



Operational Assurance & Training Team

Annual Training Performance
Report 2022-23

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Introduction

This performance report presents the training outcomes, which have been achieved during the training year (April 2022 to March 2023) to the Service Leadership Team (SLT), Performance and Programme Board and the Performance & Overview Committee

Context

The Service's Operational Training Strategy commits the Service to providing Operational Training within a structured competence framework; this report shows the numbers of eligible personnel who were required to attend all of this training at the commencement of the training year, and the final number who actually attended by the year end. The percentage figures are RAG rated using a traffic light system for ease of reference.



The pilot of the new Training department structure and duty system has been extended through this training year. The new department is now known as the Operational Assurance & Training Team (OATT), this has merged the former Operational Training Group (OTG) and the Command Training Group (CTG). The aim of the OATT pilot is to provide synergy between all aspects of training and to utilise the new Training Centre to its full potential.

The new Training Centre is a significant investment by Cheshire Fire Authority and enables OATT to deliver initial and refresher training in a world class training environment. The OATT have also reviewed the way in which it delivers On Call support training, responding to the needs of On Call staff by developing an innovative approach to training. The local Practical Incident Command Courses (PICC) have continued to be conducted at the Training Centre. Feedback from the attending crews has been very positive across all courses delivered.

Figures Explained

Every Operational staff member who was 'eligible' for these refresher-training programmes was monitored and performance figures detailed in this report. Initial Training for Wholetime Duty System (WDS) and On-Call Duty System staff (OCDS) can be found at the end of the report. If individuals were unable to attend this compulsory training within the Service's competence timeframe, they are managed in order that they undertake 'catch up/mop up' training early in the new training year as per the Operational Training Strategy.

Tony O'Dwyer: **Head of Operational Policy and Assurance**

Glossary of terms:



FFs - Firefighters
CMs - Crew Managers
WMs - Watch Managers
BA - Breathing Apparatus
RTC - Road Traffic Collision
RTACC - Rescue Trauma and Critical Care
SWV - Swift Water Validation
WM7 - Watch Manager 7 training level
ICA – Incident Command Assured
SMMI - Station Manager Managing Incidents
PICC – Practical Incident Command Course
EFAD - Emergency Fire Appliance Driving
PDRPRO - Electronic training record
EFAD – Emergency Fire Appliance Driving
BAR - Breathing Apparatus Refresher course
PPV - Positive Pressure Ventilation
CFB - Compartment Fire Behaviour
OTG - Operational Training Group
CTG - Command Training Group
LGV - Large Goods Vehicle
OBL - Officer Blue Light course
PICC - Practical Incident Command Course
OATT - Operational Assurance & Training Team
HRET - High Reach Extendable Turret appliance
ERDT - Emergency Response Driver Training
RRRU - Rapid Response Rescue Unit
SPOA – Station Performance Operational Assurance

Operational Training – Performance Dashboard

Performance Key		Meeting target	Within 10% of target						Falling against target by at least 10%								
	Core Refresher Courses 2022/23	Target number of delegates for year	Quarter 1 number of courses run	Quarter 1 number of delegates received training	Q1 %	Quarter 2 number of courses run	Quarter 2 number of delegates received training	Q2 %	Quarter 3 number of courses run	Quarter 3 number of delegates received training	Q3 %	Quarter 4 number of courses run	Quarter 4 number of delegates received training	Q4 %	Cumulative number of courses run	Cumulative number of delegates received training	Cumulative % of eligible delegates attended by refresher type
OTG	BA Day 1 Refresher at HQ 100% of eligible staff to attend	500	27	296	59.20%	14	158	31.60%	5	41	8.20%	3	33	6.60%	49	528	105.60%
	BA Day 2 Refresher at HQ 50% of eligible staff to attend	250	0	0	0.00%	0	0	0.00%	8	61	24.40%	17	134	53.60%	25	195	78.00%
	RTC Refresher To Mop up staff due to expire	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	RTACC Refresher 50% of eligible staff to attend	250	4	37	14.80%	8	80	32.00%	10	92	36.80%	4	45	18.00%	26	254	101.60%
	Hazardous Materials Refresher To Mop up staff not attended previous year	57	0	0	0.00%	1	9	15.79%	3	34	59.65%	0	0	0.00%	4	43	75.44%
	Height Safety Refresher 100% of eligible staff to attend	467	8	82	17.56%	15	156	33.40%	17	143	30.62%	4	31	6.64%	44	412	88.22%
	SWV Day 1 83 - 100% of eligible staff to attend (191 eligible staff must attend 5 times out of 6 sessions over 3 years = Target of 159 to 191 staff to attend)	156	0	0	0.00%	8	65	41.67%	11	85	54.49%	0	0	0.00%	19	150	96.15%
	SWV Day 2 83 - 100% of eligible staff to attend (191 eligible staff must attend 5 times out of 6 sessions over 3 years = Target of 159 to 191 staff to attend)	156	0	0	0.00%	0	0	0.00%	0	0	0.00%	19	164	105.13%	19	164	105.13%

Performance Key		Meeting target	Within 10% of target			Falling against target by at least 10%										
Core Refresher Courses 2022/23	Target number of delegates for year	Quarter 1 number of courses run	Quarter 1 number of delegates received training	Q1 %	Quarter 2 number of courses run	Quarter 2 number of delegates received training	Q2 %	Quarter 3 number of courses run	Quarter 3 number of delegates received training	Q3 %	Quarter 4 number of courses run	Quarter 4 number of delegates received training	Q4 %	Cumulative number of courses run	Cumulative number of delegates received training	Cumulative % of eligible delegates attended by refresher type
Level 1 (WM7) Day 1 100% of eligible staff to attend	180	30	151	83.43%	3	14	7.73%	0	0	0.00%	0	0	0.00%	33	165	91.67%
Level 1 (WM7) Day 2 100% of eligible staff to attend	180	0	0	0.00%	0	0	0.00%	23	156	86.19%	0	0	0.00%	23	156	86.67%
Level 1 (ICA) Assessment Voluntary	85	7	7	9.41%	37	37	43.53%	4	4	3.53%	37	37	44.71%	85	85	100%
Level 1 (WM7) Assessment 100% of eligible staff to attend	75	7	7	8.33%	19	19	22.62%	12	12	9.52%	46	46	34.52%	84	84	112%
Level 2 (SMMI) Days 100% of eligible staff to attend	68	4	35	52.12%	0	0	0.00%	4	37	53.76%	0	0	0.00%	8	72	105.88%
Level 2 (EFSM2) Assessment 100% of eligible staff to attend	28	6	6	21.43%	11	11	39.29%	5	5	25.00%	6	6	21.43%	28	28	100%
Practical Incident Command Course (PICC) Desirable to attend	60	0	0	0.00%	0	0	0.00%	2	16	26.67%	4	39	65.00%	6	55	91.67%
EFAD Refresher	72	22	22	30.56%	9	9	12.50%	11	11	15.28%	12	12	16.67%	54	54	75.00%
Totals for all Core Refreshers	2514	92	599	23.83%	116	549	21.84%	105	684	27.21%	140	535	21.28%	453	2367	94.15%

Breathing Apparatus Day 1 Refresher

Target number of delegates for year: BA Day 1 = 500		Cumulative % of delegates attended: Day 1 = 105%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23

Summary of Current Performance

Over this training year, 49 courses were delivered, and 528 members of staff attended. With 105% of eligible staff completing the training. The figure is more than 100% because some staff will have attended twice to make up a pump crew to allow the pump to be detached for the training course.



BA Day 1 ensures that CFRS staff comply with National Operational Guidance (NOG) in relation to BA refresher training requirements.

What actions will be required to improve performance?

None - the delivery of BA Day 1 has successfully exceeded the target..

Note - BA Day 1 training will again be required for 100% of staff in the 23/24 training year.

Compartment Fire Behaviour Refresher – BA Day 2 Refresher

Target number of delegates for year: BA Day 2 (Compartment Fire Behaviour) = 250		Cumulative % of delegates attended: Day 2 = 78%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23

Summary of Current Performance

During this training year, 25 courses have taken place, with 195 members of staff attending the training. Therefore 78% of staff have attended the training. Six courses were postponed due to the Resilience training* that needed to be conducted in preparation for potential industrial action. Other reasons for staff not attending the training is due to compensatory rest periods required, following incidents such as periods of spate conditions faced by crews during the year, etc.



This year a maximum number of eight delegates could attend each course (previously 12 delegates could be booked onto each course). The reduction in delegates is to enhance the learning experience for students in the attack containers.



Note - There is no requirement stated in National Operational Guidance (NOG) for bi-annual fire behaviour training, this is a Cheshire target.



What actions will be required to improve performance?



To help to achieve 100% attendance, we will monitor attendance during the year and plan mop up sessions as required.

Note - BA Day 2 training will be required for 50% of staff in the 23/24 training year



RTACC Training		
Target number of delegates for year: 250		Cumulative % of delegates attended: RTACC 101.60%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>The target of 250 delegates was achieved during the training year, with a total of 254 members of staff attending over the 26 courses that took place. To detach a pump crew for the training, some staff had to do the course more than once to make up the pump crew, hence why the target was exceeded. The original plan was to run 27 courses, but the target was achieved with 26 courses.</p> <p>All staff now complete this training every other year, instead of every three years which was the previous ambition. This change was introduced following a review of trauma training requirements led by Dr Mark Forrest, the Service Medical Director. Further changes in the review have resulted in updated eLearning packages and a trauma theme is now included in all annual refresher training courses.</p>		
What actions will be required to improve performance?		
None - the delivery of RTACC training has successfully exceeded the target.		



Hazardous Materials Training		
Target number of delegates for year: 57		Cumulative % of delegates attended: Hazmat 75.44%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>43 members of staff attended the training sessions, with four additional mop up sessions arranged throughout the year. This equates to 75% of delegates that should have attended. For those staff who were unable to attend, the following reasons were provided – amended duties, secondment to another team/organisation or the operational requirements within Service Delivery,</p>		
What actions will be required to improve performance?		
The 14 staff that missed the training will undertake the training course during the 2023/24 year.		



Height Training		
Target number of delegates for year: 467		Cumulative % of delegates attended: Height Safety 88.22%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>Over the training year, 44 courses took place with 412 members of staff attending. Six courses were cancelled throughout the year, with five of these courses cancelled in Q3 & Q4. A number of these courses were cancelled due to staffing requirements in Service Delivery, spate conditions and compensatory rest following attendance at operational incidents.</p>		
What actions will be required to improve performance?		
<p>Four mop up sessions have been planned for the 2023/24 training year to ensure 100% attendance.</p>		



SWV Training		
Target number of delegates for year: Day 1 = and Day 2 = 156		Cumulative % of delegates attended: Combined day 1 and 2 = 96.15%
Status at the end of the previous training year – both days	Current Status - both days	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>The plan was to run 21 courses throughout the training year with a target of 156 delegates, but only 19 courses took place with 150 delegates.</p> <p>The Day 1 training was held between September and December at Wild Shore in Delamere, but one of the courses could not be completed because of algae in the water. Individuals that could not attend were re-booked onto subsequent courses.</p> <p>For the Swift Water Validation Day 2 a small number of staff were unable to attend due to their attendance on other risk critical training courses. This year, a number of retirements, promotions and transfers from swift water stations have also occurred which resulted in those staff not undertaking the training. Where people have missed training courses, a review of training records has been carried out to ensure that Swift Water Rescue trained personnel maintain competence.</p>		
What actions will be required to improve performance?		
<p>Several courses were cancelled due to low student numbers. Next year the OATT we will explore a more flexible approach amending course content where necessary, ensuring courses can be delivered should fewer students attend.</p>		



Incident Command Training



Level 1 (WM7) Training Day 1 & 2		
Target number of delegates for year: <ul style="list-style-type: none"> Day 1 = 180 Day 2 = 180 	Actual cumulative % of delegates attended: <ul style="list-style-type: none"> Day 1 = 91.67% Day 2 = 86.67% Overall Day 1 and 2 = 89.17%	
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>A total of 33 training days for 'WM7 day 1' were completed throughout the training year. A total of 165 members of staff attended. Then, 23 training days for 'WM7 day 2' were held with 156 members of staff attending.</p> <p>The above reduced attendance was due to staffing requirements within Service Delivery, spate conditions as well as promotions, retirements, etc.</p>		
What actions will be required to improve performance?		
<p>A virtual training session is currently being created that will enable staff who missed this training to catch up remotely on station, ensuring any learning covered on the course is shared with all Level 1 Commanders.</p>		

Level 1 (ICA) Assessment		
Target number of delegates for year: 85	Actual cumulative % of delegates attended: 100%	
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>The plan was to conduct 85 assessments in total throughout the year and this was achieved with 85 assessments completed.</p> <p>50% of the Level 1 ICA assessments were carried out on station this year comprising of a practical command scenario involving the ICA FF's own watch.</p>		
What actions will be required to improve performance?		
<p>None - the delivery of ICA assessments has successfully achieved the target..</p>		



Level 1 (WM7) Assessment		
Target number of delegates for year: • Assessment = 75		Actual cumulative % of delegates attended: • Assessment = 112%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>Over the training year, the plan was to deliver 75 assessments. This target was exceeded by completing 84 assessments. By delivering this outcome the OATT enabled the replacement of a number of staff with Level 1 Command skillsets within Service Delivery due to retirements, promotions and transfers, etc.</p>		
What actions will be required to improve performance?		
None - the delivery of Level 1 WM7 assessments successfully exceeded the target.		

Level 2 (SMMI) Days		
Target number of delegates for year: 68		Actual cumulative % of delegates attended: 105.88%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>In Q1, four training days were held with 35 members of staff attending. During Q3, four training days were held with 37 members of staff attending resulting in a total of 72 members of staff attending the training.</p>		
What actions will be required to improve performance?		
None - the delivery of Level 2 training days successfully exceeded the target.		

Level 2 (EFSM2) Assessment		
Target number of delegates for year: 28		Actual cumulative % of delegates attended: 100%
Status at the end of the previous training year	Current Status	Reporting period: 01/04/22 to 31/03/23
		
Summary of Current Performance		
The plan was to conduct 28 assessments in total throughout the year and this was achieved with 28 assessments completed.		
What actions will be required to improve performance?		
None - the delivery of Level 2 EFSM2 assessments successfully achieved the target.		

Practical Incident Command Course (PICC)		
Target number of delegates for year: 60		Actual cumulative % of delegates attended: 91.67%
Status at the end of the previous training year	Current Status	Reporting period: 01/04/22 to 31/03/23
		
Summary of Current Performance		
<p>Two courses were held in Q2 with a total of 16 delegates attending. Four courses were held in Q3 with a total of 39 delegates attending. The original plan was to ensure space for 12 Commanders on each course and a total of 55 members of staff attended throughout the training year. This is slightly below the target of 60, due to staffing requirements within Service Delivery, promotions, retirements and transfers.</p> <p>Development firefighters are also required to attend the PICC as part of their development pathway.</p>		
What actions will be required to improve performance?		
<p>A review of the PICC agreement and management of the course will be conducted in summer 2023, involving OATT managers and Service Delivery managers.</p> <p>The review will prioritise future attendance at the weekend PICC courses in order that capacity and opportunity for participation is maximised.</p>		

Driver Training

EFAD Training		
Target number of delegates for year: 72		Actual cumulative % of delegates attended: 75.00%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>This training year has been extremely challenging for the Driving School. This has involved sickness absence, new Instructors requiring development as well as a requirement to deliver Rapid Response Rescue Unit (RRRU) and High Reach Extending Turret (HRET) driving courses to staff. There is also an increased demand for Emergency Fire Appliance Drivers (EFAD) as a result of the retirement profile The Service also saw a new Delegated Driving Examiner taking up his role.</p> <p>Despite the challenging year, the following has been achieved:</p> <ul style="list-style-type: none"> • 54 EFAD refreshers have been delivered. This is below the target of 72, but no current EFAD driving qualifications have expired. • 19 LGV initials have been delivered with new drivers then moving on to EFAD training. • 13 EFAD initials have been delivered resulting in 24 new EFAD drivers now supporting Service Delivery • 17 RRRU courses have been delivered resulting in the successful RRRU programme rollout on all allocated On Call stations. • Eight HRET courses were carried over from 21/22 resulting in the HRET entering operational service and providing additional resilience driver support. • Five Officer Blue Light courses were delivered resulting in five new flexi duty system officers being able to respond to emergencies. • Driver training was also delivered for the new Water Carrier vehicle at Ellesmere Port. 		
What actions will be required to improve performance?		
<p>Complete the transition to the ERDT Standards when Section 19 of the Road Traffic Act is enacted later this year Ensure all existing Driving Instructors are registered with the NFCC on the ERDT Driver Instructor Register Bring Driving Instructor team up to strength.</p> <p>Deliver outcomes which meet the needs of Service Delivery and targets set by the Service Improvement Team Catch up on EFAD refresher expiry dates following the backlog caused by the COVID pandemic.</p> <p>Recruit a third Green Book Driving Instructor, continue to utilise Associate Instructors and attend quarterly review meetings to cross reference the Service driving plan with the Establishments team.</p> <p>Explore and cost the option of using external providers as a short-term fix to increase numbers.</p>		

Additional Information

Additional training conducted during the training year:

On Call Training

- 5 Initial training programmes in pumps and ladders (Module 1)
- 3 BA Initials (Module 2)
- 2 Road Traffic Collision (RTC) initial training courses
- 2 Positive Pressure Ventilation (PPV) Initial training courses
- 4 Water awareness Initials
- 3 Hazardous Material Initials
- 4 Rescue Trauma and Casualty Care (RTACC) Initial training courses
- 3 Height Safety Initial training courses

Certificate to Ride assessments

OCDS staff are assessed by OATT trainers on their own fire stations after approximately ten weeks of consolidating their new skills, upon successfully completing this assessment they are permitted to ride the fire appliance.

Quarterly and End Point Assessments

OATT staff continued to deliver a full range of assessments to new and existing staff to ensure continuity of their pathway to development, this includes attending the Training Centre every three months for the first year to complete holistic assessments focusing on underpinning knowledge and operational skills. Several Apprentice Firefighter End Point Assessments were completed, many staff gained distinctions in their assessments by the external awarding body.

Trainee Firefighter courses

This training year saw the successful delivery of two 16-week Trainee Firefighter courses. One course started in April 2022, and the second course started in September 2022.

*** Resilience Training**

This year the threat of potential Industrial Action and also future spate conditions resulted in the Service completing a programme of Resilience Training to ensure that it was prepared for a reduction in staff or an increase in operational activity. The OATT delivered 16 resilience training days to Day Duty/ Flexi duty Officers covering the core skill subjects of BA, Height, Trauma, RTC, Pumps & Ladders and Water to ensure that the officers were fully competent in those areas in the event they were deployed. A 5-day Ministry of Defence (MOD) training course covering basic firefighting skills and tactics was also delivered to ensure that a number of military personnel were trained to the appropriate standard. Driving School delivered 3 x two-week LGV initial courses to resilience drivers and one EFAD refresher course. 4 FDS Officers were trained and assessed in the Incident Command Suite enabling them to command fire engines should the need occur.

SPOA Exercises

In conjunction with Service Delivery, the OATT delivered 10 SPOA exercises comprising 3 for each unitary area, and 1 additional On Call exercise. The exercise took place on the Smart Motorway area at the Training Centre and involved a multi vehicle RTC with persons trapped, both physically and medically.