

Section 3

TERMS OF REFERENCE

PO 7670 : Hostile Environment Training to the Stabilisation Unit

Introduction

1. The Stabilisation Unit (SU) is the Government's centre of expertise and best practice in stabilisation. Set up to respond to the complex challenges of fragile and conflict afflicted states, it is a uniquely integrated civil-military operational unit, designed to be agile and responsive and well-equipped to operate in high threat environments. It combines in-house staff expertise with the ability to draw on a larger pool of civilian expertise for specialised, longer term or larger scale taskings to work with countries to enhance their capacity for self-governance. The Unit reports to the National Security Council and has a core staff from numerous government departments, serving police and military. There is more information at www.stabilisationunit.gov.uk/ .

There is a requirement for everyone selected for deployment by the SU on behalf of Her Majesty's Government (HMG) to HMG Network platforms, or travelling into red areas, or deploying to the multilaterals platforms detailed in the SU's training plan to undertake specific pre-deployment training. The appropriate selection, training and accreditation of suitable personnel is integral to the SU's ability to mitigate the foreseeable risks that its deployees may face in fragile and conflict affected environments around the world.

2. These Terms of Reference outline the work that the SU requires from a Service Provider (SP) for the design and delivery of a programme of Hostile Environment Training (HET) in order to prepare personnel to operate effectively and safely in an overseas non-Network multilateral platform (UN, EU, OSCE etc) environment and also to the required standard for HMG Network platforms (e.g. Embassy, MOD Office, DFID Office, British Council Office etc.).

The Objective

3. Recognising that training is critical to the achievement of successful operational outcomes, the overall aim of this programme is to train and prepare personnel for deployment to fragile and conflict-affected environments and produce confident, professional and well prepared personnel who add value to overseas missions and contribute towards the highest possible levels of service delivery on behalf of HMG.

Recipient

4. The primary recipients of the service will be SU core staff, other HMG staff deployed through the SU, and members of the Civilian Stabilisation Group (CSG). The CSG is made up of Deployable Civilian Experts (DCEs), the Civil Service Stabilisation Cadre (CSSC), and a pool of serving UK police officers. The SU may elect to offer course spaces to other relevant individuals including those from the wider HMG community and International partners.

Scope of Work

5. The service provider will be required to implement an innovative training construct which will allow participants undertaking the training for the first time, as well as those who have completed previous hostile environment training with other providers, the opportunity to develop new skills and build upon existing knowledge and understanding.
6. The programme is intentionally designed to be generic and not tailored to a specific conflict region. It should however reflect those areas of the world where HMG has strong foreign policy, development and defence interests and where intra- or inter-state conflict has occurred or is likely to occur. Additional training may be asked for on a case by case basis to meet SU demand.

Methodology

7. The SU Hostile Environment Training programme should be delivered in a single module of no more than seven (7) consecutive days which will include a minimum of two days dedicated driver training for those delegates that require it.

- a. **HET** will be a residential course for SU core staff, members of the CSG or other representatives of HMG who are deploying to a multilateral platform in fragile and conflict affected states. Under the SU's training policy, the standard HMG pre-deployment training package SAFE is not deemed sufficient for deployment to a multilateral platform requiring hostile environment training. HET driving module should also provide the skills needed to operate within and drive vehicles (both armoured B5/6 and soft skin) safely when deployed to fragile and conflict-affected states on behalf of HMG overseas. This component should be delivered in such a way that it could be independent from HET.
8. Throughout the course blended teaching styles such as pre-reading, e-learning, group work and individual "hands on" experiential learning could be utilised in order to supplement existing skills. Students should be encouraged and expected to apply their own experiences to aid both the learning and teaching processes.

Course Delivery Methodology: HET

9. Skills and knowledge should be imparted through structured presentations from qualified and current subject matter experts, with strong emphasis on experiential learning where participants are given the opportunity to put theory into practice in a formative learning environment.
10. Participants should be trained in approaches that encourage them to consider how security situations may be avoided or pre-empted, as well as in skills and responses that enable them to more effectively deal with security threats or medical emergency situations should they occur.
11. Traditional presentation and practical sessions should be further supplemented by realistic immersive scenarios using live actors/role players including vehicles, a range of emergency medical situations, and participants wearing PPE. HET should be designed to elicit natural responses to dynamically changing circumstances and medical emergencies within the context of a challenging / hostile environment.

12. Sessions should connect with one another and by doing so should collectively augment the training experience. Each period of learning will be assessed individually but the content within them may overlap or be repeated in different contexts to enhance both the learning and its application by the students.

13. The course should provide appropriate training and familiarity in driving non-armoured and armoured vehicles (AV) across multiple terrains, on- and off-road, this should be imparted through structured presentations from subject matter experts, with a strong emphasis on practical driving skills in a safe and secure training environment.

14. HET should provide opportunities for students to learn security awareness and first-aid medical skills, using a simple-to-complex methodology in an open and friendly environment in which debate and experimentation is actively encouraged as a means of learning.

15. Overall, HET should provide a range of opportunities for each student to develop their security awareness, apply first aid skills, and demonstrate aptitude and suitability to operate effectively, using vehicles and equipment similar to those currently in use by multilateral platforms within a challenging or hostile situation. Participation in skills-based practical scenarios should promote teamwork, resilience and problem solving skills in a stimulating, safe and learner-friendly environment.

16. The syllabus must include a one hour period at the start of the course for an SU-delivered presentation on its duty of care policies. The service provider will be expected to provide a suitable venue and equipment for the display of a PowerPoint presentation.

Core content & Learning Objectives for HET

Core content	Learning Objectives
	Research tools
	Pre-deployment planning
	Documentation/ Custom Officials / clearance issues
	Cultural & Religious considerations

Planning	Arriving in country
	Pre-task preparation & mission security officer briefings
	Arrival / travel with local drivers
	Check-points
	Equipment / luggage
	Communications / navigation - revision
	Accommodation / building security
	Grab bags & essential contents
Security Management Roles	Head of Mission / Deputy Head of Mission / Operational Security Adviser / Overseas Security Manager
	Close / Force Protection Team Leader
	Multilateral
Threat & Risk	Threat identification
	Risk assessment
	Control measures
Security Awareness	Situational awareness
	Surveillance awareness
	Personal safety & crime avoidance
	Personal security plans
	Conduct & carriage
	Building safety
	Crowded spaces / crowd dynamics / demonstrations
	Counter Intelligence threat
Conflict Management	Visits - public places (including restaurants)
	De-escalation, negotiation & defusing strategies
	Non-verbal communication
	Dealing with officials
	Bribery, corruption, gifts
Journey planning	Negotiating checkpoints.
	Vehicle safety, searching & security
	Places of safety
	Vehicle crime / car-jacking
	Self-driving considerations
	Using local drivers
	Public transport & taxis
	Road traffic collisions
	Route planning
	Convoy drills and roles
	Movement control
Actions on	
Navigation	Map reading
	GPS / SatNav familiarisation
Communications	Language
	Primary, Ancillary, Contingency, Emergency (PACE)
	Using radios –Basic Voice Procedure

	Web-based, landline, mobile and satellite comms
	Internet & social media
Personal Protective Equipment (PPE)	SU pattern ballistic protection: body armour, helmets, gloves, eye and hearing protection helmets
	Appropriate clothing
Incident Management	Command & control
	Dynamic risk assessments
	Immediate actions
	Consequence management
	Debriefing / lessons learning
Loss of Liberty	Arrest or detention
	Hijack, kidnap & negotiation
	Hostage survival strategies
	Escape & rescue (inc 'proof of life' principles)
Battlefield awareness	Weapons - overview
	Ammunition - range and penetration overview
	Protective measures
	Reaction to grenade attack and IDF
	Conventional munitions & unexploded ordnance
	Mine awareness
	Improvised Explosive Devices (IEDs)
Working with close protection (CP) teams	Composition of CP teams & operating models
	Negotiations / relationship building with CP teams
	Movement (foot & vehicle drills, including incident reaction, what to expect in an initial brief)
	Venue security (including incident reactions)
	Cross-decking
	AV familiarisation
Health & Wellbeing	Diet, alcohol & exercise
	Stress – causes, effects, prevention & coping strategies
	Trauma Risk Management (TRiM)
First Aid	Scene safety & Initial Assessment / primary survey
	Communicating with patients (AVPU assessments)
	Control of major haemorrhage / tourniquet use
	Airway management
	Breathing & pulse assessment
	Basic life support, CPR & recovery position
	Use of defibrillators
	Chest / abdominal / pelvic injuries – overview
	Other haemorrhage control (inc haemostatic agents)
	Shock (including faints)
	Simple fractures & splinting (inc spine immobilisation)
	Recognition and initial care of burns & scalds
	Environmental (heat & cold) injuries
	SU trauma kits, contents and packing

Vehicle familiarisation (all)	Daily vehicle maintenance checks (WELDER)
	Tyre types (standard & run-flat)
	(Flat tyre) wheel changing
	Vehicle emergency equipment
	Armour & modifications (AV)
	Mechanisms of injury / airbags - revision
	Head-on/side/rear impact – injury predictions
	Emergency breaching techniques (AV)
	Guidance for passengers
Driver training (self-drivers only)	Daily Checks & Routine Care (AV)
	Wheel Changing (AV)
	Cross-Decking as a driver(AV)
	Getting into/out of a damaged vehicle (AV)
	Vehicle security (AV)
	Breaking Techniques (AV)
	Manoeuvring & Parking (AV)
	Carrying out a ‘Y’ turn (AV)
	Cornering Techniques (AV)
	Respond to Hostile Action (AV)
	Handling characteristics and speed awareness (AV)
	Off-road driving skills (Soft skin)
	Loose surfaces / ascending, descending (Soft skin)
	Skid avoidance techniques (Soft Skin)
	2 wheel/4 wheel functionality (Soft Skin)
	Low/High gear ratio functionality (Soft Skin)
	Vehicle recovery
Forward planning and anticipation	

17. Within the construct of the HET course the service provider should immerse the candidates within a scenario and the following should be tested:

Pre – deployment briefing pack (pre-reads) to include:	SU Duty of Care and H&S Policy
	Country overview / mission remit & Standard Operating Procedures
	Documentation / equipment
	Health briefing
Deployment scenario (Syndicate / group tasks) to include:	Briefings / command / control
	Travel with CP / local drivers – journey management
	Navigation, check-points & vehicle security
	Counter-surveillance / situational awareness
	Kidnap/abduction attempts
	Bribery/corruption/Gifts
	Personal security
	Gunfire / IDF- responses
	Dynamic risk assessment and security decision making Incident control, including consequence management

	Basic Life Support (BLS) – revision
	Heart attack/angina
Medical emergencies	Diabetes / Epilepsy / Stroke
	Choking / Asthma / anaphylaxis
	Unconscious patient - revision
	Mechanisms of injury / Airbags
	Head-on RTC – injury predictions
Road Traffic Collisions & First Aid response	Side / Rear impact RTC – injury predictions
	Improvised extraction
	Motorcyclists / crash helmet removal
	Pedestrians

Student Assessment and Feedback

18. Assessment should allow students to demonstrate achievement of the desired learning outcomes. Students should be provided with formative development periods during which time they will receive constructive feedback on their performance and be expected to reflect and build upon their learning experiences.

19. The following modes of assessment are considered an appropriate means of assessing learning outcomes and may be employed in varying combinations throughout any of the SU HET Course:

- Individual oral / written knowledge check
- Practical demonstration (individual / group)
- Discussion/debate
- Student presentation / reports to group

20. Upon completion of HET the provider will be required to give individual verbal feedback to each participant on their overall performance.

21. The service provider will be required to provide written feedback reports to the SU In relation to each student within 2 working days of course completion. This feedback will form part of the SU's overall assessment as to an individual's suitability to deploy, prior to any such deployment being authorised.

22. In particular, the service provider will be required to submit clear written evidence of any incident that identifies any student considered to:

- Be a danger to themselves or others (in a deployment context)
- Not meet acceptable standards of professionalism (Civil Service (CS) Code of Conduct) or behavioural competency (CS Competency Framework)
- Be considered not sufficiently resilient, physically or emotionally, to deploy to a challenging / hostile environment.
- Be considered not physically fit and robust to deploy to a challenging / hostile environment

Participation, Development and Accreditation

23. Every student should be provided the opportunity to engage with and fully participate in all aspects of the training. Practical sessions and group sizes should provide sufficient opportunity for theoretical knowledge to be assimilated and practiced, individually and as well as part of a team. The service provider will ensure their training methodology provides an engaging and inclusive experience for all learners, whatever their experience levels.

24. In the event of a participant being unsuccessful in demonstrating the required level of skill in any core area, a period of remedial training and opportunity to develop the requisite competency should be provided. The service provider will incorporate additional periods of development activity within the programme in order to ensure every student is afforded sufficient opportunity to attain the required standard.

Timing

25. The contract is for a period of 19 months, with an option to extend for two periods of one year after that subject to agreement. The contract will start on 30 May 2017.

Security

Personnel engaged in the delivery of SU training may be required to undergo and successfully complete security vetting to the UK Security Check SC level. Security vetting will be facilitated by the SU and may take up to three months if not already held.

Implementation Requirements

26. The service provider will be required to guarantee training opportunity for up to ten (10) participants per month and demonstrate the capacity for an additional five (5) surge places per course.
27. The service provider will be required to provide for additional surge training to meet SU demand if requested.
28. The service provider will be required to deliver the first HET pilot course by 16th June 2017.

Venue, Accommodation & Feeding

29. The SU HET course will be delivered in the United Kingdom, unless the Stabilisation Unit requests otherwise in agreement with the service provider.
30. The training venue(s) must be easily accessible via public transport and no further than 2 hours from Greater London.
31. HET is intended as a residential course. In order to minimise travel and maximise training time, participants must be accommodated near or at the training venue(s). Accommodation should be provided on a sole occupancy basis or as appropriate to the scenario.
32. The service provider will be required to supply suitable student transport between the accommodation and training venue(s) throughout the course.
33. Participants should be provided with full-board accommodation throughout the duration of each course.

Course Administration, liaison and Quality Assurance

34. The Service Provider will be required to work closely with members of the SU Operations staff and in particular the SU Operational Training Manager who will be the primary Point of Contact (PoC) for all course matters.
35. Course Joining Instructions should be written by the service provider and quality assured by the SU Operational Training Manager.
36. The SU will select participants not less than 2 working days before the course start and the provider will distribute course joining instructions.
37. Core content will be continually reviewed throughout the duration of the contract in order to ensure that learning objectives remain aligned to operational practice and reflective of SU needs. To facilitate this process, the Service Provider will be required to provide a primary POC and commit to Quarterly Review (QR) meetings with SU Operations core staff including the Training Manager. The SU reserves the right to review and change the training objectives included in these TORs throughout the life of the contract.
38. The service provider will be responsible for ensuring any suggested changes to core content are communicated to and approved by the SU Operational Training Manager prior to any change being implemented.
39. All courses within the SU HET programme will be appraised using SU designed and administered evaluation methods. All participants will be required to engage in the SU evaluation process upon conclusion of each module (SU evaluation will take primacy over any internal evaluation process the service provide may wish to implement themselves).
40. Data from the SU course evaluation will be shared with the service provider and form part of the quality assurance and quarterly review process.

41. All material relating to the SU HET programme and student performance will be held by the Stabilisation Unit. Copies of the same may also be retained securely by the service provider.

42. All other course administration should be carried out by the service provider.

Course Branding

43. The service provider will be required to ensure that at all times the course is referred to as a Stabilisation Unit course.

Trainer Accreditation

44. All personnel engaged in the delivery of SU training must be appropriately qualified, competent, and current in relation to the subject matter being taught.

45. The service provider will identify in advance the personnel that will be employed to deliver SU training with supporting evidence of each person's qualifications and experience.

46. The service provider is required to ensure all personnel employed to deliver SU training hold a recognised teaching qualification to a minimum of the Edexcel Level 3 Award in Preparing to Teach in the Lifelong Learning Sector (PTLLS) or equivalent (as determined by the National Qualifications Framework / Qualifications & Credit Framework).

47. The service provider is required to ensure any personnel identified to lead in the delivery of First Aid training also hold a recognised First Aid qualification to a minimum of the Edexcel First Person On Scene (FPOS) 'Intermediate' standard, or equivalent (as endorsed by the Faculty of Pre-Hospital Care – RCS Edinburgh).

48. The service provider will provide a professional development, evaluation and assessment processes to ensure their training personnel remain current,

competent and accredited to continue teaching in their respective subject areas.

49. The service provider is required to ensure that no changes or substitutions are made to the list of identified teaching personnel without the SU's prior written consent.
50. The service provider shall be required to remove and replace any identified personnel that the SU considers unsuitable to deliver any aspect of its HET programme.
51. At times throughout the contract period, the service provider will be required to permit the SU Operations Training Manager (or other designated SU representative) to visit and observe delivery of any component of the SU HET programme in order to quality assure the training provision and present advice, feedback and suggestions for course improvement or modification as required.
52. All activity relating to the selection, provision, training and application of any item of SU first aid medical equipment is subject to a structure of clinical governance developed and maintained on behalf of the SU, by official representation from the Faculty of Pre-Hospital Care at the Royal College of Surgeons of Edinburgh.
53. At times throughout the contract period, by prior appointment, the service provider will be required to permit the SU Clinical Governor, accompanied by the SU Operations Training Manager, to visit and observe delivery of any first aid component of the SU HET programme in order to Quality Assure the provision and present advice, feedback and suggestions for improvement or modification, as required.

Procurement and contractual requirements

Equipment

54. The following equipment will be provided by the SU:

- SU standard PPE (body armour)
- SU standard ballistic helmets
- SU standard trauma packs (to be used for all medical training)

55. The service provider will be required to provide all other equipment, vehicles and logistical support.