

## High Level Delivery Plan – 2022-2025 - 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	Within 12, 24, 36 months 31 March 2023, 31 March 2024, 31 March 2025
Assurance of Competence	<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>• Deliver the Core Skills Assurance Programme to refresh, reinforce and assess core skills</li> <li>• Replace the current P2-P3 assessment with an assessment that mirrors the L3 End Point Assessment (EPA)</li> <li>• Train all new Crew Managers as ‘train the trainers’</li> <li>• Train all new Watch Managers as assessors</li> <li>• Train all new Station Managers as verifiers</li> <li>• Transfer phase 1 and 2 TASK books to PDR Pro development pathways</li> <li>• Creation of planners for Station Managers and above and specialist roles such as HMA, DIM, Petrochem, P&amp;P</li> <li>• Creation of planners for Prevention and Protection roles and Service Control</li> <li>• Deliver Incident command verifications</li> </ul>	<p><b>12 months</b> CSAP 2023/24 phase 4 will focus on hazmat &amp; water; 100% complete Replace P2-P3 assessment with EPA style assessment 100% of Crew Managers will have completed ‘Train the Trainer’ 100% of Watch Managers will be assessors 100% of Station Managers will be verifiers Develop PDR Pro Reporting – monthly, quarterly, annual Plan and commission review of PDR Pro – embedding, content, timings, use and success of product and benefits realisation</p> <p><b>24 months</b> CSAP 2024/25 will focus on pumping and working at height subject to operational learning requirements; 100% complete PDR Pro will be used for development plans and deliver new planners for the recording of competency in specialist roles LearnPro will be the eLearning platform for all mandatory training Carry out a benefits review of PDR Pro</p> <p><b>36 months</b> CSAP 2024/25 focus on RTC; 100% complete PDR Pro planners will be available for all grey book roles</p>

**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

**Resources** – in line with current budget and establishment

Work stream	How we will know that it has been successful and how we will deliver it	Within 12, 24, 36 months 31 March 2023, 31 March 2024, 31 March 2025
<p><b>Delivery of the operational training plan 2022- 2025</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>• Maintain existing Group and Support Trainers so that we support, enable and deliver training locally and flexibly.</li> <li>• Extend Support Trainers to cover Driver Training</li> <li>• Ensuring our Training plan reflects Protection, Prevent, Response and Control training</li> <li>• Ensure that the training plan reflects new Fire Standards, N.O.G and NFCC workstream recommendations including Direct Entry, Supervisor and Middle Manager</li> <li>• Introduce a greater stakeholder voice and governance to ensure that the training we provide meets identified needs.</li> <li>• Introduce marine firefighting to our Officers</li> <li>• Training plan supports development of future leaders and the Leadership, Resourcing and Succession pools.</li> </ul>	<p><b>12 months</b></p> <p>Train 4 support trainers to support Civil Resilience</p> <p>Training plan to reflect Protection, Prevent, Response and Control training</p> <p>Control – advanced call handling/introduce a new annual control ICV</p> <p>Casualty care – offer online package to support training</p> <p>To deliver training relating to N.O.G procedural changes</p> <p>Ongoing review and alignment of recommendations coming from Fire Standards and NFCC workstreams including Direct Entry, Supervisor and Middle Manager and on call conversions</p> <p>Training plan supports development of future leaders and the Leadership, Resourcing and Succession pools by effective demand management</p> <p>Launch a feedback mechanism so that we receive timely feedback and idea generation</p>

Launch new marine firefighting training

**24 months**

Deliver training to support direct entry colleagues

Review new marine firefighting training

**36 months**

Review the direct entry process and performance

**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.
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**What resource do we anticipate requiring after 36 months?** In line with current budget and establishment

<b>Work stream</b>	<b>How we will know that it has been successful and how we will deliver it</b>	<b>Within 12, 24, 36 months</b> <b>31 March 2023, 31 March 2024, 31 March 2025</b>
<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>• Deliver the refurbishment of all our Breathing Apparatus (BA) facilities</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> <li>• Deliver RTC training areas across the commands</li> <li>• Provide SWAH Rig</li> </ul>	<p><b>12 months</b></p> <ul style="list-style-type: none"> <li>• Deliver feasibility study for replacement of Wethersfield including hot fire</li> <li>• Secure decision regarding replacement of Wethersfield</li> <li>• Identify necessary capital expenditure and revenue funding that is required, draw up project plans</li> <li>• Review and enhance business continuity plan for delivery of hot fire training</li> <li>• Install SWAH rigs at STC</li> <li>• Refurbishment of station BA training facilities</li> </ul> <p><b>24 months</b></p> <ul style="list-style-type: none"> <li>• Commence build for replacement of Wethersfield including hot fire training</li> <li>• Deliver dedicated RTC training areas across the commands</li> <li>•</li> </ul> <p><b>36 months</b></p> <ul style="list-style-type: none"> <li>• Complete build of Wethersfield replacement facility</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?**

- Cost of feasibility study at c. £350,000
- Potential capital expenditure
- RTC Areas c.£245k

Work stream	How we will know that it has been successful and how we will deliver it	Within 12, 24, 36 months 31 March 2023, 31 March 2024, 31 March 2025
Governance	<p><b>Our people will feel that:</b></p> <ul style="list-style-type: none"> <li>• They have assurance that the training we provide is of high quality.</li> </ul> <p><b>To do this we will:</b></p> <ul style="list-style-type: none"> <li>• Introduce Casualty Care clinical governance</li> <li>• Embed the QA Framework across P&amp;P and Control</li> <li>• Review and extend the Steering Group</li> <li>• Review and extend the Advisory Group</li> <li>• Review Audit recommendations</li> <li>• Review the potential for regional assurance</li> <li>• Continue Operational training delivery as a Skills For Justice centre</li> <li>• Continue Apprenticeship delivery as a RoAPT support provider</li> </ul>	<p><b>12 months</b></p> <ul style="list-style-type: none"> <li>• Undertake review of our QA framework</li> <li>• Review TOR, membership and schedule of the Steering group</li> <li>• Embed the QA Framework across all directorates</li> <li>• Review TOR, membership and schedule of the Advisory Group</li> <li>• Deliver on any audit findings from Oct 21</li> <li>• Arrange for clinical governance of our casualty care training</li> <li>• Develop automated dashboard reporting of operational competency</li> <li>• Progress regional arrangements for assurance of competency</li> <li>• Manage and maintain SFJ requirements</li> <li>• Manage and maintain RoAPT support provider requirements</li> </ul> <p><b>24 months</b></p> <ul style="list-style-type: none"> <li>• Review the TOR of the Advisory Group</li> <li>• Review the TOR of the Steering group</li> <li>• Explore the availability of further in house automated reporting to improve processes</li> <li>• Pilot regional Peer Reviews</li> </ul> <p><b>36 months</b></p> <ul style="list-style-type: none"> <li>• Review the TOR of the Advisory Group</li> <li>• Review the TOR of the Steering group</li> <li>• Review the governance arrangements for casualty Care Training</li> <li>•</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
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**What resource do we anticipate requiring?**

**In budget.**

<b>Work stream</b>	<b>How we will know that it has been successful and how we will deliver it</b>	<b>Within 12, 24, 36 months</b> <b>31 March 2023, 31 March 2024, 31 March 2025</b>
<b>Resources (human, technology and training packages)</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> <li>• We use training technology that is fit for purpose, enables blended learning and is accessible to all</li> </ul> <p><b>To do this we will:</b></p> <ul style="list-style-type: none"> <li>• Maintain the training library,</li> <li>• Continue producing training products for use by Watch Managers that are aligned to National Operational Guidance, that are quality assured and version controlled</li> <li>• Launch Learn Pro</li> <li>• Upgrade the OCAT suite from analogue to digital technology including the cameras and recording equipment</li> <li>• Extend the use of the Hydra system to deliver immersive training to other non-operational teams</li> <li>• Deliver the Effective Command IC Software solution</li> <li>• Gain approval for a business case for OTD additional appliance and equipment</li> <li>• Actively participate in the NFCC Direct entry project</li> <li>• Understand required resources to support the delivery of the new Marine Firefighting policies and procedures</li> </ul>	<p><b>12 months</b></p> <ul style="list-style-type: none"> <li>• Introduce Effective Command software into the OCAT suite</li> <li>• Initiate a project to upgrade OCAT</li> <li>• Gain approval for a business case for OTD additional appliance and equipment</li> <li>• Marine firefighting; £100-150k or 12 officers - £15k (QSM)</li> <li>• Review the outcome and recommendations for a direct entry scheme</li> <li>• Procure the identified OTD resources required in the business case to support the annual plan</li> <li>• Renew the OCAT camera and recording equipment</li> </ul> <p><b>24 months</b></p> <ul style="list-style-type: none"> <li>• Embed Effective Command software for all IC training</li> <li>• Upgrade the OCAT suite to digital equipment</li> <li>• Initiate a pilot for direct entry recruitment</li> </ul> <p><b>36 months</b></p> <ul style="list-style-type: none"> <li>• Analyse the success of the direct entry scheme</li> <li>•</li> </ul>

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**What resource do we anticipate requiring?**

OCAAT Upgrade est £150k

OCAAT camera etc £8k