



Meeting	Service Leadership Team	Agenda No.	4f
	Performance & Resources Board		13
Meeting Date	9 February 2021		
	22 February 2021		
Report Author	Colette Black, Assistant CEO – People, Values and Culture Paul Chipperfield, Group Manager – Operational Training Claire Couch, Project Manager – Operational Training		
Presented By	Colette Black, Assistant CEO - People, Values and Culture		
Subject	Operational Training Strategy 2019-2022 Update		
Type of Report	Information		

RECOMMENDATIONS

The Performance and Resources Board is 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 being delivered via a project managed by our Property Services team 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 and delivery recommenced in July 2020. There were some exceptions to the pause - wholtime firefighter initial training, on-call initial breathing apparatus training and non-practical training. Accreditations for emergency driving, breathing apparatus and Incident Command were extended by 6 months (in line with national guidelines) in order to minimise the impact on availability. The accreditation periods have now reverted to previous timescales.

A summary of scheduled operational training delivery in 2021 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 June 2021. Progress of the majority of workstreams is on track and shown in **Appendix 4**.

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 forums, 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 recent feedback with regard to our Breathing Apparatus accredited courses together with Service wide communications that was recently published with regard to the entire project and investment into operational training.

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.

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

	Actual 19/20	Actual 20/21 at 31/12/20	Forecast 20/21
Casualty Care	£172,765	£ 39,520	£30,640
Headcount	£309,295	£229,399	£309,773
Consultancy	£ 25,535	£19,026	£20,000
FSC (Capita)	£160,800	£8,709	£36,291
Travel and Subsistence	£ 15,400	£2,320	£6,480
	£683,795	£298,974	£403,184
		Total	£1,385,953

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	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Phase 1								
Grays			161,700					
Southend			157,850					
South Woodham Ferrers			65,450					
Chelmsford			80,880					
Phase 2								
Braintree			97,730					
Brentwood			158,390					
Phase 3								
East								
Clacton			266,760					
West								
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 (Utilities & Underground Services)	14,000							
Total Property Budget	206,500		1,645,560		0		0	0
Total per previous budget	547,600		310,000		703,000		400,000	
Difference to previous budget	(341,100)		1,335,560		(703,000)		(400,000)	
Total	(108,540)							



Property Project Update Form

Project Title	BA Refurbishment Project STC W@H Training Facility WTC – New training classroom		
Project Reference	BAR & STC 2021 – 477/478/479 WTC 2021 – 489		
Approved / Contract sum	£1.9m		
Current Projected out turn	£1.9m		
Total project weeks	78	Week no & date	04/11/2020
Activities Undertaken This Period	BAR – Specification provided by consultant for ECFRS approval BAR – Phase 2 draft drawings received for approval and approved by BAI's BAR – Phase 3 drawings received for approval and comments being incorporated into the design for final sign-off STC – Awaiting single supplier signoff for W@H rig WTC – Planning for new teaching room and toilet lodged with LA. Quotes being sought for modular building.		
Highlight Detail – y in the box and a briefing note if it is not Green			
	Red	Amber	Green
(1) Project to Time		x	
(2) Project to tender figure		x	
(3) Client/User group new issues			x

(4) <i>Design Detail new issues</i>			None
(5) <i>Timescale new issues</i>		x	
(6) <i>Usability new issues</i>			None
(7) <i>Statutory requirement delays</i>		x	
(8) <i>Statutory requirement new issues</i>			None

	Actions: -
(1)	Project approx. 4 weeks behind schedule due to consultant learning curve Phase 1 being accelerated. Phase 2 on track Phase 3 planning application
(2)	Funds allocated to B117 and budget estimates, consultants fees and additional surveys added. Tender package received for ECFRS checking and sign-off ECC Framework approved for use to provide more efficient procurement route
(3)	Phase 2 BAR signed off by Steve Hart, draft drawings received for Phase 3, reviewed by SH. Comments being incorporated into scheme
(4)	
(5)	Very tight timescales for installation of W@H rig due to increased training schedules at STC
(6)	
(7)	Schemes at STC & WTC rely on planning process being approved within Statutory 8-week period
(8)	

January 2021 delivery Plan

See Excel spreadsheet

- An additional requirement for 10 x On Call new recruit squads has been added to meet the demand of the On Call Development Programme.

Project Overview December 2020

Workstream	Ref No.	Product	Status	Progress	Target date	Commentary
1 - Assurance of Competence	1.1	Train the Trainer Course delivered	Concern	30%	30-Jun 2021	2-day course being split to provide flexibility and higher attendance; elements being redesigned to deliver via Teams due to COVID-19. Recruitment activity underway will enable more trainers to be assigned.
	1.2	Assessor Course delivered (WM)	Concern	38%	30-Jun 2021	Course changed to online delivery. Good feedback received. Anticipated to be back on track by end Jan. 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	
	1.5	CSAP Phase 2 Delivered	On-Track	98%	30-Jun 2021	Mop up sessions scheduled
	1.6	CSAP Phase 3 designed and programmed	On-Track	90%	31-Mar-2021	Policy & process published and pilots complete. Scheduling in progress

2 - Delivery of Operational Training Plan	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	Concern	95%	31-Dec-2020	Policy review complete, awaiting final consultation outcome.
	2.7	QA Framework	Concern	75%	31-Mar-2021	Policy review to be further explored including external QA potential.
	2.8	Three-year planner	On-Track	100%	31-Mar-2021	This has been completely reviewed to ensure delivery aligns to COVID-19 safe risk assessments. All courses are planned in.
3 - Communication and Change	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	Complete	100%	31-Dec-2020	The ongoing strategy will be to fully fund the additional roles beyond the closure of the project.
4 - Review and upgrade of training facilities	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	Complete	100%	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.
		Initial project brief completed – refurbishments now with property services	On-track	30%	October 2021	As above.
5 - Casualty Care	5.1	5.1 Casualty care delivery phase 1	On-Track	82%	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.
	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	Complete	100%	31-Dec-2020	Regular review meetings scheduled; 60 new casualty care kit bags now delivered. Course aligned to EEAST working practises.
6 - Training Library Review	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.

Feedback from Learners & comms

BA Development & assessment session –

Yep, all good thanks we all passed 100% with no paperwork. They were very good instructors and do exactly that!..xx is particularly good at teaching (as were the other WM's)..so for once I actually enjoyed BADA!"

A 'You said we did' article was published on all of our platforms

<https://news.essex-fire.gov.uk/2020/12/04/you-said-we-did-operational-training-project-18-months-in/>

of which this is an extract -

Paul Chipperfield, Head of Operational Training, said: "Even in this constantly changing environment, we're keeping our people trained and safe despite the challenges we're facing.

"Of course, there's still work to do, but we've been pleased to see how well received the new operational training has been on stations throughout the last year or so.

"I want to thank everyone within the training team, Learning and Development and of course all of our crews who have worked together so far."

Link to new Wendy House Video for PPV training -

<https://youtu.be/iJbcW405jXo>