

RDS Strategic Review Project Work Group Three Report

1 INTRODUCTION

1.1 This report documents the analytical work of Work team 3 of the Retained Duty System project (RDS). The areas of work identified by the project board for work team 3 include, the improvement of RDS work routines, RDS training and development. The report analyses these individual areas of the RDS system and makes recommendations on how these can be improved in order to better support the objectives of HFRS IRMP. Analysis, within this report is based upon an RDS questionnaire, **Appendix 1** (RDS stats) to all retained sections, feedback from RDS team 3 members and direct communication with large numbers of RDS personnel throughout HFRS.

1.2 Hampshire Fire and Rescue Service (HFRS) has over 700 Retained Duty System (RDS) personnel, who provide fire cover for large sections of Hampshire. Over recent years the RDS system has been subject to significant change. RDS appliances now carry a far greater variety and far more complex equipment, than ever before. Procedures which provide an effective and safe system of work have correspondingly increased in number and complexity in response to new risks and health and safety requirements. However, in response the traditional drill night has remained as the primary means by which RDS personnel receive training and maintain their competencies. The Integrated Personal Development System (IPDS) has merged Wholtime Duty System (WDS) and RDS roles, although the drill night time was increased from 2 hours to 3 hours, in the late 1990's, the time allocated to training remains significantly different between the two groups.

Although a recognised anomaly exists in training time allocation between WDS and RDS systems, this report will not advocate substantial increases in RDS training time. This report recognises that RDS personnel often provide significant time already, over and above their normal employment. There is little doubt from evidence provided that the time for training must increase, to some degree, and be more effectively used. However, any alteration to times must consider the affects this will have on RDS personnel who already provide a significant amount of time, week in, week out for HFRS.

1.3 The key element of this report will be based around making the most effective and efficient use of the time available, not advocating significant increases in training time. This report will focus its recommendations around the following factors:

- (T) time
- (R) risk profiling
- (I) information
- (E) education
- (S) support.

Each of these factors will impact on the effectiveness and efficiency of RDS training.

2 WORK ROUTINES - Increasing time for training

- 2.1 Analysis undertaken in 2005 identified WDS and RDS training requirements and highlighted the drill night period as invariably too short to allow for sufficient and effective training to take place. Appliances, equipment and procedures have both increased and become more complex without any corresponding changes to training time allocation. Also, RDS personnel are called upon to undertake more tasks as part of the IRMP, which inevitably has an impact on both training time available and increasing demands on RDS time outside their main work activity.
- 2.2 Analysis has revealed that, in particular, RDS stations with large numbers of personnel and multiple appliances require significant increases in training time to ensure the maintenance of competence. This analysis is further enhanced by the fact that in the 2 year training cycle 2005-2007, no RDS station will complete the allocated workplace assessments (TAPS) assigned to them. On average the typical 2 appliance station will achieve 60 -65% of those workplace assessments assigned.
- 2.3 Workplace assessments provide the baseline level of competency amongst all firefighters throughout HFRS. Workplace assessments provide the standard by which competency is judged. Skill and knowledge assessments do not prove that an individual knows everything about a particular subject or piece of equipment but that they have adequate skills and knowledge to competently operate equipment or follow a procedure. Further training can provide enhanced levels of skills and knowledge over and above what is required by workplace assessments. Therefore the assessment system is the baseline level by which HFRS can measure the competency of its operational workforce. Due to the time constraints placed upon RDS personnel, the completion of workplace assessments within recognised training periods can be considered as the primary objective. Any time available over and above this should be used for enhanced levels of training as based upon the particular risks likely to be encountered by each particular station.
- 2.4 Simple mathematics would indicate that if on average, each 2 appliance RDS stations can only complete 60-65% of assessments assigned then an increase in training time by 1/3 should allow all assessments to be successfully completed.
- 2.5 An RDS drill night is also not wholly confined to training. Numerous other important factors and issues need to be addressed within this limited period. These factors include information exchange, testing and maintenance of equipment, vehicle checks, etc. These factors all reduce the time available for training. The training department insists that at least 2 hours is allocated to

training within this period, this is not always possible due to the pull of these factors outside training.

- 2.6 Maintenance, checking and testing are important elements of providing an effective operational response. However, there is no reason why these have to be completed within the recognised drill night. These are completed on drill nights because it is convenient to do so, rather than for any particular operational reason.
- 2.7 Consequently, the removal of maintenance and testing from the drill period would effectively increase the time available for training. The maintenance and testing could therefore be completed at some alternative time. This could also be completed by qualified personnel, but not necessarily by those personnel who operationally use the equipment being tested. It is equally important that this maintenance and testing is paid for separately from the RDS contract. Adopting this approach would avoid indirectly affecting training time available. Removing maintenance and other non-training factors from the drill night would effectively increase training time available by up to 33%. This should allow all stations to complete all workplace assessments assigned within the specified timescales.

Recommendation 1

Removal of maintenance and other non-training factors from RDS drill night work routine. This to be completed by a separate core of personnel (can include existing RDS on that station) in a period outside of the drill night. The mechanism for deciding the 'maintenance profile' of a station could be the one used for WDS personnel. This will clearly have cost implications, but the perceived benefit of allowing the 3 hour drill night to be completely dedicated to training is considered worth this additional cost. This cost would be in the region of £70,000 per year. The detail of this additional cost can be found in appendix 6.

Recommendation 2

Renaming of the RDS drill night to RDS training period to reflect the change in the composition to purely training.

- 2.8 However, if a 3 hour universal training time was applied, it would still leave multi-appliance RDS stations disadvantaged, due to the high numbers of personnel who require training. These stations typically have a compliment of, in excess of, 24 or 25 personnel. Within the HFRS training department the normal size of a course is 12 students, however on these RDS stations this number can be doubled, without the same level of resources or trainer experience available. Watch managers often struggle to train this number of personnel, especially as they are often at different levels of development and require different levels of training and support. In response, and staying within the 3 hour training ceiling, a

potential solution, is to split the drill night, so that 50% of personnel complete their training on one drill night whilst the other 50% complete it on an alternative period. Some stations have experimented with splitting their drill into 2 nights per week. Also, some RDS stations have started to train their firefighters on development programmes at a different time to their more experienced personnel. Petersfield Fire Station are currently trialling a system where all their personnel on development attend training on one Sunday every month. Also, their drill nights are split with the least experienced on the development programme attending one night and those more experienced attending an alternative night. This enables the training for these developing firefighters to be more effectively targeted and the training for the station as a whole to be more manageable. Northern Ireland RDS firefighters have normal drill nights, but those on development have dedicated sessions at weekends, undertaken at a central Training Department. Other stations within HFRS have kept the single drill night but then simply run two training sessions and split the section 50/50 in order to make the numbers requiring training more manageable.

- 2.9 Splitting the training period would improve the ability to manage training and in turn improve the training provided. However, it potentially could affect the team working of any station adopting this system. It is therefore important that if this solution is adopted, the management of the system is firmly left in the hands of the RDS watch manager, in order to avoid 2 separate watches developing on each station and thus undermining the excellent team working that currently exists on most stations. It is equally important that each individual station adopts its own 'splitting' exercise in order to provide the most effective system for keeping training numbers manageable based on that individual stations crewing circumstances

TRAINING TIME ALLOCATION

Proposed Training Time allocation for RDS stations

<u>Station</u>	<u>Appliance No's</u>	<u>Personnel No's</u>	<u>Training Time Allocation</u>
Alton	3	23	Maintenance removed 3 hour, split drill night due to high personnel levels
Petersfield	2	23	
Hayling Island	2	22	
Waterlooville	3	25	
Romsey	2	23	
Lymington	2	25	
Ringwood	3	24	
New Milton	2	23	

Andover	2	18	Maintenance removed Remove special appliance from crewing (MRV, SEU & ALP) 3 hours training per station per week
Gosport	2	15	
Eastliegh	5 (4)	22	
Basingstoke	6 (4)	17	
Rushmoor	3 (2)	15	
Bordon	3	17	
Winchester	3 (2)	16	
Fareham	4	14	
Havant	3 (2)	15	
Lyndhurst	4	14	
Fordingbridge	3	19	
Whitchurch	1	10	Maintenance removed 3 hours training per station per week
Kingsclere	1	13	
Overton	1	11	
Tadley	1	17	
Fleet	2	13	
Hartley Wintney	2	14	
Odiham	1	12	
Yateley	1	15	
Grayshott	1	12	
Liphook	2	13	
Horndean	1	14	
Porchester	1	14	
Botley	1	14	
Emsworth	1	13	
Wickham	1	15	
Alresford	2	16	
Stockbridge	2	13	
Bishops Waltham	1	13	
Droxford	1	13	
Sutton Scotney	1	11	
Hamble	2	13	
Totton	1	13	
Burley	2	10	
Hythe	2	17	
Beaulieu	1	12	
Brockenhurst	1	14	
Hardley	2	16	

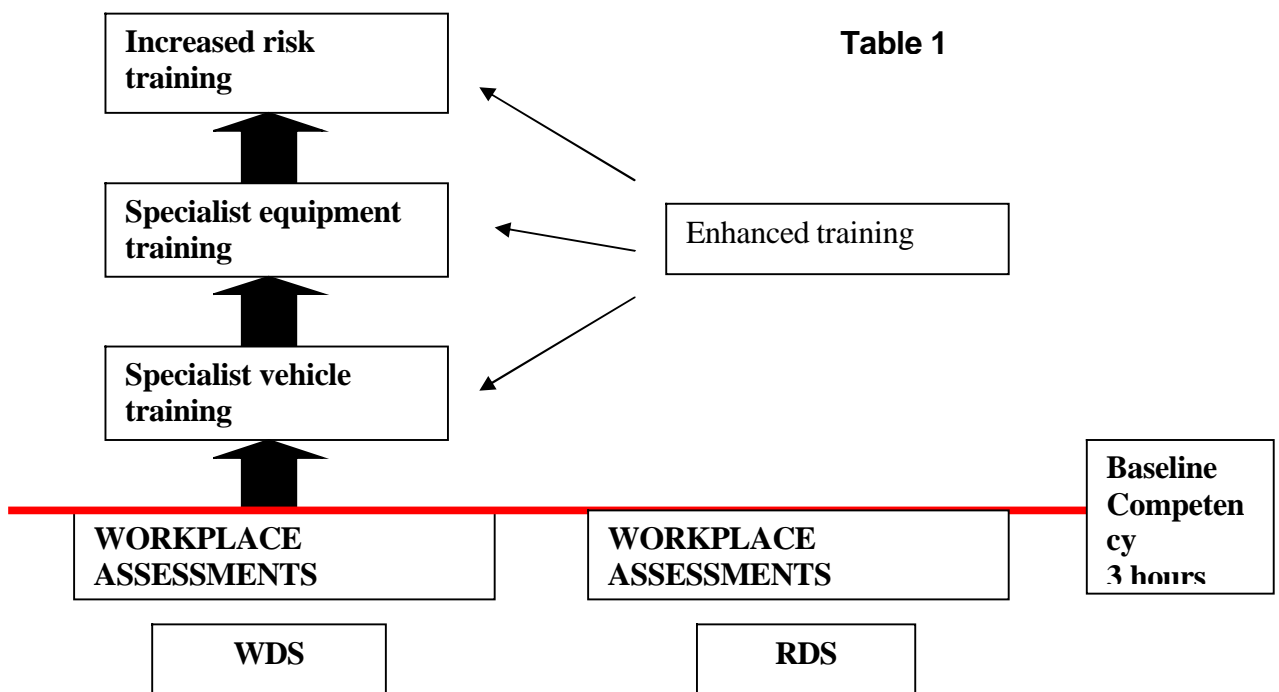
Note: At the time of compiling this report no data was available for the RDS Section at Station 54 or the RDS Appliance from Station 32 now responding from Service HQ Mon-Fri 0900-1700 hrs.

Recommendation 3

The introduction of split training periods for all 2 appliance stations. The splitting of the training periods should be managed locally to best meet the needs and differing crewing circumstances of each station. However, the process must reduce training numbers to manageable levels.

3 ALIGNMENT - aligning WDS and RDS training times

3.1 This pragmatic approach, does not advocate significant increases in training time, and therefore does not significantly impact on the anomaly which exists between the misalignment of WDS and RDS training time. However, by using workplace assessments as the baseline measure of competence a baseline alignment can be created, between the two systems



3.2 Table 1 demonstrates the principle of workplace assessments providing a baseline level of competency. The disparity between WDS training time and RDS training time can therefore be expressed in terms of enhanced training WDS require in order to acquire and maintain skills and knowledge in specialist vehicle and specialist equipment relevant to only WDS stations together with the increased risks associated with city locations. This idea will be further explored later in this report.

4 Risk profiling/rationalisation

- 4.1 The HFRS workplace assessment system provides an assessment tool to ascertain competency of its operational staff. Assessments do not differentiate between WDS and RDS and make no allowances for differences between stations and differing station grounds. The workplace assessments are a generic assessment system.
- 4.2 Risk profiling seeks to identify differences between stations and adapt operational response and subsequent training needs to the different profiles. By targeting station training to a specific profile, it will, in theory, allow training time to be more accurately targeted to the training needs of each relevant station.
- 4.3 **Appendix 2, 3 4 and 6** detail a risk profiling analysis of Romsey and Burley Fire station's based over the years 2005 and 2006. The profile identifies the assessment areas that are unlikely (but not impossible) to be encountered by this station. In the case of Romsey this equates to 9 procedural assessments. If these were removed from this stations workplace assessment requirements, under the present system of workplace assessments, then a time saving of 3 minutes per drill session is all that can be saved. When this is projected to Burley this increases the time saving to 5 minutes per drill session. However, despite these fairly minimal time savings, it is believed that there is no justification in spending time teaching personnel procedures that they are unlikely to ever need within their risk area. Also, as workplace assessments are further developed, the time involvement may be increased and therefore, the time saving of only completing workplace assessments relevant to that particular station will also be increased.
- 4.5 Risk profiling has the most significant impact on training when analysis is undertaken of operational response equipment. The acquisition and maintenance of skills requires significantly more training time than the acquisition and maintenance of procedural knowledge levels. By far the greatest concentration of equipment, with the greatest impact on RDS personnel is based around the use of special appliances. However, the variety and quantity of equipment on standard appliances also impacts on RDS personnel's ability to maintain competence. It is also relevant that some equipment carried by RDS stations is rarely used and yet still impacts upon training and the maintenance of competency. It is necessary, therefore to undertake further research to identify the equipment needs of individuals stations based upon risk profiling.
- 4.6 Over recent years appliances have become more sophisticated and complex. This has meant that training in order to maintain competence has in turn become more sophisticated, complex and therefore more time consuming. Whereas the standard appliance has changed, special appliances such as the Multi Role Vehicle have developed and changed beyond all recognition. The time required to acquire and maintain all the necessary skills and knowledge to use these vehicles is often in excess of that required for a standard appliance. Also, the operation of the MRV

- requires personnel to gain the additional skills of winch, Hi-ab operating and fork lift truck driver. Some stations have tried to overcome this by establishing periodic extra drill periods, with limited success. However, without significant time allocation, competence cannot be maintained in this appliance. Also, as crews struggle to maintain their skills in this specialist vehicle, this in turn can dilute their skills and knowledge required to fully utilise standard appliance(s)
- 4.7 Havant Fire station is a two pump WDS and RDS station. The normal WDS allocation for training time for this station would be 2 hours. However, in recognition of the presence of a MRV vehicle at Havant, this time is increased to 2.5 hours. This equates to an extra 2 hours training per week. Effectively, if this was transposed to RDS stations it would equate to an extra drill night merely to maintain competence in the MRV. The conundrum is that RDS personnel must either provide significantly more time to training with special appliances or alternatively RDS personnel should not crew special appliances. Some precedence for this already exists in that RDS personnel do not crew ALPs and only crew the SEU in conjunction with WDS crews.
- 4.8 Some special appliances such as the Landrover and Water Carrier have a minimal impact on training time. However, the impact of the ALP, SEU and MRV on training time is so prohibitive, that if a fully competent operational response is to be maintained then these appliance should only be crewed by those firefighters who have enough time to meet all the training needs of these vehicles.

Recommendation 4

Reduction of the responsibility for RDS personnel, on a station that has special appliances, from crewing all these appliances. This could be achieved by removing the responsibility for the personnel to crew MRVs, ALPs or SEUs and allow them to only crew the firefighting appliances, or consideration can be given to allowing the RDS personnel to crew a selected combination of firefighting appliances and specials at a station of this nature. Alternatively, the creation of an RDS Section that only crews one or more special appliances. However, which ever system is adopted the outcome must allow the expected competencies to be maintained within the time available for training on these appliances.

Recommendation 5

Future consideration is given to matching the equipment carried on a particular station with the risk profile within this area. This may mean moving away from what is presently perceived as a standard Water Tender or Water Tender Ladder appliance and replacing with an appliance that carries a combination of this equipment.

Recommendation 6

Workplace Assessments are completed for the equipment provided at a particular station and the identified risks within that area.

Any procedural assessments now identified as not required within any particular station area are addressed by creating a standard operating procedure. This can be designed across a number of levels and the most appropriate level delivered to a particular station. This will address the possibility of the personnel at any station being required to perform a particular procedure whilst in a different risk area when on standby or other duties.

5 INFORMATION - providing information to improve the efficiency of managing training

5.1 Feedback and training audits have highlighted that the flow of information to RDS managers is often excessive and beyond their capacity to disseminate. Therefore information can be easily lost or misunderstood. Information also comes in many forms, which with limited time, often proves difficult for RDS personnel to access.

5.2 Example

A RDS WM wants to plan and organise a training session. The information required may be found in:

- Workplace assessment manual
- FS Manual –foundation skills
- FS training manual
- Generic risk assessments
- Lecture packs
- Ops risk assessments
- Training bulletins
- Ops bulletins
- Fire facts
- Equipment data sheets
- Service orders
- Training Centre notes

5.3 If all this information was more readily accessible then this would have a positive affect, both on the training delivered and the time required to plan and organise it. The development of a RDS webpage on the training intranet, together with links to all the resources highlighted above, would provide a one-stop information system which would reduce research time and maximise time for training. The

key to the more efficient use of information is the education of those who will have to access it. This is further explored in the next session of this report.

Recommendation 7

The development of a training website with links to offer a one-stop information package to assist RDS managers organise and deliver training.

- 5.4 Currently, RDS training planned and organised by stations themselves is not matched to RDS training planned and organised by the training department. Consequently, RDS managers either have to wait until the training department's training programme is formulated and published every quarter, before organising their training or organise their training only to have to change it, in response to the training departments programme. A training programme scheduled for the whole 2 year cycle, detailing the training department's training programmed, then passed to RDS stations at the beginning of the training cycle would reduce the conflict between the local and central training plans.

Recommendation 8

The production of a 2 year training programme which details the dates of all training organised centrally by the training department. These details can then be communicated to all RDS stations at the beginning of every training cycle

6 EDUCATION – training the trainer to improve effectiveness of time available

- 6.1 HFRS provides a number of specialist trainer courses and qualifications. These qualifications are deemed safety critical and are accompanied by regular workshops in order that trainers currency and competence can be assessed. HFRS has no specific training course to train the core trainer. Core trainers are those individuals who train others, outside of those areas deemed safety critical. However, by the very nature of Fire Service work most areas of training could be classified as critical to safety. The operation of an appliance pump or the pitching of a ladder can create unsafe situations if undertaken by individuals who are not competent. This type of training is undertaken by the core trainer. Currently, HFRS Training Centre provides a methods of instruction course. This course provides some limited instruction into the management of some aspects of core training. This course was not specifically designed to meet the needs of RDS core trainers. The 'methods' course was primarily designed for WDS originally as a 5 day course and is not readily accessible to RDS core trainers. Recent changes have allowed RDS personnel to attend 2 days of the course to receive practical training skills. However, a course targeted at the needs of the core trainer and the

use of the Workplace assessment system would provide a more positive impact on the standards of delivery of RDS training.

Recommendation 9

Development and delivery of a RDS core trainer training course

- 6.2 There are also a significant number of RDS personnel who possess skills, knowledge and qualifications which are not recognised or utilised by the service. Identifying these individuals and utilising their talents would greatly improve training standards.

Recommendation 10

The completion of a survey of all RDS staff to identify those individuals who have relevant qualifications and wish to assist the education of RDS personnel.

7 SUPPORT - providing support to assist the delivery and management of training within the time available

- 7.1 A key factor in improving the effective use of training time available is the support RDS personnel receive in order to fulfil their training requirements. RDS managers have limited time to plan, organise and deliver training. This limitation is further compounded by the numerous distractions that constantly draw a RDS manager away from training. In contrast, a professional trainer can plan, organise and deliver training far more effectively. A professional trainer can produce lesson plans, in which time can be accurately allocated to improve the efficiency of any training session. The professional trainer can also be viewed as an investment, in which this trainer can spend time developing RDS trainers, in order to improve future training delivered by RDS core and RDS specialist trainers. This again will lead to a more effective use of time available. A professional trainer can also develop an enhanced understanding of all the training systems and processes, in order to support both RDS entrants, RDS firefighters and RDS managers, particularly within their development phase.
- 7.2 At present, HFRS provides 7 trainers to deliver training to RDS personnel on their relevant stations. On average, these trainers provide 80 RDS training sessions per annum, a total of 560 sessions. However, sessions often require multiple trainers, such as BA training/assessments. Therefore, a more accurate figure, taking this into consideration is 458 sessions. There are 46 RDS sections training 52 weeks per annum, a total of 2392 sessions. Group trainers therefore provide no more than 1 in 5 RDS training sessions. (458/2392)

- 7.3 If this figure of 1 in 5 could be improved then this would have a dramatic positive impact on both training quality and improved effectiveness of time on all RDS stations. It is also important to note that Group Trainers' work is invariably confined to training delivery. Although a small amount of support of individuals is undertaken, a Group Trainer's role is at present dominated by the delivery of training. The Group Trainers are held in high regard by RDS personnel and feedback has shown that any improvement in the current attendance at RDS stations would be warmly welcomed.
- 7.4 At present Group Trainers deliver training to RDS stations for 20% of time available. This leads the RDS manager to remain unsupported for long periods of time. This has a detrimental effect on the standards of training. This has been frequently highlighted by training audits. It is crucial that RDS managers have regular access to a professional trainer for not only the delivery of training but also for support and guidance. The provision of a 'focal point' for training would provide a positive impact upon training.
- 7.5 The provision of a professional trainer who is readily accessible to support the RDS manager would allow training to be planned outside the drill period and delivered by a professional trainer who through experience should be able to impart learning more efficiently than the less experienced. This support trainer would also be able to support the RDS trainer to ensure the effectiveness of his/her training delivery is maximised.
- 7.6 Currently 97 RDS personnel are undertaking the RDS firefighter development programme. Each individual is supported by an RDS support officer (link officer) and one training department officer. The ratio of firefighters to RDS support officers is often unacceptably high. The experience and knowledge levels of these support officers also widely varies, this inevitably has a negative effect on some individuals development and varying standards throughout the service. The training department officer only provides indirect support by way of clarification and information.
- 7.7 Also currently, 6 volunteer RDS personnel are 'piloting' the NVQ level 3 (operations in the community) These firefighters are supported by 6 WDS assessors who provide support based upon 4 hours per month on an overtime basis. Feedback has shown that where both the assessor and NVQ candidate are on the same station then this system of using WDS assessors works well. Unfortunately, this is seldom the case which means increased costs and reduction in support available. The current support systems are just able to support 6 individuals. The current system would not be able to support the network of 97 firefighters who are undertaking development programmes who potentially would be required to undertake the NVQ in the future.
- 7.8 The NVQ process could be modified so as to be made more attainable by entering an individual in single unit increments. This allows two years for each unit

- entered at a time. It is estimated that by this process the NVQ would be expected to be completed within 4 years. This single increment process is more expensive but may be better suited to the RDS system. However, a 4 year system further demonstrates the need for robust support systems to be established. At present the support system would not allow for any increase over and above the current limited trial numbers.
- 7.9 Hereford and Worcester Fire Service currently support an RDS NVQ system through a team of 6 dedicated WDS personnel. This team consists of a Group Manager, two Station Managers and three Watch managers. Shropshire and Oxfordshire also use a similar system to this. The creation of a dedicated team within HFRS could provide the necessary support system but at considerable cost. It would also require a tier of management to facilitate the work of this team. An alternative proposal could be the replacement of the current awareness team(RATS). This role could be re-evaluated and suitable personnel recruited. However, this team would require similar skills and knowledge and management support that currently already exists within the HFRS training department.
- 7.10 HFRS already has trainers which provide support to RDS personnel. However, the majority of Group Trainers work is confined to the delivery of training. The expansion of these trainers role, to include direct support to new firefighters through mentoring, support to firefighters on the RDS NVQ and firefighters and supervisory managers undertaking development programmes, would make the best use of an already existing resource and will be subsequently more cost effective than the introduction of a new support team. The creation of a network of 'one stop' RDS support trainers would provide all HFRS RDS staff with ready access to a professional trainer who could assist in planning, organising and delivering training as well as supporting new entrants and RDS staff who are undergoing development, at all levels.
- 7.11 The HFRS group structure is not uniform in its disposition of RDS stations. In order to meet the training and support needs of each Group, a support trainer analysis should be undertaken to accurately provide sufficient trainers for each Group. As a guide this report would recommend that each Group should have access to a minimum of 1 trainer and a trainer should be able to attend individual RDS stations, on average, every 2 weeks.
- 7.12 At present RDS stations are supported by RDS support officers (link officers). These officers have traditionally provided both managerial and training support across the RDS system. From the training perspective RDS support officers present a number of key problems.
- RDS support officers often have no direct line management control from Group managers
 - RDS support officers role as detailed in SO 9/5/1 is confined to audit. This is based upon a 4 monthly audit of training and assessments.

- RDS support officers level of skills and knowledge can vary significantly
- RDS support officers are not subject to audit themselves
- RDS support officers often have multiple numbers of firefighters on development programmes at both their own station as well as the RDS station which they support. The number of firefighters requiring support has a direct impact on RDS support officers ability to support each one fully.
- Workloads of RDS Support Officers prevents these officers from being able to perform this role to the required level. This has been evidenced within a report compiled by GM Fred Brown (WDS Station Managers performing RDS Support Officer Role) and by SM Jason Avery completing Training Audits.

The consequence of these problems is that RDS support officers generally provide little or no training to RDS stations. Their role is confined to audit, which still creates inconsistencies due to variable levels of skills, knowledge, experience and workloads of individuals. RDS support officers also have little contact with or control from, the training department. The provision of RDS support trainers, would provide a training system in which training can be planned, organised and implemented in order to achieve specific training goals. The provision of support trainers would also provide a far more consistent approach to all levels of training delivery and the support of individual on development programmes. The provision of these support trainers would also reduce the workloads of RDS support officers and allow them to concentrate on providing managerial support to RDS watch managers. This report advocates that these RDS support officers work with the proposed RDS support trainers to provide general support and guidance in order to fulfil the HFRS training objectives of both the station, the individual and the training department.

Recommendation 11

The present team of Group Trainers is adapted to allow the provision of a network of trainers to deliver RDS training and also give support and guidance to new entrants, RDS Watch managers and RDS personnel undertaking the various development phases. This role, in conjunction with RDS support officers continuing to provide managerial support, will provide the required level of training, support and guidance for RDS personnel undergoing development. It will also provide a comprehensive support system from point of entry and throughout the career of all HFRS RDS personnel.

8 MAKE UP DRILLS – an example of successful support of RDS training

- 8.1 Group trainers currently provide training sessions for RDS personnel who are unable to attend drill nights. The pilot of this provision has highlighted some important factors in the development of RDS training.

Firstly research has identified up to 25% of RDS personnel currently perform make up drills due to the impact of shift system within their primary employment or other factors. Secondly, very little formal training was provided for these RDS personnel.

- 8.2 The Group Training department has tried a number of schemes in order to provide training for this large section of the RDS system. The most effective scheme is to allocate a trainer to work closely with individual stations and provide training at these stations on a needs basis. Although, like most new schemes this was initially slow to take off, once established, has led to a considerable improvement in training provided and extremely positive feedback

9 CONCLUSION

- 9.1 HFRS RDS work routine currently consists of a 3 hour drill night. Although the majority of this drill period is taken up with training, other factors and issues impact leading to decreasing amounts of time for training. The report concludes that any significant increase in the drill period would have a serious negative effect on RDS lives and the ability for HFRS to recruit and retain RDS personnel in the future. Consequently, the report concentrates on making a series of recommendations, which all optimise the use of the current time available for training.

10. Recommendations

Recommendation 1

Removal of maintenance and other non-training factors from RDS drill night work routine. This to be completed by a separate core of personnel (can include existing RDS on that station) in a period outside of the drill night. The mechanism for deciding the 'maintenance profile' of a station could be the one used for WDS personnel. This will clearly have cost implications, but the perceived benefit of allowing the 3 hour drill night to be completely dedicated to training is considered worth this additional cost. This cost would be in the region of £70,000 per year. The detail of this additional cost can be found in a Appendix 6.

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The development of a training website with links to offer a one-stop information package to assist RDS managers organise and deliver training.

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