

# Essex County Fire & Rescue Service Operational Training Strategy 2019 - 2022



## 1. Purpose of the Strategy

We have developed the Operational Training Strategy (OTS) to ensure the Service has a competent operational workforce and that we can provide assurance of that competence.

The Strategy applies to all operational personnel across all recognised duty systems.

The Strategy is a key component of the Service's People Strategy and is the responsibility of the Assistant Chief Executive People, Values and Culture.

The Strategy will be reviewed on an annual basis as part of the Authority's integrated risk management planning process.

## 2. Achievement of the Purpose

The purpose of the strategy will be fulfilled by:

**2.1 Training** - Providing our operational workforce with the appropriate operational training and development to enable individuals to demonstrate that they are competent in role - refer to Section 3 for further detail,

**2.2 Assessing** - Assessing the competence of the operational workforce against the relevant standards e.g. role maps and National Occupational Standards (NOS) - refer to Section 4 for further detail,

**2.3 Verifying** - Verifying that the operational training and assessment of operational competence provides the Service with the assurance that the operational workforce is competent - refer to Section 5 for further detail.

**2.4** The three pillars of our Operational Training Strategy: training, assessment and verification, together with functions fulfilled by the Director of Operations and Operational Assurance colleagues, ensure that firefighters, at all levels, are competent. Operational Training plays a significant part in ensuring this.



## 2.5 Strategic Direction

The strategic direction of our Operational Training team is to:

- Enable the majority of training to be maintained via local station-based training, and
- Deliver core acquisition and specialist training centrally, with
- Group Trainers supporting and enabling local station-based training.

## 2.6 Core Principles

Whilst working to achieve our strategic direction and the three pillars of training, assessment and verification, we will always consider the Core Principles of the training service that we offer:

- We have a clear training programme and we extend training opportunities so that all of our staff have the skills and training they need to remain safe in their work,
- The training we offer is suitable for on-call and whole time duty systems,
- We deliver the skills the Service needs now and in the future,
- We have a system in place that offers regular assurance and proof of competence, by individual, at all levels of the Service,
- We work towards greater levels of station-based training delivery and locally led development.

All of our training provision is part of the wider People Strategy.

## 2.7 Governance and Quality Assurance

To achieve our strategic direction, the three pillars of our strategy and our core principles, we have in place robust governance and quality assurance arrangements. See section 7 for more detail.

## 3. Provision of operational training and development

3.1 The operational training and development plan will be published annually. This plan is for the maintenance and acquisition of competence against core competencies (the Operational Competence - 'fire engine' - model).

3.2 The operational training department will supply the following training centrally:

- BA
- PPV
- FBT
- RTC
- Driving
- Incident command verification
- Casualty Care
- Initial 3 week basic training for OC to STR level
- Initial 14/15 week basic training for WT to P2
- P1 – P2 – P3 assessments

Station management teams will, with support from central resources, deliver training to the content of P1 and P2 Task books. We will provide Group Trainers to assist with this.

3.3. The Head of Operational Training is responsible for development of the annual operational training and development plan. The plan will be reviewed annually in quarter 3. Once reviewed it will be presented to the Learning and Development Steering Group for approval. All technical and practical inputs will be aligned to National Operational Guidance (NOG). All competencies will be supported by the training library.

## 4. Assessing the competence of the operational workforce

4.1 - Assessment will always be undertaken by qualified/competent assessors (in line with our Quality Assurance Framework).

4.2 – Assessments will take place in line with Service policy.

4.3 - Assessments standards will always be published and will be in line with NOS.

4.4 – Assessment outcomes will be recorded on the TASK or Civica systems.

4.5 – Employees will be supported to achieve the standards required. Where standards are not achieved, and where it is possible, a period of retraining, will be offered.

## 5. Verifying operational training and assessment - providing assurance

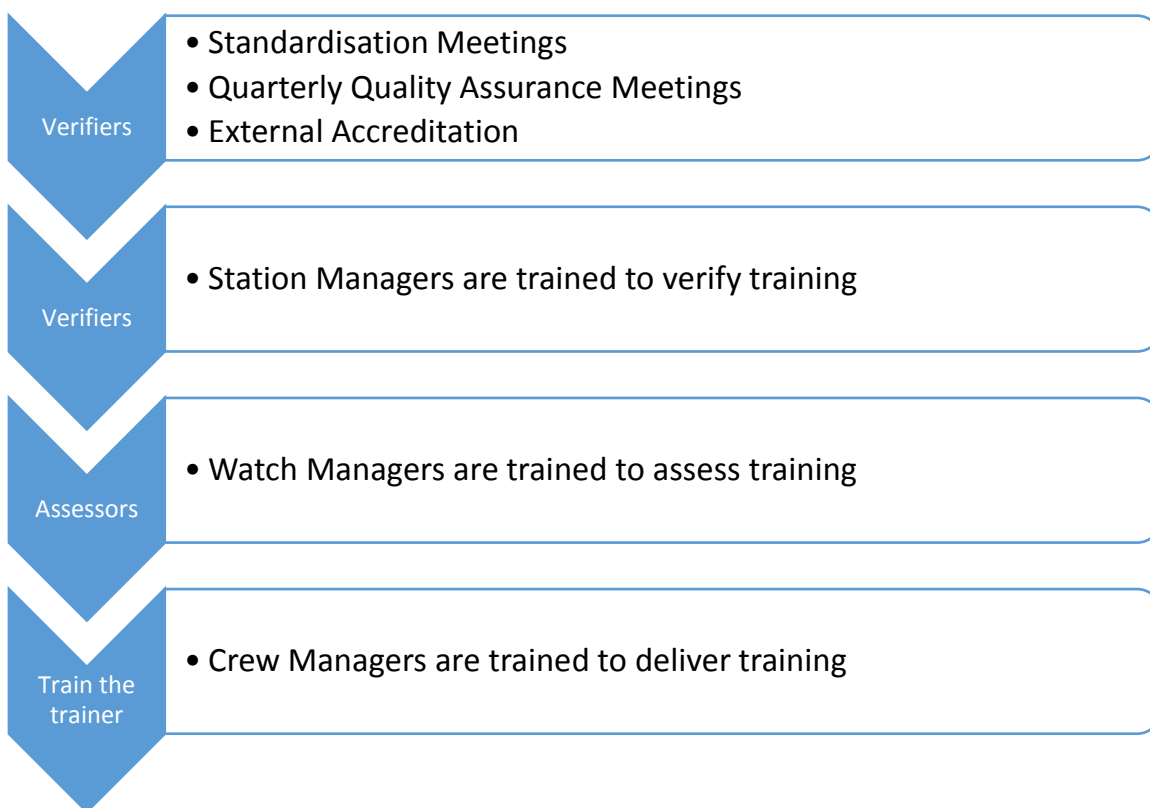
5.1 Verification will always be undertaken by qualified/competent verifiers (in line with our Quality Assurance Framework).

5.2 Verification will take place in line with Service policy.

5.3 Skills for Justice Courses will also be externally verified.

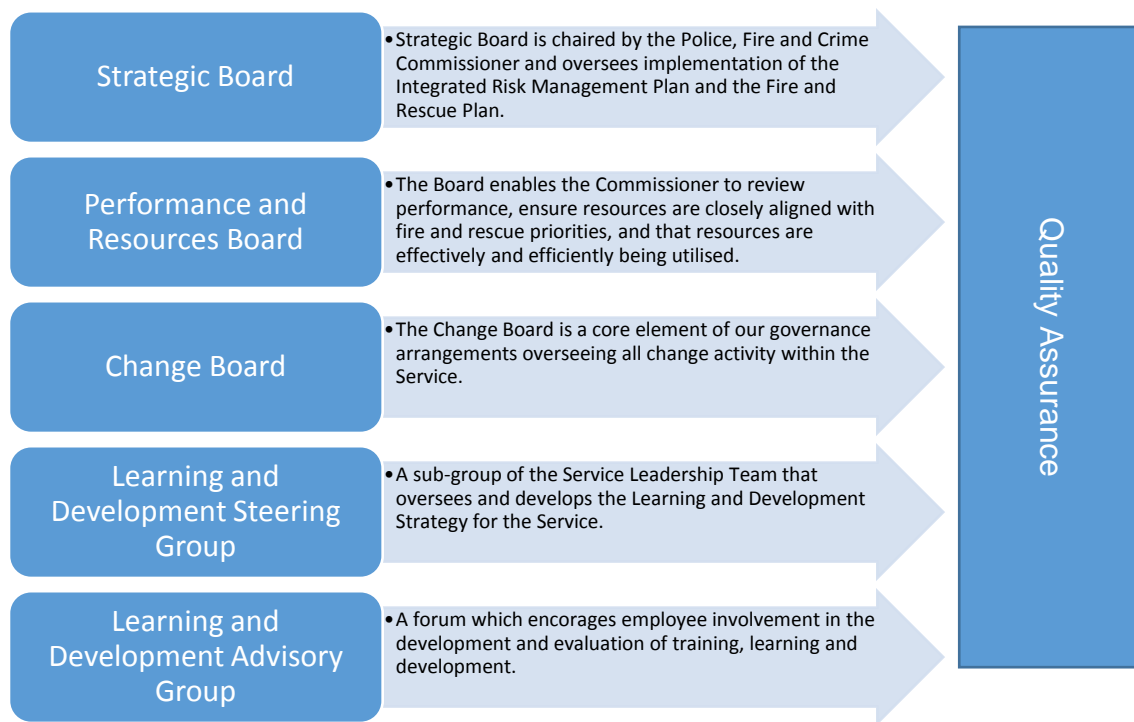
5.4 Verification outcomes and assurance will be reported through our Governance arrangements (see below).

## 6. Quality Assurance Framework Model



In line with our Quality Assurance Framework, for all training we identify requirements, we design training, we deliver, we review and we quality assure.

## 7. Governance Model



## 8. Achieving the Operational Training Strategy

Achieving the three pillars of our Operational Training Strategy and our strategic direction has meant a fundamental redesign of our Operational Training service to align with the core principles described above. We are making good progress in achieving the redesign. The next part of our Operational Training Strategy covers the following:

- The Operational Training change, competence, assurance and verification that we want to see in 12, 24, 36 months' time
- How will we deliver it
- How will we measure it
- How we will know we have been successful

The Learning and Development Steering Group are monitoring the strategy and each of the work streams. A range of documents and project paperwork are available that give more detail.

- Project Brief and Project Initiation Document
- Financial update and forecast
- Our Operational Training Plan 2019-2021
- Performance on a Page
- Property Schedule and financial schedule

**High Level Delivery Plan – 2019-2022 - The Operational Training change, competence, assurance and verification that we want to see in 12, 24, 36 months' time**

Work stream	How we will know that it has been successful and how we will deliver it	Timetable
<b>Assurance of Competence</b>	<p><b>Our people will feel that:</b></p> <ul style="list-style-type: none"> <li>• They have access to high quality training they need to feel competent</li> <li>• The Operational Training team, alongside the Operational Assurance function, can provide assurance to the Service that our people are competent to undertake their roles</li> </ul> <p><b>To do this we will:</b></p> <ul style="list-style-type: none"> <li>• Run a three phase Core Skills Assurance Programme to refresh, reinforce and assess core skills</li> <li>• Train all of our Crew Managers as ‘train the trainers’</li> <li>• Train all of our Watch Managers as assessors</li> <li>• Train all of our Station Managers as verifiers</li> </ul>	<p><b>12 months (31 March 2020)</b></p> <ul style="list-style-type: none"> <li>• Phase 1 Core Skills Assurance Programme complete</li> <li>• Phase 2 Core Skills Assurance Programme 80% complete</li> <li>• 50% of Crew Managers will have completed ‘Train the Trainer’</li> <li>• 50% of Watch Managers will be assessors</li> <li>• 50% of Station Managers will be verifiers</li> </ul>
		<p><b>24 months (31 March 2021)</b></p> <ul style="list-style-type: none"> <li>• Phase 2 Core Skills Assurance Programme 100% complete</li> <li>• 100% of Crew Managers will have completed ‘Train the Trainer’</li> <li>• 100% of Watch Managers will be assessors</li> <li>• 100% of Station Managers will be verifiers</li> </ul>
		<p><b>36 months (31 March 2022)</b></p> <ul style="list-style-type: none"> <li>• Crew Managers, Watch Managers and Station Managers will be qualified as trainers, assessors and verifiers and so can run Phase 3 Core Skills Assurance Programme without central training resource.</li> </ul>

**How does this contribute to our strategic direction?**

- To enable and ensure that the majority of training is maintained via local station-based training with core acquisition and specialist training being delivered centrally.
- We have a system in place that offers regular assurance and proof of competence, by individual, at all levels of the Service
- We work towards greater levels of station-based training delivery and locally led development

**What resource do we anticipate requiring after 36 months?**  
**1 x Core Skills Assurance Co-ordinator**

**High Level Delivery Plan – 2019-2022 - The Operational Training change, competence, assurance and verification that we want to see in 12, 24, 36 months' time**

Work stream	How we will know that it has been successful and how we will deliver it	Timetable
<p><b>Delivery of the operational training plan 2019-2022</b></p>	<p><b>Our people will feel that:</b></p> <ul style="list-style-type: none"> <li>• They have access to the training they need to feel competent and safe</li> <li>• Training is provided as locally as is possible</li> </ul> <p><b>To do this we will:</b></p> <ul style="list-style-type: none"> <li>• Recruit Group Trainers and Support Trainers so that we support, enable and deliver training locally and flexibly</li> <li>• Commission the Fire Service College to deliver our basic skills training for 3 wholetime firefighting courses so that we have capacity to deliver the rest of the training plan</li> <li>• Introduce a greater stakeholder voice and governance to ensure that the training we provide meets identified needs</li> <li>• Offer opportunity to offer verification of skills</li> </ul>	<p><b>12 months (31 March 2020)</b></p> <ul style="list-style-type: none"> <li>• 4 x Group Trainers are recruited and trained to support Crew, Watch and Station Managers, to deliver greater levels of station-based training, through locally led development.</li> <li>• Group Trainers are aligned to Whole Time Watch Rotas in order to support suitable delivery across <u>all duty systems</u>, including evenings and weekends.</li> <li>• Support Trainers will compliment this, to deliver a variety of Training on their Watch, Station and on request, to support the Operational Training Department across the County.</li> <li>• Group and Support Trainers are able to train in the following response elements which are linked to the Fire Professional Framework;             <ul style="list-style-type: none"> <li>– Core Skills</li> <li>– BA-Cold and Hot Smoke</li> <li>– RTC</li> <li>– Working at Heights</li> <li>– Water Rescue</li> <li>– Incident Command</li> <li>– Fire Service College commissioned to deliver three basic skills training courses. Courses will be underway.</li> </ul> </li> <li>• The current programme of Prevention and Protection training will have been developed and enhanced to meet emerging needs.</li> <li>• All governance boards set up and running (Steering Group and Advisory Group).</li> </ul>

**24 months (31 March 2021)**

- 4 x Group Trainers continue to support Crew, Watch and Station Managers, to deliver greater levels of station-based training, through locally led development
- Use of the Fire Service College has been fully evaluated and a decision made about how we best deliver whole time basic skills courses going forward.

**36 months (31 March 2022)**

- 4 x Group Trainers continue to support Crew, Watch and Station Managers, to deliver greater levels of station-based training, through locally led development

**How does this contribute to our strategic direction?**

- We have a clear training programme and we extend training opportunities so that all of our staff have the skills and training they need to remain safe in their work
- To enable and ensure that the majority of training is maintained via local station-based training with core acquisition and specialist training being delivered centrally.
- We have a system in place that offers regular assurance and proof of competence, by individual, at all levels of the Service
- We work towards greater levels of station-based training delivery and locally led development

**What resource do we anticipate requiring after 36 months?**

4 x Group Trainers  
1 x BA Instructor



**High Level Delivery Plan – 2019-2022 - The Operational Training change, competence, assurance and verification that we want to see in 12, 24, 36 months' time**

Work stream	How we will know that it has been successful and how we will deliver it	Timetable
<b>Review and upgrade of training facilities</b>	<p><b>Our people will feel that:</b></p> <ul style="list-style-type: none"> <li>• They have access to good quality training facilities that offer a realistic training environment tailored to a modern fire service and are as local to them as possible</li> </ul> <p><b>To do this we will:</b></p> <ul style="list-style-type: none"> <li>• Review all training facilities across our estate,</li> <li>• Provide a report that describes the 'as is' condition of facilities, outlines the facilities required to deliver our training plan and describes any gap that may exist,</li> <li>• Provide an options plan to bridge the gap, explore collaborative opportunities to bridge the gap,</li> <li>• Ensure that all facilities are fit for purpose,</li> <li>• Ensure that we have a business continuity plan in place</li> <li>• Secure longer term provision of hot fire facilities</li> </ul>	<p><b>12 months (31 March 2020)</b></p> <ul style="list-style-type: none"> <li>• Review all training facilities across our estate,</li> <li>• Provide a report that describes the 'as is' condition of facilities, outlines the facilities required to deliver our training plan and describes any gap that may exist,</li> <li>• Provide an options plan to bridge the gap, explore collaborative opportunities to bridge the gap,</li> <li>• Identify necessary capital expenditure and revenue funding that is required, draw up project plans</li> <li>• Begin any necessary refurbishment of facilities</li> <li>• Ensure that we have hot fire training facilities</li> </ul> <p><b>24 months (31 March 2021)</b></p> <ul style="list-style-type: none"> <li>• Continue any necessary refurbishment of facilities</li> <li>• Consider how we can maximise use of facilities</li> </ul> <p><b>36 months (31 March 2020)</b></p> <ul style="list-style-type: none"> <li>• Continue any necessary refurbishment of facilities</li> <li>• Maximise potential of facilities</li> </ul>

**How does this contribute to our strategic direction?**

- The training we offer is suitable for on-call and whole time duty systems
- We deliver the skills the Service needs now and in the future
- We work towards greater levels of station-based training delivery and locally led development

**What resource do we anticipate requiring after 36 months?**  
 Potential capital expenditure – see property schedule at appendix 6

**High Level Delivery Plan – 2019-2022 - The Operational Training change, competence, assurance and verification that we want to see in 12, 24, 36 months' time**

<b>Work stream</b>	<b>How we will know that it has been successful and how we will deliver it</b>	<b>Timetable</b>
<b>Delivery of casualty care training</b>	<p><b>Our people will feel that:</b></p> <ul style="list-style-type: none"> <li>• They have the skills required to provide casualty care to a Pre Hospital Emergency Medicine D standard.</li> </ul> <p><b>To do this we will:</b></p> <ul style="list-style-type: none"> <li>• Provide a two day training course 'light on theory – heavy on practical' with an emphasis on realistic simulation to embed theory and practical sessions. The course will result in 2 year certification.</li> <li>• Provide a 1 day refresher course emphasising relevant changes and refreshing skills</li> </ul>	<p><b>12 months (31 March 2020)</b></p> <ul style="list-style-type: none"> <li>• 50% of firefighters will have accessed the two day course</li> </ul> <p><b>24 months (31 March 2021)</b></p> <ul style="list-style-type: none"> <li>• 100% of firefighters will have accessed the two day course</li> <li>• We will have begun the refresher course training</li> </ul> <p><b>36 months (31 March 2022)</b></p> <ul style="list-style-type: none"> <li>• Refresher course training will be offered to all who have certification expiring</li> </ul>

**How does this contribute to our strategic direction?**

- We have a clear training programme and we extend training opportunities so that all of our staff have the skills and training they need to remain safe in their work
- We deliver the skills the Service needs now and in the future
- We have a system in place that offers regular assurance and proof of competence, by individual, at all levels of the Service
- We work towards greater levels of station-based training delivery and locally led development

**What resource do we anticipate requiring after 36 months?**  
 This becomes business as usual and is within existing budget and resources.

**High Level Delivery Plan – 2019-2022 - The Operational Training change, competence, assurance and verification that we want to see in 12, 24, 36 months' time**

<b>Work stream</b>	<b>How we will know that it has been successful and how we will deliver it</b>	<b>Timetable</b>
<b>Training library review</b>	<p><b>Our people will feel that:</b></p> <ul style="list-style-type: none"> <li>• They have easy access to training packages that they can use anytime, anywhere.</li> </ul> <p><b>To do this we will:</b></p> <ul style="list-style-type: none"> <li>• Update the training library,</li> <li>• Review and refresh our intranet pages</li> <li>• Produce training products for use by Watch Managers that are aligned to National Operational Guidance, that are quality assurance and version controlled</li> <li>• Set up a share-point training site</li> <li>• Set up a Library maintenance process</li> </ul>	<p><b>12 months (31 March 2020)</b></p> <ul style="list-style-type: none"> <li>• Existing training library reviewed and streamlined,</li> <li>• Two products produced as exemplars of good practice.</li> </ul> <p><b>24 months (31 March 2021)</b></p> <ul style="list-style-type: none"> <li>• A full suite of training products has been produced</li> </ul> <p><b>36 months (31 March 2020)</b></p> <ul style="list-style-type: none"> <li>• A library maintenance process will be in place</li> </ul>

**How does this contribute to our strategic direction?**

- We have a clear training programme and we extend training opportunities so that all of our staff have the skills and training they need to remain safe in their work
- The training we offer is suitable for on-call and whole time duty systems
- We deliver the skills the Service needs now and in the future
- We work towards greater levels of station-based training delivery and locally led development

**What resource do we anticipate requiring after 36 months?**  
 This becomes business as usual and is within existing budget and resources.

## **Guide to useful additional project documentation (but not included as part of the strategy)**

- Financial update and forecast
- Our Operational Training Plan 2019-2022
- Extract from the PID
- Performance on a page
- Property schedule and financial profile