



<b>Meeting</b>	<b>SLT</b>	Agenda Item	<b>5d</b>
<b>Meeting Date</b>	12 November 2019	Report Number	<b>19-267</b>
<b>Report Author:</b>	Assistant Chief Executive Officer - People, Values and Culture		
<b>Presented By</b>	Assistant Chief Executive Officer - People, Values and Culture		
<b>Subject</b>	<b>Operational Training Strategy 2019-2022</b>		
<b>Type of Report:</b>	Decision		

## 1. RECOMMENDATIONS

The Service Leadership team are asked to approve:

- The Operational Training Strategy 2019-2022 (attached as appendix 1),
- The funding required to deliver the Operational Training Strategy (see section 5 of this paper).

## 2. BACKGROUND

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 Operational Training Strategy ensures that we have firefighters at all levels and across all recognised duty systems that are competent to deliver the priorities described in the Police, Fire and Crime Commissioners Fire and Rescue Plan.

## 3. OPTIONS AND ANALYSIS

### 3.1 The Strategy:

- Applies to all operational personnel across all recognised duty systems,
- Is a key component of the Service's People Strategy and is the responsibility of the Assistant Chief Executive - People, Values and Culture,
- Will be reviewed on an annual basis as part of the Authority's integrated risk management planning process,
- Describes the three pillars of our Operational Training: 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.

### 3. 2 The Strategy also describes:

- 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

## 4. BENEFITS AND RISK IMPLICATIONS

The risk is that we do not have or cannot assure ourselves that we have adequately trained firefighters. Inadequately trained firefighters are a risk to themselves, their colleagues and the public.

This Strategy ensures that our service offering is aligned to the PFCC Fire Plan and in turn the IRMP 2020 and beyond.

## 5. FINANCIAL IMPLICATIONS

The ongoing financial implications are a split between:

- Utilisation of current investment,
- Investment in our property facilities infrastructure,

### 5.1 Utilisation of current investment

The Strategy continues to utilise the investment of £1,400,000 to deliver the transformation of the Operational Training service (see appendix 2 for forecast).

### 5.2 Property

There are two strands to the property investment:

- 5.2.1 The refurbishment of Breathing Apparatus Chambers and Safe Working at Height Rig (see appendix 3 for forecast),
- 5.2.2 The replacement of our Hot Fire training facility currently based at Wethersfield.

5.2.3 The total financial impact of refurbishing our BA facilities and providing a fit for purpose Safe Working at Heights rig is £1,962,120. Circa 10% of that is revenue cost (consultants/planning) with the rest being capital expenditure. In part, this will be absorbed by existing property budget. However, there will be an additional capital expenditure requirement. Whilst the first refurbishment is included the 2019/20 property budget; it is likely that the majority will be an additional requirement. The cost of condensing the programme of work to a one-year programme is being explored.

5.2.4 The impact of replacing the hot fire training facility will not be known until feasibility studies are complete in quarter 4. We anticipate that there will be a need for significant capital expenditure. Feasibility studies are being carried out to replace the Hot Fire Training facility. Feasibility studies are looking at three options; collaboration with police colleagues and other fire services, outsourcing and building.

### **5.3 Training instructors beyond 2021**

To maintain the strategy beyond 2021, we continue to require the additional key roles of:

- 4 x Group Trainers
- 1 x BA Instructor

It is possible that a portion of this revenue expenditure (c.£250,000 – see appendix 4) can be absorbed within the existing budget. However, there are two significant variables that cannot be evaluated until mid-2020. These are;

- The outputs of the Core Skills Assurance Programme phase 2 and,
- Evaluation of the use of the Fire Service College.

In addition to this there are significant training requirements beginning to emerge as a result of:

- The Grenfell phase 1 report,
- The increasing likelihood of ECFRS requiring a response to marine incidents in larger ports.

An update on these variables will be possible and provided by July 2020.

### **5.4 In summary:**

- Utilisation of existing £1,400,000 investment – this will have been utilised at 31<sup>st</sup> March 2021 and will have funded all of the elements necessary for the fundamental redesign of the training function.
- Refurbishment of BA Chambers and SWAH – this will be partly funded from existing revenue. However, additional capital expenditure will be required.
- Replacement of Wethersfield – We will understand the extent of likely capital expenditure in quarter 4 once feasibility studies are complete.
- Training instructors – We will continue to require Group Trainers and an additional BA Instructors. By July 2020 will have evaluated the variables and will understand whether the increased revenue can be absorbed in existing budget or whether there will be an additional revenue request.

## **EQUALITY AND DIVERSITY IMPLICATIONS**

There are no direct equality implications with this paper. Any items such as new policies, or courses, will attract a requirement for an equality impact assessment in the normal way.

## **WORKFORCE ENGAGEMENT**

Once agreed, a communications plan will be developed to raise awareness of our structure, governance arrangements, plans and offering. The above has been discussed with our representative body colleagues.

All L&D customers will continue to be surveyed for full course evaluation in line with our Quality assurance framework.

## **LEGAL IMPLICATIONS**

The Fire Professional Framework (FPF) details nine core operational areas of competence, which are defined in Fire Service National Operational Standards (NOS). The competency areas are:

- Driving
- Command and Control
- Breathing Apparatus
- Hazardous Materials
- Working at Height
- Water Rescue
- Fire Service Pumps
- Extrication and Rescue
- Casualty Care

By ensuring and evidencing that our personnel are competent in each of these areas, we can deliver on our legal responsibilities as part of the Fire and Rescue Service Act 2004 and Civil Contingency Act 2004.

## **HEALTH AND SAFETY IMPLICATIONS**

It is an employer's duty to protect the health, safety and welfare of their employees and other people who might be affected by their business. We must do whatever is reasonably practicable to achieve this; this includes training.

## Appendix 2 – Utilisation of existing investment of £1,400,000

Overall Expenditure	Commentary	Actual Approved spend 19/20	Further Spend Planned 20/21
Ground Truth Casualty Care	First phase completes December 2020	£300,000	£168,000
4 x Group Trainers	12 months contracts to be extended to 31st March 2021	£200,000	£200,000
1 x Property Surveyor	Fixed term	£20,000	£20,000
1 BAI	12 months contracts to be extended to 31st March 2021	£50,000	£50,000
1 WM QA	Fixed term	£25,000	£15,500
1 x PM	12 months contracts to be extended to 31st March 2021	£50,000	£37,500
1 x L&D Admin	Fixed term to administer CSAP	£23,000	£9,000
FSC x 3 squads	18 recruits per squad; FSC net of levy plus 7 weeks at STC from existing headcount	£205,000	0
Coach Travel	Flag finders; 8800 x 3	£27,000	0
<b>TOTAL</b>		<b>£900,000</b>	<b>£500,000</b>

## Appendix 3 - Breathing Apparatus Chambers

Dates	Project	Budget
Jan '20 - Mar '21	Financial Strategy - BA Workstream	£ 120,000
May '20 - Aug '20	Evaluate Deep Lift Pits (Managed by PS)	£ 129,600
June '20 - Dec '20	SWAH Rig - Witham	£ 135,600
Aug '20 - Apr '21	BA Pilot Scheme - Grays	£ 162,000
Oct '21 - Apr '22	Orsett TC - New Fire Room (Quick win) Managed by PS	£ 113,400
Oct '21 - Aug '23	Tranche 1 - Southend & South Woodham Ferrers	£ 223,560
Dec '21 - Aug '23	Tranche 3 - Clacton, Harlow Central, Saffron Walden	£ 741,000
Sept '22 - Aug '23	Tranche 2 - Braintree, Brentwood & Chelmsford	£ 336,960
	Total	<b>£ 1,962,120</b>

**NB: The cost of condensing the programme of work to a one year programme is being explored.**

## Appendix 4 – Training Instructors beyond 2021

Overall Expenditure	Commentary	Further spend post 2021
4 x Group Trainers	Post 31st March 2021 we continue to require these key roles to maintain the strategy.	£200,000
1 x BAI	Post 31st March 2021 we continue to require this key role to maintain the strategy.	£50,000
	Total	£250,000