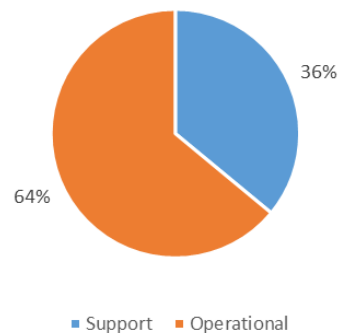


Appendix 4 – Training, Learning and Development

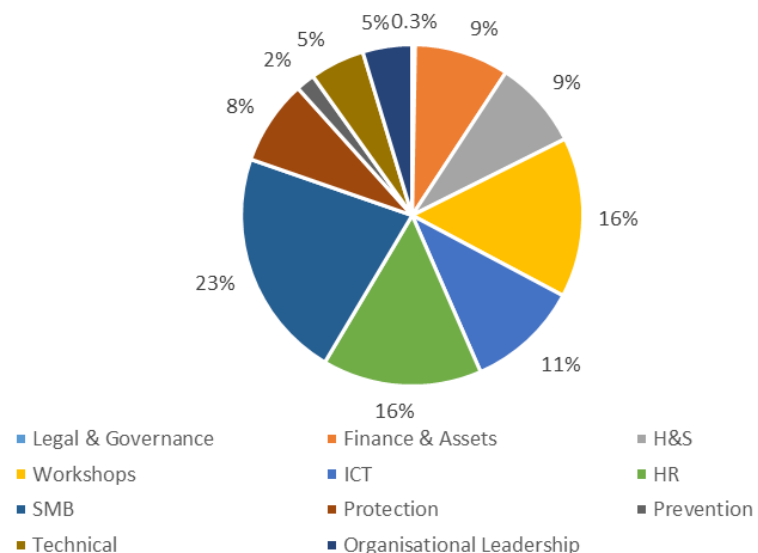
The Training Needs Analysis (TNA) process assesses the need for staff training at least annually. This TNA is translated into prioritised learning programmes, approved by the Training Strategy Group (TSG) and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets.

2021-2022 Total training cost by employee group



The Service’s 2021-22 financial commitment to training of operational and support staff was comparable with the organisation’s demographic. £107k was invested in operational training and £60k on training for support staff. There was a spread of investment across a range of departments, significant investment was committed to training in Human Resources, Organisational Leadership, ICT and Workshops.

Total cost by category - Support



In April 2022, the TSG met to review the proposal for allocating funding against the 2022-23 TNA and were able to approve £220k of investment into staff training.

The People Systems and Learning Design team collaborate with teams across the service to deliver fit-for-purpose learning, via e-learning, on a variety of subjects such as: Equality and Diversity, Bullying versus Banter, Basic Sign Language and Equality Impact Assessments. The team supports departments to scope and plan innovative learning that develops our employees’ skills, confidence, and knowledge around subjects which improve their ability to deliver effective services to the community and to each other.

Operational Training Department

There is a review of the training department following several changes in personnel through promotions, retirements, and internal transfers. Currently there are five Area Trainers in the team, which is insufficient to deliver the training commitments identified through the workforce planning group. To address this there is an on-going process to employ more training staff through both internal and external recruitment processes.

To ensure the department remains an attractive proposition for employees the Service has been exploring new and innovative ways of working. This includes training department secondments, providing training and development for existing employees to enable them to reach an associate instructor standard.

The Service renewed its contract with the Fire Service College, which provides a range of realistic training and development facilities for our employees. This was agreed in March 2022 for an initial three-year period. As part of the contract, the Service provides 300 days' worth of instructor training to the College, helping to make our instructors some of the most well qualified and experienced in the Country. The associate rate of pay has been reviewed and increased to match the payment made for bank shifts, developing attraction into the role.



The training team is committed to increasing the Services operational establishment. To achieve this, the team will deliver.

- Two Firefighter Development Programs (FFDP) per year using Service instructors at the Fire Service College
- Two competent Firefighter transfer courses per year. The Service has developed a new three-week conversion course to support internal and external applicants transferring from on-call to full-time roles. This course could also be utilised to support employees returning to work following long term absences, sabbaticals, or maternity leave.
- Two On-Call training courses per year, increasing the establishment of our On-Call and providing greater resilience during periods of peak demand as per the Resourcing Model.

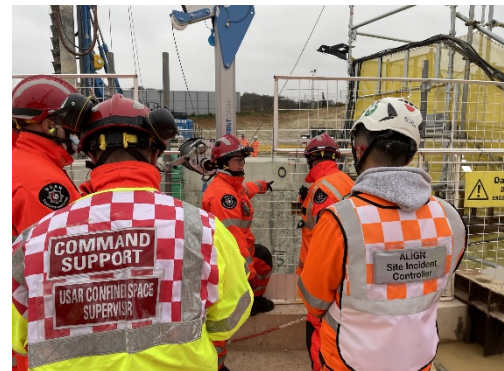
The training team continue to deliver training, validation of operational employees and set the standards for success Fire Service College instructors deliver promotional competency-based courses for Incident Commanders at all levels. All training is Skills for Justice (SFJ) accredited.

Training Assurance

Training Assurance primary focus is on Maintenance of Competency (MOC) and assuring all training being delivered is of the standard expected.

The training platform is the Hub of Education and Training (HEAT), which provides an area where employees can record evidence of competence effectively. Further training and communication are required to assist officers reference their expectations and responsibilities. Supporting new Junior Officers and other supervisory managers will be developed throughout the next year.

The Training Assurance team complete a range of planned and unplanned visits to Fire Stations. The objective is to support employee development, complete robust Quality Assurance checks on training sessions and provide guidance on processes and procedures.



Good practice is shared through internal communication channels and all instructors that are assessed are provided with individual feedback to encourage and support further development. Any individuals who do not achieved the standards required to attain or maintain competency are provided the required support through personal development plans, direct coaching and reassessment.

Operational Assurance

The Operational Assurance Team (OAT) support employee development through a range of informal and formal assessment methods, effective performance management and on-going support utilising a range of methods to include

- Operational Exercises
- Newsletter
- Quiz
- Learner Review of Command (LRC)
- Operational Reviews
- Operational Assurance Improvement Plan (OAIP)

The operational exercise program continued to run throughout periods of disruption and peak demand, and regularly involved collaboration with other Fire and Rescues Services, partner agencies and other responders as part of a multi-agency response. The Service utilises a wide range of training sites, including The Fire



Service College, local high-risk sites and Service training facilities such as Westcott, which has been developed into a dedicated USAR training resource.

Members of the OAT visit operational crews on Fire Stations, share information on good practice and deliver specific training sessions on thematic areas such as Command Support and Analytical Risk Assessment and deliver case studies, such as the Kings Dock presentation to improve operational competency.

Good practice and learning opportunities are shared through the publication of a regular internal Operational Assurance newsletter. This helps to share technical training information, changes in operational procedures, and technical assessments.

High levels of operational demand have directly impacted on the workload of the OAT. The team continues to facilitate LRC's following attendance at multiple major incidents. The opportunity to evaluate is not underestimated and the OAT is at the forefront of this. Once all recommendations have been made and approved through the Operational Assurance Group (OAG) they are added to the OAIP. This improvement Plan then assists in driving meaning change throughout the service.

Good practice and learning from debriefs is shared utilising the Services e-learning platform. Organisational learning is recorded and shared with other Fire and Rescue Services and partner agencies through National Operational Learning (NOL) and Joint Organisational Learning (JOL)