



The Scottish Fire Services College
at the centre of excellence

Business Plan 2009 - 2010

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, plays a key role in the achievement of these strategic objectives and this Business Plan lists each one of the strategic issues and their associated objectives and identifies a number of specific objectives and the functional plans in place in order to achieve them.

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 the next stage was a review and rationalisation of these by the SFSC Management Team. For each specific objective timescales and resources were allocated.

This Business Plan has superseded the SFSC Service Plan, however the planning process will remain the same with an annual cycle of reporting on the achievement of objectives, review of existing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 have their origins in the last Service Plan published in 2005.

The Business Plan is a dynamic, evolving document regularly updated to reflect achievements and developments in respect of the specific objectives. This Plan represents the start of year 3 of the rolling business planning process and supersedes the 2008-2010 Plan.

Beyond 2009/10

Given that this is the final year of a three year process one significant objective for this financial year will be the determination of a Business Plan for 2010/2011 and beyond. A specific objective for the SFSC Management Team for this year is therefore to review the business planning process and in light of the forthcoming publication of the National Framework to review the aims and objectives of the SFSC in light of this document.

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
What we have done to date:	<ul style="list-style-type: none"> • Three and a half day module on Community Fire Safety already included in the Fire Fighter Foundation Programme – also available as a stand alone module • Community Fire Safety E Learning module available via virtual college • Fire Safety Modules 1, 2 & 3 being delivered at SFSC • Fire Risk Assessment programme delivered at SFSC • One week community safety community planning event run twice yearly aimed at SFRS middle managers and partners from councils, health boards etc • Fire Safety Legislation Programme for all managers • Fire Fighting Development Programme includes modules on Community Fire Safety • Delivery of Fire Setter training at SFSC 		
Our focus and contribution:	<ul style="list-style-type: none"> • Compliance with the Fire (Scotland) Act 2005 and the subsequent publication of a Fire and Rescue Framework for Scotland which highlights fire safety and risk management as critical components of SFRS service delivery • To take account of the CFOA Business Plan which places community safety at the core of SFRS Integrated Risk Management Plans – and the CFOA Community Risk Management Group • Scottish Government Community Planning Forum to be taken into account • Place an emphasis on the shift from a predominantly reactive role of intervention towards a more proactive role of prevention • Awareness of the cultural shift and development of new skills required • Contribution to the CFOA targets: <ul style="list-style-type: none"> Number of Home Fire Safety Visits per 1000 domestic properties number of incidents resulting in casualties per 10,000 population Number of fatal and non fatal casualties per 10,000 population Number of accidental dwelling fires per 10,000 population • Work with CFOA(S) on the accreditation & credit rating of the Fire Safety Modules. • Work with CFOA(S) on access & delivery arrangements in Scotland for Fire engineering solutions module/qualification 		

Functional Plans 2007-2010 – Strategic issue No.1

Ref	Specific objective	Actions	Key Partners	Time scale	Outcomes	By whom
1.12	To support Community Safety Learning & Development at all levels within the SFRS	To collaborate with stakeholders to provide appropriate development opportunities. Attend the CFS Forum and the training sub group of the Community Planning Network	CFOA(S) L&D CFS Forum	Mar 10	Comprehensive Learning & development community safety/community planning programme for all roles.	Head of Programme Delivery
1.13	Introduce a revised accredited training programme for fire safety and fire engineering.	Work with Contractor to identify new format for training delivery. Procure Fire engineering training.	CFOA(S) L&D	Sept 09 & Mar 10	Accredited Fire Safety & Fire engineering training programme in place.	Resource Manager, Head of Programme Delivery

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
What we have done to date:	<ul style="list-style-type: none"> Water Rescue Training provider secured, delivery of Water rescue technician & Instructor courses. Flood Incident Management courses funded. USAR tunnelling & shoring courses funded. 		
Our focus and contribution:	<ul style="list-style-type: none"> Developing the role of the SFRS beyond fire related activities – in line with the Fire (Scotland) Act 2005; Civil Contingencies Act (2004) and the Scottish Capabilities Programme – all of which have emerged from the increased threat of global terrorism and impact of severe weather events 		

Functional Plans 2007-2010 – Strategic issue No.2

Ref	Specific Objective	Actions	Key Partners	Timescale	Outcomes	By Whom
2.10	Contribute to the review & analysis of the SFRS training needs analysis relating to the National Resilience agenda.	Work with capability sub groups for USAR, Flooding, DIM/Mass decon to identify training requirement and determine appropriate accreditation routes for train the trainer programmes.	CFOA(S) L&D, Intervention, WDG.	Sept 09	A full report outlining nature of training required at all roles, the numbers requiring training and identifying where the training should be carried out ie. National, regional, local.	Director of Training, Head of Programme Delivery

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		
What we have done to date:	<ul style="list-style-type: none"> • Third party quality assurance on management development • Increased delivery at Scottish Fire Service College rather than Fire Services College • Fire Fighters Development programme – available on line 		
Our focus and contribution:	<ul style="list-style-type: none"> • Demonstrating commitment and leadership • Ensuring accountability • Ensuring sound governance at a strategic and operational level • Compliance with equal opportunities arrangements • Maintaining and developing strategic partnerships for learning and development • Being responsive and consultative • Managing resources soundly • Minimising environmental impact and makes a contribution to sustainable development • Using review and options appraisal • Building and improving partnerships with the CLG, Fire Service College, Centre of Excellence • Working within the application of Best Value duty laid out in the Local Government in Scotland Act (2003) and the 		

	<p>recent reports published by Minister for Finance and Public Service reform</p> <ul style="list-style-type: none"> • Securing effective public scrutiny and accountability arrangements in line with best practice models of governance
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Functional Plans 2007-2010 – Strategic issue No.3

Ref	Specific Objectives	Actions	Key Partners	Time scale	Outcomes	By Whom
3.43	Identify appropriate accreditation routes and QA systems for all nationally funded programmes.	Brief Skills for Justice on requirement to carry out a review on SFGSC delivered programmes. Work with existing training providers where appropriate to identify accreditation routes. Stipulate accreditation requirement in all procurement of training.	CFOA (S) L&D, WDG	Mar 10	A comprehensive accredited and quality assured training programme delivered to the SFRS.	Head of Programme Delivery, Resource Manager

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
What we have done to date:	<ul style="list-style-type: none"> • Firefighter foundation programme is accredited by an SVQ • Supervisory Management programme leads to an HNC • First level evaluation currently takes place via a structured debrief and evaluation forms • Instructional staff developed via A & L units • Instructional staff also completed Equality, Fairness and Diversity NVQ • Scottish newsletter produced and distributed 		
Our focus and contribution:	<ul style="list-style-type: none"> • Recognition that the SFRS most valuable resource in the delivery of the 'modernising agenda' is its workforce • Ensuring people have the opportunity to maintain and improve their skills within an coherent personal development system • Ongoing implementation of IPDS • Changes to nationally agreed terms and conditions of employment • Removal of statutory discipline and appointments and promotion regulations • Moving away from centralised Human Resource Management models and devolvement of more responsibility for performance management, development and progression of staff to line managers • The increasingly flexible and varied work patterns, more diverse work communities, increased range of risks and statutory responsibilities • Growing the emphasis on accountability and governance • To ensure IPDS is mainstreamed into the everyday activity of the SFSC • To ensure a mutually agreed, robust and legally defensible process for recruitment and development • Contribute towards the CFOA targets of : <ul style="list-style-type: none"> *Minority ethnic employees as a percentage of total employees (benchmarked against the ethnic minority population in each FRS area) *Female employees as a percentage of total employees *Female employees promoted as a percentage of all employees promoted *Wholetime firefighters who have achieved SVQ level 3 (operations in the community) as a percentage of all wholetime firefighters *The percentage of: a) rider shifts lost due to sickness and light duties and b)working time lost to sickness for all other staff *Major incident plans completed as a proportion of major incident scenarios identified 		

Functional Plans 2007-2010 – Strategic issue No.4

Ref	Specific objective	Actions	Key Partners	Timescale	Outcomes	By Whom
4.10	Determine a training delivery model for Scotland based on training needs and value for money assessments.	Commission research to reassess TNA data and provide reliable analysis. Utilise this data to inform work on QA systems and value for money assessments.	CFOA(S)L&D WDG	Mar 10	An agreed training delivery model identifying national, regional and local delivery based on quality and value for money criteria.	Director of Training, Resource Manager
4.14	Assess implications for SFSC Delivery Team of introduction of accreditation routes & QA systems for training delivered. (linked with 3.43)	Work with SfJ to identify actions to be taken for BAI and RTCI training delivery.	CFOA (S) L&D, WDG	Mar 10	An appropriate staffing structure in place to ensure successful implementation of accredited training programmes	Head of Programme Delivery, Resource Manager
4.21	Continue to develop and deliver against the middle and strategic management development programme.	Fund & co-ordinate access to leadership and management qualifications. Co-ordinate a calendar of non-accredited leadership and management events & courses. Support Services to implement coaching and provide access to Executive Coaching Complete pilot of e-toolkits Evaluate and benchmark provision. Explore opportunities to	CFOA (S) L&D, HE colleges/Univ ersities SLF	March 10	A comprehensive development programme in place for middle/strategic managers.	L&D Team, Resource Manager

		utilise action learning. Produce comprehensive communications programme				
4.41	Manage & review quality assurance for ADCs	Complete consultation and publish comprehensive QA policies and procedures Provide QA Services to Scottish FRS Produce Annual Report on key trends and findings	SFRS Capita CFOA(S) HR Function	Mar 10	Standardised ADCs across the 8 SFRS. Fair system for recognising and developing potential Succession planning improved.	L&D Manager
4.44	Investigate and secure 3 rd party accreditation/QA process (link to 3.43)	<u>SVQ</u> Maintain and run the Scottish FRS SVQ Centre Identify emerging and best practice, to inform Scottish FRS practices Co-ordinate system changes to support introduction of revised Ops in the Community NOS Provide Services with access to Assessor and Verifier development <u>Workplace Appraisal</u> Develop detailed business processes in support of the QA of workplace appraisal Provide QA Services	3 rd party accreditors/ quality assurors	Mar 10	Pilot draft workplace appraisal QA processes. Full implementation of workplace appraisal QA processes. Ongoing maintenance of SVQ centre	L&D Manager, Resource Manager

		Produce and Annual Report on key trends and findings.				
	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. <i>Awaiting outcomes of the CFOA Working Group.</i>	CFOA(S) L&D, L&D Management Board, Control Working Group	Mar 09	An Action Plan in place to introduce workforce development for Control staff which takes into account the revised NOS for Control staff.	Head of Programme Delivery/ Director of Training, ODC Manager
	Research appropriate knowledge & understanding for all specialisms in the FRS	Tbc in the context of TNA	WDG FRSVSG	Mar 09	A development framework in place for all specialisms.	Director of Training, Head of Programme Delivery. Resource Manager.
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. Commence an initial risk critical review of all the FFDP packages in the agreed sequence. An exercise to identify groupings of packages that can be reviewed simultaneously. Make risk critical changes to packages, if required and upload onto the LCMS with immediate	CFOA (S) L&D, L&D Management Board, SFRS	Aug 09	Up to date and user friendly FFDP available via SFSC LCMS	L&D Project Officer, Programme Manager

		effect. Consider long term & sustainable methodologies for ensuring the content of the packages remains current and accurate. The seconded officer will report project progress in August 2009.				
4.6.1	To contribute to the Scottish FRS work on Equality & Diversity through a structured programme of work	Identify potential areas where central activity and provision would create significant impact on this agenda, including a review of the purpose and format of the equality and diversity e-learning package. Carry out a review of the equality and diversity input to trainees	CFOA(S) SFRS SFRAU	March 10	A clear picture of E&D development practices across Scottish FRS Recommendations on areas where SFSC action would positive contribute to national agenda.	L&D Team

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

Strategic Objectives (from SFRS Learning & Development Strategy):	5.1 Champion a strategic partnership framework in support of the collaborative implementation of a Scottish wide learning and development strategy across the SFRS	5.2 Build, grow and share valued expertise in learning and development across the SFRS	5.3 Create new partnerships in pursuit of a comprehensive learning 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	
What we have done to date:	Train the Trainer programmes with services to allow cascade of PDR Pro Work with Local Authorities, Police and Health Services within the Community Planning Services		

	Collaborate with SFRS & provider in the design, delivery and evaluation of the supervisory programme Second week of fire investigation programme carried out with scene of crime officers and pathologists
Our focus and contribution:	<ul style="list-style-type: none"> • Ongoing commitment to the Scottish wide learning and development strategy • Pursuit of partnerships with a wide range of stakeholders working to a shared vision

Functional Plans 2007-2010 – Strategic issue No.5

Ref	Specific Objective	Actions	Key Partners	Time scale	Outcome	By Whom
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.	CFOA (S)	Mar 10	More effective consultation process and clearer understanding of remit of various Groups and Meetings. Greater use of website & other key communication channels in communicating with stakeholders.	SFSC Management team.
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. Continue to work collaboratively with SPSC on joint leadership and management events/delivery. Deliver a cross-public sector Chartered Director Programme for the Scottish public sector.	Scottish Police College SFRS, SG FCCD	Sept 08	Sharing of good practice. More cost effective training programmes.	Director of Training

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 and 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
What we have done to date:	<p>Collaboration with the Fire Services College to develop e learning modules BAI carried out in partnership with Lothian & Borders Fire and Rescue Service RTCI courses carried out with Police and Paramedics at Tulliallan Speakers from various services talk at the Community Fire Safety module Instructors from the various services contribute to the Urban Search and Rescue module</p>		
Our focus and contribution:	<ul style="list-style-type: none"> • Quality Assurance • Setting standards for delivery • Policy development and review • The geographically diverse nature of Scotland and the part time working arrangements of some staff. • Further develop the modular approach to learning and development • Realisation of benefits derived from greater collaboration in the best use of local learning and development facilities • Guidance to SFRS's in making their own decisions as to how best to deliver learning and development in light of their own local circumstances, priorities and needs 		

Functional Plans 2007-2010 – Strategic issue No.6

Ref	Specific Objective	Action	Key Partners	Times cale	Outcomes	By Whom
6.12	Identify opportunities to work with SULF for the delivery of training on the acquisition of core skills for the SFRS	Continue to liaise with SULF to identify opportunities for collaboration.	SFRS SULF	Mar 09	Increased range of development opportunities for all employees Avoid duplication of delivery Clearer understanding of SULF/SFRS/SFSC	Head of Programme Delivery, Programme Manager
6.31	Identify key	Standing Agenda item on SFSC	SFSC	Mar 10	Easier to access key management	SFSC Management

	performance indicators for SFSC business	Management mtg. Gather existing information Identify gaps Put in place recording/management system	Audit Scotland SQA		data for justification of funding, continuous improvement, planning of future programmes etc	Team
6.3.2	Identify emerging technological innovations and trends and, where central provision provides efficiency of scale, delivery centralised IT systems for the 8 Services.	Develop 5 Year E-Strategy Deliver upgrade to LCMS interface and functionality. Identify and co-ordinate appropriate instructional design and assessment techniques for new e-learning packages Deliver upgrade to PDRpro interface and recording of training functionality	CFOA(S) Expert providers	Mar 10	Improved user experience of systems Up to date and relevant material and systems Increased impact of systems on front line business of Services Reduced costs for roll-out Increased usage and adoption levels across Scotland	L&D Manager L&D Project Officer