

LFRS
Organisational Development Plan
2019-2021

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 are 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 plans in addition to Service Order Training 03 Selection, Development and Promotion, 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 and how we develop all of our employees to provide a safe, competent, healthy and representative workforce who demonstrate LFRS cultural values and behaviours. Individual Departments will also develop discrete training plans for specific areas of focus.

The Organisational Development Plan 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 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, 82% 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,

¹ This figure is based on officers with an operational element to their role as at March 2020

- 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.

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 a diversity of 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, 1.4.2019 – 31.3.2020 and our planned areas of focus training and development for 1.4.2020 - 31.3.2021.

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 Award in Education & Training as well as the Level 3 Assessing Competence in the Work Environment. In June 2019, TOR was successful in becoming an Employer Provider to deliver Operational Firefighter level 3 apprenticeships.

² CIPD 2016

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 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. During 2019, the completion of Learn Pro modules became a requirement to maintain continuous professional development payments.

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. Operational Firefighter Apprenticeships are delivered against the Occupational Standard and can take up to 2 years dependent on previous levels of competence.

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): Recruitment to Wholetime Supervisory roles is via the Supervisory Promotion Board, successful candidates are eligible to act up whilst they complete their development pathway. Further to satisfactory completion of acting up and the development pathway they can be promoted to a Crew or Watch Manager.

Wholetime Middle Manager Roles (Station Managers): Recruitment to Middle Manager roles is via the Middle Manager Promotion Board, successful candidates are eligible to act up whilst they complete their development pathway. Appointment to a permanent post is subject to an Executive Board interview.

Group Manager Roles: Further to interview potential candidates are offered acting up opportunities to develop competence and appointments are made periodically by Executive Board led interviews.

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):

- Area Based Trainer
- 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 (APAEWE)
- 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

Fire Safety Roles

For those individuals who wish to pursue a career in Fire Safety, a Fire Safety development pathway has been specifically developed; posts are advertised ring-fenced to Fire Safety and successful candidates complete the Fire Safety development pathway.

In light of the introduction of the NFCC revised Competency Framework for Fire Safety Regulators and subsequent publication of the Independent Review of Building Regulations and Fire Safety – Building a Safety Future, the Service has reviewed its current approach to training and development for staff employed within Protection Services.

The new framework, will require all Fire Safety Regulators who are responsible for the higher risk premises are to be independently assessed by and registered with a professional body. All Fire Safety Regulators who undertook training prior to the original Competency Framework being published in 2013 are to undergo recognised prior learning assessment to ensure equivalence with current competency standards. All Fire Safety Regulators are to adhere to a specific code of ethics which are encapsulated in the behaviours required to demonstrate competency. All Enforcing Authority managers responsible for the development of Fire Safety Regulators, quality assurance and oversight of technical fire safety work should be fire safety competent.

The Service has developed a specific development plan aimed at addressing and gaps in the Lancashire position as against the new Framework.

5.0 Review of Organisational Development: 1.4.2019 – 31.3.2020 and areas of development priority: 1.4.2020 – 31.3.2021

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 developed a leadership framework which is aligned to that of the National Fire Chiefs Council, but which also focuses on those behaviours which will create an organisational culture where people want to work, feel safe and respond positively to change. The Framework was launched via a Service Management Development day in November 2019.

The delivery of the framework is supported by the Services appraisal process which encourages honest conversations in relation to what has gone well, challenges, training needs and aspirations.

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 community 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.

Our leadership priorities are to deliver:

- High performing teams.
- Inclusive, pleasant and safe places where people want to work.
- Teams which are able to respond positively to change; delivering Services collaboratively that meet the needs of the communities of Lancashire.
- Leaders who are skilled now and in the future.

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

Operational Supervisory Managers undertake the ILM level 3 and additional development in coaching, performance management, confident conversations and social media. Operational Middle Managers undertake the ILM level 5. Support Managers can also access the ILM level 3 and 5 as appropriate. During 2019/2020 the Service supported 14 operational members of staff to access ILM

level 3 and 10 operational members of staff to access ILM level 5. The Service supported 1 support members of staff to access the ILM level 3 via an apprenticeship and 1 to access the level 5 via an apprenticeship.

Those in a senior leadership role can apply and are supported subject to resources being available undertake additional development in relation to leadership, during 2019/2020 the Service supported 1 operational leader and 1 support leader to access the Level 7 in strategic leadership via an apprenticeship.

During 2020/2021, the Service will continue to support supervisory and middle managers in undertaking the level 3 and level 5 supervisory and middle manager qualifications and managers who wish to pursue the option of a level 7 qualification subject to funding availability.

The Service recognises that formal qualifications are just one strand in relation to the development of our leaders and additional courses are offered to develop the softer skills of those in a managerial role, this will continue subject to Covid-19 restrictions.

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

During 2019/2020, a one day development day on coaching was made compulsory for those attending the Supervisory Development Programme. In addition, during 2019/2020 LFRS launched external coaching. In 2019/20, 27 members of staff have accessed external coaching; 17 operational members of staff and 10 support members of staff. The evaluation which was undertaken in August 2019, identified that participants felt they benefitted from speaking to someone not directly involved in their job role; being made more aware of their behaviour and have encouraged others to take up the opportunity. During 2020/2021 the service will continue to make coaching available to Green and Grey book members of staff.

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 their 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 2019/2020, 4 members of staff accessed a mentoring course, all 4 were operational members of staff. 5 people on the middle management development programme were given access to a mentor. 20 Firefighters also received specific mentoring training to become mentors for new recruits. 1 member of support staff also completed a Level 5 Coaching and Mentoring qualification. During 2020/2021 the Service will also continue to make mentoring available.

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 leadership development events. The Service launched its Leadership Framework in November 2019 via a Service management Team development day. It was proposed to promote the Framework via the Leadership development events planned for April 2020, but these had to be cancelled due to Covid-19. The Framework has been promoted using the Engine House and Our Service, our Plans promotional materials. We continue to embed the Leadership Framework by including it in our development programmes and our recruitment and promotional materials.

6.0 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.

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 2020, LFRS had 9 non-operational apprentices, 5 existing members of staff have been on an apprenticeship development programme. The Service is now an employer provider for the Operational Firefighter Apprenticeship and 18 operational firefighter apprentices commenced their programme September 2019 and are now based on Station whilst they complete the rest of their programme of development. A further 24 operational firefighter apprentices are due to commence their apprenticeship in September 2020.

7.0 Performance Management

During 2019, the Service implemented a revised performance management arrangements focused on the "Appraisal Conversation" where staff and leaders have open and honest conversations in relation to behaviour and performance. This has now been built into the Services' self-service Human Resources system and will be launched subject to training being delivered in light of Covid-19 during 2020/2021.

8.0 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. The Service has utilised the Black Lives Matter campaign to promote positive messages in relation to the promotion of Inclusion.

9.0 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. Staff have been accessing IT training from Lancashire County Council (LCC) and 18 have attended for Microsoft courses in 2019/2020. 167 on-call staff have accessed PORIS 2 training. Further to identifying digital skills as an area of development for our staff we have also 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 2020/21.

10.0 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.

Workplace Wellbeing Tool Box Talks commenced in quarter 2 in 2019 to promote physical and mental health wellbeing, these are an opportunity to further raise awareness of TRiM, embed the Employee Assistance Programme, share best practice on managing PPE contaminants. There are 91 talks planned, 55 of these have been undertaken so far. In addition the Health and Wellbeing Section has been updated in the Intranet with a whole range of resources signposting staff to support in relation to a range of issues which may affect them.

Further to the Covid-19 Pandemic these resources were updated, and Corporate Communications undertook consultation with members of staff ensuring that the Service was meeting their Health and Wellbeing needs, providing the right type of support and responding to anxiety issues associated with the lockdown.

11.0 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 2019 - March 2020 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

Additional health and safety training has also been provided for Cadet Instructors during 2019/20.

12.0 Safeguarding: update

The following Safeguarding Training has been delivered 2019-2020:

- The Safeguarding Toolbox Talk was produced and delivered by CFS to 231 Ops staff
- The mandatory Safeguarding eLearning training programme is monitored and staff who have not completed this are contacted individually to ensure they complete it, safeguarding is also included as part of the New Recruits training
- The Safeguarding eLearning package has been refreshed to reflect our updated process flow and has been re-procured for a further 3 years

The following Awareness activity has been undertaken in relation to safeguarding:

- A new poster, called Safeguarding ABCDE was produced and uploaded onto the MDTs, included on the Engine House and sent to all SDMs to display on all stations. Updated process flows were laminated and sent to every SDM to display in their station.
- P&P Service Order 3.6 was also updated.
- Safeguarding reminders were displayed on all Station Screens
- Safeguarding cards continued to be provided to every new member of staff
- Awareness talks provided at Area Team meetings

- The Prevention Support Team sitting within the MASH to increase their awareness of the external safeguarding process

National Safeguarding Awareness Week took place 18 022 November and the Prevention Support Team visited 14 stations to provide face to face talks on safeguarding to 121 staff.

13.0 Meeting the development needs of Support staff

The Learning and Development Section has been updated on the Engine House giving information to staff in relation to how to access development opportunities and what is available. The availability of courses has been promoted to members of staff during 2019/2020 and representatives from the Training Department have attended team meetings to promote the range of opportunities available.

From 1 April 2019 -31 March 2020 the following development opportunities were accessed by support members of staff.

Course	Number Attended 2019/2020
Report Writing	12
Providing Great Customer Service	4

14.0 Prevention

The Prevention Seminar on 2 April 2019 included a session on ACEs (Adverse Childhood Experiences) and SUMO (Building personal resilience and responding to change) in the afternoon. The 12 November Seminar was focused on Partnership working with an engagement event in the morning and then County Lines training in the afternoon. The April 2020 Seminar was cancelled due to Covid-19 with a planned theme was vulnerable people, this will be reorganised when it is safe to do so

15.0 Protection

Royal Assent of the Fire Safety Bill is planned for January 2021, it establishes FRS' as part of the new joint Building Regulator for High Risk Residential Buildings further extending enforcement duties and powers to all parts of the building 'lifecycle'. The revised Competency Framework for Fire Safety Regulators makes a number of recommendations on fire safety officer competence and more broadly as regards the protection role played by firefighters and other technically competent people.

The Service has already undertaken some training for members of staff

Protection Activity will be linked and embedded in all relevant role both at point of entry and in-career development. This includes Wholetime Operational and Community Safety staff

Business Safety Advisors as the Fire Safety Advisor will offer advice and educate those responsible for fire safety in low risk simple premises. Business Safety Advisors will attend and complete their Level 3 Certificate in Fire Safety.

Fire Safety Inspectors will attend and complete the Level 3 Vertificate (Initial course) followed by the Level4 Diploma in Fire Safety

The Fire Safety Team Leader will be the Fire Safety Competent Manager, this person will be responsible for the oversight of the development of Fire Safety Regulators, quality assurance and vetting of technical fire safety work. The Fire Safety Team Leader is required to complete the Level 5 Diploma in Fire Engineering Design.

Further to LFRS gap analysis additional training needs have been identified relating to cladding systems, emergency evaluation alarm systems, regulation of freehold/leasehold premises. Additionally staff qualified prior to 2013 will need to undertake Recognised Prior Learning Assessment.

16.0 First Aid and Trauma

A contract for the provision of Clinical Governance was signed in November 2019 with Trauma Resuscitation Limited to provide LFRS with Clinical Governance. A Gap analysis was completed and training was due to commence April 2020. However due to COVID19 this was not started and this is now programmed to start at the end of September.

17.0 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.

18.0 Driver Training:

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 2019 – March 2020

Course Type	Courses Delivered	Training Days
LGV Initial	28	140
Emergency Response Driver Training – Initial	26	100
Emergency Response Driver Training – Initial Officer & IIO	5	16
Emergency Response Driver Training – 6 Month Assessment (Officer, IIO & LGV)	32	25
Emergency Response Driver Training – LGV Refresher	130	130
Emergency Response Driver Training – Officer Refresher	23	23
4 x 4 Initial	9	9
4 x 4 Refresher	26	17

ALPS (introduction of new equipment)	9	6
Water Tower (introduction of new equipment)	6	2
Hose Layer Unit (introduction of new equipment)	0	0
Boat Trailer training (introduction of new equipment)	29	12
Wildfire Van (introduction of new equipment)	2	3
LGV & Special pass out assessment	0	0
Driver Training Mini Bus/Trailers and other ad hoc driver training for department specific needs	21	5
LGV & Special Pass Out Assessment	42	35
Driver Training Mini Bus / Trailers and other ad hoc driver training for department specific needs	23	12

19.0 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/>).

20.0 Identifying future talent

The Service has currently utilises a number of ways in which to identify talent:

- Regular, open and meaningful conversations between staff and line managers, plus the annual appraisal process gives all members of staff (Grey and Green Book) the opportunity to discuss their role within the Service, future aspirations and training needs.
- The Supervisory and Middle manager Promotion Boards for Grey Book members of staff identify those individuals who have demonstrated potential through an assessment process to be future Crew, Watch and Station Manager.
- The Workforce Planning issues and challenges to the Service and development opportunities in relation to Grey Book members of staff are discussed at the Workforce Planning meeting attended by Area and Group Managers.

During 2019, the Service reviewed the NFCC Tool Kit and developed a Talent Management Tool and this is being used to identify future potential within the Service and development opportunities. Due to Covid-19 there have been challenges in engaging with leaders across the Service in terms of its use. The use and the embedding of the tool will be developed during 2020/2021.

21.0 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. The development of a Training Hub in Northern Area

has been put on hold due to escalating costs and concerns around the extent to which the prop would be utilised based on the “Smaller teams” approach to training developed in response to Covid-19.

22.0 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 2021-2023. 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.

23.0 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 preferred 24 candidates on a course rather than 32. During 2019/2020 we ran 3 On Call courses and recruited 68 new recruits. Going forward it was agreed that there would be 2 recruitment campaigns and 4 courses, therefore 2 back to back courses in each campaign accommodating 24 candidates on each course, giving an annual capacity of 96. Due to Covid 19, in campaign 1, 2 courses would take place but only 12 candidates could be accommodated on each course rather than 24.

24.0 Budgetary Spend 2019/2020

Expenditure for the Training and Operational Review Department which includes employee costs and expenditure for the running of the Service Training Centre in 2019/2020 is £4.1m.

25.0 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 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 2019/20 Training Plan.

Appendix A

1 April 2019 – 30 April 2020

Course Type	Number Attended	Total Number of Training Days Completed
Breathing Apparatus	1069	1941.5
Core Firefighting	1669	3453.5
Driving	586	1800
First Aid	421	933
Health & Safety	216	197.5
Incident Command	804	1004
IT & Systems	114	97
Non Operational	714	585.5
Organisational Development	3051	2713.5
Special Appliance	195	502
Specialist Function	551	921
Specialist Rescue	480	1030

Training Year 1st April 2019 - 31st March 2020

Course	Number Attended Grey Book	Number Attended Green Book
Mentoring (course title Coaching & Mentoring Skills)	4	
LCC MS Office courses	18	
ILM Level 5 Leadership & Management	12	