



IRMP 2011-12 Action plan

Recommendation 6

Provision of Operational Training and Development

Part One



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Executive Summary

As a result of a comprehensive review of operational training provision within Hereford & Worcester Fire and Rescue Service (HWFRS) this report proposes 72 specific recommendations which have been designed to fundamentally change the way in which the Service delivers the operational training and development of its employees. In broad terms it challenges existing practices with regard to organisational structure, training facilities and methods of training delivery.

The review has been broken down into six specific sections in order to ensure that a systematic approach has been taken in all areas. The six sections are detailed below:

1. Strategy, guidance and supporting documentation (Section 4)
2. Individual Development Records/Competence Recording Systems (Section 5)
3. Current training provision (Section 6)
4. Existing training facilities (Section 7)
5. Staffing and structure of Training & Development (Section 8)
6. Budget (Section 9)

Each section has been subject to analysis of the current arrangements in place, comparison with national guidance and identification of possible areas for improvement.

The following paragraphs provide a summary of findings for each of the six sections and also the recommendations put forward for consideration by Senior Management Board (SMB). A more detailed summary of each section can be found in Sections 4 – 9 of this report.

Strategy, guidance and supporting documentation

There is currently no clear training strategy or framework document which details the Service's approach to training and development. This situation leaves the organisation vulnerable with regard to effective planning, performance monitoring and compliance with national guidance. It creates uncertainty as employees are unaware of the Service's strategic aims and objectives in this area.

This situation has been outlined during other recent internal audits of the training function, where difficulty in identifying performance against a clear strategy has been identified. Clear strategic direction and the provision of accessible supporting information is essential for the Service to confidently deliver its statutory responsibilities, whilst utilising its training resource to provide employees with an efficient and effective training function.

This review recommends that this situation should be addressed as a matter of priority, via the production of a formal strategy and supporting training framework document, which should be made available to all employees via the Service's intranet. It should, in essence, provide a central location for employees to access information relating to all areas of training and development, the rationale behind training programmes and the Service's expectations.

The specific areas for development are as follows:

- Strategy Document
- Framework Document
- Workforce Development Strategy
- Competency Training Record
- Firefighter Development Process
- Promotion Processes
- Promotion Workbooks

Individual Development Records (IDR)/Competency Recording Systems

The review has included a comprehensive examination of the current IDR which forms the very basis on which all operational training is planned and delivered. Historically the Service has taken a “broad brush” approach to routine training in the operational environment as it expects all operational staff to train in all areas of the operational role, irrespective of their local risk profile or duty system. This approach has been problematic as many employees have had difficulty discharging this requirement and maintaining such an extensive skills set, much of which can be deemed unnecessary when viewed on a risk assessed basis.

The review has identified that the current IDR system can no longer be considered to be “fit for purpose” and an alternative programme should now be developed. A new and revised IDR should be location specific, based on the local risk profile. It should also include safety critical elements and reflect Station specific specialist equipment. Such an approach will provide safer, more confident operational staff and ensure occupational competence.

The Service has already procured and installed Redkite, a web based training recording programme, which can be developed further to deliver a new location specific IDR. It should also take into account the different requirements of both Firefighters and Officers alike. This report proposes a fundamental change to the existing IDR system and coupled with improvements to technical training platforms; it should provide a robust and user friendly recording system.

National Vocational Qualifications (NVQ) have formed the basis of initial Firefighter Development since 1997. Whilst the NVQ has maintained a standard of competence through external quality assurance for the Service, it has proven to be problematic to deliver. The level of expertise required to deliver the qualification coupled with administrative bureaucracy has meant the NVQ itself has been generally unpopular with employees. The review proposes a move away from the NVQ process to an internally accredited Firefighter Development Programme which is centrally delivered and still meets the requirements of external quality assurance.

The Service has been required to facilitate national promotion and development processes since 1996. The review, however, has identified that the expectations of central government has recently changed in this area and the Service is now free to design and operate processes which it feels are more appropriate and acceptable to employees and managers alike. National processes have been very unpopular with employees and a number of restrictions within these processes have also caused significant frustration for managers involved with promotion and development. The review therefore has

recommended a move away from the national process to one which is more user friendly to both participants and administrators of the process. A new five stage process including exercises set in a Fire Service context has been developed and proposed to Senior Management Board (SMB).

Current Training Provision

Effective training provision is key to providing a robust and competent workforce and is particularly important within an operational context. Historically, the Service has utilised a wide variety of methods to deliver training including the use of Lead Instructors based at the Training and Development Centre (TDC), use of Station/Departmental based Instructors and external training providers. The purpose of this review is to ensure that this provision is still appropriate and cost effective.

The review has identified that the Service can achieve greater efficiencies within its training resource by adopting a more centrally controlled approach. This new approach, coupled with a robust training plan should maximise the effectiveness of training delivery.

Existing Training Facilities

Currently training facilities vary significantly from Station to Station as investment to date has been limited and therefore some Stations lack the very basic amenities required to carry out routine core skills training. As a result of this, Crews have been forced to rely on central training facilities and specialist training facilities from other organisations, such as the West Midlands Fire and Rescue Service. This is evident in safety critical areas such as carbonaceous Breathing Apparatus training. This situation has led to a significant amount of valuable training time being lost travelling to and from venues and could compromise operational cover and incur significant cost to the Service.

In order to address this situation the review has identified the need for the Service to provide its own Strategic Training Facilities (STFs) and underpinning STF strategy. This strategy includes detailed building specifications incorporated within the Service's Capital Asset Programme. These facilities should be strategically located so that all operational staff can access them to discharge both the routine elements of their IDR but also the specialist safety critical elements such as BA training. With this in mind it is suggested that STFs should be provided at the following locations:

- Evesham
- Kidderminster (enhance existing facility)
- Kingsland
- South Herefordshire (site yet to be identified)

Due to this recommendation being crucial to the delivery of the wider recommendations detailed within this report, SMB have already commenced this proposal.

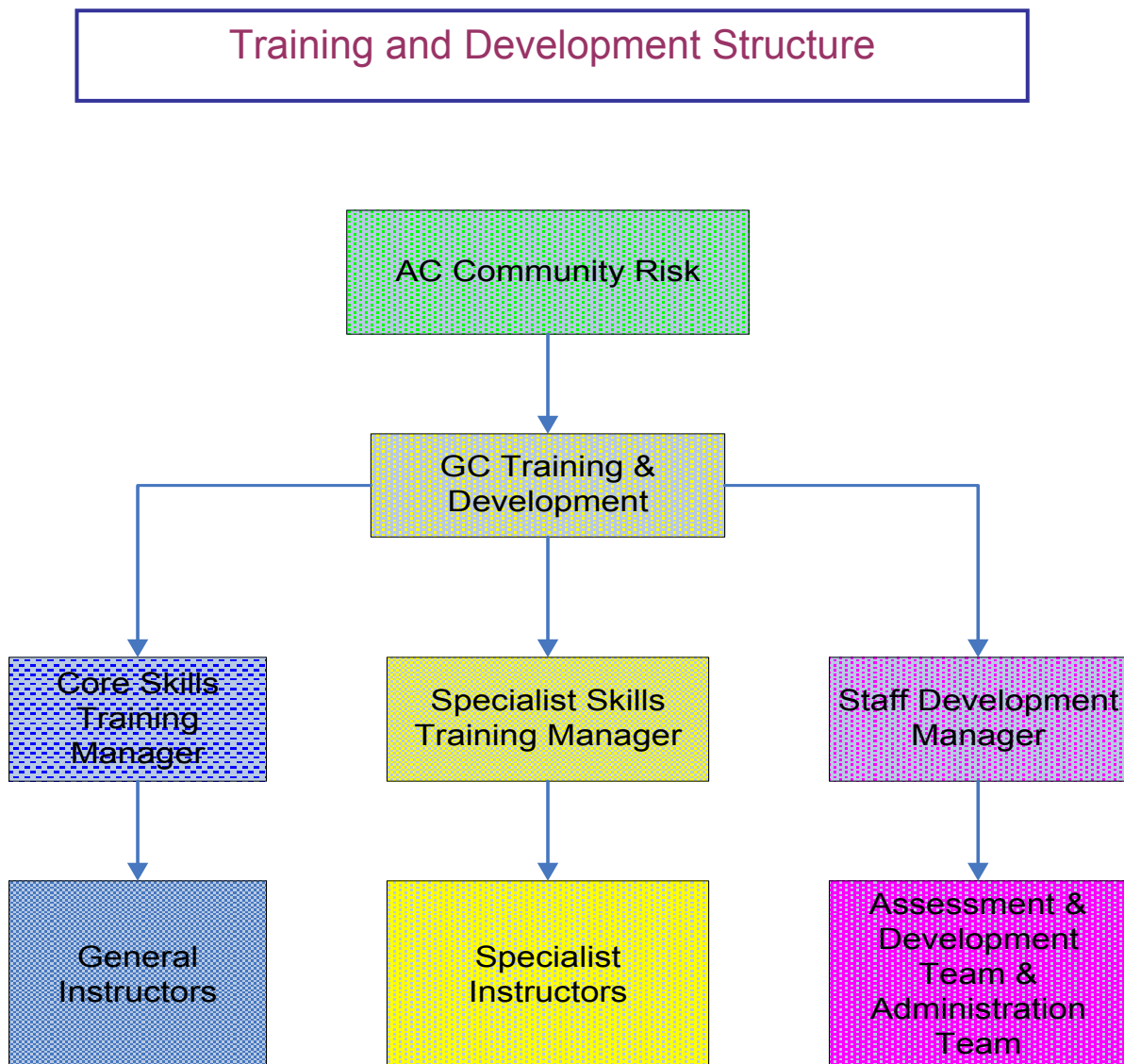
The review has also identified that the existing TDC has outgrown its current site and can no longer address the training requirements of the Service going forward. It is recommended that the Service seek an alternative venue for its TDC at the earliest opportunity. Any new site will need to afford the TDC the space and facilities it requires to deliver the outcomes of this review.

Staffing and Structure of Training and Development

The current TDC structure has been in place for the last three years and no longer represents the most effective way to deliver the training function. To support the findings of this review it is recommended that the Service consider a full restructure of the TDC team including the merging of both TDC and Approved Centre to ensure the efficient and effective running of the department going forward.

A streamlining of training provision will realise significant cost savings. By reallocating administrative tasks currently carried out by Instructors to the administrative team, Instructors should maximise their capacity to deliver training, carry out assessments and quality assure activities.

The proposed new TDC structure is detailed below:



Budget

The TDC budget currently stands at £636,000 per annum with a Training Budget Reserve of £30,000. Despite the proposed changes, this amount will still support the increased levels of training delivery now and in the immediate future.

The review has identified some areas requiring significant investment but also some areas that will provide year on year savings.

Investment

- Building of four STFs to support training Delivery: **£2 million**
- Relocate Training and Development Centre: **Cost to be identified**

Potential Savings

- Amalgamation of Approved Centre and Training Centre and the move away from NVQ: **£143K year on year**
- Reduction of 1 Instructor from TDC: **£35K**

Summary of Recommendations

Table 1 below provides a summary of the headline recommendations for each of the sections covered by the review. The table is colour coded to indicate the status of each recommendation. The table also identifies indicative implementation dates where appropriate and the year in which each objective is to be delivered. Immediate actions relate to April 2011 to March 2012, longer term actions relates to April 2012 to March 2014.

Key

Fully Implemented	Partially Implemented	Not Implemented
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Table 1

Recommendations	Implementation Status	Priorities
Strategy, guidance and supporting documentation (Section 4)		
Produce strategy and framework document		High
Produce training information notes on all operational subjects.		High
Produce a performance dashboard to collate information on refresher programmes	BA complete	High
Produce Workforce development Strategy		High
Design New Firefighter development programme to replace NVQ	Implement April 1st 2012	High

Design new promotion process to accommodate Firefighter to AC	Implement April 1st 2012	High
Design promotion workbooks for Firefighter to Area Commander	Implement April 1st 2012	High
Individual Development Records, Recording and Competency Systems (Section 5)		
Adopt Redkite as the platform for recording training		High
Review existing Individual Development Record identifying safety critical elements and location specific elements		High
Create new Competency Training Record risk mapped to each Station/Location for all roles	Implement April 1st	High
Current Training Provision (Section 6)		
Initiate a rolling 2 year Operational Training Refresher programme for all Operational Personnel	Implement April 1st 2012	High
Produce a booking system that will be a mirror image for each operational training refresher programme	Implement April 1st 2012	High
Produce a training refresher programme that involves Independent Assessment and Q A process.	Implement April 1st 2012	High
Implement IC refresher programmes for level 1 to level 4 commanders		High
Produce Incident ground safety programme for Station based staff	Implement April 1st 2012	Medium
Cessation of Commercial Training	Implement April 1st 2012	Medium
Deliver free fire safety training courses that help businesses comply with fire safety law.	Longer term objective	low
Consolidate all Driver training requirements in to one department (Driving school)	Longer term objective	Medium
Existing facilities (Section 7)		
Build four STFs, to satisfy Services training requirements	Longer term objective	High
Instructors to utilise Facilities to conduct refresher programmes/ routine training.	Longer term objective	High
Relocate Training Centre to a more suitable location	Longer term objective	Low
Staffing and Structure of Training & Development (Section 8)		
Create a new training and Development Department team structure		High
Disestablish posts in accordance with the Firefighter development programme proposal		High
Adopt revised meeting structure		High

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1. Introduction

This report has been compiled as a direct response to IRMP Recommendation No. 6 of HWFRS' Integrated Risk Management Plan (IRMP) 2010/11 states:

IRMP 2011, RECOMMENDATION 6 –

Provision of Operational Training and Development

The Training and Development (T&D) department provides direction for the delivery of training so that staff are competent for the risks they face, ensuring that the Service's legal responsibilities are met with particular regard to the safe person concept.

This recommendation proposes a comprehensive review of our training and development provision including a reassessment of the balance of training delivered between the training centre and operational units and a reappraisal of our NVQ (National Vocational Qualification) and ADC (Assessment and Development Centre) policies and processes.

We will consider our current operational training strategy and provision to identify any potential for improvement in both effectiveness and efficiency, and implement any appropriate changes.

There was further evidence of a requirement for a review of operational training delivery following the Internal Audit into the HSE Consolidation Report (January 2011) where a number of recommendations were made in connection with the provision Training and Development within HWFRS.

In response to the above Chief Fire Officer Mark Yates initiated a full review of all training provision within the Service to be completed by December 2011. It was recognised at an early stage that some of the findings and recommendations emerging from the review would need to be actioned as a matter of urgency and before the formal December deadline. Not to do so could leave the organisation vulnerable or delay areas of obvious improvement unnecessarily. Where this has been the case formal proposals have been submitted to the Senior Management Board (SMB) in line with standard corporate governance arrangements and all associated paperwork is included within Part II of this report.

This report aims to propose improvements in the way the Service delivers vital operational training and development by examining existing methods of training delivery and performance management, by taking into account the views of the organisation's employees and also by seeking best practice amongst the wider fire sector.

This review has not only looked at the role of the TDC but it has also considered the role of the Approved Centre, as training and development are inextricably linked and must dovetail together at all levels. The aim has been to ensure that both departments align and operate effectively and maximise their efficiency but most importantly they must provide the best possible service to both internal employees and the general public.

Safer Firefighters, safer communities and quality services sit at the very heart of corporate values within HWFRS and therefore it is the intention of those managers responsible for training to ensure that quality training is delivered by suitably motivated and qualified employees, holding recognised industry approved qualifications. This approach, together with well thought out training programmes which incorporate independent quality assurance, will help to raise standards and provide HWFRS with a well trained, effective and safe workforce. The Service will be able to meet all of its statutory obligations with employees well equipped and confident in their ability to deal with the challenging operational environment.

To ensure that HWFRS continues to provide an efficient and effective operational response to local communities, the Service must sustain its investment in training, despite the difficult financial constraints it currently faces. To assist this process, this report sets out a medium term plan designed to provide a consistent and balanced approach to investment in training.

1.1 Terms of Reference

The aim of the review:

1. To examine the Service's existing approach to training and development and to identify any improvements that can be made.
2. To establish a plan for the implementation of any identified improvements. This will be sub-divided into immediate actions (2011/12) and longer term actions (2012/14).

The objective is to identify if the current training strategy and provision is the most appropriate method of employee development, its cost effectiveness and whether or not it should continue to be used in its current format.

The scope of this report is far-ranging, due to the nature of the subject matter and the variety of ways in which training is delivered, assessed and recorded, both in this Service and in others. Due to the wide variation in practices, it is not possible to identify a single model of best practice; the solution must be bespoke to the unique requirements of HWFRS.

The generic term "training and development" covers a wide range of activity, so to ensure a methodical approach the subject matter has been broken down into manageable elements.

Below are the areas identified for investigation, a detailed list of specific lines of enquiry can be found in Appendix 1:

1. Strategy, guidance and supporting documentation (Section 4)
2. Individual Development Records/Competence Recording Systems (Section 5)
3. Current training provision (Section 6)
4. Existing training facilities (Section 7)
5. Staffing and structure of Training & Development (Section 8)
6. Budget (Section 9)

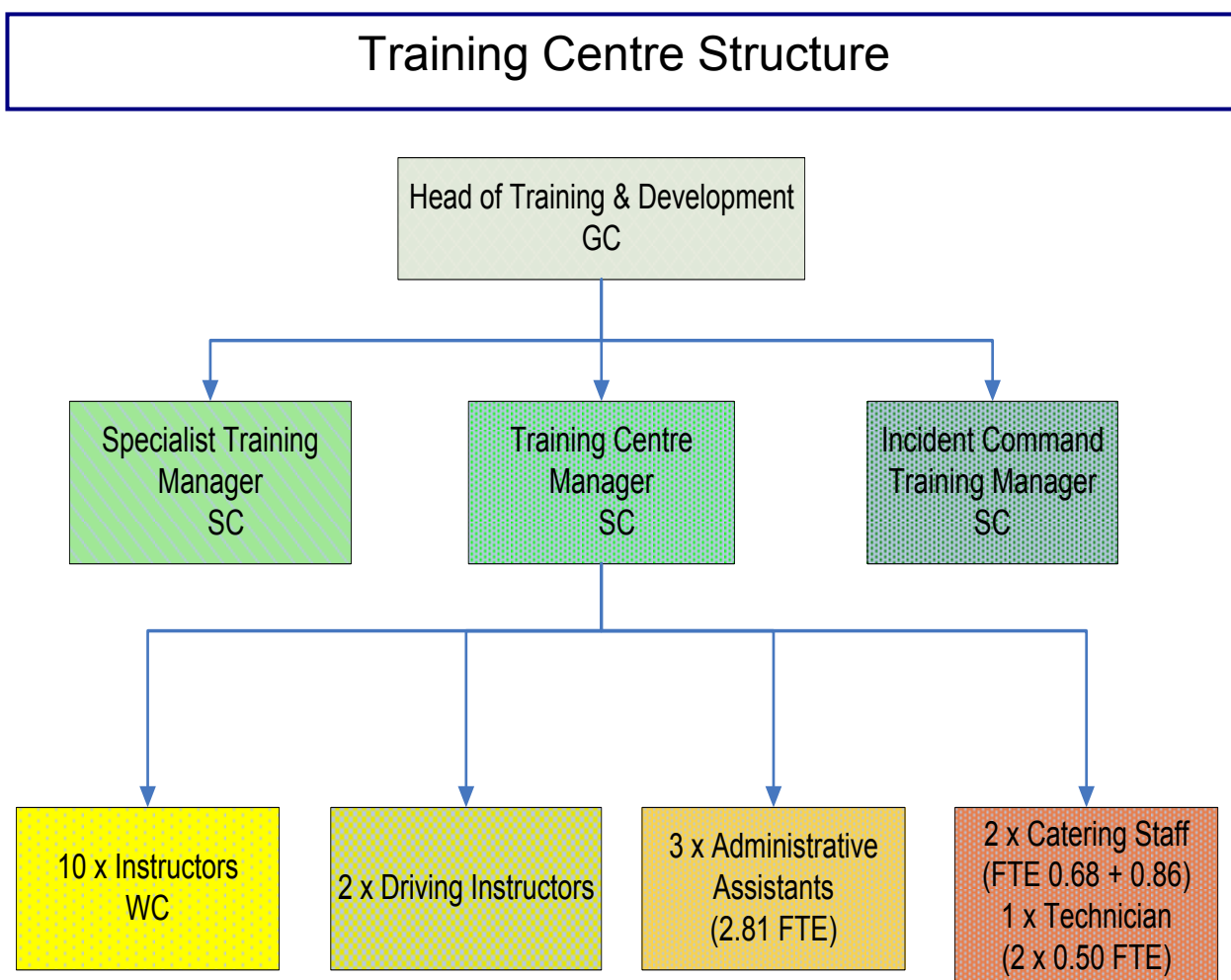
2. Background

The Service has always been firmly committed to the training and development of its workforce and to that end has evolved its delivery of training over many years, continually responding to the many internal and external influences.

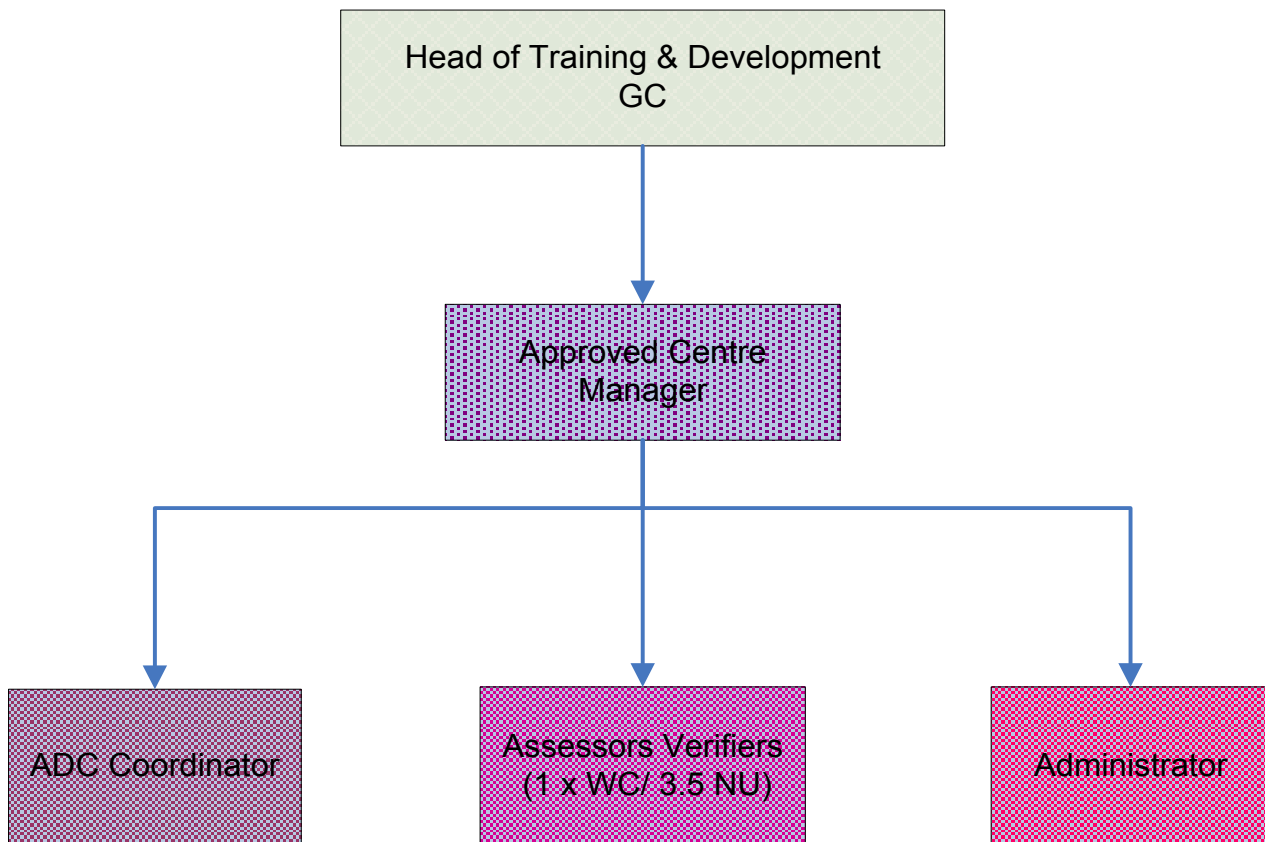
The Service established its own Training Centre in Droitwich in 1989 which later became the Training and Development Centre (TDC) in 1997. From this site a dedicated training team has been coordinating and delivering training for the last 22 years. Over recent years the TDC site at Droitwich has been successfully modified to host the Service's National Resilience Urban Search and Rescue (USAR) unit, which has ensured maximum use of the Droitwich site. This development has however greatly restricted the ability of TDC to continue its delivery of practical operational training due to the limited space now available at the Droitwich site.

The Training and Development departmental structure has historically included a separate Training Centre and Approved Centre, with the Approved Centre being located at Service Headquarters in Worcester and the TDC based at Droitwich

The structure chart below details the current departmental structure:



Approved Centre Structure



The Internal Audit into the HSE Consolidation Report (January 2011) has highlighted a number of areas where improvements can and should be made in order to ensure that the Service is able to provide quality value for money training going forward.

In addition, a number of high profile incidents such as Atherstone on Stour, Harrow Court and Marlie Farm have also supported the need for the Service to reflect on its own arrangements for ensuring employees are well trained and competent.

For the above reasons the Service took the decision to include a comprehensive review of operational training within its IRMP 2010/11 as detailed in Section 1 of this report.

3. Methodology

This report has been sponsored by Deputy Chief Fire Officer Richard Lawrence, co-ordinated by Area Commander John Hodges and managed by Group Commander Richard Jordan. The approach to the review has been to break the subject matter into its constituent parts, identify specific work streams, nominate key training managers to lead each work stream and subject area.

Each area has then been cross checked to see how each it relates with other areas of business to ensure there is no conflict of interest or unnecessary negative impact. In addition, wherever any commonality can be found in subject areas this has been adopted i.e. quality assurance processes will follow the same pattern for each subject. This will simplify procedures for all employees and encourage familiarity and understanding.

Where appropriate, other FRS have been consulted in the interest of research, to collate evidence, seek out best practice and explore any areas which might lend themselves to effective collaborative working. Reference has also been taken from legislation, national guidance and other documentation regarded as industry best practice.

As the review has progressed the team have examined many different components of training and development and have identified areas where improvements can be made. It has not been necessary or in fact possible to implement all recommendations immediately as further work will be required in planning the detail of implementation. In the best interests of the Service however, any safety critical areas identified have been addressed and implemented with immediate effect.

Part 2

Findings of the Review



The following sections reflect the six key areas within the IRMP Review. Each section is broken down to include the findings of the review and any recommendations for improvement to be considered by SMB.

4. Strategy, Guidance and Supporting Documentation

The review has conducted a comprehensive examination of the Service's training material, how it is accessed and how user friendly the systems are. The current systems have considerable potential but are not considered to be used efficiently or effectively. This is because many of these systems have not been clearly "owned" by anyone and are therefore susceptible to misinformation and there is evidence to suggest that miscommunication has taken place. The result of this is a lack of confidence with limited buy in from employees.

This situation must be addressed by providing a central location where all information and training tools, including national guidance, can be easily accessed. It is essential that this is controlled by the TDC, to be updated and quality assured on a regular basis.

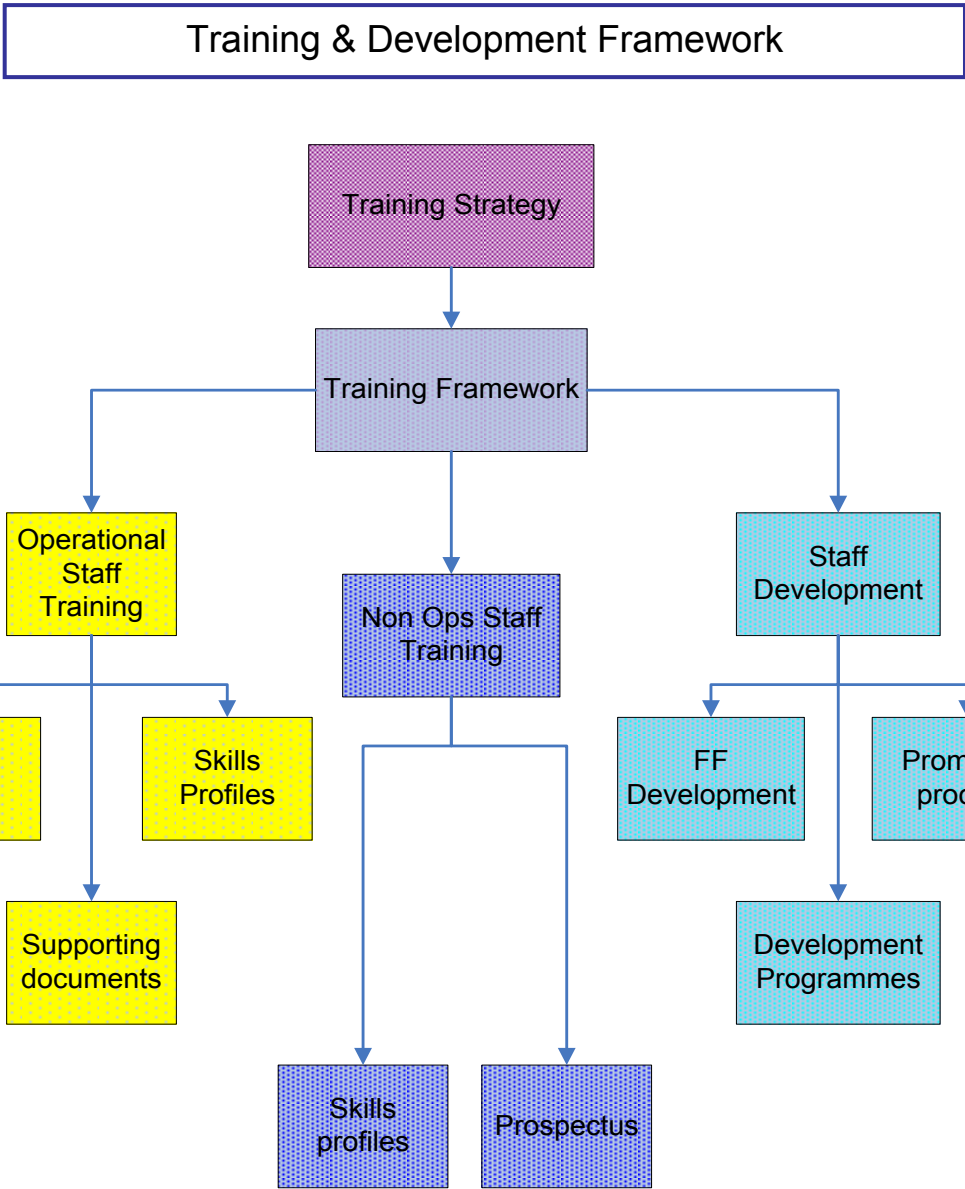
4.1 Strategy and Framework

The Service does not currently have a clear training strategy to inform employees and responsible managers of the organisations aims and objectives in this area, it must therefore consider developing one at the earliest opportunity. In order to deliver the strategy there needs to be a comprehensive supporting framework which details how the strategy will be delivered.

The Training and Development team are fully aware that to achieve "buy in" from employees they need to understand why they train and the standards expected of them. To facilitate this it has been recognised that a formal Strategy and Framework Document is required and therefore this has been developed as an early outcome of the review and can be found at (Appendix 2). The document describes in detail how the Service intends to address training requirements both now and in the future. The aim of the document is to provide a central location for employees to access information on all aspects of training and assessment from Firefighters through to senior management.

The central location will be a key part of the Training and Development SharePoint Site in future and will allow simple navigation to any point of interest. The strategy and framework document will include Operational Training, Non Operational Training and Staff Development. A number of sub sections will sit directly under each of these headings as can be seen in figure 1 overleaf.

Fig 1



4.2 Operational Training

There is currently no single point of information to allow employees to research particular subjects and understand what is required of them. This should be addressed via the production of Training Information Notes (TINs) which will be subject specific, e.g. BA, ICS and Water. In recognition of this requirement TDC have commenced development work on the TINs and an example of a TIN can be found in Appendix 3. Each TIN will detail the various components and corresponding appropriate skill levels. They will also include:

- Skills acquisition
- Maintenance
- Refresher
- Quality assurance

There should also be links to any legislative requirements or guidance documents relating to the particular subject as well as links to policy and equipment safety files, where they exist.

The TINs should be accessed via the TDC SharePoint site and navigation will be assisted via the use of generic headings such as “BA” or “ICS”. This will allow employees to drill down further to a particular skill or course.

Training Centre should be nominated as the Service’s custodian of the site and should ensure that the material contained within each TIN is reviewed and quality assured on a regular basis to ensure it is accurate and current. This aspect should also be subject to routine audit and review.

4.3 Performance Dashboard “Tracker”

The review has identified that it is currently difficult for Station Commanders and Senior Officers, who have a responsibility for performance, to quickly locate information relating to staff progress with regard to refresher programmes co-ordinated by TDC. In addition it is difficult for them to ascertain if there are problem areas that require local intervention, unless this is highlighted by TDC.

It is clear that there needs to be a competency monitoring system that the Service can access quickly and easily. To address this issue and mirror the central location approach, TDC have commenced development of a Performance Dashboard Tracker System to cover the Operational Training Refresher programme. This will be accessible from the same SharePoint page as the Strategy and Framework Document. It will allow selected managers, responsible for performance, to view the current status on the given subjects as the system can record and display real-time statistical data relating to performance these disciplines.

Using BA as an example, individual Station or Watches will be able to view data to ascertain which staff have received training and those that have not, Also it will identify those individuals that have booked but not yet received their training.

For easy viewing the information can be presented in graphical format as well as list format. An example of the information the Performance Dashboard Tracker can provide

can be found in Appendix 4. It is anticipated that the benefits of this innovative approach will include:

- Instant performance information
- Accurate and timely information
- Immediate Service- wide and Station/ Watch specific information with regards to refresher programmes.
- Reduction in administration
- Reduction in paper based systems

This development will represent a significant step forward for the Service as it has not historically had immediate access to such risk critical performance data.

4.4 Non-Operational Training

Non-operational training is not within the scope of this report and TDC already has plans for a full review, which is due to take place in 2012. However, as an outcome of this review some development work has now commenced with regard to the development of non-operational departmental skills profiles, which will allow managers to define the specific skills required to run their Departments. This will greatly improve planning and budget forecasting as it will effectively form the basis of all course requirements each year in the future.

4.5 Workforce Development Strategy (Appendix 5)

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 aims and objectives. To achieve this, the Service would benefit from the publication of its own internal strategy on workforce development. At present no such document exists.

It is recognised that workforce planning is about having the right number of people in the right place, with the appropriate skills, levels 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.

An internal HWFRS Workforce Development Strategy, associated Training Strategy and Framework document, as described in Section 4.1 above, will help to provide a clear framework for the delivery of high quality training and personal development.

As a direct result of this review, TDC has already developed an internal Workforce Development Strategy, as detailed in Appendix 5 of this report which has been incorporated within the new training framework.

4.6 Firefighter Development Programme (Appendix 6)

The review has identified that the current NVQ system, used for initial Firefighter development, is considered by internal training managers to be bureaucratic, time consuming and widely unpopular with the workforce. Historically it has proven difficult to manage and is not seen as the most efficient method of developing Firefighters. The review has also identified that there are a number of other FRS utilising bespoke

accredited systems which appear to be very effective, more acceptable by managers and candidates and easy to replicate.

As a direct result of the review TDC has already designed and submitted to SMB a new Firefighter development programme which will address the negative issues associated with the existing system. The new system involves candidates being required to attend centrally delivered assessments conducted by Training Centre staff at 6, 12, 18, 24 and 36 months in addition to the mandatory centrally coordinated core skills refresher programme. In between each assessment, development Firefighters 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, will include practical training sessions, be delivered locally, and ensure consolidation of safety critical core skills. All Workbooks will be mapped to the Integrated Personal Development System (IPDS) units of a Firefighter in order to demonstrate that they are meeting the requirements of their role map, for accreditation purposes, but without the constraints of administrative burdens of a full NVQ process. Early indications are that employees will welcome this development as it addresses long standing areas of considerable frustration.

This proposal will have the added benefit of streamlining TDC's staff structure realising potential savings of approximately **£143,000** year on year.

4.7 Promotion and Development Process (Appendix 7)

The current promotion process for all ranks Firefighter to Area Commander is based on well-established National guidance and has been in existence for 6 years.

This process has a number of key stages within it, each of which has its own individual pass mark. Failure in any one area of the process automatically prevents the candidate from attaining substantive promotion. This results in the individual having to re-apply and commence the full process again at the next opportunity, which can take in excess of 12 months.

This situation does not provide the Service with the best opportunity to fully explore a candidate's strengths and weaknesses across a broad range of disciplines and as such makes the decision on the candidate's suitability for the next role more unachievable. In addition it does not assist with the provision of more rounded and robust development plans. Whilst existing processes do test behavioural qualities and attributes at an appropriate managerial level they do not do so in a Fire Service context, which has been a source of much criticism and frustration amongst candidates.

The review has therefore identified the need to consider the introduction of a new, more user friendly and less restrictive process and plans for this were submitted to SMB on 19 April 2011 and can be found in Appendix 7 of this report. The introduction of the new process provides the Service with the opportunity to implement a more 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 wide range of performance criteria.

The proposed new Promotion and Development process has been specifically designed to retain elements of the previous assessment process that have worked well, including the use of scenario based assessments, however these would be modified to ensure they are set in a Fire Service context. It also incorporates new elements, such as a comprehensive Promotion Workbook, as detailed in Section 4.9 below. This is designed to prepare the candidate for the role they are applying for in both operational and managerial essential core skills, thus increasing the candidate's confidence and reducing organisational risk.

The proposed new process can also be considered future proof as it aligns itself very well with the emerging national proposals, detailed within the Fire and Rescue Sector Learning and Development Report published by Skills for Justice, April 2011. Finally it has been designed to provide a consistent, equal and fair pathway for all uniformed Wholetime and RDS staff, at each level of the promotion process, from Firefighter to Area Commander.

4.8 Promotion Workbooks (Appendix 8)

This review has identified that the current promotion and development system within HWFRS does not address all of the skills required to be competent in role and candidates have run the risk of being unprepared for some of the challenges they may face once they have been substantively promoted, arguably leaving the organisation vulnerable.

This situation has arisen partly because there are varying degrees of experience in operational command competence as well as the skills considered to be essential for effective routine management, such as the day to day running of a watch or department. This situation is particularly relevant to RDS candidates who have often served at relatively quiet, rural locations in which case their experiences are likely to be significantly different to those Wholetime candidates who have experience of a busier, urban Wholetime Station.

Experience has shown that this situation poses a 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 abilities amongst 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 and management skills.

As a direct result of this review TDC is currently developing a suite of Promotion Workbooks which will address the gaps described above by requiring candidates to provide evidence of knowledge, and in some areas demonstration of skills, in key risk critical areas. The Workbooks will consist of two main sections, one covering operational skills and one covering management/administration skills. These workbooks should, in future, become a pre-requisite to entering the transfer, promotion and development process at each uniformed level, Firefighter-Area Commander and be applicable to all personnel regardless of duty system.

4.9 Institute of Fire Engineers Examinations (Appendix 9)

The Service has recognised that underpinning academic knowledge, when managing incidents and for decision making on the fire ground, is vitally important. To ensure personnel have the appropriate level of knowledge the Service utilises the Institute of Fire Engineers (IFE) examinations. Currently the Service requires successful candidates from the promotion process to take their IFE examinations after substantive promotion as part

of an individual's on-going personal development. It is suggested however that it may be more appropriate to include this requirement as a pre-requisite to entering the HWFRS Promotion and Development process instead, thus demonstrating an individual's underpinning technical knowledge prior to being substantively promoted to the next managerial level.

It is anticipated that this approach will have a number of benefits including;

- Individuals will have the underpinning knowledge before they are asked to apply it within the workplace.
- Removal of some of the workload associated with development programmes.
- Early demonstration of a candidate's commitment and ability to gain the necessary skills commensurate with the role they are applying for.

Recommendations for Section 4

Detailed below is a list of all recommendations, identified within Section 4 for consideration by SMB.

4.3 Performance Dashboard "Tracker" Recommendations

1. Production of a Strategy and Framework document to provide clear direction for all aspects of safety critical training.
2. Production of Training Information Notes for BA and ICS to support the Strategy and Framework documents.
3. Production of Training Information Notes for all other operational areas to support the Strategy and Framework documents.
4. Production of a Performance Dashboard Tracker to collate real-time information on training/refresher programme performance.
5. Further development of the Performance Dashboard Tracker to cover other disciplines.
6. Development of a library of relevant publications to support the Training Information Notes which should be owned and updated by TDC.

4.4 Non Operational Training Recommendations

1. Production of Departmental Skills Profiles for each Non-Operational Department
2. Development of the Performance Dashboard Tracker to monitor and inform Non-Operational refresher programmes

4.5 Workforce Development Strategy Recommendations

1. Ratify and publish the new internal Workforce Development Strategy.
2. Incorporate the Workforce Development Strategy into the Services Training Strategy and Framework Document.

4.6 Firefighter Development Programme Recommendations

1. Cease current FF Development Programme (NVQ)
2. Adopt the new FF Development Programme
3. Review staffing arrangements within TDC to reflect the change in approach to FF Development.

4.7 Promotion and Development Process Recommendations:

1. The new internal promotion process for all uniformed staff from Firefighter - Area Commander be introduced into the Service that is appropriate to HWFRS
2. Then organisation should 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 an assessed "work book", to be used at all levels, up to and including Area Commander.
4. Suitability for promotion is determined from the whole process and not individual elements.

4.8 Promotion Workbooks Recommendations:

1. The Service continues the development of Pre/Post Promotion Workbooks which will provide a framework for command and managerial development and assurance both prior to, and following substantive promotion.
2. That the Pre/Post Promotion Workbook is adopted for all uniformed staff from Firefighter - Area Commander.
3. That the Pre-Post Promotion Workbook for Crew Commander and Watch Commander be completed.
4. The Pre/Post Promotion Workbooks are administered and quality assured by the Staff Development Manager based at TDC.

4.9 Institute of Fire Engineers Examinations Recommendations:

1. The IFE examinations are removed from the development programmes from June 2013 and introduced as a pre-requisite to entering the HWFRS Promotion and Development process.

2. From June 2013, to be eligible for substantive promotion to the roles Crew Commander (CC), Watch Commander (WC) and Station Commander (SC), personnel must have successfully achieved a pass mark within the relevant IFE examinations associated with the role they are applying for.

5. Individual Development Records/Competence Recording Systems

This review has identified that HWFRS currently utilises an in house electronic training recording system. This system accurately records all aspects of training which are broken down into their smallest component parts and individual skills sets. Whilst the system has provided a means of evidencing the training received by an individual it is considered by many to be cumbersome, over complex and not particularly user friendly.

Accurate recording of training is a legal requirement under the Health and Safety at Work Act 1974 and is vital in order to satisfy the requirements of national guidance and the HSE Consolidation Report, October 2010. In addition to the recording of actual training received, the Service must also focus its attention on how the quality assurance and assessment of that training is recorded. This should include training delivered by those individuals responsible for the delivery of specialist risk critical training as well as more routine local training.

In order to achieve this, a review of the existing training recording system is now considered to be vital as the current one is no longer considered to be suitable for this function.

5.1 Competency Training Record (CTR)

In order to address the need for a more accurate, effective and user friendly training recording system TDC has commenced development of the Competency Training Record (CTR) system. The CTR is a means by which HWFRS can manage and monitor competency across the workforce to ensure that Firefighter safety is the priority and that it is recorded both accurately and effectively. This requirement forms the basis of all the recommendations detailed within this report and can therefore be considered to be the "Lynch Pin". This system has been designed to provide the framework by which competency, assessment and quality assurance will be managed and recorded going forward.

The project has been broken into three constituent parts: The RedKite Tracker, the Technical Knowledge Presentation Library and the Equipment Familiarisation videos.

The focus of the CTR is to provide a formal assessment of competence alongside on-going routine training to ensure the maintenance of competence. This approach fundamentally moves away from the single competency method with a set frequency approach. For example a door procedure competency with a 3 month frequency moves to one where assessment is made over a range of related or linked skills that includes Door Procedures. This will determine whether an individual is safe and competent to undertake any given role on the fire ground or in the general work environment.

The CTR has been designed to provide local managers with the ability to deliver training in a more targeted and flexible manner, meeting the needs of their watch/unit, whilst also working towards the assessments within each role. It is intended that training will also be assisted by the development of a new Technical Knowledge presentation library and Equipment Familiarisation Video"s, designed to provide the very best training aids as well

as a consistent standard across the Service. This revised system will lead a reduction of approximately 60% of competency areas requiring recording.

Local, Service or external training, assessment and activity including operational incidents, station work and management work will be recorded on the RedKite Tracker system, which will record competence levels across the Watch, Unit and Service and assist in the planning of training.

The trial of the new CTR process is due to commence in mid-November 2011 at the following locations:

- Worcester Red Watch
- Redditch White Watch
- Stourport
- Peterchurch

It is envisaged that this will be completed by January 2012 at which point any amendments can be incorporated into the final solution. Training will then be implemented prior to “go live” on the 1st April 2012.

5.2 Technical Knowledge Presentation Library

The review has identified that currently the Service already has a well-established Technical Knowledge Presentation Library, in the form of Breeze presentations. However this facility has not been fully utilised or clearly understood as there has been no clear ownership of the process. This has resulted in some material becoming out of date and therefore not accurate.

As a direct result of these findings a new quality assurance process has been created (B17) through TDC’s internal International Organisation of Standardisation (ISO – BS EN ISO 9001:2008) processes to ensure a consistent standard is set regarding the design and development of all service presentations going forward. However with over 100 presentations within TDC alone requiring review, this is a major piece of work which will take time to complete. A risk assessed priority order has been developed and this work will be scheduled and form part of the routine work of the TDC.

The Specialist Skills Training Manager has now been nominated to hold full responsibility for this area of work and a suite of new presentations are currently also being developed for trial in November 2011.

TDC are also currently experimenting with the existing “breeze” programme and a web based programme “learn pro” to establish the most suitable platform for technical training.

5.3 Equipment Familiarisation

An additional area of development is the production of equipment familiarisation videos; these have been designed to cater for all learning styles and provide a means for standardising the use and testing of all key items of equipment on stations. A number of these will be completed in time for trials in November 2011 however work in this area will be on-going.

Recommendations for Section 5

Detailed below is a list of all recommendations, identified within Section 5 for consideration by SMB:

1. Adoption of the Redkite platform as the primary method for recording all operational training.
2. A comprehensive review of existing Individual Development Record identifying safety critical elements, location specific elements and specialist equipment elements.
3. A suite of new presentations are currently also being developed for trial.
4. The creation of a new CTR which is risk mapped to each specific Station/Location.
5. The creation of a new CTR specifically designed for department based non-riders.
6. The creation of a new CTR specifically designed for Officers.
7. The creation of new CTR specifically designed for Control Staff.
8. Review functionality of system.
9. Review use of Breeze Platform (technical training/ presentations).

6. Review of Current Training Provision (Appendix 10)

In October 2010, the Health and 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.

In response to this report HWFRS conducted its own internal review based on the same key lines of enquiry and utilising the same “reasonable expectations” as the Health and Safety Executive. The outcome of the internal review included the production of a set of thirty five recommendations, some of which related directly to the training function and more specifically to the following safety critical areas:

- i. Breathing Apparatus
- ii. Compartment Fire Behaviour
- iii. Core Skills
- iv. Incident Command

The HWFRS Consolidation Report can be found on the Service’s SharePoint under the Ops Intervention Department.

The outcomes of the internal review have been incorporated into this IRMP review as the two areas are directly related. To satisfy the recommendations coming out of the two reviews it is considered essential that the Service introduces a centrally co-ordinated Operational Training Refresher programme. This will ensure that all operational personnel receive consistent, quality assured training in key safety critical areas including BA, Compartment Fire Behaviour, RTC, Command and Control and Trauma, in order to fully embrace the safe person concept. Such an approach will provide operational staff with the necessary skills to ensure personal safety, provide the best possible service to the community they serve and also minimise risk to the wider organisation.

The proposals contained within this section have been designed to meet the specific needs of the Service, discharging many of the recommendations identified in the Services internal Consolidation Report.

6.1 Training Planner

The review has identified that it is currently difficult to provide a quick and accurate picture of proposed training as internal systems are somewhat disjointed. To assist with resourcing and planning for the future, it is considered more advantageous to distribute training programmes more evenly throughout the training year. Where programmes stretch over more than one year, they should be distributed evenly across the period. In this way employees will have a similar commitment to refresher training year on year which will assist in station planning and budgetary control in the longer term.

To assist with this process and ensure the commitment is achievable with the training staff available, a training planner has been produced which maps all the critical disciplines that TDC need to deliver.

6.2 Quality Assurance

Currently TDC has a firm commitment to quality assurance and the ability to ensure employees train to and deliver a high quality service to the communities the organisation serves. At present training is delivered via a number of methods and, although there is some quality assurance of Instructors, staff in general are only assessed by local managers. It is recommended that TDC address this situation by introducing a robust programme of refresher training and quality assurance of routine training, as detailed in Appendix 10. Recording of this will be achieved via the Redkite system and utilisation of the Service's existing ISO procedures to address any areas of concern.

It is equally important at quality assure station based training, this should be achieved via the peer review system where instructors from TDC will assess practical sessions delivered by Station staff. This approach should be mirrored to other subject areas such as BA and RTC for example over a period of 2 years.

6.3 Refresher Programmes

The review has identified that at the beginning of 2011 there were only 80 personnel with a current BA refresher qualification. This was largely due to the implementation of the Draeger PSS7000 BA sets. A programme of high priority BA refresher training was immediately developed and introduced commencing April 2011. All employees have now completed day one and day two will be complete by January 2012. It is important to note the following:

- There has been no structural fire behaviour training for 2 years
- Only localised Hazmats training has been completed to date with no standardisation or quality assurance.
- Only localised RTC training has been completed to date with no standardisation or quality assurance.
- The Trauma Training programme only requires 70% of our Operational workforce to be trained. This does not satisfy the requirements of the HSE, not all employees currently receive all modules due to leave/sickness etc
- Local Core Skills Training has been undertaken, also Peer Reviews, however this does not involve independent assessment by subject matter experts or any quality assurance process.

In response to this situation the following paragraphs recommend how the issues identified above should be addressed:

Currently the Service only provides refresher programmes in BA and specialist subjects such as water and driving. The review has identified that there is now an opportunity to extend this and provide refresher training for all safety critical operational training as well as quality assurance as outlined in Section 6.2 above. As a result TDC have commenced development of a suite of refresher programmes which are scheduled to take place over a 2 year period covering BA, CFBT, RTC, Hazmats, Incident Command and Trauma.

Each course will involve 2 appliances (max 12 personnel) and where possible will be conducted locally at Strategic Training Facilities utilising the 1 hour delayed turnout principal, thus maintaining maximum operational coverage at all times.

The Service has already increased the number of Station based B.A. and RTC Instructors. These Instructors have attended the Fire Service College Instructors course and hold a nationally recognised qualification. The rationale for this is twofold, firstly, it provides a wealth of subject matter experts locally to assist in routine training and secondly these skills can be utilised as an additional asset on the incident ground. Hazmat instructors are scheduled to be trained in 2012 to support the refresher programme in 2013.

It is proposed that each refresher programme should be assessed via the use of realistic scenarios and any areas of underperformance should be addressed in line with the Service's Capability and ISO process. On each day there will be a combination of TDC and Station based Instructors who will support one another and help to encourage standardisation as well as providing valuable experience which can be utilised locally on Station. Where possible on-duty Instructors will be utilised but where crewing is insufficient to support this approach then departmental based Instructors will be utilised prior to bringing in staff for payment.

The Tracker system will be utilised for recording attendees and also booking individuals on to the refresher programmes. This will also support District and Station Commanders in their performance management systems.

It is intended that TDC will forge a partnership with Shropshire FRS for Peer Review and Quality Assurance purposes which will maintain the credibility of the Lead Instructors and processes.

6.4 Trauma Refreshers

The review has identified that the provision of trauma training across the Service is currently inconsistent due to the disparate spread of trauma instructors. In order to address this situation, the Service has recently entered into a partnership with West Midlands Ambulance Service, (WMAS) to provide mutual training at no cost. This will greatly increase the efficiency of training by increasing the number of Instructors both whole time and retained with the ability to deliver accredited Trauma Training.

This will have a dual benefit of:

- All Station based staff will be fully trained to Emergency First Aid at Work (EFAW).
- This qualification will satisfy the HSE requirements for first aid provision on station without the need to train employees in first aid at work (FAW).
- Improved partnership working with a key partner organisation.

6.5 RDS Support

The areas mentioned above in 6.2 – 6.4 have all been designed to support all operational personnel but particular attention has been paid to the Retained Duty System (RDS) staff and their particular needs.

Initial Firefighter training (Core Skills) has been examined and the current modular approach appears to suit the majority of RDS staff who have to book time from their regular employment to attend courses. Extending the programme would of course provide more time for the trainees to practice their newly acquired skills however the basic elements required for a trainee Firefighter are all adequately covered and assessed. This situation supported by the proposed new Firefighter Development Programme will provide the necessary safeguards to ensure that trainees are well equipped for the challenges they will face in the operational environment in order to keep themselves and fellow crew members safe as well as being a positive asset to the team.

It is recognised however that travel to and from TDC is not currently cost effective due to excessive travel times, accommodation and mileage expenses. As a result TDC instructors intend to utilise the new STFs in future for Firefighter training, wherever possible. This will require a co-ordinated approach from Human Resources Department to target recruitment where possible within the catchment area of each STF.

The proposed training and quality assurance programme (Appendix 10) has also been designed with the RDS in mind and will require an equal commitment of time year on year which will equate to 28 hours per year out of the 184 hours of scheduled yearly training. This should represent a significant improvement for RDS managers responsible for delivery of the new CTR. The current 6 weekly programme (including the current BA refresher) equates to 35 hours per year and does not provide a detailed structure incorporating a robust quality assurance element.

This proposed programme of refresher and assessment will account for approximately 53% of essential operational assessments. Operational assessments are the determining factor in whether an individual is competent to ride; therefore this proposal should have a significant and positive impact on Station workloads. It will also ensure that assessments are consistent and accurately recorded.

6.6 Incident Command Training (Appendix 11)

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 to both the individual and for the Service as a whole.

6.6.1 Development of Level 1 Competence

The review has identified that many Firefighters that act up in a temporary command role have had limited incident command training. This could place the Organisation and the individuals at risk which is clearly avoidable and not acceptable.

To address this situation it is proposed that the Service adopts a 3 stage approach for the development of Level 1 Commanders.

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

This approach would provide a sufficiently robust development process by ensuring that each Level 1 Commander has been comprehensively trained, developed, and assessed by a qualified assessor, prior to undertaking the role.

6.6.2 Pre-Course Learning

Prior to attending the initial SICC course students will be required to undertake specific pre-course learning modules which can be facilitated via the Learnpro platform, a bespoke learning software programme specifically designed for this purpose. Each candidate would be assigned a module and encouraged to view the learning material and undertake a pre-course self assessments in preparation for a theory assessment at the beginning of the course.

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

6.6.3 Refresher Training, Levels 1, 2, 3 and 4

It is recommended that TDC should embark on an Incident Command refresher programme, for all command levels within the organisation, which is accredited through the Institute of Leadership and Management. This refresher training should be provided to every Commander over a two year period.

The process must be part of an ongoing review so upon the completion of the current two-year refresher programme, a further review will take place to determine if this solution continues to represent the most appropriate means of providing this risk critical training.

6.6.4 Management of Risk

The review has also identified a potential weakness in the Watch based training programme with regard to command support and management of risk on the incident ground.

It is proposed that this situation can be addressed by the introduction of a one-day training module to be delivered to each watch/unit over a two year period. 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
- Role of Safety Officer
- Tactical Decision making Exercises (TDEs)
- Modern methods of building construction

Training for Fire Control and USAR should also be included within this framework although objectives should be adjusted to address the specific professional needs of each group.

6.6.5 ICS Training and Assessment Methods

The review has identified that 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.

Although Fire Studio software has been purchased by the Service it has never been embedded as a training tool, TDC should become the custodians of this programme and should work closely with District staff to construct realistic, location specific scenarios in order to make the most of this valuable resource. Work is also on-going on the creation of a bank of generic incident simulations for use by all employees.

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. TDC has already initiated improvements in this area with the release of regular software updates. The newly released Vector 2.1 software provides a fresh range of scenarios and Fire Command will be delivering further updates on a quarterly basis.

6.7 Commercial Training (Appendix 12)

Until the introduction of the Local Government Act 2009, HWFRS and the majority of other UK FRS offered a wide range of training courses to external clients on a commercial basis. Section 95 of this Act specified that any authority wishing to trade beyond full cost recovery (to make a profit) would need to establish a company.

This situation has made most FRS reconsider their provision, which resulted in the majority of Services reducing courses or ceasing trading completely. Others established a company and have since invested heavily to develop Commercial training as a means of income generation.

Although HWFRS has at no time intended to make a profit from this activity there has been an expectation that Commercial training would pay for itself by generating an income in excess of £50,000 p.a. In the last two years this has not been achieved. Historically, the Service has been willing to accept the financial and capacity loss incurred as the undertaking of Commercial training was seen to be indirectly supporting the Service CFS strategy. With smarter programmes and better targeting of resources this is no longer the case

6.7.1 General Considerations

1. Over the last two years, the direct cost of providing CT has been in excess of £56,000, yet the income generated has been approximately £44,000; a loss of over £12,000. The gross income has also been substantially less than the desired £50,000 per annum.
2. 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.
3. To not recover all costs can be considered unethical, as it reduces local business opportunities at the expense of tax-payers money.
4. 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.
5. Other, less easily measurable, costs exist such as the reduction of the training department's capacity to deliver other risk-critical training.

6.8 Driver Training (Appendix 13)

HWFRS currently discharges its Driver Training requirements in two distinct and separate areas:

1. "Driving School" delivers all LGV (Cat C) based training, including Blue light response and vehicle familiarisation
2. 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).

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.

The Driving School establishment currently stands at 2 Driving Instructors, but due to recruitment issues TDC currently has only one driving instructor that works 3 days per week. The other post is currently filled using a secondment from station resulting in the use of an operational Firefighter.

There are currently capacity issues around providing instruction to newly qualified LGV drivers in preparation for EFAD courses (sometimes up to 3 or 4 months). This delay is extending the time it takes to get a driver to the required standard to respond to emergency calls with the possible knock on effect of appliances that are "off the run".

In addition, new Emergency Response Driver Training (ERDT) standards are due to be introduced imminently as a result of the Road Safety Act 2006, which will impact further on the resources required.

Training is currently sourced from WMFRS for LGV initials and ROC (Responding Officer Course) initials and refreshers. LGV initial courses cost the service approx £22450 annually, but to deliver in-house would require additional staff and vehicles so would not be cost effective.

Responding Officer Courses (initials and refreshers) currently cost the Service £5150 annually. To deliver training/instruction in a car (cat B vehicle) requires an ADI (Approved Driving Instructor) qualification. There are currently 4 Watch based Off- Road Driving instructors who hold this qualification that could be trained to deliver the ROC courses although costs have not yet been established. This would also maximise the investment in providing the ADI qualification to these individuals

The 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 the instructors have the necessary experience, technical knowledge and ability to operate all vehicles across the fleet, which has been independently assessed.

Another issue identified by the review is that EFAD driving courses are currently delivered from a central location utilising standard driving routes which do not relate to the students work location. It is suggested that to increase the relevance of this course they should, in future, be delivered in the location where the student works.

Recommendations for Section 6

Detailed below is a list of all recommendations, identified within Section 6 for consideration by SMB:

6.2 Quality Assurance

1. TDC should initiate a rolling 2 year Operational Training Refresher programme for all Operational Personnel to replace the current 6 weekly programme.

6.3 Refresher Programmes

1. TDC should develop proposals designed to simplify the refresher course allocation process for Watch Officers utilising a booking system which should be consistent for each subject area.
2. Hazmats training programme to be established from 1st April 2013
3. RTC refresher programme to be established from 1st April 2012.
4. Fire Behaviour programme will be re-established from 1st April 2012
5. The Refresher Programme should involve independent assessment by qualified Instructors and include a quality assurance process.
6. TDC staff should utilise the STFs for recruit and other training wherever possible, maximising the benefits of this new Service asset.

6.4 Trauma Refreshers

1. Maintain partnership with West Midlands Ambulance Service to provide mutual trauma refresher training.

6.6 Incident Command Training Recommendations

1. Adopt a 3 stage approach to level 1 incident command
2. Refresher programmes for Incident Commanders should be provided on a 2 yearly basis
3. An Incident Ground Safety course should be developed for all Watch based personnel.
4. Fire Studio should be developed as a training tool to support Stations/ Districts with ICS training
5. Vector should be further developed as a realistic assessment/training tool using a variety of simulations
6. Pre-course learning should be developed to support refresher programmes

6.7 Commercial Training Recommendations

1. The provision of training to external clients on a commercial basis should cease.
2. Provide free fire safety training courses that help businesses comply with fire safety law and meet the Services obligation in line with RRO (Fire Safety) 2005.

6.8 Driver Training Recommendations

1. Consolidate 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
2. Appoint dedicated Driving instructor (non-uniformed, full time), to replace the seconded Firefighter to restore the establishment.
3. Maintain the 2 existing 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
4. Maintain 4 Off Road ADI qualified instructors, and investigate developing them to become Blue light Driving instructors
5. Source Off Road accreditation for instructors (also recommendation of independent audit)

6. Investigate delivering ROC courses in-house
7. Maintain external training/assessment for LGV initial (cost effective)
8. Increase EFAD initial course from 4 days to 5 in line with new guidance
9. Maintain 1 day, 3 yearly EFAD refreshers.
10. Review all SPIs relating to driving.
11. Explore possibility of delivering EFAD refresher training at delegates' location.
12. Blue light training to be delivered as part of familiarisation training on Special appliances (also recommendation of independent audit).
13. The delivery of EFAD driving courses should take place within a location specific to the student's normal place of work.

7. Existing Training Facilities (Appendix 14)

The review has identified that the existing 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. This situation means that in some areas core skills training is unachievable without travelling to alternative sites.

Financial constraints mean that it would not be possible to provide significant or substantial facilities on every Station therefore it would be more reasonable to provide superior facilities within an acceptable travel distance of each Station.

The review has recognised this and concentrated its efforts on building on work already carried out in this area in 2008. At that time proposals were made to construct Strategic Training Facilities (STFs) in a number of locations around the Service Area. Following a re-examination of the original proposal it has been agreed that an identified 30 minute travel window to a training venue is the maximum acceptable. With this in mind and based on geographical area the Service will need to construct four new STFs in the following locations:

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

This project, which has already been endorsed by SMB, 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 likely that Evesham will be the first to be constructed in order for Kidderminster to remain as the operational STF until it is complete. This will ensure continuity of the Services pre-planned training programmes.

Each STF will be capable of supporting the training requirements of the proposed CTR (appendix 14b) 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 built up areas. This approach will also allow crews to utilise both types of facilities if required.

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.

7.1 Training Centre

The review has also considered the suitability of TDC 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. It is suggested that the current TDC site at Droitwich may no longer provide the necessary facilities to support the outcomes of this review.

Recommendations for Section 7

Detailed below is a list of all recommendations, identified within Section 7 for consideration by SMB

- 1 Identify suitable locations for the Strategic Training Facilities
- 2 Build four STFs, to satisfy Services training requirements.
- 3 Instructors to utilise Facilities to conduct refresher programmes/ routine training.
- 4 Investigate the options for the relocation of Training Centre to a more suitable site.

8. Staffing and Training and Development Structure

The review has identified that a number of changes are required to facilitate implementation of the recommendations detailed within this review and to ensure the success of the Training Strategy and Framework, one of which is the structure of the TDC.

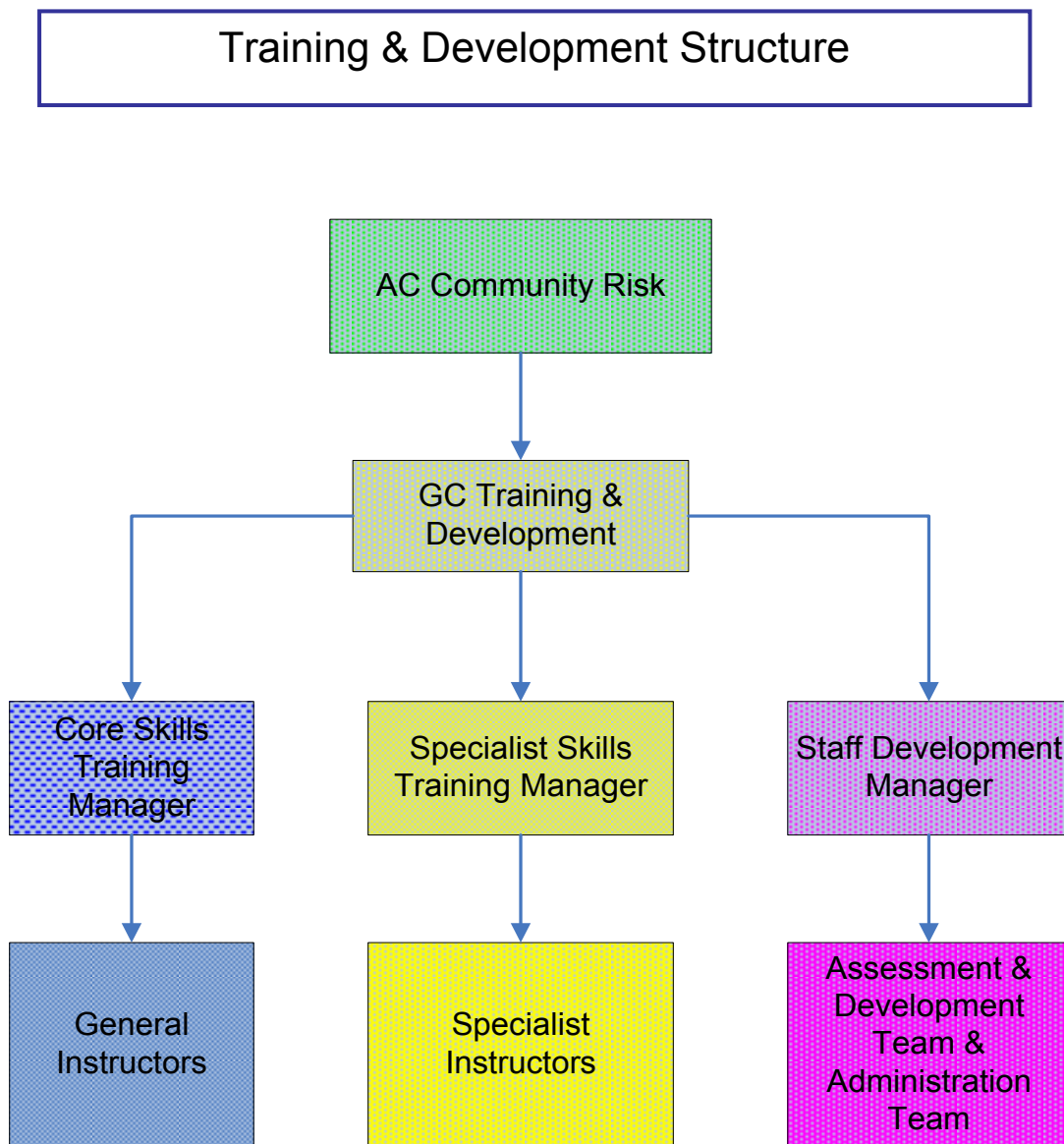
The Training Department and the Approved Centre already work closely together in the work that they do, this situation as well as the replacement of the NVQ with Firefighter Workbooks has led to the realisation that the two departments can be amalgamated into one in order to create a more efficient Training and Development Department.

The removal of the need for internal verifiers (IV"s) with the adoption of the new Firefighter Development programme has allowed the Department to realign some existing work streams. It has also been recognised that certain functions at TDC can be carried out more effectively and efficiently by Administrators rather than by Instructors, freeing up Instructor time which can be better spent delivering training.

As a result of this review it is recommended that the TDC adopt a more clearly defined structure as can be seen below in fig 7 below. Following the restructure 5 posts at AC and 1 Instructor post could be disestablished which would release a cost saving of approximately £143k.

Fig 7

Proposed Training and Development Centre Structure



8.1 Staff

To ensure that any organisation provides value for money it is essential that people are working at the right level, for TDC this means the removal of some of the administration work from the Instructors to free up their time to instruct. Following examination of the Instructor workload, some workstreams were identified that would be better conducted by administration staff at TDC. Freeing up this capacity would facilitate a redistribution of workload enabling the department to disestablish one Instructor post. In order to address the loss in capacity however there would be a need for the creation of an additional administrator post at grade 6 to supervise this essential work. This post would have line management responsibility for the administration team and to be responsible for the systems within TDC. This approach would however realise a significant financial saving as detailed in 9.

Within the new structure it is proposed that there would be three managers responsible to the Group Commander, as can be seen in fig 7. One to oversee Core Training, one to oversee Specialist Training and quality assurance of the CTR and the third will oversee Assessment & Development. Their references would be as follows:

Core Skills Training Manager

- Operational training (BA, RTC, Hazmat, ICS etc)
- Station based training support (peripatetic training)
- Phase 1
- Exercise Co-ordination
- Competitions
- TC Instructors
- Day to day running of TC
- Quality Assurance of all above courses

Specialist Training & Quality Assurance Manager

- Specialist rescue (rope, water, aerials, National Resilience)
- Driver Training
- Quality Assurance of the Competency Training Record (CTR)
- Quality Assurance internal processes i.e. ISO
- FSC/ NR course coordination
- Non uniformed training programmes
- Remote instructors (not based at TC)
- External training providers

Staff Development Manager

- Promotion processes
- Development programmes
- Finance
- Administration (systems and personnel)

8.2 Training Managers Meeting Structure

To support the Managers roles and to ensure the information loop is closed between Policy, Operations and Training a new meeting structure has been developed for consideration. This has been developed to ensure there is an effective feedback loop from Firefighter to departments and then from departments back to Firefighter. The Operations Department would feed into the meeting on a monthly basis with items that have relevance to training, these items should then be acted upon, logged and fed back to the Ops Department for dissemination to the relevant recipients, thus creating an effective audit trail.

Policies and items from Health and Safety should also feed into the Training Managers Meetings in the same manner. All departments would be encouraged to engage with the training team in this arena.

Recommendations for Section 8

Detailed below is a list of all recommendations, identified within Section 8 for consideration by SMB:

1. Create a new Training and Development Department team structure
2. Disestablish posts in accordance with the Firefighter development programme proposal
3. Disestablish 1 instructor post
4. Establish additional administrator post
5. Establish senior administrator post
6. Adopt new managers roles
7. Adopt revised meeting structure

9. Training Budget

The training budget for this year was set at £636,000. This figure was based on the requirements identified not only by TDC but by the other service departments that have a training requirement.

The proposals outlined within this report have suggested a fundamental change in the way training is provided to employees. Due also to changes in current practice and guidance from bodies such as the HSE and the Service's own internal audits it is clear that TDC will have to provide significantly more training and assessment in the coming years. By careful planning and effective use of resources however, the current yearly budget settlement (with the exception of inflationary rises) will be sufficient to provide this increased level of service.

Also by negotiation with other departments their exact requirements and challenging overprovision and nominal budget setting, the Service will be in a far better position to more accurately predict future spend and identify any inefficiencies.

10. Conclusion

The review team has conducted a comprehensive examination of operational training provision in HWFRS, The areas covered range from practical and theoretical training to information and recording systems

The key themes to come from the review include:

1. There is currently no clear training strategy or framework to support the training function. There is also a need to provide more information about the training which the Service provides and TDC to take ownership of that information. This will also allow the Organisation to better understand the current training provision and any area of risk or under provision.
2. The Individual Development Record (IDR) is no longer capable of providing an accurate picture of the skills maintained by staff and is too prescriptive, preventing crews from concentrating on areas of highest need. The introduction of the CTR system will alleviate this giving employees flexibility and allowing training programmes to be adapted to individual Station risk. Any individuals moving location or taking more than one role can also be catered for.
3. The current training provision does not provide the assurance of quality required to ensure that the training provided by TDC or locally is to the best standard possible. It is essential that a system is provided to address this issue. Adding refresher programmes to this system provides both quality training as well as the quality assurance element. This, assisted by the provision of more qualified Station based Instructors would help to provide the necessary platform to ensure employees are well trained, safe and capable of meeting the demands placed upon them
4. The existing training facilities provided across the service are considered to be insufficient and will not meet the need of the Service going forward. These facilities need to be improved by building STFs in suitable locations to allow all employees easy access to them. They must provide sufficient scenarios to meet the requirements of the operational personnel and safety critical training programmes including BA and other essential core skills.
5. To enable any of the above to work TDC must have a suitable structure and management systems in place. Amalgamation of the Training Centre and the Approved Centre will provide a more joined up approach to the delivery and support of employee development and training providing synergy not conflict. This combined with improved systems and structure will support, not only the delivery of training and development, but also support of other departments in achieving their aims and objectives.

11. Recommendations

Table 2 below provides details of all the recommendations for each of the sections covered by the review. The table is colour coded to indicate the priority of each recommendation – high (red), medium (amber), low (green). The table also identifies indicative implementation dates where appropriate and also identifies the year in which each objective is to be delivered. Immediate actions relate to April 2011 to March 2012, longer term actions relates to April 2012 to March 2014.

Section	Recommendation	Current Position	Deadline Date
Section 4. Strategy, Guidance and Supporting Information			
4.3 Performance Dashboard “Tracker” Recommendations	1. Production of a Strategy and Framework document to provide clear direction for all aspects of safety critical training.	The Strategy and Framework document has been written and is awaiting SMB approval.	31 st March 2012
	2. Production of Training Information Notes for BA and ICS to support the Strategy and Framework documents.	The SharePoint site TIN’s are under construction, and are scheduled to be launched on 1 st April 2012.	31 st March 2012
	3. Production of Training Information Notes for all other operational areas to support the Strategy and Framework documents.	Not yet commenced.	31 st March 2013
	4. Production of a Performance Dashboard Tracker to collate real-time information on training/ refresher programme performance.	The SharePoint site Performance Dashboard Tracker are under construction, and are scheduled to be launched on 1 st April 2012.	31 st March 2013
	5. Further development of the Performance Dashboard Tracker to cover other disciplines.	Not yet commenced.	31 st March 2013
	6. Development of a library of relevant publications to support the Training Information Notes which should be owned and updated by TDC.		31 st March 2013
4.4 Non Operational Training Recommendations	7. Production of Departmental Skills Profiles for each Non-Operational Department.	Departmental skills profiles are under development.	31 st March 2012
	8. Development of the Performance		31 st March

Section	Recommendation	Current Position	Deadline Date
	Dashboard Tracker to monitor and inform Non-Operational refresher programmes.		2013
4.5 Workforce Development Strategy Recommendations	9. Ratify and publish the new internal Workforce Development Strategy.		31 st March 2012
	10. Incorporate the Workforce Development Strategy into the Services Training Strategy and Framework Document.		31 st March 2012
4.6 Firefighter Development Programme Recommendations	11. Cease current FF Development Programme (NVQ).	Papers have been produced and approved by SMB for the Firefighter Development Process.	31 st March 2012
	12. Adopt the new FF Development Programme.	Launch of the new Firefighter Development Programme scheduled for 1 st April 2012	31 st March 2012
	13. Review staffing arrangements within TDC to reflect the change in approach to FF Development.		31 st March 2012
4.7 Promotion and Development Process Recommendations	14. The new internal promotion process for all uniformed staff from Firefighter - Area Commander be introduced into the Service that is appropriate to HWFRS.	Papers have been produced and approved by SMB for Promotion Process. New Promotion Process trials have successfully taken place at Pebworth.	31 st March 2012
	15. Then organisation should cease the use of ADC terminology and introduce "Hereford & Worcester Fire and Rescue Service Promotion Process".	As above.	31 st March 2012
	16. The current ADC stage 1 (formally ITOP) is replaced by an assessed "work book", to be used at all levels, up to and including Area Commander.	Firefighter to Crew complete by April 2012, others to follow next year	31 st March 2013
	17. Suitability for promotion is determined from the whole process and not individual elements.		31 st March 2012
4.8 Promotion Workbooks Recommendations	18. The Service continues the development of Pre/Post Promotion Workbooks which will provide a framework for command and	Papers have been produced and approved by SMB for Promotion Workbooks.	31 st March 2012

Section	Recommendation	Current Position	Deadline Date
	managerial development and assurance both prior to, and following substantive promotion.		
	19. That the Pre/Post Promotion Workbook is adopted for all uniformed staff from Firefighter - Area Commander.	Promotion Workbooks to be expanded to include all operational roles, up to and including Area Commander.	31 st March 2013
	20. That the Pre/Post Promotion Workbook for Crew Commander and Watch Commander be completed.	Work is progressing.	31 st March 2012
	21. The Pre/Post Promotion Workbooks are administered and quality assured by the Staff Development Manager based at TDC.		31 st March 2012
4.9 Institute of Fire Engineers Examinations Recommendations	22. The IFE examinations are removed from the development programmes from June 2013 and introduced as a pre-requisite to entering the HWFRS Promotion and Development process.		31 st May 2012
	23. From June 2013, to be eligible for substantive promotion to the roles Crew Commander (CC), Watch Commander (WC) and Station Commander (SC), personnel must have successfully achieved a pass mark within the relevant IFE examinations associated with the role they are applying for.		31 st May 2012
Section 5. Individual Development Records/Competence Recording Systems			
5. Individual Development Records/Competence Recording Systems	24. Adoption of the Redkite platform as the primary method for recording all operational training.		31 st March 2012
	25. A comprehensive review of exiting Individual Development Record identifying safety critical elements, location specific	All basic competencies have been reviewed and inputted into the RedKite system.	31 st March 2012

Section	Recommendation	Current Position	Deadline Date
	elements and specialist equipment elements.		
5.1 Competency Training Record (CTR)	26. The creation of a new CTR which is risk mapped to each specific Station/Location	An initial stakeholder user group was established in September with further meetings arranged to develop the specialist competencies required for the new system.	31 st March 2012
	27. The creation of a new CTR specifically designed for department based non-riders		31 st March 2013
	28. The creation of a new CTR specifically designed for Officers		31 st March 2013
	29. The creation of new CTR specifically designed for Control Staff		31 st March 2013
	30. Review functionality of system		31 st March 2013
5.2 Technical Knowledge Library	31. A suite of new presentations are currently also being developed for trial.	? have been completed for the trial, the rest will be converted during 2012	31 st March 2013
5.3 Equipment Familiarisation	32. Review use of Breeze Platform (technical training/presentations)	TDC has commenced development of a number of online learning videos, to assist users to understand the practical application of the Redkite programme.	31 st March 2012
Section 6. Review of Current Training Provision			
6.2 Quality Assurance	33. TDC should initiate a rolling 2 year Operational Training Refresher programme for all Operational Personnel to replace the current 6 weekly programme.	TDC instructors to quality assure core skills as part of the peer review process commencing April 2012	31 st March 2012
6.3 Refresher Programmes	34. TDC should develop proposals designed to simplify the refresher course allocation process for Watch Officers utilising a booking system which should be consistent for each subject area.	BA refresher programme on track with year on year programme	31 st March 2012
	35. Hazmats training programme to be established from 1 st April 2013		April 2014

Section	Recommendation	Current Position	Deadline Date
	36. RTC refresher programme to be established from 1 st April 2012.		31 st March 2013
	37. Fire Behaviour programme will be re-established from 1 st April 2012		31 st March 2013
	38. The Refresher Programme should involve independent assessment by qualified Instructors and include a quality assurance process.		31 st March 2012
	39. TDC staff should utilise the STFs for recruit and other training wherever possible, maximising the benefits of this new Service asset.	The STF"s will be used as each one comes on line	April 2014
6.4 Trauma Refreshers	40. Maintain partnership with West Midlands Ambulance Service to provide mutual trauma refresher training.	Trauma training programme tightened up to ensure all personnel receive all modules.	31 st March 2012
6.6 Incident Command Training	41. Adopt a 3 stage approach to level 1 incident command	SICC developed and trialled	31 st March 2012
	42. Refresher programmes for Incident Commanders should be provided on a 2 yearly basis	Incident command refresher programmes run for level 1 to 4 Commanders	31 st March 2012
	43. An Incident Ground Safety course should be developed for all Watch based personnel.	Develop command support course for Station based staff	31 st March 2013
	44. Fire Studio should be developed as a training tool to support Stations/ Districts with ICS training	Develop Fire Studio/ scenarios for use on Stations	31 st March 2013
	45. Vector should be further developed as a realistic assessment/training tool using a variety of simulations		31 st March 2013
	46. Pre-course learning should be developed to support refresher programmes		31 st March 2013
6.7 Commercial Training	47. The provision of training to external clients on a commercial basis should cease.	Commercial training to cease from April 2012	31 st March 2012

Section	Recommendation	Current Position	Deadline Date
	48. Provide free fire safety training courses that help businesses comply with fire safety law and meet the Services obligation in line with RRO (Fire Safety) 2005.	Produce free fire safety training courses to satisfy the Service's obligation in line with RRO (Fire Safety) 2005.	31 st March 2013
6.8 Driver Training	49. Consolidate 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.		31 st March 2013
	50. Appoint dedicated Driving instructor (non-uniformed, full time), to replace the seconded Firefighter to restore the establishment.		31 st May 2012
	51. Maintain the 2 existing 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.		Complete
	52. Maintain 4 Off Road ADI qualified instructors, and investigate developing them to become Blue light Driving instructors.	Seek accreditation for Off Road driver training and investigate the upskilling of instructors to deliver "blue light" training.	31 st March 2013
	53. Source Off Road accreditation for instructors (also recommendation of independent audit)		31 st March 2013
	54. Investigate delivering ROC courses in-house.		31 st March 2012
	55. Maintain external training/assessment for		Complete

Section	Recommendation	Current Position	Deadline Date
	LGV initial (cost effective)		
	56. Increase EFAD initial course from 4 days to 5 in line with new guidance		31 st March 2013
	57. Maintain 1 day, 3 yearly EFAD refreshers.	EFAD refresher programme on track	Complete
	58. Review all SPIs relating to driving.		31 st March 2013
	59. Explore possibility of delivering EFAD refresher training at delegates location.		31 st March 2013
	60. Blue light training to be delivered as part of familiarisation training on Special appliances (also recommendation of independent audit).		31 st March 2013
	61. The delivery of EFAD driving courses should take place within a location specific to the student's normal place of work.		31 st March 2013
Section 7. Existing Training Facilities			
7. Existing Training Facilities	62. Identify suitable locations for the Strategic Training Facilities	Identify site for South Herefordshire	31 st March 2013
	63. Build four STFs, to satisfy Services training requirements.	Funding for the STFs agreed by the Fire Authority (not Training Centre). Evesham currently in the final planning stage ready for submission to the planning department.	Complete 31 st March 2013
		Kingsland currently in the final planning stage ready for submission to the planning department. Kidderminster in the initial planning stages but will not be progressed until Evesham has been built.	31 st March 2013 31 st march 2014
	64. Instructors to utilise Facilities to conduct refresher programmes/ routine training.		
7.1 Training Centre	65. Investigate the options for the relocation		31 st March

Section	Recommendation	Current Position	Deadline Date
	of Training Centre to a more suitable site.		2014
Section 8. Staffing and Training and Development Structure			
8. Staffing and Training and Development Structure	66. Create a new training and Development Department team structure		31 st March 2012
	67. Disestablish posts in accordance with the Firefighter development programme proposal		31 st March 2012
	68. Disestablish 1 instructor post		31 st March 2012
	69. Establish additional administrator post		31 st March 2013
	70. Establish senior administrator post		31 st March 2013
8.1 Staff	71. Adopt new managers roles		31 st March 2012
8.2 Training Managers Meeting Structure	72. Adopt revised meeting structure		Complete