



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Training Strategy 2020 – 2025



**Working together
for a safer Scotland**

1. INTRODUCTION

Publishing a Training Strategy for the Scottish Fire and Rescue Service (SFRS) is essential in providing a clear direction for the development and delivery of high quality training. This will ensure that our staff have the Knowledge, Understanding and Skills necessary to effectively deliver the services required of them. The Training Strategy supports the intended outcomes of the SFRS Strategic Plan 2019-22, the findings of the Training and Employee Development (TED) Review and complements the People and Organisational Development (POD) Directorate plans.

The Scottish Fire and Rescue Service (SFRS) Strategic Plan sets out a clear vision for the development of our most important asset - our staff: "Training plays an essential role in installing safety critical, technical, operational and organisational skills and leadership, to enable our workforce to fully support and engage in the design and delivery of excellent services." This commitment is underpinned by a statutory obligation, as provided by the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012, to secure the provision of training for people employed within the Service. The Service also has a responsibility under the Health and Safety at Work Act 1974 to ensure the health, safety and welfare at work of its employees. This includes the provision of high quality learning, training and development to ensure all employees are competent and safe to perform their roles.

In preparing the Training Strategy the needs of the organisation, teams and individuals are taken into consideration however, the requirement to balance these needs provides a challenge to all managers across the service. Whilst the emphasis of the Training Strategy is targeted at supporting operational development activity, the needs of all SFRS employees remains an integral component of POD work plans.

With increasing pressure on public sector finance the challenge remains to provide the right training and development opportunities at the right time to the right people as cost effectively as possible to ensure our staff are prepared for the challenges they face. Forging strong links across the United Kingdom with other Fire and Rescue Services and with National Operational Learning (NOL) processes, together with the intrinsic internal link already in place with Operational Assurance (OA) will assist us in meeting this challenge and will also ensure that SFRS is at the forefront in pioneering new technologies and innovative working practices.

Whilst the Training Function has overall responsibility for developing, facilitating and delivering training it is incumbent upon all staff within the organisation to actively engage in the process of identifying their training needs, recording these and engaging in performance management processes (including Staff Appraisal) as a tool to promote continuous individual and organisational improvement.

The Training Strategy presents an aspirational, overall objective supported by a range of challenging priorities that are further broken down into key themes from which managers can identify and develop initiatives, objectives and work plans to support the delivery of the wider strategic direction. In delivering the Strategy, it will be necessary for managers to work along with their teams to develop short, medium and longer-term objectives and work both within their individual Functions and more importantly across Functions to secure best value and efficient delivery.

The success of this Strategy will be achieved by the combined and coordinated efforts of all staff, supported and guided by competent, efficient and motivated managers. Together, this will drive continuous improvement and help improve the skills and knowledge of the whole workforce whilst reflecting the core SFRS values of Safety, Teamwork, Respect and Innovation.

John Dickie

Director of Training, Safety and Assurance

2. TRAINING STRATEGY 2020 – 2025

Objective

The overall Strategic Objective of the Training Function is:

"To develop and deliver high quality training and development to support organisational and individual performance throughout the Scottish Fire and Rescue Service with a clear focus on safety and the pursuit of excellence."

This represents the mission statement for the Training Function.

Priorities

To deliver the strategic objective the following priorities have been established.

1. To Implement the recommendations of the Training and Employee Development Review.
2. Work in Partnership with other Directorates, to identify, develop and deliver risk critical training and development to those who need it, when they need it.
3. To ensure that the National Training Standards are revised to provide a framework which allows for controlled flexibility in the application of training delivery and supports the delivery of training and development across all duty systems and working patterns at both National and Local levels.
4. To ensure that all training and development delivered is aligned to a training needs analysis at individual, team and organisational levels.
5. To ensure that the resources, facilities and sites used for delivering training and development are fit for purpose, provide realism and address the risks identified through the Service Delivery Model Programme.
6. To ensure accurate, robust and detailed recording of both training and development that has been undertaken and any training needs that are identified.
7. To strive for continuous improvement in all our development, delivery and management activities for the benefit of the Organisation, our customers and our staff.

3. KEY THEMES

Key themes have been identified to support delivery of the objective, priorities and provide a guide to the key areas for managers to focus their attention and efforts towards. The themes are not prescriptive but represent areas for consideration and actions. The themes relate to:

Organisational and Individual Development

- Consider the range of knowledge and skills required by our staff to enable them to develop their understanding and competence, to acquire new knowledge and skills and to maintain competency in existing skills. This must be linked at individual, team and organisational levels.
- That all opportunities are explored to ensure that the most effective training and development opportunities are selected, delivered and regularly reviewed in the

most appropriate way incorporating any learning obtained through National Operational Learning (NOL) or Operational Assurance (OA) processes.

- This should include engagement with other UK Fire and Rescue Services and Internationally, as well as other providers where appropriate.

Management of Knowledge and Skills

- To ensure that the delivery methods and working patterns allow the knowledge and skills of the training

4. TRAINING STRATEGY PRIORITIES

staff to be available when required, considered in terms of resilience and managed through a succession planning process.

- To ensure that those delivering training are suitably trained and experienced in the subjects that they are delivering.
- That knowledge management and succession planning are key components of the development and delivery plans for training.

Safety and Risk Assessment

- To embed safety as integral to all training and development activity, with the principles of risk assessment and Health and Safety Guidance Note 65 (HSG 65) employed to manage risks.

Training Needs

- That all staff take responsibility for contributing to identifying their individual training and development needs.
- To ensure that the individual, team and organisational needs are recorded and used as a key driver for directing future training and development planning.
- That there is a process for each individual to record their training and development needs as well as any training activity undertaken.

Training Delivery

- To ensure that there is a clear understanding of who needs developed or trained, when, and ensure that training and development staff are available to support the efficient delivery of training and development wherever it is needed.
- To review the Training Business Partnering Model to align with the recommendation for a de-centralised delivery model as recommended within the Training Review (see Appendix 1)
- To ensure that the delivery models, and working patterns are suitable and support the promotion of work/home life balance without the need for excessive overtime or other additional working hours.
- That the delivery of training and development makes maximum use of resources and facilities to enhance the experience of those being developed.
- To consider the need to maintain the facilities and resources used to deliver training and development and consider the need for a plan to ensure these are subject to ongoing review.

Best Value

- To ensure that every delivery method, duty and shift patterns in use by the Training Function is subject to scrutiny both internally and externally to ensure that they remain efficient, fit for purpose and allow the identification of opportunities to improve on performance and capture best practice where it exists.
- That training needs analysis at all levels should be used to inform the most efficient means of delivering training and development.

Performance Management

- That all training and development activity undertaken should be considered as a key component of the Service's performance management framework.
- That the performance management framework for training and development undertaken at individual and team levels are closely aligned to maximise opportunities for learning.

Measurement, Quality Assurance and Governance

- To ensure that systems are in place to record and monitor individual competency, including all core and specialist skills, across each of the SFRS duty systems.
- That all training and development records are subject to regular and routine audit and inspection with outcomes related to the performance management system.
- Quality must be at the centre of all activity carried out with a clear focus on what is to be done and what standard is to be achieved with a focus on identifying good practice and areas for continuous improvement at individual, team and organisational level.
- Quality and performance must be integral to everything that is done and the responsibility of all staff to work towards supporting and delivering outcomes that provide quality results and add value.
- To ensure that work carried out under the auspices of this Strategy is well managed and adheres to the governance process of the SFRS.

Values

- To ensure that the work carried out under the auspices of this Strategy is harmonious with the Values of the SFRS.

	P1	P2	P3	P4	P5	P6	P7
	To implement the recommendations contained within the Training Review 2020	To ensure that all necessary risk critical training and development is identified and delivered to those who need it, when they need it	To ensure that the training delivery methods and shift systems support delivery of training and development across all duty systems and shift patterns	To ensure that all training and development delivered is based upon a training needs analysis at individual, team and organisational levels	To ensure that the resources, facilities and sites used for delivering training and development are fit for purpose, provide realism and address the risks identified through the Service Delivery Model Programme	To ensure accurate, robust and detailed recording of training and development undertaken and any training needs identified	To implement a process of continuous improvement in all our development, delivery and management activities for the benefit of the organisation, our customers and our staff
Values	✓						✓
Measurement, Quality Assurance and Governance	✓	✓	✓	✓	✓	✓	✓
Performance Management	✓	✓	✓			✓	✓
Best Value	✓	✓	✓	✓			✓
Training Delivery	✓		✓		✓		
Training Needs	✓	✓		✓		✓	
Safety and Risk Assessment	✓	✓			✓		✓
Management of Knowledge and Skills	✓		✓	✓	✓		
Organisational and Individual Development	✓	✓		✓			

Table 1: Training Strategy 2020 – 2025

5. TRAINING STRATEGY KEY THEMES

Key Themes	P1	P2	P3	P4	P5	P6	P7
Organisational and Individual Development							
Consider the range of skills and knowledge required by our staff to enable them to develop their understanding and competence, to acquire new skills and knowledge and maintain competency in existing skills. This must be linked at individual, team and organisational levels.		Q4 2024		Q4 2024			
That all opportunities are explored to ensure that the most effective training and development opportunities are selected and delivered in the most appropriate way incorporating any learning obtained through NOL or OA processes. This should include engagement with other Fire and Rescue Services, and other providers where appropriate.	Q3 2023	Q4 2024					
Management of Knowledge & Skills							
To ensure that the delivery methods, duty and shift patterns ensure that the knowledge and skills of the training staff are available when required, considered in terms of resilience and managed through a succession planning plan.	Q3 2023		Q1 2021		Q4 2024		
To ensure that those delivering training are suitably trained and experienced in the subjects that they are delivering.	Q4 2023				Q4 2024		
That knowledge management and succession planning are key components of the development and delivery plans for training.			Q1 2024	Q1 2021			
Safety & Risk Assessment							
To ensure that safety is integral to all training and development with the principles of risk assessment and Health and Safety Guidance note 65 (HSG 65) employed to manage risks.	Q3 2023	Q4 2024			Q4 2024		Q4 2020
Training Needs							
To ensure that the individual, team and organisational needs in terms of training and development are recorded and used as a key driver for directing future training and development.	Q3 2023					Q1 2022	
That there is a process for each individual to record their training and development needs and activity undertaken.	Q1 2022					Q1 2022	
That all staff take responsibility for contributing to identifying their individual training and development needs.		Q4 2024		Q4 2024			
Training Delivery							
To ensure that there is a clear understanding of who needs developed or trained, when, and ensure that training and development staff are available to support the efficient delivery of training and development wherever it is needed.	Q3 2023		Q1 2021		Q4 2024		
To review the Training Business Partnering Model to align with the recommendation for a de-centralised delivery model as recommended within the Training Review.	Q3 2023				Q4 2024		

Table 2: Training Strategy Key Themes

Key Themes	P1	P2	P3	P4	P5	P6	P7
Training Delivery							
To ensure that the delivery methods, duty systems and shift patterns are deliverable and support the promotion of work/home life balance without the need for excessive overtime or other additional working hours.			Q1 2021				
That the delivery of training and development makes maximum use of resources and facilities to enhance the experience of those being developed.	Q3 2023				Q4 2024		
To consider the need to maintain the facilities and resources used to deliver training and development and consider the need for a plan to ensure these are subject to ongoing review.					Q4 2021		
Best Value							
To ensure that all and every delivery method, duty and shift patterns in use by the Training and Development Function is subject to scrutiny both internally and externally to ensure that they are efficient, fit for purpose and identifying opportunities to improve on performance and capture best practice where it exists.	Q3 2023		Q1 2021				Q4 2020
That training needs analysis at all levels should be used to inform the most cost effective and efficient means of delivering training and development.		Q4 2024		Q4 2024			
Performance Management							
That all training and development activity undertaken should be considered as a key component of the performance management framework.	Q3 2023						
That the performance management framework and training and development undertaken at individual and team levels are closely aligned to maximise opportunities for learning.		Q4 2024	Q1 2021			Q1 2022	
That individual, Functional and organisational performance is monitored and reported and adopts the SMART criteria in setting of objectives.	Q3 2023	Q4 2024					Q4 2020
Measurement, Quality Assurance and Governance							
That all training and development records are subject to regular and routine audit and inspection with outcomes related to the performance management system.						Q4 2020	Q4 2020
To ensure that work carried out under the auspices of this Strategy is well managed and adheres to the governance process of the SFRS; quality and performance must be at the centre of all activity carried out with a clear focus on what is to be done and what standard is to be achieved. There is a responsibility for all staff to work towards identifying and delivering good practice and areas for continuous improvement at individual, team and organisational level.	Q4 2020	Q4 2024	Q1 2021	Q4 2024	Q4 2024	Q1 2022	Q4 2020
Values							
To ensure that the work carried out under the auspices of this Strategy is harmonious with the Values of the SFRS.	Q3 2023						Q4 2020

6. APPENDIX 1

