Policy | Procedure

LFB
LONDON FIRE BRIGADE

Borough training plan

New policy number:	**698**
Old instruction number:	
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Reviewed as current:	**18 August 2014**
Owner:	**Head of Fire Stations**
Responsible work team:	**Central Operations**

Contents

1 Introduction and methodology

1.1 The Authority has a statutory duty to ensure that operational staff are trained to do their job effectively and safely. Training requirements for operational staff are based on a number of factors. There are a number of generic core risk critical skills that all staff must develop and maintain to work effectively in teams and with the communities they serve, these core skills are detailed in Policy number 427 – Development and maintenance of operational professionalism – training note.

1.2 At station and borough level there are a number of local risks that require a risk assessment to determine what training is required by station based staff to be best prepared to deal with these risks. The purpose of the Borough Training Plan is to provide a method to help borough commanders identify local training needs, through assessing local risks, and then determine the training required to address them. The use of the training risk matrix (appendix 2) will also inform borough commanders of what further resources are required to assist in borough training.

1.3 The Borough Training Plan process is as follows:

- Identifying the training needs of station based staff by profiling stations, including the station based establishment and skills requirements.
- Completion of a Borough Risk Inventory (appendix 1) to determine the risk factors in a number of key operational areas.
- Completion of a Training Risk Matrix (appendix 2) incorporating the results of the Borough Risk Inventory and Training Activity Types. This process will inform borough commanders of the training required and additional resources required to meet local training needs.
- Combining the requirements of the Borough Training Risk Matrix with DAMoP and Best Practise Assessment requirements to produce Station/Watch training plans.

1.4 Borough commanders are required to complete the Borough Training Plan process prior to 1 April each year in order that the required training can be implemented during the following twelve months.

2 Borough profile

The borough profile must contain information from two key areas.

Station profile

2.1 A short description outlining the number of fire stations, pumping appliances and special appliances located within the borough. The training facilities available at the stations and external training locations that have been risk assessed should also be included. Any support roles allocated to appliances e.g. pumping appliances that support HVP, IRU should be detailed.

2.2 Borough commanders have a responsibility to ensure that station managers continually review skill levels, action plans and identified shortfalls are addressed. Policy number 583 - Station based establishment and skills requirements details the role of borough commanders in reviewing skill requirements. The StARS report menu provides access to the Skill Requirement Summary which should be included in the Borough Training Plan to detail current skill levels but also to predict skill training requirements if requested from Central Operations or Training.

Borough profile

2.3   This description should include a map of the borough's main demographic, geographical and commercial features including motorways, rail, air and other major transport hubs. This description will be similar to the Borough profile provided for the Borough Plan.

3   Borough risk inventory

The Borough Risk Inventory (BRI) contains generic and specific borough risks that require a training solution, these can be categorised as follows:

HM Government security service threat level

3.1   Based on generic UK threat level and any local intelligence regarding specific borough targets/threat assessments. The latest update on UK threat levels available at www.mi5.gov.uk

3.2   Security Updates are issued by the Brigade periodically and these should be incorporated in the BRI as appropriate.

Local Resilience Forum (LRF) Community Risk Register

3.3   The Civil Contingencies Act places a legal duty on category 1 responders to produce a Community Risk Register. The Local Resilience Forums (LRF) within London have produced Community Risk Registers (CRR). Details of Local Resilience Forums and the Community Risk Registers can be found at the following web address: http://www.london-fire.gov.uk/LocalResilienceForums.asp

3.4   Consideration should be given by borough commanders of those risks in the LRF CRR that require a training solution within their borough, in particular those risks rated as Very High and High.

Operational risks (7(2)(d), Operational Risk Database (ORD)

3.5   Station Diaries contain the Outside Duty Master Schedule for the station which includes premises that require routine visits and an entry on the Operational Risk Database (ORD). To determine the training solution required, an inventory of the Outside Duty Master Schedule should be undertaken for all stations in the borough, including details of the generic visit type and the generic training solution required to address the risk. Any specialist training not available at station level should be identified. Guidance on information gathering for local risks can be found in Policy number 800 - Management of operational risk information. If when reviewing local risks, it is identified that attendances require amending, guidance in Policy number 412 – Mobilising policy must be adhered to.

A suggested example layout can be found in Appendix 1.

Operational news - training requirements

3.6   Operational News, issued quarterly, shares the lessons learnt at challenging incidents faced by crews across London. It is a requirement that articles in Operational News which have a link to related training activities must be integrated into the watch training programme and recorded on DaMOP. Operational News is found at: http://hotwire/_action/index.asp?page=/news_centre/publications/operational_news/operational_news.asp

Specialist vehicles and equipment

3.7 This should include details of the specialist vehicles and support roles carried out by station based staff located within the borough and across the Brigade for which there is a strategic training requirement e.g. FRU, IRU, HV, SSU etc. For example, HVP and IRU support stations where staff are required to hold the DM and HV qualification.

COMAH sites

3.8 This should include details of all Control of Major Accident Hazard (COMAH) regulations 1999 sites in the borough, and details should also be included of sites in adjacent boroughs where a PDA is made, or where the COMAH offsite plan affects the borough.

3.9 Any contact or involvement made with COMAH site occupiers **must** involve the Operational Resilience Department at HQ.

Details of top tier and lower tier COMAH sites are found at:

http://hotwire/operations/emergencyplanning/toptier_sites.asp and
http://hotwire/operations/emergencyplanning/lowertier_sites.asp

Environmental risks

3.10 This should include details of Geographic and Topographical features that pose a risk and which require a training solution e.g. River Thames, canals and other water risks.

3.11 Other examples could include a Site of Special Scientific Interest (SSSI), pollution sensitive areas, livestock and large areas of grassland or open space prone to large outdoor / rural fires.

Events

3.12 This should include details of planned and unplanned events which may or may not be licensed e.g. Lambeth County Show, Wimbledon Tennis, Notting Hill Carnival, Hampton Court Flower Show etc.

Health and Safety

3.13 This should include risk information identified from local or Brigade information arising from accidents and near misses. Training solutions to minimise the risk should be identified.

Fire Safety Regulation

3.14 Risk information identified by the Area Fire Safety Regulation Team e.g. from inspections carried out by Fire Safety Inspecting Officers (FSR:A020:a2 applies), information from other agencies etc. Training solutions to minimise the risk should be identified.

4 Training delivery

4.1 This section will identify the type, scale, nature and frequency of activity being undertaken in relation to the level of risk as identified within Section 3.

Training Activity	Frequency	Evaluation Methods
Station Training	As detailed within DaMOP BPAs in accordance with policy frequency	Station Training Records Individual Training Records Quality Assurance of Training Process SM, BC, TRIO sampling
Station Visits	Dependent on specific risk	Station Training Records Outside Duty Records Sampling by SMs BCs.
Joint Station Training	Dependent on Borough Risk Inventory	SM, BC, TRIO sampling
Small Scale Exercise (Up to 6 Pumps)	Dependent on Borough Risk Inventory	PRO PRC SM, BC, TRIO sampling
Large Scale Exercise (Over 6 pumps)	Borough locality dependent on risk profile of Area. Consult Area DAC	PRO PRC BC, AM, TRIO sampling
Table Top	As required dependent on Borough Risk Inventory	BC, AM, TRIO sampling
ICE	Annual	Existing debrief format BC, AM, TRIO sampling

5   Borough training risk matrix

5.1   This section combines the inventory of the generic and specific risks applicable to the borough as categorised the Borough Risk Inventory (Section 3) with the delivery of training activities (Section 4).

5.2   The purpose of the Borough Training Risk Matrix is to provide an overview and audit path demonstrating full coverage of all the generic and specific risks applicable to the borough and the training activities identified to address them within the stated methodology.

5.3   The Borough Training Risk Matrix is also used to identify where additional training resources will be required and where the use of Strategic Resource or Status 7 is required to complete the required training.

5.4   Borough Training Days are Strategic Resource days that have been ring fenced for borough training, it is important that Borough Training Days are utilised to their maximum effect, in terms of the quality and quantity of the training opportunity they support. Borough commanders should

monitor the planning and use of Borough Training Days to ensure the most appropriate and effective utilisation.

5.5 The information from the Borough Training Risk Matrix will form part of the Station/Watch training plan in conjunction with the DaMOP core skills and Best Practice Assessment requirements.

5.6 The example Borough Training Risk Matrix in appendix 2 provides additional guidance on completion.

6 Evaluation and review

6.1 The evaluation of training activities and recording on a regular basis will be a fundamental element of the Borough Training Plan. The plan will need to clearly indicate the type and frequency of evaluation for each level of training activity and the officer role applicable.

6.2 Where appropriate existing Brigade systems should be maintained as evaluation methods for training activities such as PROs/ICE Debriefs, STEP Audits, Station Training Quality Assurance etc.

6.3 The STEPS process provides the mechanism to record training and identify further individual training needs. Monitoring reports are being developed for managers and will be available in the future.

6.4 In addition, a regular review will be required to ensure that the Borough Risk inventory is updated when changes in the relevant risk areas occur. The review of risk will also identify changes to the training solutions required to minimise the risk.

7 Action plans

7.1 A number of action planning processes already exist for the development needs of individuals undertaking operational and training activities; however a process is required to identify and provide solutions for deficiencies in the ability to provide training solutions.

7.2 A gap analysis should be carried out by borough commanders using the information on the training risk matrix (Section 5), to identify if all training solutions applicable to the risks can be provided and resourced.

7.3 If borough commanders identify gaps in training provision or are unable to resource training solutions, these deficiencies are to be discussed in the first instance with the Area TRIO, who will provide advice and guidance and if appropriate liaise with Central Operations and Training Departments to provide the necessary training requirement.

Appendix 1 - Example of operational risk inventory

File Number	Premises	Visit Type	Risk	Training Solution	Specialist Training
H39 1	Unichem Plant 1, Church Road KT1 3SR	7.2.d, Operational Risk Database	Cylinders Hazmats	Station Hazmat Training	On site Advice Visit
H39 2	Big Yellow Storage Co. London Road, KT4 7UG	7.2.d, Operational Risk Database	Rapid Fire spread Smoke logging	Guidelines	
H39 3	Highview House Long Lane KT3 6UH	7.2.d Operational Risk Database	Residential High Rise	Station High Rise Training Visit	

Appendix 2 - Example of borough training risk matrix

Risk Categorisation	Station Training	Station Visit	Joint Station Training	Small Scale Exercise	Large Scale Exercise	Table Top	ICE	Multi Agency	Brigade Trainer input required	Strategic Resource/ Status 7
HMG Threat Level										
Severe / Terrorist Attack – Highly Likely	■		■		■	■	■	■		■
LRF Community Risk Register										
(VH) Major local fluvial flooding	■	■	■		■	■		■	HVP	■
(VH) Pollution of Controlled water	■		■			■		■		■
(H) Tidal flooding	■		■					■		■
(H) Pollution Incident - Land + r	■		■					■		■
(H) Industrial Explosion+ Major Fire	■		■				■	■		■
Operational Risks										
Operational Risk Database Entry	■	■								
Specialist Training Identified Animal handling Damage Control at Listed Building	■	■		■						

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Operational News										
2010/11 Qtr 1	■	■								
2010/11 Qtr 2	■									
2010/11 Qtr 3	■									
2010/11 Qtr 4	■									
Specialist Equipment										
USAR (H31)	■		■	■						USAR
High Volume Pump + Support (H39)	■		■						■	HVP
Support Role IRU (H41)	■		■						■	IRU
COMAH										
(H43 Grd) Thames Water Hampton	■	■	■							
Environmental										
Incidents on River Thames	■	■		■				■		■
Borough Events										
Green Fair	■	■								
May Merrie	■	■								

Risk Categorisation	Station Training	Station Visit	Joint Station Training	Small Scale Exercise	Large Scale Exercise	Table Top	ICE	Multi Agency	Brigade Trainer input required	Strategic Resource/ Status 7
Health and Safety Events										
Vehicle Safety Events									Driver Trainer	
Fire Safety Regulation										
Risk to firefighters identified by RFS										

Document history

Assessments

An equality or sustainability impact assessment and/or a risk assessment was completed on:

EIA	04/02/2010	SIA	17/02/2010	RA	

Audit trail

Listed below is a brief audit trail, detailing amendments made to this policy/procedure.

Page/para nos.	Brief description of change	Date
Throughout	Regulatory Fire Safety updated to Fire Safety Regulation, Training and Development to Training and Service Delivery to Operations and Mobilising throughout in accordance with Top Management Review.	03/03/2011
Throughout	Reference to CRR has been replaced by ORD in line with current procedures.	01/04/2011
Page 3 para 3.5	PN521 has been replaced with PN800.	12/03/2013
Page 3	Ops Info Folder reference deleted from heading, as they have now been removed from appliances.	27/03/2013
Throughout	Policy reviewed as current, no changes made.	18/08/2014
Page 11	'Subjects list' table - template update.	09/01/2015
Page 4, para 3.13	Last sentence relating to safety matters deleted.	12/02/2015
Throughout	Minor changes throughout, due to the TMR	14/10/2015

Subject list

You can find this policy under the following subjects.

Borough training plan	Personnel
Training	

Freedom of Information Act exemptions

This policy/procedure has been securely marked due to:

Considered by: (responsible work team)	FOIA exemption	Security marking classification