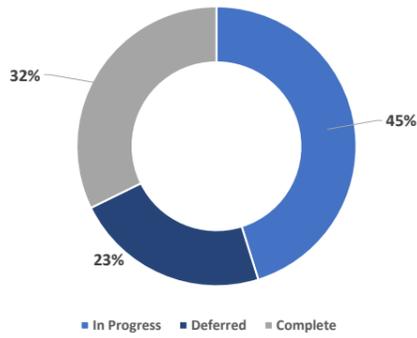


## HMFSI Training of RDS Personnel - Action Plan Progress

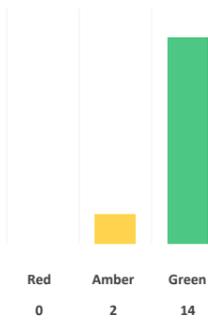
| Updated       | Next Update |
|---------------|-------------|
| February 2021 | May 2021    |

| Status      | Count |
|-------------|-------|
| In Progress | 14    |
| Deferred    | 7     |
| Complete    | 10    |

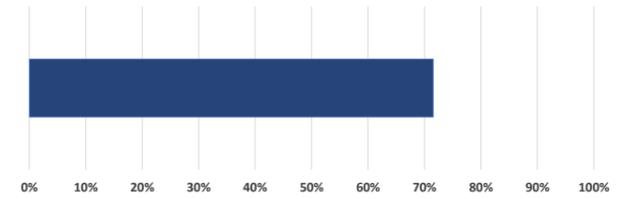
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| Recommendations where no action identified | 6 |
|--|---|



In Progress RAG Rating



Overall Progress 72%



| HMFI Recommendation   | Action Ref | Action Description   | Action Owner       | Due Date | Revised Due Date | Status      | Progress Update Commentary  | % Complete | Completion Date | RAG   | Evidence |
|---|------------|--|--------------------|----------|------------------|-------------|---|------------|-----------------|-------|----------|
| 1. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review alternative venues to deliver the training.   | 1.1        | Review Task and Task Management (TTM) Course to consider modularisation and local delivery options.  | GC Lorna Yuill     | Sep-20   | Nov-20           | Complete    | 18 November 2020: Task and Task Management (TTM) training is currently being undertaken at a variety of Training Centres across Scotland. Each of the intake candidate locations are assessed against venues which are stood up to facilitate as near to local delivery as viable and possible. Extensive engagement with TTM candidates has evidenced that as long as they are fully cited on the training demands of the role at recruitment then new candidates find the 10 day format isn't an issue. The current TTM Course, however, has been designed in a modular format and can be split to accommodate the needs of candidates and venues with the 10 day normal format reconfigured to 8 condensed days at our Western Isles, Orkney & Shetland (WIOS) sites. This can be facilitated in any format as long as the full content is delivered. A pilot of a revised TTM Course format is being facilitated at Dumfries Training Centre and the evaluation results from this will be incorporated into future course content.<br><b>17 February 21: Delivery can be facilitated in a flexible format for the full course content. Engagement with RVDS candidates will be established via recruiting managers to cite them on the rolling scheduled of national course dates to assist candidates with forward planning and securing leave from primary employment to attend. Where attendance at a national course cannot be met, the ability to deliver locally and flexibly can now be facilitated.</b> | 100%       |                 | Green |          |
| 1. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review alternative venues to deliver the training.   | 1.2        | Review local delivery options for the Breathing Apparatus (BA) elements of Red, Amber and Green (RAG) Assessments.   | GC Lorna Yuill     | Sep-20   | Mar-21           | In Progress | 18 November 2020: The BA Initial Course is currently delivered at a variety of venues across the country, with the addition of Stornoway, Isle of Lewis. These same venues are also used to facilitate RAG Assessments nationally by Local Senior Officer Area Training staff. These assessments are scheduled and delivered locally by Training Instructors as near to the point of candidate need as is practicable.<br><b>17 February 21: Delivery site options have been explored as far as practicable, however, COVID has undoubtedly impacted any potential additional access to sites outwith the SFRS portfolio. As per 18 November 2020 update these assessments are scheduled and delivered locally by local Training Instructors as near to point of candidate need as practicable.</b>   | 90%        |                 | Green |          |
| 1. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review alternative venues to deliver the training.   | 1.3        | Review BA Initial Course to consider modularisation and local delivery options.  | GC William Pollard | Sep-20   |                  | Complete    | <b>17 February 21: The review of the BA Initial Course is now complete. The course can be delivered at a variety of venues with a view of providing the nearest suitable venue to the candidates to reduce travel. This has been supported by the completion of a pilot BA Initial Course on Western Isles, Orkney and Shetland (WIOS) Local Senior Officer area.</b>   | 100%       |                 | Green |          |
| 4. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the involvement of RDS firefighters in course design.   | 4.1        | Create the opportunity for Retained and Volunteer Duty System (RVDS) staff to be involved within the course creation / review process, including Training for Operational Competence (TFOC) modules. | GC Lorna Yuill     | Sep-20   |                  | In Progress | 18 November 2020: Extensive engagement with RDS course candidates is carried out as part of their course attendance and debrief process which is factored into ongoing course review. This will form part of the wider review of TFOC which will be considered within the Training Continuous Improvement Plan.<br><b>17 February 21: The RVDS Support Group is being created to support the National Retained &amp; Volunteer Leadership Forum (NRVLF) which includes Rural Full Time Post Watch Commanders RFT WCs and this will assist with improving RVDS representation within decision making forums relating to recruitment and training. Timeline extended due to COVID impacts. The TFOC aspect of this action is linked to action 7.2.</b>  | 75%        |                 | Green |          |
| 4. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the involvement of RDS firefighters in course design.   | 4.2        | Implementation of a de-centralised business partnering model for training delivery.  | AC David Leishman  | Mar-23   |                  | In Progress | Work continues around this element and forms part of the 5 year Training Strategy. This strategy has been agreed by Strategic Leadership Team and will now move to be presented to the Scottish Fire and Rescue Service (SFRS) Board.<br><b>18 November 2020: This will form part of the wider implementation Programme of recommendations from the Training Review and will be supported by the recent appointment of the Project Manager.</b>   | 25%        |                 | Green |          |
| 5. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the time taken in some locations to complete the remainder of the RTC operators' course where relevant. | 5.2        | Review RVDS Contract of Employment to ensure that expectations for completing development pathway training are understood and agreed prior to employment.  | Geri Thomson       | Mar-21   |                  | In Progress | 18 November 2020: The proposals for new RVDS T&Cs have been rejected by the Trade Unions. Further updates will be provided when available. The Development to Competent Policy consultation process is on track to commence in Quarter 3.<br><b>17 February 21: Following early engagement a working group was established to progress the development of the policy and encourage standardisation in approach. This includes a re-evaluation of the Assessor/Verifier programme;</b>   | 70%        |                 | Green |          |

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| 6. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the extent that all training centres teach to the national policy and procedures (but recognising the need for variations, due to the availability of differing equipment). | 6.2  | NTS to be reviewed and new electronic format introduced.  | GC William Pollard  | Mar-22 |        | In Progress | 18 November 2020: This review is on going with information being gathered from various Training Workstreams across SFRS. An initial review to ensure consistency and accuracy is scheduled to be completed by the end of November 2020 with a further full review planned by March 2022. The standardisation of the terminology and procedures has taken cognisance of variance currently experienced throughout the country.<br><b>17 February 21: An initial light review of the Training Standards has been concluded. The process to re-format and revise content has commenced with a priority list being established supported by the production of an implementation plan.</b> | 40% |  |  |
| 6. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the extent that all training centres teach to the national policy and procedures (but recognising the need for variations, due to the availability of differing equipment). | 6.3  | Training notes to support NTS to be created where appropriate.  | GC Mark Gallacher   | Mar-23 |        | In Progress | 18 November 2020: The production of Training Notes will follow on from the full review of the NTS and will form part of the work within the Continuous Improvement Programme.<br><b>17 February 21: A plan for the further production of Training Notes relating to Urban Search and Rescue (USAR), Water Rescue and Breathing Apparatus (BA) is in development having cognisance of the proposed due date of March 2022.</b>   | 40% |  |  |
| 9. Maintenance of Skills - the SFRS should consider the availability and suitability of IT resources at RDS stations to support training;   | 9.2  | Explore options for interlinking through the Finance, People & Training Systems Group   | Andy Scott          | Apr-24 |        | In Progress | 18 November 2020: A Stakeholder meeting was facilitated during October with a UIG session now to be convened. This will form part of the PTFA Project.<br><b>17 February 21: We still wait the scheduling of the next User Intelligence Group (UIG) that form part of the People, Training, Finance and Assets System (PTFAS) Project.</b>  | 60% |  |  |
| 9. Maintenance of Skills - the SFRS should consider the availability and suitability of IT resources at RDS stations to support training;   | 9.3  | Seek to improve broadband capacity at RDS stations in the new Wide Area Network (WAN) contract  | Greg Aitken         | May-21 |        | In Progress | 18 November 2020: The new Wide Area Network (WAN) contract, has now been evaluated and is currently with Procurement for quality review and awarding. Any new contract is likely to take up to 12 months to roll out (400 sites involved).<br><b>17 February 21: New contract awarded and implementation due to begin at start of March 21.</b>   | 30% |  |  |
| 10. Maintenance of Skills - the SFRS should consider reviewing the method for assessing competence;   | 10.1 | Explore the potential for the completion of e-learning assessment to automatically update pdiPRO account and establish options for any identified improvements. | Andy Scott          | Mar-21 |        | In Progress | 18 November 2020: No further update this reporting period.<br><b>17 February 21: This feature will be captured as a requirement within the People, Training, Finance and Assets System (PTFAS) project and we await the next scheduled User Intelligence Group (UIG) meeting.</b>   | 85% |  |  |
| 10. Maintenance of Skills - the SFRS should consider reviewing the method for assessing competence;   | 10.2 | Review methods of assessing technical competence so as not to rely solely upon electronic assessments and establish options for any identified improvements.    | Nicole Mulvey       | Mar-21 |        | In Progress | 18 November 2020: Actions and content of 'lite' modules are being considered in order to ascertain the correct approach to assessment.<br><b>17 February 21: Assessment methodologies are in place for the light module which has been developed. As this module is now complete, an options paper will be drafted to provide a range of options for consideration, this will reflect the current quality standards.</b>  | 80% |  |  |
| 11. Maintenance of skills - the SFRS should consider the delivery of more practical training for RDS staff with a reduction in theory content.  | 11.1 | Guidance to be introduced which outlines the expected use of training packages and re-directs focus upon practical application training.                        | AC David Leishman   | Mar-21 |        | In Progress | 18 November 2020: Work on a Guidance Note giving direction to Staff with an emphasis on the practical application of skills has commenced.<br><b>17 February 21: An initial draft guidance note is being produced and will be circulated to business partners as part of the consultation process prior to publication. As part of the 'LITE' module development as referenced in Action 7.2, the balance of theoretical and practical application will be considered and readdressed for a more focused delivery requirement.</b>  | 80% |  |  |
| 11. Maintenance of skills - the SFRS should consider the delivery of more practical training for RDS staff with a reduction in theory content.  | 11.2 | Take elements from MOI course to create learning modules accessible to all (including RVDS).  | Nicole Mulvey       | Mar-21 |        | In Progress | 18 November 2020: Scoping for this action has commenced and appropriate materials and information for the project are being considered.<br><b>17 February 21: First draft of learning materials has now been produced. These will be shared via LCMS in order to offer accessibility to all, whilst providing a more flexible approach. Consolidation of this learning is required and a programme of events will be drafted and the approach consulted with the appropriate working group. Methods of evaluation will be included within the draft assessment approach as previously discussed. (line 34)</b>  | 50% |  |  |
| 17. Incident Command Training - The SFRS should provide initial ICL1 command courses for RDS staff with IC responsibilities.  | 17.1 | Modularised version of the ICL1 course to be reviewed by Training Function and LSO Areas with implementation based on findings.                                 | GC Stuart Watson    | Mar-21 |        | In Progress | 18 November 2020: This course has now been reviewed and will be delivered at identified Training Centres during the first quarter of 2021.<br><b>17 February 21: ICL1 modular course content now in the final stages with the Incident Command Team finalising the scenarios to align with facilities available at different stations / venues across SFRS. Some additional work is ongoing to PDRpro to enable ICL1 modular training to be recorded electronically and support the process.</b>  | 90% |  |  |
| 21. Other Observations - The SFRS should consider introducing optional RDS manager seminars to enhance the opportunities for networking, practical training and learning.   | 21.1 | SDMP (RVDS Project) members to consider cost benefit analysis of a wider introduction of seminars across the Service.   | DACO John MacDonald | Mar-23 |        | In Progress | 18 November 2020: This element is now being considered as part of the wider Communications and Engagement element of the RVDS Strategy within the Service Delivery Model Programme. The topic will also be discussed at the next meeting of the RVDS National Leadership Forum to establish if any early progress can be made.<br><b>17 February 21: This work is going to transfer over to the RVDS National Leadership Forum and ownership of the action is to be transferred to GC Gavin Hammond.</b>  | 75% |  |  |
| 6. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the extent that all training centres teach to the national policy and procedures (but recognising the need for variations, due to the availability of differing equipment). | 6.1  | Agree process with LSOs on the allocation of training modules for each station should be aligned to the station risk profile, vehicle and equipment available.  | AC Rab Middlemiss   | Mar-21 | Mar-22 | Deferred    | This element forms part of the scoping of the Service Delivery Model Programme (SDMP). This action is deferred until the identification of station profiling is complete. It is proposed the Training Function will work with LSOs in identifying the requirements of each station.<br>Phase 2 of the SDMP was originally due to complete in March 2021, however due to the impact of COVID the due date for this has now moved to September 2021.<br>This will be reassessed in March 2021.  |     |  |  |

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| 7. Maintenance of Skills - the SFRS should consider the content and relevance of RDS TFOC packages, and amend accordingly.  | 7.1  | Combination of appropriate sets of modules.  | GC Dave Leishman    | Mar-21 | Deferred | 18 November 2020: A Gantt chart has been developed providing a proposed timeframe for consideration of specific module content, amendments and amalgamation opportunities. Following the review of the Annual Operating Plan (AOP) that was instigated by the Strategic Leadership Team, it is proposed that this action within the AOP is deferred and to be re-considered for next year.  | 15%  |        |   |   |
| 7. Maintenance of Skills - the SFRS should consider the content and relevance of RDS TFOC packages, and amend accordingly.  | 7.2  | Creation of "LITE" modules for maintenance phase use.  | Andy Scott          | Mar-23 | Deferred | 18 November 2020: A gantt chart has been developed providing a proposed timeline for the development of LITE modules and is tied in with action point 7.1. Following the review of the Annual Operating Plan (AOP) that was instigated by the Strategic Leadership Team, it is proposed that this action within the AOP is deferred and to be re-considered for next year.  | 15%  |        |   |   |
| 12. Driver Training - The SFRS should consider providing LGV driving courses in remote and Island locations to minimise the personal impact to RDS staff.   | 12.1 | No further action can be taken at this time pending review of course structure to accommodate new statutory obligations and dependant on Island impact assessment. This will be reassessed in June 2021.   |                     |        | Deferred |   |      |        |   | Whenever possible, the option to deliver the course locally is considered. However, this is not always possible due to the negative impact on the limited capacity available within the small pool of driver trainers. This will also be impacted by pending legislative changes to the Road Safety Act 2006 (Regulation 19) which dictates a minimum course duration of two weeks with a 2:1 student / driver ratio. |
| 12. Driver Training - The SFRS should consider providing LGV driving courses in remote and Island locations to minimise the personal impact to RDS staff.   | 12.2 | De-centralisation of business partnering model.  | GC Stephen McCurry  | Mar-20 | Deferred | Business case for 4 additional driver trainers across SFRS was successful (July 2020). 3 of these posts to be put within North SDA. No further action can be taken at this time: pending review of course structure to accommodate new statutory obligations. Linked to 12.1 below which is also deferred. This will be reviewed in June 2021.  |      |        |   |   |
| 15. High Reach Appliance Training - The SFRS should ensure RDS firefighters are able to maintain both their core skills and high reach operational competence.  | 15.1 | No action proposed at present as this is the same training standards required for all High Reach Appliance Operators and the balance of this is being monitored within LSO Areas. This will also form part of the Station Appliance Review work being progressed, which will also consider the current High Reach Appliance Strategy and ROSE Project progress prior to implementation of any related recommendations. This will be reassessed in June 2021. |                     |        | Deferred |   |      |        |   |   |
| 16. High Reach Appliance Training - consider crewing the high reach appliance with members of staff using different crewing model.  | 16.1 | SDMP's Station and Appliances Review Project and the associated Demand Based Duty Systems Project to consider options crewing the high reach appliance with members of staff using a different crewing model within the scope of their respective projects.  | DACO John MacDonald | Mar-23 | Deferred | The location, availability, crewing and duty system for special appliances will be considered as part of the wider SDMP Station and Appliance Review and Demand Based Duty Systems projects. These projects will also link with the Operational Strategy review being undertaken by the Response and Resilience function. Phase 2 of the SDMP was originally due to complete in March 2021, however due to the impact of COVID the end date stop for this has now moved to September 2021. This will be reassessed in March 2021.   | 40%  |        |   |   |
| 1. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review alternative venues to deliver the training.   | 1.4  | Compile and submit requests to Asset Management for any remaining BA equipment needed.   | GC William Pollard  | Jul-20 | Complete | An analysis of our BA Training Sites has been undertaken to identify additional equipment needs. This will facilitate the ability for elements of the BA Initial Courses to be delivered locally. This equipment analysis is being finalised for submission to Asset Management for consideration. The development of a Carbonaceous Fire Behaviour Training (CFBT) Strategy will identify any further work required to enable local delivery programmes for BA Refresher Training. <b>18 November 2020: Request for BA equipment submitted via ACO. Dickie on 3 November 2020. This includes 18 x Thermal Imaging Cameras, 3 x Portable CFBT Aids (known as 'Dolls</b> | 100% |        | ✓ |   |
| 2. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the current timescales allocated for the training.  | 2.1  | No action required. Response to this recommendation is captured within recommendation 1.   |                     |        |          |   |      |        |   |   |
| 3. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the course content and methods of delivery.   | 3.1  | No action required. Response to this recommendation is captured within recommendation 1.   |                     |        |          |   |      |        |   |   |
| 5. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the time taken in some locations to complete the remainder of the RTC operators' course where relevant.   | 5.1  | Agree process with LSOs for ensuring that expectations for completing development pathway training are understood and agreed prior to employment and are suitably managed thereafter.  | AC Rab Middlemiss   | Mar-21 | Complete | The Road Traffic Collision (RTC) Operators Course is an integral part of the Trainee Firefighter Development process, facilitated locally at a time and venue mutually acceptable by the LSO Area and Trainee. The time taken is often governed by the Trainees' ability to attend. Discussion has been undertaken at the Strategic Business Partner Forum. This meeting forum is monthly and allows an opportunity for all Service Delivery Area representatives to feedback into the process dynamically. <b>18 November 2020: &lt;Please provide update here&gt;</b>   | 100% |        | ✓ | Strategic Business Partner Forum monthly meetings in place to allow LSOs and their teams to feedback and into the process.  |
| 6. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the extent that all training centres teach to the national policy and procedures (but recognising the need for variations, due to the availability of differing equipment). | 6.4  | A Training Quality Assurance process and audit programme to be devised and introduced with good practice shared across the Service.  | GC Graeme Hay       | Mar-20 | Complete | SFRS Training Delivery Assurance Policy and Procedure is now in place which addresses the quality assurance process.  | 100% |        | ✓ | Training Delivery Assurance Policy and Procedure in place.  |
| 8. Maintenance of Skills - the SFRS should consider engagement with RDS staff when developing TFOC packages in the future.  | 8.1  | No action required. Response to this recommendation is captured within recommendation 4.   |                     |        |          |   |      |        |   |   |
| 9. Maintenance of Skills - the SFRS should consider the availability and suitability of IT resources at RDS stations to support training;   | 9.1  | Engage with ICT to explore Single Sign-on functionality  | Andy Scott          | Jan-21 | Complete | 18 November 2020: Scoping exercise is now complete. Single Sign-on functionality is not available currently. However, this will be included as a functional specification via the People, Training, Finance & Assets (PFTA) Project.  | 100% |        | ✓ |   |
| 13. Driver Training - The SFRS should consider using third party providers to deliver LGV training.   | 13.1 | No action required. Response to this recommendation is captured within recommendation 12.  |                     |        |          |   |      |        |   |   |
| 14. Driver Training - The SFRS should consider delivering EFAD training courses on remote islands to reflect topography and risk.   | 14.1 | No action required. Response to this recommendation is captured within recommendation 12.  |                     |        |          |   |      |        |   |   |
| 18. Incident Command Training - The SFRS should provide alternative venues and delivery methods for the initial ICL1 command course.  | 18.1 | No action required. Response to this recommendation is captured within recommendation 17.  |                     |        |          |   |      |        |   |   |
| 19. Incident Command Training - The SFRS should develop a quality assurance process for the delivery of ICA and ICL1 courses.   | 19.1 | Extend Quality Assurance process to incorporate ICA Course training delivery.  | GC Stephen McCurry  | Mar-21 | Complete | Quality Assurance process in place for Incident Command. Linked to Action 6.4.  | 100% | Aug-20 | ✓ | Training Delivery Assurance Policy and Procedure in place.  |

|   |      |   |               |        |  |          |  |      |        |   |  |
|---|------|---|---------------|--------|--|----------|--|------|--------|---|--|
| 20. Other Observations - The SFRS should review the current arrangements across the Service for RDS training support and the standard of training being delivered, and where relevant, share good practice. | 20.1 | A Training Quality Assurance process and audit programme to be devised and introduced with good practice shared across the Service. | GC Graeme Hay | Mar-21 |  | Complete | Audit process has been implemented across all training sites. Good practice being captured through the assurance process as well within the Directorate. Linked to Action 6.4  | 100% | Aug-20 | ✓ | Training Delivery Assurance Policy and Procedure in place. |
| 22. Other Observations - The SFRS should utilise the exit interview process with RDS staff to better understand their reasons for leaving to implement improvements to the RDS training environment.        | 22.1 | Analysis of the collective reasons for leaving the SFRS and the production of a supporting action plan.                             | Mary Corry    | Mar-21 |  | Complete | When an employee resigns or retires from SFRS, they are given an opportunity to complete an exit questionnaire as part of the process. The questionnaire provides employees with an opportunity to express their views on a number of areas including their role, communications, line manager, working relationships and the environment and any general feedback. These opinions are reviewed and discussed with relevant stakeholders to improve and enhance the experience of all staff working across SFRS. | 100% | Aug-20 | ✓ | Exit Interviews Policy and Procedure in place.             |
| 22. Other Observations - The SFRS should utilise the exit interview   | 22.2 | Implementation of Action Plan to deliver identified improvements.   | Mary Corry    | Mar-22 |  | Complete | Process now identified as detailed above. Outcomes identified then passed to appropriate business partner to manage  | 100% | Aug-20 | ✓ | Training Delivery Assurance Policy and Procedure in place. |