 Stats - 01-Oct-11

Courses Scheduled	50	
Total Spaces Provided	638	
Staff Not Booked	33	
Staff temp unable to attend	16	2.8%
Spaces Required (inc Office Staff)	17	
Spaces Available	38	

Area/Dept	Staff	%Not Booked	% Booked	% Completed			
Applicable to in Service	562	33	5.9%	397	70.6%	133	23.7%
Exc temp unable	546	16	2.9%	397	72.7%	133	24.4%

All Figures below exclude staff temp unable to attend

North District	130	3	2.3%	76	58.5%	51	39.2%
South District	206	11	5.3%	140	68.0%	55	26.7%
West District	203	1	0.5%	176	86.7%	26	12.8%

Total Operational	534	9	1.7%	393	73.6%	132	24.7%
Total Wholtime	233	0	0.0%	168	72.1%	65	27.9%
Total RDS	301	9	3.0%	225	74.8%	67	22.3%

USAR	11	0	0.0%	10	90.9%	1	9.1%
Worcester	61	0	0.0%	46	75.4%	15	24.6%
Stourport	12	0	0.0%	6	50.0%	6	50.0%
Bewdley	6	0	0.0%	0	0.0%	6	100.0%
Kidderminster	33	0	0.0%	20	60.6%	13	39.4%
Bromsgrove	37	0	0.0%	24	64.9%	13	35.1%
Droitwich	22	3	13.6%	15	68.2%	4	18.2%
Redditch	39	0	0.0%	26	66.7%	13	33.3%
Evesham	29	1	3.4%	21	72.4%	7	24.1%
Pebworth	8	4	50.0%	4	50.0%	0	0.0%
Broadway	7	0	0.0%	3	42.9%	4	57.1%
Pershore	11	0	0.0%	0	0.0%	11	100.0%
Upton upon Severn	13	0	0.0%	6	46.2%	7	53.8%
Malvern	28	0	0.0%	22	78.6%	6	21.4%
Ledbury	18	0	0.0%	12	66.7%	6	33.3%
Fownhope	12	0	0.0%	12	100.0%	0	0.0%
Ross-on-wye	15	0	0.0%	15	100.0%	0	0.0%
Whitchurch	9	0	0.0%	9	100.0%	0	0.0%
Hereford	65	0	0.0%	45	69.2%	20	30.8%
Ewyas Harrold	9	0	0.0%	9	100.0%	0	0.0%
Eardisley	10	0	0.0%	10	100.0%	0	0.0%
Kington	8	0	0.0%	8	100.0%	0	0.0%
Lentwardine	8	0	0.0%	8	100.0%	0	0.0%
Kingsland	12	0	0.0%	12	100.0%	0	0.0%
Leominster	11	0	0.0%	11	100.0%	0	0.0%
Tenbury Wells	14	1	7.1%	13	92.9%	0	0.0%
Bromyard	15	0	0.0%	15	100.0%	0	0.0%
Peterchurch	9	0	0.0%	9	100.0%	0	0.0%

Total Office Staff	14	11	78.6%	2	14.3%	1	7.1%
SHQ	5	4	80.0%	1	20.0%	0	0.0%
Training Centre	4	1	25.0%	2	50.0%	1	25.0%
North HQ	3	3	100.0%	0	0.0%	0	0.0%
South HQ	2	2	100.0%	0	0.0%	0	0.0%
West HQ	2	1	50.0%	1	50.0%	0	0.0%



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Workforce Development Strategy

Assessment and Development Manager
– Emma Birch

Executive Summary

HWFRS recognises that its employees are critical to the delivery of a valuable and high quality service to the community and in achieving the organisations corporate aim:

“To make Herefordshire and Worcestershire safer from fire and other hazards and to improve community well-being”.

The vision of this HWFRS Workforce Development Strategy is to deliver:

“A Fire and Rescue Service fully equipped with the necessary skills, knowledge and understanding to deliver its full contribution to building a safer society. It will achieve this by integrating local, regional and national development opportunities with the needs of each individual member of staff in order to meet the risks which exist within the community it serves”.

Workforce Planning is about having the right number of people in the right place, with the appropriate skills, level of competence and motivation. Achievement of this will enable HWFRS to deliver the objectives within the Integrated Risk Management Plan (IRMP), both now and in the future. The HWFRS Workforce Strategy and associated Training Strategy and Framework document, provide a clear framework for the delivery of high quality training and personal development to the workforce, as well as a platform from which the organisation can closely monitor progress through the use of measurable performance indicators.

Priorities

The Services IRMP 2009 - 2012 highlights the ambition, aim and priorities of the Service and the challenges facing the organisation over the three year period. To support the plan, continual development of a competent, safe and diverse workforce is essential. Training and development will need to provide this in the most cost effective and efficient way to support front line service delivery and it is anticipated this will be achieved by the following:

Policy - A comprehensive Training and development policy and Training Framework ([hyperlink](#)) which supports the Service in developing strategic,

tactical and operational responses to meet the full range of roles and incident types.

Skills development – In partnership with other key agencies, developing every employee's skills, knowledge and understanding utilising the most innovative, and appropriate methods available.

Flexibility - Utilisation of the most flexible programmes and opportunities for training and development to support the community safety agenda by addressing the development needs of all groups of staff as new demands emerge in line with evolving community risk profiles.

Leadership - Visionary and ambitious leadership, which makes the best use of both the political and managerial role. This is most effectively achieved by operating in a partnership context and must include:

- Lifelong learning
- Maximising staff potential in the achievement of organisational objectives
- Addressing future skills requirements and ensuring the most effective staff replacement arrangements are in place to mitigate the impact of staff turnover.

Skills for Justice

On 1 April 2009, Skills for Justice took Fire & Rescue Services into its remit, as it was agreed that they would offer the best workforce development support for Fire & Rescue. This was endorsed by the Local Government Association (LGA), the Chief Fire Officers Association (CFOA), the Department for Communities and Local Government (DCLG) and the devolved administrations (Scotland, Northern Ireland and Wales).

Skills for Justice is a Sector Skills Council – one of 25 – that provides workforce development solutions for organisations in the justice and community safety sector. They already work with the Police, the Prison Service, the Probation Service and many other organisations across the UK.

SKJ work in partnership with UK employers and other key stakeholders across a wide range of essential public services. They are committed to developing skills for

safer communities - to ensure that individuals are equipped with the right skills to enable them to be productive, effective and efficient.

Developing the workforce

Continuous training needs analysis defines the organisational training requirements and managers will continue to undertake Individual Personal Development Reviews (IPDRs) with all staff to agree personal objectives and individual training requirements. This approach has been embedded within the organisation since 2001.

Staff development is an integral part of the strategic planning process as it is inextricably aligned with key organisational objectives via the performance management system. National Occupational Standards (NOS) represent the sector wide standards agreed by CFOA and form the basis of the organisation's operational competency frameworks. The revised Individual Development Records (IDRs), which are location specific, as well as local departmental skills profiles, will ensure appropriate safety critical skills and knowledge appropriate to each specific workplace are maintained at all times. They will also greatly assist the Service in planning its annual training programme.

For those seeking promotion, the organisation's selection processes value the diversity of experience, backgrounds and abilities which exist amongst staff and thereby maximise opportunities to have a more diverse workforce.

Operational competencies, behaviours, experience and core values, provide a framework to determine an individual's potential for progression within the organisation. The new HWFRS promotion and development process will be utilised to support career progression. In addition Promotion Workbooks will provide all uniformed personnel with a consistent, structured approach to preparing themselves to competently discharge all risk critical elements of their future role.

Succession planning will be supported by appropriate targeted development

for staff who have been identified as “high potential” performers.

Critical to service delivery is a comprehensive range of initial and refresher training together with regular competence assessments which form an integral part of the annual training plan and Framework Document.

There is an organisational commitment to e-learning and use of Information Technology to support cost effective training and development. This will be developed in line with staff needs and technical advances. The introduction of the Red Kite course booking and recording system will provide accurate and accessible data on every individual's records of development, performance management, and career progression. The Training Framework Document will also provide an electronic “one stop shop” for all information relating to training.

Training and Development Centre

The Service currently utilises various methods for the delivery of training and development, however it's primary means of coordination and delivery is via its own internal Training and Development Centre.

All Training Centre staff have a comprehensive induction process and each instructor is required to gain nationally recognised qualifications to prove sector competence in the area they teach. They are also required to gain the Preparing To Teach in the Lifelong Learning Sector (PTLLS) which is a requirement for anyone teaching or training.

The Fire Service College (FSC)

The FSC is an agency of Communities and Local Government (CLG). The Service will utilise the courses on offer at the FSC such as Gold Incident Command, Executive Leadership Programme and other advanced specialist training which supports the improvement and Fire Futures agenda.

Qualifications

Critical to the organizations People Strategy is the provision of training to ensure a competent workforce, underpinned by relevant and recognized qualifications.

The Fire and Rescue Sector Qualifications Strategy (SQS) presents an overview of the qualifications and learning provision relevant to the Fire and Rescue Sector. This includes a range of vocationally related qualifications (VRQs) relevant to the Fire and Rescue Sector which include awards, certificates and diplomas.

Qualifications provide a 'benchmark' against which to measure competence, and as such, have the potential to promote confidence in the competence of practitioners in the sector. In certain risk critical work situations, qualifications do offer a means to ensure the required standards of competence and safety are achieved.

The range of relevant learning provision and qualifications which may be utilised include the following:

- National Vocational Qualifications (NVQ)
- Certificate/Degree/Diploma/Masters qualifications offered by FE & HE
- Vocationally (VQR) and technical skill related qualifications
- Operational competency-based qualifications
 - Incident Command, Safety Critical Activities, BA, Water Rescue
 - National Resilience e.g. Civil Contingencies/Multi Agency Working
- Qualifications offered by professional bodies e.g. The Institution of Fire Engineers

Monitor and Review

This Workforce Strategy has been designed to ensure the highest standards of training and development are delivered and maintained at all times as well as ensuring that the Service has the ability to adjust to the constantly changing requirements of the modern day Fire and Rescue Service. Monitoring and review of this Workforce Development Strategy will be carried out by the Area Commander and Group Commander Training and Development, along with members of the Senior Management Board (SMB).

August 2011

Hereford & Worcester Fire and Rescue Service
Service Management Board
Meeting date

Agenda Item No.. Proposed change to the current FF Development Programme

Purpose of report

1. This paper proposes that HWFRS withdraw from the current Operations in the Community Level 3 NVQ, which is used as a measure of competence for FFs in development and move towards a more centralised training programme delivered by the Training and Development Department. The proposed centralised training programme will be in the form of a suite of workbooks which development FFs, with support and guidance from their line managers, will be required to complete over a 36 month period.

Recommendations

1. It is recommended that SMB approve the following changes to the FF Development Programme within the Training and Development department.
 1. Cease current FF Development Programme (NVQ)
 2. Adopt a new FF Development Programme
 3. Dis-establishment of the existing 3 SO1 Senior Internal Verifier Posts
 4. Dis-establishment of the existing Grade 3 Administrator
 5. Dis –establishment of the existing Grade 5 assessor/verifier posts
 6. Amalgamation of current Watch Commander B post to Training & Development Centre
 7. Establishment of Part-Time Fire Service College Administrator – Grade 3

Background

The existing Approved Centre was established in 1997 as a requirement of Edexcel, the awarding body that issues certification for the Operations in the Community NVQ, when the Service determined that it would use NVQs as an external record of competence for FFs. This route for competence followed the introduction of IPDS which was a direct outcome of the independent review of the Fire Service in 2002 and the subsequent white paper "Our Fire and Rescue Service" published in June 2003. In 2003, IPDS was declared mandatory as part of the modernisation agenda following the national dispute. IPDS has since been an integral element of the National Framework Document published by ODPM and CLG.

Following the Fire Minister's announcement in July 2010 that the government would no longer be directing the Fire and Rescue Service on how to recruit or develop their staff, an opportunity has arisen for the Service to comprehensively review the current FF development programme in its entirety. This opportunity has been incorporated into the Service's IRMP 2011/12 Review, under Recommendation 6, Provision of Operational Training and Development. A comprehensive review of the process has now been undertaken and this briefing paper has been produced to outline the outcomes and to seek agreement on a suitable way forward.

In conducting this review it must be recognised that a more robust and effective FF development programme is now critical to the assurance of development FFs safety, a prime objective of SMB. Whilst it was the intention of the Approved Centre (A/C) through the NVQ, to provide FFs that were of the same quality and standard, the IRMP Training review has identified that this does not appear to be the case. The review has highlighted that there are inconsistencies in the training, support and evidence gathering process required for individuals to achieve their NVQ. This is largely due to the lack of general understanding of the NVQ process by both candidates and those responsible for their supervision and delivery of the process at Station level. This situation has led to the current development programme focusing too much on the provision of evidence and administration of the process rather than the delivery of imaginative, creative and spontaneous training. It has also been identified that the existing process is unpopular with much of the workforce and has been the subject of much frustration and concern for some time.

Proposed Development Programme

The proposed new FF development programme will require candidates to attend centrally delivered assessments conducted by Training Centre staff at 6m, 12m, 18m, 24m and 36m in addition to the mandatory centrally coordinated core skills refresher programme. In between each assessment, development FFs will be required to complete a Workbook to a satisfactory standard before progressing to the next stage. Each Workbook will incorporate essential underpinning knowledge in specified areas, practical training sessions, delivered locally, and consolidation of safety critical core skills. All Workbooks will be mapped to the IPDS units of a FF in order to demonstrate that they are meeting the requirements of their role map, for accreditation purposes, but without the constraints of administering a full NVQ. See Appendix 3 for further information.

In order to meet the existing and future requirements of the new FF Development programme it is proposed that the management and coordination of the FF development programme will remain with the Assessment and Development Manager, however day to day support will be provided by a dedicated Watch Commander B assisted by Training and Development Centre Instructors.

This proposal would result in the loss of three Senior Internal Verifiers, one 18.5 hour scale 5 and one grade 3 administrator, leaving a Watch Commander B and an 18.5 administration post. The service would achieve further savings on the cost of registration and certification of the NVQ along with financial claims associated with the administration aspects of the NVQ by RDS personnel. Such an arrangement would result in an overall saving of approximately **£143,000** (Appendix 2)

It is anticipated that there would be some capacity issues arising from the assimilation of the senior internal verifiers' roles to the proposed support required by Training and Development Centre Instructors. However, Training Managers are confident that this can be absorbed in to the training programme for 2012 and beyond.

Conclusion / Summary

There is a need to ensure that FFs are receiving an appropriate development programme that will support them in becoming competent, well trained, safe individuals. It is recommended that the proposed FF development programme will provide the necessary framework to achieve these requirements. The process has also been designed to address the significant frustrations and concerns that have been expressed by staff for some time over the current process and its excessive administrative requirements

The review of NVQs is a key element within the current IRMP Review currently underway within the Training and Development Department. Early implementation of the proposals detailed within this paper will greatly assist with moving the wider review forward whilst at the same time realising essential efficiency savings and improving staff morale

Corporate Considerations

2. An Impact Summary sheet is attached at Appendix 1 to identify and address the potential impact of the proposals contained in this report.

Supporting Information

Appendix 1 – Impact Summary Sheet

Appendix 2 – Costs

Appendix 3 – New FF Development Programme.

Contact Officer

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Hereford & Worcester Fire and Rescue Service
Service Management Board
19th April 2011

Agenda Item No.. Proposed new Hereford and Worcester development and promotion process

Purpose of report:

3. The purpose of this paper is to seek SMB agreement to modify the current Assessment and Development Centre (ADC) process and introduce a more appropriate promotion process for HWFRS.
-

Recommendations:

It is recommended that:

1. A consistent promotion process for all uniformed staff from Firefighter - Area Commander be introduced into the Service that is appropriate to HWFRS
2. Cease the use of ADC terminology and introduce "Hereford & Worcester Fire and Rescue Service Promotion Process
3. The current ADC stage 1 (formally ITOP) is replaced by a line manager supported "Promotions Application Form", to be used at all levels, up to and including Area Commander.
4. The promotion process, at all levels, becomes a HWFRS staged process (see Appendix 2) with the requirements of each element clearly outlined to managers and candidates
5. Suitability for promotion is determined from the whole process and not individual elements.

Background:

The ADC and in-band process was introduced into the service in 2006 and since that date it has been the route for promotion from Firefighter to Area Commander. During this time the Service has ensured that it adheres to the national framework document and regional agreements in relation to the process and the scoring system applied.

During this time several modifications have been made to improve the ADC process, notably by introducing an operational assessment and professional discussion.

- The operational assessment was introduced to determine if an individual could competently command an incident at the enhanced level for which they are applying.
- The professional discussion was introduced to explore an individual's knowledge and understanding of the Service and the roles that they could undertake at the desired level they are applying for.

Both of the above additions were cited as good practice during a CFOA review of ADCs in 2008.

It is notable that since 2006, ADCs have not been popular with the workforce and have been the subject of much negative debate and dissatisfaction. This can be mainly attributed to confusion over ADC terminology, the inflexibility of the process, lack of Fire Service context with regard to the assessment tools, rigid application of the Personal Qualities and Attributes (PQA) scoring regime and overall infrequency of the ADC process itself. This situation has resulted in some individuals, considered by their line managers' to be "quality candidates", refraining from entering the process altogether for fear of failing a process they do not understand and is anecdotally reported to be flawed.

The ADC process has also had significant direct and indirect cost and resource implications for the Service.

Opportunity for change:

Following the announcement by the fire minister Bob Neil on 28th July 2010 that CLG will no longer enforce a national approach to workforce development; the Service has the opportunity to determine a more appropriate mechanism for determining suitability for promotion and development, including the use of the ADC toolkits.

Whilst PQAs have been deemed to be the most effective predictor of future performance, HWFRS has identified the need to have a process that looks at and tests other areas of performance which are not purely focused on PQAs. A constant criticism of the ADC process has always been that the tools are not set in a fire service context leaving individuals feeling that they can not apply their knowledge and experience.

The above issue along with others has led to the ADC process having a negative impact on morale across the service and is considered to be a disincentive for individuals to apply for promotion. This has been constantly raised at PO visits and through "meeting the challenge workshops". It has also resulted in some candidates refraining from entering the promotion process altogether.

By introducing a new process the Service has the opportunity to implement an appropriate route for development and promotion that will address the requirements of this Service and attract a wider range of suitable candidates. It is anticipated that a revised process will both boost morale and demonstrate management's willingness to listen and introduce change where it is needed. The necessary robustness of the process will give SMB confidence that selection for promotion is based on comprehensive evaluation of candidates across a range of performance criteria.

A revised CFOA strategy is still in the early stages of development, however early indications are that the preferred option is a sector-led framework of best practice principles which are broad enough to be applied consistently across the FRS sector. The inclusion of locally developed tools is seen as an essential element of this solution.

Proposed Process:

The proposed new Promotion and Development process will retain elements of previous assessment that have worked well, continue to be seen as fit for purpose by the national review and also introduce elements identified by HWFRS as being important in determining suitability for promotion. It will also provide a consistent pathway for uniformed Wholetime and RDS employees, at each level of the promotion process, from Firefighter to Area Commander.

Guidance and training will be provided to managers and candidates outlining the process, performance and knowledge requirements of each stage.

In an effort to create a clear and well understood process the ADC terminology will be replaced with more appropriate language.

The proposed Promotion and Development process will also apply to external candidates wishing to join the Service at each level, Firefighter to Area Commander, and will be made up of the following stages. Further detail of each stage is set out in appendix 2.

Stage 1- *Promotions Application Form* – A structured application form which focuses both the candidates and the manager’s comments on identifying critical performance evidence.

Stage 2 - *Assessment against revised FRS specific modules* (based on the National toolkit) – Independent assessment of up to three Fire Service workplace scenarios.

Stage 3 – *Technical Interview* – A structured interview to determine underpinning knowledge of a broad range of Fire and Rescue Service issues.

Stage 4 – *Operational Assessment* – An appropriate assessment against WM7, EFSM1 or EFSM 2 along with evidence of practical application.

Stage 5 – *Development/promotion process Review Board* – A senior level review panel responsible for making an informed judgement of the individual’s suitability for development and promotion based on all the previous stages.

Stage 6 – Role specific professional discussion – An informal discussion designed to place successful candidates into roles appropriate to their particular skill sets.

Suitability for promotion and development will not be determined until stage 5 where all previous stages will be taken into account. Candidates successful at Stage 5 will then be invited to a role specific professional discussion at Stage 6. Once stages one to five have been successfully completed and individuals have been selected as suitable for development and promotion, they commence a development programme and will have two years in which to achieve all elements or they could be reverted to their previous rank/role.

Resources

Stages 1 – 5 of the proposed new process will be integrated into the Training and Development function whereas Stage 6 will be integrated into the HR function. The entire process will not require any additional resources or an increase in financial burden. The existing ADC co-ordinator already has the necessary skills, knowledge and experience to convert existing tools into a Fire Service context and also to quality assess their suitability, and therefore this activity will incur no additional cost to the Service.

A detailed cost analysis of a typical FF to CC promotion process can be found in table 1 below. The table compares the existing process with the proposed process.

Table 1

Current process	Cost	Proposed process	Cost
Stage 1 ITOP Stage 2 ADC (2 days assessment) Stage 3 Ops assessment Stage 4 Professional Discussion	£1000 this includes the following: Venue 2 day assessment Role-player	Stage 1 Application form Stage 2 ADC Stage 3 Technical Interview Stage 4 Ops assessment Stage 5 Promotion and development review board Stage 6 role specific professional discussion	£400 this includes: no venue needed Role-player and only 1 day assessment and only 3 exercises used which means 10 candidates can be assessed

Conclusion / Summary

The proposed new Promotion and Development process consolidates into a clear framework the stages for assessment of suitability for promotion to roles within the Service. It is both cost effective and more relevant than the existing process and it is envisaged that it will be more acceptable to the wider workforce. Overall it will enable the Service to determine its own approach and timing to promotion and assessment of personnel.

Advantages	Disadvantages
Reduction in cost	Move away from regional working will need to be resolved
Assessment stages will be relevant to and determined by HWFRS requirements	Time/resource will be required to develop new FRS specific tools.
Provides the Service flexibility in scheduling the process – this will aid succession planning for personnel	
Morale within the Service will improve due to the openness of the process	
Promotion and development will be determined by overall performance in the process, not individual elements	
Managers will have more responsibility and accountability in supporting entry to the process	

Corporate Considerations

- An Impact Summary sheet is attached at Appendix 1 to identify and address the potential impact of the proposals contained in this report.

Supporting Information

Appendix 1 – Impact Summary Sheet

Appendix 2 – New Promotion process stages and requirements

Contact Officer

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Area Commander Community Risk
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Purpose of report

To inform SMB of the proposal to develop a Promotion Workbook that would be a pre-requisite to entering the HWFRS Promotion and Development process. It would also be a valuable tool for mentoring purposes, post promotion, to ensure role critical skills are fully embedded.

Recommendations:

It is recommended that:

6. SMB approve the development and implementation of a Pre/Post Promotion Workbook which will provide a framework for command development and assurance both prior to, and following substantive promotion.
7. That the Pre/Post Promotion Workbook is adopted for all uniformed staff from Firefighter - Area Commander.

Background

- Historically uniformed individuals seeking promotion (WDS and RDS) in H&WFRS have been required to attend an ADC selection process and, if successful, have taken up substantive promotion. At this point they have also been required to satisfy a number of development criteria including formal examinations and a workplace assessment folder based on the NOS. Despite this requirement there have been a range of essential risk critical skills which are not covered by existing processes and have not historically been tested both prior to and post substantive promotion.
- The ability to transfer and gain promotion from RDS to WDS has been active in Hereford and Worcester Fire and Rescue Service since 2007, in line with the National Framework document. This practice has been applied to FF, Crew Commander, Watch Commander and Station Commander roles.
- Members of PMM attended a presentation on 5th October 2010 delivered by AC Mark Preece which detailed the history of RDS to WDS.

Legal Issues

Legal advice in relation to the above has suggested the following:

- It would be very difficult to argue that RDS fire fighters at all levels including WM are not comparable to the same level on the whole-time duty system.
- The safest course of action would be to continue considering each applicant on their own individual merits, skills and experience, rather than assuming that those from RDS background are necessarily bound to be less skilled or experienced than their full time equivalents.
- In any given promotion exercise, it may well be that those from WDS tend to be more successful than RDS, but it is far safer to continue this assessment process than to place a blanket ban on RDS staff even being considered for promotion beyond a particular point.
- To operate a blanket ban on promotions from RDS to whole-time would inevitably lead to a legal challenge and the costs involved in defending such a high profile

claim are unlikely to be outweighed in any cost savings experienced from operating the ban in the first place.

In addition to the above, Circular NJC 3/11 – Employment Tribunal which found in favour of RDS in relation to pension and sick pay under the Part-time workers (Prevention of Less Favourable Treatment) Regulations 2000, has recently been issued. This document further emphasizes the need for the organisation to actively seek ways of reducing inequalities in all aspects of Service business.

Despite the above guidance recent discussions at SMB, regarding the current status of RDS to WDS transfers and promotion, have identified that there are clear, tangible differences between the command role of the RDS and that of their Wholetime colleagues. These differences appear to be most prominent in the non-operational aspects of command, particularly in essential day to day routine management skills including personnel management, performance management, IT skills and software, delivery of routine training and, to some degree, workplace culture.

There are also varying degrees of difference in operational command competence, particularly if an RDS candidate has historically served at a relatively quiet, rural location. In this case an individual's operational experiences are likely to be significantly different to those Wholetime candidates who have experience of a busy, urban Wholetime Station.

This situation can, and has, resulted in individuals transferring from the RDS to the WDS lacking essential skills and experience in areas which are not currently assessed via the existing development and assessment processes. Experience tells the Service that this situation poses significant risk to both the organisation and the individual. It can also lead to unnecessary personal stress for the candidate and a lack of confidence and credibility in their command ability by fellow colleagues. The reality is that it is not the individual's ability that is lacking; it is their experience and training in essential command skills.

Many of the above observations can also be applied to existing Wholetime candidates applying for promotion, who also require the opportunity to gain essential command skills prior to substantive promotion, and therefore a solution needs to be identified for both scenarios.

In addition to the significant issues highlighted above, it has also been recognised that once an individual has been promoted to a substantive supervisory role they receive limited and often inconsistent mentoring and monitoring in the early stages immediately after promotion, other than their workplace assessment. Again there are many risk critical skills, not currently monitored, which could be monitored and assessed in a standard format. This would both assist the individual and engender confidence in their ability, as well as protect the organisation by focussing and monitoring risk critical activities.

These observations have recently been identified in the Service's own internal HSE Consolidation Audit which has recommended development in this risk critical area.

Proposal

In order to address the issues detailed above the Area Commander Community Risk and Approved Centre are proposing the Service develops a suite of Promotion Workbooks. These workbooks would be a pre-requisite to entering the transfer, promotion and development process at each uniformed level, FF-Area Commander. Initial guidance is detailed below:

- Promotion Workbooks would be created for two distinct areas of command, including Operational Command and Management and Administration.
- Completion of the Workbooks would be deemed an essential pre-requisite to entering the Hereford and Worcester Promotion Process and would apply equally to both Wholetime and RDS candidates.
- RDS candidates would not be required to undertake any other additional assessments to their Wholetime counterparts.
- If agreed by SMB these workbooks would be created as soon as practicably possible and would be a pre-requisite for any promotion processes from January 2012.
- Bespoke workbooks would be created for each command level, Firefighter – Area Commander.

A summary of the requirements for each workbook is detailed in Table 1 below:

Table1

Operational Command Workbook	Management and Administration Workbook
<p>Evidence of operational experience at the level of command being applied for, signed off by line mangers or appropriate subject experts. Evidence can be gained via the following means:</p> <ul style="list-style-type: none"> • Vector Assessment • Fire Studio • Attendance at a Supervisory Incident Management Course • Successful completion of the Peter Stanley Command Course • Observed performance at Incidents • Observation of delivering or leading training in an operational context 	<p>Evidence of managerial and administrative skills at the level of command being applied for, signed off by line mangers or appropriate subject experts on the following:</p> <p>This will include a demonstration of the individual's ability to communicate appropriately and effectively in both written and verbal formats.</p> <p>It will also include evidence that the individual can satisfy a variety of administrative tasks commensurate with role.</p>

Conclusion / Summary

This addition to the promotion and development process consolidates into clear guidance what is expected of those individuals who wish to apply for a substantive command position. It will clearly identify those individuals who are willing and able to evidence their commitment to the promotion process and to transferring from RDS to WDS.

It is acknowledged that in many cases RDS candidates will be required to complete a far more demanding evidence gathering process, over a significantly greater time period than their Wholetime colleagues, due to the availability of development opportunities. However, this situation will necessarily reflect the appropriate skills gap which the process is designed to address. It is accepted that the Service will do everything reasonable to assist a candidate in gaining the necessary skills and experience required to complete their Workbook, however this will ultimately be dependent on the exigencies of the Service.

Recommendations

It is recommended that:

1. SMB agree to the development and implementation of the Promotion Workbooks.

Corporate Considerations

An Impact Summary sheet is attached at Appendix 1 to identify and address the potential impact of the proposals contained in this report.

Supporting Information

Appendix 1 – Impact Summary Sheet

Contact Officer

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Hereford & Worcester Fire and Rescue Service
Service Management Board
Meeting date

Agenda Item No. Institute of Fire Engineers (IFE) Examinations

Purpose of report

To inform SMB of the proposal to introduce the Institute of Fire Engineers (IFE) examinations as a pre-requisite to entering the HWFRS Promotion and Development process thus demonstrating an individual's underpinning technical knowledge prior to being promoted to the next managerial level.

Recommendations:

It is recommended that:

8. SMB approve the removal of the IFE examinations element from development programmes from June 2013 and agree the introduction of the IFE examinations as a pre-requisite to entering the HWFRS Promotion and Development process.
9. From June 2013, in order to be eligible for substantive promotion to the roles Crew Commander (CC), Watch Commander (WC) and Station Commander (SC), personnel must demonstrate an appropriate level of operational underpinning knowledge through successful completion of the relevant IFE examinations.
- From March 2012, the following papers be removed from the current WC, SC and GC development programmes respectively:
 - IFE Level 3 Diploma - Paper 1 – Fire Safety
 - IFE Level 4 Certificate – Paper 1 – Fire Safety
 - IFE Level 4 Certificate – Paper 1 – Fire Engineering Science

Background

- Since 1st November 2008, the IFE examinations have formed a core part of demonstrating underpinning knowledge and understanding for identified roles within the organisation *post* substantive promotion. Each individual on a formal CC, WC and SC development programme has two opportunities, funded by the Service, to pass the relevant examinations. Failure to achieve this may result in individuals being reduced to their previous role in line with the conditions of their appointment.
- The IFE examinations provide the opportunity for candidates to gain nationally accredited qualifications and to satisfy the academic requirement for membership at different grades. The examinations are designed to assess underpinning knowledge and understanding at different levels and the resulting qualifications are recognised internationally as evidence of academic achievement in fire engineering.

- IFE Qualifications are cross mapped to the relevant NOS / Rolemaps for CC, WC and SC and provide valuable, professional recognition of an individual's skills and knowledge. The following examination papers form part of the current development programmes:

Crew Commander	• Level 3 Diploma – Paper 5 UK Operations
Watch Commander	• Level 3 Diploma – Paper 1 Fire Safety
	• Level 3 Diploma – Paper 5 UK Operations
Station Commander	• Level 4 Certificate – Paper 2 Fire Safety
	• Level 4 Certificate – Paper 6 Fire Service Operations
Group Commander	• Level 4 Certificate – Paper 1 Fire Engineering Science

- Whilst the Paper 1 Fire Engineering Science paper forms part of the Group Commander development programme, no candidates have sat this paper due to an inability to provide appropriate reading material e.g. required reading list book approx £1000. It is recommended, therefore, that this paper be removed from the programme for the foreseeable future.
- The recent Fire Futures Reports Government response has indicated that the IFE should provide the academic qualification and accreditation mechanism to support the role of the national hub and the wider training agenda.
- It can be argued that an opportunity is being missed to secure enhanced knowledge and understanding of the risk critical environment of the incident ground prior to substantive promotion and thus compromising the safety of operational personnel.

Proposal

In order to address the issues detailed above, the Assessment and Development department are proposing that the IFE examinations are a pre-requisite to entering the HWFRS Promotion and Development process. Initial guidance is detailed below:

- If agreed by SMB the examinations would be a pre-requisite for any promotion processes from June 2013. This will provide individuals with two opportunities to sit the examinations prior to this date and the next set of selection processes. Passing the examinations will not lead to automatic promotion but will be used as part of the shortlisting process as evidence of underpinning knowledge *prior* to commencing any development programme. Candidates post June 2013, will be ineligible to apply unless they have passed the appropriate examination as per Table 1 below:

Table 1

FF aspiring to CC	
Level 3 Diploma	1 paper covering: <ul style="list-style-type: none"> • Paper 5 Fire Service Operations (UK)
CC aspiring to WC	
Level 3 Diploma	1 paper covering: <ul style="list-style-type: none"> • Paper 5 Fire Service Operations (UK)

WC aspiring to SC	
Level 4 Certificate	1 paper covering: <ul style="list-style-type: none"> • Paper 6 Fire Service Operations (UK)

Following a review of the validity of the Fire Safety examinations, it is recommended that these papers (Level 3 Diploma – Paper 1 Fire Safety at WC level and Level 4 Certificate – Paper 1 Fire Safety at SC level) be removed from the respective development programmes. Although it is suggested that the knowledge of the syllabus content would be beneficial and appropriate for WCs; WCs who have no Technical Fire Safety (TFS) experience would, at present, find the syllabus and subsequent examinations, extremely challenging.

This skills gap could potentially be resolved if TFS input could be delivered at FF and CC level, which is a medium/long term objective of TFS. This would enable all WCs to have the underpinning knowledge to sit the IFE Fire Safety paper in the future.

- It is envisaged that the IFE examinations will form a core part of demonstrating underpinning knowledge and understanding for identified roles within the organisation prior to promotion. This will encourage aspirant individuals to pursue continued professional development through self study whilst encouraging the ongoing independent assessment of their knowledge and understanding.

The recent introduction of the new HWFRS Promotion and Development process has provided an opportunity to implement an appropriate route for development and promotion that addresses the requirements of the Service and attracts a wider range of suitable candidates. By introducing the IFE exams as a pre-requisite to entering the process, it is anticipated that this will support the selection for promotion based on comprehensive evaluation of candidates across a range of performance criteria.

As Supervisory and Middle Managers are promoted or retire from the Service, the opportunity to pass on knowledge, understanding and experience to less experienced personnel is diminishing and may lead to a decay in skills that has the potential to erode underpinning knowledge and understanding. To remedy this and in conjunction with the Promotion Workbooks (which will also be a pre-requisite to entering the HWFRS Promotion and Development process), the introduction of the IFE examinations prior to promotion will encourage prospective Managers to identify and achieve their own career objectives and demonstrate their commitment to continuous development.

The Assessment and Development department will provide support to those candidates sitting the IFE examinations.

Conclusion / Summary

This addition to the HWFRS Promotion and Development process will clearly identify those individuals who are willing and able to evidence their commitment to continued professional development and by ensuring that 'potential' is measured against underpinning knowledge required for that role, will contribute to the future safety of our operational personnel and community.

Recommendations

It is recommended that:

2. SMB agree to introduce the IFE examinations as a pre-requisite to entering the HWFRS Promotion and Development process from June 2013.
3. SMB agree to remove the Fire Safety paper element from current WC and SC development programmes from March 2012.

Corporate Considerations

An Impact Summary sheet is attached at Appendix 1 to identify and address the potential impact of the proposals contained in this report.

Supporting Information

Appendix 1 – Impact Summary Sheet

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Operational Training Refreshers

Executive Summary

- In October 2010, the Health & Safety Executive produced a Consolidation Report.
- The report was a summary of the main findings from the 8 inspections of Fire and Rescue Services that were carried out by the Health and Safety Executive in 2009/10.
- Outcome of the report gave recommendations of training in the safety critical areas of;
 - i. Breathing Apparatus
 - ii. Compartment Fire Behaviour
 - iii. Core Skills
 - iv. Incident Command
- Following the publication of this report, Hereford and Worcester carried out their own internal audit and a review of training was also established as one of the key areas of our IRMP Review 2011/12.
- This report details the introduction of a centrally co-ordinated Operational Training Refresher programme to ensure all our operational personnel embrace the safe person concept.
- It will provide them with the necessary skills to provide the best possible service to the community in their unfortunate time of need and also minimise risk to the organisation.
- This proposals contained within this report will exceed the recommendations that were published in the Health and Safety Consolidation report 2010.

Background

At present in Hereford and Worcester in relation to Operational Training for all our Operational Personnel we are in the following position for the respective safety critical areas.

- **Breathing Apparatus Refreshers.**

At the start of 2011 we only had approximately 80 personnel who had completed a 2 day BA refresher every 2 years in line with FSC 17/70, due to a concerted effort by the end of 2011 all operational personnel will have completed a 2 day BA refresher.

- **Fire Behaviour Training**

There has been no Structured Fire Behaviour Training delivered for over 2 years.

- **Haz Mats Training**

Only local training has been undertaken without a standardised approach, there has not been any independent assessment or quality assurance.

- **RTC Training**

Only local training has been undertaken without a standardised approach, there has not been any independent assessment or quality assurance.

- **Core Skills Training**

Local Training has been undertaken, also Peer Reviews, however this does not involve independent assessment by subject matter experts or any quality assurance process.

- **Trauma Training**

We have a Trauma Training programme in place which states we only have to train 70% of our Operational workforce. From April 2010 to March 2011 we averaged between 55% -61% for the four modules.

Recommendations

- TDC will initiate a rolling 2 year Operational Training Refresher programme for all Operational Personnel.
- To simplify the allocation of individuals onto respective refresher courses for Watch Officers, we will utilise a booking system that will be the same for each subject area, this will also assist Station Commanders in performance management of their personnel.

- The Operational Training Refresher Programme in all areas will involve Independent Assessment by subject matter experts and also a Quality Assurance process. This will be in line with the revised assessment system on Red Kite that is currently being worked on.
- For Retained Personnel this will equate to 3 ½ days (28 hours per year as they will be undertaking their Trauma training on the same modular basis as they do at present.)
- This Operational Training Refresher programme would cover 53% of the Operational Assessments (fixed period competencies). Operational Assessments are the determining factor as to whether an individual is competent. This will have a significant and positive impact on Station work load, it will also ensure assessments are consistent and accurately recorded.

Year 1	Year 2
BA Refresher Day 1 (All Personnel)	BA Refresher Day 2 (All Personnel)
RTC Refresher Day (All Personnel)	Haz Mats Refresher Day (All Personnel)
Fire Behaviour Refresher Day (Half Personnel)	Fire Behaviour Refresher Day (Half Personnel)
Incident Command Refresher day (Half Personnel)	Incident Command Refresher day (Half Personnel)
Trauma Refresher Day (All Personnel)	Trauma Refresher Day (All Personnel)
Core Skills Refreshers ½ Day (1 visit to each Watch and Retained Unit per year)	Core Skills Refreshers ½ Day (1 visit to each Watch and Retained Unit per year)

Breathing Apparatus Refreshers

1. In line with FSC 17/70 each individual will attend a 2 day BA refresher every 2 years, this has been planned so it is a 1 day BA refresher each year. By doing this it will make it easier logistically and also to relay to personnel any amendments to current practices and procedures.
2. It will involve 2 appliances (max 12 personnel) that will be allocated in January for the forth coming training year commencing April 1st. To ensure we have enough spaces for all personnel we will need a total of 54 days per year for BA Refreshers, these appliances will be on a 1 hour delay.
3. The venue for the BA refreshers will be at the respective Stations nearest Fire House to minimise travel movements.
4. We have increased the number of Station based B.A. Instructors that have successfully attended the Fire Service College B.A. Instructors course, these Individuals now have a nationally recognised qualification. The reason for this is two fold, firstly we have a subject matter expert locally to assist in local training and secondly these skills can be used as an asset on the incident ground.
5. The Breathing Apparatus Refresher days are assessable and any areas or under performance will be addressed in line with our Capability and ISO process
6. On each day there will be 2 TDC based BA Instructors and 1 Station/Departmental based BA Instructor, the Station Based BA Instructor will be booked of on the MIS whilst on duty within the Staffing protocol. If Staffing numbers do not allow this then we will look at departmental based BA Instructors prior to paying Instructors overtime
- 6-7. TDC will establish two standardisation days per year for all our BA Instructors to ensure the commonality of training delivery in this safety critical area.
- 7-8. TDC will establish an electronic folder where all our B.A. Instructors have their personal logbooks stored, this will enable the Lead B.A. Instructors at TDC to monitor and ensure they are being completed correctly.
- 8-9. TDC will compile a Current B.A. Instructors list on the TDC share point site. This will be maintained by TDC due to the movement of personnel. This will assist all Station based and Departmental personnel as they will be able to access one reference point for the names and location of all B.A. Instructors throughout the organisation, to assist in their preparation for all aspects of B.A. training/exercises.
- 9-10. TDC will initiate a verification programme where 3 times a year, twice on B.A refreshers and once on local B.A. training, the Station/Departmental

based B.A. Instructors are Quality Assured by the Lead B.A. Instructors from TDC and the respective documentation is completed on Red Kite.

~~10.11.~~ TDC will forge a partnership with Shropshire FRS for Peer Quality Assurance of our Lead B.A. Instructors and our processes.

~~11.12.~~ The Approved Centre will deliver a session on our standardisation days, to ensure all our Station based B.A. Instructors are **trained** to A1 standard.

~~12.13.~~ The Approved Centre will to deliver a session to our Lead B.A. Instructors at TDC are **trained** to V1 standard.

~~13.14.~~ Our recently introduced Tracker system will be used for recording attendees and also booking individuals on to the BA refresher, it will also support District and Station Commanders in their performance management systems.

RTC Refreshers

1. Each Individual will attend a RTC refresher day once every two years. Year 1 they will undertake the RTC Refresher, year 2 they will undertake the Haz Mats Refresher.
2. It will involve 2 appliances (max 12 personnel) that will be allocated in January for the forth coming training year commencing April 1st. To ensure we have enough spaces for all personnel we will need a total of 54 days per year for RTC Refreshers, these appliances will be on a 1 hours delay.
3. The venue for the RTC refresher days will either be at one of our new Strategic Training Facilities or at a suitably located Fire Station to minimise distances appliances have to travel.
4. We have increased the number of Station based RTC Instructors that have successfully attended the RTC Instructors course at the Fire Service College. These Individuals now have a nationally recognised qualification. The reason for this is two fold, firstly we have a subject matter expert locally to assist in local training and secondly these skills can be used as an asset on the incident ground.
5. The RTC Refresher days are assessable and any areas or under performance will be addressed in line with our Capability and ISO process.
6. On each RTC refresher day there will be 2 TDC based personnel comprising of a RTC and Incident Command Instructors and 1 Station/Departmental based RTC Instructor. The Station Based RTC Instructor will be booked of on the MIS whilst on duty within the Staffing protocol, if Staffing numbers do not allow this then we will look at departmental based RTC Instructors prior to paying Instructors overtime.

7. TDC will establish two standardisation days per year for all our RTC Instructors to ensure the commonality of training delivery in this safety critical area
8. TDC will compile a Current RTC Instructors list on the TDC share point site and will be maintained by TDC due to the movement of personnel. This will assist all Station based and Departmental personnel as they will be able to access one reference point for the names and location of all RTC Instructors throughout the organisation, to assist in their preparation for all aspects of RTC training/exercises.
9. TDC will initiate a verification programme where 3 times a year, twice on RTC refreshers and once on local RTC training, the Station/Departmental Based RTC Instructors are Quality Assured by the Lead RTC Instructors and the respective documentation is completed on Red Kite.
10. TDC will forge a partnership with Shropshire FRS for Peer Quality Assurance of our Lead RTC Instructors and our processes.
11. The Approved Centre will deliver a session on our standardisation days, to ensure all our Station based RTC Instructors are **trained** to A1 standard.
12. The Approved Centre will to deliver a session to our Lead RTC. Instructors at TDC are **trained** to V1 standard.
13. Our recently introduced Tracker system will be used for recording attendees and also booking individuals on to the RTC refresher, it will also support District and Station Commanders in their performance management systems.

Haz Mats Refreshers

1. Each Individual will attend a Haz Mats Refresher day once every two years. Year 1 they will undertake the RTC Refresher, year 2 they will undertake the Haz Mats Refresher. The first Haz Mats Refresher courses will start from April 2013.
2. It will involve 2 appliances (max 12 personnel) that will be allocated in January for the forth coming training year commencing April 1st. To ensure we have enough spaces for all personnel we will need a total of 54 days per year for RTC Refreshers, these appliances will be on a 1 hours delay.
3. The venue for the Haz Mats Refresher days will either be at one of our new Strategic Training Facilities or at a suitably located Fire Station to minimise travel distances for appliances.
4. In 2012/13 we will increase the number of TDC and Station based Haz Mats Instructors. They will attend the Fire Service College Haz Mats Instructor course, these Individuals will then have a nationally recognised qualification. The reason for this is two fold, firstly we have a subject matter expert locally to

assist in local training and secondly these skills can be used as an asset on the incident ground.

5. The Haz Mats Refresher days will be assessable and any areas or under performance will be addressed in line with our Capability and ISO process.

6. On each Haz Mats refresher day there will be 2 TDC based personnel comprising of a Haz Mats and Incident Command Instructor and 1 Station/Departmental based Haz Mats Instructor. The Station Based Haz Mats Instructor will be booked of on the MIS whilst on duty within the Staffing protocol. If Staffing numbers do not allow this then we will look at departmental based Haz Mats Instructors prior to paying Instructors overtime

7. TDC will establish two standardisation days per year for all our Haz Mats Instructors to ensure the commonality of training delivery in this safety critical area

8. TDC will compile a Current Haz Mats Instructors list on the TDC share point site and it will be maintained by TDC due to the movement of personnel. This will assist all Station based and Departmental personnel as they will be able to access one reference point for the names and location of all Haz Mats Instructors throughout the organisation, to assist in their preparation for all aspects of Haz Mats training/exercises.

9. TDC will initiate a verification programme where 3 times a year, twice on Haz Mats refreshers and once on local Haz Mats training, the Station Based Haz Mats Instructors are Quality Assured by the Lead Haz Mats Instructors from TDC and the respective documentation is completed on Red Kite

10. TDC will forge a partnership with Shropshire FRS for Peer Quality Assurance of our Lead Haz Mats Instructors and our processes.

11. The Approved Centre will deliver a session on our standardisation days, to ensure all our Station based Haz Mats Instructors are **trained** to A1 standard.

12. The Approved Centre will to deliver a session to ensure our Lead Haz Mats Instructors at TDC are **trained** to V1 standard.

13. Our recently introduced Tracker system will be used for recording attendees and also booking individuals on to the Haz Mats Refresher, it will also support District and Station Commanders in their performance management systems.

Fire Behaviour Refresher

1. In line with Compartment Fire Training Manual all Operational Personnel will attend a 1 day Fire Behaviour Refresher every two years.

2. It will involve 2 appliances (max 10 personnel) this will equate to 68 days over a two year period to enable all our Operational Personnel and Uniformed personnel from departments to attend the Fire Behaviour refresher days.
3. The venue for the Fire Behaviour Refresher will be Defford, unless we have any Fire Behaviour units located at our new Strategic Training facilities.
4. We are increasing the number of Fire Behaviour Instructors both at TDC and on Station. These Fire Behaviour Instructors will have a nationally recognised qualification. The reason for this is three fold, firstly we have a subject matter expert locally to assist in local training and secondly these skills can be used as an asset on the incident ground and finally by having a larger number of Fire Behaviour Instructors we will be able to manage their welfare, fitness and recovery better.
5. To become a Fire Behaviour Instructor now within Hereford & Worcester you must first be a B. A. Instructor, this is in line with national best practice.
6. The Fire Behaviour Refresher days are assessable and any areas or under performance will be addressed in line with our Capability and ISO process
7. On each day there will be 2 TDC based Fire Behaviour Instructors and 1 Station/Departmental based Fire Behaviour Instructor, the Station Based Fire Behaviour Instructor will be booked of on the MIS whilst on duty within the Staffing protocol. If Staffing numbers do not allow this then we will look at departmental based Fire Behaviour Instructors prior to paying Instructors overtime.
8. TDC will establish two standardisation days per year for all our Fire Behaviour Instructors to ensure the commonality of training delivery in this safety critical area.
9. TDC will establish an electronic folder where all our Fire Behaviour Instructors have their personal logbooks stored, this will enable the Lead B.A. Instructors at TDC to monitor and ensure they are being completed correctly.
10. TDC will compile a Current Fire Behaviour Instructors list on the TDC share point site and it will be maintained by TDC due to the movement of personnel. This will assist all Station based and Departmental personnel as they will be able to access one reference point for the names and location of all Fire Behaviour Instructors throughout the organisation.
11. TDC will initiate a verification programme where 3 times a year, the Station Based Fire Behaviour Instructors are Quality Assured by the Lead Fire Behaviour Instructors from TDC and the respective documentation is completed on Red Kite.
12. TDC will forge a partnership with Shropshire FRS for Peer Quality Assurance of our Lead B.A. Instructors and our processes.

13. The Approved Centre will deliver a session on our standardisation days, to ensure all our Station/Departmental based Fire Behaviour Instructors are **trained** to A1 standard.
14. The Approved Centre will also deliver a session to ensure our Lead Fire Behaviour Instructors at TDC are **trained** to V1 standard.
15. Our recently introduced Tracker system will be used for recording attendees and also booking individuals onto the Fire Behaviour Refresher, it will also support District and Station Commanders in their performance management systems.

Trauma Refreshers

1. We have recently entered into a partnership with West Midlands Ambulance Service, they will be bringing their paramedic students to participate on our RTC Refresher days, in return they will train a number of our personnel to FPOS Intermediate. This will increase our number of Instructors both whole time and retained that will be able to deliver Trauma Training.

2. Trauma Training will follow a 4 year cycle for whole time personnel

Year 1	Year 2	Year 3	Year 4
1 day EFAW & Trauma	1 day Trauma	1 day Trauma	1 day EFAW & Trauma

2.3. EFAW (Emergency First Aid at Work) satisfies the H & S requirements for all areas of the workplace apart from the high risk area of the Incident Ground, it lasts for 3 years which is why it will be undertaken in Years 1 & 4. The course requirements is of 6 hours contact time, for the remainder of the days in years 1 and 4 will be undertaken by Trauma Training.

3.4. It will involve 2 appliances (max 12 personnel) this will equate to 24 days over a two year period to enable all our whole time Operational Personnel and Uniformed personnel from departments to attend the Trauma refresher days.

4.5. The venue for the Trauma Refreshers will be a suitable Fire Station with the required facilities to minimise travel distances.

5.6. On each day there will be 1 Station based Trauma Instructor that will be booked off on the MIS whilst on duty within the Staffing protocol. If Staffing numbers do not allow this then we will look at departmental based Trauma Instructors prior to paying Instructors overtime.

6.7. The Trauma Training for Retained personnel will continue on the 4 module system over a 12 month period, however we are looking at training some retained personnel up to FPOS intermediate to assist with the delivery of the modules.

~~7-8.~~ ____ The Trauma refresher days and modules are assessable and any areas or under performance will be addressed in line with our Capability and ISO process.

~~8-9.~~ ____ TDC will establish two standardisation days per year for all our Trauma Instructors to ensure the commonality of training delivery in this safety critical area.

~~9-10.~~ ____ TDC will compile a Current Trauma Instructors list on the TDC share point site and it will be maintained by TDC due to the movement of personnel. This will assist all Station based and Departmental personnel as they will be able to access one reference point for the names and location of all Trauma Instructors throughout the organisation.

~~10-11.~~ ____ TDC will initiate a verification programme where 3 times a year, the Station Based Trauma Instructors are Quality Assured by the Lead Trauma Instructors from TDC and the respective documentation is completed on Red Kite

~~11-12.~~ ____ TDC will forge a partnership with Shropshire FRS for Peer Quality Assurance of our Lead Trauma Instructors and our processes.

~~12-13.~~ ____ The Approved Centre will deliver a session on our standardisation days, to ensure all our Station/Departmental based Trauma Instructors are **trained** to A1 standard.

~~13-14.~~ ____ The Approved Centre will also deliver a session to ensure our Lead Trauma Instructors at TDC are **trained** to V1 standard.

~~14-15.~~ ____ Our recently introduced Tracker system will be used for recording attendees and also booking individuals onto the Trauma Refresher, it will also support District and Station Commanders in their performance management systems.

~~15-16.~~ ____ In relation to 3 and the requirement for FAW (First Aid at Work) qualified personnel on the Incident Ground (highest risk) it states in the Health & Safety First Aid at Work guidance that there should be 1 FAW qualified person per 50 people for the highest risk.

~~16-17.~~ ____ To ensure we comply with this we will train all Malvern personnel to FAW, as there will always be the Command Support Vehicle at a 10 appliance incident within H & W. This is also a requirement for their medical training in relation to line rescue. USAR personnel and our Trauma Instructors will also be FAW qualified.

Core Skills Refreshers

1. Core Skill Refresher Days will replace the practical element of the Peer reviews.
2. Each Retained unit will have 1 visit per year and each Whole time watch will have 1 visit every 2 years. We are not aiming for every individual to participate, but to have a cross section of between 70-80% of each Retained Unit and Watch.
3. The Core Skills Refreshers will last no longer than 4 hours and Stations/Watches will be allocated an am or pm slot. During 1 day we will be able to visit 2 Stations, this equates to 30 days per year.
4. The Core Skills Refresher dates will be promulgated in January for the forthcoming training year commencing April 1st.
5. The venue will be their respective Station unless they do not have the facility to undertake Core Skill training in this case we will utilize the next nearest Station that can facilitate Core Skill Refreshers. This is to minimise travel distances.
6. None of the Station or appliances will be on any delay, they will be available for immediate turnout.
7. The Watch Officers will be expected to conduct the training, 1 TDC Instructor will be allocated to each session to ensure standardisation and Quality Assurance of training delivery in this safety critical area.
8. Station Commanders will be invited to attend.

Review of Incident Command Training

The review of Incident Command commenced by focusing in two distinct areas. The first was a review of practice within HWFRS that aimed to identify obvious gaps in current performance, the second was to identify ICS training and development methods in use within other UK FRS's that could be deemed as 'best practice' and adopted by HWFRS.

The importance of having appropriately trained and competent Incident Commanders at all levels of the organisation has rarely been as apparent as it is today. The subject of Incident Command competence has featured in many recent high profile national incidents such as Harrow Court, and it is expected to feature heavily in the outcomes of ongoing investigations into incidents such as Atherstone and Shirley Towers. In addition, the HSE document 'Striking the Balance' makes it clear that effective training and development of our Incident Commanders is critical for the individual and for the Service.

Development of Level 1 Competence

The most significant risk presented to the Service is considered to be within the development of our Level 1 Commanders, and in particular the Firefighters that act-up to Crew Commander on occasion; albeit for a single incident or multiple shifts.

In recent years, Firefighters that have wanted to act-up have needed to complete a Temporary Role Assessment (TRA). This involved a Station Commander assessing an individual's ability based on their PQA's and understanding of dynamic risk assessment. Following this assessment, the Firefighter was deemed competent to ride in charge of an appliance.

In 2009, the process was improved with the introduction of an Incident Command Assessment (ICA) using Vector incident simulation software. Although this became the preferred means by which new and existing Commanders would be assessed, the TRA remained in use within pockets of the Service.

Although the ICA has been a welcome first-step, there has been no means of determining which of our Firefighters that act-up have ever received acquisition training and no robust plan in place to provide such training.

The December 2009 report of the HSE inspection of North Wales FRS, reported their use of a 'command map' which was used to record competence of all Commanders, and as such, North Wales were approached and subsequently shared this area of good practice.

A HWFRS command map was created and the resulting gap analysis showed that over 25% of Firefighters that act-up, including some that have been undertaking long-term temporary positions, have never received any formal Incident Command training.

To allow Firefighters to undertake a role for which they have received no training places the individual and the Service at a significant and avoidable risk. Therefore the recommendation (Appendix ?) is that the Service should adopt a 3 stage process for the development of Level 1 Commanders.

- Stage 1 - Attendance on a Supervisory Incident Command Course
- Stage 2 - Workplace development in a controlled environment, gained evidence against Unit WM7
- Stage 3 - Incident Command Assessment

This would provide a sufficiently robust development process by ensuring that each Level 1 Commander has been trained, developed, and assessed by a qualified assessor prior to undertaking the role. It would streamline with the clear process that currently exists for Level 2 Commanders, and could be considered as 'best practice'.

During 2011, significant progress has been made and an intense programme of training courses has ensured that all Level 1 Commanders have now received acquisition training. The 3-stage approach has been introduced as a trial during this period, with stages 2 and 3 still in progress.

Pre-Course Learning

One area of good practice in some other UKFRS's is the use of pre-course learning modules or workbooks for their Level 1 candidates. This concept has now been adopted by HWFRS and all SICC candidates are now assigned pre-course learning, which is currently being facilitated through Learnpro. Each candidate is assigned a SICC module a minimum of four weeks in advance of their course and are encouraged to view the learning material and undertake the pre-course self assessments. The SICC now commences with a theory assessment, and this pre-course module has been regarded by SICC candidates as a noteworthy success.

Alternative platforms for the use of pre-course learning are currently being explored.

Level 1 Refresher Training

Incident Command refresher training for Level 1 Commanders has been another area of considerable risk. Although the introduction of a programme of Incident Command refresher training was a requirement of the 'Organisational Review, Post Hertfordshire FRS Improvement Notices' there was no evidence of a refresher training plan for our Level 1 Commanders.

The service has now embarked on a Level 1 Incident Command refresher programme, which is being provided through Peter Stanley Training Ltd. Accredited through the Institute of Leadership and Management, this training will be provided to every Level 1 Commander over a two year period.

Whilst the introduction of this programme has provided a significant step forward for HWFRS, the trade-off is that the Service no longer sends its Crew and Watch

Commanders to the Fire Service College (FSC) as part of their development programme. For this reason, the Supervisory Incident Command Course is being scrutinised to ensure that it matches or exceeds the outcomes of the FSC Incident Command Foundation course.

It is recommended that on completion of the current two-year refresher programme, a further review should be undertaken to determine the most appropriate means of providing this critical training.

Risk Management

Although the management of risk on the incident ground overlaps with other areas of competence, it is heavily linked to Incident Command and those working within the Incident Command System.

The accurate recognition and effective management of hazards and risks on the incident ground is fundamental to the success of our operations, yet evidence from returns such as Analytical Risk Assessments (ARA) indicate that there is widespread misunderstanding of their use and application.

Regular, ad-hoc requests for Command Support and ARA training through the current 6-weekly peripatetic training arrangements indicate that there is a need for this training to be provided through a coordinated training plan to all watches/units.

Other FRS's that have developed ICS training for a number of years (West Yorkshire, Lancashire), have introduced a watch-based training module that covers risk-critical information. This promotes the development of group competence and relies heavily on the use of incident simulation software such as Fire Studio.

It is therefore recommended that the Service introduce a one-day training module to be delivered to each watch/unit over a two year period, to be managed in accordance with other centrally delivered modules, such as Hazmats and RTC. The objectives of the module must be dynamic to address emerging risks, but it is envisaged that it will focus on the following key areas:

- Organisation on the Incident Ground
- Risk Management on the Incident Ground, inc DRA, GRA & ARA
- Command Support function
- Modern Methods of Building Construction (timber framed etc)
- Role of Safety Officer & signs of collapse
- Manual handling
- Management of PPE
- Tactical Decision making Exercises (TDE's)

Training for Fire Control and USAR should also be included within this framework, although objectives should be adjusted to address specific needs.

ICS Training Materials

The review found that although ICS was a requirement of the IDR there was no Incident Command training presentation available to crews within Breeze, which is the normal location of watch-based training packages. Two presentations were

available within the Incident Command element of the TDC sharepoint; one 'overview' of Incident Command which was based on the Fire Service manual 2nd edition, and another which highlighted changes introduced in the 2008, 3rd edition.

This situation has now been developed, with the creation of a suite of seven Incident Command presentations that cover key strands of ICS. These are all available on Breeze and each presentation is linked to a set of learning objectives that are applicable to each level of Command within the organisation. These presentations and objectives have provided the foundation for pre-course learning and Incident Command Assessments.

ICS Training and Assessment Methods

The use of 'tactical decision making exercises' as a means of developing the decision making skills of individuals and improving team competence has been recognised as an area of best practice that HWFRS can further develop.

Fire Studio software was purchased by the Service in 2010, but due to circumstances it was never introduced as a mainstream training tool. These resources have now been adopted by TDC as a central resource and an initial training course has been completed by one person within each District. This means that Districts will soon have the capability to create training simulations that are based on local risks. Further training for these individuals is planned, as is the creation of a bank of generic incident simulations.

Fire Command's Vector incident simulation software has been used by the Service for several years, but the range of incident scenarios used for Command assessments has been very limited. This is now being improved, with the release of regular software updates. The newly released Vector 2.1 software provides a fresh range of scenarios and Fire Command are delivering on their promise to deliver further updates on a quarterly basis.

The development of Fire Studio within HWFRS will also provide an alternative means of assessing individual competencies.

Incident Command Trainer/Assessor Competence

Although the Service has been undertaking Incident Command Assessments for all of its Commanders since 2009, the current assessors have received no formal training in the delivery of Incident Command training or assessments, nor has there been a requirement for assessors to have an assessors award.

This has created a situation where varying standards between assessors can exist, which can lead to significant inconsistencies in the assessment process.

To enable the development and integration of Incident Command training and assessment at central and local levels, the creation of a pool of qualified Incident Command training instructors is in progress. Individuals have been selected based on their previous experience in delivering Incident Command training, including the use of Vector, and/or role within the organisation, such as having close links to the areas such as the Command Support Unit and policy making.

Each person will attend a 3-day Assessors' training course which provides an ILM endorsed award; this will ensure the credibility of assessors and provide consistency in the application of standards. It will also provide instructors with experience in the use of Fire Studio, which can be used to significantly improve current training methods across Districts.

The primary benefits of introducing this team are two fold. Firstly, it will provide TDC with increased resilience in the delivery of training courses and assessments, and secondly it will provide Districts with an improved capability in the delivery of local Incident Command training. As many of the instructors are also operational staff, the application of improved skills will be filtered to the incident ground.

Training of Command Levels 2, 3 & 4

The development process for these levels of command is considered sufficiently robust and compares favourably against other FRS's.

In 2010, the Service commenced a Level 2, 3 & 4 training programme through Peter Stanley Training Ltd and all tactical and strategic level Operational Commanders have received training. Further to this, each level 2 Commander has also received additional training in the roles of Command Support, Water, Safety and BA Main Control functional roles.

Further information relating to the type and frequency of training for these levels is detailed within the appendices.

Hereford & Worcester Fire and Rescue Service
Service Management Board
Meeting date

Agenda Item No. Level 1 Incident Command Development Process

Purpose of report

4. The purpose of this paper is to seek approval for a change in the way that all future Level 1 (Supervisory) Incident Commanders are selected, trained, developed and assessed prior to undertaking Operational Command duties.
-

Recommendations

It is recommended that:

- i) The current Temporary Role Assessment process be revoked and replaced with a 3-stage Level 1 Incident Command development process.***

Background

In recent years, Firefighters that have wanted to act-up have needed to complete a Temporary Role Assessment (TRA). This involved a Station Commander assessing an individual's ability based on their PQA's and understanding of dynamic risk assessment. Following this assessment, the Firefighter was deemed competent to ride in charge of an appliance.

In 2009, the process was improved with the introduction of an Incident Command Assessment (ICA) using Vector incident simulation software. Although this became the means by which new and existing Commanders would be assessed, the TRA remained in use within pockets of the Service for those needing to act-up.

Although the ICA has been a welcome first-step, there has been no means of determining which of our Firefighters that act-up have ever received acquisition training and no robust plan in place to provide such training. A 2011 gap analysis showed that over 25% of Firefighters that act-up, including some that have been undertaking long-term temporary positions, have never received any formal Incident Command training.

Incident Command competence has featured in many recent high profile national incidents such as Harrow Court, and it is expected to feature heavily in the outcomes of ongoing investigations into incidents such as Atherstone and Shirley Towers. The publication of the HSE document 'Striking the Balance' leaves us in no doubt that effective training and development of all of our Incident Commanders, including Firefighters that act-up, is critical for the individual and for the Service.

To allow Firefighters to undertake a role for which they have received no training places the individual and the Service at a significant and avoidable risk.

Proposed 3 stage Level 1 Incident Command development process

Stage 1- Supervisory Incident Command Course (SICC)

Candidates will attend a 5 day SICC which provides opportunities to develop and apply skills in risk assessment, decision-making, planning, objective setting, prioritising and reviewing to a range of realistic scenarios. It is heavily biased to practical outcomes of value to the Incident Commander at crew level. The course commences with a theory assessment which is based on a pre-course learning programme, which ensures that candidates have a sound understanding of ICS from the outset.

On successful completion of the course, candidates will be provided with a WM7 Workplace Assessment folder and will commence a period of workplace development.

Stage 2- Workplace Development

During this period, the candidate should take opportunities to ride in charge of a fire appliance whilst being monitored by a competent Level 1 Commander that is riding on the same appliance. This should enable the candidate to gather evidence towards NOS Unit WM7 in a controlled environment. The way in which this is facilitated needs to be determined locally, but it will remain the responsibility of the competent Commander to use their professional judgement and dynamic risk assessment to determine whether the situation and/or incident type is appropriate as a development opportunity. In situations where safety or performance may be compromised, the roles should be reverted to ensure a satisfactory outcome is achieved. All communications to Fire Control should contain the name of the competent Commander.

Once sufficient evidence has been gathered, the individual should be nominated for an Incident Command Assessment by their Station Commander.

Stage 3- Incident Command Assessment (ICA)

This remains the same; the ICA will involve a theory assessment and practical element using incident simulation software. On successful completion, the candidate is deemed competent to ride as a Level 1 Incident Commander without supervision.

Risks

As this proposal recommends a staged process, Station Commanders will no longer have the freedom to deem individuals competent to ride in charge of an appliance at very short notice. Therefore it presents a potential risk to Service Delivery.

This risk can be mitigated by Station Commanders ensuring to maintain a minimum level of Command competent individuals on each Watch/Unit and by ensuring adequate succession planning in-line with skills profiles.

Conclusion / Summary

It is the recommendation that SMB approve the 3 stage ICS development process. This approach provides a significantly improved Incident Command development

process by ensuring that each Level 1 Commander has been trained, developed, and assessed by a qualified assessor prior to undertaking the role.

This process will place the service in a stronger position, as it will provide an appropriate and clearly auditable route to command competence for all our Level 1 Commanders.

Corporate Considerations

An Impact Summary sheet is attached at Appendix 1 to identify and address the potential impact of the proposals contained in this report.

Supporting Information

Appendix 1 – Impact Summary Sheet

Appendix 2 – Peter Stanley Incident Command Level 1 Course Outline

Contact Officer

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Hereford & Worcester Fire and Rescue Service
Service Management Board
Meeting date

Agenda Item No.. Level 1 Incident Command Training

Purpose of report

5. The purpose of this paper is to seek approval for a change in the way incident command training is delivered to Level 1 Operational Commanders (FF's that act-up, CC & WC)
-

Recommendations

It is recommended that:

- ii) HWFRS no longer send individuals to the Fire Service College to undertake the Incident Command Foundation (ICF) Course as part of the Crew and Watch Commanders Development Programme.*
- iii) Reallocate savings to provide all Level 1 Operational Commanders (240 people) with ILM accredited training and assessment, delivered through Peter Stanley Training, to be achieved within a two year period.*
- iv) Ensure the objectives of the ICF are achieved by attendance at the internal 'Supervisory Incident Command' (SIC) course.*

Background

6. Although the service has achieved a baseline by assessing all Level 1 Commanders to WM7 standard over the last two year period, there has been no consistent and clearly auditable route to command competence for all of our commanders.

Training provided to Firefighters that act-up has been limited. Some have attended a SIC, some have only completed a one-day IC training day and some have been deemed competent by their Station Commanders using the 'Temporary Role Assessment' process.

Although, in recent years, all newly appointed WC and CC have been required to attend the ICF as part of their development programme, a credible refresher programme for all Level 1 Commanders has not been established. This places the service at considerable risk.

7. Level 1 Incident Command Training

The ICF is a 5 day course held at the FSC. Course content is heavily biased towards practical training, it concludes with a theory assessment to NOS WM7 and it is not accredited. The course has mixed reviews from attendees with many stating that it is more suitable for Firefighters that act-up than CCs and WCs. The course costs approximately £2750 per student and we currently have sufficient funding for 19 students in the 2011/12 year (£52,000)

The H&W SIC is a 5 day course that has the same learning outcomes as the ICF. Course content is currently divided equally between theory and practical.

Approximately two months after completing the course, students are invited to TDC to undertake a theory paper and practical assessment using Vector. Assessment is to NOS WM7.

Peter Stanley offers a two day Incident Command Level 1 (Bronze) course. This is aimed at CC and WC in development and as a refresher for those that are competent. It consists of an initial assessment, IC theory, practical scenario simulation and a final written assessment. It cross maps with NOS WM7 and is accredited by the Institute of Leadership and Management (ILM). The cost is £2400 for a course of six students.

Projected spend through Peter Stanley will be £48,000 for 120 students per year. The cost of training all 240 of our Level 1 Incident Commanders will be £96,000 over a two year period. This compares favourably against the current spend for the ICF at the FSC, which is £52,000 per year for 19 students.

Further benefits of training Level 1 Commanders via Peter Stanley include:

- All Commanders will have received adequate and appropriate 'ticket to ride' training, with the programme being completed within a two year period.
- The training and assessment is accredited by ILM.
- HWFRS will be spending less to get more people trained.
- The training delivered to Level 1 Commanders should dovetail with Peter Stanley training already delivered to our Level 2 Incident Commanders (Station Commanders)
- Outsourcing provides capacity for TDC instructors to support local exercises and provide further IC training focusing on local risks by using software such as Fire Studio.
- The road to command competence will be equal for Firefighters that act-up and Crew Commanders in development, in that they will all:
 1. Attend a SIC Course
 2. Commence workplace assessment to NOS Unit WM7
 3. Attend the Peter Stanley Level 1 Course
- Peter Stanley Course is delivered in-house, creating less disruption to staff and a reduction in subsistence claims.

Conclusion / Summary

8. It is the recommendation that SMB approve the outsourcing of Level1 ICS training to Peter Stanley. This places the service in a stronger position, as each of our Level 1 Commanders will have received training and assessment to an accredited minimum standard. This approach will also create opportunities for existing TDC instructors to develop other strands of IC training delivery on Districts.

Corporate Considerations

9. An Impact Summary sheet is attached at Appendix 1 to identify and address the potential impact of the proposals contained in this report.

Supporting Information

Appendix 1 – Impact Summary Sheet

Appendix 2 – Peter Stanley Incident Command Level 1 Course Outline

Contact Officer

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Hereford & Worcester Fire and Rescue Service
Service Management Board
Meeting date

Agenda Item No. Review of Commercial Training provision

Purpose of report

As an outcome of the IRMP review of Training, this paper provides SMB with an overview of current Commercial Training (CT) activity and provides a recommendation for future provision.

Recommendations

It is recommended that:

- ***The provision of training to external clients on a commercial basis should cease and be replaced with free fire safety training courses that help businesses comply with fire safety law.***
- ***This will enable HWFRS to influence a far wider audience than was previously achieved and will also ensure legislative requirements of the FRS Act 2004 and RRO (Fire Safety) 2005 are being met.***

Background

Until recent years, HWFRS offered a wide range of training courses to external clients on a commercial basis. In 2009, the range of courses reduced to just three:

- Basic Fire Fighting (BFF)
 - 2 hours duration, focusing on basic fire safety, first-aid firefighting and evacuation, delivered by 1 x TDC Instructor and 1 x General Assistant.
- Fire Wardens
 - 1 day duration, similar to BFF but in greater depth, delivered by 1 x TDC Instructor and 1 x General Assistant.
- Management of Fire Risk Assessment (MFRA)
 - 2 day duration, focusing on completion of a fire risk assessment, delivered by the TFS trainer.

Section 95 of the Local Government Act 2009 requires any authority that trades beyond full cost recovery (to make a profit) must set up a company. HWFRS' intention is not to make a profit, and therefore a company is not required.

Within HWFRS, there has been an expectation that CT will generate an income in excess of £50,000 each year, yet traditionally the Service has been willing to

accept any financial or capacity loss incurred through providing CT, as the activity indirectly supports the Service CFS strategy.

Since 2009, many UK FRS have reduced CT provision or ceased trading completely. For example, Shropshire, Warwickshire and Gloucestershire FRS have all ceased trading. Others have established a company and have developed CT as a means of income generation.

General Considerations

- Gross income has been substantially less than the desired £50,000 per annum, with £18,000 generated in 2009/10 and £26,000 in 2010/11.
- The cost of facilitating the courses has been over £56,000, which results in a net loss of over £12,500.
- Courses with the same content are offered by many local and national providers at a comparable cost.
- To achieve full cost recovery HWFRS would need to increase the charge to customers and would no longer offer courses at a competitive price.
- To not recover all costs could be considered unethical, as it reduces local business opportunities at the expense of tax-payers money.
- Whilst the activity has contributed to the overall CFS strategy, it has not targeted high-risk groups; if HWFRS had not offered the training, customers would have approached other providers.
- Delivery of CT requires the use of two TDC staff, and this adversely affects the department's ability to deliver other risk-critical training.
- One cost effective means of delivering CT would be to employ two part-time support staff to deliver and develop CT in its entirety. Corporate Risk has advised, however, that if CT was to be developed, it would be prudent to establish a trading company.
- Whilst the MFRA course is commercially viable (primarily due to it being delivered by the non-operational TFS trainer), the lack of demand is such that over the last two year period there has been only two courses delivered, with a total of eight clients trained.

Proposal

It is the recommendation that SMB approve the cessation of CT courses, and promote community wellbeing by offering free fire safety training to help businesses to comply with fire safety law.

- The delivery of CT is not a legislative requirement and in its current form is not financially viable.
- Similar courses are provided by local training companies at a similar cost. The limited number of CT courses undertaken indicates that HWFRS has a very small market-share, and to cease trading will not have a detrimental impact on the community.

- To cease CT whilst maintaining current staffing levels, will help to provide greater capacity within Service in order to deliver more essential, risk-critical training.
- To enhance business education by offering free fire safety training courses will enable HWFRS to influence a far wider audience than was previously achieved. It will also ensure legislative requirements of the FRS Act 2004 and RRO (Fire Safety) 2005 are being met.
- The training could be in the form of a short course or workshop (suggest 3 hours), to be delivered at various locations around the counties. It could be provided on a first come-first serve basis and could be delivered by the TFS trainer.
- The frequency of courses would need to be determined by the demand balanced with the capacity of the TFS trainer.

Supporting Information

Appendix 1 – Commercial Training Viability

Appendix 2 – Corporate Risk advice

Contact Officer

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Hereford & Worcester Fire and Rescue Service

Agenda Item No. Recommendations for future provision of Driver training within HWFRS

Purpose of report

To give an overview of current Driver Training provision within HWFRS, inform on new legislation, and provide a recommendation for future provision.

1. Background:

- 1.1. HWFRS currently discharges its Driver Training requirements in two distinct and separate areas:
 - “Driving School” delivers all LGV (Cat C) based training, including Blue light response and vehicle familiarisation. (detail on establishment & courses/training provided in Appendix 1)
 - Watch based Off Road instructors deliver all vehicle familiarisation and Off Road/Limited traction training for all Cat B & C1 vehicles .e.g. WRV sprinters, Argocat, etc. (detail on establishment & courses/training provided in Appendix 2)
- 1.2. All Off Road driver training is delivered in house, whilst Driving school deliver both in house training and externally sourced courses & assessment. We currently source training from WMFRS for LGV initials and ROC (Responding Officer Course) initials and refreshers.
- 1.3. Although Driving School and Off Road instruction both fall under the responsibility of the Specialist Training Manager, administration and management are totally separate, with no co-ordinated approach.
- 1.4. New Emergency Response Driver Training (ERDT) standards are due to be introduced imminently (possibly Nov 11) as a result of the Road Safety Act 2006, which will impact on the resources required, and expectations for what Driver Training will deliver. To achieve Training Body Accreditation and competency to the standards we will require:
 - Standardised paperwork
 - Change of terminology from EFAD to ERD (emergency Response Driver)
 - At least 3 qualified Instructors/assessors
 - Peer evaluation administered by an approved system or by using accredited bodies
 - Increasing EFAD Initial course from 4 days to 5
- 1.5. In April 2010, an independent audit of Driver training (Appendix 3) was carried out by Kevin Day (West Mids FRS) & Kevin Dell (Oxfordshire FRS). A number of recommendations they made have been assessed and included as appropriate.

- 1.6. Also personnel who have passed their driving tests post January 97 no longer have entitlement to tow trailers greater than 750kg. This has implications for Service delivery at Water Rescue and argocat stations.

2. Current situation & options:

- 2.1. The Driver Training dept is under established; current establishment is 1 permanent non-uniformed post (3 days per week), with 2 watch based Driving instructors who provide availability when they can on rota days (at overtime rate). This establishment does not reflect provision across the region, which is detailed in Appendix 4, and has gradually eroded from January 2009 when Driving school consisted of 2 full time Watch managers with 4 part time instructors.
- 2.2. This provision has caused a backlog of EFAD refreshers which was standing at approximately 100 courses before the secondment of one of the instructors in to the dept (who has currently been seconded for 8 months). Currently we have 49 EFAD refreshers overdue. 22 have been booked in (to be completed by end of Oct), with 27 to be arranged.
- 2.3. ERDT standards now stipulate a refresher training frequency of 5 years. We currently refresh 3 yearly and I recommend we retain this due to risk, and also the leeway it gives us should slippage occur in the refresher programme.
- 2.4. The current establishment also means 4 day courses (e.g. EFAD initial) can not be accommodated without variations to contracted working arrangements and/or flexibility of instructors, global crewing permitting.
- 2.5. Issues have also been raised about the time it takes to get personnel familiarised on Service vehicles following acquisition of their LGV licence (sometimes up to 3 or 4 months) which, as well as presenting a H&S issue as they won't have hands on for an extended period, delays their ability to acquire the driving hours required before progressing to EFAD. This is purely down to capacity.
- 2.6. There are only 225 days of Instructor availability within the department in total. This is based around the Watch based instructors being able, and willing, to provide 25% of their off duty time to Driving school. 194 days of purely instructional days are required per annum, leaving only 31 days for administration, course development and evaluation & personal development. No ad-hoc requirements have been factored in. i.e. new vehicle evaluations, accident investigations, etc.
- 2.7. It was recognised in the independent report that administration alone can take up to 50% of the permanent Driving Instructor/manager's time which indicates that that we do not have capacity to deliver our current annual training programme.
- 2.8. The total cost of Driving school, which includes the full time instructors salary as well as external courses comes to approx £44k. Overtime

payments for the Watch based EFAD instructors is variable, but for financial year 10-11 came to £15939.

2.9. LGV initials cost the service approx £22450 annually, but to deliver in-house would require the following:

- Procurement of a suitable Cat C Large Goods Vehicle (not a Fire appliance)
- Getting our current instructors trained, and maintained, as official DSA accredited instructors/examiners
- To maintain examiner status requires examination target/requirement exceeding our needs
- An increase in establishment further to what I shall be recommending

2.10. ROC courses (initials & refreshers) will cost the Service £5150 annually moving forward. To deliver training/instruction in a car (cat B vehicle) requires an ADI (Approved Driving Instructor) qualification. We currently have 4 Watch based Off Road Driving instructors who hold this qualification and to enable them to deliver ROC courses they would need to receive Blue Light Driving Instructor training. I am currently waiting for information on providers/cost/duration for this training but do not anticipate it being prohibitive for the gains that will be made, these being:

- Saving of circa £5k per year (offset against Overtime payments for Instructors, should they not be able to be detached)
- Reduced Travel time for Officers to and from West Mids
- Training received in Officers own car
- Training delivered to HWFRS policy
- Training dates/arrangements more flexible in-house
- Cancellation costs eliminated
- Ad-hoc training requests accommodated more easily
- ROC refreshers can be combined with Officer AWLT refresher, reducing training time and administration
- Blue Light input can be incorporated in to AWLT/Off Road training for Specialist appliances. e.g. WRV's, Pinzgauer, Defender 130, (Blue light training in specialist appliances is a recommendation in the independent external audit)
- Blue light input can be delivered on Trailer towing training

2.11. 53 days of purely instructional days are required for off road driving, excluding ad-hoc requests, personnel movements, etc. Global Crewing rarely allows detachment for Instructional duties so a cost of approximately £9.5k can be anticipated in overtime payments for this (based on an 8 hour day).

2.12. Should ROC courses be delivered in-house then this increases to 71 days. However, the additional cost incurred in overtime (approx £3.2k) is more than offset by the savings made from not sourcing from West Mids (£5150).

2.13. All administration, course development, updates, etc is currently done by the instructors themselves on overtime or around watch commitments, so

additional costs are incurred. Extra days are also required for personal development. e.g. ADI continuation training & spot checks, standard setting days, and new vehicle training.

- 2.14. Provision of a dedicated Driver training office manager overseeing all elements of training within the service would reduce both overtime costs and off duty burden for Off road instructors. Removing this responsibility would indicate that split between 4 instructors, the current workload, and the extra should ROC be brought in-house, is both achievable and the establishment is correct.
- 2.15. Our off road Driving instructors are not currently accredited to any nationally recognised Off Road driving standard. e.g. NPTC or LANTRA, and rely on the initial input received during the introduction of new vehicles from manufacturers. Achieving accreditation will demonstrate competence, and that our instructors have the experience, technical knowledge and ability to operate all vehicles across the fleet, which has been independently assessed. It will also enable all instructors to deliver training in all vehicles as currently only 2 instructors can deliver Pinzgauer instruction, and only 1 on the argocat.
- 2.16. Operationally the trailers within Service are for the boats at 21, 46, 28, & 19, and the argocats at 41 & 23. Trailer towing training for Grade 1 drivers at these stations is delivered as part of AWLT (Adverse Weather & Limited Traction) or Off Road training.
- 2.17. Cat B (car) licence holders who gained their licence post 1st Jan 1997 are limited to towing a Trailer with maximum authorised Mass (MAM) of 750kg, if they have not taken the official DSA trailer towing examination. As the Boat trailers have a gross weight of 660kg, trailer towing is not an issue for personnel at those stations.
- 2.18. The argocat trailer is more than 750kg, so any post 97 licence holders at 41 & 23 will have to take the DSA test to gain trailer towing entitlement (+E). Initial investigations indicate that no current Grade1 drivers at these stations are affected but 1 driver going through the process is, and will require testing. As time moves on, however, more drivers will require official examination and a process needs to be implemented to ensure Drivers at these stations receive all training & examination required. This will most probably require official external training, and definitely incur extra cost.

3. Recommendations:

- Bring all Driver training requirements & co-ordination in to one department (Driving school) with dedicated Driving School office Manager (non-uniformed, full time). This provides resourcing required for co-ordinated programme planning, policy development & administration.
- Appoint dedicated Driving instructor (non-uniformed, full time), allowing confirmed bookings for EFAD refreshers and accommodating EFAD initial course requirements (including extended initial course)
- Maintain 2 Station based Cat C/EFAD instructors. This provides resilience for both training requirements and ERDT standards for Accredited Training body. i.e. at least 3 qualified instructors/assessors
- Maintain 4 Off Road ADI qualified instructors, and develop them to become Blue light Driving instructors
- Source Off Road accreditation for instructors (also recommendation of independent audit)
- Deliver ROC courses in-house
- Maintain external training/assessment for LGV initial
- Increase EFAD initial course from 4 days to 5
- Maintain 1 day, 3 yearly EFAD refreshers
- Review all SPI's relating to driving. Ensure they are all correct, clear & concise, and do not contradict each other. They should then all be accessible in one clearly defined location on the intranet (recommendation of independent audit)
- Review Speed limit policy for specials (recommendation of independent audit)
- Explore possibility of delivering EFAD refresher training at delegates location
- Blue light training to be delivered as part of familiarisation training on Special appliances (also recommendation of independent audit)
- Implement process for acquisition of Trailer towing entitlement (B+E) for post 97 licence holders at stations 41 & 23

4. Supporting Information

Appendix 1 – Driving School establishment & course/training provision

Appendix 2 – Off Road establishment & course/training provision

Appendix 3 – Driver Training Independent Audit April 2010

Appendix 4 – Regional Driver Training provision

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Appendix 1

Driving School establishment & course details

Instructor Establishment:

Driving School Instructor/Manager –

- 1 Part time non-uniformed post
- 3 days per week
- Salary £15014.19
- Availability – 135 days per year after Leave deducted

2 x Driving Instructors –

- Watch based
- Available on Rota days only
- Paid on Overtime rate
- Availability – 45 days each (based on assumption that they can provide 1 day off duty every 8 day period throughout year)
- All are EFAD Instructor/assessors, but do not hold ADI qualification, and can therefore not instruct on Cat B vehicles
- EFAD Instructor refreshers required every 3 years at a cost of £1501 per person

In House training:

Driver familiarisation (Grade 2 courses + Special appliances/vehicle movements):

- 20 delegates per year as result of LGV courses
- 10 delegates per year as result of new drivers at Special Appliance stations
- 10 days per year as result of vehicle/personnel movements
- Total of 40 instructor days required per year

LGV theory/hazard perception course:

- 4 x 1 day courses required per year
- 4 instructor days required

EFAD Initial course:

- Station skills profiles return an EFAD establishment of 326 drivers
- 20 EFAD initial delegates required per year (based on 6% attrition)
- 10 courses required annually (2 delegates per course)
- 4 day course resulting in 40 Instructor/assessor days

EFAD refresher courses:

- 1 day every 3 years

- 110 refreshers required annually
- 110 Instructor/assessor days

Externally sourced training:

LGV:

- LGV training & examination delivered by WMFRS
- 5 day course
- £1805 per course (accommodating 2 delegates)
- 10 courses required annually (based on 6% attrition) - £18050
- Medical & Theory test - £100 per delegate
- Accommodation for delegates from West district – approx £2400 per year

Responding Officer Courses (ROC) Initial:

- Delivered by WMFRS
- 4 day course, split into 2 modules
- £508 per person for an initial course
- Anticipated 3 delegates requiring ROC initial per year - £1524

Responding Officer Courses (ROC) Refresher:

- Delivered by WMFRS
- 2 day course every 3 years
- £259 per person for refresher
- 14 delegates for ROC refresher per year - £3626

Appendix 2

Off Road/Limited traction establishment & course details

Instructor Establishment:

- 4 x Watch based Instructors, available off duty for Overtime payments or on duty if crewing permits
- All ADI qualified, but not EFAD instructors
- Instructor availability – 45 days each (based on assumption that they can provide 1 day off duty every 8 day period throughout year)
- Not officially accredited as Off Road instructors

In House training:

RAV Adverse Weather & Limited Traction (AWLT):

- 1 day initial & refresher course
- Refresher delivered 3 yearly
- 1 Initial course required annually (2 delegates per course)
- 3 Refresher courses required annually (2 delegates per course)

WRV (AWLT):

- 1 day initial & refresher course
- Refresher delivered 3 yearly
- 3 Initial courses required annually (2 delegates per course)
- 15 Refresher courses required per year (2 delegates per course)

Pinzgauer (Off Road):

- 1 day On-road & Trailer towing initial course
- 1 day off road course – Initial & Refresher
- Refresher delivered 3 yearly
- 1 Initial course per year (2 delegates per course)
- 1 Refresher course per year (2 delegates per course)

Argocat (Off Road):

- 1 day initial & refresher course
- Refresher delivered 3 yearly
- 2 Initial courses per year (2 delegates per course)
- 4 Refresher courses per year (2 delegates per course)

Hi-Lux (AWLT):

- 1 day initial & refresher course
- Refresher delivered 3 yearly
- 1 Initial course per year (2 delegates per course)

- 3 refresher courses per year (2 delegates per course)

Freelander (AWLT):

- 1 day initial & refresher course
- Refresher delivered 3 yearly
- 1 Initial course per year (2 delegates per course)
- 7 refresher courses per year (2 delegates per course)

Defender 130 (Off road):

- 1 day initial & refresher course
- Refresher delivered 3 yearly
- 1 Initial course per year (2 delegates per course)
- 9 Refresher courses per year (2 delegates per course)

Trailer Towing:

- Delivered as part of Sprinter AWLT input
- Also ad-hoc requests for Community Safety trailers, workshops staff, etc

Training Facilities

The provision of training facilities varies from Station to Station, with a number of Stations (particularly in West District) having little or no facilities at all. A review of these facilities has been conducted (fig 1) which makes clear that the provision in some areas is inadequate, and will not even allow basic core skills training.

It would not be possible to provide significant or substantial facilities on every Station due to logistics and cost, therefore it would be more reasonable to provide superior facilities within an acceptable travel distance of each Station.

The review has built on work carried out in 2008 where proposals were made to construct Strategic Training Facilities (STF's) in a number of locations around the Service Area. Following a re-examination of the original proposal it was agreed that the identified 30 minute travel window was acceptable and based on geographical area the Service would need to construct four STF's;

- North Herefordshire, Kingsland area
- South Herefordshire, Ross area
- North Worcestershire, Kidderminster area
- East Worcestershire, Evesham area

This project will require significant financial investment of around £2 million. Timing of the builds will be critical if the Service is to avoid significant disruption to the BA refresher programmes. Progress on the planning applications will determine the order in which the builds take place but it is like that Evesham will have to be constructed first so Kidderminster can remain operational until it is complete. This will ensure continuity of the Services pre-planned training programmes.

What should an STF look like?

The starting point was to review the activities that the Staff are required to perform, this was captured as part of the review of the individual training records found elsewhere in this report. Once established it was essential to construct a facility that would allow training in each of these activities where possible. To assist in the design process a number of other Services were contacted to look at their provision and to allow the Service to "cherry pick" the best and suitable options. From this list a table of requirements was produced which can be seen in figure 4 below:

Fig 4

Essentials	Comments
Fire House	Carbonaceous or gas
Training Tower	
Drill Yard	
RTC Compound	Must accommodate 4 cars
BA Compressor	
Cylinder storage	
Open water/trench for RTC & animal rescue	Must accommodate a car on its roof, min depth 1.2 m, and can be drained
Roadway & street furniture	Trench to run along side
Dirty brief/debrief room	Could combine with Cylinder store
Showers & toilets	
Lecture facilities	For 20 people
General store	
Parking	
Mess area	For hot drinks etc
Desirable	Comments
Interceptor/ catch tanks	For foam subject to EA approval
Fork lift or similar	Moving or positioning scrap cars
Large scrap vehicles	Training props

Each STF will be capable of providing the requirements listed above but there will be variations on how this is achieved, for example, carbonaceous BA facilities and Gas powered facilities each have their advantages and disadvantages so it would be prudent to have a mix of both. There are also environmental issues around carbonaceous facilities in build up areas. This approach will also allow crews to utilise both types of facilities if they wish.

The STF's have been designed to cover a number of training scenarios which can be found in appendix ?

N.B. Compartment Fire Behaviour Training (CFBT) will continue to be conducted at Defford as this cannot be replicated at real fire facilities and can only be demonstrated using "Attack Boxes" utilising specialist instructors. Gas Facilities cannot have Attack Boxes due to the same environmental considerations highlighted above. Consideration will be given to the provision of Attack Boxes at Carbonaceous facilities.

Training Centre

The review also looked at Training Centre itself to determine whether it still meets the requirements of a modern Service. To quantify this, the team identified the Service's training requirements and mapped them across to the functions provided by the existing site. As above this produced a list of requirements that a modern Training centre should have as can be seen in figure 2.

Fig 2

Essentials	Comments
Fire House	Carbonaceous or gas
Attack boxes X 2	CFBT
Training Tower	
Drill Yard	
RTC Compound	Must accommodate 8 cars
BA Compressor	
Cylinder storage	
BA set storage/ maintenance	Charging points for BA sets required
Open water/trench for RTC & animal rescue	Must accommodate a car on its roof, min depth 1.2 m, and can be drained
Trench rescue rig	May be incorporated in trench above
Motorway & street furniture	Trench to run along side
Interceptor/ catch tank	Foam/ CAFFS training
Appliance Bay	For 6 vehicles
Muster bay	Student welfare, PPE storage
Equipment store	
Dirty brief/debrief room	Could combine with Cylinder store
Drying room	
Showers & toilets	
Lecture facilities	2 large rooms with dividers
Incident Command suite	5 small syndicate rooms & a control room
IT suite	
Canteen/catering	
Range of offices for staff	
General stores/filing	
Parking	
Desirable	Comments
LGV training area	LGV, Rail etc
Fork lift or similar	Moving or positioning scrap cars
Large scrap vehicles	Training props
Rubble pile	Technical search and rescue (USAR)
Silo	(USAR)
Lifting & moving rig	(USAR)
Basement/confined space	(USAR)
Hot cut area	(USAR)
Chainsaw training facility	Include felling (USAR)

As can be seen from the table above training Centre no longer satisfies the requirements of the service as the site is too small to be developed to accommodate the training needs of the centre

Current Position

- The Fire Authority have already agreed funding for the STF's (not Training Centre).
- Builds are currently in the planning stage
- Specifications are in the final stages of preparation through engagement with stake holders.

Kidderminster (Gas powered facility)

This site was chosen as it has an existing facility and there is room to expand to accommodate the additional requirements

Schedule of Work:

- Construct an additional floor on the existing building with a pitched roof
- Addition of a second "Burn Room" on the first floor
- Construct open steel framed tower
- Construct an RTC compound
- Construct a roadway to include street furniture and a ditch

Plans are currently being drawn up with initial discussions with the planning department

Building works are scheduled to begin in January

Evesham (Gas powered facility)

Initial exploration of the site at Defford with a view to expand has proved problematic so other sites have been looked at. Evesham Fire Station has an area of land at the back of the tower which will allow the training facility to be constructed and utilised with minimal impact on the Station

Schedule of Work:

- Construction of a brick and concrete BA facility
- Construct roadway at the rear to include street furniture and a ditch
- Provide an RTC compound
- Provide a dirty brief/debrief room
- Construct additional showers/ WC

Kingsland (Carbonaceous)

An agreement from the land owner has been reached and the purchase is with the legal team. This will be a standalone build with enhancements to the lecture and welfare facilities on the station

Schedule of Work

- Construct a standalone carbonaceous real fire facility on two floors (similar to the one shown below)

- Construct a training tower (similar to the one shown below)
- Provide classroom
- Provide compressor
- Provide Dirty brief/debrief room
- Enhance welfare facilities

South Herefordshire

A site for South Hereford is yet to be secured but this will be a new construction similar to Kingsland

Looking Forward

- Formalise the site plans by engaging with the stake holders and working group
- Liaise with planning authority reference style and type of facility
- submit plans to the planning authorities
- Liaise with working group reference build times/ schedules.
- Conduct tender process
- Embark on building programme

Example of Real Fire training Facility (fig 2)



Example of Training Tower (fig 3)



Recommendations:

- 1 Identify suitable locations for the Strategic Training Facilities
- 2 Build four STF's, to satisfy Services training requirements.
- 3 Instructors to utilise Facilities to conduct refresher programmes/ routine training.
- 4 Relocate Training Centre to a more suitable location

Strategic Training Facilities

Training scenarios

Each of the strategic training facilities (STF's) are designed to achieve the same training scenarios even though some may be carbonaceous and some may be LPG

Below is a list of facilities each one will have and the general training scenarios that can be covered.

BA training, either carbonaceous or gas,

- They will have a range of windows allow for realistic tactical ventilation exercises.
- Number of doors for door entry procedure
- A number of burn compartments for different scenarios
- Smoke generation, utilising straw burners where local legislation allows or generators
- Access from to first floor to allow simulated basement
- Brick facilities to Chimney
- Brick facilities to have Adjustable internal tripping and other hazards (loose steps, missing or loose handrails, holes in flooring) and hanging obstructions (broken joists, loose cables, pipes)
- BA Compressors
- BA refreshers will be conducted at the stn's local STF
- CFBT training will continue to be delivered at Defford (1 day every 2 years)

Ladders

- Training structure (tower) either stand alone or connected to the BA facility
- Will be open plan (steel structure) with a range of window openings and types to include dormer and velux types for realistic pitches
- Sloping roof with dormer and velux windows for roof ladder pitching
- Training structures will incorporate a method for getting casualties to upper floors

Working at Height

- Work restraint and fall arrest can be performed on either the training structure or fire house, (anchor points will be provided where necessary)
- Suitable areas to suspend casualty from for simulated suspension recovery
- Brick build fire houses will have a solid roof construction to allow w@h scenarios to be carried out

RTC

- A length of roadway will be incorporated into each STF
- Street furniture will be provided (telegraph pole etc)
- Ditch large enough to place car in (this will be designed with a 45 degree slope for roadside and a more gentle slope on the other side for animal rescue etc)
- Armco to simulate central reservation
- RTC compound for safe storage of cars

Hazmats

- Buildings and roadway can be utilised for hazmat scenarios

Foam

- Use of foam will be subject to environment agency approval at each site, (this will not be possible at every site due to local conditions/ cost of providing suitable arrangements for foam residue removal)

Firefighting

- Internal firefighting will be provided by the fire houses
- External firefighting will be provided by the firehouses/training structures
- Towers will have sufficient floor area to allow firefighting from raised structures
- Towers will incorporate a dry riser.
- Open water will be provided by utilising RTC ditch which can be filled via a hydrant and will be sufficiently deep to pump from. Ditch will have a drain to keep it free from water when not in use

Lecture facilities

- Lecture facilities will be available at each STF, some may utilise the existing Station ones.
- Each STF will incorporate a dirty brief/debrief area with white board etc

Welfare facilities

- Each STF will be provided with shower and toilet facilities
- Basic canteen facilities will be provided (hot drinks etc)
- Parking will be provided
- Adequate lighting will be provided