



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Training & Development Strategy

1.0 Introduction

This Training & Development strategy covers training and development for all areas of service provision with the objective of fulfilling the needs of the organisation as expressed through the Corporate Plan and Integrated Risk Management Plan. It applies to all staff, both green and grey book.

Every role performed within the organisation contributes either directly or indirectly to the delivery of the organisation's purpose and all staff will be trained and developed to maximise their performance so that the organisation as a whole is efficient, effective and resilient.

A fundamental element in maintaining the ability of the organisation to perform to the highest standard is to have a training and development process that enables continuous improvement and the maintenance of professional standards.

This strategy sets out in broad terms how the training and development system works, the quality assurance process and the expectations placed on staff.

2.0 Identifying and Planning Training & Development

There are 3 key elements to this for planning training or development:

- Training Needs Analysis
- Training and Development Programme
- Personal Development and Performance Review

2.1 Training Needs Analysis

The Training Needs Analysis (TNA) is an annual process, aligned with the budget cycle that provides an annual training programme and training budget.

The TNA will consider acquisition and maintenance of skills for existing staff in roles (including new skill requirements for roles) and the requirement for existing or new staff to develop new skills to meet workforce planning requirements.

The TNA will consider qualification expiry dates to inform the training programme as well as the outcomes of the PDPRs (section 2.3).

2.2 Training & Development Programme

The annual operational training programme will be set centrally through the TNA process. Other development programmes or training requirements will be designed for specific roles or tailored for individuals.

All staff have skills and qualifications they need to maintain in order to fulfil their role. Each line manager should be aware of the basic skills and qualification requirements through the role profile. These will be considered annually through the PDPR (see section 2.3).

Firefighters in development will follow the agreed Firefighter Development Programme. For other roles, new starters will follow a Personal Development Plan as agreed in a Personal Development & Performance Review as set out in 2.3 below.

For operational, station-based staff, the skills maintenance programme (i.e. frequencies) will be set out in FireWatch. Some safety critical operational skills are dealt with separately and these are set out in section 4 below.

For specific or specialist roles the maintenance of personal competence will be considered annually at the Personal Development & Performance Review (PDPR) meeting, which the organisation will use to identify any training and development needs for the forthcoming year. It is also the responsibility of the individual performing the role to highlight any training needs they may have that supports them in fulfilling their contract and enhances their ability to support the organisation.

2.3 Personal Development & Performance Review (PDPR)

The PDPR is an annual requirement for line managers to meet with their staff and consider their development needs relevant to their role. The process also covers performance in role but that element is set out in the PDPR procedure as it is not directly related to training and development.

Where there are specific development needs identified these may be set out in a Personal Development Plan.

The outcome of this review informs the TNA.

3.0 Training & Development Delivery

3.1 Training Delivery Systems

The provision of training will be managed through four delivery systems:

- Training Centre, Fire Service College or other external providers
- District or station training and assessment
- Outreach support
- E-learning

3.1.1 Training Centre, Fire Service College or other external providers

Most operational courses will be designed and delivered by Training Centre staff. Some of these courses may be delivered locally by central or district trainers. Some operational courses will be subject to assessment and all training (delivered internally or externally) will be recorded on FireWatch.

All training course content, information and material will be reviewed regularly to ensure it remains accurate and in line with good practice. To accommodate this, the Training Delivery Manager will set out an annual schedule for such work and plan to minimise Training Centre courses in the late July/August period to allow this work to be undertaken when the demand for training courses is at its lowest due to the summer leave period. Any changes to course content or new courses relating to operational practice must be signed off by the Risk Management Group.

Courses required for specialist roles or to meet individual development needs as identified through the PDPR may be provided by an external provider. This will be for the Group Manager Staff Risk to identify.

Staff who are nominated for courses are expected to attend courses and absence will be treated as absence from duty in the normal manner. Authorisation to not attend a course that has been booked can only be granted by a Station Manager or equivalent.

3.1.2 District and Station Training and Assessment

Development and maintenance of most core operational skills, along with some specialist skills will be delivered and assessed in the workplace. Supervisory managers will be assessors (WM5) and other staff will deliver or support training and development according to their role. The recording of training on the FireWatch system will provide the mechanism to plan station based training.

Some specific training will be delivered by district (or lay) trainers. These trainers will be accredited centrally by Training Centre. The training will be authorised by District Managers within their agreed budget.

3.1.3 Outreach Support

This provision is to assist with learning and development needs for staff undertaking the Firefighter Development Programme and specific individual needs, where this has been approved by Training Centre Manager. The support will be provided by Training Centre instructors for operational issues and programmed in by the Training Centre Manager.

For developmental issues of a non-operational nature a Personnel and Development team member may provide this support.

3.1.4 E-learning

E-learning is a key element of training delivery that specifically allows acquisition of knowledge in a flexible manner. The Learn Pro system provides a full suite of modules based on the generic risk assessments and also includes specialist modules and videos to ensure that specific areas of knowledge are available to staff. It also contains a repository of all the national training manuals in addition to links to the local Standard Operating Procedures. Complywise is used to deliver health and safety training. These systems also contain a variety of assessments so that the knowledge of staff can be monitored and reported.

3.2 Development Delivery

Other than for the operational development programmes, development opportunities will be provided on an individual basis, usually identified in the PDPR. This may include secondments, mentoring, temporary promotions or temporary transfers.

All the development programmes will share a number of common characteristics:

- Development programmes are determined on the basis of organisational need
- Development objectives can be applied and assessed in the workplace
- Individual development needs will be established through the assessment of potential, assessment of workplace performance and consideration of previous experience and reviewed as part of the PDPR process
- They will contain induction arrangements which address the risk issues specific to the new role
- Performance will be reviewed regularly to identify any further development needs

- Development outcomes and workplace performance are recorded either electronically or manually
- The Personnel & Development Manager will ensure that a development programme is produced for each of the generic operational roles.
- Further development programmes may be produced for specific roles and functions where the generic model does not fulfil organisational requirements.

4.0 Operational Licence

Some roles within the organisation have a number of operational skills or competencies that are safety critical and are subject to an additional layer of monitoring. These safety critical skills for each role are subject to an operational licence system ('ticket to ride'). Staff who do not meet the requirements will be removed from operational duties in that role. This may have an impact on their ability to fulfil their contract. The Service will make every effort to ensure that staff have opportunities to maintain these skills and each member of staff is expected to take these opportunities.

The requirements for each operational role are set out in the Operational Licence Policy.

The skills covered by the operational licence are not the only skills that operational staff require to undertake their role. If other required skills and competencies are not maintained then staff may be removed from operational duties. The use of the PDPRs and Personal Development Plans should prevent this situation arising.

5.0 Quality Assurance

The quality of training and development will be ensured through the following mechanisms:

- A performance audit programme
- Operational and exercise debriefs
- An exercise programme
- Review of training materials
- External Quality Assurance for Development Programmes and certain specialist training

The GM Operations Assurance will be responsible for auditing the quality of District and station operational training delivery, along with identifying training needs from operation and exercise debriefs and will provide update to the Risk Management Group.

The GM Staff Risk will be responsible for ensuring the quality of central training and report operational training performance indicators to the Risk Management Sub Group.

The Personnel and Development manager will be responsible for ensuring the quality of development programmes and will report any issues to the Risk Management Sub Group.

North Yorkshire Fire & Rescue Service
Headquarters
Thurston Road
Northallerton
North Yorkshire
DL6 2ND

Tel: 01609 780 150

www.northyorksfire.gov.uk