

**LFRS
Organisational Development Plan
2018-2020**

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 and 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 1304 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 category 1 and category 2 responders in the County as well as National Resilience assets to supplement Decontamination, Pumping, Urban Search and Rescue, Boats and Chemical Detection and Identification.

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

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 and explain how we will identify and support talented individuals within the Service to fulfil their potential.
- (iv) Expand apprenticeship opportunities.
- (v) Provide transparency in explaining how and why LFRS delivered training, 1.4.2018 – 31.3.2019 and our planned training and development for 1.4.2019 - 31.3.2020.

LFRS identifies organisational development as “a planned and systematic approach to enabling sustained organisational performance through the involvement of its people”². LFRS identifies itself as a learning organisation; 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 Deputy 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. The pastoral care of learners within TOR is a high priority and it aims to provide support, encouragement and information. Progress and regular feedback is provided to learners so that they have the opportunity to achieve their personal best. TOR emphasises positive attitudes and relationships based on mutual respect. TOR is committed to creating and maintaining the ideal learning environment for its learners ensuring that it is inclusive and all learners’ needs are met.

LFRS has its own comprehensive training facility located at Chorley. Complex operational training, which requires particular facilities such as live fires, is delivered at this location; however where possible, training is delivered using a dispersed approach at Fire Stations and other locations throughout the County, in an attempt to minimise travelling and maximise appliance availability. This approach also recognises the mix of operational duty systems, one of which being the On-Call System which comprises some 400 staff who attend training one evening a week for around two hours, at their own station.

TOR delivers training via its own team of Service, Area Based and Associate Trainers, through commissioning external specialists and via sourcing courses from suitable providers. All LFRS Service Trainers complete the Level 3 Certificate in Education and Training (PTTLS) as well as the Assessing Competence in the Work Environment (Level 3). TOR’s has made a successful application to become an Employer Provider to deliver high quality apprenticeships.

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 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

² CIPD 2016

training plan and an exercise schedule which ensures realistic and engaging training at risk sites across the County.

3.2 LearnPro

TOR manages the Service's online e-Learning system, LearnPro, which is now used by all staff, both operational and business support for initial knowledge acquisition and maintenance of skills. The system contains a number of modules, developed internally, but in 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 qualifications, experience, knowledge, skills and abilities.

4.1 Business 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. Staff can ask for support in achieving further qualifications and development to support them in their current role, or their future leadership or promotion aspirations which will be considered in accordance with workforce planning needs.

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.

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 firefighters who work the retained duty system, the pathway takes four years, but this can be accelerated based on candidate commitment and availability to undertake additional training hours. The Service has become accredited to be training provider to deliver high quality firefighter apprenticeships and these will be delivered in accordance with the apprenticeship standard with effect from September 2019.

Specialist FF roles: After achieving competent status, subject to posting, Wholetime FFs and Firefighter apprentices (who have successfully completed their apprenticeship) 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 is in frequency for Incident Command; (acquired through attending an IMP Safe to Command (inc Section 3) or ICL1 revalidation course can apply for supervisory selection and development via the Crew Manager Promotion Board which comprises application form, Quicksift and interview. To achieve substantive promotion the successful development candidates are 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, plus the following areas of development: Coaching and Mentoring, Performance management, Confident Conversations, Social Media, an IOSH Managing Safely course, 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 who is current in Incident Command including an active command licence, who meets the essential criteria and has completed the aforementioned development pathway attends the Watch Manager Promotion Board (consisting of application form, SHL tests and interview).

Wholetime Middle Manager Roles (Station and Group Managers): Competent Watch Managers can apply to be a Station Manager via successful completion of the Middle Manager Promotion Board (comprising application form, SHL tests, Assessment Centre and interview). Those who are successful embark on a Potential Middle Manager Development programme which 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; candidates who have not already completed the softer skills development as part of the supervisory development programme are required to complete any gaps in their development. Developing candidates are offered acting up opportunities to develop competence/experience in middle manager roles. Further to acting up, permanent appointments are made 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 as listed below. On-call 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) or equivalent

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
- Command Support Room Officer

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: 1.4.2018 – 31.3.2019 and areas of development priority: 1.4.2019 – 31.3.2020

As part of the corporate planning process a PESTLE identifies the changes, challenges 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

5.1 (i) LFRS approach to Leadership and Management - Leadership Framework

LFRS has recognised the importance of leadership and has developed a leadership framework which is aligned to that of the National Fire Chiefs Council but which also focuses on those areas which

have been identified as key to delivering improvements within Lancashire. LFRS has already established within its appraisal process a behaviour matrix which supports Service improvement. 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.

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

5.1 (ii) LFRS approach to Leadership and Management – Formal Qualifications

Further to evaluation, the Service confirmed ILM level 3 as an appropriate qualification for those in a supervisory role and an ILM level 5 for those in a middle manager role. TOR delivers these programmes to existing to Managers as part of the Supervisory and Middle Manager Development Programmes. In addition, those who undertake the Supervisory Development Programme undertake additional development in relation to Coaching, Performance Management, Confident Conversations and Social Media. These same sessions are available to Middle Managers where they have not previously accessed the development.

During 2018/2019, the Service supported 15 Grey Book members of staff to access ILM level 3 and 11 Grey Book members of staff access ILM level 5. Those in a leadership role can apply and are supported subject to resources being available to undertake additional development in relation to leadership. During 2018, one Area Manager was supported to attend the Fire Service College Strategic Leader programme and another, the Senior Leader Master's Degree Apprenticeship at Lancaster University. One Station Manager was supported to undertake CMI Level 7 Strategic Leadership & Management.

The Service recognises that formal qualifications are just one strand in relation to the development of our leaders and the following courses were offered and attended to develop the softer skills of those in a managerial role:

5.1 (iii) LFRS approach to Leadership and Management – Coaching

During 2018/2019, a one day development day on coaching was made compulsory for those attending the Supervisory Development Programme. In addition, during 2018/2019 LFRS launched external coaching. 23 members of staff have accessed external coaching; 14 Operational members of staff and 9 support members of staff, and a full evaluation is planned for September 2019.

5.1 (iv) LFRS approach to Leadership and Management – 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 including developing self-confidence. Mentors are available to those on the Potential Middle Manager Development Programme. New firefighters are also paired up with a mentor for the duration of the Firefighter Development Programme. During 2018/2019, 29 members of staff accessed a coaching and mentoring course, 18 of these were operational members of staff and 11 were support members of staff.

5.1 (v) LFRS approach to Leadership and Management – Leadership Development Event

Further to feedback from participants from our last leadership conference we have developed our conference into a leadership development event. During 2018, we focused development on our Crew Managers who attended development sessions on having difficult conversations. In addition, during 2019 we evaluated our approach to leadership and development and further to the appointment of a new Chief Fire Officer, will be focusing on the development of our Executive and Senior Leadership Management Team through a leadership development day, establishing the impact they have on our organisational culture and providing an opportunity for them to share their priorities and understand each other, with a view to making a more cohesive team focused on supporting LFRS to achieve its objectives.

5.2 Performance Management

During 2018, the Service undertook extensive consultation in relation to its performance management arrangements with a view to making the process more meaningful for staff. The documentation associated with performance management is being revised and will be implemented during 2020 to ensure there is a focus on the appraisal conversation, and this will be supported by the implementation of an online tool for recording those conversations and training and development.

5.3 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.

5.4 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. Further to identifying digital skills as an area of development for our staff we have promoted the availability of Microsoft Office Learn Pro modules via the intranet and we have promoted the availability and accessibility of courses in relation to Microsoft Office. We will continue to do this during 2019/2020.

5.5 Wellbeing and Support

LFRS has a strong commitment to staff morale and wellbeing at all levels of the workforce. With change comes uncertainty and there is a need for staff to be resilient and able to respond positively to that change. The focus during 2018/2019 has been to embed Trauma Risk Management (TRIM), this has been achieved through the staff from Safety, Health and Environment Department attending briefings with staff. TRIM refresher training has also been delivered to TRIM Practitioners. The

Service continues to promote its employee assistance scheme and has access to specialist psychological trauma therapy. Recognising that muscular skeletal issues are the highest cause of sickness absence the Service physiotherapist ran a total of 20 workshops on Station promoting how to maintain your muscular skeletal health. Information is being made available to staff and guidance is being promoted via the LFRS intranet. During 2019/2020, the SHE Advisor and the Service PTI will be delivering Workplace Wellbeing Tool box talks which will be an opportunity to further raise awareness of TRiM, embed the Employee Assistance Programme, share best practice on managing PPE contaminants and promote physical and mental health wellbeing.

5.6 Safety, Health and Environment

Our programme of development in relation to Safety Health and Environment will continue as last year. 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 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 2018 - March 2019 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)
TRIM refresher training for TRIM Practitioners
Area Based Specialist Instructor Training
Princes Trust Team Health and Safety Awareness

Work has also been undertaken to raise health and safety awareness to the Princes Trust and Area Based Specialist Instructor Training has been delivered.

5.7 Safeguarding:

A safeguarding awareness training event was delivered 26 June 2018 facilitated by the AftaThought actors to bring to life various safeguarding scenarios and outcomes.

5.8 Development needs for Support staff

Our Staff Survey identified that there were some concerns from support staff in relation to access to development opportunities. Further to exploring this further it was identified that more work needs to be undertaken in publicising existing development opportunities and this will be delivered through 2019 by exploiting new opportunities on the new intranet. In addition, further to consultation with Senior Management Team a range of areas of development were identified and a development programme was delivered during 2018/2019 including:

- Strength Based Coaching to Build Confidence and Resilience.
- Providing Great Customer Service Using the Art of Open Communication; Assertiveness and

- having Difficult Conversations.
- Managing and Facilitating Effective Meetings.
- Effective Decision Making and Problem Solving.
- Conflict and How to deal with it.
- Making the best use of your time.
- Report Writing.
- Using Word, Excel and PowerPoint.

5.9 Prevention

Community Safety Advisors progress through a development portfolio which is structured for all new starters to complete; this has been updated this year to include mandatory training to ensure consistency across the Protection Service. During 2018/2019, the Service delivered a Prevention Seminar on 10 July 2018 aimed at managing changes and issues. A further session was delivered 2 April 2019 which will include an update on Adverse Childhood Experiences, the four thematic groups, Safeguarding and Building Personal Resilience. An additional session planned for 12 November 2019 will focus on drug and human trafficking with all partner agencies.

5.10 Protection

5.10 (i) Foundation in Protection Training

During 2018/2019, the Protection Department will deliver 35 full day training sessions to develop Operational Crews' knowledge of Protection in line with recommendations made by the NFCC Competency Framework Document.

The session covers the following subjects:

- Legislation
- Compartmentation
- Evacuation Strategies
- SIFS incidents
- Fire Detection and Emergency Lighting
- Facilities to Assist Fire Fighting
- Fire Doors and Glazing

This is stage one of an approach that will also include in depth toolbox talks on each of the subjects above which will be delivered in Area by the Protection Department. Each element will be assessed using the LFRS LearnPro electronic learning package until formal accreditation can be provided that will incorporate National Occupational Standards (yet to be established).

5.10 (ii) Level 3 Certificate in Fire Safety (Auditors)

Business Support Advisors, new Fire Safety Inspectors and Incident Intelligence Officers have attended this course facilitated by GMCFRS. Course particulars and coursework are provided by XACT and accreditation is provided by Skills for Justice Awards.

5.10 (iii) Level 4 Diploma in Fire Safety (Fire Inspectors)

Inspecting Officers have attended this course facilitated by GMCFRS. Course particulars and coursework are provided by XACT and accreditation is provided by IQ and Ofqual.

5.10 (iv) Level 5 IFE Diploma in Fire Engineering Design

Team Leaders and Protection Support Officers WMB's have attended this course. Course particulars and coursework are provided by XACT and accreditation is provided by the IFE and Ofqual.

5.10 (v) Fire Safety at Sports Grounds

Inspecting Officers with sports grounds in their areas attended a Seminar in Leeds hosted by the Sports Grounds Safety Authority. Whilst LFRS are not the enforcing authority in this type of premises, it was felt that the Inspecting Officers would gain experience and networking opportunities.

5.10 (vi) Advanced Professional Certificate in Legal Skills in Investigation (APCIL)

Two Protection Support Officers will have attended the above course by the end of 2019. This course is hosted by Nottingham Fire and Rescue Service. The training is provided by Legal Experience Training Ltd accredited by Pearson's. This qualification provides the successful candidates with a Level 7 BTEC. Having two Protection Support Officers with this qualification will provide resilience and support when compiling prosecution files.

5.10 (vii) Level 3 Legal Course (SFJ)

Inspecting Officers will attend this course as part of LFRS commitment to develop the legal knowledge and skills in the court processes when a prosecution takes place. The training is delivered by Warren Spencer and is accredited by Skills for Justice.

Plans for 2019/2020, is for all Inspecting Officers to achieve IFE accreditation in line with recommendations made by the NFCC Competency Framework Document, develop in-depth training modules for Operational Crews, develop the Inspecting Officers to Level 4 status and offer Level 3 development opportunities to staff new to the Department and existing staff. In addition, we will be looking to offer formal CFRMIS training further to the new version 6.3 being implemented.

5.11 First Aid and Trauma

A procurement process has commenced to award a contract for the provision of Clinical Governance, Trauma and First Aid training packages, trainer training and associated accreditation. The planned work for 2019/20 is to undertake a clinical governance review within the Service with a view to rolling out the new approach in the 2020/21 financial year.

5.12 Command and Control Training and Assessment:

Incident Command Training has been progressed over the last 12 months with the introduction of a new policy (TRA 06) and completion of an upgrade in IT equipment within the Incident Command Suite. The development of the Fire Studio Application and the use of software to further immerse candidates have had positive feedback.

The aims over the next 12 months are to upskill our Area Based Trainers to create a range of scenarios to develop and assess all levels of Officer within the organisation in line with national guidance and to continue to provide Officers who work the RDS duty system access to Incident Command themes workshops and progress FDO revalidation and CPD.

5.13 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 2018 – March 2019

Course Type	Courses Delivered	Training Days
LGV Initial	13	65
Emergency Response Driver Training – Initial	13	65
Emergency Response Driver Training – Initial Officer & IIO	6	30
Emergency Response Driver Training – 6 Month Assessment (Officer, IIO & LGV)	19	19
Emergency Response Driver Training – LGV Refresher	68	68
Emergency Response Driver Training – Officer Refresher	23	23
4 x 4 Initial	5	5
4 x 4 Refresher	20	20
ALPS (introduction of new equipment)	1	1
Water Tower (introduction of new equipment)	3	3
Hose Layer Unit (introduction of new equipment)	2	4
Boat Trailer training (introduction of new equipment)	12	12
Wildfire Van (introduction of new equipment)	8	2
LGV & Special pass out assessment	10	5
Driver Training Mini Bus/Trailers and other ad hoc driver training for department specific needs	10	5

6. Apprenticeships

An apprenticeship combines employment and training. The Service supports the government 2020 vision for training a highly skilled workforce through an increase in the quality and quantity of apprenticeships in England. We aim to increase the number of apprentices we employ subject to the

availability of new national standards and to become an employer provider for firefighter apprenticeships. The lack of providers has impacted on the ability of the Service to meet the apprenticeship target.

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 2019, LFRS had 11 apprentices in post, plus 2 existing members of staff undertaking apprenticeship training. A further 18 operational firefighter apprentices are due to commence their apprenticeship in September 2019. During 2019-2020 we will be focusing on ensuring our new apprentice fire fighters succeed through robust progress monitoring, the provision of comprehensive pastoral support and ensuring their training meets their individual needs and those of the apprenticeship standard.

7. Qualifications

Fire and Rescue activity covers such a broad range of undertakings that 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/>).

8. Identifying future talent

The Service currently considers the potential of future leaders by assessing performance and potential capabilities. Further to the development of a new NFCC tool kit we will explore opportunities for identifying talent via a more transparent process.

9. 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. Work continues to scope the addition of a Training Hub in Northern Area at Morecambe.

10. National Operational Guidance

(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 with expected transition between 2020-2022. 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.

11. Recruits Course (On call) 2 week course

LFRS aspires to have a workforce which is diverse, recognising that we need staff who have different experiences and complementary skills. On Call staff turnover is currently circa 50 to 60 staff per year. To ensure On-call recruitment and training is agile and sized sufficiently to meet this need TOR normally runs three On-call recruit courses per year. Course numbers were increased from 24 to 32 giving an annual capacity of 96. During 2018/2019 we ran 3 courses and recruited 64 new recruits.

12. Budgetary Spend 2018/2019

Expenditure for the Training and Operational Review Department which includes employee costs and expenditure for the running of the Service Training Centre in 2018/19, is £4.1 million.

13. 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 and 2, with some evaluation at level 3. 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 TOR and across a range of courses will be linked to the resource allocation to TOR to support the 2018/19 Training Plan.

Appendix A

1 April 2018 – 30 April 2019

Course Type	Number Attended	Total Number of Training Days Completed
Breathing Apparatus	1239	2383
Core Firefighting	1164	6311
Driving	349	756.5
First Aid	506	1107
Health & Safety	234	155
Incident Command	598	788
IT & Systems	19	60
Non Operational	711	490
Organisational Development	2458	2920.5
Special Appliance	143	482
Specialist Function	810	1991
Specialist Rescue	676	1089

Training Year 1st April 2018 - 31st March 2019

Course	Number Attended Grey Book	Number Attended Green Book
Mentoring (course title Coaching & Mentoring Skills)	18	11
LCC MS Office courses	0	0
ILM Level 5 Leadership & Management	0	0