

## **Appendix 1 – Training Strategy 2022 -2025**

### **1. Purpose of the Strategy**

The Operational Training Strategy (OTS) exists to ensure the Service has a competent operational workforce and that we can provide assurance of that competence.

The Strategy applies to all operational personnel across all recognised duty systems.

The Strategy is a key component of the Service's People Strategy and is the responsibility of the Director of People Services.

The Strategy is reviewed on an annual basis as part of the Authority's integrated risk management planning process.

### **2. Achievement of the Purpose**

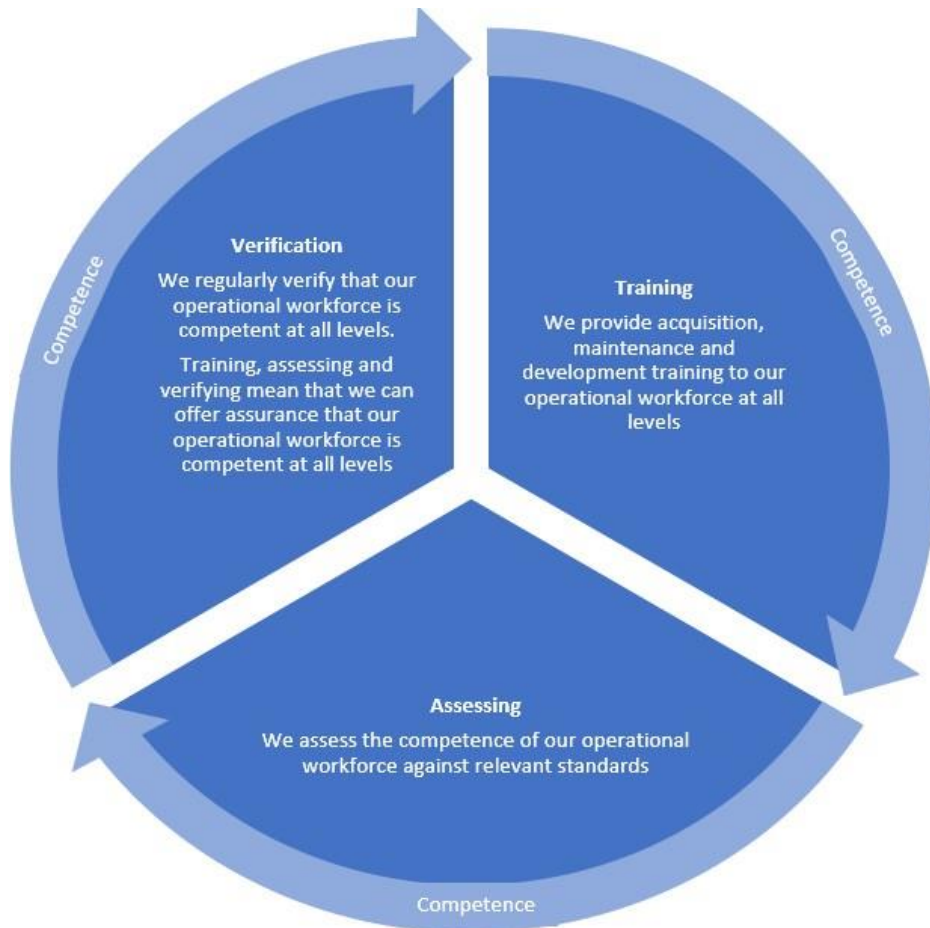
The purpose of the strategy is fulfilled by:

**2.1 Training** - Providing our operational workforce with the appropriate operational training and development to enable individuals to demonstrate that they are competent in role - refer to Section 3 for further detail,

**2.2 Assessing** - Assessing the competence of the operational workforce against the relevant standards e.g., role maps and National Occupational Standards (NOS) - refer to Section 4 for further detail,

**2.3 Verifying** - Verifying that the operational training and assessment of operational competence provides the Service with the assurance that the operational workforce is competent - refer to Section 5 for further detail.

**2.4** The three pillars of our Operational Training Strategy: training, assessment and verification, together with functions fulfilled by the Director of Operations and Operational Assurance colleagues, ensure that operational colleagues, at all levels, are competent. Operational Training plays a significant part in ensuring this.



## 2.5 Strategic Direction

The strategic direction of our Operational Training team is to:

- Deliver core acquisition and specialist training centrally,
- Support and enable local station-based training.

## 2.6 Core Principles

Whilst working to achieve our strategic direction and the three pillars of training, assessment and verification, we will always consider the Core Principles of the training service that we offer:

- We have a clear training programme, and we extend training opportunities so that all of our staff have the skills and training they need to remain safe in their work,
- The training we offer is suitable for On-Call and whole-time duty systems,
- We deliver the skills the Service needs now and in the future,
- We have a system in place that offers regular assurance and proof of competence, by individual, at all levels of the Service,
- We work towards greater levels of station-based training delivery and locally led development.

All of our training provision is part of the wider People Strategy.

## 2.7 Governance and Quality Assurance

To achieve our strategic direction, the three pillars of our strategy and our core principles, we have in place robust governance and quality assurance arrangements. See section 7 for more detail.

### 3. Provision of operational training and development

3.1 The operational training and development plan will be published annually. This plan is for the maintenance and acquisition of competence in the core operational skills and knowledge that a firefighter or operational commander requires in line with the National Occupational Standards (NOS);

- Driving
- Command and Control
- Breathing Apparatus
- Hazardous Materials
- Working at Height
- Water/Water Safety
- Extrication/Rescue
- Casualty Care



3.2 The operational training department centrally supplies training to support the **Response** activity of the Service.

Station management teams will, with support from central resources, deliver training aligned to the content of PDR Pro planners.

## **Prevention, Protection and Control**

The following training is delivered to support the Prevention and Protection and Service Control activities of the Service:

- Home Fire Safety
- Community Safety
- Technical Fire Safety
- Emergency call handling and mobilising

Subject matter experts from within the Prevention and Protection Directorate and Service Control are utilised to deliver this training. Course design and delivery will be subject to the governance and processes as directed within the Service's Quality Assurance framework, providing assurance of quality of training in these areas.

3.3. The Head of Operational Training is responsible for development of the annual operational training and development plan. The plan will be reviewed ordinarily in quarter 3 each year. Once reviewed it will be presented to the Learning and Development Steering Group for approval. All technical and practical inputs will be aligned to National Operational Guidance (N.O.G.) and evolving Fire Standards.

### **4. Assessing the competence of the operational workforce**

4.1 - Assessment will always be undertaken by qualified/competent assessors (in line with our Quality Assurance Framework).

4.2 – Assessments will take place in line with Service policy.

4.3 - Assessment standards will always be published and will be in line with NOS.

4.4 – Assessment outcomes will be recorded on the PDR Pro or Civica systems.

4.5 – Employees will be supported to achieve the standards required. Where standards are not achieved, and where it is possible, a period of retraining, will be offered.

### **5. Verifying operational training and assessment - providing assurance**

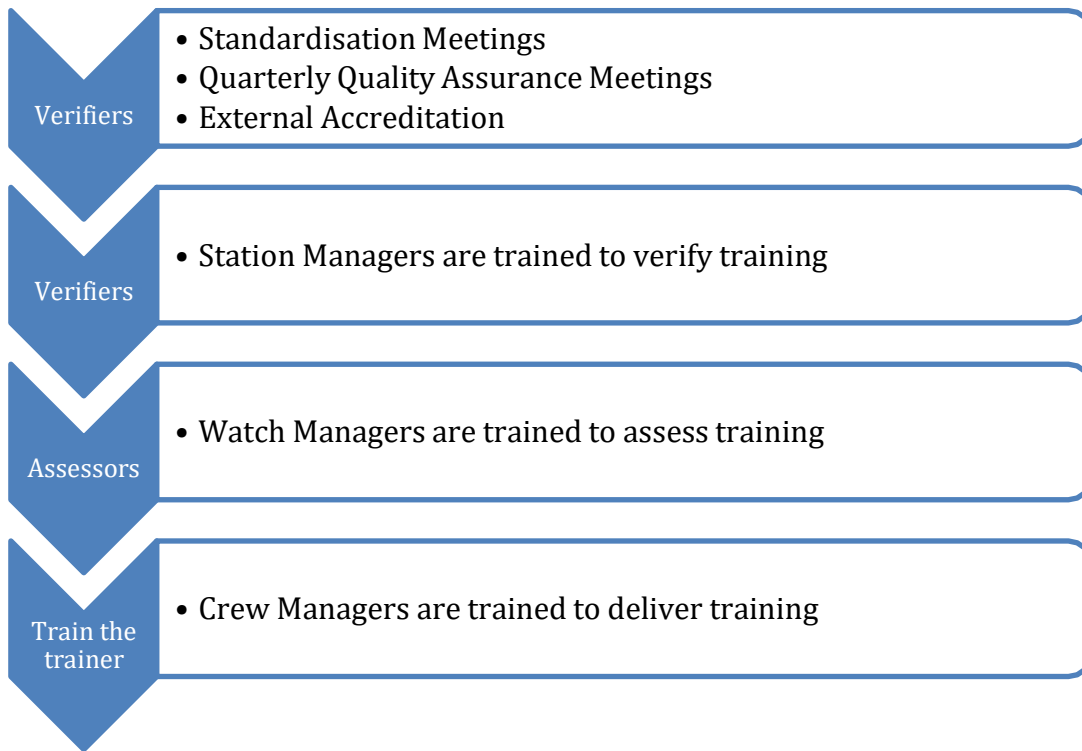
5.1 Verification will always be undertaken by qualified/competent verifiers (in line with our Quality Assurance Framework).

5.2 Verification will take place in line with Service policy.

5.3 Skills for Justice Courses will also be externally verified.

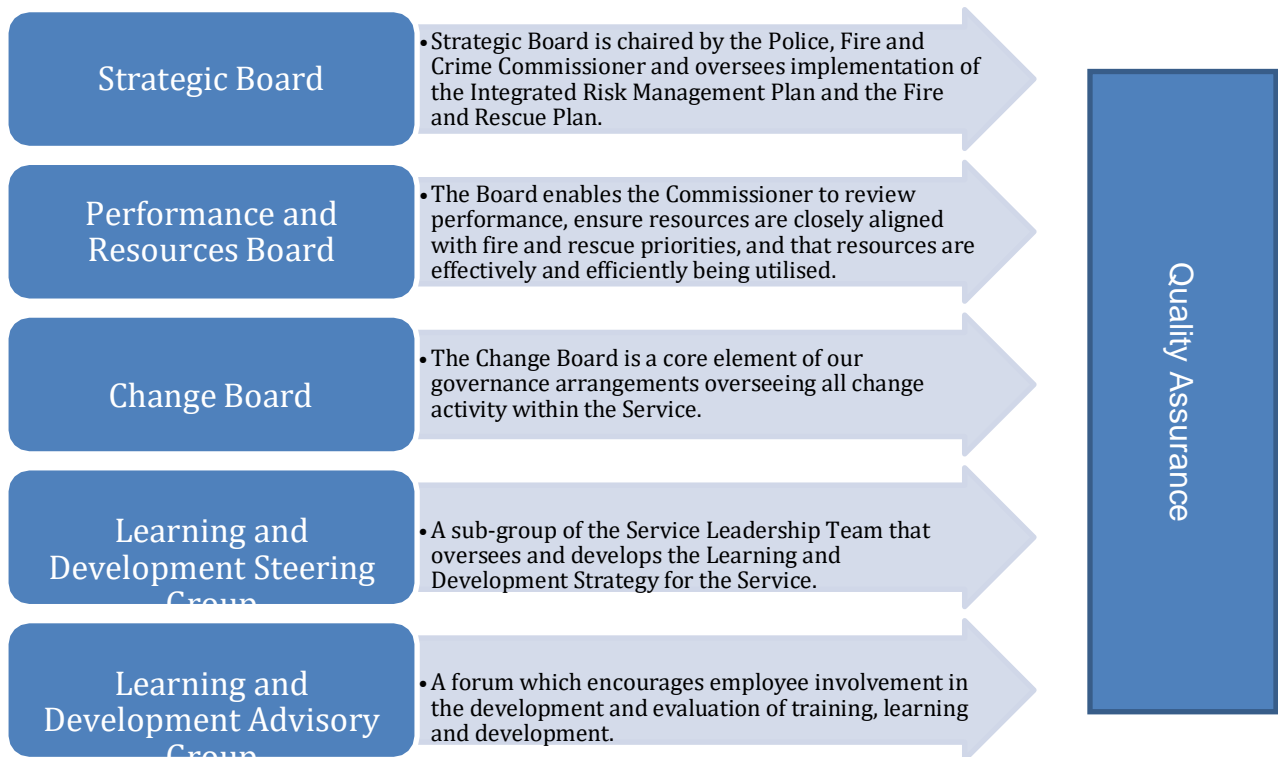
5.4 Verification outcomes and assurance will be reported through our Governance arrangements (see below).

## 6. Quality Assurance Framework Model



In line with our Quality Assurance Framework, for all training we identify requirements. Where training is internally delivered, we design we review, and we quality assure.

## 7. Governance Model



## **8. Achieving the Operational Training Strategy**

Achieving the three pillars of our Operational Training Strategy, our strategic direction and the core principles requires a detailed plan. Appendix 2 covers:

- The Operational Training change, competence, assurance and verification that we want to see in 12, 24, 36 months' time
- How we will deliver it
- How we will measure it
- How we will know we have been successful