



Essex Police, Fire and Crime Commissioner Fire and Rescue Authority

Decision Report

Please ensure all sections below are completed

Report reference number: 006 - 22

Government security classification Not protectively marked

Title of report: Operational Training Strategy 2022 - 2025

Area of county / stakeholders affected: Service wide

Report by : Colette Black, Director of People Services

Date of report: 10 February 2022

Enquiries to: Colette Black

1. Purpose of the report

To seek approval for the Operational Training Strategy 2022-2025.

2. Recommendations

That the Operational Training Strategy 2022 – 2025 is agreed, to come into effect from 1 April 2022.

3. Benefits of the proposal

The Operational Strategy is one of the six elements that make up our People Strategy 2020-2024. The six elements are:-



The strategy sets out our plans as a service to deliver training to ensure that we are delivering on the commitment of the Fire and Rescue plan priorities:-

- Prevention, Protection and Response
- Help the vulnerable stay safe
- Improve safety on our roads
- Make best use of our resources

4. Background and proposal

The review of the existing Operational Training Strategy began in July 2021 and included:

- workshop with the Learning and Development Steering Group and Project Board,
- 3 x workshops with Station Managers,
- workshop with the Learning and Development Advisory Group,
- workshop with representative bodies,
- Discussion with the Service Leadership Team

The foundation of the revised strategy for 2022 -2025 remains the same, a clear purpose, strategic direction and core principles. The plan that enables us to deliver the strategy has changed to reflect:

- Closure of the transformation project 2019-2022
- National recommendations including Fire Standards, National Operational Guidance (N.O.G.) and National Fire Chiefs Council (NFCC) workstreams
- Input from stakeholders

The revised strategy for review is attached as appendix 1. The action plan for delivery of the proposed strategy is attached as appendix 2.

5. Alternative options considered and rejected

The strategy has been consulted on and considered widely. The strategy for 2022-2025 builds on the strategy that existed for 2019-2022 and incorporates the same purpose, direction and principles.

The possibility of altering the direction of the strategy was considered but rejected. It was rejected because the benefits realisation from 2019-2022 is demonstrating significant benefit to the current approach. The adjustments (reflected above) that are in the strategy reflect national recommendations.

6. Strategic priorities

The Operational training strategy meets the requirements of the Fire and Rescue Plan in the following ways:

Prevention, Protection and Response – we train our people to deliver their roles in protection, prevention and response.

Improve safety on our roads – our training strategy includes delivery of emergency response driving.

Promote a positive culture in the workplace – attitudes and behaviours are all affected through the delivery of training and development as staff develop their initial understanding and are opened to our culture through group training opportunities in appropriate training environments.

Develop and broaden the roles and range of activities undertaken by the Service – Specialist training provided by our training team delivers an excellent platform for staff and trainers to develop further and evidence the learning.

Be transparent, open and accessible - training offers a significant opportunity for the Service to learn and to help staff access processes, people and services throughout the organisation.

Collaborate with our partners – specialist training offers the opportunity to integrate activities from the Service's partners and to provide joint training opportunities to help build reciprocal relationships and development.

Make the best use of our resources – forming such a key part of our activities, investment into appropriate and fit for purpose training and training facilities will help the Authority meet its legislative and operational obligations.

7. Operational implications

The training strategy enables training in our core functions.

8. Financial implications

The Strategy and associated plan which are more than current budget are noted below. It is anticipated that these projects will be funded via reserves.

Subject	Cost
WTC Feasibility Study	£350,000
WTC Replacement Capital Build	tbc**
RTC Areas	£245,000
OCAT Digital upgrade	£150,000
OCAT Camera & Recording upgrade	£8,000
Totals	£753,000

9. Legal implications

The Operational Training Strategy (OTS) exists to ensure the Service has a competent operational workforce and that we can provide assurance of that competence.

10. Staffing implications

The WTC replacement capital build workstream will be managed as a formal project with associated governance. A project brief and initial PID has already received formal approval from the SLT.

11. Equality and Diversity implications

There will be a positive impact for protected groups, our approach to inclusive training aims to ensure equal opportunity for all, with monitoring at all stages, so that any unforeseen inequalities can be quickly identified, and appropriate action taken. We will provide reasonable adjustments upon request.

A full People Impact Assessment is attached as appendix 3.

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

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the proposals outlined in this paper.

12. Risks

This activity is a control measure for the following risk:

SRR 150020 - Due to a lack of operational training there is a risk that colleagues do not have the appropriate skills to fulfil their role (in line with the Health and Safety at Work Act) resulting in serious injury or loss of life.

13. Governance Boards

This paper has been discussed at the Service Leadership Team (11 January 2022) and PFCC Strategic Board (9 March 2022).

14. Background papers

Appendix 1 – Operational Training Strategy 2022-2025

Appendix 2 – High Level Delivery Plan

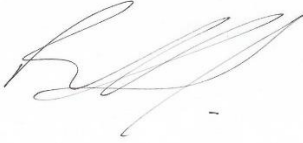
Appendix 3 – People Impact Assessment

Decision Sheet (006-22)

Step 1A - Chief Fire Officer Comments

(The Chief Fire Officer is asked in their capacity as the Head of Paid Service to comment on the proposal.)

.....I support this recommendation.....



Sign:

Date: 9/3/22

Step 1B – Consultation with representative bodies

(The Chief Fire Officer is to set out the consultation that has been undertaken with the representative bodies)

Stakeholder engagement has taken place and will continue. The draft strategy is being shared with all of our representative bodies.

Step 2 - Statutory Officer Review

The report will be reviewed by the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority's ("the Commissioner's") Monitoring Officer and Chief Finance Officer prior to review and sign off by the Commissioner or their Deputy.

Monitoring Officer

Sign



Print Darren Horsman - Deputy MO

Date 15.3.2022

Chief Finance Officer

Sign:



Print: Neil Cross

Date: 9/3/22

Step 3 - Publication

Is the report for publication? **YES**

If 'NO', please give reasons for non-publication (Where relevant, cite the security classification of the document(s). State 'none' if applicable)

.....
If the report is not for publication, the Monitoring Officer will decide if and how the public can be informed of the decision.

Step 4 - Redaction

If the report is for publication, is redaction required:

- 1. of Decision Sheet **NO**
- 2. of Appendix **NO**

If 'YES', please provide details of required redaction:

.....
.....

Date redaction carried out:

If redaction is required, the Chief Finance Officer or the Monitoring Officer are to sign off that redaction has been completed.

Step 5 - Decision by the Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner

I agree the recommendations to this report:

Sign: .....(PFCC)

Print Roger Hirst Date: 17 March 2022

I do not agree the recommendations to this report

Sign:.....(PFCC / DPFCC)

Print Date: