



O

<b>Meeting</b>	<b>Service Leadership Team</b>		7g
	<b>Performance &amp; Resources Board</b>		11
<b>Meeting Date</b>	<b>10 November 2020</b>		
	<b>30 November 2020</b>		
<b>Report Author:</b>	Colette Black, Assistant CEO – People, Values and Culture Paul Chipperfield, Group Manager – Operational Training Claire Couch, Project Manager – Operational Training		
<b>Presented By:</b>	Colette Black, Assistant CEO - People, Values and Culture		
<b>Subject:</b>	<b>Operational Training Strategy 2019-2022 Update</b>		
<b>Type of Report:</b>	Information		

## RECOMMENDATIONS

The Performance and Resources Board are asked to note progress against delivery of the Operational Training Strategy.

## BACKGROUND

The purpose of the approved Operational Training Strategy is to ensure that the Service has a competent operational workforce and that we can provide assurance of that competence and deliver the priorities described in our Fire and Rescue Plan via its three pillars; training, assessment and verification. We continue to work to achieve the same strategic direction and core principles.

To support delivery of the strategy, the Operational Training – Assurance & Delivery 2019-2022 project was initiated and approved by the Change Board in September 2019 with a budget of £1,400,000. The project has six workstreams and is subject to the scrutiny and governance of the Learning & Development Steering Group. Monthly reporting continues to show each workstream as delivering and 'on track'. A summary of spend is below as **appendix 1**. A summary of progress against the project is shown in **appendix 4**.

A further capital investment of £1,962,120 was approved in September 2019 to refurbish the entire suite of breathing apparatus (BA chambers), deliver a safe working at height (SWAH) training rig at Witham and evaluate the deep water pits. The BA and SWAH works are due to commence in January 2021. A summary of spend is below as **appendix 2**.

In addition, an investment from property services capital budget of £113,000 was approved and this has been used to increase the capacity of Orsett hot fire facility. This work was completed successfully in September 2020.

## **OPTIONS AND ANALYSIS**

### **Operational Training Delivery**

As a result of the pandemic, operational training was paused on 23rd March 2020. There were some exceptions to the pause - wholetime firefighter initial training, on-call initial breathing apparatus training and non-practical training. Delivery of all training was able to recommence in July 2020 with revised risk assessments in place and social distancing measures reducing the number of learners able to participate in each course. A summary of operational training delivery in 2020 is shown in **appendix 3**.

### **Operational Training Project**

As of May 2020, the six workstreams of the operational training project were running to time and budget as indicated in the May highlight report submitted to the Change Board.

On 5 August 2020, a six month extension to the project (taking project close to September 2021) was approved by the L&D Steering Group and Strategic Change Board. Monthly reporting continues to be provided to the Steering Group. The overall RAG status of the project is green.

The 6 project workstreams will complete by 30 September 2021. Progress of all workstreams is on track and shown in **appendix 4**.

Key Decisions made to enable ongoing delivery of strategy:

- Ongoing retention of 4 x Group Trainers, 1 X BA Instructor and 1 x Apprentice Manager on a permanent basis,
- Continuation of the apprenticeship approach for training firefighters on the wholetime duty system,
- Recruit training returning in-house (cost of £364,850 vs £74,250 net income using the apprenticeship levy).

## **BENEFITS AND RISK IMPLICATIONS**

The Operational Strategy is directly linked to strategic risk SRR150010;  
*'There is a risk that the Service fails to, or is unable to, implement appropriately the learning from local/National incidents, audit reports, case studies, changes/interpretation to law/regulations in an effective and timely way.'*

And also strategic risk SRR150020

*'The Service does not provide training to ensure that staff have the skills required to provide an effective operational response to the Essex public and ensure the safety of operational staff in line with the health & Safety at work act, The Service does not provide training to ensure that all employees have the skills to carry out their roles.'*

This risk is cross referenced to SRR150014 –

*'There is a risk that through action or non-actions by the Service, there is a fatality of a member of staff or the public'*

The Operational Training Strategy and the investment and governance arrangements made into operational training ensures that our service offering addresses these strategic risks.

All operational training has been risk assessed in line with government guidelines in relation to the pandemic and appropriate controls measures have been implemented.

### **FINANCIAL IMPLICATIONS**

The financial position of both projects is shown in appendix 1 and 2.

### **EQUALITY AND DIVERSITY IMPLICATIONS**

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

### **WORKFORCE ENGAGEMENT**

Operational Training is a standard agenda item at each of our JNCCs with representative bodies. These forum, together with the Learning and Development Steering Group and the Advisory group are our key engagement mechanisms.

All trainees continue to be surveyed for full course evaluation in line with our Quality Assurance Framework. Appendix 5 captures feedback in respect of the Core Skills Assurance Programme that supports the operational training strategy, together with some examples of additional feedback about other courses that have been delivered by OTD in 2020.

### **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, Civil Contingency Act 2004 and the Health and Safety at Work act.

## HEALTH AND SAFETY IMPLICATIONS

ECFRS has a duty to protect the health, safety and welfare of our employees and other people who might be affected by their business. We must do whatever is reasonably practicable to achieve this; this includes training. Failure to deliver this strategy would have implications for the health and safety of our operational staff and placing the Service at risk should an injury or death occur.

The welfare of all parties is being reviewed as part of the ongoing review of risk assessments in respect of all OTD service deliverables.

### Appendix 1

Operational Training – Assurance & Delivery 2019-2022 project £1.4m

	Actual 19/20	Actual 20/21 at 31/10	Forecast 20/21
Casualty Care	£172,765	£ 34,480	£142,600
Headcount	£309,295	£155,000	£345,000
Consultancy	£ 25,535	£ 19,026	£ 20,000
FSC (Capita)	£160,800	£0	£ 45,000
Travel and Subsistence	£ 15,400	£ 6,600	£ 8,800
	£683,795	£215,106	£561,400

*NB: Purchase orders in place for forecast spend, forecast being reviewed end of December 2020 to ensure we are drawing down on orders at the right rate.*

We are continuing to budget £379,000 to cover the project related headcount for Operational Training. This will be funded from reserves.



**ESSEX POLICE, FIRE AND CRIME  
COMMISSIONER FIRE & RESCUE AUTHORITY  
Essex County Fire & Rescue Service**



**Appendix 2**

Training facilities - Capital investment of £1,962,120 to refurbish the entire suite of breathing apparatus (BA chambers), deliver a safe working at height (SWAH) training rig at Witham and evaluate the deep water pits.

Property Capital Programme 2021-2024				
Asset Improvement - Training Works	20/21	21/22	22/23	23/24
<b>Phase 1</b>				
Grays	161,700			
Southend	157,850			
South Woodham Ferrers	65,450			
<b>Phase 2</b>				
Chelmsford	26,400	54,480		
Braintree	31,900	65,830		
Brentwood	51,700	106,690		
<b>Phase 3</b>				
Clacton		266,760		
Harlow Central		296,400		
Saffron Walden		177,840		
Witham TC W@H	136,000			
Whethersfield TC classroom	100,000			
Chelmsford AFS			0	
Consultancy fees	89,000	46,560		
Asbestos R&D Surveys	3,500			
GPR surveys (Utilites & Underground Services)	14,000			
<b>Total Property Budget</b>	<b>837,500</b>	<b>1,014,560</b>	<b>0</b>	<b>0</b>



### Appendix 3 – Summary of training delivery 2020 (year to date – 17<sup>th</sup> November 2020)

Name	Number of participants
BA Additional assessment	11
BA basic precourse OC	48
BA Basic WK1	7
BA Basic WK2	41
BA Combined & Fire Behaviour	131
BA Fire behaviour Initial WT	40
BA D&A	312
BA GTS	34
BA Guideline Initial	31
BA NOG Delivery	432
BA PPV	93
BA Skills development session	24
BA Transferee	12
Bulk Foam Module	3
Casualty Care	124
CSAP Phase 1	52
CSAP Phase 1 refresher	319
CSAP Phase 2	639
Core skills refresher SWAH	5
CPD HMEPA	8
CPD SWR Technician	9
Dependapower	9
Driving - ARU familiarisation	2
Driving Bronto cage operator	10
Driving Bronto refresher	53
Driving bronto familiarisation	5
Driving ERD assessment	3

Name	Number of participants
ERD officer assess	2
ERD initial	20
ERD Officer initial	1
ERD refresher	47
ESP & banksperson	143
FF phase 1 OC	34
FF phase 1 WT	39
FF phase 1-2	18
FF Phase 2-3	71
FI Level 1 initial	12
FI Level 1 maintenance	54
FI L5	
HRP	51
Animal Rescue	9
Core skills ladders	12
Core Skills pumping	24
Core Skills RTC	84
SWAH	118
Flexi Officer JESIP	7
Flexi Officer maintenance	30
IC L1	25
IC L1 assessment	174
IC L2	5
IC L2 assessment	9
IC L3	1
Internal assessor	6
Internal Verifier	29

Driving heavy van assessment	2
Driving light driver	19
Driving Moffett Mouny	2
Driving off road vehicle	3
Driving Ranger	1
Driving ranger familiarisation	1
Driving ambulance drivers	21
Driving water bowser	2
Driving HIAB instructor	1
Driving HIAB operator refresher	4
HIAB Water tank	10

Remote training animal rescue	99
Remote training asbestos	154
Remote training building construction	137
Remote training CBRNe	133
Remote training composite panels	70
Remote training cylinders	67
Remote training electricity	133
Remote training explosives	59
Remote training high rise	100
Remote training lifts	73
Remote training railways	109
Remote training trench collapse	60
Scania driver familiarisation	3
Water RYA Powerboat operator	22
Water powerboat tiller	10
Water SWR reaccreditation	12
Water SWR refresher	75
WM Dev Day 4	15



## Appendix 4 – Project Overview

Workstream	Ref No.	Product	Status	Progress	Target date	Commentary
<b>1 - Assurance of Competence</b>	1.1	Train the Trainer Course delivered	On-Track	30%	30-Sep-2021	Course design completed; 125 CM's remain in scope; on track to be fully delivered by Sep 21.
	1.2	Assessor Course delivered (WM)	Concern	38%	30-Sep-2021	The course has been redesigned as a result of covid and is now being delivered online to really positive feedback; on track to be fully delivered by Sep 21.
	1.3	Verifier Course delivered (SM)	Complete	100%	30-Sep-2021	All Station Managers are now trained as verifiers. This is a key part of our 'local delivery' model.
	1.4	Core Skills (CSAP) Phase 1	Complete	100%	31-Dec-2019	Phase 1 introduced the concept of an annual Core Skills Assurance Process. Local drilling increased and demand for OTD instructor led core skills session meant that our new Group Trainer roles have been fully utilised.
	1.5	CSAP Phase 2 Delivered	On-Track	62%	30-Sep-2021	See appendix 5 for examples of feedback.
	1.6	CSAP Phase 3 designed and programmed	On-Track	30%	31-Mar-2021	The 2nd assessments will be focussed on the core competency area of road traffic collisions.

<b>2 - Delivery of Operational Training Plan</b>	2.1 - 2.5	Options/recruitment trainers and support trainers/service delivery review	Complete	100%	31-Aug-2019	Recruited to approved roles: 4 x Group Trainers (key to local delivery and Core Skills Assurance work), 1 x BA Instructors (key to having multiple venues and flexible training times, Multiple support trainers (key to flexible training times), 1 x Project Manager, 1 x Administrator for Core Skills Assurance Programme, 1 x Property Surveyor (key to delivery of BA refurbishments)
	2.6	L&D Policy	On-Track	75%	31-Dec-2020	Policy review complete, finalising consultation.
	2.7	QA Framework	On-Track	50%	31-Dec-2020	Policy review complete, finalising consultation.
	2.8	Three year planner	On-Track	80%	31-Mar-2021	This has been completely reviewed to ensure delivery aligns to covid safe risk assessments. All courses are planned in.
<b>3 - Communication and Change</b>	3.1-3.4	Project Brief/Project PID/Risk Management plan/Governance arrangements	Complete	100%	31-Aug-2019	The PID has been updated to reflect the 6 month extension of the project approved at Change Board.
	3.5	Comms & engagement plan	Complete	100%	31-Aug-2019	Ongoing communication in place.
	3.6	Highlight report	Complete	100%	31-Aug-2019	Monthly highlight reports ongoing and presented to the Steering Group.

	3.7	Project Closure report	On-Track	0%	30-Sep-2021	This report will be scrutinised by the L&D Steering Group and the Change Board prior to formal closure of the project.
	3.8	Target operating model	On-Track	80%	31-Dec-2020	The structure of the team has been reorganised to incorporate the new roles above. The ongoing strategy will be to fully fund the additional roles beyond the closure of the project.
<b>4 - Review and upgrade of training facilities</b>	4.1 - 4.3	4.1 Research & Options, Decision Papers, Procurement Plans	Complete	100%	31-Mar-2020	WS4 is fully complete with refurbishments now being managed by property services.
	4.4	4.4 Initiate facility refresh & review	On-Track	30%	01-Jun-2020	Orsett Hot fire facility upgrade is complete. Internal SWAH at STC scheduled for Jan 21, external scheduled for Aug 21. Phase 1 - Grays/Southend/South Woodham completes April 2021. Phase 2 - Braintree/Brentwood/Chelmsford completes June 2021. Phase 3 - Clacton/Harlow/Saffron Waldon completes October 2021.
<b>5 - Casualty Care</b>	5.1	5.1 Casualty care delivery phase 1	On-Track	63%	30-Jun-2021	Original delivery date extended by 3 months due to the pandemic. Course redesigned to be covidsafe using mannikins requiring £50,000 further investment. 456/929 firefighters now trained. External clinical governance for additional assurance in collaboration with Suffolk is being progressed.

	5.2	5.2 Procurement process	Complete	100%	30-Sep-2019	Current provider is Cipher.
	5.3	5.3 Handover to L&D	Complete	100%	31-Mar-2020	A further tender process will be required Sep 21, although we do have the option to extend which would currently be supported based on learner feedback.
	5.4	5.4 Monitoring Process	On-Track	50%	31-Dec-2020	Course has been redesigned to be covid safe; checks and balances have been introduced and Head of OTD has observed training.
<b>6 - Training Library Review</b>	6.1	6.1 Library Update	Complete	100%	08-May-2020	WS6 is fully complete. All existing products refreshed. New products being created as part of business as usual.
	6.2	6.2 NOG alignment/gap analysis of training products	Complete	100%	05-Aug-2020	All of the training products reference NOG.
	6.3	6.3 Intranet Review & Refresh	Complete	100%	08-May-2020	Completed.
	6.4	6.4 SharePoint L&D site set up * called Ops Training as per intranet A-Z	Complete	100%	08-May-2020	All published content has been updated and put in the new A-Z. Next steps will be aligning to NOG working with Ops Policy.
	6.5	6.5 Library Maintenance process	Complete	100%	08-May-2020	L&D coordinators have ownership of maintenance; document management and version control is via SharePoint.