



# Operational Assurance & Training Team

Training Performance  
Annual Report  
2023-24

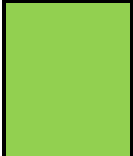
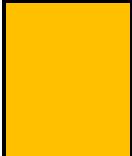
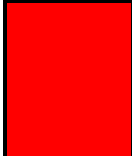
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# Introduction

This performance report presents to the Peoples Board and Performance and the Overview committee the training outcomes, which have been achieved during the training year April 2023 to March 2024.

## 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 had a duty 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 used to provide a traffic light system for ease of reference.

<b>Performance Key</b>		Meet course attendance target		Course attendance Within 10% of target		Course attendance failed by more than 10%
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A pilot of the new training department structure has continued through the training year 2023/24. The pilot department is titled the Operational Assurance & Training Team (OATT), which 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 Training Centre enables OATT to deliver initial and refresher training in a world class training environment. The OATT have reviewed the way in which it delivers On Call support training, responding to the needs of On Call staff, developing an innovative approach to training. The local Practical Incident Command Courses (PICC) have continued to be conducted at the Training Centre. Feedback from crews has been very positive across all courses.

## Figures Explained

Every Operational staff member who was 'eligible' for these refresher-training programmes was monitored. Where for any reason they were not able to attend this compulsory training within the Service's competence timeframe, they are being managed accordingly in order that they undertake 'catch up/mop up' training early in the new training year as per our training policies.



**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	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





Performance Key		Meeting target	Within 10% of target						Falling against target by at least 10%								
	Core Refresher Courses 2023/24	Target number of delegates for year	Quarter 1 number of course run	Quarter 1 number of delegates received training	Q1 %	Quarter 2 number of course run	Quarter 2 number of delegates received training	Q2 %	Quarter 3 number of course run	Quarter 3 number of delegates received training	Q3 %	Quarter 4 number of course 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
CTG	Level 1 (WM7) Assessments 100% of eligible staff to attend	80	23	23	28.75%	16	16	20.00%	18	18	22.50%	31	31	38.75%	88	88	110.00%
	Level 1 (ICA) Assessments Voluntary	80	8	8	10.00%	40	40	50.00%	4	4	5.00%	41	41	51.25%	93	93	116.25%
	Level 2 Assessments 100% of eligible staff to attend	15	4	4	26.67%	11	11	73.33%	2	2	13.33%	2	2	13.33%	19	19	126.67%
	Level 3 Assessments 100% of eligible staff to attend	4	0	0	0.00%	3	3	75.00%	0	0	0.00%	2	2	50.00%	5	5	125.00%
	Level 4 Assessments 100% of eligible staff to attend	4	6	6	150.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	6	6	150.00%
	Level 1 training- Day 1 100% of eligible staff to attend	160	21	200	125.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	21	200	125.00%
	Level 1 training Day 2 100% of eligible staff to attend	160	0	0	0.00%	0	0	0.00%	30	243	151.88%	0	0	0.00%	30	243	151.88%
	Level 2/3 training Day 1 100% of eligible staff to attend	36	4	38	105.56%	0	0	0.00%	0	0	0.00%	0	0	0.00%	4	38	105.56%
	Level 2/3 training Day 2 100% of eligible staff to attend	36	0	0	0.00%	0	0	0.00%	4	36	100.00%	0	0	0.00%	4	36	100.00%
	Practical Incident Command Course (PICC) Desirable to attend	84	0	0	0.00%	0	0	0.00%	4	62	73.81%	3	45	53.57%	7	107	127.38%
	EFAD Initial	26	2	4	11.11%	4	8	44.44%	5	9	50.00%	3	4	22.22%	15	27	103.8%
	EFAD Refresher	72	34	34	47.22%	11	11	15.28%	15	15	20.83%	14	14	19.44%	74	74	102.78%
	LGV Initial	22	7	7	33.33%	6	6	28.57%	3	3	14.29%	6		23.81%	22	22	100.00%
	Totals for all Core Refreshers	2486	102	734	29.53%	106	505	20.31%	114	835	33.59%	126	498	20.03%	448	2572	103.46%

Breathing Apparatus Day 1 Refresher		
Target number of delegates for year: BA Day 1 = 500		Cumulative % of delegates attended: BA Day 1 Training = 103%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/23 to 31/03/24
Summary of Current Performance		
<p>Over this training year, 48 courses were delivered (compared to 49 courses delivered last year) with 103% of eligible staff completing the training.</p> <p>514 members of staff attended the training, which is above the target number of 500. To ensure appropriate staffing levels, full pump crews had to be detached for the training, therefore some people completed the course more than once to make up the pump crew, hence why the target was exceeded.</p>		
What actions will be required to improve performance?		
None - the delivery of BA Refresher Training has successfully achieved the target with 514 operational staff attending.		

RTC Refresher Training		
Target number of delegates for year: 500		Cumulative % of delegates attended: RTC Training = 96%
Status at the end of the previous training year	Current Status	Reporting period:
N/A		01/04/23 to 31/03/24
Summary of Current Performance		
<p>479 members of staff attended the training sessions throughout the year, this equates to 96% of delegates that should have attended. With 45 courses held throughout the year.</p> <p>Reasons for staff not attending the training is due to last minute changes to staffing on stations, sickness, amended duties, and maternity leave.</p>		
What actions will be required to improve performance?		
Four additional courses have been arranged in April/ May 2024 to capture the staff that did not attend in 2023/24.		

RTACC Refresher Training		
Target number of delegates for year: 250		Cumulative % of delegates attended: RTACC Training = 122%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/23 to 31/03/24
Summary of Current Performance		
<p>The target of 250 delegates was achieved during the training year, with a total of 304 members of staff attending over the 27 courses that took place (compared to 26 courses last year). To ensure appropriate staffing levels, full pump crews are detached for the training, so some people completed the course more than once to make up the pump crew, hence why the target was exceeded. All operational staff are required to attend the RTACC refresher every two years, (three yearly in previously years).</p>		
What actions will be required to improve performance?		
None - the delivery of RTACC Refresher Training has successfully achieved the target with 304 staff attending.		

Height Training		
Target number of delegates for year: 49		Cumulative % of delegates attended: Height Safety Training = 82%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/23 to 31/03/24
Summary of Current Performance		
<p>During this training year, four height safety mop-up courses were planned to capture staff that didn't attend in the previous training year. 40 staff attended, this equates to 82% of the target number of delegates planned for the year.</p> <p>On the fourth and final course that took place on 21/02/24, reasons for staff not attending include staff on long term absence and two members of staff on amended duties. These individuals will work through development plans when they return to full duties.</p>		
What actions will be required to improve performance?		
Additional mop up courses have been planned for 2024/25 to support staff returning to full duties.		

## SWV Training

Target number of delegates for year was initially 318, but this changed to 222 after a review of the CFRS SWR response model, the change occurred part way through the year:

- Day 1 = 159 initially, revised to 111
- Day 2 = 159 initially, revised to 111

Cumulative % of delegates attended:  
 Combined day 1 and 2 = 80% initially, but 114.5% following removal of two stations requiring the SWV skill.

Status at the end of the previous training year – both days

Current Status - both days

Reporting period:

01/04/23 to 31/03/24



### Summary of Current Performance

A total of 254 staff attended this training over the year, exceeding the amended target of 222. The target was amended mid-year (following the water response review) which no longer required Widnes and Ellesmere Port to maintain the SWV skill. New development FF's who gained the skill during their training course also increased the number of staff attending.

The plan was to run 20 **SWV Day 1 courses** throughout the training year, but only 17 courses were required. A total of 122 people attending, exceeding the amended target of 111.



The plan was also to run 20 **SWV Day 2 courses** throughout the training year, but only 19 courses were required with 132 people attending throughout the year.



### What actions will be required to improve performance?



During 2024/25, there will be 20 courses consisting of two days for re-validation of this skill. This will include Congleton staff that are currently being up-skilled to SWR level.






## Incident Command Training


Level 1 WM7 Training Day 1 & 2		
Target number of delegates for year: 320 <ul style="list-style-type: none"> <li>Day 1 = 160</li> <li>Day 2 = 160</li> </ul>	Actual cumulative % of delegates attended: 139%	
Status at the end of the previous training year	Current Status	Reporting period: 01/04/23 to 31/03/24
		
Summary of Current Performance		
<p>A total of 443 members of staff attended the training days. This includes 200 staff completing the Day 1 training days and 243 staff completing the Day 2 training days. A total of 21 Day 1 courses and 30 Day 2 courses were held throughout the year.</p> <p>To ensure appropriate staffing levels, full pump crews were detached for the training, therefore some people completed the course who do not have the skill hence why the target was exceeded. Some staff also attended as a development opportunity due to an interest in attaining an ICA skill.</p> <p>Note - During the year, six delegates that were required to attend the Day 1 training day did not attend due to sickness. Six delegates that were required to attend the Day 2 training day did not attend due to sickness.</p>		
What actions will be required to improve performance?		
<p>Training day contents are uploaded as a mandatory completion for staff who missed the training day. - the delivery of Level 1 Training Days has successfully achieved the target with 443 staff attending.</p>		



Level 1 WM7 Assessment		
Target number of delegates for year: 80	Actual cumulative % of delegates attended: <ul style="list-style-type: none"> <li>Assessment = 110%</li> </ul>	
Status at the end of the previous training year	Current Status	Reporting period: 01/04/23 to 31/03/24
		
Summary of Current Performance		
<p>Over the training year, 80 Level 1 assessments were originally planned, this number was exceeded and OATT delivered 88 assessments. The target was exceeded to support Service Delivery needs due to retirements, promotions and transfers, etc.</p>		
What actions will be required to improve performance?		
<p>None - the delivery of Level 1 WM7 assessments has successfully achieved the target of completing 88 assessments.</p>		

Level 1 ICA Assessment		
Target number of delegates for year: 80		Actual cumulative % of delegates attended: 116%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/23 to 31/03/24
Summary of Current Performance		
<p>The plan was to conduct 80 assessments in total throughout the year, which was achieved with 93 assessments completed. There was an increase in appetite for staff to gain the ICA skill following attendance as part of the pump crew for Level 1 training days.</p>		
What actions will be required to improve performance?		
<p>None - the delivery of Level 1 ICA assessments has successfully achieved the target of completing 93 assessments.</p>		

Level 2 Assessments		
Target number of delegates for year: 15		Actual cumulative % of delegates attended: 127%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/23 to 31/03/24
Summary of Current Performance		
<p>The plan was to conduct 15 assessments in total throughout the year, which was achieved with 19 assessments completed. This target was exceeded due to promotions and some staff requiring re-assessments following a period of further development.</p>		
What actions will be required to improve performance?		
<p>None - the delivery of Level 2 assessments has successfully achieved the target of completing 19 assessments.</p>		



Level 3 Assessments		
Target number of delegates for year: 4		Actual cumulative % of delegates attended: 125%
Status at the end of the previous training year	Current Status	Reporting period:
Not reported		01/04/23 to 31/03/24
Summary of Current Performance		
<p>The plan was to conduct four assessments in total throughout the year, which was achieved with five assessments actually being completed. This equates to 125% of delegates attending.</p>		
What actions will be required to improve performance?		
<p>None - the delivery of Level 3 assessments has successfully achieved the target of completing five assessments.</p>		

Level 4 Assessments		
Target number of delegates for year: 4	Actual cumulative % of delegates attended: 150%	
Status at the end of the previous training year	Current Status	Reporting period: 01/04/23 to 31/03/24
Not reported		
Summary of Current Performance		
The plan was to conduct four assessments in total throughout the year, which was achieved with six assessments completed. This equates to 150% of delegates attending.		
What actions will be required to improve performance?		
None - the delivery of Level 4 assessments has successfully achieved the target of completing six assessments, the additional assessment were due to an Area Manager assessment board.		

Level 2/3 Days		
Target number of delegates for year: 72 <ul style="list-style-type: none"><li>Day 1 = 36</li><li>Day 2 = 36</li></ul>	Actual cumulative % of delegates attended: 102.5%	
Status at the end of the previous training year	Current Status	Reporting period: 01/04/23 to 31/03/24
		
Summary of Current Performance		
In Q1, four Level 2 /3 Day 1 training days were held with 38 members of staff attending.		
In Q3, four Level 2/3 Day 2 training days were held with 36 members of staff attending.		
Over the eight days 74 members of staff attending the training, which exceeds the planned target of 72 staff. We had some Watch Managers who attended the training days as part of their own development.		
What actions will be required to improve performance?		
None - the delivery of Level 2/3 training days has successfully achieved the target with 74 people completing the training.		

### Practical Incident Command Course (PICC)

Target number of delegates for year: 84	Actual cumulative % of delegates attended: 127%
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Status at the end of the previous training year	Current Status	Reporting period:
		01/04/23 to 31/03/24

#### Summary of Current Performance



Four courses were held in Q3 with a total of 62 delegates attending. And three courses were held in Q4 with a total of 45 delegates attending. That's a total of seven courses with a total number of 107 delegates, exceeding the target of 84.

To ensure appropriate staffing levels, at times full pump crews had to be detached for the training, therefore some people completed the course as a pump crew, hence why the target was exceeded. Development firefighters are now also required to attend the PICC as part of their development pathway.

#### What actions will be required to improve performance?

None - the delivery of PICC has successfully achieved the target with 107 members of staff attending. A full review of the PICC training days is currently underway to improve the delivery model.

## Driver Training

EFAD Training		
Target number of delegates for year: 72		Actual cumulative % of delegates attended: 103%
Status at the end of the previous training year	Current Status	Reporting period: 01/04/23 to 31/03/24
		
Summary of Current Performance		
<p>This training year has been challenging for the Driving School. Driving Instructor (DI) illness, recruitment of four new DIs requiring development and a demand for an increased number of EFAD trained drivers have been managed accordingly. One seconded full time Driving Instructor returned to Service Delivery part way through the year. The new DIs are making good progress working through their development and working towards being registered on the NFCC DI database.</p> <p>Despite the challenging year, the following has been achieved:</p> <ul style="list-style-type: none"> <li>• 72 EFAD refreshers have been delivered (compared to 54 last year).</li> <li>• 22 LGV initials have been delivered (compared to 19 last year) with new drivers moving on to EFAD training.</li> <li>• 15 EFAD initials (capacity is two candidates per course) have been delivered resulting in 27 new EFAD drivers now supporting Service Delivery</li> <li>• 3 RRRU courses have been delivered resulting in the RRRU programme starting on all allocated, On Call stations</li> <li>• 4 HRET courses have been delivered.</li> <li>• 4 Officer Blue Light courses have been delivered and 8 OBL refresher courses have also been delivered.</li> <li>• The driving school has supported the passing out of Service Delivery drivers with station based specialist appliances, this includes 14 drivers at E-Port for the new Water Carrier appliance.</li> </ul>		
What actions will be required to improve performance?		
<p>The third full time DI is working towards competence in his new role, this is expected to be completed by Autumn 2024. In addition, three associate DIs are working through their development which will add more resilience to the department.</p> <p>All new recruits and migration/inter service transferees will complete LGV courses as part of their basic training. This includes 9 wholtime apprentices that will complete their training in August and up to 12 migration staff before Christmas 2024.</p>		