Course Guide

2014 - 2015
Training Course Categories

- Mandatory Station Based Staff Training – Firefighter to Watch Manager
- Senior Officer Training
- Development Programmes
- Urban Search and Rescue Courses
- National Resilience Assurance Team Course Provision
- Fire Safety
- Health and Safety
- Community Safety
- Equality and Diversity
- Information Technology
- Management and Personal Skills
- Chemical Biological Radiological and Nuclear / Hazardous Materials
Equality, Accessibility and Learning Support Requirements:

Some courses require physical exertion from participants. Training venues have varying degrees of accessibility options and facilities such as hearing loops etc. Therefore, if you have any specific requirements in relation to physical disability, medical condition, age, gender, race, religion or sexuality that need to be considered when attending this course, please contact Babcock by email: LFBhelpdesk@babcock.co.uk or telephone on 0800 077 8945.

If you have been diagnosed with a learning disability (such as dyslexia or dyspraxia) and/or have been provided with reasonable adjustments from a LFB Learning Support Adviser, please contact the Training Assurance and Business Relationship team (TABR): TABR@london-fire.gov.uk for further information. Please ensure this is done within 14 days of receiving these joining instructions.
1. Mandatory Station Based Staff Training – Firefighter to Watch Manager

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DTRSSS  Basic Sea Survival
DTRSST  Day Skipper Theory
DTRSVH  Marine VHF Radio
DTRSYT  Yacht Master Theory
DTSCS1  Scientific Support Unit Driver Familiarisation
DTTLMC  Turntable Ladder Cage Operator
FCSKTD  Supervisory Managers Incident Command Refresher (SMICR) FSC (Level 1)
DTTLMD  Turntable Ladder Driver
OISKPB  Emergency Rescue Boat Handling
DTBFDR  Bulk Foam Unit Driver Familiarisation
DTBFFL  Bulk Foam Unit - Fork Lift Operator
DTHLDR  HLU Driver Familiarisation
DTLG3D  Large Goods Vehicle Driving Remedial (3 Days)
DTAWDF  All Wheel Drive Vehicle Familiarisation
DTAWDM  All Wheel Drive Vehicle Refresher
OISKWR  Water Rescue Technician
OISKTR  Water Rescue Technician Refresher Course
DTLGBR  Emergency Response Driving Refresher
DTAPCO  ALP 320 Conversion
DTRSCE  Coastal Skipper RYA Exam
DTDCB  Counter Balance Fork Lift Truck Operator
DTDCVR  Counter Balance Fork Lift Truck Refresher
DTRSCP  Coxswains PLA Thames Local Knowledge Endorsement
OISKHF  HLU Support Personnel Training
OISKFT  Flood Rescue Training
DTAPMG  Aerial Ladder Platform Familiarisation (320)
DTHPMC  Hydraulic Platform Operator
DTHPMD  Hydraulic Paltform Driver
NLOTCP13  HMEP Officers course (initial acquisition)
OIRTOD  Return to Operational Duties
DTBFFR  Bulk Foam Unit - Fork Lift Truck Refresher
ITSCSU  Scientific Support Unit IT Module
DTRSRC  RoSReC (Road Speed Response Course)

2. Senior Officer Training

OIBASO  Breathing Apparatus Refresher - Senior Officers
OICAS  Incident Command Observations (Level 2 & 3)
OIMICE  Incident Command - Exercise (Level 2)
OIFA1S  First Aid - Senior Officer
OIPOEX  Incident Management - Strategic Management Exercise (Level 4)
OISEOT  Incident Command - National Incident Command System (NICS) (Level 2 & 3)
DTERCO  Emergency Response Course for Officers
ILOFSC  National Inter-Agency Liaison Officer
OISKMS  Sector Commander at Mass Decontamination
OISKMO  Sector Commander at Mass Decontamination
DGMMPE  Middle Managers -Protecting the Environment
3. Development Programmes

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4. Urban Search and Rescue Courses

- OISKIA: USAR Tool Skills Acquisition (Technician 1)
- OISKTT: USAR: Tunnelling and Shoring
- OISKUE: USAR 36 Hour Exercise
- OIWSPA: USAR Block A (Tech Search and Breaching Breaking)
- OIWSSBB: USAR Block B (Lifting and Moving/Shoring)
- OIWSSBC: USAR Block C (Advanced Lifting and Moving)
- OIWSSBD: USAR Block D (Advanced Shoring)
- OIWSSBE: USAR Block E (Hot Cutting)
- OIWSSBF: USAR Block F (Chainsaw)
- OIWSSBG: USAR Block G (Line Access and Casualty Extrication)
- OISKUE: USAR 36 Hour Exercise
- OISKUE: USAR Hot Cutting Equipment Skills
- OIFSUR: USAR Confined Space Operator (FSC)
- OISKSW: USAR Safe Working at Height
- OIUSLA: USAR Environment Line Access and Casualty Management
- OIUST1: USAR Advisor-Resources and Technical Information Part1

5. National Resilience Assurance Team Course Provision

- OISKHZ: Hazmat Identify Monitor and Detect Hazardous Materials
- FCFSHS: FSTC Hapsite Smart Operator
- OISKEX: HDIM Exploranium GR 135
- OIHMSC: Hazmat ID & Monitoring Scenarios
- OISKIB: USAR Phase 2
- OISKSS: USAR Shoring Specialist
- OIUSCH: USAR Using Chainsaw, in a USAR Environment
- OIUSCR: USAR Chainsaw Recertification
- OISCSS: USAR Confined Space Supervisor

6. Fire Safety

Level 3 Certificate in Fire Safety (Fire Auditors)

- FSRU01: Fire Safety Unit 1
- FSRU02: Fire Safety Unit 2
- FSRU03: Fire Safety Unit 3
- FSRU04: Fire Safety Unit 4
- FSRU05: Fire Safety Unit 5
- FSRU06: Fire Safety Unit 6

Level 4 Certificate in Fire Safety (Fire Auditors)
FSRU07  Fire Safety Unit 7
FSRU08  Fire Safety Unit 8
FSRU09  Fire Safety Unit 9
FSRU10  Fire Safety Unit 10
FSRU11  Fire Safety Unit 11

Level 4 Diploma in Fire Safety (Fire Inspectors)

FSRU12  Fire Safety Unit 12
FSRU15  Fire Safety Unit 15
FSRU16  Fire Safety Unit 16
FSRU17  Fire Safety Unit 17
FSRU18  Fire Safety Unit 18
FCFSFI  FSC - Fire Investigation Course
FSFSLT  FS01a Fire Safety Tablet Familiarisation

EWTRWC  Expert Witness Training – Excellence in Report Writing and Courtroom Skills (two days)
EWTCALL  Expert Witness Training – Criminal Law and Procedure (two days)
EWTCED  Expert Witness Training – Cross Examination Day (one day)

7. Health and Safety

OIFA2N  First Aid Requalification - FRS Staff
OIFA4N  First Aid - FRS Staff
HSHSEA  H&S Induction & environmental awareness for FRS Staff
HSSLFT  Health & Safety for Life Trainers
HSSAII  Senior Accident Investigator
PRFWAR  Fire Warden Training
HSL3U1  NEBOSH Level 3 Certificate (Unit 1)
HSL3U2  NEBOSH Level 3 Certificate (Unit 2)
HSL3E1  NEBOSH Level 3 Certificate Exam (Unit 1)
HSL3E2  NEBOSH Level 3 Certificate Exam (Unit 2)
HSNDA1  NEBOSH Diploma Unit A (Week 1)
HSNDA2  NEBOSH Diploma Unit A (Week 2)
HSNDAE  NEBOSH Diploma Unit A Exam
HSNDB1  NEBOSH Diploma Unit B (Week 1)
HSNDB2  NEBOSH Diploma Unit B (Week 2)
HSNDBE  NEBOSH Diploma Unit B Exam
HSNDC1  NEBOSH Diploma Unit C (Week 1)
HSNDC2  NEBOSH Diploma Unit C (Week 2)
HSNDCE  NEBOSH Diploma Unit C Exam

8. Community Safety

INTRCD  Youth Engagement - Child development
INTRDB  Youth Engagement - Managing Difficult Behaviour
CERTFS  Youth Engagement – Certificate in Food Safety
INTRA  Youth Engagement - Assessor
INTRVA  Youth Engagement – Verification Training
9. Equality and Diversity

DGTSCE  Equality and Diversity - Cultural Awareness
DGTSDE  Equality and Diversity - Managing Equality & Diversity - Distance Learning & 1 Day Workshop
DGTSWE  Equality and Diversity - Managing Equality & Diversity - 1 Day Workshop
DGTSFD  Team Briefing – Dealing with people in difficult situations
DGTSFA  Team Briefing – Harassment, how can you tell?
DGTSBD  Equality & Diversity - Bespoke training
INTRSC  Personal Skills - Safeguarding Children

10. Information Technology

ITDDL1  Dragon Dictate – Dyslexia Software Training
ITDSIN  Inspiration - Dyslexia Software Training
ITDSSS  Spark Space Dyslexia Software Training
ITDSTH  Text Help Dyslexia Software Training
ITEXL1  Excel Spreadsheets - Introductory Level
ITEXL2  Excel Spreadsheets - Intermediate Level
ITEXL3  Excel Spreadsheets - Advanced Level
ITOLL1  Outlook
ITPCAW  Computer Awareness
ITPL1  PowerPoint
ITWDL1  Word - Introductory Level
ITWDL2  Word - Intermediate Level
ITWDL3  Word - Advanced Level
INPRIL  Microsoft Project

11. Management and Personal Skills

INPDCC  Personal Skills - Chairing and Participating in Meetings
INPSI  Personal Skills - Selection Interviewing
INWSEL  Personal Skills - Writing Skills - Effective Emails, Letters and Short Reports
INWSWRW  Personal Skills - Writing Skills - Report Writing
INREPN  Personal Skills - Pre-Retirement Workshop
INFF11  Personal Skills - FFL 1 - Stress Cycles and Resource Zones
INFF12  Personal Skills - FFL 2 - Focus of Control
INFF13  Personal Skills - FFL 3 - The Role of Thinking in Creating Stress
INFF14  Personal Skills - FFL 4 - Effects of Stress
INFF15  Personal Skills - FFL 5 - Stress, Trauma and Reactivity
INFF16  Personal Skills - FFL 6 - Increasing Resilience and Next Steps
INPMPM  Project Management
INPMRE  Project Management - Level 2 Risk and Change Management
INPMPP  Project Management - Principles of Planning
INPMRM  Project Management - Requirements Management
INPMSE  Project Management - Stakeholder Engagement
INPMBC  Project Management Behaviours Course
INPDMR  Personal Skills - Managing Risk and Uncertainty
INGRCH  Training for Authority Green Champions
INWMIN  Effective Minute Taking
PRDSRT  PRDS Workshop
APCIP1  Unit 1 - Law, Evidence, Procedure and Best Practice (2 days)
APCIP2A  Unit 2 - (part 1) - Advance Statement and Report Writing (1 day)
APCIP2B  Unit 2 - (part 2) - Courtroom Skills/Giving Evidence (1 day)
APCIP3  Unit 3 - Advance Investigative Interviewing (2 days)
APCIP4  Unit 4 - Advocacy (2 days)
APCIP5  Unit 4 - Case File Preparation and Disclosure (2 days)

12. Chemical Biological Radiological and Nuclear / Hazardous Materials

CBRNGI  CBRN Command Course - Initial Training at Gold Level
CBRNSI  CBRN Command Course at Silver Level
CBRNGR  CBRN Command Course Refresher at Gold Level
CBRNSR  CBRN Command Course Refresher at Silver Level
OISKHA  Hapsite Advanced Operator
FCFSHE  Hazardous Materials & Environmental Protection (HMEP)
NLOTCP14  HazMat ID/Hapsite/Exploranium Re-certification

13. Specialist Skills

HYDTEC  Hydrant Technicians' Signing, Lighting and Guarding
Extended Duration Breathing Apparatus Conversion Course (OIBAE2)

Who can attend?
Nominated staff members at Fire Rescue Unit (FRU) stations.

Duration
1 day

Course Aims
To introduce participants to:
The Drager PSS 7000 extended duration breathing apparatus (EDBA).
The basic principles of working in EDBA.
The concept of operations when wearing EDBA at operational incidents, using OPS Policy Procedure 466 as a reference.

Course Objectives
By the end of this workshop participants will be refreshed on OPS Policy Procedure 466 to include:
Identify the Drager PSS 7000 extended duration breathing apparatus (EDBA).
Identify and describe the twin cylinder pack.
Demonstrate best practice assessment in the ‘A’ and ‘B’ tests.
Don, start up and close down.
Fit the radio and BARIE to the EDBA set.
Demonstrate correct air management, and team and task rotation.
Explain the physiological and psychological effects and manual handling issues of extended BA wearing.
Operate and test the radio.
BA & RFT Refresher (Carbonaceous) (OIBRFC)

Who can attend?
All operational crews FF - WM in Service Delivery

Duration
2 day

Course Aims

To support station based staff in the maintenance of:
• Core skills and update candidates on safe practices and procedures for wearing SDBA
• To confirm knowledge and understanding of Fire behaviour and pulse spraying/gas cooling techniques.

Course Objectives

1. BA Refresher outcomes
   a) Knowledge of Policy Procedures 466 and 496
   b) Maintenance and safe wearing of the Drager PSS 7000 and ancillary equipment, including:
      o 'A' and 'B' test BPA
      o Don & Start
      o Exchange of Air
      o Emergency procedures including 2nd set bag
   c) Entry Control Procedures
   d) Communications including the BARIE set
   e) Briefing & Debriefing
   f) Safe movement, search and rescue and door procedure
   g) Fire-fighter Emergency, Emergency Evacuation, Tactical Withdrawal
   h) Search and rescue procedures
   i) Use of BA guide lines

2. RFT outcomes
   a) Describe and recognise the process of pyrolisation, combustion and the ‘triangle of fire’
   b) Explain and recognise the common signs and symptoms of:
      o Flashover
      o Backdraught
      o Fire gas explosion (both internally and externally)
   c) Explain and demonstrate the:
      o correct fire fighting techniques to deal with a fire at different stages of development/decay
      o appropriate times to use direct and indirect application of water and pulse spraying techniques
   d) Explain the considerations to be taken account of when making an entry into a compartment involved in a fire
e) Demonstrate door procedure in order to gain maximum protection from a possible flashover or backdraught and assess conditions inside, taking appropriate action.

f) Describe the considerations to be taken into account and demonstrate the correct procedure to make an entry into a sub surface compartment involved in fire.

Real Fire Training (OIFBTF)

_Staff will carry out this training in the top entry or side entry container_

**Who can attend?**
This course is for operational personnel at fire stations.
This course is mandatory for operational personnel. Courses will be allocated subject to the needs of the individuals.

**Duration**
1 day

**Course Aims**
For operational personnel to refresh in Fire Behaviour, pulse spraying and gas cooling techniques during compartment entry.

**Course Objectives**
By the end of the Course for students to be able to identify signs and symptoms of Backdraught, Flashover and fire gas explosion and demonstrate correct gas cooling and pulse spraying.

Policies in relation to:
466 Breathing Apparatus
467 Sub surface procedure
476 PPS7000
Command Support Officer - Module 2 (Level 1) (OISKC2)

Who can attend?
Command Unit Staff.

Duration
Two days.

Course Aims
To provide candidates with the knowledge and skills to provide effective command support at incidents

Course Objectives
By the end of the course, participants will be able to:

State the roles undertaken by CU Staff
List the equipment installed on a CU
Define the command roles as published within NICS version 3
Explain the various specialist support that a CU
Command Support System Operators - Module 3 (OISKC3)

Who can attend?
Command Unit Staff.

Duration
Two days.

Course Aims
To provide candidates with the knowledge and skills to operate the Command Support System effectively

Course Objectives
By the end of the course, participants will be able to:

Operate CSS
Apply CSS to assist with Incident Command
Command Unit Vector Operators - Module 4 (OISKC4)

Who can attend?
Command Unit staff

Duration
2 days

Course Aims
To provide candidates with the skills to facilitate incident simulation using the VECTOR Command Simulation System

Course Objectives
Assemble and get to work VECTOR on all hardware systems ie: Laptop and Projectors
Be able to control all aspects of Vector to provide a variety of simulated incident.

Note: Candidates will be expected to operate the systems but will not be trained to feedback to prospective users on their incident command skills – this is purely an operator only course.
Command Unit Assessment - Module 5 (Level 1) (OISKC5)

Who can attend?
Command Unit staff – all candidates must first have completed the 2 day training course before assessment

Duration
2 days

Course Aims
All candidates will be assessed in the role as team leader on the command unit. Once passed will be eligible to ride the Command Unit.

Course Objectives
This involves a simulated incident lasting approximately 1 hour and is undertaken whilst a station manager and group manager are being observed in their role as IC.

A written paper is also completed

A practical exercise is also undertaken utilising headline board and white board due to the possible failure of IT on the units.
Command Support System Update (OICSSU)

Who can attend?
Existing Command Support Officers

Duration
1 day

Course Aims
To introduce delegates to the four new modules to CSS 1.5
To explain how to use and populate the additional modules of CSS 1.5
To explain by verbal communication the differences between current CSS protocols and version 1.5

Course Objectives
The expectation is that delegates will be able to explain and demonstrate the use of the new functionality for CSS 1.5

Departmental Provision Of Subject Matter Expert
N/A
FRU Line Operation - Mos and Assessment (OILOMA)

Who can attend?
Personnel who have passed the FRU Line Operations Level 2 course (OILOL2) and are based at Line Fire Rescue Unit stations.

Duration
1 day

Course Aims
To ensure the competency of FRU personnel in line operations.

Course Objectives
By the end of this course participants will have been assessed according to the process detailed in the Line Operations Maintenance of Skills pack, which is available via the Training Support icon on the desktop.
Line Operation – Fire Rescue Unit (Level 2) (OILOL2)

Who can attend?
This course is mandatory for all Fire Rescue Unit (FRU) operatives (based at FRU Line stations) who have successfully completed the 'Fire Rescue Unit – core skills' course.

Duration
5 days

Course Aims
To provide participants with the relevant skills and knowledge needed to plan and carry out safe rescues using the Authority's line operations packs, as issued to FRUs.

Course Objectives
By the end of the course, students will be able to detail and demonstrate:

Knowledge of legislation affecting working at height.
Identification and minimisation of hazards.
Testing, selection and use of appropriate line equipment for a variety of operational situations.
Use of safe systems of working at height.
Fire Rescue Unit – Core Skills (OISKFN)

Who can attend?
This is the qualifying course to allow personnel to serve operationally on the Fire Rescue Unit (FRU). This course is mandatory for those based at an FRU station.

Duration
4 weeks

Course Aims
For students to train with all of the FRU equipment inventory and also in related safety considerations and operational Policies

Course Objectives
By the end of the Course for students to be able to detail and demonstrate FRU equipment and associated Policies in relation to:

- Decontamination & DIM
- Winching
- General FRU Inventory
- EDBA Rescue
- Train Incidents
- RART
- Bus Incidents
- Line Operations Level 1
- Road Traffic Collisions
Road Traffic Collision: Initial Response (OISKRA)

Who can attend?
This course is mandatory for all station based operational personnel.

Duration
1 day

Course Aim
To familiarise students with the theoretical and practical aspects of rescue work at a Road Traffic Collision

Course Objectives
By the end of this event for students to be able to detail and demonstrate:

The Roles and Responsibilities of Brigade and other Agency’s personnel at a Road Traffic Collision
The major elements of new vehicle technology, associated hazard management and their effect on space creation and casualty extrication
Space Creation Techniques on new vehicles using Pump Ladder/Pump inventory
Rescue and Recovery Team: Refresher Training (OISKRM)

Who can attend?
This course facilitates students in maintaining skills with regard to Rescue and Recovery Team (RART) procedures and equipment. This course is mandatory for all FRU personnel at RART FRU stations.

Duration
Half day

Course Aim
For students to refresh theoretical and practical elements of Rescue and Recovery Team procedures and equipment

Course Objectives
By the end of the Course for students to be able to detail and demonstrate:

Appropriate operational policy and safety procedures
Assembly and use of the Motorised Rescue Trolley
Movement of an LUL train in various scenarios
Continuation Training for Mass Decontamination Personnel (OISTMC)

Who can attend?
Staff at IRU and Designated 'Buddy' Stations

Duration
1 day

Course Aims
To maintain participants skills to construct to a Mass Decontamination sector and carry out decontamination of the public and Fire Service staff

Course Objectives
By the end of the course, participants will be able to:

Demonstrate the correct construction of the Mass Decontamination Structures and ancillary equipment

Demonstrate the correct use of PRPS and ancillary equipment
High Volume Pump- Crew Operator (DTHVCR)

Who can attend?
This course is mandatory for all staff from HVP base, support and standby stations, Bulk Media Advisors and High Volume Pump Subject Matter Advisors.

Duration
4 days

Course Aims
To provide the knowledge and skills required to safely operate high volume pump and ancillary equipment

Course Objectives
By the end of this course participants will be able to:

- Demonstrate correct hand signals for the mechanical handling assistant
- Demonstrate correct deployment and retrieval of the submersible pump
- Demonstrate the correct procedure for laying and retrieving hose
Continuation Training for HVP Qualified Personnel (OISTHC)

Who can attend?
This course is mandatory for all staff from HVP base, support and standby stations, Bulk Media Advisors and High Volume Pump Subject Matter Advisors.

Duration
1 day

Course Aims
To continue the knowledge and skills required to safely operate a high volume pump and ancillary equipment including acting as a mechanical handling assistant.

Course Objectives
By the end of this course participants will be able to:

- Demonstrate correct hand signals for the mechanical handling assistant.
- Demonstrate correct deployment of the submersible pump from the top of an incline and retrieval on the flat.
- Demonstrate the correct procedure for laying and retrieving 6 lengths of hose.
Immediate Emergency Care (3 day) (OIIE3D)

Who can attend?
This course is mandatory refresher training for all operational staff based at fire stations who are IEC qualified.

Duration
3 days

Course Aims
To develop the skills, knowledge and understanding needed to use defibrillators, collars, airway adjuncts, suction equipment and other first aid equipment carried on fire appliances.

Course Objectives
By the end of the course, participants will be familiar with:

- Initial assessment and scene safety.
- Airway management.
- Common breathing problems.
- Oxygen therapy.
- Basic life support.
- Injuries to bones, muscles and tendons.
- Medical emergencies.
- Haemorrhages.
- Burns and scalds.
- Casualty handover.
- Practical applications and assessments using the automated external defibrillator (AED).
Immediate Emergency Care (5 day) (OIIE5D)

**Who can attend?**
This course is mandatory for operational staff at fire stations who are not immediate emergency care (IEC) or first aid qualified.

**Duration**
5 days

**Course Aims**
To develop the skills, knowledge and understanding needed to use defibrillators, collars, airway adjuncts, suction equipment and other first aid equipment carried on fire appliances.

**Course Objectives**
By the end of the course, participants will be familiar with:

- Initial assessment and scene safety.
- Airway management.
- Recognition of common breathing problems.
- Oxygen therapy.
- Basic life support.
- Injuries to bones, muscles and tendons.
- Medical emergencies.
- Haemorrhages.
- Burns and scalds.
- Extremes of body temperature.
- Casualty handover.
- Trauma management.
- Helping the paramedic.
- Practical applications and assessments using the automated external defibrillator (AED).
Immediate Emergency Care – Defibrillator Reassessment (OIIEDA)

Who can attend?
This course is mandatory refresher training for all operational, station based staff who are immediate emergency care (IEC) qualified, and is centrally programmed through Strategic Resource.

Duration
1 day

Course Aims
To assess participants’ abilities to act safely, promptly and effectively when providing IEC to casualties.

Course Objectives
By the end of the course, participants will be familiar with:

- Initial assessment and scene safety.
- Airway management.
- Oxygen therapy.
- Basic life support.
- Casualty handover.
- Assisting the paramedic.
- Practical applications and assessments using the automated external defibrillator (AED).
Large Animal Rescue (OISKLA)

Who can attend?
This course is mandatory for staff at designated large animal rescue stations and designated fire rescue units.

Duration
3 hours

Course Aims
To familiarise staff with the safe and effective use of large animal rescue equipment and safe animal handling techniques.

Course Objectives
By the end of this workshop participants will be able to:

Demonstrate safe and effective animal handling techniques
Demonstrate safe and effective use of the large animal rescue equipment
Mass Decontamination- Initial Training (OISKPD)

Who can attend?
This course is mandatory for staff at IRU and designated “buddy” stations.

Duration
3 days

Course Aims
To prepare participants to construct a mass decontamination sector and carry out decontamination of the public and fire service staff.

Course Objectives
By the end of this workshop participants will be able to:

Demonstrate the correct construction of the mass decontamination structures and ancillary equipment
Demonstrate the correct use of PRPS and ancillary equipment
Demonstrate the correct procedure for mass decontamination of the public and fire service personnel
Aerial Ladder Platform Operator (325) (DTAPMC)

Who can attend?
Crew Managers based at ALP stations and qualified motor drivers based at ALP stations who have sufficient driving experience. Allocation of course places will be dependant on the needs of the watch.

Duration
Five days

Course Aims
This course will familiarise students with:
The operating systems of the ALP 325.
The principals of using aerial appliances at operational incidents.

Course Objectives
By the end of the course, students will have gained the knowledge, skills and understanding necessary to:
Safely operate the platform from both operator positions.
Aerial Ladder Platform Driver (325) (DTAPMD)

**Who can attend?**
Drivers based at ALP stations who have successfully completed the ALP operator course. Allocation of course places will be dependant on the needs of the watch. This course is not for Crew Managers, unless in exceptional circumstances.

**Duration**
Two day course taken after ALP 325 five day operators course

**Course Aims**
This course will familiarise students with:
The operating systems of the ALP 325.
The driving controls and handling characteristics of the vehicle (drivers only).

**Course Objectives**
By the end of the course, students will have gained the knowledge, skills and understanding necessary to:
Safely drive the vehicle (drivers only).
Emergency Response Driving Assessment (DTBLAS)

Who can attend?
Any staff member holding an existing or suspended MD qualification who has been identified by management as requiring assessment as part of an action plan.

Duration
One day

Course Aims
This course will enable management to determine training needs and formulate action plans.

Course Objectives
By the end of the course candidates and management will be aware of identified training needs to aid in creating development action plans.
Command Support Unit Driver Familiarisation (DTCSDR)

Who can attend?
All command support staff who have successfully completed an EFAD course.

Duration
1 day

Course Aims
This course will familiarise drivers with:
The internal and external components of the vehicle.
The vehicle's handling characteristics.
Students will have the opportunity to undertake a supervised familiarisation drive in the vehicle.

Course Objectives
By the end of the course, participants will have gained the knowledge, skills and understanding necessary to:
Safely drive a command support unit.
Operate the auxiliary vehicle systems & equipment.
DIM Vehicle Driver Familiarisation (DTDIDR)

Who can attend?
All CBRN team staff who have successfully completed an EFAD course, subject to needs of the watch.

Duration
1 day

Course Aims
This course will familiarise drivers with:
The internal and external components of the vehicle.
The vehicle’s handling characteristics.
Students will have the opportunity to undertake a supervised familiarisation drive in the vehicle.

Course Objectives
By the end of the course, participants will have gained the knowledge, skills and understanding necessary to:
Safely drive the DIM vehicle.
Operate the in-cab vehicle systems & equipment.
Incident Response Unit Fork Lift Truck Operator (DTDVFL)

Who can attend?
All staff that have successfully completed an EFAD course based at one of the 10 IRU stations. Allocation of places will be dependent on the needs of the watch.

Duration
4 days

Course Aims
To provide participants with the skills to safely operate a cantilever fork lift truck and:
Successfully complete the road transport industrial training board (RTITB) practical test for a vehicle mounted fork lift truck.
Successfully complete an RTITB theory test.

Course Objectives
By the end of the course, participants will have gained the skills needed to:
Safely operate the Moffet Mounty vehicle mounted fork lift truck.
Apply safe working practices in relation to the use of equipment.

Please note:
The expectation is that staff will receive refresher training every 3 years.
Incident Response Unit Fork Lift Truck Refresher (DTDVFR)

Who can attend?
All staff that have successfully completed an EFAD course based at one of the 10 IRU stations and previously passed a IRU fork lift truck operators course.

Duration
Four days

Course Aims
To provide participants with the skills to safely operate a cantilever fork lift truck and:
Successfully complete the road transport industrial training board (RTITB) practical test for a vehicle mounted fork lift truck.
Successfully complete an RTITB theory test.

Course Objectives
By the end of the course, participants will have gained the skills needed to:
Safely operate the Moffet Mounty vehicle mounted fork lift truck.
Apply safe working practices in relation to the use of equipment.
Incident Response Unit Driver Familiarisation (DTDVVF)

**Who can attend?**
All staff that hold a valid motor driver (MD) qualification have successfully completed an EFAD course and are based at one of the 10 IRU stations. Allocation of course places are subject to needs of the watch.

**Duration**
One day

**Course Aims**
This course will familiarise drivers with:
- External and internal components of a vehicle.
- Operating the Brigade radio, mobile data terminal (MDT) and emergency response systems.
- Vehicle handling characteristics.
Participants will have the opportunity to undertake a supervised familiarisation drive in the IRU.

**Course Objectives**
By the end of the course, participants will have gained the skills needed to:
- Safely drive the incident response unit.
- Operate the on-board auxiliary systems.
Hook Prime Mover Driver Familiarisation (DTHVDR)

Who can attend?
All staff who have successfully completed an EFAD course based at any of the high volume pump (HVP), urban search and rescue (USAR) or mass decontamination re-robe (MDR) stations. Allocations of course places will be dependent on the needs of the watch.

Duration
One day

Course Aims
The course will familiarise drivers with:
External and internal components of a vehicle.
Operating the Brigade radio, mobile data terminal and emergency response systems.
Health and safety issues including load security.
Participants will have the opportunity to undertake a supervised familiarisation drive in the hook prime mover.

Course Objectives
By the end of the course, participants will have gained the skills to:
Safely drive the hook prime mover.
Operate the on-board auxiliary systems.
Participants will also have gained an understanding of the health and safety issues applicable to the hook prime mover.
Hook Lift Operator (DTHVHO)

Who can attend?
All staff who have successfully completed Hook Prime Mover driver familiarisation course, based at any of the high volume pump (HVP), urban search and rescue (USAR) or mass decontamination re-robe (MDR) stations. Allocations of course places will be subject to the needs of the watch.

Duration
One day

Course Aims
To provide participants with the skills to safely operate the vehicle hook lift system and:
Successfully complete the road transport industrial training board (RTITB) practical test.
Successfully complete an RTITB theory test.

Course Objectives
By the end of the course, participants will have gained the skills to:
Safely operate the demountable container system.
Apply safe working practices in relation to the operation of the hook lift equipment.

Please note:
The expectation is that staff will receive refresher training every 3 years
Hook Lift Refresher (DTHVHR)

Who can attend?
All staff who have successfully completed a Hook lift operator course, based at any of the high volume pump (HVP), urban search and rescue (USAR) or mass decontamination re-robe (MDR) stations.

Duration
One day

Course Aims
To provide participants with the skills to safely operate the vehicle hook lift system and:
Successfully complete the road transport industrial training board (RTITB) practical test.
Successfully complete an RTITB theory test.

Course Objectives
By the end of the course, participants will have gained the skills to:
Safely operate the demountable container system.
Apply safe working practices in relation to the operation of the hook lift equipment.
Emergency Fire Appliance Driver Induction (DTLGAF)

Who can attend?
All staff who have passed the ‘Large goods vehicle – practical’ course or have successfully completed an in-house large goods vehicle assessment

Duration
One day

Course Aims
To introduce participants to driving a fire appliance under non-emergency conditions.

The course will familiarise drivers with:
External and internal components of a fire appliance.
Vehicle handling characteristics.
Participants will have the opportunity to undertake a supervised familiarisation drive in a fire appliance.

Course Objectives
By the end of this course, participants will have gained the skills needed to safely drive a fire appliance under non-emergency conditions.
Large Goods Vehicle Driving Assessment (DTLGAS)

Who can attend?
Any member of staff holding an existing LGV category C driving licence (acquired while employed outside of the Authority) and wishing to use this licence within the Authority, or who have an existing or suspended MD qualification and has been identified by management as requiring assessment as part of an action plan.

Duration
One hour

Course Aims
This course will assess the drivers LGV category C driving capability.

Course Objectives
By the end of the course, participants will have been deemed as driving to a standard acceptable to the Authority and permitted to drive vehicles that meet this category as part of their role.
Large Goods Vehicle Driving Practical (7 Days) (DTLG7D)

**Who can attend?**
All staff on the EFAD training programme who have passed a large goods vehicle (LGV) theory test.

**Duration**
Seven days or 3 days dependant upon student TNA.

**Course Aims**
To give participants the driving skills necessary to successfully pass the LGV practical test.

**Course Objectives**
By the end of the course, participants will hold a valid LGV category C licence allowing them to drive a rigid bodied vehicle over 3500kg.
Emergency Fire Appliance Driver (DTLGEF)

Who can attend?
All staff who have passed the 'Large goods vehicle – practical' course and attended the 'Emergency fire appliance driver – induction' course allowing them to drive a fire appliance under non-emergency conditions. Staff who have also completed the Driver development module.

Duration
8 days

Course Aims
To train participants to safely drive a fire appliance at high speed.

Course Objectives
By the end of the course, participants will have gained the skills needed to safely drive a fire appliance under emergency and blue light conditions.
Emergency Fire Appliance Driver Extension (DTLGEX)

Who can attend?
Any staff member holding an existing category C driving licence, and who has proved not competent in the final assessment on an EFAD course, and is deemed suitable for this course by the examiner.

Duration
Three days

Course Aims
This course will provide candidates with the skills to competently drive to national emergency response drivers standards.

Course Objectives
By the end of the course, participants will have had the opportunity to prove competent as emergency response drivers.
Fire Rescue Unit Driver Familiarisation (DTLGFR)

Who can attend?
All staff that have successfully completed an EFAD and are based at Fire Rescue Unit (FRU) stations with an FRU qualification.

Duration
One day

Course Aims
The course will familiarise drivers with:
External and internal components of the FRU.
Vehicle handling characteristics.
Participants will have the opportunity to undertake a supervised familiarisation drive in a FRU.

Course Objectives
By the end of the course, participants will have gained the skills needed to:
Safely drive the FRU.
Operate the on-board auxiliary systems.
Large Goods Vehicle Theory Hazard Perception Test (DTLGHP)
• Done in conjunction with (DTLGMC)

Who can attend?
Firefighters on development who hold a class C provisional LGV licence and have passed their LGV medical.

Duration
Half day, plus participants’ own time to study learning material before test.

Course Aims
To provide an opportunity for participants to successfully complete the driving standards agency (DSA) large goods vehicle (LGV) theory and hazard perception test.

Course Objectives
By the end of the course, participants will have gained the skills needed to progress to the LGV practical driving course including:
An understanding of the regulations of safely operating an LGV.
A knowledge of the highway code and an awareness of developing hazards.
Large Goods Vehicle Theory Knowledge Test (DTLGMC)
*Done in conjunction with (DTLGHP)

Who can attend?
Firefighters on development who hold a class C provisional LGV licence and have passed their LGV medical.

Duration
Half day, plus participants' own time to study learning material before test.

Course Aims
To provide an opportunity for participants to successfully complete the driving standards agency (DSA) large goods vehicle (LGV) theory and hazard perception test.

Course Objectives
By the end of the course, participants will have gained the skills needed to progress to the LGV practical driving course including:
An understanding of the regulations of safely operating an LGV.
A knowledge of the highway code and an awareness of developing hazards.
Multi Purpose Vehicle – Operator (DTMPOP)

Who can attend?
All staff that hold a valid hook prime mover qualification and are based at one of the urban search and rescue (USAR) stations. Courses are to be allocated subject to the needs of the watch.

Duration
Three days

Course Aims
To provide participants with an opportunity to:
Successfully complete the road transport industrial training board (RTITB) practical test.
Successfully complete an RTITB theory test.

Course Objectives
By the end of the course, participants will have gained the skills needed to:
Safely operate the toolcat multi purpose vehicle associated with the USAR hook lift prime mover.
Apply safe working practices in relation to the use of the equipment.

Please note:
The expectation is that staff will receive refresher training every 3 years
Multi Purpose Vehicle - Refresher (DTMPRF)

Who can attend?
All staff that hold a valid hook prime mover qualification and are based at one of the urban search and rescue (USAR) stations.

Duration
One Day

Course Aims
To provide participants with an opportunity to:
Successfully complete the road transport industrial training board (RTITB) practical test.
Successfully complete an RTITB theory test.

Course Objectives
By the end of the course, participants will have gained the skills needed to:
Safely operate the toolcat multi purpose vehicle associated with the USAR hook lift prime mover.
Apply safe working practices in relation to the use of the equipment.
Marine Diesel Engine (DTRSDE)

Who can attend?
Candidates are eligible after they have passed the Day Skipper Theory Course

Duration
1 day

Course Aims
To give candidates the knowledge and understanding to be able to pass the RYA Diesel Engine exam

Course Objectives
To give candidates the knowledge and understanding of the fault finding process on marine diesel engine in respect of the cooling, electrical, mechanical and combustion systems
Helmsman Practical (DTRSHP)

Who can attend?
Candidates are eligible after they have passed the Day Skipper Theory Course

Duration
4 days

Course Aims

Health & Safety on board Lambeth River Station and fireboats
Boat/systems checks
Fireboat drills, i.e. Man overboard, anchoring, beaching, hose-ashore, towing salvage
Radar
Local knowledge/local byelaws
Liaising with external river agencies

Course Objectives

By the end of the course delegates should be competent to;

Carry out daily checks on fire boat
Carry out their respective roles during fireboat drills (Man overboard, anchoring, beaching, hose ashore, towing salvage)
Have a working knowledge of radar operation.
Have a level of local knowledge/local bye-laws to maintain safe and legal use of fireboat.
Liaise and work effectively with external river agencies.
Marine Radar (DTRSRA)

Who can attend?
Candidates are eligible after they become RST qualified

Duration
2 days and 2 nights

Course Aims
To give candidates the knowledge and skills to be able to comply with maritime law re lookouts and radar use

Course Objectives
To define and understand Rule 19 and be fully conversant with all aspects of Brigade radar equipment
Fire Boat Reserve Crew Refresher (DTRSRE)

Who can attend?
Any staff on the river boat reservist list

Duration
2 days and 2 nights

Course Aims
To refresh crews in all aspects of RST Standard Operating Procedures

Course Objectives
To pass the Marine Training assessment of all Fireboat functions in all conditions
Coastal Skipper Practical (DTRSSP)

Who can attend?
Candidates are eligible after they have passed the Yacht master Theory Course

Duration
10 days

Course Aims
To give candidates the knowledge and skills to be able to gain the RYA Coastal Skipper course completion certificate on the Fireboat

Course Objectives
To be able coxswain the Fireboat safely and efficiently as per Brigade Standard Operating Procedures, PLA bye laws and current legislation
Basic Sea Survival (DTRSSS)

Who can attend?
Candidates are eligible after they have passed the Day Skipper Theory Course

Duration
1 day

Course Aims
To give candidates the knowledge and skills to be able to pass the RYA Basic Sea Survival Course

Course Objectives
To define and understand emergency procedures
To define and understand life raft medical conditions
To be able to identify when and how to launch and enter the life raft safely
Day Skipper Theory (DTRSST)

**Who can attend?**
Candidates are eligible after they have been identified by Service Delivery

**Duration**
7 days

**Course Aims.**
To give candidates the knowledge and understanding to pass the RYA Day Skipper Theory course

**Course Objectives**
To pass RYA Day Skipper chart work exam
To pass RYA Day Skipper IRPCS exam
Marine VHF Radio (DTRSVH)

Who can attend?
Candidates are eligible after they have passed the Day Skipper Theory Course

Duration
1 day

Course Aims
To give candidates the knowledge and skills to be able to pass the VHFDSC radio assessment

Course Objectives
To define, understand and send a distress call
To define, understand and send an urgency call
To understand correct radio procedure
Yacht Master Theory (DTRSYT)

Who can attend?
Candidates are eligible after they are RST qualified

Duration
9 days

Course Aims
To give candidates the knowledge and understanding to pass the RYS Yacht master Theory course

Course Objectives
To pass RYA Yacht master chart work exam
To pass RYA Yacht master irpcs exam
To pass RYA Yacht master meteorology exam

*Appendix to follow, awaiting response from Transport Training Team.
Scientific Support Unit Driver Familiarisation (DTSCS1)

Who can attend?
Staff based at a scientific support unit stations who have successfully completed an EFAD course. Courses are allocated subject to the needs of the watch.

Duration
One day.

Course Aims
This course will familiarise drivers with:
The internal and external components of the vehicle.
The vehicle’s handling characteristics.
Students will have the opportunity to undertake a supervised familiarisation drive in the vehicle.

Course Objectives
By the end of the course, participants will have gained the knowledge, skills and understanding necessary to:
Safely drive a scientific support unit.
Operate the in-cab vehicle systems.
Turntable Ladder Cage Operator (DTTLMC)

Who can attend?
Crew Managers based at Turntable Ladder stations and drivers based at TL stations who have successfully completed an EFAD course and have sufficient driving experience. Courses are allocated subject to the needs of the watch.

Duration
Ten days.

Course Aims
This course will familiarise students with:
The operating systems of the Turntable Ladder.
The principals of using aerial appliances at operational incidents.

Course Objectives
By the end of the course, students will have gained the knowledge, skills and understanding necessary to:
Safely operate the TL from both operator positions.
Supervisory Managers Incident Command Refresher (SMICR) FSC (Level 1) (FCSKTD)

Who can attend?
Crew and Watch Managers.

Duration
2 days

Course Aims
To provide continuous personal development to competent supervisory managers.
To refresh the knowledge and skills needed to safely resolve operational incidents.

Course Objectives
By the end of the course, participants will have:

- Undertaken the role of incident or appliance commander in four and two pump simulations and demonstrated the ability to bring the simulation to a safe and complete conclusion, using the correct agencies and supervising the make up. – to be amended to this
- Received feedback on their actions from training staff.

Before you join this course it is recommended that you review and complete the Supervisory Managers Distance Learning Course (Operational). These modules are available in the Knowledge Centre which can be accessed via the training support icon on your computer desktop.

While it is expected that all crew and watch managers will have a sound knowledge of standard operating procedures, studying these policies and procedures will refresh your knowledge and help prepare you for the assessment and exercises.
Turntable Ladder Driver (DTTLMD)

Who can attend?
Drivers based at TL stations who have successfully completed a TL operator course. Courses are allocated subject to the needs of the watch.

Course Provider
Transport Training

Course Location
Finchley Driving School, Greenwich Driving School, various aerial stations

Duration
Ten days.

Course Aims
This course will familiarise students with:
The operating systems of the Turntable Ladder.
The principals of using aerial appliances at operational incidents.
The driving controls and handling characteristics of the vehicle (drivers only).

Course Objectives
By the end of the course, students will have gained the knowledge, skills and understanding necessary to:
Safely operate the TL from both operator positions.
Safely drive the vehicle (drivers only).
Emergency Rescue Boat Handling (OISKPB)

Who can attend?
All fire rescue unit (FRU) operatives at water rescue capable FRU stations.

Course Provider
Marine Training

Course Location
Lambeth Pontoon

Duration
3 days

Course Aims
To give candidates the knowledge and skills to be able to pass the RYA Powerboat Level Two Assessment
To give the candidates the knowledge and understanding of Search and Rescue techniques

Course Objectives
To define and understand daily checks, handling characteristics and limitations of the craft to be used
To define and understand basic chart work
To define and understand basic IRPCS
To define and understand basic meteorology
To define and understand which Search and Rescue techniques to use in a given situation
Bulk Foam Unit Driver Familiarisation (DTBFDR)

Who can attend?
Staff based at a bulk foam unit station that have successfully completed an EFAD course. Allocation of course places will be dependant on the needs of the watch.

Course Provider
Transport Training

Course Location
Fire stations with a bulk foam unit.

Duration
One day.

Course Aims
This course will familiarise drivers with:
The internal and external components of the vehicle.
The vehicle’s handling characteristics.
Students will have the opportunity to undertake a supervised familiarisation drive in the vehicle.

Course Objectives
By the end of the course, participants will have gained the knowledge, skills and understanding necessary to:
Safely drive a bulk foam unit.
Operate the in-cab vehicle systems.
Bulk Foam Unit - Fork Lift Operator (DTBFFL)

Who can attend?
Staff based at a bulk foam unit station who have successfully completed an EFAD course. Allocation of course places will be subject to the needs of the watch.

Duration
Four days

Course Aims
To provide participants with the skills to safely operate a vehicle mounted fork lift truck and:
Successfully complete the road transport industrial training board (RTITB) practical test for a vehicle mounted fork lift truck.
Successfully complete an RTITB theory test.

Course Objectives
By the end of the course, participants will have gained the skills needed to:
Safely operate the Moffet Mounty vehicle mounted fork lift truck.
Apply safe working practices in relation to the use of equipment.

Please note:
The expectation is that staff will receive refresher training every 3 years
HLU Driver Familiarisation (DTHLDR)

Who can attend?
Staff based at a hose layer station that have successfully completed an EFAD course. Allocation of course places will be subject to the needs of the watch.

Duration
One day.

Course Aims
This course will familiarise drivers with:
The internal and external components of the vehicle.
The vehicle's handling characteristics.
Students will have the opportunity to undertake a supervised familiarisation drive in the vehicle.

Course Objectives
By the end of the course, participants will have gained the knowledge, skills and understanding necessary to:
Safely drive a hose laying unit.
Operate the in-cab vehicle systems & equipment.
Large Goods Vehicle Driving Remedial (3 Days) (DTLG3D)

Who can attend?
All staff on the EFAD training programme who have passed a large goods vehicle (LGV) theory test and have completed the seven day practical and have been recommended for this course by the trainer.

Duration
Three days or Seven days dependant upon student TNA.

Course Aims
To give participants the driving instructions skills necessary to successfully pass the LGV practical test.

Course Objectives
By the end of the course, participants will hold a valid LGV category C licence allowing them to drive a rigid bodied vehicle over 3500kg.
All Wheel Drive Vehicle Familiarisation (DTAWDF)

Who can attend?
All staff who have successfully completed an EFAD course and are based at Biggin Hill Fire Station.

Duration
One day

Course Aims
This course will familiarise drivers with:
External and internal components of the vehicle.
Vehicle handling characteristics.
Participants will have the opportunity to undertake a supervised familiarisation drive in the All Wheel Drive Vehicle.

Course Objectives
By the end of the course, participants will have gained the skills needed to:
Safely drive the All Wheel Drive vehicle.
Operate the on-board auxiliary systems.
All Wheel Drive Vehicle Refresher (DTAWDM)

Who can attend?
All staff based at Biggin Hill who have successfully completed the 6 wheel drive familiarisation course. Delegates need to attend this course every two years.

Duration
One day

Course Aims
This course will re-familiarise drivers with:
External and internal components of the vehicle.
Vehicle handling characteristics.
Participants will have the opportunity to undertake a supervised familiarisation drive in the All Wheel Drive Vehicle.

Course Objectives
By the end of the course, participants will have gained the skills needed to:
Safely drive the All Wheel Drive vehicle
Operate the on-board auxiliary systems.
Water Rescue Technician (OISKWR)

Who can attend?
This course is mandatory training for all FRU Personnel at water rescue capable FRU stations.
*This is a stand alone course available to FRU qualified personnel only.

Duration
4 days residential

Course Aims
For students to train in the theoretical and practical elements of Water Rescue

Course Objectives
By the end of the course, students will be able to detail and safely demonstrate rescues in moving water and flood water using a range of techniques and equipment:

Hydrology and hazard awareness.
Incident management.
Swimming and wading techniques.
Hierarchy of rescue response.
Rope rescue.
Inshore rescue boat handling.
Unstable surface rescues.
Water Rescue Technician Refresher Course (OISKTR)

Who can attend?
This course is mandatory refresher training for all FRU water rescue technician qualified personnel at water rescue capable FRU stations only.

Duration
1 day

Course Aim
For students to refresh and reconfirm competence in the theoretical and practical elements of Water Rescue

Course Objectives
On completion of training students will be able to detail and demonstrate:

Proficiency in bankside safety, hazard awareness/hydrodynamics and water rescue personal protective equipment (PPE).
Knowledge of the hierarchy of rescue response, incident management and swift water absolutes
Proficiency in appropriate knots and lines and inflatable fire hose techniques.
Proficiency in wading techniques, throw line techniques, go-tow rescues and tag line techniques
Who can attend?
Any Brigade driver returning to emergency response driving following a forced absence.

Duration
Two days.

Course Aims
To provide students with an opportunity to:
- Refresh their emergency response driving skills.
- Bring their driving up-to-date with current practice.
- Address any student concerns regarding their driving.

Course Objectives
By the end of the course participants will have gained the knowledge, skills and understanding necessary to:
- Safely drive a fire appliance at high speed under blue light conditions.
ALP 320 Conversion (DTAPCO)

Who can attend?
Any staff member holding an existing category C driving licence and holding ALP 325 qualification.

Course Provider
Driver Training

Course Location
At a number of locations across the Authority. For further information please contact the Transport Training Team.

Duration
One day

Course Aims
This course will provide candidates with the skills to competently operate ALP 320.

Course Objectives
By the end of the course, participants will have been deemed as competent in the operation of ALP 320.
Coastal Skipper RYA Exam (DTRSCE)

Who Can Attend?
Candidates are eligible after they have passed the Coastal Skipper Practical Course and logged 800 nautical miles.

Duration
5 days

Course Aims
To give candidates the knowledge and skills to be able to pass the RYA Yacht master Coastal Practical exam.

Course Objectives
To bring all aspects of seamanship to level to pass external exam (RYA Yacht master Coastal)
Counter Balance Fork Lift Truck Operator (DTDVCB)

**Who can attend?**
Brigade distribution centre staff, USAR trainers and STC resources staff.
(Trained operators must attend a refresher course at least once every 3 years to retain their registration.)

**Duration**
Five days.

**Course Aims**
To provide participants with an opportunity to:
Successfully complete the road transport industrial training board (RTITB) practical test.
Successfully complete an RTITB theory test.

**Course Objectives**
By the end of the course, participants will have gained the knowledge, skills and understanding necessary to:
Safely operate a counter balance fork lift truck.
Apply safe working practices in relation to the use of the vehicle.
Counter Balance Fork Lift Truck Refresher (DTDVCR)

Who can attend?
Brigade distribution centre staff, USAR trainers and STC resources staff.
(Trained operator’s must attend a refresher course at least once every 3 years to retain their registration.)

Duration
Refresher One Day

Course Aims
To provide participants with an opportunity to:
Successfully complete the road transport industrial training board (RTITB) practical test.
Successfully complete an RTITB theory test.

Course Objectives
By the end of the course, participants will have gained the knowledge, skills and understanding necessary to:
Safely operate a counter balance fork lift truck.
Apply safe working practices in relation to the use of the vehicle.
Coxswains PLA Thames Local Knowledge Endorsement (DTRSCP)

Who Can Attend?
Candidates are eligible after they have passed the Coastal Skipper Practical Course

Duration
5 days

Course Aims
To give candidates the knowledge to be able to pass the Port of London Local Knowledge Endorsement Exam

Course Objectives
To familiarise candidates with all aspect of the Port of London Local Knowledge Endorsement including but not limited to all aspects of maritime legislation and practices as per the PLA and MCA
HLU Support Personnel Training (OISKHF)

Who can attend?
This training is for Fire Fighters to Watch Managers at HLU stations or stations that support the HLU operations in deployment and/or retrieval. Courses are allocated subject to the needs of the watch.

Duration
1Day

Course Aims
To familiarise personnel with the HLU vehicle, operation of the hose deployment and retrieval system and safe systems of work.

Course Objectives
By the end of this course participants will be able to:

- Familiarised with the HLU vehicle.
- Operating the Hytrans hose recovery system enabling automatic recovery of hose from the incident ground.
- Correct method of hose “flaking” in the hose box
- Using the in-cab monitors for hose deployment and recovery.
- Safe methods of access and egress to the HLU hose box.
- Safe systems of work during hose retrieval.
Flood Response Training – half day (OISKFT)

Who can attend?
For personnel who have completed the FRU and Water Rescue Technician Courses and are based at stations which require this attribute.

Duration
Half day (four hours)

Course Aims
To familiarise candidates with the assembly and use of the Versadock and the use of the Flood Response Boat (FRB 390)

Course Objectives
By the end of this course participants will be able to:

By the end of the session for the candidates to be able to:

- State the use and limitations of Firefighter water PPE.
- State the role of FRU SRT's at flood related incident.
- Construct the Versadock Modular Floating Platform system to perform:
  - Walkway.
  - Service Platform.
  - Raft.
- Demonstrate the use of Versadock as a raft under power.
- State the specifications of the 3.9m Flood Rescue Boat (FRB 390) and ancillary equipment, the examination and testing procedure and the maintenance and reporting procedure.
- Demonstrate basic boat handling skills (acquired on FRU Powerboat Handling course) and recognise the handling characteristics of the FRB 390 with and without load.
- Demonstrate load management when transferring passengers to and from the craft.
- Demonstrate the towing capabilities, characteristics and limitations of the FRB 390.
Aerial Ladder Platform Familiarisation 320 (DTAPMG)

Who can attend?
This is a conversion course to familiarise delegates trained in the ALP 325 to the ALP 320.

Duration
4 hours

Course Aims
Preparing and checking vehicles, recording faults, damage and accidents according to Authority guidance and policy.
Aerial appliance H & S, in particular working at height.
Understanding the Primary and Secondary Safety Systems and operational functions of the appliance.
Siting, jacking, and stabilising the appliance safely in accordance with manufacturer and LFB Standards and Protocols.
Operating the appliance safely within its working parameters, in accordance with manufacturer and LFB Standards and Protocols.
The use of additional equipment used with the appliance, in accordance with manufacturer and LFB Standards and Protocols.
Emergency Operations of the ladders/booms and Jacks, according to the manufacturer and LFB Standards and Protocols.

Course Objectives
By the end of this course participants will be able to:

Preparing and checking vehicles, recording faults, damage and accidents according to authority databases, contact relevant parties to arrange repair according to Authority guidance and policies.
Use the relevant PPE provided.
Adhere to the Appliance H & S protocols and working at height protocols.
Apply the correct procedures for siting the appliance safely, according to the manufacturer and LFB standards and protocols.
Demonstrate the correct jacking/stabilising protocols as laid out by the manufacturer and LFB standards and protocols.
Demonstrate the safe operation of the ladders/booms from both the Base controls and Cage controls (including operations without the cage attached, adhering to the manufacturer’s guidance and LFB protocols and procedures.
Demonstrate the knowledge and skills regarding the use of the appliance ancillary equipment.
Demonstrate the knowledge and skills for the emergency operation protocols, as described in the manufacturer and LFB standards.
(MD’s) to complete the relevant driver familiarisation.
Hydraulic Platform Operator (DTHPMC)

Who can attend?
Qualified Aerial Ladder Platform 320 and 325 operators. Allocation of course places will be dependant on the needs of the watch.

Duration
Two days

Course Aims
This course will familiarise students with:
The Hydraulic Platform appliance
How to use the controls and features
Outline the differences between the HP and newer 320/325 appliances

Course Objectives
After completion of this Course, delegates will be able to:
Apply their experience of using 320/325 aerial appliances to utilising the Volvo HP vehicles
Explain the differences and restrictions of the two vehicle types
Setup the appliance in various operational scenarios to carry out operational duties
Transfer their existing knowledge of aerial firefighting to the HP
Hydraulic Platform Driver (DTHPMD)

Who can attend?
Qualified Aerial Ladder Platform 320 and 325 drivers. Allocation of course places will be dependant on the needs of the watch.

Duration
Half day

Course Aims
This course will familiarise students with:
The Hydraulic Platform appliance
How to use the controls and features
Outline the differences between the HP and newer 320/325 appliances

Course Objectives
After completion of this Course, delegates will be able to:
Apply their experience of using 320/325 aerial appliances to utilising the Volvo HP vehicles
Explain the differences and restrictions of the two vehicle types
Drive the HP in normal an Emergency Response Conditions
Transfer their existing ERD knowledge and experience to driving the HP under blue light condition.
HMEP Officers Course (Initial Acquisition) (NLOTCP13)

Who can attend?
This course prepares delegates for the role of Hazmat Officer as a specialist support function. Providing high level specialist knowledge and skills to act in an advisory capacity, it provides the foundation for a range of higher level special risk modules and is the prerequisite for the suite of Detection, Identification and Monitoring courses. It is also accredited to higher education qualifications leading to a university diploma in hazardous materials studies. The course consists of a 60-hour pre-learning module, a pre-course knowledge assessment and a 3½ week residential course.

Delegates should be competent in the Station Manager role or above and have a thorough understanding of the national incident command system with a minimum of 12 months operational experience.

Duration
3.5 weeks

Course Aims
To prepare delegates to take up the role of hazmat officer as a specialist support function / advisory capacity, topic areas will include:
• Working in an advisory role to support the Incident Commander
• Risk assessment and management of hazmat incidents
• Information retrieval systems
• Sampling and identification of hazardous materials
• Scientific literature and interpretation of chemical data
• Selection of PPE and identification of chemical contamination risks
• Decontamination strategies
• Environmental protection protocols and mitigation techniques
• Toxicity and biological hazards
• Radiation protection
• CBRN awareness
• UN Hazard classes

Course Objectives
After successful completion of the course, delegates will be able to:
• Operate in a specialist support function to incident commanders
• Act more effectively in the role of incident commander at smaller scale incidents without additional support
• Use a risk based approach to advise on hazmat incident management, emergency intervention and environmental protection measures
• Identify, retrieve and interpret chemdata information from a variety of sources
• Provide critical advice on PPE selection & decontamination strategies
• Liaise with relevant agencies and external specialists on the hazardous materials component of an incident
• Advise on post incident considerations including health surveillance issues

National Occupational Standards: MODULE: 048 Environmental Risks and Control, 059 Dealing with Hazmat Incidents, ROLE: EFSM 2, EFSM 3, EFSM 21
Return to Operational Duties (OIRTOD)

Who can attend?
This is the qualifying course to allow personnel to return to operational duties on a fire station and have been recommended by line managers to attend. Courses will be allocated to all firefighters that are required to return to operational duties following a period of non-operational duties or long term absences and light duties.

Duration
8 Days

Course Aims
For students to receive refresher training with all of the LFB equipment inventory and also in related safety considerations and operational Policies

Course Objectives
By the end of the Course for students to be able to return to operational duties at a fire station having received refresher training in:
B.A.
Health & safety
DRA
Hazardous materials
Decontamination
Cylinder procedure
GTS
RTC procedures and equipment
Pumps and pumping
Ladders
Working on or near water
Knots and lines
Bulk Foam Unit – Fork Lift Truck Refresher (DTBFFR)

Who can attend?
All staff based at a bulk foam unit station who have successfully completed the Bulk Foam Unit – Fork Lift Truck Operator course.

Note: The registration is valid for 3 years and operators will be required to attend this refresher course to revalidate their registration within this 3 year period.

Note: This is a standard RTITB accredited vehicle mounted fork lift truck course; the content is prescribed by them.

Duration

Course Aims
To provide participants with the skills to safely operate a vehicle mounted fork lift truck and:
- Successfully complete the road transport industrial training board (RTITB) practical test for a vehicle mounted fork lift truck.
- Successfully complete an RTITB theory test.

Course Objectives
By the end of the course, participants will have gained the skills needed to:
- Safely operate the Moffet Mounty vehicle mounted fork lift truck.
- Apply safe working practices in relation to the use of equipment.
Scientific Support Unit IT Module (ITSCSU)

Who can attend?
This course is mandatory for all new drivers of the Scientific Support Unit in order to familiarise them with the IT equipment on the unit.

This course is run in conjunction with the SSU driver training element, and participants must successfully complete both elements before driving the SSU.

Duration
Half a day

Course Aims
To familiarise delegates with the interior layout of Scientific Support Unit and the IT equipment on board.

Course Objectives
By the end of this Course participants will be able to:

- Use the correct procedures to start up and close down the IT equipment on the SSU
- Use Windows Explorer to save and manage files
- Access data on the CIRRUS and Chemdata (chemical databases)
- Complete and save the exit/entry and equipment removal logs within Microsoft Excel.
- Use the printer and scanner
- Save documents to discs

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Service Delivery – 3 Hours
RoSReC (Road Speed Response Course) (DTRSRC)

Who can attend?

Any staff member holding an existing category B driving licence that is required to use this licence within the Brigade for emergency response without claiming exemption to the speed limit.

Duration

4 days

Course Aims

This course will provide training in emergency response techniques including skid avoidance and use of exemptions.

Course Objectives

By the end of the course, participants will demonstrate competency in driving of RoSReC vehicles while using relevant exemptions.

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N/A
Breathing Apparatus Refresher – Senior Officers (OIBASO)

Who can attend?
All Scientific Advisors and HMEPOs

Duration
1 day

Course Aims
To support senior managers and SAs in the maintenance of their core risk critical skills.
To update participants on safe practice for wearing breathing apparatus (BA).

Course Objectives
By the end of this workshop participants will be refreshed on Policy Procedure 466 to include:
Knowledge of Policy Procedures 466 and 496.

Maintenance and safe wearing of the PSS 7000 BA set and ancillary equipment, including:
‘A’ and ‘B’ test BPA
Don & Start
Exchange of Air
Emergency procedures including 2nd set bag
Entry Control Procedures.
Communications including the BARIE set.
Safe movement, search and rescue and door procedure.
GTS
Incident Command Observations Level 2 & 3 (OIICAS)

Who can attend?
All station and group managers (permanent staff who are not on a development record). The attendees 1 x SM and 1 x GM would have previously attended a NICs course.

Duration
Half day

Course Aims
To continue the development of skills and knowledge needed for incident management at Station Manager and Group Manager Level. The ICO follows on from the NICs course.

Course Objectives
To provide a practical simulated exercise scenario for those attending a previous NICs Course.

To put into practice those areas that formed part of the objectives of the NICs course

Demonstrate the concept of dynamic risk assessment (DRA) and situational awareness in relation to the decision making model.

Identify the role and duties of a monitoring officer.

Identify feedback processes.

Demonstrate knowledge about resource management at an incident.

Identify the relationship between the decision making model, and briefing and debriefing.

Describe the benefits of working within the National Incident Command System (NICS).

Discuss sectorisation and tactical mode issues.

To provide feedback on individual performances. This is normally carried out by a nominated ORT officer or someone one role higher then those been observed.

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Operational Review Team – 2 Hours
Incident Command – Exercise (Level 2) (OIMICE)

**Who can attend?**
Station Managers and Group Managers

**Duration**
One day

**Course Aims**
To practise incident management skills in a safe environment using the multimedia incident management simulation training tools or the tactical decision exercise.
To examine participants’ performances in a post-exercise debrief.

**Course Objectives**
By the end of the course, participants will have had the opportunity to:
Apply the decision making model to a simulated incident.
Select command and communication structures for a simulated incident.
Brief a range of functional roles using the decision making model.
Participate in a structured debrief to identify personal and organisational best practice and development needs.
First Aid – Senior Officers (OIFA1S)

Who can attend?
Station Managers and above

Duration
One day

Course Aims
To train staff in core first aid skills and provide IEC familiarisation

Course Objectives
The course includes practical demonstration and assessment of:
Responsibilities of a First Aider
Messages from a medical emergency
Scene safety
Infection Control
First Aid Kit (car) Familiarisation
Primary Survey
Cardio-Pulmonary Resuscitation (CPR)
Unconsciousness
Recovery Position
Wound management and control of bleeding
Bandaging
Smoke and Fume Inhalation
Introduction to the IEC pack
IEC-AED Familiarisation
Incident Management – Strategic Management Exercise (Level 4) (OIPOEX)

Who can attend?
Commissioner.
Deputy commissioners.
Assistant commissioners.
Deputy assistant commissioners.

Duration
One day

Course Aims
To continue the development of skills and knowledge needed for incident management at middle and strategic manager level.

Course Objectives
By the end of the course, participants will be able to:
Demonstrate the concept of dynamic risk assessment (DRA) and situational awareness in relation to the decision making model.
Carry out the role of a monitoring officer.
Demonstrate knowledge regarding resource management at an incident.
Identify the relationship between the decision making model and briefing and debriefing.
Implement the National Incident Command System (NICS).
Identify and resolve issues at a strategic level.
Participate in a structured debrief to identify personal and organisational best practice and development needs.

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Operational Review Team – 2 Hours
Incident Command – National Incident Command System (NICS) (Level 2 & 3) (OISEOT)

Who can attend?
All station and group managers (permanent staff who are not on a development record).

Duration
Two days, and a half day simulated incident with individual feedback

Course Aims
To continue the development of skills and knowledge needed for incident management at middle manager level.

Course Objectives
By the end of the course, participants will be able to:
- Demonstrate the concept of dynamic risk assessment (DRA) and situational awareness in relation to the decision making model.
- Identify the role and duties of a monitoring officer.
- Identify feedback processes.
- Demonstrate knowledge about resource management at an incident.
- Identify the relationship between the decision making model, and briefing and debriefing.
- Describe the benefits of working within the National Incident Command System (NICS).
- Discuss sectorisation and tactical mode issues.

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Operational Review Team – 2 Hours
Emergency Response Course for Officers (DTERCO)

Who can attend?
All station managers and above who drive a vehicle on blue lights to operational incidents

Duration
Four days

Course Aims
To teach participants to safely drive vehicles to operational incidents at high speeds.

Course Objectives
By the end of the course, participants will be able to:
Recognise the road conditions and vehicle situation that may result in a skid.
Deal effectively with a skid.
Use increased hazard perception and observation skills whilst driving.
Safely operate a vehicle at higher than posted speed limits
Sector Commander at Mass Decontamination (OISKMS)

Who can attend?
Station Managers and Group Managers

Duration
Half day

Course Aims
To develop the knowledge and skills required to enable the candidate to successfully fulfil the role of Sector Commander (SC) at a Mass Decontamination (MD) incident.

Course Objectives
By the end of the course, participants will be able to:

Identify the person required to carry out the SC role.

Identify the role of the SC at MD incidents in relation to:

- Incident Commander (IC)
- Decontamination Director (DD)
- Hazardous Materials and Environmental Protection Officer (HMEPO)
- Assistant Decontamination Director (ADD)
- CBRN(E) Subject Matter Advisor (CBA)

Reference the nine key tasks for further consideration and application from an SC viewpoint.

Identify the resources mobilised to an MD event, link it to national guidelines and review the potential process.

Highlight the importance of communications, both internally and externally and introduce the use of Airwave.

Highlight SC considerations associated with the Decontamination of Body Bag (DBB) process.
Sector Commander at Mass Decontamination Observation day (OISKMO)

Who can attend?
Station Managers and Group Managers who have attended Sector Commander at Mass Decontamination training (OISKMS).

Duration
Half day

Course Aims
To develop the knowledge and skills required to enable the candidate to successfully fulfil the role of Sector Commander (SC) at a Mass Decontamination (MD) incident.

Course Objectives
To provide visual consolidation of a simulated exercise scenario for those attending a previous Sector Commander at Mass Decontamination Course.
National Inter-Agency Liaison Officer (ILOFSC)

Who can attend?
Inter-agency Liaison Officers

Duration
One day

Course Aims
To enhance knowledge, understanding and skills in the role of counter terrorism inter-agency liaison to complement the National Resilience programme.

Course Objectives
After successful completion of the course, delegates will be able to:

- Bridge an intelligence, information sharing & advisory gap identified between the emergency response organisations and the UK-wide Counter Terrorism Command / Units.

- Improve inter-agency planning, operational preparedness & multi-agency incident command structures at emergencies, terrorist-related and other critical incidents.

- Improve co-operation & understanding amongst agencies on matters of organisational capacity, capability & strategic command.

- Reduce risk to the public, operational personnel & the environment.

- Standardise the ILO role across the UK by implementing an agreed multi-agency governance structure and formalising national intelligence links with partner agencies.

- Deliver the ILO role within the MTFA operational environment.
Firefighter Transferee Course (NLOTCP8)

Who can attend?
This is the qualifying course to allow personnel to perform operational duties on a fire station following transfer from another fire authority. This course is mandatory for those wishing to serve on an operational fire station having obtained qualified firefighter status outside of the London Fire Brigade. Courses will be allocated to all firefighters, crew managers and watch managers transferring from another brigade.

Duration
16 days

Course Aims
For students to receive familiarisation training with London Fire Brigade equipment, policies and procedures.

Course Objectives
By the end of the course for students to have demonstrated the necessary skills to be able to commence operational duties at a fire station.

Including basic skills in the following areas:
- LFB structure
- Manual handling
- Radio communications
- Station routines
- Equalities
- LFB IT systems
- Incident procedures
- Forced entry equipment
- Fire science
- B.A.
- Real fire training
- Health & safety, DRA
- Hazardous materials
- RTC procedures and equipment
- Pumps and pumping
- Ladders
- Working on or near water
- Knots and lines
Breathing Apparatus Module 3 (OIBAM3)

Fire Fighter development programme – phase 1

Who can attend?
This is the qualifying course to allow trainees to become competent in BA
This course is mandatory for those wishing to serve in the London Fire Brigade operationally.

Duration
3 weeks

Course Aims
For trainees to become competent with SDBA and associated procedures and policies

Course Objectives
By the end of this course participants will be able to:

By the end of the Course for trainees to be able to detail and demonstrate BA equipment and associated policies and procedures

Policies in relation to:
466 Breathing Apparatus
476 PSS7000
516 BARIE Set
798 RPE Ancillary Equipment
Real Fire Training Trainees (Module 4) (OIBAMT)

Fire Fighter Development Programme – Phase One Module 4

Who can attend?
This is the fourth of the 4 modules of the qualifying course to allow personnel to serve operationally on a fire station.
This course is mandatory for those wishing to serve on an operational fire station. Courses will be allocated to all new Fire Fighters that have passed the Fire Fighter selection process.

Duration
8 weeks

Course Aims
To give students the basic knowledge, understanding and practical skills for the role of operational Fire Fighter.

Course Objectives
By the end of this course participants will be able to:

By the end of the course for students to have demonstrated the necessary skills to progress to phase 2 of the Fire Fighter Development Programme.
Including knowledge input in the following areas:
- Special services
- Hazardous materials
- RTC
- Fire behaviour
- Fire Fighting tactics
- Community safety
- Incident procedures

Including basic skills in the following areas:
- Hazardous materials
- RTC
- Fire behaviour
- Fire Fighting tactics
- Incident procedures

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Service Delivery – 3 Hours
Health and Safety Services – 2 Hours
Firefighter Development Programme – Phase 1 – Module 1 (NLOTCP9)

Who can attend?
This is the first of the 4 modules of the qualifying course to allow personnel to serve operationally on a fire station. This course is mandatory for those wishing to serve on an operational fire station. Courses will be allocated to all new firefighters that have passed the firefighter selection process.

Duration
2 weeks

Course Aims
To give students the basic knowledge, understanding and practical skills for the role of operational firefighter.

Course Objectives
By the end of the module for students to have received the designated knowledge inputs and demonstrated the necessary skills to progress to module 2 of the Firefighter Development phase 1 Programme. Including knowledge input in the following areas:
- Uniform issue and personal protective system
- Diet and nutrition
- Manual handling
- Health & safety
- Communication
- Stress & relaxation

Including basic skills in the following areas:
- LGV theory test
- Knots, bends and hitches
- Manual handling
- IEC first aid

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Health and Safety Services – 3 Hours
Firefighter Development Programme – Phase 1 – Module 2 (NLOTCP10)

Who can attend?
This is the second of the 4 modules of the qualifying course to allow personnel to serve operationally on a fire station. This course is mandatory for those wishing to serve on an operational fire station. Courses will be allocated to all new firefighters that have passed the firefighter selection process.

Duration
4 weeks

Course Aims
To give students the basic knowledge, understanding and practical skills for the role of operational firefighter.

Course Objectives
By the end of the course for students to have demonstrated the necessary skills to progress to module 3 of the Firefighter Development phase 1 Programme. Including knowledge input in the following areas:
- Health and safety
- Equalities
- Pumps
- Ladders
- Knots and lines
- Hose and associated equipment
- Water supplies
- Building construction

Including basic skills in the following areas:
- Pumps
- Ladders
- Knots and lines
- Hose and associated equipment

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Equalities – 1 Hour
Manual Handling (OISTMH)

Who can attend?
All Authority staff

Duration
Three hours

Course Aims
To provide participants with training to make sure the correct manual handling techniques are used to reduce the risk of injury to self or others.

Course Objectives
By the end of the course, participants will be able to:  
Describe why safe manual handling is necessary.
State an employee’s duty in respect of safe manual handling.
Demonstrate safe individual and team manual handling.
The course includes a classroom presentation and practical demonstration.
Supervisory Managers – Foundational Leadership (DGLEAD)

Who can attend?
This course is part of the Supervisory managers’ development program. Candidates may APL out with line managers approval.

There maybe some places available to FRS, Non-op and Control staff.
Crew managers and watch managers are on development:
Have passed an assessment and development centre.
Have proved competent in the incident management risk assessment.
Are on a development record.

FRS, Non-op and Control staff
Are on personal development
Identified by line manager

Duration
Five days

Course Aims
To give participants a range of tools and techniques – underpinned by the knowledge, understanding and skills of IPDS – to allow them to fulfil their role. This course focuses on the responsibilities for Authority leaders.

Course Objectives
By the end of the course, participants will understand:

Foundational leadership skills.
Personal development
How to manage themselves
Supervisory Management – Managing Performance (DGSUMP)

Who can attend?
This course is part of the Supervisory managers development programme and mandatory for new crew managers and watch managers who have not already attended. FRS and Control Staff can also attend.

Duration
Four days

Course Aims
To provide supervisory managers with the behaviours and ability to create an environment of development using positive communication techniques and performance management systems.

Course Objectives
State the managers and individuals responsibilities for continuous development and explain the accountability associated with this.
Explain how to recognise and manage underperformance using agreed performance management systems.
Describe how to build high performance in individuals and teams and explain how to sustain and manage this level of performance.
State the skills and responsibilities of yourself and others in relation to Assessment and Verification and describe the approaches to managing it.
Explain the purpose of feedback and feed forward and describe the different considerations and approaches to implementing these.
Explain how to design a watch training plan to include the DaMOP, Borough Training Plan and the needs of the team using a range of training options.
Describe how to tailor development to the individual or team needs and explain non training options available for doing this.
Summarise how to prepare for and deliver meetings, presentations and briefings for a range of internal and external audiences.
Supervisory Management – Management and the Organisation (DGSUMO)

Who can attend?
This course is part of the Supervisory managers development programme and mandatory for new crew managers and watch managers who have not already attended. FRS and Control staff can also attend.

Duration
One day

Course Aims
To provide supervisory managers with an understanding of their position and influence within the organisation and their ability to positively impact on organisational objectives.

Course Objectives
Explain the structure of the organisation and how each directorate impacts on the Authority’s aims.
Define management and the managerial role and explain how it differs from, and overlaps with, leadership with particular reference to managing people and developing people
Describe a week in the life of a supervisory manager
Summarise the core functions performed by a supervisory manager
Describe what you do on a day to day basis and explain how this impacts and informs the future planning and activities of each directorate, incorporating the Authority’s planning cycle
Explain the supervisory managers role and role boundaries in relation to the organisation and Authority aims
Supervisory Management – Managing Yourself (DGSUMY)

Who can attend?
This course is part of the Supervisory managers development programme and mandatory for new crew managers and watch managers who have not already attended. FRS and Control staff can also attend.

Duration
Three days

Course Aims
To provide supervisory managers with an opportunity to explore current management theories and styles which will help them understand the responsibility for developing and managing themselves whilst improving their professional and personal potential.

Course Objectives
List ways to increase your self awareness and how this impacts on your personal effectiveness as a manager.
List the pros and cons of management styles and explain how you would adapt these to different situations and people.
Describe the behavioural traits of assertiveness and confidence and discuss how this impacts on your personal effectiveness as a manager.
Describe the support mechanisms for making, upholding and with-holding decisions and explain how this impacts on yourself, individuals and teams.
Identify common learning styles and needs and explain how to adapt your style to meet the needs of self and others.
State practical ways to plan and prepare yourself and your time and explain the importance of this in managing yourself and others.
Develop and demonstrate a range of communication styles to meet the needs of different internal and external audiences.
Supervisory Management – Managing Teams (DGSUMT)

Who can attend?
This course is part of the Supervisory managers development programme and mandatory for new crew managers and watch managers who have not already attended. FRS and Control staff can also attend.

Duration
Four days

Course Aims
To provide supervisory managers with the behaviours and ability required to create and manage highly effective teams and individuals in line with the organisation's objectives.

Course Objectives
Explain the concept and impact of group dynamics and state how this can help you to effectively manage your team
Discuss approaches to maintain team engagement with the PQA’s and Authority values
Discuss how to manage the emotional wellbeing of individuals and teams
Establish strategies to identify potentially difficult situations and approaches to deal with these
State the purpose and use of information management systems and demonstrate practical usage of these systems in a managerial capacity.
List Health and Safety legislation and Authority guidelines and explain how these impact locally and strategically across the organisation
State your managerial role with regards to Local Accident Investigation procedures
Describe your managerial role in relation to the attendance management policy
Describe your managerial role in relation to discipline and grievance policy and explain the process for applying it across different contexts
Explain your managerial role in relation to HCP policy and explain how it differs from discipline and grievance.
Supervisory Management – Corporate Information Management Systems (DGSUIM)

Who can attend?
This course is part of the Supervisory Managers Development Programme and mandatory for crew managers and watch managers.

Duration
1 day

Course Aims
To provide supervisory managers with an understanding of the importance of using the system correctly, how the data is used within the organisation and the impact this has across the organisation.

Course Objectives
- Understand how information/data flows through Corporate Information Management systems and its impact on the organisation and you and your team. Including;
  - Incident Management System (IMS)
  - Operational Risk Database (ORD)
  - Personal Development Plan (PDP)
  - Staff Attending Recording System (StARS)
  - Station Diary
- Understand your responsibilities for monitoring and improving the quality of data entered on to Corporate Information Management systems.
- Understand the role of the Resource Management Centre with particular emphasis on the stand by process and pre-arranged overtime.
- Understand how to access and interpret corporate and management reports.
- Understand where further help and support can be found.

Departmental Provision Of Subject Matter Expert
Information Management team – 8 Hours
Crew Managers Incident Management Course (STC) (Level 1) (IMTHCM)

Who can attend?
This course is mandatory for any firefighter who has been successful in the supervisory managers assessment process (Sumac) and has been placed on a development programme in an ops role.
In addition candidates will have needed to complete the Supervisory Managers (Ops) Computer Based Training (CBT) programme.
On the first day of the course candidates take part in a revision test from which a pre determined score must be achieved to continue of this course.

Duration
1 week

Course Aims
To give participants a range of tools and techniques – underpinned by knowledge, understanding and skills development – to allow them to become a risk conscious at operational incidents.
Each candidate will take part in a number of knowledge inputs followed by participation in group Tactical Decision Exercises (TDE’s).

Course Objectives
This course will give participants the knowledge and skills to perform the role of crew manager including:
Incident command initial response and management.
Dealing with fire incidents.
Saving and rescuing endangered life.
Environment risks and controls.
Hazards and risks – buildings and structures.
Dealing with transport incidents.
Dealing with hazmat incidents.
Introduction to specialist rescue incidents
Practical exercises in Incident management techniques
Watch Managers Incident Management Course (STC) (Level 1) (IMTHWM)

Who can attend?
This course is mandatory for any Crew Manager who has been successful in the Watch Managers assessment process and has been placed on a development programme in an ops role. In addition candidates will have needed to complete the Supervisory Managers (Ops) Computer Based Training (CBT) programme. On the first day of the course candidates take part in a revision test from which a pre determined score must be achieved to continue of this course.

Duration
1 week

Course Aims
To give participants the opportunity to demon a range of tools and techniques – underpinned by knowledge, understanding and skills development – to allow them to become a risk conscious Watch Manager at operational incidents. Each candidate will take part in a number of practical incident exercises where they will be assessed as proficient across an identified range of the national standard WM7.

Course Objectives
This course will give participants the knowledge and skills to perform the role of watch manager including: Incident command initial response and management. Dealing with fire incidents. Saving and rescuing endangered life. Environment risks and controls. Hazards and risks – buildings and structures. Dealing with transport incidents. Dealing with hazmat incidents. Introduction to specialist rescue incidents Practical exercises in Incident management techniques Debriefing of incidents.
Crew Managers Incident Manager Assessment Course (LIM) (Level 1) (IMASCM)

Who can attend?
This course is mandatory for any firefighter who has attended the CM or WM theory course and achieved the required pass mark in the multi choice revision paper.

Duration
1 week

Course Aims
To give participants a range of tools and techniques, underpinned by knowledge, understanding and skills development, to allow them to become a risk conscious Crew Manager at operational incidents. Each candidate will take part in a number of practical incident exercises where they will be assessed against a predetermined range of elements of the National Standard WM7.

Course Objectives
This course will allow participants to demonstrate their knowledge and skills to perform the role of Crew Manager or Watch Manager at least two of the following incident simulation exercises:

- Incident command initial response and management.
- Dealing with fire incidents.
- Saving and rescuing endangered life.
- Environment risks and controls.
- Hazards and risks – buildings and structures.
- Dealing with transport incidents.
- Dealing with hazmat incidents.

Departmental Provision Of Subject Matter Expert

Inter-agency Liaison Officer – Approximately 2 Hours
Command Unit Operators – Approximately 2 Hours
HMEP Team – 1 ½ Hours
Watch Managers Incident Manager Assessment Course (LIM) (Level 1) (IMASWM)

Who can attend?
This course is mandatory for any firefighter who has attended the CM or WM theory course and achieved the required pass mark in the multi choice revision paper.

Duration
1 week

Course Aims
To give participants a range of tools and techniques, underpinned by knowledge, understanding and skills development, to allow them to become a risk conscious Crew Manager at operational incidents.
Each candidate will take part in a number of practical incident exercises where they will be assessed against a predetermined range of elements of the National Standard WM7.

Course Objectives
This course will allow participants to demonstrate their knowledge and skills to perform the role of Crew Manager or Watch Manager at least two of the following incident simulation exercises:

- Incident command initial response and management.
- Dealing with fire incidents.
- Saving and rescuing endangered life.
- Environment risks and controls.
- Hazards and risks – buildings and structures.
- Dealing with transport incidents.
- Dealing with hazmat incidents.

Departmental Provision Of Subject Matter Expert

Inter-agency Liaison Officer – Approximately 2 Hours
Command Unit Operators – Approximately 2 Hours
HMEP Team – 1 ½ Hours
Multi Tier Incident Command (level 1 & 2) (NLOTCP11)

Who can attend?
The multi tier entry programme is a dedicated training system that initially utilises the tactical decision exercises used in the CM and WM courses followed by those use in the SM and GM programmes.

To give participants a range of tools and techniques – underpinned by knowledge, understanding and skills.
To allow candidates to become a risk conscious incident commander at operational incidents.
Each candidate will take part in a number of exercise incident scenarios culminating in a practical assessment at the Fire Service College.

Duration
Delivered over a 31 week period.

Course Aims
This course will give participants the knowledge and skills to perform the role of Watch Manager.

Course Objectives
Incident command initial response and management.
Dealing with fire incidents.
Saving and rescuing endangered life.
Environment risks and controls.
Hazards and risks – buildings and structures.
Dealing with transport incidents.
Dealing with hazmat incidents.
Introduction to specialist rescue incidents
Practical exercises in Incident management techniques.
Supervision of daily routines. This should include role-call, STaRS, PoMS and finance.
Station diary. Etc, recording of Outside visits, Operational Risk Database and Community Safety.
Fire Safety including Regulatory Reform Order, Alleged Fire Risks and 7.2.d. visits.
Station routines – Returns, inspections/tests/repairs and Ops Readiness.
Training – Recording, planning (both on and off station training events). Delivery of training and lectures.
Supervision of station based drills.
Personnel issues – Discipline, absence control, feedback and action plans for development.
Reports – I.M.S., personal and managerial.
H/S – Inspections, Serd reports from vehicle, personnel and near miss incidents.
Operationally – they should attend a variety of one pump incidents. At all times they should attend with an experienced CM who will be available to coach and be expected to take over should the need arise. They will also attend larger incidents as part of the initial attendance the make –up or as part of a relief. At all times, they will be under the supervision of experienced officers.
They will be expected to construct and send messages.

Departmental Provision Of Subject Matter Expert

Inter-agency Liaison Officer – Approximately 2 Hours
Operational Review Team – Approximately 2 Hours
Bulk Media Advisor – Approximately 2 Hours
USAR Advisor – Approximately 2 Hours
Hazadous Materials and Environmental Protection Officer (HMEPO) – Approximately 2 Hours
Middle Manager - Introduction to Development Programme for Station Managers (DGMMIN)

Who can attend?
This course is mandatory for Station Managers as part of the Middle Manager Development Programme.

Duration
½ day

Course Aims
This half day introduces participants to the middle manager development programme and the training and development opportunities available. The day explains and starts the TNA/APL process and support options. It is a mandatory attendance course.

Course Objectives
By the end of the briefing, participants will be able to:

Identify the courses available on the middle manager development programme.

Explain the principles and processes of applying accredited prior learning or training needs analysis.

Complete a draft version of their TNA/APL forms in preparation for discussion with line managers.
Station Managers Development Programme – Incident Management (Level2) (DGMMIC)

Who can attend?
Station Managers who are on development programmes.

Duration
Five days

Course Aims
To provide Station Managers on development programmes with the knowledge, skills and understanding to be able to lead, monitor and support people in resolving operational incidents.

Course Objectives
By the end of the course, participants will be able to:
Demonstrate the concept of dynamic risk assessment (DRA) and situational awareness in relation to the decision making model.
Identify the role and duties of a monitoring officer.
Identify feedback processes.
Demonstrate knowledge about resource management at an incident.
Identify the relationship between the decision making model and briefing and debriefing.
Describe the benefits of working within the National Incident Command System (NICS).
Discuss sectorisation and tactical mode issues.
Identify the range of specialist support officers available.
State the support functions available at the Resource Management Centre (RMC) in Stratford.
Describe the command support systems available.
Discuss London Resilience protocols.

Departmental Provision Of Subject Matter Expert

Inter-agency Liaison Officer – Approximately 2 Hours
Operational Review Team – Approximately 2 Hours
Bulk Media Advisor – Approximately 2 Hours
USAR Advisor – Approximately 2 Hours
Hazadous Materials And Enviornmental Protection Officer (HMEPO) Assistant Commissioner – Approximately 2 Hours
Group Managers Development Programme - Incident Command (Level 3) (DGGMIC)

Who can attend?
Group Managers who are on development programmes.

Duration
4 days

Course Aims
To provide Group Managers on development programmes with the knowledge, skills and understanding to be able to lead, monitor and support people in resolving operational incidents.

Course Objectives
By the end of the course, participants will be able to:
Demonstrate the concept of dynamic risk assessment (DRA) and situational awareness in relation to the decision making model.
Identify the role and duties of a monitoring officer.
Identify feedback processes.
Demonstrate knowledge about resource management at an incident.
Identify the relationship between the decision making model and briefing and debriefing.
Describe the benefits of working within the National Incident Command System (NICS).
Discuss sectorisation and tactical mode issues.
Identify the range of specialist support officers available.
State the support functions available at the Resource Management Centre (RMC) in Stratford.
Describe the command support systems available.
Discuss London Resilience protocols.
Effective Absence Management (INPDMA)

Who can attend?
This course is recommended (TNA into) for grade FRS B or above with line manager responsibility, Control Operations Manager, Assistant Operations Manager and above and Watch Manager and above.

Duration
1 day

Course Aims
To provide participants with the skills and knowledge needed to manage the initial stages of absence more effectively.

Course Objectives
By then end of the course, participants will:

Understand the policies surrounding absence.
Discuss the range of management actions
Understand the purpose of ‘return to work interview ’ and how to conduct one according to a range of situations
Have a better understanding of the staff attendance recording systems (StARS) and the reports and function available to help managers

Departmental Provision Of Subject Matter Expert

Human Resources plus one Trainer – 7 Hours
Middle Managers - Emergency Planning (DGEMPL)

Who can attend?
This course is core to role (can APL out of) for station and group managers as part of the middle manager development programme and is open to FRS staff (Grade D and above) via TNA process in agreement with their line managers.

Duration
½ day

Course Aims
This course allows managers to explore the work of Emergency Planning and contextualises the role of individuals, regional planning arrangements and multi-agency response. This half day event is designed and run by Emergency Planning.

Course Objectives
By the end of this workshop participants will be able to:

- Explain relevant LFB and Local Authority duties contained within the Civil Contingencies Act 2004.
- Explain the role of Community Risk Registers in supporting regional planning arrangements.
- Describe the London Regional response structure set within a multi-agency context.
- Describe the roles and responsibilities of LFB-EP and the funding arrangements that support the delivery of three main service areas; COMAH, LRF Secretariat, Regional Planning.
- Detail the various tiers within the Regional Emergency Planning framework and their respective terms of reference.

Departmental Provision Of Subject Matter Expert

Emergency Planning – 4 Hours
Middle Managers - Regulatory Fire Safety (DGGMCR)

Who can attend?
This course is core to role (can APL out of) for station and group managers as part of the middle manager development programme.

Duration
½ day

Course Aims
This half day course explores the role of fire safety regulation within the LFB and your role as a senior manager with regard to FSR. It establishes targets, approaches and looks at a prosecution case study to support your learning.

Course Objectives
At the end of this session, participants will be able to:

Explain AC’s outline of strategic overview for FSR in the LFB.

State targets set by the Authority.

Explain fire safety enforcement approach including ART and how to target resources.

Explain FSR and your role as an operational officer.

Learn how to gather and preserve evidence for a prosecution case study.

Explain the Sprinkler and Automatic Water Suppression System agenda and describe how it relates to AWSS provision in accommodation for the vulnerable (including sheltered housing) and sprinklers for schools (including BB100)

Departmental Provision Of Subject Matter Expert

Regulatory Fire Safety – 4 Hours
Middle Managers - Health & Safety (DGGMHS)

Who can attend?
This course is mandatory for station and group managers as part of the middle manager development programme and is open to FRS staff (Grade D and above), Control Operations Manager (and above) via TNA process in agreement with their line managers.

Duration
½ day

Course Aims
To give an understanding of the managers’ role within the London Fire Brigade’s Health & Safety Management System.

Course Objectives
By the end of this workshop participants will be able to:

Recognise Health and Safety as part of the overall management strategy.

Proactively manage a station and/or department with a H&S perspective.

Understand the importance of H&S as a standing agenda item in team meetings.

Understand the relevance and importance of H&S data in quarterly reports as a way to:
Recognise and address local trends, e.g. injury causation, performance of personnel (drivers) and common premises issues.
Recognising the context of trends on other work streams, e.g. traffic management and the potential for additional partnership working.

Action Planning in response to safety events and HS&E audit report findings.

Recognising the connection between good H&S practice and good management generally.

Departmental Provision Of Subject Matter Expert

Health and Safety – 4 Hours
Middle Managers - Discipline and Grievance (DGMMMDG)

Who can attend?
This course is core to role (can APL out of) for station and group managers as part of the middle manager development programme and is open to FRS staff (Grade D and above), Control Operations Manager (and above) via TNA process in agreement with their line managers.

Duration
½ day

Course Aims
This half day course will introduce middle managers to aspects of the disciplinary procedures and processes within LFB to increase understanding of legal and organisational requirements regarding employee relations in the following areas. This course is designed and run by HR Employment Relations.

*** PLEASE NOTE THESE OBJECTIVES ARE UNDER REVIEW***

Course Objectives
By the end of this training participants will have:
Clarified role and remit regarding the disciplinary procedure.

Clarified their role and remit in relation to Probationary Firefighters and disciplinary procedures.

Discussed statutory and organisational protocols on grievances and appeals.

Clarified role and remit in regard to 'Management Investigations'.

Clarified recording and reporting systems along with types of evidence.

Describe the relationship between disciplinary procedure and the harassment and complaints procedure and how to address these.

Clarify and discuss the role and remit of mediation and one to one coaching.

Describe embedding these procedures in the context of work

Discussed pre-procedural resolutions and how to address issues whilst securing the trust.

Explored issues around confidentiality.

Departmental Provision Of Subject Matter Expert

Human Resources – 8 Hours
Middle Managers - Local Accident Investigation (DGSCLA)

**Who can attend?**
This course is optional for station managers on middle manager development programme and is also open to FRS staff (Grade D and above), Control Assistant Operations Manager (and above) via TNA process in agreement with their line managers.

**Duration**
1 day

**Course Aims**
To set the standards of accident reporting and investigation in line with current best practice, and policy and procedures within the LFEPA and to explain the importance of hazard identification and risk reduction to seek a safer working environment for all.

**Course Objectives**
By the end of the course, participants will be able to:

- Identify responsibilities of supervising officers within policies and procedures.
- Define the 'safe person's concept'.
- Recognise the need for identifying hazard and management of risks.
- Define the process of accident and near miss reporting and investigation.
- Interpret real life events.
- Identify evidence required for completing the Safety Event Recording Database (SERDS).

**Departmental Provision Of Subject Matter Expert**
Health and Safety Services – 8 Hours
Middle Managers - Community Safety for Station Managers- (DGSMCS)

Who can attend?
This course is mandatory for station managers on middle manager development programme.

Duration
1 day

Course Aims
To gain an understanding and appreciation of the political environment within boroughs in relation to Community Safety and how targeted Community Safety activity links through to the Authority's aims and corporate plan; how best to guide the work of the station(s) within the Borough area and where to focus their personal attention in order to achieve the desired reduction in accidental and deliberate fires, fire injuries and fatalities.

Course Objectives
By the end of this course participants will be able to:

Define the Authority’s community safety work and explain how it relates to its strategic vision and aims through the London Safety Plan

Explain the political context in which a Borough Commander must operate at Borough level as well as in a pan-London setting

Describe the role of the Station Manager/Borough Commander in promoting fire safety issues in the local authority area through successful collaboration in local partnerships

Summarise the ways in which community safety might be more effectively delivered in their local area, demonstrating LFB’s role in relation to its partners

Examine the ways in which differing and conflicting priorities can be balanced and managed alongside local partners, displaying an understanding of the pressures they face and describe how these might be overcome

List the tools available for strategic analysis and explain how these might be used to identify and prioritise local risks

Explain how the planning process in a Borough can help in proactively targeting community safety work to those most at risk

List the specialist support and resources team that are available to target specific groups and explain how these can support Borough objectives in the context of local risks

Explain the governance arrangements that apply to community safety initiatives and partnerships and describe our recording and monitoring procedures

Explain the purpose and process related to Fatal Fire Case Reviews

Departmental Provision Of Subject Matter Expert
Community Safety – 8 Hours
Middle Managers - Protecting the Environment (DGMMPE)

Who can attend?
Station managers
Group managers

Duration
½ day

Course Aims
To give middle managers a detailed introduction to dealing with hazardous materials and environment protection both from an operational perspective, and with regard to day-to-day work-based activities. Participants will learn how to identify and mitigate hazards and risks and set priorities making use of specialist resources such as the Hazardous Materials and Environmental Protection Officer (HMEPO), Scientific Adviser (SA), Environment Agency (EA) and CBRN RRT. The seminar will take a holistic approach to the subject so that participants will also learn some of the strategic issues and how they can identify and mitigate environmental risks in their ‘day-job’ responsibilities.

Course Objectives
By the end of this seminar participants will be able to:

State FRS strategic responsibilities in relation to environmental risks and controls.

Explain strategic environmental issues associated with incident management at larger incidents including decontamination, the use of foam, fuel storage fires, controlled burn, firewater containment and the management of waste.

Practically manage larger incidents where environmental or chemical hazards and risks are substantial.

Explain the role of the HMEPO and how they are key to all other specialist information such as SA, CBRN RRT, DIM resources, EA, works scientists and other specialist partner agencies with scientific expertise.

Retrieve and interpret hazard and response information making use of specialists (e.g. HMEPO).

State how to implement effective firefighting, containment and pollution control techniques.

Identify and manage environmental hazards and risks arising from work-based activities.

Departmental Provision Of Subject Matter Expert

Hazmat Policy Group – 4 Hours
Middle Managers - Fire Investigation (DGSMFI)

Who can attend?
This course is core to role (can APL out of) for station and group managers as part of the middle manager development programme.

Duration
½ day

Course Aims
This is a half day session designed to explore the role of Fire Investigation within the Authority; how the information gathered supports other departments and how the team is modernising to meet the new demands of quality assurance introduced by the Forensic Regulator.

Course Objectives
By the end of this workshop participants will be able to:

- Explain the role of a Fire Investigator.
- State how monitoring officers can become ‘forensically aware’.
- List the key stages of giving evidence after an incident.
- Define the importance of Inter-agency working.
- Explain how departments in the Authority support Fire Investigation.
- List the role of Arson Task Force.
- State the 10 stage system to Arson Investigation.
- Explain, by the use of case studies, how Fire Investigation has assisted in the recording of Major Incidents.

Departmental Provision Of Subject Matter Expert

Fire Investigation – 4 Hours
Middle Managers – Employee Relations (DGSMIR)

Who can attend?
This course is core to role (can APL out of) for station and group managers as part of the middle manager development programme.

Duration
½ day

Course Aims
This course introduces middle managers to the procedures and processes in place within the LFB to deal with trade unions at a local level and explores the wider implications within the Authority. The course is designed and run by representatives from HR employee relations team.

Course Objectives
By the end of this workshop participants will be able to:

State the key features of the Authorities new industrial relations procedures.

State new local industrial relations arrangements.

Give advice when dealing with the FBU at local level.

State the new trade union facilities arrangements.

Implement trade union facility arrangements at local level as required.

Departmental Provision Of Subject Matter Expert

Human Resources – 4 Hours
Speaking and Presenting with Impact (DGSPPR)

Who can attend?
This course is optional for station and group managers on middle manager development programme and is open to FRS staff (Grade D and above), Control Assistant Operations Manager (and above) via TNA process in agreement with their line managers.

Duration
1 day
Pre-Learning
Prepare a 5 minute presentation (with or without slides), on a work related topic of your choice.

If you choose to use power point slides please use the Authority templates that can be found by clicking START>new office documents > stationary >Branded Templates 2008/09> LFB blue or LFB red presentations. Save this to a memory stick or DVD and bring it with you on the day of your training.

Course Aims
This course is open to all middle managers and those with role specific responsibilities required to present information to various audiences. This covers updates, briefings and talks whilst representing the Authority internally and externally. This course is run by external providers.

Course Objectives
By the end of this training participants will be able to:

Identify appropriate key messages to meet own and audience objectives.

Handle a range of audience questions and challenges with conviction and confidence.

Use language, pace and structure for compelling messages, including nonverbal communication

Identify and practice the most effective use of the attendees’ own voice and personal style to represent the Authority and its values with conviction and confidence.

Use structure and visual aids to enhance their message, applying agreed Authority templates, where relevant.
Middle Managers – Structures and Processes for Developing your Staff (DGTSDM)

Who can attend?
This course is Mandatory for Group managers and Station managers.

Duration
1 day

Course Aims
To give an overview of the training and development function to middle managers and establish their roles and responsibilities at strategic and practical day to day levels, across 3 areas: strategic overview; assessment, standardisation & verification; and performance management in training.

Course Objectives
At the end of the session, participants will be able to:

- Explain the role of the Training & Development Department, what it does and does not provide.
- Explain the Training & Development structure and governance and list the Training support to maintain a competent workforce.
- Give an overview of the DIOT & IDMT models.
- Explain how the Planned Release of Personnel (PROP) operates.
- Explain the purpose and process of assessment and state the roles and responsibilities of an assessor.
- Explain the role of a verifier and state how to verify assessments.
- State how to monitor assessment practices.
- Explain standardising and sampling principles and practices.
- Demonstrate performance management systems for assessment.
- Explain the role of the TRIO.
- Explain DAMOP. Explain importance and best practice of training plans. The Structures and processes for developing your staff course is part of the middle manager development programme (MMDP).
Middle Managers - Coaching and Mentoring (INSMCM)

Who can attend?
This course is optional for station and group managers on middle manager development programme and is open to FRS staff (Grade D and above), Control Assistant Operations Manager (and above) via TNA process in agreement with their line managers.

Duration
2 Days

Course Aims
This course is open to all middle managers and covers the role of the manager as coach and mentor, introducing tools and techniques to support managers in carrying out their role in guiding and communicating with their staff. This course is run by external providers.

Course Objectives
By the end of this workshop participants will be able to:

State and explain the roles and responsibilities of a workplace mentor/coach to individuals, the department and the Authority.

List and explain the tools and techniques available to a workplace mentor/coach to effectively carry out their role.

Demonstrate an understanding of the different feedback styles available to a mentor/coach.

Explain how a mentor/coach can support individuals.

Demonstrate an understanding of how a mentor/coach can facilitate for the individual:

Self-identification of performance improvement.

Finding strategies to address performance improvement.

Self-empowerment.

Identification of workplace opportunities for performance improvement.

State and explain the responsibilities of the individual who is being mentored/coached.
Middle Managers - Achieving Change Through Negotiation (INSMNS)

Who can attend?
This course is optional for station managers on middle manager development programme and is open to FRS staff (Grade D and above) Control Assistant Operations Manager (and above) via TNA process in agreement with their line managers.

Duration
2 days

Course Aims
This course supports managers in developing and practising communication and negotiation skills to manage people effectively through creating an understanding of change, control and influence and how these can be used to reach agreement and to deal with conflict, resistance and building trust.

Course Objectives
By the end of the course, participants will be able to:

Clarify objectives and terms for use in the negotiation process (when and where to use it).

Plan and prepare for negotiations (knowing your subject):
Including responding effectively to spontaneous/ad hoc demands or requests.

Identify associated risks and benefits with proposed negotiations.

Identify ways to build effective rapport to influence change:
Language: body and spoken.
Dialogue: listening and speaking, pace and tone.

Demonstrate reaching agreement.

Identify the appropriate circumstances for effective negotiation.
Middle Managers - Recognising and Managing Stress (INSMSM)

Who can attend?
This course is optional for station and group managers on middle manager development programme and is open to FRS staff (Grade D and above), Control Operations Manager (and above) via TNA process in agreement with their line managers.

Duration
1 day

Course Aims
To increase station managers’ ability to recognise and manage stress in themselves and others, providing them with a greater understanding of the wider implications of stress, and practical tools to expand their range of responses in potentially stressful situations

Course Objectives
By the end of this workshop participants will be able to;

Distinguish what stress is (and is not) being able to identify associated behaviours, signs, and symptoms of stress.

Recognise and name the commonly presented mental health conditions associated with stress.

Identify factors contributing to, and causing stress both in and out of the workplace.

Identify the factors that support the maintenance of resilience in individuals.

Build awareness of the legal implications and the Authority’s policy on stress state responsibilities of individuals in relation to these.

Identify the organisational resources available to assist with the management of stress.

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Combined delivery Human Resources/Contractor – 4 Hours
Middle Managers - IRAT and Mapping - (ITMMII)

Who can attend?
This course is core to role (can APL out of) for station and group managers as part of the middle manager development programme.

Duration
1 day

Course Aims
The session is designed to give middle managers an understanding of the IMapping tool and how it is used in conjunction with IRAT to produce risk based maps. This session has been designed by Information Management and is presented by the systems experts for IRAT & IMapping applications.

Course Objectives
At the end of the workshop participants will be able to:

Demonstrate the functionality and potential of I-mapping.
Manipulate incident data and produce maps in various usable forms.
Recognise the management potential of I-mapping and demonstrate the various uses of I-mapping.
Demonstrate IRAT outputs and view the 17 IRAT incident types.
Discuss the relevance of the Mosaic consumer groups and consider practical application to a CFS strategy.
Link IRAT and Borough maps to CFS prioritisation and planning activity.
Apply the post code priority listing.
Discuss the information contained within I-mapping and IRAT maps, and how this information can be used in a Borough context.

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Information Management – 7 Hours
Middle Managers – Corporate Management Information Systems (ITCIMS)

Who can attend?
All Station and Group managers, with particular emphasis on those that are new to role and those that are moving back to a station.

Duration
1 day

Course Aims
The session is designed to give middle managers an understanding of common issues and best practice in using Corporate Information Management (CIM) systems; the importance of and your responsibilities relating to data quality; an opportunity to discuss new & future developments in CIM Systems and understand where to find further help and support.

Course Objectives
At the end of the session participants will be able to:

Understand how information/data flows through Corporate Information Management (CIM) systems and its impact on the organisation and you and your team. Including:

- Incident Management System (IMS)
- Operational Risk Database (ORD)
- Personal Development Plan (PDP)
- Staff Attending Recording System (StARS)
- Station Diary

Understand your responsibilities for monitoring and improving the quality of data entered on to CIM systems.

Understand how to access and interpret corporate and management reports.

Understand where further help and support can be found.

Departmental Provision Of Subject Matter Expert
Information Management – 4 Hours
Middle Managers – Community Safety for Group Managers (DGMMMG)

Who can attend?
This course is mandatory for group managers on middle manager development programme.

Duration
1 day

Course Aims
To gain an understanding and appreciation of the political environment within boroughs in relation to Community Safety and how targeted Community Safety activity links through to the Authority’s aims and corporate plan; how best to guide the work of the station(s) within the Borough area and where to focus their personal attention in order to achieve the desired reduction in accidental and deliberate fires, fire injuries and fatalities.

Course Objectives
By the end of this course participants will be able to:

- Define the Authority’s community safety work and explain how it relates to its strategic vision and aims through the London Safety Plan
- Explain the political context in which a Borough Commander must operate at Borough level as well as in a pan-London setting
- Describe the role of the Station Manager/Borough Commander in promoting fire safety issues in the local authority area through successful collaboration in local partnerships
- Summarise the ways in which community safety might be more effectively delivered in their local area, demonstrating LFB’s role in relation to its partners
- Examine the ways in which differing and conflicting priorities can be balanced and managed alongside local partners, displaying an understanding of the pressures they face and describe how these might be overcome
- List the tools available for strategic analysis and explain how these might be used to identify and prioritise local risks
- Explain how the planning process in a Borough can help in proactively targeting community safety work to those most at risk
- List the specialist support and resources team that are available to target specific groups and explain how these can support Borough objectives in the context of local risks
- Explain the governance arrangements that apply to community safety initiatives and partnerships and describe our recording and monitoring procedures
- Explain the purpose and process related to Fatal Fire Case Reviews
Departmental Provision Of Subject Matter Expert

Community Safety – 8 Hours
Middle Managers - People Management (DGMMPM)

Who can attend?
This course is mandatory for station and group managers as part of the middle manager development programme and is open to FRS staff (Grade D and above), Control Operations Manager (and above) via TNA process in agreement with their line managers.

Duration
1 day

Course Aims
This workshop introduces middle managers to all aspects of managing people from an HR perspective. The day covers policies and initiatives around managing absence, flexible working, the stress policy and wellbeing initiatives and using the PRDS system to ensure our staff are managed well. This day is designed and run by various representatives from HR.

*** PLEASE NOTE THESE OBJECTIVES ARE UNDER REVIEW***

Course Objectives
By the end of this workshop participants will be able to:

Describe the various work life balance policies and flexible working arrangements available to staff and explain the middle managers role in implementing and managing these policies.
Explain how PRDS forms part of the Brigade’s planning & performance management systems.
Describe the core components of PRDS: objectives, PQAs, development, review
Clarify what key actions are and explain how to log details on the online system
Explain the procedures for long term sickness management incorporating:
Describing the information that should be given to staff and the effects on outside employment and base postings
Explain the return to work interview process and state the process for recording sickness as Due to Service.
Considerations, advice and support required for DDA Cases.
Explain when and where help and support with regards to Sickness Absence Management can be obtained.
Identify the roles and responsibilities of a station manager/FRS Grade D including:
The actions that a manager must take in relation to medical certificates, OHS referrals and management briefs.
The Authority targets for Sickness Absence, and how this impacts on the role of a manager.
How the manager can be pro-active in ensuring good attendance.
When and where support can be obtained.

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Human Resources – 8 Hours
Middle Managers - Strategic Risk, Planning & Performance Management (DGMMSP)

Who can attend?
This course is mandatory for station and group managers as part of the middle manager development programme and is open to FRS staff (Grade D and above) via TNA process in agreement with their line managers.

Duration
1 day

Course Aims
To increase understanding of how and why the organisation’s performance management framework operates. This one day course will provide middle managers with a broad understanding of performance management and strategic risk and how these relate to their roles and responsibilities.

Course Objectives
By the end of this training participants will be able to:

- Explain the organisation’s Performance Management Framework (PMF) and describe why we need one. Included areas covered will be:
  - Statutory duty of ‘Best Value’
  - Annual planning cycle
  - How the ‘golden thread’ works
  - How target setting works
  - How performance monitoring works and the systems that support it

- Describe and explain how integrated risk management works. Included areas covered will be:
  - Risk modelling and deployment
  - iRAT at a strategic level
  - How risk registers work and fit into the PMF
  - Business Continuity and business impact analysis
  - How the London Safety Plan is developed, consulted upon and approved

- Explain the roles of Station and Group Managers in relation to Quality Assurance and describe the responsibilities of managers in auditing and managing performance.

Departmental Provision Of Subject Matter Expert

Strategy and Performance – 7 Hours
Middle Managers – Community Safety – General Briefing (DGMMCS)

Who can attend?
Station and Group Managers currently completing the Middle managers development Programme. FRS staff as appropriate.

Duration
1 day

Course Aims
To gain an understanding and appreciation of the political environment within boroughs in relation to Community Safety and how targeted Community Safety activity links through to the Authority’s aims and corporate plan; how best to guide the work of the station(s) within the Borough area and where to focus their personal attention in order to achieve the desired reduction in accidental and deliberate fires, fire injuries and fatalities.

Course Objectives
By the end of this course participants will be able to:

Define the Authority’s community safety work and explain how it relates to its strategic vision and aims through the London Safety Plan

Explain the political context in which a Borough Commander must operate at Borough level as well as in a pan-London setting

Describe the role of the Station Manager/Borough Commander in promoting fire safety issues in the local authority area through successful collaboration in local partnerships

Summarise the ways in which community safety might be more effectively delivered in their local area, demonstrating LFB’s role in relation to its partners

Examine the ways in which differing and conflicting priorities can be balanced and managed alongside local partners, displaying an understanding of the pressures they face and describe how these might be overcome

List the tools available for strategic analysis and explain how these might be used to identify and prioritise local risks

Explain how the planning process in a Borough can help in proactively targeting community safety work to those most at risk

List the specialist support and resources team that are available to target specific groups and explain how these can support Borough objectives in the context of local risks

Explain the governance arrangements that apply to community safety initiatives and partnerships and describe our recording and monitoring procedures

Explain the purpose and process related to Fatal Fire Case Reviews
Middle Managers - Introduction to Development Programme for Group Managers (DGGMID)

Who can attend?
This course is mandatory for Group Managers as part of the Middle Manager Development Programme.

Duration
½ day

Course Aims
This half day introduces participants to the middle manager development programme and the training and development opportunities available. The day explains and starts the TNA/APL process and support options. It is a mandatory attendance course.

Course Objectives
Identify the courses available on the middle manager development programme.

Explain the principles and processes of applying accredited prior learning or training needs analysis.

Complete a draft version of their TNA/APL forms in preparation for discussion with line managers.
Press Liaison Officer Theory (INPLTH) Half day

Press Liaison Officer Practical (INPDPL) Full day

Who can attend?
Station Managers

Duration
Please note that this course is split into 2 sessions, a half day ‘theory’ followed by one full day ‘practice’ training. These two sessions will take place on separate days.

Course Aims
This course is to familiarise and prepare Station Managers for the media demands appropriate to their role.

Course Objectives
By the end of this workshop participants will be able to:

- Introduction to press, broadcast and social media and its relevance to the Brigade
- What is ‘newsworthy’ and what the media require in an interview
- The law relating to media: data protection human rights, contempt and libel.
- The importance of body language – posture, eye contact and voice projection
- How to prepare for an interview – what to say and what not to say.
- Dealing with difficult questions
- Maintaining audience interest
- The interview process – “on” and “off” the record
- Radio interviews playback and analysis
- Location TV interviews playback and analysis
- Live TV interviews playback and analysis
- Case study analysis of good v bad strategic media interviews
Media Liaison for Strategic Managers (INPLSM)

Who can attend?
Strategic Managers

Duration
2 days

Course Aims
This course is to familiarise and prepare Strategic Managers for the media demands appropriate to their role, which includes the role of a spokesperson at significant operational incidents, for issues that require the presence of a senior Brigade official and issues of political or personal sensitivity.

Course Objectives
By the end of this workshop participants will be able to:

- Brief introduction to press, broadcast and social media and its relevance to the Brigade
- What is ‘newsworthy’ and what the media require in an interview
- The law relating to media: data protection human rights, contempt and libel.
- The importance of body language – posture, eye contact and voice projection
- How to prepare for an interview – what to say and what not to say.
- Dealing with difficult questions
- Dealing with significant, sensitive and political issues
- Maintaining audience interest
- The interview process – “on” and “off” the record
- Radio interviews playback and analysis
- Location TV interviews playback and analysis
- Live TV interviews playback and analysis
- Case study analysis of good v bad strategic media interviews
Strategic Managers – CAT Plans (DGSTCP)

Who can attend?
Strategic Managers

Duration
*Course is under development, this section is to be updated.

Course Aims
This course has been designed to give Strategic Managers within the London Fire Brigade an overview of a number of plans and actions related to National Security.

Course Objectives
By the end of this course participants will be able to:

Overview of London resilience
Strategic response arrangements update
Introduction to the ILO role
Introduction to CAT plans

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Incident Command – 8 Hours
Strategic Managers - Working with the Press and Media (DGSTPM)

Who can attend?
This course is recommended (TNA into) for all Strategic Managers.

Duration
2 days

Course Aims
To increase Strategic Managers knowledge of the Media and how to deal with different types of media enquires.

Course Objectives
By the end of this workshop participants will be able to:

Understand how the media functions today.
Understand what makes a good news story.
Understand what the media expects from the Brigade.
Be aware of the roles and responsibilities of the Brigade in relation to the media.
Understand the role of a press liaison officer.
Be capable of responding to media enquiries.

*Working with the Press and Media is a part of the Strategic Managers Development Programme
Strategic Manager – Duty DAC (DGSTDD)

Who can attend?
Operational Strategic Managers

Duration
1 day

Course Aims
To provide DAC’s a clear understanding of the role of the duty DAC.

Course Objectives
By the end of this course participants will be able to:

- Establish Duty DAC Roles and Responsibilities
- Discuss Notification Matrix
- Discuss out of area deployments
- Explore the move to Merton and the implications
- Tour the BCC facilities
- Contextualising SRA within BCC
- Explore and discuss Capital Guard arrangements
- Conduct scenarios based at BCC

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Incident Command – 4 Hours
Introduction to Strategic Manager Development Programme (DGSTIN)

Who can attend?
This course is recommended (TNA into) for all Strategic Managers.

Duration
1 day

Course Aims
To provide Strategic Managers with an overview of the development programme and the LFEPA’s organisational strategy and decision making processes.

Course Objectives
By the end of this workshop participants will be able to:

Explain the programme of Strategic manager’s development courses they are required to attend.
Explain how the Brigade decide their Strategic Aims & Objectives
Describe the process for agreeing the Corporate and London Safety Plans
Explain how the Brigade ensures delivery against these plans.
Explain how the Brigade measures progress and results against these plans.
Explain how the Brigade learns and improves from this process.

*This course is a part of the Strategic Managers Development Programme
Strategic Managers – Breaking Bad News (DGSTBB)

Who can attend?
This course is recommended (TNA into) for all Strategic Managers.

Duration
1 day

Course Aims
To increase Strategic Managers a knowledge of how to deliver the news of a firefighter death or serious injury, to a relative.

Course Objectives
By the end of this workshop participants will be able to:
Discuss all aspects and considerations which arise when faced with delivering grave news following the death or serious injury of on duty fire fighters.
Know the role of the LFB advisory and counselling, RMC and the Metropolitan Police family liaison unit.
Understand the appropriate time to withdraw individual support and allow other support mechanisms to take over.

*This course is a part of the Strategic Managers Development Programme
Strategic Managers – Budget Planning and Control (DGSTBP)

Who can attend?
This course is recommended (TNA into) for all Strategic Managers.

Duration
1 day

Course Aims
To increase Strategic Managers knowledge of the Budget Planning and control within the LFEPA

Course Objectives
By the end of this workshop participants will be able to:

- Discuss the GLA budget setting and allocation process
- Confirm how LFEPA are allocated their budget
- Clarify expectations of the DAC and their authority limits
- Understand your role in the advanced governance, tendering and contract management processes
- Recognise issues relating to budget maintenance, monitoring and reports
- Explore how to relate actual and forecasted costs to functional and organisational context
- Clarify how to maintain an appropriate strategic overview on budgets
- Identify internal financial specialists available and their role/remit
- Explain the budget review process

*This course is a part of the Strategic Managers Development Programme*
Strategic Managers – Employee Relations (DGSTDG)

Who can attend?
This course is recommended (TNA into) for all Strategic Managers.

Duration
1 day

Course Aims
To increase Strategic Managers a knowledge of how to prepare for and preside over level 3 disciplinary hearings.

Course Objectives
By the end of this workshop participants will be able to:

*Course is under development, this section is to be updated.

*This course is a part of the Strategic Managers Development Programme

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Human Resources – 1 Hour
Strategic Managers – Health and Safety (DGSTHS)

Who can attend?
This course is recommended (TNA into) for all Strategic Managers.

Duration
Half a day

Course Aims
To increase Strategic Managers a strategic knowledge of the Health and Safety

Course Objectives
By the end of this workshop participants will be able to:

Understand the importance of effective health and safety leadership
Understand how health and safety forms an essential and integral part of the overall organisational management strategy
Proactively manage an area or department from a strategic health and safety perspective
Understand the importance of health and safety legislation from a strategic perspective and the strategic managers’ responsibility within the LFB health and safety policy
Understand the importance of health and safety information and data as a tool to assist in identifying and developing solutions to address challenges and opportunities arising from patterns and trends

*This course is a part of the Strategic Managers Development Programme
Strategic Managers – Regulatory and Community Fire safety (DGSTRF)

Who can attend?
This course is recommended (TNA into) for all Strategic Managers.

Duration
1 day

Course Aims
To increase Strategic Managers a knowledge of Regulatory and Community Fire Safety.

Course Objectives
By the end of this workshop participants will be able to:

*Course is under development, this section is to be updated.

*This course is a part of the Strategic Managers Development Programme

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Regulatory Fire Safety – 4 Hours
Mentoring Trainees- Initial Training (DGME2D)

Who can attend?
*Course is under development, this section is to be updated.

Duration
*Course is under development, this section is to be updated.

Course Aims
*Course is under development, this section is to be updated.

Course Objectives
*Course is under development, this section is to be updated.
USAR Tools Skills Acquisition (Technician 1) (OISKIA)

Who can attend?
FRU personnel at USAR stations.

Duration
5 Days

Course Aims
To develop participants’ knowledge, skills and understanding of urban search and rescue (USAR) across in:
Breaching and Breaking.
Lifting and Moving.
Shoring.
Technical Search.

Course Objectives
By the end of the course, participants will be able to:
Safely operate and identify the hazards found in a USAR environment.
Safely operate equipment.
Identify and apply the principles of the six stages of rescue.
Appreciate the different phases of a USAR incident and how they inter-relate.
Explain the principles of shoring and load calculations.
Construct the appropriate pneumatic shoring method.
Apply and operate the principles of technical searches.
Apply the sequence of access creation.
Perform breaching.
Explain the principals of lifting and moving objects.
USAR: Tunnelling and Shoring (OISKTT)

Who can attend?
This course is a mandatory refresher for all operational Level 3 station based USAR personnel and USAR Advisors (UR,UL,UA).

Duration
5 ½ days, once per year

Course Aims
To provide knowledge and understanding of established advanced and alternative techniques in the USAR environment.
To practise skills and take part in a realistic simulation of a USAR event.

Course Objectives
By the end of the course, participants will have practised their skills, and learnt and considered alternative techniques in:
The six stages of rescue.
Mapping and technical search.
Risk identification and mitigation.
Advanced tunnelling and shoring.
Breaching and breaking.
Lifting and moving.
Hot cutting.
Using a chainsaw.
Trauma and casualty management.
Ventilation.
Air monitoring, (Zellweger).
Team management.
Logistics.
Communication.
USAR sector command.
USAR 36 Hour Exercise (OISKUE)

Who can attend?
This course is a mandatory refresher for all operational Level 2 & 3 station based USAR personnel and USAR Advisors, (UR, UL, UA).

Duration
36 Hours, spanning 3 days, once per year

Course Aims
To give USAR responders the opportunity to take part in a realistic deployment and simulation of a USAR incident, while demonstrating safe and effective core skills.
To give USAR advisors the opportunity to practise command and control activities while acting in the sector UA or silver command support role.

Course Objectives
By the end of the course, participants will be able to:
Operate safely at a USAR incident by conducting ongoing risk assessments at a simulated incident.
Identify potential victim locations using technical search equipment and use efficient marking systems.
Safely operate USAR equipment and undertake basic field maintenance.
Safely assess and complete a variety of breaching and breaking skills.
Safely demonstrate how to extricate victims and casualties from a USAR environment.
Demonstrate effective information exchange to allow continuous and progressive operations at the scene of an incident.
Provide a structured and well informed handover of an incident to other agencies, ensuring it is sequential and logical, and incorporate the need for possible crime scene investigations.
Facilitate the opportunity to practise command and control issues associated with a USAR deployment and incident.
USAR Block A (Tech Search and Breaching Breaking) (OIWSBA)

Who can attend?
This course is a mandatory refresher for all operational Level 2 & 3 (UR, UL) station based USAR personnel.

Duration
4 days, once per year

Course Aims
To give USAR responders the opportunity to practise and update their skills, in Breaching/Breaking, and Technical Search techniques.

Course Objectives
By the end of the workshop, participants will be able to:

Breaching and Breaking:
State the general principles of breaching and breaking.
List the breaching and breaking equipment held on modules 2 and 3.
Describe collapse patterns.
Describe victim access techniques for different structures.
Define a confined space and describe hazards associated with confined space operations.
Identify the equipment on USAR modules used for confined space operations.
Describe the basic principles of ventilation and ventilation modes.
Carry out a clean and dirty breach.
Describe health, safety and maintenance procedures for breaching and breaking equipment.
Construct the Lobo working platform.

Technical Search:
State where search fits in the six stages of rescue.
Explain the difficulties associated with the initial search phase.
Describe the safety measures used for trapped victims and staff in search and rescue activities.
Explain which documentation is needed for thorough search operations.
Demonstrate the correct use of search cam.
Demonstrate the correct use of snake eye II and III, with use of extension poles.
Carry out a systematic search of voids in the search facility.
Demonstrate the correct procedures when identifying hazards.
Demonstrate the correct handing over of information and processing of details.
Demonstrate how to carry out a line and hail, hasty search, full search and internal search using Delsar I and II.
Explain the sequence of search methods.
Demonstrate the correct way of logging information.
Demonstrate the layout and use of confined space.
By the end of the course, participants will be familiar with the search procedures and will have rotated through the different crew positions.
USAR Block B (Lifting and Moving/Shoring) (OIWBB)

Who can attend?
This course is a mandatory refresher for all operational Level 2 & 3 (UR,UL) station based USAR personnel.

Duration
3 days, once per year

Course Aims
To give USAR responders the opportunity to practise and update their skills in:
Paratech and timber shoring techniques.
Lifting and moving techniques.

Course Objectives
By the end of the course, participants will be able to:
Shoring:
Recognise Paratech equipment and its uses.
Identify each type of shore.
State considerations when sizing up.
State when each shore should be used and its advantages and limitations.
Safely construct and place shores.
List mitigation basics.
Calculate weight of area to be shored.
Show correct use of nail guns and Palm Nailer
Demonstrate correct use of Compound Mitre Saw
State correct use of fixings.

Lifting and Moving:
Calculate loads.
Identify suitable anchor points.
Select and use appropriate lifting and moving equipment.
Identify critical angles and load markings.
Set up simple and compound pulley systems.
Correctly use the:
Maxi force air lifting units.
Tralift and bravo chain hoists.
Go-Jaks.
Jet wire rope winches.
Insulated swivels.
Levers.
Cribbing.
Hydraulic lifting equipment.
EVAK 500 rope winch.
State the safety aspects associated with lifting and moving.
USAR Block C (Advanced Lifting and Moving) (OIWSBC)

Who can attend?
This course is a mandatory refresher for all operational Level 3 (UR, UL) station based USAR personnel.

Duration
1 Day, once per year

Course Aims
To give USAR responders the opportunity to practise and update their skills in advanced lifting and moving techniques.

Course Objectives
By the end of the course, participants will be able to:
Lifting and moving:
Calculate loads.
Identify suitable anchor points and ground anchor placement.
Select and use appropriate lifting and moving equipment.
Identify critical angles and load markings.
Set up simple and compound pulley systems.
Show how to pass the knot/damaged line within a rope system.
Correctly use:
Maxi force and zumro air lifting units.
Tralift and bravo chain hoists.
Go-Jaks.
Module 2 hydraulic equipment.
Jet wire rope winches.
Insulated swivels.
Dynafor load cells.
Levers.
Cribbing.
Hydraulic lifting equipment.
EVAK 500 rope winches.
State the safety aspects associated with lifting and moving.
USAR Block D (Advanced Shoring) (OIWSBD)

Who can attend?
This course is a mandatory refresher for all operational Level 3 (UR,UL) station based USAR personnel, that are U5 qualified.

Duration
2 days, 3 times per year

Course Aims
To give U5 qualified USAR responders the opportunity to practise and update their skills in advanced Paratech and timber shoring techniques.

Course Objectives
By the end of the workshop, participants will be able to:
Recognise items of Paratech equipment and their uses.
Identify each type of shore.
State considerations when sizing up.
State when each shore should be used and its advantages and limitations.
Safely construct and place complicated and improvised shores.
List mitigation basics.
Calculate weight of area to be shored.
Show correct use of nail gun, and Palm Nailer
Demonstrate the correct use of the Compound Mitre Saw.
State correct use of fixings.
Adapt to apply Advanced shoring techniques
Who can attend?
This course is a mandatory refresher for all operational Level 3 (UR,UL) station based USAR personnel, that are U6 qualified.

Duration
1 day, 3 times per year

Course Aims
To give U6 qualified, USAR responders, the opportunity to practise and update their skills in hot cutting techniques.

Course Objectives
By the end of the course, participants will be able to:
State general hot cutting principles and techniques.
State the advantages and limitations of hot cutting tools.
State the safety issues associated with hot cutting operations.
Demonstrate safe Hot Cutting techniques with both Clucas and Petrogen
USAR Block F (Chainsaw) (OIWSBF)

Who can attend?
This course is a mandatory refresher for all operational Level 3 (UR,UL) station based USAR personnel, that are U7 qualified.

Duration
1 day, 3 times per year

Course Aims
To give U7, USAR responders, the opportunity to practise and update in chainsaw techniques.

Course Objectives
By the end of the course, participants will be able to:
State the safety issues associated with chainsaw operations.
Demonstrate general chainsaw principles and techniques
State the advantages and limitations of both chainsaws.
USAR Block G (Line Access and Casualty Extrication) (OIWSBG)

Who can attend?
This course is a mandatory refresher for all operational Level 3 (UR,UL) station based USAR personnel, that are LACE qualified.

Duration
2 days, twice per year

Course Aims
To give the opportunity for USAR Responders to practise, and be updated in Line Access and casualty Extrication techniques.

Course Objectives
State relevant Legislation (LOLER/WAH)
Identify appropriate Line Access and Casualty Extrication equipment
Identify Critical Angles
Describe fall arrest, work positioning and work restraint
State correct use of Lanyard
State the use and rules of lifelining using a Grillon
Identify correct methods for lifting and moving live loads.
State the safety aspects associated with Line Access and casualty Extrication.
USAR Hot Cutting Equipment Skills (OISKUH)

Who can attend?
Level 3 personnel identified by Establishment and Performance team.

Duration
2 Days

Course Aims
To introduce through demonstration and confirmation, Hot Cutting with both Clucas and Petrogen Equipment, to USAR personnel

Course Objectives
By the end of the course participants will be able to:
Correctly identify all items of equipment used for Hot Cutting.
Explain and identify Hot Cutting Techniques.
Differentiate between different Hot Cutting equipment and their uses.
Recognise safe and unsafe systems of work.
Demonstrate to a competent level, operation and techniques used in Hot Cutting.
USAR Confined Space Operator (FSC) (OIFSUR)

Who can attend?
All operational Level 3 USAR personnel.

Duration
2 Days

Course Aims
To introduce personnel to safe working in Confined Spaces

Course Objectives
By the end of the course participants will be able to:
- Implement entry control to confined spaces
- Monitor atmospheric readings using the Zellweger gas monitor
- Fill in the appropriate forms for confined space entry
- Use the Savox self rescue set, in a controlled and safe manner
USAR – Safe Working at Height (OIWKSW)

Who can attend?
All operational Level 3 USAR personnel.

Duration
2 Days

Course Aims
To give participants, the opportunity to increase their knowledge, skills and understanding, in issues surrounding safe working at height and using specialist safety equipment.

Course Objectives
By the end of the course participants will be able to:
Correctly identify all items of equipment used for safe working at height.
Explain the donning and deployment of equipment for safe operational use.
Differentiate between the requirements for fall arrest, work positioning and work restraint modes of operating.
Move safely across a pre-determined elevated route using working and safety lanyards.
Recognise safe and unsafe systems of work.
Explain and demonstrate a viable rescue and recovery option for a suspended victim.
USAR Environment Line Access and Casualty Management (OIUSLA)

Who can attend?
All operational Level 3 USAR personnel.

Duration
5 Days

Course Aims
To introduce Line Access and casualty Extrication techniques to USAR Responders.

Course Objectives
State relevant Legislation (LOLER/WAH)
Identify appropriate Line Access and Casualty Extrication equipment
Identify Critical Angles
Describe fall arrest, work positioning and work restraint
State correct use of Lanyard
State the use and rules of lifelining using a Grillon
Identify correct methods for lifting and moving live loads.
State the safety aspects associated with Line Access and casualty Extrication.
USAR UA Technical Training (NLOTCP)

Who can attend?
USAR Advisors (UA)

Duration

Course Aims
To familiarise UA’s with the equipment and skills required across all of the disciplines for the Urban Search and Rescue environment.

Course Objectives
By the end of this course participants will be able to:

To enable UA’s to have an understanding of USAR, Modules, and Equipment.

Introduce candidates to USAR through a Power Point presentation
Familiarise students with the USAR modules
Demonstrate where to position Modules for access to equipment
Familiarise the students with the stowage of equipment
Demonstrate the safe removal of equipment.
Make students aware that certain items can only be removed by means of an MPV or similar vehicle
Reinforce manual handling regulations
Identify how to earth the Modules
Familiarise students with the equipment carried on the Modules

Policies:
All NRAT SOP’s

Lifting and Moving
By the end of the session students will be able to:

Calculate loads
Identify suitable anchor points
Select and use appropriate Lifting and Moving equipment
Identify critical angles and load markings
Set up simple and compound pulley systems
Identify the (Maxi Force) Air Lifting Units
Identify the Tralift and Bravo Chain Hoists
Identify the Go-Jaks
Identify the Jet Wire Rope Winch
Identify the insulated swivel
Identify the Hilti Anchor Testing Kit
Demonstrate the correct use of levers
Demonstrate the correct use of cribbing
State the safety aspects associated with Lifting and Moving.

Policies:
**NRAT Lifting and Moving SOP's**

**Policy 671-Lifting and Moving Plan**

**Shoring**

By the end of the session the students will be able to:

- Identify the Paratech metal Shoring equipment
- Calculate loads
- Identify suitable anchor points
- Select and use appropriate Shoring equipment
- Size up area to be shored
- Identify area to be shored
- State the loads that shores can hold
- Identify equipment to be used
- Take accurate measurements and calculations of the area to be shored
- State the correct shores to be placed
- Set up cutting station
- Demonstrate the correct use of the Paratech support system
- Place Paratech shoring system
- Apply timber bracing
- Demonstrate the correct use of the Compound mitre saw
- Demonstrate the correct use of the Circular saw
- Demonstrate the correct use of the Nail Gun
- Demonstrate the correct use of the Palm Nailer
- Place the shores in a safe manner
- State the safety aspects associated Shoring
- Signs of collapse
- Causes of structural failure

**Policies:**

NRAT Shoring SOP's
Operational Note 020- Collapsed Structures.

**Technical search**

By the end of the session the students will be able to:

- Understand the importance of Search Management
- State the 6 Stages of Rescue
- State considerations when Mapping & Planning
- Identify 'Site ID' cards & state uses
- Identify the equipment that a Mapping team should utilise
- Identify different types of collapse
- State considerations when utilising a search dog
- Demonstrate an awareness of Technical Search equipment.
- Demonstrate the ability to set up, calibrate and operate Audio Technical Search equipment.
- Mapping and recording
Policies:
New Dimension (ND) USAR Module 1 Equipment notes.
ND USAR Standard Operating Procedure notes. SSA 001-0011

Breaching and Breaking
By the end of the session the students will be able to:

Perform a Dynamic Risk Assessment of an Urban Search and Rescue environment,
Understand breaching and cutting methods, procedures and protocols,
Evaluate appropriate tool selection, and maintenance of tools
Demonstrate safe and effective breaching and cutting techniques,
Understand building construction methods, elements of structure and load systems,
Understand building materials and the inherent hazards/difficulties associated when breaching,
Have an appreciation of Chainsaw capabilities
Be aware of Hot Cutting capabilities

Policies:
New Dimension (ND) USAR Module 1 and 2 Equipment notes.
ND USAR Module 1 and 2 Health and Safety Risk Assessment.
ND USAR Standard Operating Procedure notes.
Policy no. 557: ‘Urban Search & Rescue’
Policy no. 302: ‘Collapsed structures’
LFB Policy Numbers 607, 609, 610, 611, 612, 613, 614 and 615
Hazmat Identify Monitor and Detect Hazardous Materials (OISKHZ)

Who can attend? - Members of the CBRN Rapid Response Team

Duration – 2 Days

Course Aims – To enable personnel to operate the Hazmat ID portable FT-IR analyse and interpret results.

Course Objectives
By the end of this course participants will be able to:

- Carry out sampling, collection and control.
- Demonstrate a full understanding of the Hazmat ID equipment.
- Identify solid and liquid chemicals using the Hazmat ID equipment.
FSTC Hapsite Smart Operator (FCFHS)

Who can attend? - Members of the CBRN Rapid Response Team

Course Provider – Fire Service College

Course Location – Moreton in Marsh

Duration – 3.5 Days

Course Aims – To give personnel a basic understanding of the HAPSITE Smart Chemical Identification System and to acquire the skills to use the system.

Course Objectives
By the end of this course participants will be able to:

• Carry out sampling and survey techniques.
• Demonstrate an understanding of the HAPSITE equipment ((Survey and GCMS)
• Identify gases and vapours using the HAPSITE equipment and laptop computer.
• Use the software and database as search tools.
• Combine HAPSITE Smart data with other information sources before judgement and decisions are made.
HDIM Exploranium GR 135 (OISKEX)

Who can attend? – Members of the CBRN Rapid Response Team

Duration – 1 day

Course Aims – For personnel to demonstrate the correct operation of the GR - 135 Exploranium Instructor

Course Objectives
By the end of this course participants will be able to:

- Describe the limitations of the GR – 135 Exploranium.
- Prepare the GR -135 Exploranium for use
- Operate the GR – 135 Exploranium in automatic mode to identify and detect a selection od radioactive materials.
- Interpret and/or download the outputs of the GR 135 – Exploranium
- Return the GR – 135 Exploranium to storage/standby.
Hazmat ID & Monitoring Scenarios (OIHMSC)

Who can attend? - Members of the CBRN Rapid Response Team who have DIM equipment qualifications.

Duration – 2.5 Days

Course Aims — To provide personnel trained to HDIM level with a range of scenario-based exercises to enhance their knowledge and skills acquisition and retention through correct selection, deployment and interpretation of the DIM suite of equipment.

Course Objectives
By the end of this course participants will be able to:

- To understand DIM Standard Operating Procedures (SOP)
- Understand correct use of analytical risk assessment process.
- Understand briefing requirements and co-operative working with support crews, Incident Commanders and other agencies.
- Undertake sample gathering and operation of equipment within the 'Hot Zone' wearing full PPE/RPE.
- Select and use the correct sampling techniques and item(s) of DIM equipment.
- Appreciate the time constraints associated with the level of protection selected.
- Demonstrate the decontamination process of equipment and personnel.
- Provide advice to the Incident Commander regarding the next action following a positive identification of a substance.
- Completion of the deployment debrief report.
USAR Phase 2 (OISKIB)

Who can attend?
Staff based at technical rescue centres who have received USAR phase 1 course training. Allocation of course places will be dependant on the needs of the watch.

Duration
10 Days

Course Aims
To further develop the knowledge, skills and understanding of USAR across the range of core disciplines:
Breaching and Breaking.
Lifting and Moving.
Shoring and Technical Search.
The course provides opportunities to strengthen knowledge in a simulated USAR environment.

Course Objectives
By the end of the course, participants will be able to:
Safely operate and identify the hazards found in a USAR environment.
Identify and apply the six stages of rescue.
Communicate clearly with other staff.
Identify, select and construct the appropriate shoring and technical search methods.
Identify, select and undertake appropriate breaching, lifting and moving loads methods.
Identify the UK structural engineering systems.
Explain the factors affecting failing structures.
Identify collapse patterns and predict survivable void locations.
USAR Shoring Specialist (OISKSS)

Who can attend?
Level 3 personnel identified by Establishment and Performance team.

Duration
10 Days

Course Aims
To give participants, the opportunity to increase their knowledge, skills and understanding, of Advanced Shoring Techniques

Course Objectives
By the end of the course participants will be able to:
Correctly identify all items of equipment used for Shoring.
Explain and identify Shores.
Differentiate between shores and their uses.
Identify areas of Shore placement
Calculate weight of area to be supported.
Lead in the construction of Shores
Recognise safe and unsafe systems of work.
USR Using Chainsaw, in a USAR Environment. (OIUSCH)

Who can attend?
Level 3 personnel identified by Establishment and Performance team.

Course Provider
Rescue Skills

Course Location
FSC

Duration
4 Days

Course Aims
To introduce through demonstration and confirmation, the 2 types of Chainsaws, their equipment and techniques, to USAR personnel

Course Objectives
By the end of the course participants will be able to:
Correctly identify all items of equipment used for Chainsaw.
Explain and identify Chainsaw Techniques.
Differentiate between the 2 different types of Chainsaw and their uses.
Recognise safe and unsafe systems of work.
Demonstrate to a competent level, operation and techniques used in Chainsaw
Obtain an operators certificate
USAR Chainsaw Recertification (OIUSCR)

**Who can attend?**
All Level 3 respondents with U7 attribute.

**Duration**
2 Days

**Course Aims**
Re-certify Chainsaw trained personnel, in equipment safety and techniques

**Course Objectives**
By the end of the course participants will be able to:
- Correctly identify all items of equipment used for Chainsaw.
- Explain and identify Chainsaw Techniques.
- Differentiate between the 2 different types of Chainsaw and their uses.
- Recognise safe and unsafe systems of work.
- Demonstrate to a competent level, operation and techniques used in Chainsaw.
- Obtain an operators certificate.
USAR Confined Space Supervisor (OISCSS)

**Who can attend?**
USAR Advisors (UA)

**Duration**
5 Days

**Course Aims**
To introduce Confined Space Awareness in a supervisory capacity, to USAR personnel

**Course Objectives**
By the end of the course participants will be able to:
- Implement entry control to confined spaces
- Monitor atmospheric readings using the Zellweger gas monitor
- Supervise, advise and fill in the appropriate forms for confined space entry
- Set up safe systems of work to deal with a confined space
- Use the Savox self rescue set, in a controlled and safe manner
Who can attend?
USAR Advisors (UA)

Duration
4 Days

Course Aims
To familiarise USAR Advisors in Module equipment, USAR disciplines and the capabilities of personnel

Course Objectives
By the end of the course participants will be aware of:

- Detailed USAR disciplines
- Personnel disposition
- Time scales for specific tasks
- Module equipment layout
- Incident scene requirements
- Roll of the Trainer Responder
- Workshops and exercises available to personnel
USAR UA Technical Training (NLOTCP)

Who can attend?
USAR Advisors (UA)

Duration

Course Aims
To familiarise UA’s with the equipment and skills required across all of the disciplines for the Urban Search and Rescue environment.

Course Objectives
By the end of this course participants will be able to:

To enable UA’s to have an understanding of USAR, Modules, and Equipment.

Introduce candidates to USAR through a Power Point presentation
Familiarise students with the USAR modules
Demonstrate where to position Modules for access to equipment
Familiarise the students with the stowage of equipment
Demonstrate the safe removal of equipment.
Make students aware that certain items can only be removed by means of an MPV or similar vehicle
Reinforce manual handling regulations
Identify how to earth the Modules
Familiarise students with the equipment carried on the Modules

Policies:
All NRAT SOP’s

Lifting and Moving
By the end of the session students will be able to:

Calculate loads
Identify suitable anchor points
Select and use appropriate Lifting and Moving equipment
Identify critical angles and load markings
Set up simple and compound pulley systems
Identify the (Maxi Force) Air Lifting Units
Identify the Tralift and Bravo Chain Hoists
Identify the Go-Jaks
Identify the Jet Wire Rope Winch
Identify the insulated swivel
Identify the Hilti Anchor Testing Kit
Demonstrate the correct use of levers
Demonstrate the correct use of cribbing
State the safety aspects associated with Lifting and Moving.

Policies:
NRAT Lifting and Moving SOP’s
Policy 671-Lifting and Moving Plan

Shoring
By the end of the session the students will be able to:

- Identify the Paratech metal Shoring equipment
- Calculate loads
- Identify suitable anchor points
- Select and use appropriate Shoring equipment
- Size up area to be shored
- Identify area to be shored
- State the loads that shores can hold
- Identify equipment to be used
- Take accurate measurements and calculations of the area to be shored
- State the correct shores to be placed
- Set up cutting station
- Demonstrate the correct use of the Paratech support system
- Place Paratech shoring system
- Apply timber bracing
- Demonstrate the correct use of the Compound mitre saw
- Demonstrate the correct use of the Circular saw
- Demonstrate the correct use of the Nail Gun
- Demonstrate the correct use of the Palm Nailer
- Place the shores in a safe manner
- State the safety aspects associated Shoring
- Signs of collapse
- Causes of structural failure

Policies:
NRAT Shoring SOP’s
Operational Note 020- Collapsed Structures.

Technical search
By the end of the session the students will be able to:

- Understand the importance of Search Management
- State the 6 Stages of Rescue
- State considerations when Mapping & Planning
- Identify ‘Site ID’ cards & state uses
- Identify the equipment that a Mapping team should utilise
- Identify different types of collapse
- State considerations when utilising a search dog
- Demonstrate an awareness of Technical Search equipment.
- Demonstrate the ability to set up, calibrate and operate Audio Technical Search equipment.
- Mapping and recording
Policies:
New Dimension (ND) USAR Module 1 Equipment notes.
ND USAR Standard Operating Procedure notes. SSA 001-0011

**Breaching and Breaking**
By the end of the session the students will be able to:

- Perform a Dynamic Risk Assessment of an Urban Search and Rescue environment.
- Understand breaching and cutting methods, procedures and protocols.
- Evaluate appropriate tool selection, and maintenance of tools.
- Demonstrate safe and effective breaching and cutting techniques.
- Understand building construction methods, elements of structure and load systems.
- Understand building materials and the inherent hazards/difficulties associated when breaching.
- Have an appreciation of Chainsaw capabilities.
- Be aware of Hot Cutting capabilities.

Policies:
New Dimension (ND) USAR Module 1 and 2 Equipment notes.
ND USAR Module 1 and 2 Health and Safety Risk Assessment.
ND USAR Standard Operating Procedure notes.
Policy no. 557: ‘Urban Search & Rescue’
Policy no. 302: ‘Collapsed structures’
LFB Policy Numbers 607, 609, 610, 611, 612, 613, 614 and 615
Fire Safety Unit 1 (FSRU01)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Class-based learning – 1 day
Post course: Online learning, directed study and assessment – 12 hours

Course Aims
Identify and report hazards and risks associated with fire in simple premises.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand the requirements for identifying and reporting hazards and risks associated with fire in simple premises.
(b) Understand control measures to mitigate the risks from fire in simple premises.
(c) Be able to identify fire hazards and risks in simple premises.
(d) Be able to report fire hazards and risks in simple premises.
Fire Safety Unit 2 (FSRU02)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Class-based learning – 3 days

Course Aims
Assess risks associated with fire in simple premises.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand the requirements for assessing fire risks associated in simple premises.
(b) Understand processes and guidance relevant to fire risk assessment in simple premises.
(c) Be able to evaluate fire hazards and risks in simple premises.
(d) Be able to agree solutions to minimise risks from fire in simple premises.
Fire Safety Unit 3 (FSRU03)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Class-based learning – 2 days
Post course: Online learning, directed study and assessment – 7 hours

Course Aims
Ensure measures are in place to protect people from fire in simple premises.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand the requirements for the protection of people from fire in simple premises.
(b) Be able to ensure resources are available to manage fire risks in simple premises.
Fire Safety Unit 4 (FSRU04)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Class-based learning – 3 days
Post course: Online learning, directed study and assessment – 7 hours

Course Aims
Review matters relating to fire protection systems in simple premises.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand the legislative and organisational requirements applicable to fire protection systems in simple premises.
(b) Understand the procedures and processes for reviewing matters relating to fire protection systems in simple premises.
(c) Be able to evaluate fire hazards and risks in simple premises.
(d) Be able to recommend options to support appropriate risk reduction measures, fire precautions and maintenance routines in simple premises.
Fire Safety Unit 5 (FSRU05)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Class-based learning – 4 days

Course Aims
Plan and gather evidence for the purpose of fire safety regulation in simple premises.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand requirements for planning and gathering evidence for the purpose of fire safety regulation in simple premises.
(b) Be able to plan and prepare the collection of evidence for fire safety regulation in relation to simple premises.
(c) Be able to gather evidence for the purpose of fire safety regulation in relation to simple premises.
(d) Be able to collate evidence for the purpose of fire safety regulation in relation to simple premises.
Fire Safety Unit 6 (FSRU06)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Online learning, directed study and assessment – 14 hours

Course Aims
Visit premises for the purposes of fire safety regulation.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand the legislative and organisational requirements applicable to fire protection systems in simple premises.
(b) Understand the procedures and processes for reviewing matters relating to fire protection systems in simple premises.
(c) Be able to evaluate fire hazards and risks in simple premises.
(d) Be able to recommend options to support appropriate risk reduction measures, fire precautions and maintenance routines in simple premises.
Fire Safety Unit 7 (FSRU07)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Class-based learning – 3 days

Course Aims
Assess risks associated with fire in complex premises and environments.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand the requirements for assessing fire risks within complex premises and environments.
(b) Understand processes and guidance relevant to fire risk assessment in complex premises and environments.
(c) Be able to evaluate fire hazards and risks in complex premises and environments.
(d) Be able to specify solutions to minimise risks from fire in complex premises and environments.
Fire Safety Unit 8 (FSRU08)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Class-based learning – 2 days
Post course: Online learning, directed study and assessment – 7 hours

Course Aims
Ensure measures are in place to protect people from fire in complex premises and environments.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand the requirements for the protection of people from fire in complex premises and environments.
(b) Be able to ensure resources are available to manage fire risks in complex premises and environments.
Fire Safety Unit 9 (FSRU09)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Class-based learning – 3 days
Post course: Online learning, directed study and assessment – 7 hours

Course Aims
Review fire protection systems in complex premises and environments.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand the legislative and organisational requirements applicable to fire protection systems in complex premises and environments.
(b) Understand the procedures and processes for reviewing matters relating to fire protection systems in complex premises and environments.
(c) Be able to evaluate fire risks in complex premises and environments.
(d) Be able to recommend options to support appropriate risk reduction measures, fire precautions and maintenance routines in complex premises and environments.
Fire Safety Unit 10 (FSRU10)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Online learning, directed study and assessment – 28 hours

Course Aims
Review safety measures at locations that are regulated and/or licensed.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand requirements for reviewing safety measures in complex premises and environments that are regulated and/or licensed.
(b) Be able to determine risks in complex premises and environments.
(c) Be able to recommend controls to manage specific risks in complex premises and environments.
Fire Safety Unit 11 (FSRU11)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Online learning, directed study and assessment – 15 hours

Course Aims
Visit complex premises and environments for the purposes of fire safety regulation.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand the legislative and organisational requirements applicable to fire protection systems in complex premises.
(b) Understand the procedures and processes for reviewing matters relating to fire protection systems in complex premises.
(c) Be able to evaluate fire hazards and risks in complex premises.
(d) Be able to recommend options to support appropriate risk reduction measures, fire precautions and maintenance routines in complex premises.
Fire Safety Unit 12 (FSRU12)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Class-based learning – 5 days
Post course: Online learning, directed study and assessment – 15 hours

Course Aims
Review fire safety matters relating to existing or proposed construction.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand the legislative and organisational requirements for reviewing fire safety matters relating to existing or proposed construction.
(b) Understand the procedures and processes for reviewing fire safety matters relating to existing or proposed construction.
(c) Understand the impact of building materials and construction methods on fire safety.
(d) Be able to evaluate plans to determine fire risks associated with construction design.
(e) Be able to evaluate planned use of materials and their effectiveness.
(f) Be able to report on risks with recommendations to support appropriate risk reduction measures, fire precautions and maintenance routines.
Fire Safety Unit 15 (FSRU15)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Online learning, directed study and assessment – 10 hours

Course Aims
Review fire safety matters relating to premises under construction, demolition and alteration.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand requirements for reviewing fire safety matters relating to premises under construction, demolition and alteration
(b) Be able to assess fire risks associated with planned construction, demolition and alteration.
(c) Be able to advise on controls to manage fire risks in premises under construction, demolition and alteration.
(d) Be able to advise on controls to manage fire risks in the vicinity of premises under construction, demolition and alteration.
Fire Safety Unit 16 (FSRU16)

**Who can attend?**
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

**Duration**
Class-based learning – 3 days

**Course Aims**
Prepare and present evidence in court and other formal proceedings in relation to fire safety matters.

**Course Objectives**
By the end of the course, participants will be able to:

(a) Understand requirements for preparing and presenting evidence in court and other formal proceedings in relation to fire safety matters environments.
(b) Be able to prepare evidence and reports relating to fire safety for court and other formal proceedings.
(c) Be able to present evidence relating to fire safety to court and other formal proceedings.
Fire Safety Unit 17 (FSRU17)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Online learning, directed study and assessment – 7 hours

Course Aims
Draft statutory enforceable documents for the purposes of fire safety regulation.

Course Objectives
By the end of the course, participants will be able to:

(a) Understand requirements for drafting statutory enforceable documents for the purposes of fire safety regulation.
(b) Be able to draft statutory enforceable documents.
Fire Safety Unit 18 (FSRU18)

Who can attend?
This course is for Fire Safety Inspecting Officers and Fire Safety Team Leaders.

Duration
Online learning, directed study and assessment – 7 hours

Course Aims
Serve statutory enforceable documents for the purposes of fire safety regulation

Course Objectives
By the end of the course, participants will be able to:

(a) Understand requirements for serving statutory enforceable documents for the purposes of fire safety regulation.
(b) Be able to serve statutory enforceable documents.
FSC – Fire Investigation Course (FCFSFI)

Who can attend?
Personnel selected via the FI assessment process, we may be running one later this year depending on team forecasts

Duration
2 weeks

Course Aims
Provided selected personnel with underpinning knowledge and skills to start the FI development process

Course Objectives

Element A1 – Introduction to Fire Investigation
- The history of fire investigation in the LFB and UK.
- The reasons that we investigate the causes of fires.
- The analytical approach to fire investigation

Element A2 – Fire Investigation vehicles

Element A3 – Fire investigation vehicle equipment
- Understand the specific design features of the fire investigation vehicles.
- Be able to correctly operate the monitoring and diagnostic equipment carried on the vehicles.
- Be able to source the packaging materials.
- Source the examination and excavation tools

Element A4 – Site folder
- Understand the content and purpose of the folder carried on the fire investigation vehicles regarding trends and specific electrical appliance and gas appliance issues.

Element A5 – FI Search Dog and Handler
- Understand the role of the search dog and handler at a fire scene examination.
- Appreciate the large search area and capabilities.
- Appreciate the highly sensitive sensing capabilities of the search dogs.
- Understand the current cross-border arrangements with other Fire Brigades in the UK.

Element A6 – Statutory Duties and Powers
- Understand their powers and responsibilities under the fire investigation section of the Fire & Rescue Services Act 2004

Element B1 – Forensic awareness
- Be aware of forensic issues at fire scenes.
- Put into place appropriate cordon and preservation measures.
- Understand the methods of securing and correctly packaging different types of exhibit seized under Police and Criminal Evidence Act (PACE).

Element B2 – Crime Scene Indicators
- Appreciate and react to the potential forensic trace evidence available at fire scenes.
- This evidence includes: DNA, Finger and palm prints, Blood patterns, glass evidence, and fibre evidence.
Element B3 - Fire Investigation Scene Risk Assessments
• Recognise and reduce the risks associated with fire damaged structures in particular - structural building collapse - during a fire scene examination.
• Understand the respiratory issues of fire scene debris (asbestos, heavy metals etc.)
• Understand the biohazard risks.

Element B4 - Fire Scene Examination
• Understand and interpret the different types of fire, heat and smoke patterns to indicate a fire’s area of origin within a compartment

Element B5 – Scene recording and contemporaneous notes
• Understand the data that needs to be collected whilst undertaking a fire scene examination.
• Have the skills and resources to document a fire scene.

Elements C1 and C2 – Real Fire Library database and the Incident Management System (IMS)
• Understand the historical use and development of the Real Fire Library and the current archived version (with data additional to IMS) available to use by FIOs.
• Become familiar with the fire investigator’s access to IMS and the type of data that must be inputted.
• IMS report capability of IMS to create reports for internal and external agencies

Element C4 – Fire Engineering
• Understand the function of the LFB’s Fire Engineering Group.
• Understand the difference between code-based and engineered building designs.
• Recognise the need to request Fire Engineering to a fire scene.
• Understand the type of buildings that need to be referred to the Fire Engineering Group.

Element C5 – Fire Safety
• Understand the function of the Fire Safety Department.
• Recognise when it is appropriate to request an on-call Fire Safety Officer to a Scene.
• Understand the enforcement and prosecution role of the Fire Safety Department and the interaction of the Fire Investigation Group.

Element C6 – Research Projects
• Understand the research projects previously carried out by the FI Group.
• Recognise the need to raise a trend to be researched.
• Locate the existing projects within electronic resources

Element C7 – Forensic Science Providers
• Understand when they may work alongside Forensic Scientists retained by the Police.
• Appreciate current working practices and scene primacy

Element D1 –Fatal Fire Procedures
• Understand the current process at a fatal fire scene.
• Appreciate the important inter-agency liaison that a fire investigator undertakes.
• Recognise the issues with not treating a fatal fire scene as non-suspicious initially.
• Understand the Health & Safety risks of body fluids and the correct PPE to be used when recovering deceased victims.

Element D2 –Inter-agency working with the Police. The LFB/Met. Police MOU and BALOs (Borough Arson Liaison Officers).
• Understand the structure of the Metropolitan Police.
• Appreciate the different roles of the Serious Crime Directorate and the Borough Police Teams.
- Understand the content and purpose of the MOU.
- Recognise the effective communication with the BALOs and their resources.

**Element D3 – Borough Working**
- Understand the role of the LFB’s Borough Commanders and Borough support teams.
- Recognise the types of incident that need to be reported to the Borough teams.

**Element D4 – Statement writing**
- Understands the different types of statement that an FIO is required to compile (Criminal Court, Civil Court, and Coroners Court, Health & Safety Executive and Trading Standards Departments).
- Understand the correct content to be included in statements.
- Appreciate that it is a legal document.
- The difference between professional evidence, hearsay and expert evidence

**Element D5 – Interview skills**
- Understand the different types of interview and their correct application.
- Have experienced being interviewed and being the interviewer.
- Understand the need of planning an interview.
- Appreciate when appropriate/not appropriate to interview a witness.

**Element D6 – Insurance Loss Adjusters / Loss Assessors**
- Understand the significant difference between insurance Loss Adjusters, insurance Loss Assessors and insurance investigators.
- Appreciate the value of working with an insurance investigator.
- Understand the types of information that can/cannot be disclosed with insurance investigators.

**Element E1 and E2 – Ignition Sources, Devices and Accelerants**
- Understand the physical characteristics and the fundamental chemistry of various ignition sources.
- Recognise incendiary devices.
- Recognise the analytical methods to identify the use of an accelerant at a fire scene

**Element E3 – Fire Dynamics**
- Understand the fire dynamics within a compartment.
- Understand the physical evidence of “flashover” and “backdraft” events.
- Appreciate the fuel packages and ventilation requirements to drive a compartment to flashover.
- Understand heat transfer mechanisms and their importance with investigating fire scenes.

**Element E4 – Electricity**
- Basic Electrical Theory,
- Circuit Protection Devices,
- Electrical distribution systems,
- Electrical Causes of Fire,
- Arcing & Arc Mapping,

**Electrical Appliance fires.**
- Understand basic electrical theory.
- Understand the electrical hazards at a fire scene and prevention methods.
- Use a Volt Stick and an Electrical Multimeter.
- Understand the different types of electrical distribution systems.
- Understand the different types of circuit protection device, their operation and evidential significance.
• Understand the different types of thermal protection device and the role they play in electrical equipment.
• Appreciate the different types of electrical causes of fire and their evidential features.
• Recognise fire damaged items of electrical equipment.
• Determine the different types of localised melting evidence found on electrical conductors.
• Understand the use of arc mapping to determine a fire’s area of origin within a compartment/building.
• Understand the safety devices currently installed in electrical appliances and the effects of their failure.
• A general understanding of various types of electrical equipment (transformers etc.).

Element E5 – Post fire indicators
• Recognise evidential features of post-fire indicators.
• Understand and interpret this type of evidence

Element E6 – Candles
• Understand the chemistry of a candle flame.
• Recognise the evidential features from the large variations of current candle products available to purchase.
• Understand the mechanism of tea light candles on plastic enclosures (TV’s etc.).
• Appreciate the significant increase in fires and their related serious injuries/fatalities caused by candles over the last decade.

Element E7 – Heating Ventilation and Air Conditioning systems (HVAC) & Sprinkler installations
• Understand the role that various ventilation systems can play with assisting fire spread throughout a building.
• Appreciate the control and monitoring data that such systems can collect.
• Appreciate the effect of bends and other restrictions can make with ducting fires.
• Understand the mechanisms of sprinkler systems in detail.

Element E8 – Sample taking, Gas Chromatography & Mass Spectrometry (GCMS) and X-Rays
• Understand the methods and requirements when submitting and packaging samples to the Scientific Advisors.
• Understand the report format compiled by the Scientific Advisors for samples submitted for analysis.
• Appreciate the analytical specification of the Gas Chromatography and Mass Spectrometry when analysing debris samples.
• Understand the significant advantages of a non-destructive X-Ray examination using the portable X-ray equipment.

Element E9 – Vehicle fires
• Understand the evidential features of a vehicle fire.
• Identify the methods of searching for vehicle recalls.
• Appreciate the current and historical trends with vehicle fire causes.
• Understand the recent risks associated with LiOn battery and Hydrogen powered vehicles.

Element E10 – Fire Testing
• Understand the facilities available to the FI Group to undertake fire testing of materials and building components.
• Appreciate the technical assistance available at scenes where there has been unusual or rapid fire spread throughout a building.

Element E11 – Detonation & Deflagration
• Understand the difference between detonation and deflagration explosions.
• Appreciate the significant injury/fatality risk of peroxide explosive mixtures - that have been previously encountered by LFB FIOs.
• Understand the evidential features of a gas, aerosol, container (no flammable contents) and dust explosions.

Element F1 –Photography
• Understand some of the basics of composing photographs and settings of the cameras.
• Understand the significance of ensuring that the file format and time/date are correct.
• A basic appreciation of the image manipulation software available on the FI Fat Client PCs.

Element F2 –Plan drawing using Microsoft Visio
• Have a basic understanding of the capability of this software that is used to produce plans for FI reports.

Element F3 – Report writing
• Understand the location of resources to compile FI Reports.
• Understand the data that must be collected during the investigation to compose full FI Reports.
• Appreciate the writing style, technical content and QA process for FI reports.

Element F4 – Court Room Procedures
• Understand the structure of the various courts that FIO’s are frequently called to give evidence.
• Appreciate the type of questioning techniques used by Barristers.
• Learn from previous experiences by members of the FI Group.

Element F5 – HM Coroner Liaison
• Understand the role, duties and powers of HM Coroner when investigating sudden or un-explained deaths.
• Appreciate the expectations of the HM Coroner when investigating, reporting and giving evidence to HM Coroner within the Greater London Area.

Element G1 – Protracted Incidents/Investigations
• Understand the lessons learnt from previous case studies.
• Recognise the resources required to complete a protracted investigation.
• Understand the minimum requirements to manage a protracted multi-agency investigation

Element G2 – Juvenile Fire Setters Team
• Understands the function carried out by the Juvenile Fire Setters Team.
• Understand the referral process.
• Appreciate the known reduction in further fires as a result of the referral to the Juvenile Fire Setters Team.

Element G3 – Arsonists
• Understand the motives of arsonists.
• Understand the problem of firefighter arsonists.
• Appreciate the role of the Arson Task Force and effective liaison between both Groups and the Police.
• Understand the problem and the identification of serial arsonists with the use of recent case histories.

Element G4 – Op Note 102

Element G5 - Leave & STARS

Element G7 – IAAI-UK

• Understand the content and requirements of OP 102 (The Fire Investigation Operational Note).
• Understand the mobilising of FIO’s.
• Understand the leave protocols and methods for the FI Group.
• Appreciate the overall FI community both in the UK and overseas with the IAAI-UK
Fire Safety – FS01a Fire Safety Tablet Familiarisation (FSFSLT)

Who can attend?
Fire Safety Inspection Officers.

Duration
1 day

Course Aims
To familiarise new to role Fire Safety Inspecting Officers with the Mobile Device and its functionality.

Course Objectives
By the end of this course participants will be able to:

Familiar with the features and basic functionality of the device.
Aware of manual handling guidance, and how to put this into practice to prevent injury.
Able to demonstrate how to capture data at audit, and then add this to Farynor by synchronising.
Understand and demonstrate the action to take when audits are rejected.
Understand and demonstrate how to record unplanned audits.
Expert Witness Course

EWTRWC  Expert Witness Training – Excellence in Report Writing and Courtroom Skills (two days)

EWTCED  Expert Witness Training – Cross Examination Day (one day)

Who can attend?

- Fire Investigation Officers – Should be competent (signed off PDR), in role and have been nominated / selected by the team.
- Fire Engineers – Should have completed Fire Engineering degree and demonstrated the requisite PQAs for FRS C/D, WM B or above relevant to the role of fire engineer.
- HQ based Enforcement Support Team Leader and Enforcement Support Officers Officer - Should have completed the Professional Investigative Practices Training.

Duration

Five days split into 2 x two day courses and a one day course (the first two days covers two modules, the second two days covers one module and the last day covers one module)

Excellence in Report Writing

Course Aims

This 1 day course is designed delegates who are required to provide expert reports for a variety of hearings.

The course develops the skills of writing expert reports. Delegates will consider the content of expert reports by considering the issues to be addressed, the source and weight of evidence to be included and learning to distinguish between facts, inference, opinion and the different types of evidence. They will also consider the style and format of reports by reference to sample reports.

Delegates will review reports and use objective assessment criteria to assess and receive feedback on written evidence to improve their written evidence skills. Delegates will review the content of reports by considering the source and weight of evidence to be included and learning to distinguish between facts, inference and opinion. They will also consider the style and format of reports by reference to sample reports and model formats for reports. This will assist them in making accurate and relevant expert reports.

Course Objectives

By the end of the module delegates will know:

- How to collect evidence more effectively by knowing how it is included in written evidence
- How to use records and notes as the primary source of evidence on which the report is written
- How to identify the issues and the facts, and the source and weight of those facts
- Appropriate layout, format and style
- Using written evidence as a tool to settle cases or as a basis for giving oral evidence
- Dealing with exhibits, photographs, digital evidence and other graphics
- Developing an objective and critical eye in relation to written evidence
- The formalities including, if relevant, the rules governing reports

**Specific course materials**

Delegates provide expert reports they have written from past and completed cases.

**Courtroom Skills**

**Course Aims**

Expert witnesses are often required to present expert evidence in court. Doubt may be cast on their expertise, experience, notes, records, method of analysis, opinion and the procedures followed by them and their organisation.

The training is designed to ensure that those who give expert opinion evidence undergo a process of familiarisation or review to gain knowledge of the procedures involved and to enable them to give a coherent account from the witness box. The training will provide delegates with the knowledge, skills and confidence to present expert evidence effectively.

The course is an intensive and highly practical day. The procedures for giving evidence, the order of events and the roles of different people in the court and the process of giving evidence will be explained. The techniques defence lawyers use to disconcert and discredit witnesses will be examined. The morning session is designed to demystify the process of giving evidence. In the afternoon, delegates will experience being cross-examined by a solicitor or barrister.

**Course Objectives**

By the end of the module delegates will know:

- How the adversarial system works
- The role of the Expert Witness at the legal hearing
- The different courts, tribunals, hearings
- The procedures and processes of giving evidence, order of events and roles of those in the adversarial system
- How to take the oath/affirmation with confidence
- How to give clear, honest and objective evidence
- The importance of telling the truth, the whole truth and nothing but the truth
- How to make appropriate use of evidence such as charts, supported by statements and other documents and notes when giving evidence
- How to prepare for giving evidence and the purpose of giving evidence
- How to identify the questioning techniques that lawyers use in cross-examination and learning how to handle them
- Through role-play the experience of being a witness, being questioned and to receive detailed feedback

**Specific course materials**

Delegates provide a case study based on the expert reports they have written from past and completed cases.
Criminal Law and Procedure

Course Aims
Expert witnesses involved in criminal proceedings in England and Wales need to understand the relevant law and legal procedure to work effectively and confidently and comply with mandatory requirements.

The purpose of this course is to give delegates information about the criminal justice system in England and Wales and to provide delegates with a clear insight into the procedural framework within which an expert witness, instructed in criminal proceedings, must work. The course also considers the special features of criminal proceedings, and provides an overview of the stages in a typical criminal prosecution, as well as detailed knowledge of the rules relating to the expert witness.

This course is designed to ensure that expert witnesses appreciate what their duties are and how to maintain professional objectivity and impartiality at all times. It is essential that the expert witness who conducts work in criminal cases does so professionally and provides relevant and admissible evidence. Through the Attorney General it has also been emphasised that expert witnesses for the prosecution must comply with their disclosure obligations. This training covers all stages of the expert’s involvement in the evidence collection process. It illustrates that the way that the evidence is collected and recorded affects the admissibility, credibility and weight of the expert evidence.

The training will demonstrate the different types of evidence available to the expert witness and the admissibility of certain categories of evidence. The training covers the importance of distinguishing between facts and inferences and the source of different types of evidence. Practical exercises will demonstrate the difficulties of note taking and how best practice in note taking will enhance the reliability and credibility of the evidence and unused material.

All evidence collection takes place within a particular legal framework, and must be carried out in accordance with the Human Rights Act and other relevant legislation. The training provides the expert with an insight into this framework.

The manual for this module is sent out as a pre-read a month before the training.

The sections of this manual cover:
Overview of the Criminal Justice System
Personnel in the legal system
How law is made
Role of the expert witness in criminal proceedings
Guidance from ‘case law’
Offences
Evidence Gathering
Evidence in the criminal courts
Admissibility of evidence
Facts, assumptions or opinions
Note taking
The disclosure regime
Alternative Dispute Resolution
How criminal proceedings are funded
Outline of a criminal prosecution
Relationship between the legal team and instructed expert
The procedural framework

The appendices include:
Course Objectives
By the end of the module delegates will have reinforced the things learnt in the pre-reading.

Specific course materials
Delegates are sent out the course manuals as a pre-read approximately one month before the course.

Cross Examination Day

Course Aims
This training develops the skills of giving oral evidence. It is for those who wish to further develop their skills in presenting evidence.

Course Objectives
By the end of this module delegates will be able to:

- Analyse areas most likely to be subject to scrutiny under cross-examination
- Create, maintain and enhance best practice standards in evidence gathering, record keeping, decision making, investigation policies and strategy.
- Plan and prepare how to give evidence in order to justify and insulate their evidence, procedures and practices and/or opinion.
- Analyse and evaluate strengths and weaknesses in the evidence
- Present live oral evidence effectively

Important Information
Delegates must be able to attend all the module dates.
First Aid Requalification – FRS Staff and Control Staff (OIFA2N)

Who can attend?
This course is provided for Non-operational staff who are qualified first aiders for their workplace within the Brigade, and need requalification prior to their certificate expiring after 3 years.

Duration
2 days

Course Aims
To re-qualify non-operational staff with their first aid at work qualification.
To enable non-operational staff to maintain their recognised qualification in first aid.

Course Objectives
By the end of the course, participants will re-train, re-assess and re-qualify in:

- How to use cardio-pulmonary resuscitation, using the resusci-ann dummy as a learning aid.
- How to control bleeding and apply dressings.
- How to use the recovery position.
- How to handle casualties.
- The duties of a first aider.
- How to treat and deal with:
  - Respiration difficulties.
  - Infection control.
  - Unconsciousness.
  - Bleeding.
  - Cardiac conditions.
  - Fractures.
  - Burns, scalds and poisons.
  - Effects of heat and cold.
  - Eye injuries.
First Aid - FRS Staff and Control Staff (OIFA4N)

Who can attend?
This course is provided for Non-operational staff who have been nominated to be the first aider for their workplace within the Brigade.

Duration
4 days

Course Aims
To provide non-operational staff with a first aid at work qualification.
To enable non-operational staff to obtain a recognised qualification in first aid.

Course Objectives
By the end of the course, participants will understand:

- How to use cardio-pulmonary resuscitation, using the resusci-ann dummy as a learning aid.
- How to control bleeding and apply dressings.
- How to use the recovery position.
- How to handle casualties.
- The duties of a first aider.
- How to treat and deal with:
  - Respiration difficulties.
  - Infection control.
  - Unconsciousness.
  - Bleeding.
  - Cardiac conditions.
  - Fractures.
  - Burns, scalds and poisons.
  - Effects of heat and cold.
  - Eye injuries.
H&S Induction & Environmental Awareness for FRS Staff (HSHSEA)

Who can attend?
FRS staff as appropriate.

Duration
2.5 hours

Course Aims
To give candidates an insight into health and safety legislation and LFEPA
Provide an overview and basic understanding of health and safety principles and practices
Highlight the corporate, managerial and employee health and safety responsibilities

Course Objectives
By the end of this course participants will be able to:

Identify and be aware of your responsibilities towards:


What the employer has to do (London Fire Brigade)
What the employee has to do (London Fire Brigade)

Risk Assessment
Manual Handling Operations
Personal Protective Equipment (PPE)
Control of Substances Hazardous to Health (COSHH)
Electricity at Work
Display Screen Equipment (DSE)
Safety Signs
Safety Event Process

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Health and Safety Services – Whole Course
Health and Safety for Life Trainers (HSSLFT)

Who can attend?
This course is specifically targeted to and available for Life Trainers.

Duration
1 day.

Course Aims
To define the standard of accident reporting and investigation within the LFB.
To explain the importance of hazard identification and risk reduction.

Course Objectives
By the end of this course participants will be able to:

Identify responsibilities of supervisory managers.
Define safe person concept.
Recognise requirement for proactively identifying hazards and managing risks.
Define process of safety event reporting and investigation.
Interpret real life events.
Identify evidence required for SERD completion.

Departmental Provision Of Subject Matter Expert
Health and Safety Services – Whole Course
Senior Accident Investigator (HSSAll)

Who can attend?
Health and Safety Senior Accident Investigators (SAI).

Duration
2 days.

Course Aims
To develop understanding and skills to carry out an incident investigation.
To collect the data needed to identify effective risk control measures.
Collate incident data using events and causal factors analysis.
Analyse incident data using analysis techniques.
Select risk control measures to prevent the incident happening again, without introducing additional sources of risk.

Course Objectives
By the end of this course participants will be able to:

Overview of incident investigation procedure.
Ensuring the collection of relevant data, physical evidence, verbal and written evidence.
Investigative interview techniques.
Collating incident data using events and causal factors analysis.
Analysing incident data using fault tree analysis as appropriate.
Selecting and evaluating risk control measures.
Systems approach to selection.
Evaluation criteria – risk reduction.
Legislation.
Best practices.
Practical exercises.
Fire Warden Training - (PRFWAR)

Who can attend?
This course is recommended for Control and FRS Staff only

Duration
2 hours

Course Aims
To provide delegates with the knowledge and skills covering duties and responsibilities of the Fire Warden.

Course Objectives
By the end of this workshop participants will be able to:

- State the fire hazards and risks
- Monitor the use of fire doors
- Ensure fire extinguishers are available and in good working order
- Ensure fire safety signs are correctly placed with the correct information displayed
- Ensure corridors and stairwells are accessible and not obstructed
- Describe how the fire alarm is raised
- Describe how and when to fight the fire
- Describe the procedure for evacuating a room
- Describe the process for conducting the evacuation procedure
- State the procedure carried out on completion of evacuation.
NEBOSH Level 3 Certificate

Unit 1 (HSL3U1)
Unit 2 (HSL3U2)
Exam (Unit 1) (HSL3E1)
Exam (Unit 2) (HSL3E2)

Unit 3 is a work place assessment (Risk Assessment) - which is not recorded on STEP.

Who can attend?
- Persons identified for the SAI attribute
- Health and safety departmental staff (mainly administration)
- Managers supported by a business case approved by Health and Safety department

Duration
10 days plus 1 day for exams (each unit is done in separate one week blocks followed by a day when both exams are held)

Course Aims
The Certificate is a widely recognised qualification and provides an excellent basic grounding in the essentials of health & safety for personnel accountable for these responsibilities in their organisation.

The Certificate is for personnel e.g. managers, supervisors, non-safety specialists etc with health & safety responsibilities & who need a grounding & recognised qualification in occupational safety & health.

Course Objectives
After successfully completing the course the manager will be better able to:
- Understand the legal framework, moral & economic requirements & implications for good standards in health & safety within an organisation.
- Develop, promote & communicate an effective health & safety culture in an organisation.
- Identify the key features of a health & safety policy, the preparations & performance review of a health & safety audit.
- Understand the importance of proactive & reactive health & safety monitoring measures.
- Identify general and specific hazards in the workplace & carry out risk assessments, record findings & review procedures.
- Advise on strategies for controlling hazards, reducing risks & applying safe systems of work.
- Identify fire hazards & consequential risks, advise on measures to minimise fire risks & develop fire procedures.
- Identify ill health effects of physical processes of work & the environment & recommend suitable measures to combat risks.
- Explain the processes & procedures for investigating & reporting accidents and incidents at work.

Certification
Delegates are awarded the Certificate on successful completion of two 2-hour written papers: Management of Safety & Health, Controlling Hazards and a practical assessment.

Additional Important Information
Please note that there will be a small amount of work to be undertaken each evening in preparation for the following day’s input.

Candidates must be able to attend both week long units and the exam dates.
NEBOSH Diploma in Occupational Health & Safety

Unit A (week 1) (HSNDA1)
Unit A (week 2) (HSNDA2)
Unit A Exam (HSNDAE)
Unit B (week 1) (HSNDB1)
Unit B (week 2) (HSNDB2)
Unit B Exam (HSNDBE)
Unit C (week 1) (HSNDC1)
Unit C (week 2) (HSNDC2)
Unit C (week 1) (HSNDCE)

Unit D is a work place assessment (dissertation) - which is not recorded on STEP.

Who can attend?
Staff in health and safety department, where a professional qualification at diploma level has been identified as required for role (this is currently limited to the 3 x GM roles in the department)

Duration
30 days plus 2 exam days (There are three units consisting of two separate one week blocks each followed by an exam day for unit A and an exam day for unit B and C.)

Course Aims
The New NEBOSH National Diploma, a unique professional qualification in health & safety, aims to provide the knowledge & understanding that underpins competent performance as an Occupational Health & Safety Professional. It is a structured route to progress your career in health & safety comprised of 4 units. On successful completion of the National Diploma and registration for the Initial Professional Development (IPD) the designatory letters GradIOSH can be used. CM IOSH which is chartered status is gained after successful completion of 2 years Initial Professional Development skills based portfolio and undertake a professional review interview.

Course Objectives
After successfully completing the course the delegate will:
- Be able to provide detailed advice for health & safety issues in line with current legislation & HSE guidance.
- Be able to assist the organisation in continual health & safety management and control measures.
- Have a broad range of detailed knowledge & the application of key health & safety issues.

1.1.1 Learning
The Diploma programme is intensive, requiring 6 weeks attendance. In addition to preparing for 3 written exams there will be 1 workplace-based assignment. Experience has shown that some prospective course members (and sometimes their employers) greatly under-estimate the commitment of time and effort involved.

Additional Important Information
Candidates must be able to attend all six week long units and the exam dates.
Youth Engagement – Child Development (INTRCD)

Who can attend?
LIFE trainers
CFC trainers
Youth Engagement Team Leaders
Youth Engagement Coordinators
Youth Engagement Assistant Team leaders
Youth Engagement Central Trainers

Duration
1 day

Course Aims
To provide the trainees with an insight into the different stages of child development, pro-social modelling and awareness of special educational needs

Course Objectives
By the end of this course participants will be able to:

Identify and understand the developmental milestones of young people.
Have an understanding of special educational needs and how to manage these within LIFE/CFC environment.
How to apply pro social modelling.
Youth Engagement – Managing Difficult Behaviour (INTRDB)

Who can attend?
LIFE trainers
CFC trainers
Youth Engagement Team Leaders
Youth Engagement Coordinators
Youth Engagement Assistant Team leaders
Youth Engagement Central Trainers

Duration
1 day

Course Aims
To provide the candidates with an insight into some of the challenging behaviour that they may be required to deal with alongside successful de-escalation techniques that can be use to diffuse confrontational situations.
To provide safe and practical solutions on how to manage physical aggression that may be displayed.

Course Objectives
By the end of this course participants will be able to:

Identify different types of challenging behaviour
Identify the various techniques to manage these
Be competent and comfortable in selecting and adopting de-escalation techniques
Be competent and comfortable in using separation techniques to manage physical aggression
Youth Engagement – Certificate in Food Safety (CERTFS)

Who can attend?
LIFE trainers  
CFC trainers  
Youth Engagement Team Leaders  
Youth Engagement Coordinators  
Youth Engagement Assistant Team leaders  
Youth Engagement Central Trainers

Duration
0.5 day

Course Aims
To meet the occupational standard Level 2 Award in Food Safety (Catering).

Course Objectives
By the end of this course participants will:
Have a firm grasp of the importance of food safety and knowledge of the systems, techniques and procedures involved.
Understand how to control food safety risks (personal hygiene, food storage, cooking and handling)
Confidence and expertise to safely deliver quality food to customers.
After the learning the candidates will be assessed and if successful they will receive a level 2 award in Food Safety (Catering).
Youth Engagement – Assessor (INTRA A)

WHO CAN ATTEND?
Youth Engagement Team Leaders
Youth Engagement Coordinators
Youth Engagement Central Trainers

DURATION
1 day

COURSE AIMS
To provide candidates with an overview of the Qualifications and Credit Framework (QCF) and to apply best practice in assessing QCF qualifications

COURSE OBJECTIVES
By the end of this course participants will be able to:

Deliver learning and carry out holistic assessments based on learner activities.
Apply best practice in a Fire Rescue Service context
Youth Engagement – Verification Training (INTRVA)

**Who can attend?**
Youth Engagement Manager

**Duration**
1 day

**Course Aims**
To provide candidates with an overview to Qualifications and Credit Framework (QCF) best practice in internal quality assurance and to define internal QA and IQA requirements.

**Course Objectives**
By the end of this course participants will be able to:

- Apply best practice in internal quality assurance
- Develop their IQA team
- Support and standardise assessor teams
Equality and Diversity – Cultural Awareness (DGTSCA)

**Who can attend?**
This course is recommended for all staff

**Duration**
1 day

**Course Aims**
To give you an understanding of the term ‘Culture’ what it means and how it can impact on your working environment and the Community we serve.

**Course Objectives**
By the end of this course participants will:

- Describe what is meant by the term ‘Culture’
- Explain how the team and organisational culture might impact on service delivery and recommend ways to move forward.
- State some of the challenges and benefits of engaging with the local community.
- Be able to recognise ‘at risk’ people within the local and wider London community.
- Identify support available.

**Departmental Provision Of Subject Matter Expert**
Control and Communication Service Delivery (4 people) – 1 ½ Hours each
Equality and Diversity – Managing Equality & Diversity - Distance Learning & 1 Day Workshop (DGTSD1)

Who can attend?
This course is mandatory for the personnel mentioned below.

FRS B – FRS E
Crew Managers – Station Managers
Control Equivalent

Duration
1 day
Computer based Training to be completed before attendance on the 1 day course

Course Aims
To improve Service Delivery and support our corporate aims by increasing participants understanding of legislation and the Authority’s equality policies
To improve workplace management practices

Course Objectives
By the end of this workshop participants will be able to:

Demonstrate an understanding of the legislation and Authority policy in relation to equality and diversity and how it fits against the corporate plan
Identify Authority values
State the number of benefits of a diverse workforce
Demonstrate knowledge of the support available when dealing with equality and diversity issues
Demonstrate knowledge of management techniques used to deal with equality issues, and the ability to use this knowledge
Equality and Diversity – Faith Awareness 1 Day Workshop (DGTSW1)

Who can attend?
This course is for non station based operational and FRS staff who engage with the community.

Duration
1 day

Course Aims
To raise awareness of different faiths/communities in London
To increase understanding of key concepts such as faith, religion, dialogue and identity.

Course Objectives
By the end of this course participants will:

Have a stronger and better understanding of people with different faiths and backgrounds.
Recognise your roles and responsibilities when engaging with different faiths.
Share good practice.
Identify the challenges and barriers to dialogue and engagement.
Identify and apply the relevant government legislation and Brigade policies and procedures.
Explore the relationship between faith communities and the Fire and Rescue Service and the importance of fire safety, for example at festival times when using candles.
Identify support for yourselves and colleagues.

Departmental Provision Of Subject Matter Expert

Procurement – 1 Hour
Finance – 1 Hour
Service Delivery (2 people) – 1 Hour
Team Briefing – Dealing with people in difficult situations (DGTSPD)

Who can attend?
Firefighters, Crew Managers and Watch Managers, FRS B and FRS C Staff, Control Assistant Operations Manager and above.

Duration
2.5 to 3 Hours (Morning session)

Course Aims
To have a greater understanding of dealing with difficult situations within the workplace.

Course Objectives
By the end of the session you will be able to:

- State the different types of difficult situations within the workplace.
- Identify the workplace origins of difficult situations.
- Identify the general signs and symptoms which may arise from difficult situations.
- Demonstrate active listening and appropriate acknowledgement techniques.
Team Briefing – Harassment, how can you tell? (DGTSHA)

Who can attend?
Firefighters, Crew Managers and Watch Managers, FRS B and FRS C Staff, Control Assistant Operations Manager and above.

Duration
2.5 Hours (Afternoon session)

Course Aims
How to recognise and deal with harassment in the workplace

Course Objectives
Participants will be able to:

1. Identify what harassment is and what it isn’t
2. Explain your role and responsibilities in preventing harassment in the workplace
3. State the current legislation and policies regarding harassment
4. State the types of support available to assist you in managing harassment in the workplace
Equality and Diversity – Bespoke Training (DGTSBE)

Who can attend?
Open to all staff through a Training Needs Analysis and subject to line manager approval.

Duration
Dependant on the delegate requirements.

Course Aims
To give delegates an understanding how Equality and Diversity impacts individuals within the workplace.

Note: This course can be tailored to meet the needs of the target audience, the below objectives are as a guide only.

Course Objectives
By the end of this course participants will be able to:

State ways to recognise, prevent and manage inappropriate behaviour in the workplace.
Explain your responsibilities under the Harassment Complaints Procedure.
Identify the benefits of an inclusive workforce
State the support mechanisms available.
Personal Skills – Safeguarding Children (INTRSC)

Who can attend?
Staff associated with the JFIS scheme or any other staff as appropriate to their role.

Duration
1 day

Course Aims
To reconsider themes in safeguarding children particularly enhancing our knowledge in recognising neglect.

To ensure staff are competent to work effectively to safeguard children and promote their welfare with others both within their own agency and across agency boundaries. To also ensure staff have clarity about their role and responsibilities within the legal framework to protect and safeguard children from the risk of significant harm.

Course Objectives
By the end of this course participants will be able to:

Introduction – review of CP and themes in safeguarding
Definition of Neglect
Identifying Neglect
Feedback session
Domestic Violence and emotional neglect
Dragon Dictate – Dyslexia Software Training (ITDDL1)

Who can attend?
This course is only available to staff who have been formally assessed through the Brigade and Access to Work for dyslexia, and attendance has been recommended by Access to Work as part of an agreed dyslexia support programme.

Duration
1 day

Course Aims
To familiarise delegates with the key components of voice recognition software.

Course Objectives
By the end of this course participants will be able to use Dragon Dictate to:

- Navigate the Internet.
- Improve vocabulary and to set up a custom dictionary, correct text and activate the mouse and keyboard.
- Use the Play Back and Read functions.
- Switch between documents, and open, close and print documents.
- Select and delete text, navigate around documents, and format documents in Word and Excel.
- Close and open emails, attach files, delete emails and print emails using Outlook.
Inspiration - Dyslexia Software Training (ITDSIN)

Who can attend?
This course is only available to staff who have been formally assessed through the Brigade and Access to Work for dyslexia, and attendance has been recommended by Access to Work as part of an agreed dyslexia support programme.

Duration
Half a day

Course Aims
To familiarise delegates with the key components of mind mapping software.

Course Objectives
By the end of this course participants will be able to:

- Use Inspiration to work in Diagram, Outline and Mind Map View;
- Save a document;
- Enter ideas and subtopics;
- Use the Rapid Fire and Create Tools;
- Link ideas;
- Add symbols, notes, hyperlinks, text to branches, sound and video;
- Transfer to a word processor;
- Use Word Guide;
- Export diagrams and outlines;
- Move topics/branches;
- Change colours;
- Add and adjust relationship links;
- Use templates and the Help function.
Spark Space - Dyslexia Software Training (ITDSSS)

Who can attend?
This course is only available to staff who have been formally assessed through the Brigade and Access to Work for dyslexia, and attendance has been recommended by Access to Work as part of an agreed dyslexia support programme.

Duration
Half a day

Course Aims
To familiarise delegates with the key components of mind mapping software.

Course Objectives
By the end of this course participants will be able to:

- Create a simple idea map
- Create/edit/delete ideas and links
- Use Sparks Flying
- View idea maps as a text document
- Use text view/idea map/split screen
- Add, delete and change text, images and hyperlinks to an idea
- Select ideas
- Change idea, shapes, colour, font and size
- Modify the structure of the ma;
- Use Number Labels, Fit to window, flip images, hide a grid, ideas titles, auto arrange and rotation, expand and shrink, and zoom in/out
- Spell-check
- Access Paint idea and ClipArt’s panel
- Navigate, rotate, tilt idea map and return to normal view; save, open and print and export to a Word document
Text Help - Dyslexia Software Training (ITDSTH)

Who can attend?
This course is only available to staff who have been formally assessed through the Brigade and Access to Work for dyslexia, and attendance has been recommended by Access to Work as part of an agreed dyslexia support programme.

Duration
Half a day

Course Aims
To familiarise delegates with the key components of Text Help to produce more readable documents.

Course Objectives
By the end of this course participants will be able to:

- Use Text Help to read and display text
- Use text Help to adjust the read back voice
- Change the pronunciation of words by using the 'say like' tab
- Spell-check a document
- Add words to a custom dictionary
- Use predictive text and make it learn writing styles from documents;
- Use Dictionary and Word Wizard to make documents better to read by using a variety of words and give their meanings
- Use the Homophones facility to identify homophones and check their meanings
- Use the calculator and converter with Text Help
- Scan documents and use PDF Aloud
- Use the Fact Folder, Fact Mapper and Finder features in Text Help
- Use study skills to highlight and deselect text
Excel Spreadsheets – Introductory Level (ITEXL1)

**Who can attend?**
This course is recommended for anyone who needs to use spreadsheets as part of their job, and have little or no understanding of spreadsheets concepts, features and functions.

**Duration**
1 day

**Course Aims**
To introduce participants to Excel and develop their basic skills and knowledge.

**Course Objectives**
By the end of this course participants will be able to:

- Create and edit a simple spreadsheet.
- Format a simple spreadsheet using the formatting toolbar, menu bars and keyboard keys.
- Copy and paste data.
- Use the auto fill function and replicate formulas.
- Create and edit simple formulas within Excel, using the addition, subtraction, multiplication, division, average, count, and max and min formulas.
- Use absolute cell referencing within a formula to perform more complex calculations.
- Create a simple chart in Excel.
Excel Spreadsheets – Intermediate Level (ITEXL2)

Who can attend?
This course is recommended for anyone who needs to use spreadsheets as part of their role and already has some understanding of spreadsheet concepts and basic skills in using a spreadsheet, and now needs to develop their knowledge further.

Staff must have completed Excel spreadsheets – introductory level’ or understand at least 80 per cent of the introductory level Excel course content before attending this course.

Duration
1 day

Course Aims
To introduce participants to more complex spreadsheet concepts. To allow participants to develop more advanced formatting techniques, and to introduce them to Excel formulas and functions.

Course Objectives
By the end of this course participants will be able to:

- Apply intermediate level formatting techniques to an Excel spreadsheet, including conditional formatting.
- Perform calculations using more advanced formulas within Excel, including IF and nested IF statements.
- Enter data using database and list management techniques, including using drop-down lists.
- Create pivot tables in Excel.
- Customise and edit Excel charts.
- Link, cut and copy data into other Excel worksheets and workbooks, and other Microsoft applications.
- Protect cells, worksheet and workbooks in Excel.
Excel Spreadsheets – Advanced Level (ITEXL3)

Who can attend?
This course is recommended for anyone who is a confident and regular user of Excel, and needs to use advanced functions and formulas within Excel as part of their role.

Duration
1 day

Course Aims
To allow participants to explore the use of advanced functions and management tools in Excel to perform advanced calculations, identify trends and produce projections.

Course Objectives
By the end of this course participants will be able to:

Create standard documents using templates and styles.
Import data from other Microsoft applications into an Excel spreadsheet.
Use advanced formulas and functions within Excel to automate calculations and produce projections.
Create and edit advanced ‘what if’ statements.
Use the proofing and auditing functions within Excel to track and validate data.
Consolidate data across a range of worksheets within a workbook.
Create simple macros within Excel.
Outlook (ITOLL1)

Who can attend?
This course is recommended for anyone who needs to use Outlook more efficiently.

Duration
1 day

Course Aims
To enable participants to develop a more efficient way of storing and retrieving files and messages in Outlook, and make more effective use of the Calendar and Contacts functions in Outlook.

Course Objectives
By the end of this course participants will be able to:

Identify the key elements of the Outlook screen and navigate through the available tools and screens.
Change the views in Outlook.
Create, send, forward and reply to an email, using the range of options available within Outlook.
Create and edit an auto signature.
Create rules using the rules wizard.
Set up and activate the out of office assistant function.
Use the calendar to set up and manage appointments and meetings.
Create and organise contacts within Outlook, and use these to create an email and an appointment in the calendar.
Create, manage and assign tasks in Outlook.
Computer Awareness (ITPCAW)

Who can attend?
This course is recommended for anyone who needs to use IT as part of their role, but have limited or no experience using a computer.

Duration
1 day

Course Aims
To develop participants’ basic skills in performing simple administrative tasks using a computer.

Course Objectives
By the end of this course participants will be able to:

- Identify key hazards associated with using a computer
- Understand the security risks associated with using a computer
- Start up and close down a PC using correct procedures; use the Windows Security window to lock an account, close non-responding programmes, and change their password.
- Create, send and view emails, including email attachments
- Use Calendar\Station Diary to view appointments
- Save, view and organise files using Windows Explorer or My Computer (station-based operational staff only)
- Create a simple document in Word, and edit and format it using basic formatting techniques.
- Find information on Hotwire using simple navigation and search techniques.
- Find personal details on leave, sickness and training using the Staff Attendance Recording System (StARS).
PowerPoint (ITPPL1)

Who can attend?
This course is recommended for anyone who needs to produce presentations as part of their role.

Duration
1 day

Course Aims
- To familiarise participants with the key concepts associated with using a presentation package.
- To provide participants with the skills needed to create an effective and professional presentation.

Course Objectives
By the end of this course participants will be able to:
- Identify the key components of PowerPoint 2010.
- Demonstrate the master slide option to create a PowerPoint presentation.
- Explain how to apply the London Fire Brigade template to a presentation.
- Create and format bulleted slides.
- Create, edit and format diagrams such as radial and pyramid charts.
- Create, edit and format a table in PowerPoint, and use this to create a graph/chart.
- Insert graphics and shapes, including action buttons into a slide and format these.
- Apply speaker's notes to a slide.
- Apply transition and animation effects to slides and run a slide show.
- Describe how to print slides, handouts and notepages.
Word – Introductory Level (ITWDL1)

Who can attend?
This course is recommended for anyone who needs to produce basic documents in Word as part of their role, but have little or no understanding of word processing concepts and little or no word processing skills.

Duration
1 day

Course Aims
To introduce participants to word processing concepts and to equip participants with the basic skills needed to use a word processing package.

Course Objectives
By the end of this course participants will be able to:

Open and close the Word application
Understand the various components of the Word screen
Create a simple Word document
Change the page setup
Create a simple table in Word
Save and retrieve a Word document
Format text and paragraphs.
Move and copy text within a document.
Use Spellchecker in Word
Email a Word document
Print a Word document
Word – Intermediate Level (ITWDL2)

Who can attend?
This course is recommended for anyone who needs to produce and edit documents in Word as part of their role, and need to develop more efficient formatting and data entry techniques.

Staff must have completed the ‘Word – introductory level’ course or understand at least 80 per cent of the introductory level course content before attending this course.

Duration
1 day

Course Aims
To allow participants to develop intermediate level skills in manipulating and formatting Word documents

Course Objectives
By the end of this course participants will be able to:

Use tabs, indents, bullets, numbering, paragraph formatting and tables to change the presentation of text in a document.
Perform advanced page and document techniques using the range of options available in the header and footer menu.
Change the page layout using page setup options.
Use border options, graphics and the drawing toolbar to improve the design and presentation of a document.
Use the mail merge feature within Word to create a merged document.
Use features within Word to speed up data entry and data editing within a document.
Password protect a document.
Word – Advanced Level (ITWDL3)

Who can attend?
This course is recommended for anyone who needs to produce or edit long documents and would like to develop techniques in automating data entry and text and document formatting text.

Staff must have completed the ‘Word – intermediate level’ course or understand at least 80 per cent of the intermediate level course content before attending this course.

Duration
1 day

Course Aims
To allow participants to develop advanced skills in manipulating and formatting Word documents.

Course Objectives
By the end of this course participants will be able to:

Use the style function within Word to format a long document.
Generate a table of contents and indices.
  Use section breaks to apply different formatting to document sections.
Create and edit Word templates and forms.
Perform advanced document editing using track changes.
Use hyperlinks, paste special and book marking to navigate within and between documents.
Use advanced find and replace to automate data editing.
Create simple macros, using the functionality within Word.
Create an advanced mail merge document, editing a data source and merging selected fields using specified criteria.
Microsoft Project (INPRL1)

Who can attend?
Attendance is aimed at people who are working on or are involved with large projects and is designed for a person who has an understanding of project management concepts. This primarily includes Project Managers, Project Support Officers, Project Administrators and Work Stream Leads. This course is open to all staff groups.

Duration
1 day

Course Aims
To understand the concepts of project planning using Microsoft® Office Project Professional 2010 including how to identify, organise and manage the tasks and resources required to complete a project under the constraints of time and cost to achieve a final project target.

Course Objectives
By the end of the course, participants will be able to:

Create a project plan containing tasks.

Amend and update existing plans.

Organise tasks into work breakdown structures containing task relationships.

Create and assign resources.

Analyse project information using tools such as charts, graphs, tables and views.

Finalise the project to implement the project plan.

Prerequisites
Before registering an interest to attend this course, participants should have the following:

Access to Microsoft Project on their desktop profile. If this is not available, access and a licence can be requested via the IT Service Desk.

An understanding of project management concepts.

Knowledge of a Windows operating system such as Windows XP or Windows 7.

Course Content

Getting Started with Microsoft Project
• Explore the Microsoft Project 2010 Environment
• Display an Existing Project Plan in Different Views

Creating a Project Plan
• Create a Project Plan
• Assign a Project Calendar
• Add Tasks to a Project Plan
• Enter the Task Duration Estimates
• Add Resources to a Project Plan

Managing Tasks in a Project Plan
• Outline Tasks
• Link Dependent Tasks
• Set Task Constraints and Deadlines
• Add Notes to a Task
• Add a Recurring Task

Managing Resources in a Project Plan
• Create a Resource Calendar
• Assign Resources to Tasks
• Enter Costs for Resources
• Resolve Resource Conflicts

Finalising a Project Plan
• Shorten a Project Using the Critical Path
• Set a Baseline
• Print a Project Summary Report

Optional Items
• Additional Procedures to Create a Schedule in Microsoft Project 2010

How to Book this Course
Contact the Project Management Office to register your interest.
Personal Skills - Chairing and Participating in Meetings (INPDCO)

Who can attend?
This course is recommended for middle managers, team leaders and those with role specific responsibilities required in chairing and participating in meetings.

Duration
1 day

Course Aims
The course covers the essential skills of chairing and participating in meetings including:
• Meeting preparation.
• Identifying goals.
• Skills of chairing.
• How groups work.
• Dynamics of conversation.
• Participating well.
• Supporting others.
• Improving the meeting’s outcomes.

Course Objectives
By the end of the course, participants will be able to:
• Prepare for meetings thoroughly.
• Draw up action-centred and timed agendas.
• Apply the skills of chairing, leading, facilitating and participating in meetings.
• Identify models to enhance decision making.
• Structure and manage conversations in meetings for maximum effectiveness through listening, presenting and challenging
Personal Skills - Selection Interviewing (INPDSI)

Who can attend?
This course is recommended for grade FRS C, Station Managers and above, and Control staff with responsibility as a recruiting manager and/or independent rep.

Duration
2 days

Course Aims
To provide participants with an understanding of the LFB short listing and interviewing procedures, in the context of the recruitment process. Equipping participants with the skills required to fulfil their responsibilities as a recruiting manager and/or independent rep. Please note is not for developing applicant skills to be successful at interviews.

Course Objectives
By the end of the course, participants will be able to:

- Explain the LFB recruitment and selection policies/procedures and give an understanding of the current relevant employment legislation.
- Explain the manager/independent representative roles and responsibilities in the selection process.
- Use appropriate LFB recruitment and selection documentation and forms, including job descriptions, selection criteria, application forms & decision sheet.
- Prepare and complete effective and fair short listing process
- Prepare and conduct effective and fair interview.
- Use information gathered at the interview to fairly select the best candidate for the role.
- Give effective feedback to successful and unsuccessful candidates.
Personal Skills - Writing Skills – Effective Emails, Letters, Short Reports (INWSEL)

Who can attend?
Open to all staff.

Duration
1 day

Course Aims
To increase confidence in writing through providing participants with skills and techniques to create a simple logical structure for producing everyday written communication, using corporate identity, LFB templates, branding and demonstrating principles of Plain English and use of effective grammar.

The type of written communication covered in this course includes effective and appropriate use of emails, letters and short reports (usually one page information based reports).

Course Objectives
By the end of the course, participants will be able to:

Define effective communication and list the characteristics of clear, concise and effective emails, letters and short reports

Describe the different methods of written communication and their uses

Clarify writers' goals and identify readers' needs and expectations

Demonstrating awareness of appropriate tones and styles for different situations.

Follow the guidelines of the Plain English Campaign for clear writing, in accordance with the LFB Style Guide.

Plan and structure writing through using methods such as mind-mapping

Demonstrate best practice for written communication, appropriate to internal and external communications

Use correct salutations and signatures for emails and letters

Use punctuation correctly

Edit documents using sentence structure and bullet points effectively

Create paragraphs and topic sentences correctly
Personal Skills - Writing Skills – Report Writing (INWSRW)

Who can attend?
Staffs who wish to improve their skills in writing longer and more detailed/complex reports.

Staff must have attended the 'Writing skills – Effective emails, letters and short reports' or must be confident in:

- Preparing for writing using methods such as mind-mapping
- Structuring emails, letters and short reports effectively
- Editing documents using sentence structure and bullet points effectively
- Creating paragraphs and topic sentences correctly
- Using an appropriate tone and language for short reports.

Duration
1 day

Course Aims
To provide participants with the skills and techniques needed to produce detailed written reports that inform or prepare others for discussion and decision making. The course covers the planning and structuring process and creating a draft and final report, using corporate identity and LFB templates and branding.

Course Objectives
By the end of this course, participants will be able to:

- Define effective communication used in different types of reports used within LFB for internal and external communication.
- Clarify writers’ goals and identify readers’ needs and expectations
- Identify the stages up to and including the production of a final report using a systematic and flexible process
- Organise and present information in a clear and professional format, in accordance with the LFB Style Guide, following the principles of the Plain English Campaign
- Describe the purpose and uses of different types of reports
- Use appropriate structures and practise essential grammar for different lengths of reports
- Demonstrate best practice for writing longer reports
Personal Skills - Pre-Retirement Workshop (INREPN)

Who can attend?
All staff who are anticipating retirement within 12 months. Please note that information on the LFB occupational pension scheme is aimed at operational staff. FRS staff can obtain personal detailed pension information by contacting their LPFA representative.

Duration
1 day

Course Aims
To help participants manage the change from working in the Authority to the next stage of their lives and to explain the wide range of choices available after retirement.

Course Objectives
By the end of the course, participants will have looked into and discussed:

• Adapting to change - in social structure, current attitudes and reaction to change.

• Making the transition from work roles. - Making plans and planning their time

• State benefits and state pensions.

• Financial matters - Investing and taxation, for access, income and growth

• Occupational pensions, including - How the LFB person scheme works (focused on Operational staff)

• Transferable skills, new roles, CV preparation, interview technique
Personal Skills - Fit for Life (INFFL1 to 6)

Personal Skills - Stress Cycles and Resource Zones       INFFL1
Personal Skills - Locus of Control                     INFFL2
Personal Skills - The Role of Thinking in Creating Stress INFFL3
Personal Skills - Effects of Stress                    INFFL4
Personal Skills - Stress, Trauma and Reactivity        INFFL5
Personal Skills - Increasing Resilience and Next Steps INFFL6

Who can attend?
These courses are available to all staff.

Duration
2 hours a week over 6 weeks

Course Aims
To increase the participants ability to deal with stress

Course Objectives
By the end of this workshop participants will be able to:

Identify what stress is and is not and discuss the effects of stress that can be of benefit in their lives.
Practice simple exercises designed to produce a sense of well being and calmness to be incorporated into every day.
List the physical, emotional and behavioural aspects of stress and challenge specific thoughts and behaviours that create stress.
Examine the impact of lifestyle – use of alcohol, caffeine, eating patterns and exercise – and experiment with making small changes to their life styles.
Identify and address areas in their work environment, life style and coping mechanisms that contribute to an unhealthy level of stress.
Provide staff with the tools to be able to identify and cope with varying levels of stress in themselves.
Identify situations and pressures that present themselves and create/try tools to deal with the specific triggers and stresses that may occur in daily life.
Build awareness of personal resilience and resources and create a ‘personal stress tool kit’.
Project Management Level 1 (INPMPM)

Who can attend?
Attendance is aimed at people who are working on or are involved with large projects. This primarily includes Project Managers, Project Support Officers, Project Administrators and Work Stream Leads. This course is open to all staff groups.

Duration
2 days

Course Aims
This course is designed to give participants a basic understanding of Project Management principles and practices.

Course Objectives
By the end of the course, participants will be able to:

Describe the role of LFB Programme Management within the Authority and explain the link between status reporting, project delivery and business change.

Explain the different stages contained within the LFB project lifecycle: methods of planning, setting objectives, milestones, allocating resources, documentation used.

Explain scoping, stakeholder’s importance, best practice and roles and responsibilities of a project manager.

Describe and produce documentation required at various stages of the lifecycle of a project: initiating a project (Business case), initiating a project (PID), designing and delivering main products (Milestone status reporting and Risk and issue reporting), Acceptance criteria and Project closure reports.

How to Book this Course
Contact the Project Management Office to register your interest.
Project Management Level 2

Principles of Planning (INPMPP)
Requirements Management (INPMRM)
Risk and Change Management (INPMRC)
Stakeholder Engagement (INPMSE)

Who can attend?
Attendance is aimed at people who are managing or supporting large projects. This primarily includes Project Managers, Project Support Officers and Project Sponsors. This course is recommended for staff who have completed a Project Management Level 1 course and/or who require a greater level of Project Management understanding due to their specific role or position. This course is open to all staff groups.

Duration
4 days (one day a week over four weeks)

Course Aims
This course is designed to give participants a full understanding of Project Management principles and practice.

Course Objectives
By the end of this workshop participants will be able to:

Day 1 Requirements Gathering
- Reviewing the context of project scope, and the areas of project management that it is directly connected to
- Understanding how to derive the scope of the project:
  - Designing interview questions
  - Designing Workshop questions
  - Designing questionnaires
- Identifying best practice for conducting:
  - Interviews
  - Workshops
- Overview of the best way to document requirements and project scope

Day 2 Planning
- Appreciate the benefits of Planning
- Understand where Planning fits in the lifecycle
- How to define the scope of a project using the Product Based Planning Technique
- How to use the Flow Diagram to identify the order and priority in which the deliverables have to be produced
- Understand the link between Product based planning and Activity based planning
- To be able to apply estimating and scheduling techniques to a project
- Apply the tools and techniques to a practical LFB case study

Day 3 Risk and Change Management
Understanding the basic principles of risk management techniques within a project environment, and how this differs from operational risk assessments
Review of the steps involved in risk analysis and the planning of resources
Understanding the differences between risks and issues and identifying how this links to change management
Developing a practical approach for escalating issues and changes from the project team to the project sponsor and other impacted stakeholders
Applying each of the risk and change management techniques to an LFB specific scenario to provide an opportunity for practical application throughout the course

Day 4 Stakeholder Engagement Learning Outcomes

Understand the project context and stakeholders
Understand the expectations, needs and contribution of stakeholders within a project
Identify a process for managing stakeholders
Identification
Analysis
Action and Communications Planning
Create a communications plan to address the needs of each stakeholder
Understand the activities of on-going stakeholder management and collaboration
Identify the responsibilities of the project manager and sponsor
Recognise the link between change and communications

How to Book this Course

Contact the Project Management Office to register your interest.
Project Management Behaviours (INPMBC)

Who can attend?
Attendance is aimed at people that are working on or are involved with large projects who need to deal with stakeholders. This primarily includes Project Managers, Project Support Officers, Project Administrators and Project Sponsors. This course is open to all staff groups.

Duration
1 day

Course Aims
To enable project managers to understand their own behavioural and communication style more fully and to appreciate how and why these can be their greatest asset or their greatest challenge. They will gain insight into how and why people react differently to similar circumstances, and what motivates them, impedes them, interests or alarms them and how they can more effectively deal with individuals and groups.

Course Objectives
By the end of the course, participants will be able to:

- **Learning about Behavioural Types**

  Behavioural and Personality typing are nothing new. From Native Americans to the ancient Greeks, people have always attempted to understand what makes us different from each other and what is needed to make a truly balanced and high functioning team or community. All have observed and tried to describe the same set of phenomena. Modern psychology attempts to do exactly the same thing and using the MiRo Behavioural Mode model and a series of exercises based on their own behavioural styles, managers will experience and better understand their own talents and their own blind spots.

  By learning to value and better use their own style while also learning to value and better understand those of others, project managers can:

  - Create better working teams
  - Form more creative partnerships
  - Manage conflict
  - Communicate more effectively
  - Motivate others
  - Overcome blockages to co-operation and performance
  - Create working communities with a shared vision

  It is strongly recommended that delegates take a MiRo Behavioural Mode Assessment before the workshop. The learning gained in the workshop will be greatly enhanced by the insight that can be gained through the MiRo report. The assessment is carried out on-line and takes only a few minutes. The results can be enlightening, are often surprising and are always useful.

- **The MiRo Model**

  **Transactional Analysis (TA) and game theory**

  In his book “Games people play”, Eric Berne (the father of TA) described the often self-destructive ways that human beings can relate to each other. A little instruction in TA can give us a language with which to talk about these processes and once we can name them, it may even become evident that at some level we have known
about them all our lives. This gathering awareness, gained through use of the now famous Parent Adult Child (PAC) model and interactive exercises can also offer delegates the possibility of change. Participants will be asked to identify the games that they are playing every day and to uncover the self limiting messages, the "cons" and "gimmicks" that are being communicated, where open and honest communication might be more appropriate. In project management perhaps more than anywhere else in the working environment, authenticity is of paramount importance. An exploration of potentially destructive habits can offer a chance for new beginnings and new relationships in which individuals; teams and working communities can discover untapped potential. By understanding more fully how they use each of the three available ego states and how they interact with others as a result, project managers will learn to:

- Deal more successfully with difficult people
- Overcome self defeating behaviour patterns
- Improve negotiation skills
- Support others more effectively
- Gain insight into team and group dynamics

TA is a broad field and is used in business, education, psychotherapy, conflict resolution and many more areas but given the short time available delegates will cover enough ground to be able to apply the learning gained back in the real world. With any luck they will also be sufficiently fascinated to go out and find out more.

- **Appreciative Inquiry (AI)**

By nature we humans are problem solvers. When something is not working the way we’d like it to we seek to identify the problem and work to create a solution. Sometimes we work so hard at this that all we see are the problems. This workshop too concentrates on problems and their solutions until the last module of the day when it’s focus changes to the positive. Project management is all about problem solving of course but having thought about nothing but problems all day, when we are asked, “what’s it like to be a project manager?” what story do we tell? More importantly what story do we tell ourselves? AI is about the power of those stories. While we are concentrating on the story of, “Problems that need fixing” we forget the far bigger and more powerful story of success, brilliance, bravery and peak performance. Developed by David Cooperider and others, AI seeks to capture these and to discover what resources we have already which enabled them to happen. What values, talents, beliefs and relationships already exist that have before now made you the best in the world? This discovery is the first D in the 4D model of Appreciative enquiry

These discovered, AI moves on to the Dreaming phase. What would it be like if we did those things all the time? The group will be asked to imagine a future in which healthy, successful and life-giving habits became the norm. Who would be there? What would they be doing? How would they be doing it? The third D is the Design phase. The group are asked to make “provocative statements” about their future. What will they actually do in order to make these things a reality? Finally the Destiny phase will carry delegates forward as they begin to understand themselves in a different and newly positive way and to tell and become a new story about peak performance, cooperation and success. This relatively simply and short part of the day will send delegates away with:

- A renewed appreciation of their best habits, skills and abilities
- A shared understanding and greater appreciation of others within the community
- A blueprint for building on their strengths

AI has also been used in many contexts and can be used to change entire organisations over several years. Here it will be used to enable project managers to value what already works and to create a strategy for how to do more of it and to make a real difference when they get back to work on Monday morning.
How to Book this Course

Contact the Project Management Office to register your interest.
Personal Skills - Managing Risk and Uncertainty (INPDMR)

Who can attend?
Operational – Station Managers and above
FRS – Grade D and above
Control Operations Manager and above

Duration
2 days (consecutive)

Course Aims
The course will help participants understand what risk is, introduce techniques available in order to manage risk and increase overall confidence to take risk-based decisions. The course is designed to give participants the knowledge they need in order to develop these risk management skills, as well an insight into the strategic risk point of view and information on how risk management is applied at LFB. A range of teaching methods are used including presentation, group discussion and practical team exercises by an external provider in collaboration with LFB Strategy & Performance team.

Course Objectives
By the end of the course, participants will be able to:
Identify risk and uncertainty that may occur in their work areas
Identify risk in other areas and at a strategic perspective
Describe a range of techniques to help manage risk
Give details of the development of risk management historically and explain why it is important
Identify the key elements of the risk management system at LFB
Demonstrate applied knowledge of risk management through passing end of course assessment (50% pass mark)
State where to go for further help
Training for Authority Green Champions (INGRCH)

Who can attend?
This course is recommended for anyone who has an interest in understanding more about the Brigades green agenda and providing local support on related initiatives. It is voluntary and suitable for staff at all sites. We recommend station manager and below and any interested FRS staff.

Duration
1/2 day

Course Aims
To provide participants with the skills and information to act as a focal point for green issues across the Brigade

Course Objectives
By the end of this course participants will be able to:

- Be given an understanding how saving energy and other ‘green’ activities (such as recycling) benefit both the Authority and the environment.
- Be a focal point for green issues in departments and at stations.
- Be able to identify the top sources of energy inefficiency at fire stations/offices, and precautionary energy reduction measures.
- Have an understanding of the Authority’s recycling policy and how to identify measures to encourage recycling at the workplace.
- Be able to design and implement a green action plan for a place of work.
- Give short, informal workplace staff briefings.
Effective Minute Taking (INWMIN)

Who can attend?
Open to all staff

Duration
1 day

Course Aims
The course will look at taking minutes at different kinds of meetings

The outline course structure will be as follows:
- Purpose and benefits of meeting minutes
- Types of meetings and minute formats
- Roles and responsibilities
- Preparing for meetings and for minute taking
- Effective listening
- Written skills
- Distribution and follow up actions
- Confidentiality and Freedom of Information

The course learning resources and structure will comprise theory presentation, multi-media and group exercises. Handouts will also be provided to participants highlighting key points. They will include
- model examples of agendas and minutes
- checklists for preparation

Course Objectives
By the end of the course, participants will be able to:
- Describe the task of taking minutes at meetings
- Explain the role of the chair and other formal responsibilities in meetings
- Explain how to take minutes at meetings
- Prepare for taking minutes
- Be able to minute meetings

The course will follow and be consistent with OCR (Oxford, Cambridge and RSA) recognised assessment standards. This is so there may be a possibility of accreditation in the future.
PRDS Workshop (PRDSRS)

Who can attend?
Open to all staff

Duration
1 day

Course Aims
Apply skills necessary to prepare for a PRDS discussion.

Course Objectives
After completion of this session, delegates will be able to:
• Discuss in teams and as a group, the benefits of PRDS
• Engage in conversation fully to benefit from peer experience and knowledge
• List information necessary to assist in setting SMART objectives
• Identify high-level team objectives and explain how they are supported by SMART individual objectives
• Set SMART objectives for a PRDS discussion
Advanced Professional Certificate in Investigative Practice (APCIP)

Mandatory modules:

APCIP1 - Unit 1 - Law, Evidence, Procedure and Best Practice (2 days)
APCIP2A - Unit 2 (part 1) - Advance Statement and Report Writing (1 day)
APCIP2B - Unit 2 (part 2) - Courtroom Skills/Giving Evidence (1 day).

Optional modules:

APCIP3 - Unit 3 - Advance Investigative Interviewing (2 days)
APCIP4 - Unit 4 - Advocacy (2 days)
Alternative:
APCIP5 - Unit 4 - Case File Preparation and Disclosure (2 days)

Who can attend?
Fire Safety Team Leaders and Investigating Officers nominated by Fire Safety Department.

Duration
Eight day unit based course – divided into four x two day blocks (the mandatory units are covered in the first two blocks followed by the two optional units).

Important Information
Delegates will be given an assignment after each unit which must be completed within a month.

The course consists of two mandatory units and two optional units. Delegates must be able to attend the dates for all the units.

There are three optional modules to choose from, two of which will be selected by the Commissioning Officer.
Mandatory modules:
Unit 1 - Law, Evidence, Procedure and Best Practice (2 days)

**Course Aims**
Many organisations employ investigators to carry out civil, criminal and regulatory investigations. It is essential that the investigators who conduct these investigations do so professionally and secure relevant and admissible evidence. The focus is on the collecting and giving of effective evidence. The training covers all stages of the investigative process. It illustrates that the way that the evidence is collected and recorded affects the admissibility, credibility and weight of the evidence. The training will demonstrate the different types of evidence available to the investigator and the admissibility of certain categories of evidence. The training covers the importance of distinguishing between facts and inferences and the source of different types of evidence. Practical exercises will demonstrate the difficulties of note taking and how best practice in note taking will enhance the reliability and credibility of the evidence.

All investigations take place within a particular legal framework, and must be carried out in accordance with the Human Rights Act and other relevant legislation. The training provides the investigator with an insight into this framework.

**Course Objectives**
On completion of this unit the delegate should be able to:

- Explain and apply relevant legislation, procedures or codes.
- Recognise different types of evidence, including oral, documentary, hearsay, circumstantial and real; and collect admissible evidence.
- Distinguish between facts, inferences and opinions.
- Analyse and evaluate evidence arising during an investigation.
- Create, maintain and enhance best practice standards in record keeping and note taking during investigations.

Unit 2(Part 1) - Advance Statement and Report Writing (1 day)

**Course Aims**
This one-day course assists delegates in understanding what is required from statements/reports. They will consider the content of statements/reports by looking at the source and weight of evidence to be included and learning to distinguish between facts, inference and opinion. They will also consider the style and format of statements/reports by reference to sample statements/reports produced within their organisation. The samples and models can be adapted to suit the field and context that their organisation requires. Delegates will review a range of statements/reports and use objective assessment criteria to assess their written evidence and receive feedback on written evidence to improve their written evidence skills.

**Course Objectives**
On completion of this unit the delegate should know:

- How to collect evidence more effectively by knowing how it is included in written evidence
- How to use records and notes as the primary source of evidence on which the statement/report is written.
• How to identify the issues and the facts, and the source and weight of those facts.

• Appropriate layout, format and style.

• Using written evidence as a tool to settle cases or as a basis for giving oral evidence.

• Dealing with exhibits, photographs, digital evidence and other graphics.

• Developing an objective and critical eye in relation to written evidence.

• The formalities including, if relevant, the rules governing statements/reports.

Unit 2 (part 2) - Courtroom Skills/Giving Evidence (1 day).

Course Aims
Witnesses may find themselves in the witness box giving evidence on behalf of their organisation. Doubt may be cast on their experience, notes and method of investigation, and the procedures followed by them and their organisation.

The training is designed to ensure that those who may, as part of their role, have to give evidence, undergo a process of familiarisation or review to gain knowledge of the procedures involved and to enable them to give a coherent account from the witness box. This course is invaluable for those who collect and write evidence to see how that evidence can be challenged. The training will provide delegates with the knowledge, skills and confidence to present evidence effectively.

The course is an intensive highly practical day. The procedures for giving evidence, the order of events and the roles of different people at the hearing and the process of giving evidence will be explained. The techniques lawyers use to disconcert and discredit witnesses will be examined. The morning session is designed to demystifying the process of giving evidence. In the afternoon, delegates will experience being cross-examined by a solicitor or barrister on the basis of a case study, statement or report from a completed case.

Course Objectives
On completion of this unit the delegate should understand:

• How the system works.

• The procedures and processes of giving evidence, order of events and roles of those at the hearing.

• How to take the oath/affirmation with confidence, where applicable.

• How to give clear, honest and objective evidence.

• The importance of telling the truth, the whole truth, and nothing but the truth

• How to make appropriate use of supporting evidence, documents, graphics and notes when giving evidence.

• How to prepare for giving evidence and the purpose of giving evidence.
• How to identify the techniques of cross-examination and learn how to handle them

• Through role-play the experience of being a witness, being cross-examined and to receive detailed feedback.

Optional modules:
Unit 3: Advance Investigative Interviewing (2 days)

Course Aims
The training focuses on the interviewer’s role and proper standards of behaviour and competence for those who are required to conduct investigative interviews from time to time. It is widely acknowledged that failure to conduct interviews properly may result in evidence being inadmissible, unreliable or without weight, and may adversely affect the fairness of any future proceedings.

This training develops to a high level the skills required for conducting interviews. Delegates will learn how to conduct interviews by applying the PEACE (planning and preparation, engage and explain, account, closure and evaluation) method. Delegates will learn how to structure an interview in a more effective way. Delegates consider how to get the interviewee’s detailed account of events, and then how to compare and test it against the facts they already have. They will be taught how to question and practice putting difficult questions and challenges to an interviewee within an ethical context. The principal materials needed for this course are contained in this manual, although there will also be practical exercises, group activities, case studies, simulated interviews witnesses and suspects, and plenary sessions. You will be actively involved in planning and preparing for investigative interviews, which will be relevant to your professional background, and you will learn by conducting interviews and receiving feedback from your peers and course trainer.

Course Objectives
On completion of this unit the delegate should be able to:

• Effectively plan and prepare for an investigative interview and be prepared for the range of responses that the interviewee may adopt, e.g. no comment interviews, selected answering, diversionary tactics, lack of memory etc.

• Be flexible in the use of different questioning techniques and be able to use these questioning skills in a focused and disciplined way to obtain all the available

• Effectively structure all interviews in a manner that is appropriate to the type of interview and the interviewee.

• To be able to conduct an effective interview using either the conversation management interview technique, or the cognitive interview technique if appropriate.

• Deal effectively with disclosure to the relevant people which may include legal representatives, trade union representatives, the interviewee or others prior to and during the interview.

• To manage appropriately the production of exhibits or documentary evidence etc. during an interview.

• To make appropriate written records during interviews.
To balance the interviewer’s powers with the individual’s rights under the Human Rights Act and, where appropriate, the Police and Criminal Evidence Act 1984 (PACE) and the Codes of Practice.

N.B.
Some interviewers may be required to conduct specialist detailed interviews of eyewitnesses in which case the cognitive interview technique may be useful. Trainers may teach the cognitive interview technique if it is relevant to the group. The cognitive interview technique will really only be of significant relevance to interviewers conducting interviews of victims and witnesses to serious criminal offences or, for example, those investigating serious accidents/incidents under health and safety regulations.

Unit 4: Advocacy (2 days)

Course Aims
This course is designed for non-lawyers who appear or wish to appear as advocates and those responsible for assisting and/or instructing them. The course covers the basic skills required of an advocate following the structure of a professional approach to advocacy. It begins with the important topic of professional standards. It then looks at the importance of preparation and how to analyse a case. It introduces the use of a case study to illustrate and reinforce the learning. Content, structure, delivery and persuasion are all covered with reference to helpful bulleted lists of generic points to consider. How to plan and make relevant and effective speeches comes next before moving to the topic of witness handling. This looks at the different types of question techniques available to the advocate and when to use them. The last topic is the typical sentencing procedure in court and how to anticipate the approach of the court. The course then synthesises the learning by using the case study to role play the main stages of a trial. The role-play is supported by objective criteria-based feedback.

Course Objectives
On completion of this unit the delegate should be able to:

- Prepare to appear in court or other similar setting, by establishing the relevant law, issues, facts, evidence and case theory.
- Make effective use of documentary and oral evidence.
- Deal with pre-trial disclosure.
- Use appropriate skills in relation to addressing the court, opening and closing speeches, examination-in-chief, cross-examination, and re-examination.
- Perform as an advocate, using an appropriate structure, content, persuasion, and delivery

Unit 4: Case File Preparation and Disclosure (2 days)

Course Aims
This unit develops the learner’s knowledge and understanding in the preparation of a case file that would contain all the information required for preliminary hearings or full court trials. Learners will examine how to correlate and manage a legal case file that meets statutory obligations and appropriate guidelines.
The unit will explore strategy for ensuring that standards of presenting evidence are met. Learners will evaluate the rules of disclosure relating to legal case file formulation.

**Course Objectives**
On completion of this unit the delegate should be able to:

- Correlate and systematically manage a legal case file ensuring statutory obligations and guidelines are met.

- Formulate a strategy for completing all relevant documents and reports which complies to set standards of presenting evidence.

- Evaluate the application of the rules of disclosure in relation to legal case file formulation.

**Who can attend?**
This course is for senior managers at Deputy Assistant Commissioner, Assistant Commissioner and Director level with role specific responsibilities required for strategic command at a CBRN event.

**Duration**
4 day

**Course Aim**
To develop the knowledge and ability to perform the role of Gold Commander, by planning, implementing and reviewing multi-agency strategy, to ensure the resolution of a CBRN terrorist incident.

**Course Objectives**
By the end of the course, participants will be able to:
- Outline the current threat from terrorism to the UK:
- Operate as the Gold Commander in relation to the emergency management of CBRN incidents:
- Appraise and define the roles and responsibilities of strategic partners involved in the emergency management of a CBRN incident, within where appropriate, the context of the Strategic Coordination Group (SGC). These agencies include:
- Assess the resourcing implications which impact on the emergency management of a CBRN incident.
- Consider the legal and procedural considerations and implications which relate to decisions made in the command and control of a CBRN incident.
- Demonstrate the ability to create and deliver appropriate messages to warn and inform the public in relation to a CBRN event having due regard to the needs of your, and partner, agencies.
CBRN Command Course at Silver Level (CBRNSI)

Who can attend?
This course is for senior managers at Deputy Assistant Commissioner level and ILOs with role specific responsibilities required for tactical command and advising at a CBRN event.

Duration
5 days

Course Aim
To develop an understanding and ability to perform the role of Silver Commander, by implementing and reviewing multi-agency tactical plans, to facilitate the resolution of CBRN terrorist incident.

Course Objectives
By the end of the course, participants will be able to:
• Outline the current threat from Terrorism to the UK.
• Apply the role of the Silver Commander in relation to the emergency management of CBRN incidents.
• Describe the roles and responsibilities of strategic partners involved in the emergency management of a CBRN incident and make appropriate decisions with due regard to those agencies’ needs.
• Assess the resourcing implications which impact on the emergency management of a CBRN incident.
• Define the legal and procedural considerations and implications which relate to decisions made in the command and control of a CBRN incident.
CBRN Command Course refresher at Gold Level (CBRNGR)

Who can attend?
This course is for senior managers at Deputy Assistant Commissioner, Assistant Commissioner and Director level with role specific responsibilities required for strategic command at a CBRN event.

Duration
1 day

Course Aim
To update current CBRN Gold Commanders to enhance and develop their knowledge and ability to perform the role of Gold Commander, by planning, implementing and reviewing multi-agency strategy, to ensure the resolution of a CBRN terrorist incident.

Course Objectives
By the end of the course, participants will be able to:
• Operate as the Gold Commander in relation to the emergency management of CBRN incidents.
• Appraise and define the roles and responsibilities of strategic partners involved in the emergency management of a CBRN incident, within where appropriate, the context of the Strategic Coordination Group (SGC).
• Assess the resourcing implications which impact on the emergency management of a CBRN incident.
• Consider the legal and procedural considerations and implications which relate to decisions made in the command and control of a CBRN incident.
• Demonstrate the ability to create and deliver appropriate messages to warn and inform the public in relation to a CBRN event having due regard to the needs of partner, agencies.
CBRN Command Course Refresher at Silver Level (CBRNSR)

Who can attend?
This course is for senior managers at Deputy Assistant Commissioner level and ILOs with role specific responsibilities required for tactical command and advising at a CBRN event.

Duration
1 day

Course Aim
To update current CBRN Silver Commanders to enhance their understanding and ability to perform the role of Silver Commander, by implementing and reviewing multi-agency tactical plans, to facilitate the resolution of CBRN terrorist incident.

Course Objectives
By the end of the course, participants will be able to:
• Apply the role of the Silver Commander in relation to the emergency management of CBRN incidents.
• Describe the roles and responsibilities of strategic partners involved in emergency management of a CBRN incident and make appropriate decisions with due regard to those agencies’ needs.
• Assess the resourcing implications which impact on the emergency management of a CBRN incident.
• Define the legal and procedural considerations and implications which relate to decisions made in the command and control of a CBRN incident.
Hapsite Advanced Operator (OISKHA)

Who can attend? - Members of the CBRN Rapid Response Team

Duration – 2 Days

Course Aims – To give personnel an enhanced understanding of the HAPSITE Smart Chemical Identification System and to further develop their skills in the advanced capabilities of the equipment.

Course Objectives
By the end of this course participants will be able to:

- Perform in-depth data analysis and library searches
- Use concentrator tubes and understand the ‘Sensitivity Tree’ approach to deploying the HAPSITE Smart.
- Perform concentration estimates.
- Have a basic understanding of detectable CWA’s and methods used to identify such compounds.
- Demonstrate a developed ability and understanding in sampling techniques and Method Sequencing.
- Perform trouble shooting with chromatograms and Autotune failure and address error messages/causes/likely fixes.
Hazardous Materials & Environmental Protection (HMEP) (FCFSHE)

**Who can attend?** — Operational Officers of SM and GM Rank who are becoming hazmat officers and members of the CBRN Rapid Response Team.

**Duration** — 3.5 weeks plus a pre learning module.

**Course Aims** — To prepare Operational Officers to take up the role of Hazmat Officer as a specialist support function providing the specialist knowledge and skills required to operate as a Hazmat Officer at hazardous materials incidents.

**Course Objectives**

By the end of this course participants will be able to:

- Operate in a specialist support function to Incident Commanders.
- Use a risk assessment based approach to advise on hazmat incident management, emergency intervention and environmental protection measures.
- Identify, retrieve and interpret chemdata information from a variety of sources.
- Advise on PPE selection, contamination risks and decontamination protocols.
- Liaise with relevant agencies and external specialists.
HazMat ID/ Hapsite/ Exploranium Re-certification (NLOTCP14) - HDIMABDR

Who can attend? - Members of the CBRN Rapid response Team

Duration – 3 days

Course Aims – This course enables personnel to revalidate their knowledge and skills in the operation of the HazmatID, Hapsite Smart Plus and selected Radiation equipment, including the EPD, Rados and GR-135 Exploranium.

Course Objectives

On successful completion delegates will be able to:-

• revalidate and demonstrate knowledge and skill in operating this equipment
• undertake sampling collection and control, identify solids and liquids, vapors and gases and radioactive materials.
• In addition to refreshing and enhancing their knowledge of radiation theory, interpreting results and offering appropriate advice, they will also undertake a range of exercises deploying equipment against a variety of controlled scenarios.
Hydrant Technicians’ Signing, Lighting and Guarding (HYDTEC)

Who can attend?
Deputy Water Manager and Hydrant Technicians

Duration
Half a day

Course Aims
To provide delegates with the necessary underpinning technical knowledge and skill to enable them to implement the correct traffic management requirements to undertake moving works. By the end of the course the candidates will be conversant in all aspects of working on single carriageways, that does not require traffic lights, including:

- Sector schemes
- Health and Safety at work
- Risk assessment
- Highway terminology
- Types of work
- Equipment and vehicles
- Traffic lane widths

Moving and minor works.

Course Objectives
On completion of the course delegates will:

- Be aware of sector schemes
- Be aware of Health and Safety work
- Be aware of risk assessments and method statements
- Be aware of relevant codes of practice and other associated documentation when involved in traffic management
- Identify the equipment required in temporary traffic management

Understand the requirements for minor works and moving works.

Certification
On completion all candidates will undertake a multiple-choice question paper which carries a 75% pass mark. Lantra Awards (the national awarding body) will make certification for successful candidates.
### Glossary

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AED</td>
<td>Automated external defibrillator</td>
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<td>BA</td>
<td>Breathing apparatus</td>
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<tr>
<td>CPR</td>
<td>Cardio-pulmonary resuscitation</td>
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<td>CSU</td>
<td>Command support unit</td>
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<td>DRA</td>
<td>Dynamic risk assessment</td>
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<td>EDBA</td>
<td>Extended duration breathing apparatus</td>
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<tr>
<td>EDRMS</td>
<td>Electronic Document and Records Management System</td>
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<td>EPIRBS</td>
<td>Emergency position indicating radio beacons</td>
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<td>FRU</td>
<td>Fire rescue unit</td>
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<tr>
<td>GTS</td>
<td>Gas tight suits</td>
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<tr>
<td>HMEPO</td>
<td>Hazardous materials and environmental protection officers</td>
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<td>HVP</td>
<td>High volume pump</td>
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<td>IEC</td>
<td>Immediate emergency care</td>
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<td>IPDS</td>
<td>Integrated Personal Development System</td>
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<td>IRIS</td>
<td>Incident Recording and Information System</td>
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<tr>
<td>IRPCS</td>
<td>International regulations for the prevention of collisions at sea</td>
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<tr>
<td>IRU</td>
<td>Incident response unit</td>
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<tr>
<td>LGV</td>
<td>Large goods vehicle</td>
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<tr>
<td>MD</td>
<td>Motor driver</td>
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<tr>
<td>MDR</td>
<td>Mass decontamination re-robe</td>
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<tr>
<td>MDT</td>
<td>Mobile data terminal</td>
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<tr>
<td>NICS</td>
<td>National Incident Command System</td>
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<td>OEMS</td>
<td>Operational Equipment Management System</td>
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<tr>
<td>OSC</td>
<td>Operational support unit</td>
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<tr>
<td>PPE</td>
<td>Personal protective equipment</td>
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<tr>
<td>PRPS</td>
<td>Powered respirator protection suit</td>
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<tr>
<td>RTITB</td>
<td>Road transport industrial training board</td>
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<tr>
<td>RYA</td>
<td>Royal Yachting Association</td>
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<tr>
<td>SART</td>
<td>Search and rescue team</td>
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<tr>
<td>StARS</td>
<td>Staff Attendance Recording System</td>
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<tr>
<td>SWAH</td>
<td>Safe working at height</td>
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<tr>
<td>TCT</td>
<td>Tactical command trainer</td>
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<tr>
<td>USAR</td>
<td>Urban search and rescue</td>
</tr>
<tr>
<td>UA</td>
<td>Urban search and rescue advisor</td>
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</tbody>
</table>