

LFRS
Organisational Development Plan
2017-2019

1.0 Policy Context of the Organisational Development Plan

Lancashire Fire and Rescue Service (LFRS) is committed to its purpose of “making Lancashire safer.”

The Services’ annual priorities as detailed in our Annual Service Plan 2018 and the Service’s Integrated Risk Management Plan 2017 - 2022 explain LFRS vision in terms of how we will achieve this mission of “making Lancashire safer”. The Organisational Development Plan is part of the suite of human resources plans in addition to the Workforce Plan and the Equality, Diversity and Inclusion Annual Report which explain the interventions which will take place to support the achievement of LFRS mission and values. Ensuring the Service develops staff with the right professionalism and skills who demonstrate LFRS cultural values and behaviours. It flows from the overarching strategic plans of LFRS and links people management into the operational business process. Development of the plan has taken into consideration the requirements of the NFCC draft National Fire and Rescue People Strategy and the recommendations of the Inclusive Fire Service Group.

We define our expectations from staff within our Annual Service Plan and our values define how we STRIVE to achieve our purpose of “making Lancashire safer” by making sure what we do is guided by strong principles of:

- Service: Making Lancashire safer is the most important thing we do.
- Trust: We Trust the people we work with.
- Respect: We respect each other.
- Integrity: We do what we say we will do.
- Value: We actively listen to others.
- Empowered: We contribute to decision making and improvements.

In light of the changing environment in which we operate and the need for a workforce that is equipped to support these changes; one that is confident in its abilities, has adaptable skills and is able to act with authority and responsibility. We are focused on the development of a strong organisational culture based on clear values and leadership.

2.0 Lancashire Fire and Rescue Service

The Lancashire Combined Fire Authority (CFA) is responsible for leading and supporting Lancashire Fire and Rescue Service. The Service employs in the region of 1248 FTE employees in a variety of roles including operational fire fighters, administrators, fire safety, business support and managerial staff, 75% of the Service are employed in a role linked to operations. ¹.

As a Fire and Rescue Authority, LFRS has a statutory and policy framework which details its key functions:

- Prevention and Protection: To prevent fires from happening and protecting people and property, when fires occur.
- Response: LFRS responds to emergencies quickly and competently,
- Local and National Resilience: LFRS has the necessary capabilities in place to manage local risks identified in the Strategic Assessment of Risk. When required the Service works with assets from a range of cat 1 and cat 2 responders in the County as well as National Resilience

¹ This figure is based on officers with an operational element to their role as at March 2018

assets to supplement Decontamination, Pumping, Urban Search and Rescue, Boats and Chemical Detection and Identification.

The objective of the Organisational Development Plan is to:

- (i) Ensure the workforce has the necessary qualifications, knowledge, skills and abilities to deliver its objectives now and in the future.
- (ii) Develop a strong organisational culture where our values are understood.
- (iii) Develop our leaders.
- (iv) Build a strong and resilient workforce.
- (v) Expand apprenticeship opportunities.
- (vi) Provide a transparent way in which LFRS can explain the way in which it delivers training, 1.4.2017 – 31.3.2018 and our planned training and development for 1.4.2018 - 31.3.2019.

LFRS identifies organisational development as a planned and systematic approach to enabling sustained organisational performance through the involvement of its people². LFRS identifies itself as a learning organisation and one which learns and encourages learning amongst its staff.

3.0 Training and Operational Review (TOR)

TOR is led and managed by the Head of Training and Operational Review, reporting to the Director of Service Delivery, the Assistant Chief Fire Officer. The role of TOR is to develop, commission and provide training based on the evolving learning needs identified in the Integrated Risk Management Plan.

LFRS has its own comprehensive training facility located at Chorley. During 2017/2018, a new Multi Compartment Fire Fighting Prop was built, implemented and equipped with paraffin injection systems to simulate structure fire conditions in a safe and repeatable format. Complex operational training, which require particular facilities such as live fires, is delivered at this location however wherever possible all other training is delivered using a dispersed approach at Fire Stations and other locations throughout the County, to minimise travelling and maximise appliance availability. This approach also recognises the mix of operational duty systems, one of which being the Retained System which comprises some 400 staff, attending training one evening a week for around two hours.

TOR delivers training via its own team of trainers and experienced trainers and associates, through commissioning external specialists and via sourcing courses from suitable providers. All LFRS trainers complete the level 3 Certificate in Education and Training (PTTLS) and also the Assessing Competence in the Work Environment (level 3) and are accredited assessors.

3.1 PDRPro

PDRPro is used to record and monitor individual and organisational competence. As part of this integration of the electronic system, a revised approach to the forward planning of training has been adopted following a Core Skill Thematic Plan, which identifies individual elements to be completed under each month. Initial training secures skill/knowledge acquisition but, given the safety critical nature of Fire Service activity, is supported by a robust maintenance of skill system known as PDR Pro this system attributes frequencies to specific skill and tracks individual employee performance and emerging learning needs. To drive efficient training practices the system is linked to a thematic training plan and an exercise schedule which ensures realistic and engaging training at risk sites across the County.

² CIPD 2016

3.2 LearnPro

TOR manages the Services online e-Learning system, LearnPro, which is now used by all staff both non-uniformed and uniformed for both initial knowledge acquisition and maintenance of skills. The system contains a number of modules, developed internally, but with collaboration with other regional Fire Services and National sharing platforms, which are allocated to individuals based on their role. When required, the module can be accompanied with a knowledge assessment to validate acquisition.

4.0 Qualification Requirements for posts within LFRS

Recruitment to all posts is based on an employee specification which identifies essential qualification, experience, knowledge, skills and abilities. Since 2016, the Service has been reviewing and using the specification within operational and leadership posts, to ensure the recruitment of staff with a broader set of skills and competencies able to respond to the changing nature of the roles within LFRS. All posts are advertised internally and externally ensuring fairness and the recruitment of individuals with a range of talent and ideas, subject to any specific workforce planning requirements.

4.1 Support roles

In the event of the post changing in nature and further qualifications become essential to a post, this would be identified through the appraisal and EPD process, staff can ask for support in achieving further qualifications and development to support them in their current role, or broader in terms of personal development.

4.2 Operational roles

As the nature of operational risk becomes more complex, maintenance of skills becomes more challenging. In relation to operational staff the following qualifications are relevant to role based competency (see http://lfrsintranet/files/documentFiles/doc_158_files/TRA-03.pdf).

Firefighter role: The FF Development Pathway is constructed around the National Occupation Standards relevant to the role. For Wholetime staff the pathway is completed in two years. For Retained Duty System staff the pathway takes four years, but this can be accelerated based on candidate commitment and availability to undertake additional training hours.

Specialist FF roles: After achieving competent status, subject to posting, Wholetime FFs can then take on additional specialist skills which include:

- Urban Search & Rescue Team members and High Volume Pump Operators receive additional training accredited to the National Resilience standards.
- Aerial Ladder Platform, Water Tower, Foam Unit, Command Unit, Hazardous Material & Environmental Protection Unit, Wildfire Units, BA Unit Operators are trained by LFRS Trainers.
- Polaris and Softrack drivers are trained to Industry Standard
- Rope Rescue Team operatives are trained to Industry Standards
- Swift Water Rescue and Boat Operators are trained to RYA and DEFRA standards
- Large Animal Rescue operatives are trained to sector standards

Wholetime Supervisory Roles (Crew and Watch Manger): To become a Crew Manager, the competent FF who has already self-nominated onto and successfully completed the ICL1 Safe to Command Course, can apply for Supervisory Selection and Development via application form and interview. To achieve substantive promotion the successful development candidates are then expected to:

Demonstrate competence in the workplace through acting Crew Manager posting/s and completion of; two Institution of Fire Engineers Level 3 Certificate Papers (Engineering Science and Operations), an Institute of Leadership and Management Level 3 qualification, Coaching & Mentoring and an IOSH Managing Safely course, plus a one day SHE LFRS course, Level 2 Skills for Justice Introduction to Fire Investigation and Community Safety Management qualification.

To become a Watch Manager the Competent Crew Manager attends the Watch Manager Promotion Board (consisting of competency based application form and interview).

Wholetime Middle Manager Roles (Station and Group Managers): Competent Watch Managers can apply for a Middle Manager Assessment Centre which currently comprises a one to one performance management interview, a multiple role play where candidates are required to influence and negotiate with internal and external stakeholders, written exercise which comprises a report on a topical area and required to make recommendations. The potential middle manager development programme includes two papers of the IFE level 3 Diploma (Operations and Engineering Science), ICL 2 Incident Command Course, Fire Investigation Scene Management, Project Management, Rope Liaison and Ship Liaison. Candidates also have to successfully complete an Emergency Response driving course and ILM level 5. Developing candidates are offered acting up opportunities to develop competence/experience in Middle Manager roles and appointments are made periodically by Executive Board led interviews.

To progress from Station to Group Manager roles candidates are offered acting up opportunities to develop competence in suitable roles and appointments are made periodically by Executive Board led interviews. Additional development is offered based on appraisal and role based needs, but all Group Managers are required to pass the ICL 3 Incident Command Course

Training roles: These can be held at any Wholetime FF and Supervisory rank (FF, CM, WM) and, include additional role based qualifications listed below. RDS staff are able to apply for these roles, but it is recognised that only a few are able find sufficient time to attend the required training to develop and maintain these skills (when balanced against primary employment and family life):

- Award in Education and Training level 3
- Assessing Competence in the Workplace Level 3 (formally TAQA)
- Internal Quality Assurance of Assessment Processes Level 4
- Breathing Apparatus Instructor (BAI)
- Road Traffic Collision Instructor (RTCI)
- Compartment Fire Behaviour Instructor (CFBTI)
- Positive Pressure Ventilation Instructor (PPVI)
- Large Animal Rescue Instructor (LARI)
- Swift Water Rescue Instructor (SRTI)
- Physical Training Instructors Level 2
- Physical Training Instructors Level 3
- Special Appliance Instructors;
- High Volume Pump (HVP)

- Hazardous Material Unit (HMU)
- Rope Rescue Instructor (RRI)
- Confined Space Instructor
- Safe Working at Height Instructor
- Aerial Ladder Platform (ALP)
- Multi Terrain Vehicle Instructor
- Quad Bike Instructor
- Boat Instructor

Specialist roles: These are additional skills which are attainable once an individual is competent in role. These can be held at any Supervisory and Middle Management rank (FF, CM, WM, SM, GM) and, include additional role based qualifications including;

WMB Incident Intelligence Officers

- Advanced Fire Investigator (Level 5 UCLAN)
- Advanced Professional Award in Expert Witness Evidence (APAWE)
- Civil Aviation Authority accredited Unmanned Ariel Vehicle Pilot training
- Level 3 Certificate in Fire Safety (SFJ)

Fire Protection Staff

- Business Safety Advisor (CM or Green Book) Level 3 Certificate in Fire Safety (SFJA)
- Inspecting Officers (WMA or Green Book) Level 4 Diploma in Fire Safety (IQ Awards)
- Team Leader (WMB) Level 5 Diploma in Fire Safety (SFJ)
- WMB Level 5 Fire Engineering Degree

Station Manager

- Water Incident Management (Rescue 3)
- Hazardous Materials Environmental Protection Officer (HMEPO)
- Radiation Protection Supervisor
- National Incident Liaison Officer (NILO)
- National Resilience Tactical Advisor

Group Manager

- National Incident Liaison Officer (NILO)
- Water Incident Management (Rescue 3)
- Project Management (not accredited)
- Radiation Protection Supervisor
- Airwave Tactical Advisor

5.0 Review of Organisational Development: 1.4.2017 – 31.3.2018

As part of the Corporate Planning process a PESTLE identifies the changes, challenge and opportunities LFRS is facing, through this process there is a good understanding of the skills, capabilities and also the skills gaps that exist in delivering the Service at a leadership and operational level.

5.1 Leadership and Management

LFRS has recognised the importance of leadership as a driver for organisational improvement, supporting our aim of making Lancashire safer. The Centre for Leadership (established by the Fire

Service College) developed a model – Aspire, to support the shift towards the transformational model of leadership nationally. The model was limited, but it offered a foundation upon which to build and encourage a common framework nationally (the NFCC has committed to reviewing this).

In light of the changing nature of the Service and following feedback from staff via the staff survey “Barometer”, Lancashire Fire and Rescue Service has embarked on an approach to leadership development utilising the guiding principles of organisational leadership. This is a tool which supports different ways of working to understand, develop and display effective leadership driving LFRS values and desired behaviours. In defining leadership, LFRS has refreshed the Fire Professional Framework definition of leadership as it applies to LFRS:

Effective leadership is about developing a vision for the future, as well as understanding the current needs of LFRS. LFRS recognises outstanding leaders as those who engage with others, energize them to overcome barriers, build confidence and trust and use coaching and support to deliver innovation, successful performance and great customer service. Leaders should be willing to challenge poor behavior wherever it occurs.

It is recognised that the changing nature of the Service in terms of being a broader public sector partner, the complexity and type of incidents that staff will respond to, may need a different set of skills and capabilities. Central to the development of leadership capability are LFRS values (Service, Trust, Respect, Integrity, Valued and Empowered) which sit at the heart of all leadership principles. They underpin all communication and implementation activity associated with leadership.

(i) Understanding leadership:

Understanding leadership is about setting a positive, ambitious and realistic future for the team, ensuring everything we do is linked to organisational plans and values and is for the benefit of the residents of Lancashire.

➤ Leadership Development Events 2017

Our first leadership development event during April 2017, reviewed our performance for 2016/2017, communicated our objectives for 2017/2018, and focused on developing our understanding of leadership in terms of our core values. Our core values are the qualities that we believe are the most important to us; they describe our expectations from staff and define the way to work to achieve our priorities. The events were open to all those in a leadership role. Our second leadership event in the Autumn of 2017, utilised actors to explore further what does leadership mean within LFRS and the importance of managers leading and managing people in accordance with the STRIVE values, creating a motivational working environment with appropriate behaviour using practical scenarios and exploring some specific challenges in the workplace culture.

(ii) Developing leadership

Developing leadership is about establishing an ethos of continuous professional development to deliver high quality services with an outcome focused approach, developing people to achieve their fulfil potential.

A development pathway exists for all those in a supervisory, leadership and operational role, LFRS runs two extensive development programmes and TOR are accredited to award the ILM Levels 3 and 5 Awards in Leadership and Management. All Supervisory Managers (Crew Managers/Watch Manager’s) complete the Level 3 Award and Middle Managers (Station Manager’s) complete the Level 5 Award as part of the development programme. These have been refreshed in light of the

findings of the Adrian Thomas Review and are bespoke to the needs of LFRS. A range of other external programmes are utilised to meet the individuals tailored requirements e.g. Executive Leader Programme (Cranfield / Warwick) and MBAs.

The Service recognised the need to further develop operational leadership skills and there has been a focus in developing these skills during 2016/2017 and 2017/2018, to meet the specific needs of supervisors and managers. A number of modules of development were delivered including: Managing yourself and leading your team incorporating performance management, Improving Service performance and culture through the effective use of Discipline and Grievance Procedures, Recruitment and Selection incorporating unconscious bias, Managing absence fairly and consistently. In addition, two ELearning modules on Managing Stress and IOSCH Managing Safely.

Our approach to learning and development will be reviewed during 2018/2019 in light of the implementation of the apprenticeship levy and as part of our broader review of collaboration with Lancashire Constabulary.

(iii) Displaying leadership

Displaying leadership is about engaging with staff, valuing the health and wellbeing of staff and valuing different views, ideas, knowledge and skill sets.

➤ Performance Management

During 2017/2018, we reflected on our performance management arrangements, whilst recognising that many organisations are moving away from a formal appraisal process³, we feel that the appraisal is a useful tool setting objectives, providing an emphasis on continuous development, and creating dialogue. It also creates a formal opportunity to reflect and to recognise and develop talent. During 2017/2018, we have simplified the appraisal process and delivered training. However, more works needs to be done we are keen to ensure that the appraisal becomes more than a process, but an opportunity for an informed conversation supported by regular feedback. We continue to receive feedback on the process from our line managers and we are keen to engage with line managers and employees on how we can further improve the arrangements, prior to the development of an on line system which we can use to report and monitor on performance management arrangements.

➤ Coaching

LFRS has identified a need to develop the people management skills of its operational managers and has identified coaching as a mechanism for achieving this. During 2017/2018, the coaching policy was approved and a two day training course in coaching and mentoring was made available to all managers (this is a mandatory for all those in a development pathway). During 2017/2018 65 members of staff attended the training. In addition, LFRS has a small number of staff who are trained and experienced in delivering coaching; these officers have been used and had a positive impact, which will lead to a more comprehensive piece of work 2018/2019.

➤ Mentoring

Candidates on the potential middle manager development programme are paired up with a mentor for the duration of their development programme. These mentors are then provided with a half-day

³ HR Strategies by Deloitte 2013

workshop on mentoring skills. Those on a supervisory development programme are advised to seek mentors locally with the support of the OD Team

➤ Health and Wellbeing

Staff Wellbeing: LFRS has a strong commitment to staff morale and wellbeing all levels in the workforce. With change comes uncertainty and there is a need for staff to be resilient and able to respond positively to that change, Distress Management and Self Care Training has been rolled out and will continue to be rolled out to all new staff.

As part of LFRS commitment to wellbeing arrangements LFRS has moved to Trauma Risk Management which is a person centred approach to support staff who have experienced trauma.

The Employee Assistance Programme has been contracted to a new provider providing independent support to all staff.

The new staff survey will ascertain the views of staff in relation to a range of health and well being issues and will inform our plans for the future.

➤ Equality, Diversity and Inclusion:

Leadership teams should be diverse, with individuals who have different experiences, backgrounds and complementary skill sets. As an organisation we have utilised the employee specification within the recruitment and selection process to recognise and value a broader range of skills and competencies. During 2016/2017, the ELearning Equality, Diversity and Inclusion induction module was updated to include unconscious bias this was a mandatory requirement for all staff to complete during 2017/2018. During 2017/2018, all those in a supervisory role and those involved in the recruitment of staff were required to attend recruitment and selection training incorporating how to avoid and be aware of unconscious bias.

5.2 Health Safety and Environment:

All new employees, as part of their induction training, are required to complete Safety, Health & Environment training according to their role. Non managers complete the British Safety Council General Health Safety & Environment E-Learning Module. Line Managers complete the IOSH Managing Safely via E-Learning or face to face delivery as preferred followed by a one day course delivered by the service's Safety, Health and Environment Department covering LFRS specific SHE policies and procedures.

All members of the Senior Management Team completed the IOSH Leading Safety programme during January 2018.

All employees are required to complete SHE refresher training three yearly and this is delivered by e-learning on the service's LearnPro system.

Training completed in the year April 2017 - March 2018 included;

BSC General Health Safety & Environment Awareness
IOSH Managing Safely (LearnPro or face to face)
SHE Refresher led by SHE staff
IOSH Leading Safely
LFRS Managing SHE Refresher (LearnPro)
LFRS SHE Refresher (Non operational LearnPro)

LFRS SHE Refresher (Operational LearnPro)
Distress Management & Self Care (MIND)
LFRS Stress Management (LearnPro)

5.3 Safeguarding:

During 2016/2017, a new ELearning module was developed on safeguarding, this, is now a feature of the corporate induction and is now an essential requirement for all staff. In addition, the safeguarding module was made compulsory for all existing staff.

5.4 First Aid:

A review was completed and approval given for closer collaboration with North West Ambulance Service for Clinical Director and Governance. Progress continues with a review of our clinical governance arrangements. A commercial provider is now being considered alongside NWAS.

5.5 Command and Control Training and Assessment:

Following a review of the Incident Command provision, two dedicated Incident Command Trainers have been appointed. Safe to Command courses now give initial Commanders a Skills for Justice accredited Safe to Command qualification which, until substantive promotion, provides Incident Command Assured Firefighters the opportunity to act up with the skills and knowledge required. ICL1 and 2 revalidation courses are now embedded with further accreditation to be sought. A fair and robust assessment process will see Incident Commanders undertake timely competent assessments ensuring their skills are maintained and knowledge is regularly updated. Further developments with Incident Command training aim to support and develop new and existing managers by providing a submersive training facility, using a new system called XVR, along with a consistent Area Based Training Asset available for local support

5.6 Apprenticeships

LFRS has committed to all new entry vacancies up to scale 4 or below within Support Departments being considered for an apprentice. As at March 2018, LFRS had an apprentice in the following Business Support Departments: Human Resources, Finance, Fleet and Engineering, ICT, Service Delivery. LFRS has committed to the recruitment to operational apprentices, but challenges exist in identifying Apprenticeship Standards where Apprenticeship Frameworks are now closed and there are a lack of suitable training providers, this has resulted in the Service not meeting its apprenticeship target.

5.7 Prevention:

A Community Safety Handbook has now been completed which details the initial, continuation and maintenance of skills training for Community Safety (CS) Advisers. During 2017-18, this was further developed and incorporated into PDR Pro to better control and support the training of CS Advisers. During 2017/18 all CS Advisers completed Fire Intervention Response Education Support and to reduce Fire Setting tendencies, and Hoarding Behaviours. Operational staff also received training on the new Safe and Well process which replaces the current Home Fire Safety check process.

5.8 Protection:

Crew Manager staff completed the Level 3 Certificate in Fire Safety. The Level 3 Certificate and Diploma in Fire and Safety are delivered in partnership with Greater Manchester Fire and Rescue Service Green Book staff complete two mandatory Learn Pro Fire Safety ELearning courses.

5.9 Driver Training:

2018/2019, has seen the recruitment of the new post of 'Driver Training Manager' which will improve not only our resilience in Driving School but enable Driver Training within LFRS to move forward on a number of different fronts from reviewing and updating package delivery, IQA of training delivery and paperwork (to meet Emergency Response Driver Training National Standards) and looking at ways to improve all user road risk. TOR Driving School provides training for a range of traditional and specialist driving activities including: light vehicles, winter driving, 4 by 4, LGV, LGV Specific, emergency response, trailers, Emergency Response driving etc.

The table below shows the training delivered April 2017 – March 2018

Course Type	Courses Delivered	Training Days	Further Days
LGV Initial	12	120	24
Emergency Response Driver Training – Initial	12	60	23
Emergency Response Driver Training – Initial Officer & IIO	8	40	16
Emergency Response Driver Training – 6 Month Assessment	8	8	16
Emergency Response Driver Training – LGV Refresher	74	148	148
Emergency Response Driver Training – Officer Refresher	14	17	27
4 x 4 Initial	8	8	8
4 x 4 Refresher	3	3	6
ALPS (introduction of new equipment)	16	16	31
Water Tower (introduction of new equipment)	9	9	18
Driver Training Mini Bus/Trailers and other ad hoc driver training for department specific needs	29	29	56

5.10 Recruits Course

Wholetime [13 weeks]

RDS [2 weeks]

LFRS aspires to have a workforce which is diverse, recognising that we need staff who have different experiences, and complementary skills. Further to the March 2017 recruitment campaign, 32 candidates attended a wholetime recruits course in June 2017, 17 candidates attended a wholetime recruits course Jan 2018. Further to a positive action campaign in 2017, we reviewed our whole selection processes, in particular our practical assessment day and further to the recruitment campaign September 2017, 72 candidates were appointed resulting in 36 candidates due to attend June 2018 and 36 candidates due to attend January 2019.

RDS staff turnover is currently circa 50 to 60 staff per year. To ensure RDS recruitment and training is agile and sized sufficiently to meet this need TOR normally runs three RDS recruit courses per year. Course numbers were increased from 24 to 32 giving an annual capacity of 96.

For the remainder of 2017/18, RDS courses were run every 4 months at a maximum capacity of 32. This will be reviewed once RDS strength matches establishment and there will be a continual focus on retention.

5.11 Qualifications:

Fire and Rescue activity covers such a broad range of undertakings the Training and Operational Review Department have to deliver or commission a very wide range of training and award qualifications and at all times does so broadly in accordance with the Fire Professional Framework (<http://fireprofessionalframework.co.uk/>).

6.0 Organisational Development Plans: 1.4.2018 – 31.3.2019

The Organisational Development Plan seeks to respond to the PESTLE detailed within LFRS IRMP. In developing our plans the Service has also considered the priorities of the National Fire and Rescue People Strategy and the objectives detailed within our Annual Service Plan.

Over the last 2 years we have invested in a number of learning interventions to develop of leaders and staff to ensure that re have the a strong organisational culture to deliver a flexible service at a time of change. We also understand changes to the terms and conditions of operational; staff could result in higher turnover which could impact on recruitment and maintenance of skills, which we will monitor through our workforce planning arrangements. During 2018, we will be undertaking a Staff Survey to obtain the views of staff to shape our plans for the future.

6.1 Leadership and Management

i) Understanding leadership:

➤ Crew Managers Development

LFRS has invested heavily in the leadership capabilities of our Middle Managers in terms of leadership development and in the development of skills. During 2018/2019, the focus will be the development of our Crew Managers. There is challenge in delivering development to those working in a supervisory role on Fire Stations, on a range of rota systems, LFRS has invested in ELearning and training on Station to bridge some of those challenges. However, further to the benefits felt by Watch Managers in terms of bringing them together as a recognised group, this will be replicated for Crew Managers. Crew Managers already have a development pathway which focuses on the development of leadership skills; the development planned for 2018/2019 will focus on what is leadership within LFRS, challenging negative behaviour, having difficult conversations in a positive development way, fostering strong organisational cultures which can respond to change.

(ii) Developing leadership

➤ Leadership Development Day

Further to feedback from participants from our last leadership conference we have developed our conference into a leadership development event. During our April 2018 event the Chief Fire Officer will reflect over the previous 12 months and consider our objectives for the next 12 months. The event will also focus on how we “Move On” as an organisation, dealing with change, developing resilience, how to inspire others and building better relationships. Previous development where line managers had been given insights to their own personal behaviour has proved to be successful. SUMO has been identified as an approach which has been used extensively around the world in terms of equipping people with the insights, inspiration and

practical tools to achieve better results. Further to our event in April we intend to seek to evaluate how we want to take our leadership development forward, there are opportunities to collaborate more closely with Lancashire Constabulary and opportunities to fully utilise the apprenticeship levy, we also want to consider how we celebrate and value the contribution of our employees.

➤ Performance Management

Further to the feedback from our performance management training last year, we continue to receive feedback on the process and we are keen to engage with line managers and employees on how we can further improve the arrangements, prior to the development of an on line system which we can use to report and monitor. We have commenced development of online resources in relation to leadership and this will continue in 2018/2019.

➤ Accredited Leadership Courses and Leadership Development Programmes

In light of the implementation of the Apprenticeship Levy and the potential for collaboration with Lancashire Constabulary, we intend to consider opportunities for collaboration and utilisation of the leadership levy.

➤ Coaching

LFRS has identified key successes where coaching has been utilised, during 2018/2019, the 2 days coaching course will still be available. In addition it is proposed to run a pilot of externally appointed coaches. This will create an opportunity to provide a high quality coaching service and access to coaching for a member of staff for reasons associated with development, progression, solution focus and work life balance.

➤ Mentoring

LFRS has recognised that it needs to provide a safe environment where an individual can share issues that affect his or her development. Line Managers will deal with specific learning goals and competencies, however the mentoring process seeks to focus beyond those areas and including developing self-confidence, self-awareness and impact and managing worklife balance. Mentors will be available to those on the potential middle manager development programme. This year new firefighters will be paired up with a mentor for the duration of the firefighter development programme. The mentor firefighters receive a 1 day training course that is tailored to mentoring specifically on the firefighter development programme.

(iii) Displaying Leadership

➤ Health, Wellbeing and Support

Staff have been recruited to become TRIM Practitioners and training has been delivered for the newly formed team of volunteers. Specialist Trauma Support has been contracted to support staff in the prevention of ill-health following traumatic events. During 2018/2019 awareness will be raised in relation to the promotion of TRIM.

The physiotherapist has been running maintaining healthy muscular skeletal health, this will continue through 2018/2019.

6.2 Equality, Diversity and Inclusion:

Further to the development on ELearning in relation to Equality, Diversity and Inclusion we will continue to ensure that all members of staff complete the training and identify any further requirements throughout the year through the Equality, Diversity and Inclusion Steering Group.

6.3 Use of new technology

Through LFRS approach to project management we will ensure training needs are fully considered prior to the utilisation of new technology. As part of our staff survey in 2017/2018 we will be seeking the views of staff in terms of their competence in relation to digital skills, new technology and the use of equipment, these views will feed into the organisational development plan for next year. As part of the development of a new intranet we will ensure that appropriate guidance and support is given to staff in terms of the usage of the different elements of the intranet.

6.4 Safety Health and Environment:

Our programme of development in relation to Safety Health and Environment will continue as last year.

6.5 Safeguarding:

The Safeguarding Service Order has been updated and in addition to training, LFRS will be delivering a Safeguarding Awareness campaign.

6.6 GDPR

With the implementation of GDPR in May 2018 we will be reviewing our approach to Data Protection and updating our existing Elearning module on Data Protection to include GDPR.

6.7 Apprentices

We continue to recruit to any scale 4 business support post via an apprenticeship. We will explore opportunities for TOR becoming an Employer Training Provider to deliver operational firefighter apprenticeships. Further to the Community Fire Safety Apprenticeship Framework being agreed, we will look to recruit apprentices to Community Fire Safety. We will explore utilising the apprenticeship levy to train existing staff. Subject to us identifying a suitable provider we will recruit firefighter apprentices.

6.8 Driving

In 2018/19, TOR will deliver a minimum of 11 Large Goods Vehicle initial courses with a future improvement to increase the instructor: delegate ratio from 1:1 to 2:1 this will meet the increasing need for RDS drivers and also deal with the increase LGV driver requirements at DCP stations. This will also have a knock on effect for increasing the number of ERDT initials and ERDT refreshers.

Following completion of the LGV initial students are currently being enrolled on the Roadcraft training platform (trial basis) which enables students to complete 10 modules on line before coming back to TOR to complete their ERDT initial.

Flexi-Duty Officer 5 day ERDT initials will be arranged in conjunction with the Middle Manager development programme and also staff changes amongst IIO's. Deuring 2017/2018 a total of 16 officers will be trained.

Driving school will look to complete in the region of 100 two day ERDT refresher courses for 160 students. Ten 4x4 refresher courses have been planned for 20 students and approximately 8 initial courses. 15 days have also been set aside for ALP, Water tower, Mini bus, trailer etc. pass outs and training.

Until the new Driver Training Manager role is in place the function will be managing a backlog of 16 students working to achieve their LGV theory using Theory Test Pro (recently introduced to reduce reliance on use of paper manuals) with a further 12 enquiries from Station Managers for student enrolment onto the LGV process currently being processed.

During 2018/2019 the new Driver Training Manager will carry out a review of LFRS driving risk and will undertake a review into driving skills to ensure sustainability and legal compliance. Some challenges exist due to turnover within the RDS which creates a need for more regular training and the aged workforce which will also lead to turnover of staff and the loss of grandfather rights, which can already be seen with the number of LFRS personnel no longer having entitlements to tow trailers or drive mini buses.

The Emergency Response Driver Training (ERDT) will require a greater degree of internal assurance, candidates will be developed and assessed and instructor competencies reviewed. Emergency Response Instructors will require a refresher every three years.

6.9 Protection

A new unit of the Skills for Justice Level 4 Certificate in Fire Safety – Preparing and Presenting Evidence in Court is being Trialled in 2018/19, with a view to offering this for the region. The Level 5 Fire and Safety Team Leader course will be offered in 2018/19 in partnership with Greater Manchester Fire and Rescue Service.

7.0 Development of Training Hubs

We have already achieved enhanced training facilities in Pennine and Eastern by virtue of the training assets provided on two of our PFI stations. Arrangements in Central and Southern are linked closely to facilities provided at Service Training Centre. We will be considering what opportunities exist to further support provision of training delivery across Northern and Western areas.

8.0 Technical Development

(i) National operational Guidance

A significant piece of work which will continue into the future, is the National Operational Guidance (NOG) Programme working to deliver new online operational guidance that is consistent, easily accessible and can be quickly revised and updated if necessary. The information from within the National Operational Guidance (NOG) will form the LFRS Standard Operating Procedures (SOPs) designed to replace operational Service Orders. These SOPs alongside NOG Training Specifications will form the basis of all future operational training and development.

The Joint Emergency Services Interoperability Programme (JESIP) was established to address findings following major national emergencies and disasters, where emergency services carried out their individual roles efficiently and professionally, but areas for improvement were identified

relating to joint working. A JESIP joint Doctrine was produced setting out an interoperability framework and standard approach to multi-agency working, along with training and awareness products for organisations to train their staff. Training has been provided to LFRS staff alongside colleagues from NWS and Lancashire Constabulary, who have all received initial training and regularly utilise their JESIP knowledge and understanding during incidents and training requiring a multi-agency response. A recent national review identified that further work was required to embed JESIP principles in the working practices of all roles and TOR now ensure all training and e-learning material promotes JESIP approaches.

The service has a good record of providing training to meet each individual's technical role requirements and the arrangements associated with the introduction of new equipment into the service will be reviewed in line with changes made to the Training & Operational Review Department.

(ii) Airwave Communication System

Over the next couple of years the current Airwave communications system and network will be replaced on a National basis with a new 4G enabled system from late 2019 early 2020. This will create training needs for operational staff. LFRS staff are integral within this national project and will be responsible for training all LFRS staff once the replacement system has been procured. Although no dates have been set, the training plan stipulates that LFRS will complete the training of all relevant staff within a three month period. All training materials will be provided to Services and training will be provided using the Train the Trainer model of delivery.

9.0 Budgetary Spend 2017/2018

Expenditure for the Training and Operational Review Department which includes employee costs and expenditure for the running of the Service Training Centre in 2017/18, is £3.6m.

10.0 Evaluation Methods

Assessment is an essential component of the LFRS training strategy to ensure competence in the workplace, The current quality assurance system in place to manage this is being enhanced both in terms of staff with relevant assessing qualifications and the framework in which they operate.

Non-operational courses are assessed using the Kirkpatrick evaluation model the majority of training evaluation used within LFRS is at Levels 1, 2 with some evaluation at level 3, the evaluation form was updated during 2017/2018. The service uses a range of evaluation tools dependent upon the training being delivered these comprise of end of course evaluation sheets, written assessments, Survey Monkey reflection sheets, post course follow up reports, self-reflection, manager feedback and qualification achievement.

The extent to which the Quality assurance framework can be deployed beyond STC and across a range of courses will be linked to the resource allocation to TOR to support the 2018/19 Training Plan.

Appendix A

2017/2018

Course Type	Nos Attended)	No. of Training Days Completed
Breathing Apparatus	1216	2313
Core Firefighting	973	3549
Driving	506	959
First Aid	1336	2040
Health & Safety	254	54
Incident command	428	871.5
IT & Systems	42	144
Non Operational	597	671.5
Organisational Development	2494	2559
Special Appliance Operation	163	397
Specialist Function	910	1215.5
Specialist Rescue	473	872