



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 as 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

(Set out the background, chronological history and relevant contextual information to support the proposal including what has happened so far and what is being proposed)

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		

## 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

Service Leadership Team - 11 January 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.)

.....  
.....

Sign: .....

Date:.....

**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: .....

Date: .....

Chief Finance Officer

Sign: .....

Print: .....

Date: .....

**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 | <b>YES</b> |
| 2 | Of Appendix       | <b>YES</b> |

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.

Sign: .....      Print: .....

Date signed: .....

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

I agree /do not agree the recommendations to this report:

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

Print: .....      Date signed: .....

## **Appendix 1 – Training Strategy 2022 -2025**

### **1. Purpose of the Strategy**

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

The Strategy applies to all operational personnel across all recognised duty systems.

The Strategy is a key component of the Service's People Strategy and is the responsibility of the Director of People Services.

The Strategy is reviewed on an annual basis as part of the Authority's integrated risk management planning process.

### **2. Achievement of the Purpose**

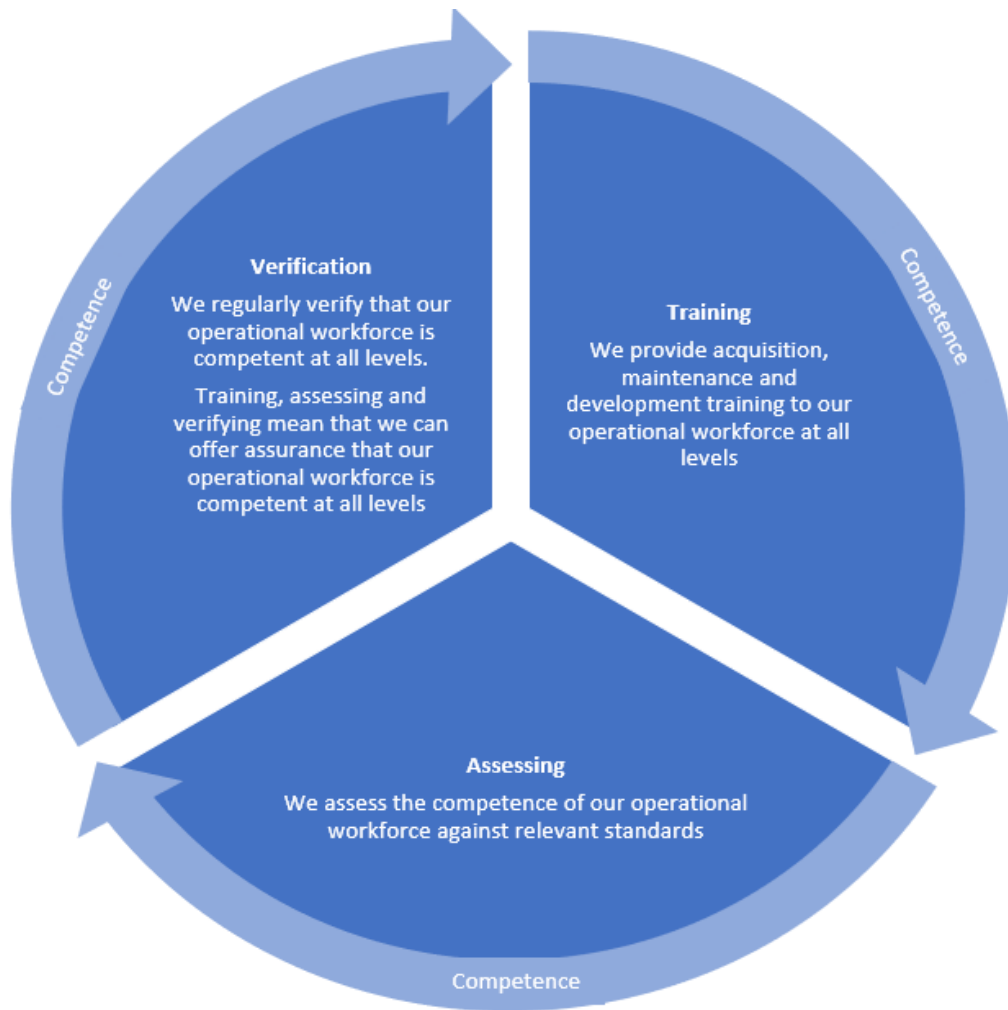
The purpose of the strategy is fulfilled by:

**2.1 Training** - Providing our operational workforce with the appropriate operational training and development to enable individuals to demonstrate that they are competent in role - refer to Section 3 for further detail,

**2.2 Assessing** - Assessing the competence of the operational workforce against the relevant standards e.g. role maps and National Occupational Standards (NOS) - refer to Section 4 for further detail,

**2.3 Verifying** - Verifying that the operational training and assessment of operational competence provides the Service with the assurance that the operational workforce is competent - refer to Section 5 for further detail.

**2.4** The three pillars of our Operational Training Strategy: training, assessment and verification, together with functions fulfilled by the Director of Operations and Operational Assurance colleagues, ensure that operational colleagues, at all levels, are competent. Operational Training plays a significant part in ensuring this.



## 2.5 Strategic Direction

The strategic direction of our Operational Training team is to:

- Deliver core acquisition and specialist training centrally,
- Support and enable local station-based training.

## 2.6 Core Principles

Whilst working to achieve our strategic direction and the three pillars of training, assessment and verification, we will always consider the Core Principles of the training service that we offer:

- 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,
- 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 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.

All of our training provision is part of the wider People Strategy.

## 2.7 Governance and Quality Assurance



To achieve our strategic direction, the three pillars of our strategy and our core principles, we have in place robust governance and quality assurance arrangements. See section 7 for more detail.

### 3. Provision of operational training and development

3.1 The operational training and development plan will be published annually. This plan is for the maintenance and acquisition of competence in the core operational skills and knowledge that a firefighter or operational commander requires in line with the National Occupational Standards (NOS);

- Driving
- Command and Control
- Breathing Apparatus
- Hazardous Materials
- Working at Height
- Water/Water Safety
- Extrication/Rescue
- Casualty Care



3.2 The operational training department centrally supplies training to support the **Response** activity of the Service.

Station management teams will, with support from central resources, deliver training aligned to the content of PDR Pro planners.

#### Prevention, Protection and Control

The following training is delivered to support the Prevention and Protection and Service Control activities of the Service:

- Home Fire Safety

- Community Safety
- Technical Fire Safety
- Emergency call handling and mobilising

Subject matter experts from within the Prevention and Protection Directorate and Service Control are utilised to deliver this training. Course design and delivery will be subject to the governance and processes as directed within the Service's Quality Assurance framework, providing assurance of quality of training in these areas.

3.3. The Head of Operational Training is responsible for development of the annual operational training and development plan. The plan will be reviewed ordinarily in quarter 3 each year. Once reviewed it will be presented to the Learning and Development Steering Group for approval. All technical and practical inputs will be aligned to National Operational Guidance (N.O.G.) and evolving Fire Standards.

#### **4. Assessing the competence of the operational workforce**

4.1 - Assessment will always be undertaken by qualified/competent assessors (in line with our Quality Assurance Framework).

4.2 – Assessments will take place in line with Service policy.

4.3 - Assessment standards will always be published and will be in line with NOS.

4.4 – Assessment outcomes will be recorded on the PDR Pro or Civica systems.

4.5 – Employees will be supported to achieve the standards required. Where standards are not achieved, and where it is possible, a period of retraining, will be offered.

#### **5. Verifying operational training and assessment - providing assurance**

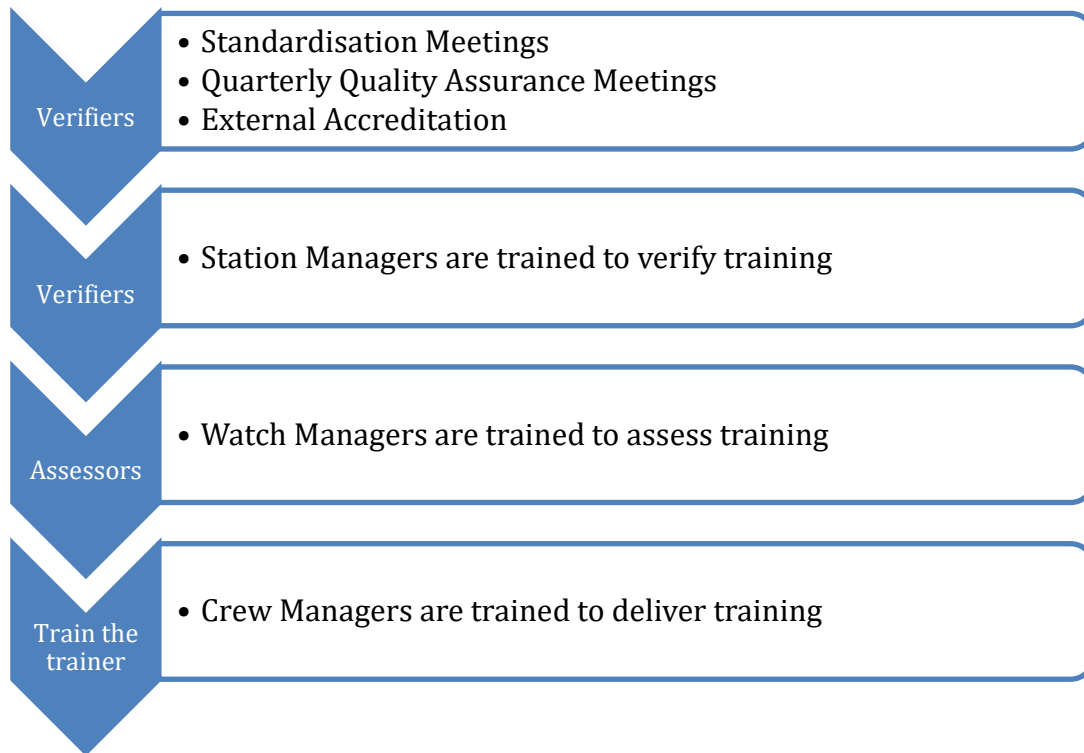
5.1 Verification will always be undertaken by qualified/competent verifiers (in line with our Quality Assurance Framework).

5.2 Verification will take place in line with Service policy.

5.3 Skills for Justice Courses will also be externally verified.

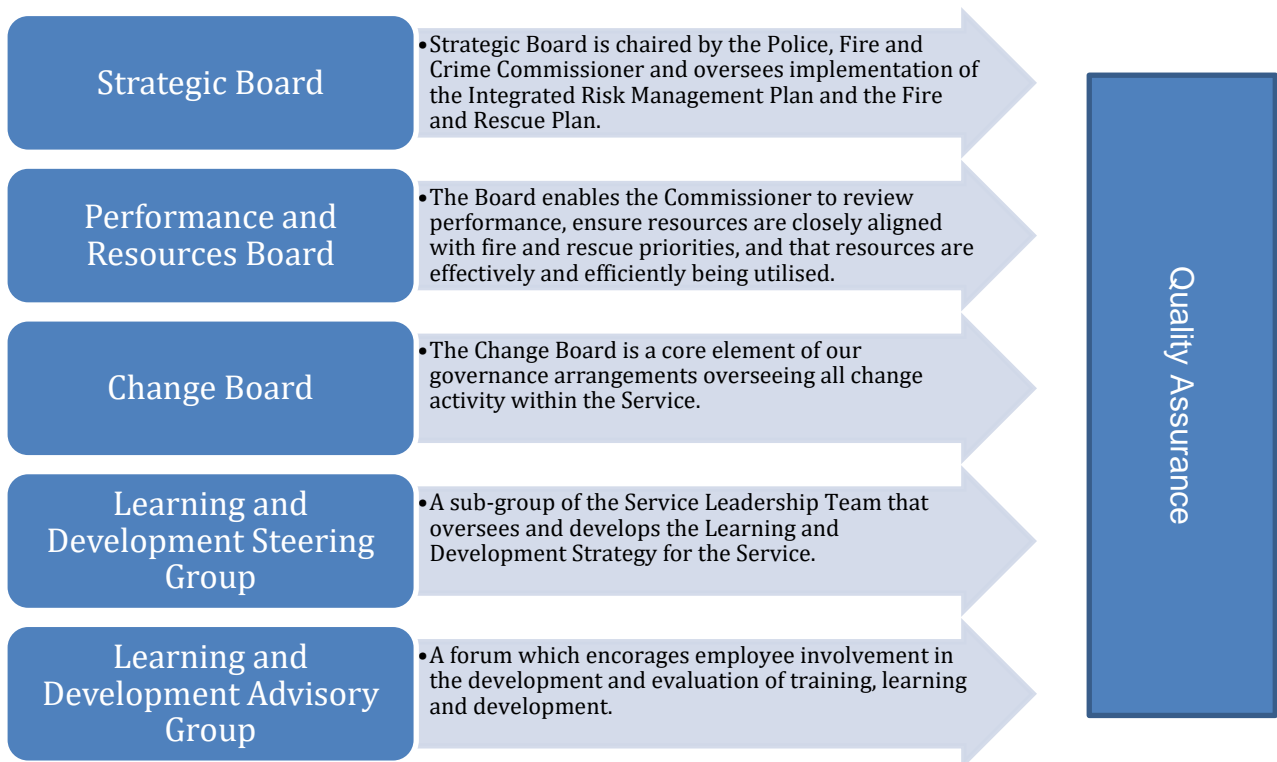
5.4 Verification outcomes and assurance will be reported through our Governance arrangements (see below).

## 6. Quality Assurance Framework Model



In line with our Quality Assurance Framework, for all training we identify requirements. Where training is internally delivered, we design we review and we quality assure.

## 7. Governance Model



## **8. Achieving the Operational Training Strategy**

Achieving the three pillars of our Operational Training Strategy, our strategic direction and the core principles requires a detailed plan. Appendix 2 covers:

- The Operational Training change, competence, assurance and verification that we want to see in 12, 24, 36 months' time
- How we will deliver it
- How we will measure it
- How we will know we have been successful

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
<b>Delivery of the operational training plan 2022- 2025</b>	<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.
- 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

**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
- We have a system in place that offers regular assurance and proof of competence, by individual, at all levels of the Service
- 

**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>

**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
- 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?**

OCAT Upgrade est £150k

OCAT camera etc £8k