



The Scottish Fire Services College
at the centre of excellence

Annual Report 2008 - 2009

Introduction

In January 2007 the Scottish Government in partnership with the Chief Fire Officers Association Scotland published the revised Learning and Development Strategy for the Scottish Fire and Rescue Services. The Learning & Development Strategy identifies six Strategic Issues and a number of supporting strategic objectives. The Scottish Fire Services College, part of the Scottish Government, will play a key role in the achievement of these strategic objectives and the SFSC published a Business Plan in April 2007 and an updated plan in April 2008 to state how these strategic objectives would be achieved.

The Business Plan was developed in consultation with SFRS Learning & Development Managers and the CFOA(S) Learning & Development Group. A wide range of specific objectives were identified as a result of the consultation process and this was followed by a review and rationalisation of these by the SFSC Management Team¹. For each specific objective timescales and resources were allocated.

The Business Plan superseded the SFSC Service Plan, however the planning process will remain the same with an annual cycle of reporting on the achievement of objectives, review of existing objectives and identification of new objectives as appropriate. In fact many of the specific objectives identified within the Business Plan had their origins in the last Service Plan published in 2005.

This Annual Report provides details of progress made during 2008-2009 on all of the specific objectives identified in the 2008 Business Plan.

¹ Review & rationalisation by the SFSC Management Team reduced the overall number of objectives, in many cases this was as a result of amalgamation of similar themes. For audit purposes all these original objectives kept their unique reference number, hence the reference numbers in this document are not consecutive.

Strategic Issue 1: Supporting the SFRS to deliver the Community Planning Agenda

Strategic Objectives (from SFRS Learning & Development Strategy):	1.1 Creation of a learning and development framework that will support the SFRS to develop the strategic, tactical and operational capacity for Community Safety	1.2 Develop a flexible programme of learning and development opportunities to support the Community Safety agenda by addressing the development needs of all groups of staff as new demands emerge from the FRS IRMP's	1.3 To support the SFRS to make their full contribution to local Community Planning Partnerships
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Functional Plans 2007-2010 – Strategic issue No.1

Ref	Specific objective	Actions identified in Business Plan	Actions Taken to date	Project Manager	Carried forward to 2009/10
1.12	Produce a community safety development plan for the college.	Using the results of the community safety TNA, identify gaps between existing provision and skills required. Identify key stakeholders.	Discussions have taken place with CFOA(S) regarding developmental training programme. Access to middle manager CS course at Police Training College been secured for FRS personnel. Decided that opportunity for multi agency working should be explored in place of requirement to produce a development plan for the college.	Resource Manager, Programme Manager	YES (but revised to reflect change in requirement))
1.22	Review the role of e learning and the SFSC LCMS in the delivery of Community Safety training/Development	Legislative FS & CFS e learning modules to be reviewed by FS Contractor Investigate means of increasing awareness and usage linked with the development programme.	Both the Legislative Fire Safety and the Community Fire Safety E Learning modules were revised in light of changes in legislation. The Legislative module is now used as pre learning for the Fire Safety modules and the Community Fire safety module for the Trainee Fire-fighter programme Objective achieved	Resource Manager, Head of Programme Delivery	NO
1.31	Secure working relationships with other agencies	Review current relationships with key partners. Explore ways in which SFSC can establish improved lines of	SFSC now represented on CFOA (S) Community Fire Safety Forum and taking an active role in building relationships.	Programme Manager	YES (but incorporated into 1.12)

	working in community Planning/Safety training & development.	communication and sharing of good practice. To establish contact with new chair of CFS Forum Relates to 1.12			
1.13	Research appropriate programmes for people in Fire Safety legislative roles (in line with the NOS).	Seek accreditation for existing modules. Research options for the delivery of Fire Engineering solutions. Identify suitable suppliers.	Review of requirements in relation to Fire Engineering learning & development complete. Review of format of FS modules nearing completion. Objective achieved.	Resource Manager, Programme Manager	YES (but revised to reflect implementation on stage)

Strategic Issue 2: Supporting the SFRS to maintain and develop the resilience capacity required to deliver effective emergency provision

Strategic Objectives (from SFRS Learning & Development Strategy):	2.1 Create a learning and development framework that will support the fire and rescue service to deliver strategic, tactical and operational responses to meet the full range of roles and incident types	2.2 Support the development of multi-agency interoperability	2.3 To support the SFRS to play a more significant part in contingency provision
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Functional Plans 2007-2010 – Strategic issue No.2

Ref	Specific Objective	Actions identified in Business Plan	Actions Taken to date	Project Manager	Carried Forward to 2009/10
2.10	Contribute to the review & analysis of the SFRS training needs analysis relating to the New Dimensions agenda.	Participate in the Training Needs Analysis Group to determine training requirements for USAR Water/Flooding Hazmats	Agreement made with Workforce Development Group to review TNA Report with a view to ensuring greater accuracy of assessment of needs.(see 4.10) Work progressed in development of training programmes for specialist roles in relation to	Director of Training, Head of Programme Delivery	YES (but combined with 2.12)

		Line rescue Mass Decontamination etc	water rescue and USAR.		
2.12	To contribute to the development of continuation training for personnel in specialist rescue(as informed by TNA)	As for 2.10	As for 2.10	Director of Training, Head of Programme Delivery	YES (but combined with 2.10)

Strategic Issue No. 3: Supporting the achievement of 'Best Value' Service delivery (efficiency, economy, effectiveness and equality in Service Delivery)

Strategic Objectives (from SFRS Learning & Development Strategy):	3.1 Create a learning and development framework that supports the SFRS to embed a culture of efficiency and productivity	3.2 To support the SFRS to develop collaborative methods of working and create effective partnerships	3.3 Support the sharing of good practice in Service delivery
	3.4 To support the SFRS to strengthen front line accountability and have efficient and effective governance		

Functional Plans 2007-2010 – Strategic issue No.3

Ref	Specific Objectives	Actions Identified in Business Plan	Actions Taken to date	Project Manager	Carried Forward to 2009/10
3.12	To assist the SFRS in securing membership of a Sector Skills Council	Work with devolved administrations and CLG to draw up an SLA with SfJ.	Acting on behalf of Devolved Administrations and in direct negotiation with CLG, an SLA and all subscription arrangements finalised with SfJ. UK FRS to become members of SfJ as of 1 st April 2009. Objective complete and new objective to be set for arrangements to deliver SLA objectives. SLA to be developed with SfJ Scotland.	Director of Training, L&D Manager.	NO

3.31	Review the process for adding course materials to the virtual college	Work with ISIS and supplier to define requirements for authoring at SFSC.	Efficient & Effective systems have been put in place for the addition of SFSC course materials to the virtual college. Additional resources have been secured to carry out regular risk critical checks on core materials.	L&D Project Officer	YES (but needs to be revised to reflect ongoing process)
3.42	Review the timescale for the bidding of and allocation of centrally funded training programmes	Consult with L&D Managers and providers particularly FSC regarding practicable timescales. Propose new timescale & seek agreement.	New timetable for issue of the Prospectus was agreed with CFOA(S) L&D and Workforce Development Group and implemented. The prospectus was sent out to all SFRS in October 2008, bids were received in November 2008 and allocations determined by Workforce Development Group in December 2008. Services informed of allocations in early February 2009. Objective achieved.	Resource manager	NO
3.43	Carry out a review of existing evaluation methods for all SFSC delivered programmes	Map existing evaluation methods & their application. Create a framework for evaluation. Implement	Requirement for such a review superseded by work conducted re QA pathways for SFSC delivered programmes. Further progression dependent on outcome of additional work relating to TNA. (see 4.10)	Resource Manager/ Head of Programme Delivery/L& D Manager	YES (but to be incorporated in a wider obj. looking at quality assurance systems)
3.14	Produce & implement the SFSC 'e' delivery strategy	Review of LCMS. Production of a single 'e' delivery strategy for all aspects of college business. Full revision of learning materials & information sources.	Detailed research was undertaken on the Service and user experience of SFSC e-systems. The key findings of this work has informed priority areas of development for the LCMS and PDR. Work on a full strategy and 5 year programme of work was initiated, and will be completed in 2009/10	L&D Project Officer	YES

Strategic Issue No. 4: Support the organisational development of the SFRS workforce

Strategic Objectives (from SFRS Learning & Development Strategy):	4.1 Develop frameworks and systems for learning and development, including the continuing development of the IPDS, to deliver a safe, competent and motivated workforce	4.2 To develop leadership and management capacity that supports the Scottish Fire and Rescue Services to meet future organisational needs	4.3 Support the SFRS in embedding a system of values to support cultural change
	4.4 Support the SFRS in achieving a culture of continuous improvement through the management of organisational, team and individual performance	4.5 Support the SFRS in the maintenance of skills required to deliver effective employee relations	4.6 To support the SFRS in building a diverse workforce that is representative of the communities it serves and that promotes equality, fairness and dignity in the treatment of all employees

Functional Plans 2007-2010 – Strategic issue No.4

Ref	Specific objective	Actions identified in Business Plan	Actions Taken to date	Project Manager	Carried Forward to 2009/10
4.10	Contribute to the comprehensive review & analysis of the SFRS training needs. (linked with 2.10 & 3.43)	Participate in the Training Needs Analysis to determine training requirements for all roles excluding those relating to the New Dimensions agenda.	CFOA(S) published TNA report in mid 2008. Highlighted need for further work to refine data and to determine methodology for ongoing TNA. Agreement secured with CFOA(S) for further analysis to be undertaken by independent consultant. Specification to be prepared and procurement arrangements to be undertaken.	Director of Training, Head of Programme Delivery	YES
4.14	Investigate feasibility of introducing an accredited training programme for SFRS Instructors (including	Identify appropriate programme/material. Pilot course. Implement	This objective has been superseded by more comprehensive requirement to review QA and accreditation arrangements for all train the trainer programmes.	Head of Programme Delivery, Resource Manager	YES (but will be revised in light of work being carried out on QA systems)

	SFSC Instructors).				
4.21	Continue to develop the middle and strategic management development programme.	Introduce action learning (depending on outcome of pilot), pilot coaching initiative, maintenance of skills, chartered director & deputy director programmes.	In addition to provision developed in 2008/09, Executive Coaching, seed corn funding for coaching frameworks within Services and a calendar of topical events were successfully introduced.	L&D Team	YES
4.41	Manage & review quality assurance for ADC's	Collection of robust & legally defensible assessment tools. Validation of all assessment tools.	A standardised quality assurance process for ADCs across the 8 SFRS is now in place and a full set of policy documentation has been developed and shared with Services.	L&D Manager	YES
4.44	Investigate and secure 3 rd party accreditation/QA process (link to 3.43)	Review existing accreditation process and gaps. Assess effectiveness of current process. Identify further needs for accreditation. Put in place 3 rd party QA for career & contribution framework.	A programme of work to develop a full quality assurance framework for learning and development activities has been initiated in partnership with Skills for Justice. Work will begin in April 2009.	L&D Manager, Resource Manager	YES (but will be revised)
4.45	Continue to provide support to SFRS in the training & development of Assessors and Verifiers	Identification of nature and extent of support required from SFRS. Appoint provider and manage contract.	This programme of work has continued, in line with SQA and Service requirements. The SFSC has met Service needs for this provision.	L&D Team	YES
4.61	Continued implementation of the recommendations from the equality & diversity review of all learning and development	Implement SFSC actions from SG diversity & disability action plans. Implement necessary changes to existing programmes. Revise the equality and diversity e-learning module	All staff to attend SG diversity awareness programme. All Managers have received EQIA training and all staff scheduled to receive SG diversity training as an ongoing process. Plans for revision of E learning module commenced. Objective complete.	Director of Training	NO

	activity.				
4.62	To continue to develop a personal development record system for all SFRS Personnel.	Carry out a full strategic review of the PDR pro system. Develop the system in line with the career & contribution framework for the SFRS. Provide support to SFRS in the continued roll out of the system.	A full strategic and technical review of the system was undertaken during 2008/09. A work programme has been initiated, responding to the key priorities identified through this work, for implementation from 2009 onwards.	L&D Project Officer	YES
	Create a nationally devised development programme (local delivery), based on the NOS, for Control Operator.	Carry out strategic review of workforce development of Control staff.	No action taken to date. Awaiting outcomes of the CFOA Working Group.	Head of Programme Delivery/ Director of Training, ODC Manager	YES
	Research appropriate knowledge & understanding for all specialism in the FRS	Commission subject matter experts to carry out reviews of various specialisms.	Work complete for Fire Investigation and Fire engineering specialism. Further work required to look at how these qualifications will align with the Qualifications Pathway.	Director of Training, Head of Programme Delivery. Resource Manager.	YES (but to be revised)
4.46	Contribute to the review of the Fire fighter Development Programme	Work with the Fire Fighter Development Group in the review of the packages. Determine suitable formats for use by SFRS.	The SFSC has co-ordinated risk critical updates to the packages, in partnership with the Scottish FRS.	L&D Project Officer, Programme Manager	YES

Strategic Issue No. 5: Maintaining and developing further strategic partnerships for learning and development

Strategic Objectives (from SFRS Learning & Development	5.1 Champion a strategic partnership framework in support of the collaborative	5.2 Build, grow and share valued expertise in learning and	5.3 Create new partnerships in pursuit of a comprehensive learning
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Strategy):	implementation of a Scottish wide learning and development strategy across the SFRS	development across the SFRS	and development framework for the SFRS
	5.4 To influence the wider Learning and Development agenda in Scotland	5.5 To grow and mature the Scottish Influence on the UK Fire and Rescue Service Learning and Development agenda	

Functional Plans 2007-2010 – Strategic issue No.5

Ref	Specific Objective	Actions identified in Business Plan	Actions Taken to date	Project Manager	Carried Forward to 2009/10
5.21	Develop a communications strategy between SFSC and SFRS.	Standing agenda item on SFSC Management mtg. Review current communications, terms of reference of stakeholder meetings and attendance at such meetings.	A survey of Scottish FRS views on L&D Team communications was undertaken in 2008/09. A restructuring of L&D Team business and approach to work was undertaken during this financial year to respond to the key feedback from the survey. Regular Service visits were undertaken throughout the year by all key areas of the business.	SFSC Management team.	YES
5.31	Continue to explore links to training collaboration with Scottish Police College eg delivery of scene of crime training and civil contingencies	Continue to establish key contacts in SPC. Scope out areas of possibility of joint training. Consult with SFRS.	A programme of joint learning events have been developed with Tulliallan, Scottish Government and other key public sector bodies. Good practice sharing between a range of sectors, in the areas of e-learning and leadership development has also provided effective results.	Director of Training	YES (but to be revised to reflect wider collaboration ie ambulance/prison service colleges)

Strategic Issue No. 6: Securing effective collaborative arrangements, resources and facilities required for the delivery of Best Value learning and development interventions

Objectives:	6.1 To maximise the use of local, regional and UK resources for the best value delivery of the Learning and Development framework	6.2 To embed systems of quality assurance an standards for learning and development across the SFRS	6.3 To maximise the use of technological innovations in the delivery of learning and development interventions
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Functional Plans 2007-2010 – Strategic issue No.6

Ref	Specific Objective	Actions Identified in Business Plan	Actions Taken to Date	Project manager	Carried Forward to 2009/10
6.12	Develop further the relationship with SULF in relation to the acquisition of core skills.	Identify supporting mechanisms eg. LCMS of SFSC.	Objective achieved. Head of Programme Delivery now attending quarterly meetings with ULF to discuss developments in Scotland. Presentation on Skills for Life initiative made to CFOA(S) L&D.	Head of Programme Delivery.	YES
6.23	Implement recommendations from liP Review, Cultural Audit & Staff Survey.	Consider recommendations once published and determine plan of action.	Objective achieved. All SFSC staff have attended SG Equalities training day. IODA appointed to deliver EQIA training for middle & senior managers. All policies & procedures at SFSC now being equality impact assessed.	Director of Training,	NO
6.31	Identify key performance indicators for SFSC business	Standing Agenda item on SFSC Management mtg. Gather existing information Identify gaps Put in place recording/management system	No progress made to date. Awaiting outcome of SFRAU operational assessments.	SFSC Management Team	YES

GLOSSARY

CFOA(S) – Chief Fire Officer’s Association Scotland
EQIA – Equality Impact assessment
FFDP – Fire Fighter Development Programme
L&D – Learning & development
LCMS – Learning Content Management System
SULF/ULF – Scottish Union Learning Fund
IiP – Investors in People
NOS – National Occupational Standards
PDRpro – Personal development recording System
TNA – Training Needs Analysis`