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

Meeting	Service Leadership Team	Agenda No.	5a
	Performance & Resources Board		14
Meeting Date	12 October 2021		
	27 October 2021		
Report Author	Claire Couch, Project Manager		
Presented By	Colette Black, Director of People Services		
Subject	**Quarterly Update - Operational Training Strategy 2019-2022**		
Type of Report	Information		

RECOMMENDATIONS

The Performance and Resources Board is asked to:

- Note progress against delivery of the Operational Training Project which is within the Operational Training Strategy.
- Note progress with regard to the strategy beyond 2022 as we consider 'what next'.

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.

The Operational Training – Assurance & Delivery 2019-2022 project had six workstreams and is subject to the scrutiny and governance of the Learning & Development Steering Group. Monthly reporting shows each workstream as now complete and delivered within agreed tolerances.

OPTIONS AND ANALYSIS

Operational Training Project

The 6 project workstreams were formally completed as at 30 September 2021. Progress and narrative is shown in **Appendix 1** (below)

Next steps
- A project closure report and benefits realisation has been drafted for approval by the project and Change Boards
- A series of workshops have taken place to envision the next 3 years of operational training.
- Feedback and suggestions from the workshops are being reviewed, costed and prioritised and will inform our Strategy beyond 2022 and be submitted for approval in January 2022 (SLT) March 2022 (OPFCC)
- Succession planning has been established for planned retirements
- Hot fire facilities- a Project Brief and Project Initiation Document has been approved by SLT for the replacement of hot fire facilities at Wethersfield and has been submitted to OPFCC for approval.

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, the investment and governance arrangements made into operational training ensures that our Service offering addresses these strategic risks. All operational training continues to be risk assessed in line with government guidelines in relation to the pandemic and appropriate controls measures have been implemented.

FINANCIAL IMPLICATIONS

Finance department have confirmed that costs to end September 2021 are within the project budget of £1.4M. This is subject to final month end checks. **Appendix 2** (below) provides a breakdown.

The replacement hot fire training facilities (which are deemed to be risk critical) have a significant financial impact. Further scoping work will be carried out as appropriate.

EQUALITY AND DIVERSITY IMPLICATIONS

We have considered whether individuals with protected characteristics will be disadvantaged as a consequence of the actions being taken. Due regard has also been given to whether there is impact on each of the following protected groups as defined within the Equality Act 2010:

Race	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N
Sexual orientation	N		N

Any new policies, procedures, or courses attract a requirement for a people 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.

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

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.

Project Overview

Workstream	Ref No.	Product	Status	Progress	Target date	Commentary
1 - Assurance of Competence	1.1	Train the Trainer Course delivered	Complete	100%	30-Jun 2021	All remaining courses are scheduled.
	1.2	Assessor Course delivered (WM)	Complete	100%	30-Jun 2021	Course changed to online delivery. Good feedback was received.
	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	Complete	100%	30-Jun 2021	
	1.6	CSAP Phase 3 designed and programmed	Complete	100%	31-Mar-2021	Phase 3 covers RTCi SLT have approved the ongoing delivery of this programme which will include annual assessments. It will be a rolling 3 year programme to cover in scope competencies.

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	Complete	100%	31-Dec-2020	Policy review complete, awaiting final consultation outcome.
	2.7	QA Framework	Complete	100%	31-Mar-2021	Policy review to be further explored including external QA potential.
	2.8	Three-year planner	Complete	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	Complete	100%	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 x Group Trainers and 1 x BA Instructor were added to the establishment Apr 21
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-2021	Orsett Hot fire facility upgrade is complete. Phase 1 - Grays/Southend/South Woodham/Chelmsford scheduled to be defined Phase 2 - Braintree/Brentwood schedule to be defined Phase 3 - Clacton/Harlow/Saffron Waldon schedule to be defined
		Initial project brief completed – refurbishments now with property services	Complete	100%	October 2021	As above.
5 - Casualty Care	5.1	5.1 Casualty care delivery phase 1	Complete	100%	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 which has been covered by the Covid grant.
	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	The contract with our current provider has been extended as planned 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 N.O.G.
	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 N.O.G working with Ops Policy and the guidance is published.
	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.

Project costs £1,335,270 based on the information in Dream and estimated additional costs to 30th Sept 2021:-

Nominal	Actual to Mar20	Actual March 2020 to 20th Aug 2021	TOTAL to 20th August 2021	Est additional costs to Sept 2021	Estimated Costs for Project	Project Manager's Projected costs	Var Cost for Project vs Proj Mgrs costs under / (over)	NOTES
Staff Nominals	£309,295	£461,034	£770,329	£24,806	£795,135	£848,467	£53,332	
2903 - Consultancy	£25,535		£25,535	£39,027	£64,561	£64,561	£0	Additional Costs as taken from Project Managers costing for Consultancy Fees
0707 - Casualty Care Training	£172,765	£39,520	£212,285		£212,285	£242,925	£30,640	
0707 - FS College	£160,800	£72,794	£233,594		£233,594	£205,800	(£27,794)	
0707 - FS College Travel	£15,400	£14,295	£29,695		£29,695	£24,200	(£5,495)	
Totals	**£683,794**	**£587,643**	**£1,271,437**	**£63,833**	**£1,335,270**	**£1,385,953**	**£50,683**	
					Variance in costs from			
					Project Manager's Est Costs		£50,683	
					Original Project Budget costs		£64,730	