

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
TRAINING OF RDS PERSONNEL**

<p>Recommendation 1</p>	<p>The SFRS should consider the personal impact on new-entrant Retained Duty System (RDS) firefighters attending their initial Task and Task Management and Breathing Apparatus training courses and review alternative venues to deliver the training.</p>
<p>Position statement at May 2020</p>	<p>New entrants attending initial task and task management courses can attend at a large number of venues in localities across all three Service Delivery Areas to minimise the need for avoidable travel. Methods of delivery are flexible within the modular format and can be delivered either locally or nationally, however, the ability to run local courses is directly related to the number of available candidates within each locality in order to ensure sufficient numbers for viability.</p> <p>There has been an expansion in potential venues for Retained Duty System (RDS) Task and Task Management over the past three years, including the use of Oban, Kilmarnock, Elgin, Peterhead and Falkirk in addition to Training Centre sites. While such an approach has increased the overall Training Function's capacity in this area, this has often been achieved at short notice and with re-allocation of resources from multiple sites.</p> <p>Breathing Apparatus (BA) acquisition courses require attendance at bespoke locations in order to complete fire behaviour and carbonaceous elements of training. SFRS has invested significantly to provide Compartment Fire Behaviour Training (CFBT) training units across a range of locations to minimise the requirement to travel for this training.</p> <p>The 12 Core training modules programme includes Breathing Apparatus (BA) to enable elements of distance learning for RDS personnel. Work is being undertaken to confirm additional Breathing Apparatus (BA) equipment required to support training delivery needs at National and Regional Training Centres. This is being extended to support local area training delivery. A request will be submitted to Asset Management to progress this equipment.</p>
<p>Position in relation to Training Review at May 2020</p>	<p>In order to deliver on the primary recommendation of the review, which is to de-centralise training and to deliver training as close to the point of need as is practicable, an internal review of the Task and Task Management (TTM) Course content and modularisation has commenced for Retained and Volunteer Duty System (RVDS). In order to relate this to the Her Majesty's Fire Service Inspectorate (HMFSI) recommendation, this review of Task and Task Management (TTM) Course content will be extended to the Retained and Volunteer Duty System (RVDS) Breathing Apparatus (BA) Initial Course with options for improved localised delivery incorporated within this.</p> <p>Similarly, the work undertaken to identify additional Breathing Apparatus (BA) equipment within our Training Centres will be extended to review the needs within local areas. This action supports Recommendation 31 of the Training Review - Additional equipment for local Breathing Apparatus (BA) acquisition training. Where candidate numbers prove viable, the Training Review recommends local delivery of courses wherever practicable.</p>
<p>Action 1.1 Action Owner : Lorna Yuill</p>	<p>Review Task and Task Management (TTM) Course to consider modularisation and local delivery options.</p>
<p>Closing position statement at November 2020</p>	<p>Delivery can be facilitated in a flexible format for the full course content. Engagement with On Call 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.</p>

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<p>Action 1.2 Action Owner : Lorna Yuill</p>	<p>Review local delivery options for the Breathing Apparatus (BA) elements of Red, Amber and Green (RAG) Assessments.</p>
<p>Closing position statement at May 2021</p>	<p>Delivery site options have been explored as far as practicable; however, Covid-19 has undoubtedly impacted any potential additional access to sites out with the SFRS portfolio. Assessments are scheduled and delivered locally by local Training Instructors as near to point of candidate need as practicable.</p>
<p>Action 1.3 Action Owner : William Pollard</p>	<p>Review Breathing Apparatus (BA) Initial Course to consider modularisation and local delivery options.</p>
<p>Closing position statement at September 2020</p>	<p>The review of the Breathing Apparatus (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 Breathing Apparatus (BA) Initial Course on Western Isles, Orkney and Shetland (WIOS) Local Senior Officer area.</p>
<p>Action 1.4 Action Owner : William Pollard</p>	<p>Compile and submit requests to Asset Management for any remaining Breathing Apparatus (BA) equipment needed.</p>
<p>Closing position statement at July 2020</p>	<p>Request for Breathing Apparatus (BA) equipment submitted via Assistance Chief Officer (ACO) Dickie on 3 November 2020. This includes 18 x Thermal Imaging Cameras, 3 x Portable Compartment Fire Behaviour Training (CFBT) Aids (known as 'Dolls Houses'), 2 x Entry Control Boards along other miscellaneous Breathing Apparatus (BA) equipment.</p>
<p>Recommendation 2</p>	<p>The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial Task and Task Management and Breathing Apparatus training courses and review the current timescales allocated for the training.</p>
<p>Position statement at May 2020</p>	<p>The current timescales align to national guidance, and it is unlikely that learning outcomes can be met if there is any reduction in the overall length of the course.</p>
<p>Position in relation to Training Review at May 2020</p>	<p>Whilst the Training Review makes no specific recommendation in this regard, options are proposed which would allow the courses to be modularised, thereby allowing the modules to be delivered across a variety of smaller time slots which, when aggregated, cover the full syllabus as per Recommendation 1 above.</p>
<p>Action 2.1 Action Owner : Scott Kennedy (Lorna Yuill / William Pollard)</p>	<p>No action required. Response to this recommendation is captured within recommendation 1 and subsequent actions 1.1, 1.2, 1.3 and 1.4.</p>
<p>Closing position statement at May 2023</p>	<p>A modular based Task and Task Management (TTM) programme and Modular based Breathing Apparatus (BA) Initial course has now been designed by Training and has been delivered to the on-call Prep Team. This will allow flexibility in delivery model for both courses.</p> <p>Regarding the modulation of the Task and Task Management (TTM) and Initial Breathing Apparatus (BA) Courses for the On Call, the modularisation programmes that Training has provided has been used to support two of the recommendations which have been included in the final On Call Improvement Programme Recommendation Report, these recommendations are for further scoping and exploration as a modularised approach to these two courses. Within the further scoping the programmes that we provided have been suggested as the basis for any local, modularised delivery of these courses. As the majority of the workstreams under the programme were to point of recommendation and not implementation, it will be within the gift of the SLT (Strategic Leadership Team) to decide whether either of these recommendations are progressed any further. The report was presented to the Strategic Leadership Team (SLT) on the 19th of June for their consideration.</p>

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Recommendation 3	The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial Task and Task Management and Breathing Apparatus training courses and review the course content and methods of delivery.
Position statement at May 2020	All course content is aligned to national guidance and the learning outcomes are relevant to the Firefighter role map. Content is regularly reviewed to ensure it continues to reflect best practice.
Position in relation to Training Review at May 2020	In order to deliver on the primary recommendation of the review, which is to de-centralise training and to deliver training as close to the point of need as is practicable, an internal review of the Task and Task Management (TTM) Course content and modularisation has commenced for Retained and Volunteer Duty System (RVDS). In order to relate this to the Her Majesty's Fire Service Inspectorate (HMFSI) recommendation, this review of Task and Task Management (TTM) Course content will be extended to the Retained and Volunteer Duty System (RVDS) Breathing Apparatus (BA) Initial Course with options for improved localised delivery incorporated within this. Similarly, the work undertaken to identify additional Breathing Apparatus (BA) equipment within our Training Centres will be extended to review the needs within local areas. This action supports Recommendation 31 of the Training Review - Additional equipment for local Breathing Apparatus (BA) acquisition training. Where candidate numbers prove viable, the Training Review recommends local delivery of courses wherever practicable.
Action 3.1 Action Owner : Scott Kennedy (Lorna Yuill) / William Pollard	No action required. Response to this recommendation is captured within recommendation 1 and subsequent actions 1.1, 1.2, 1.3 and 1.4.
Closing position statement at May 2023	All course content is aligned to national guidance and the learning outcomes are relevant to the Firefighter role map. Content is regularly reviewed to ensure it continues to reflect best practice.
Recommendation 4	The SFRS should consider the personal impact on new-entrant Retained Duty System (RDS) firefighters attending their initial Task and Task Management and Breathing Apparatus (BA) training courses and review the involvement of Retained Duty System (RDS) firefighters in course design.
Position statement at May 2020	Course design and review is undertaken by a group drawn from a cross-section of stakeholders and led by subject matter experts within the particular field concerned, in order to benchmark and align with national guidance and best practice. Staff views are also captured via consultation with appropriate Representative Bodies.
Position in relation to Training Review at May 2020	A specific recommendation to consider the personal impact on new-entrant Retained Duty System (RDS) firefighters attending their initial Task and Task Management (TTM) and Breathing Apparatus (BA) training courses and review the involvement of RDS firefighters in course design is not covered within The Training Review.
Action 4.1 Action Owner : Lorna Yuill	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.
Closing position statement at May 2021	This action is now complete The Retained and Volunteer Duty System Support Group (RVDSSG) is being created to support the National Retained & Volunteer Leadership Forum (NRVLF) which includes Rural Full Time Post Watch Commanders (RFT WCs) and this will assist with improving Retained and Volunteer Duty System (RVDS) representation within decision making forums relating to recruitment and training. The Training for Operational Competency (TfOC) aspect of this action will continue in action 7.2.

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<p>Action 4.2 Action Owner : Chris Getty</p>	<p>Implementation of a de-centralised business partnering model for training delivery.</p>
<p>Closing position statement at January 2023</p>	<p>All Instructors are now working under the same Terms and Conditions and a review will be undertaken in Quarter 4 2022/23. All courses are now delivered locally at point of need where facilities and capacity allow. A further review is being undertaken with regards to distance learning for some elements of courses which may reduce course duration. The National Instructor Pool Local Senior Officer (NIP LSO) merger will make the process of local risk and local need, including for On Call personnel, more streamlined to influence course design and course delivery. The National Instructor Pool Local Senior Officer (NIP LSO) merger is currently being piloted in the North Service Delivery Area (NSDA) and is due to be rolled out over the coming months in both East and West Service Delivery Areas respectively. This recommendation has been fully considered by the Training Management Team and discussed with Local Senior Officers (LSOs) and Service Delivery Area (SDA) Training Leads. The Training restructure has now concluded in the North and is being progressed in the East SDA though in its initial stages. The Training Vision work will now encompass this recommendation with a view to delivering training as close as possible to the source stations and seek involvement from the On Call Forum on options to upskill and deliver maintenance training at On Call stations, supported by the Function and meet course requirements. There is a movement from annual planning to quarterly planning to allow for LSO areas to identify local needs and incorporate these into a revised delivery program by the Function. This work will now fall within business as usual and therefore this action was considered closed.</p>
<p>Recommendation 5</p>	<p>The SFRS should consider the personal impact on new-entrant Retained Duty System (RDS) firefighters attending their initial Task and Task Management (TTM) and Breathing Apparatus (BA) training courses and review the time taken in some locations to complete the remainder of the Road Traffic Collision Operators' (RTCO) Course where relevant.</p>
<p>Position statement at May 2020</p>	<p>The Road Traffic Collision Operators (RTCO) course is an integral part of the Trainee Firefighter Development process and is normally facilitated locally at a time and venue which is mutually acceptable by the Local Senior Officer Area and the Trainee. The time-taken is often governed by the Trainee's availability to attend.</p>
<p>Position in relation to Training Review at May 2020</p>	<p>The Review recognises the challenge for Retained and Volunteer Duty System (RVDS) staff to attend Task and Task Management (TTM), Breathing Apparatus (BA) and Road Traffic Collision Operator (RTCO) courses within the first year of employment and therefore the Task and Task Management (TTM) course now includes a specific module on Road Traffic Collision (RTC) Safety and Tools familiarisation.</p>
<p>Action 5.1 Action Owner : Rab Middlemiss</p>	<p>Agree process with Local Senior Officers (LSOs) for ensuring that expectations for completing development pathway training are understood and agreed prior to employment and are suitably managed thereafter.</p>
<p>Closing position statement at March 2021</p>	<p>Strategic Business Partner Forum monthly meetings in place to allow Local Senior Officers (LSOs) and their teams to feedback and into the process.</p>
<p>Action 5.2 Action Owner : Geri Thomson</p>	<p>Review RVDS Contract of Employment to ensure that expectations for completing development pathway training are understood and agreed prior to employment.</p>
<p>Closing position statement at May 2021</p>	<p>This action is now complete as Retained and Volunteer Duty System (RVDS) contracts of employment now state the following: -</p> <ul style="list-style-type: none"> • The successful completion of the initial Task and Task Management training course • The successful completion of an initial Breathing Apparatus course, normally within 12 weeks of start date (or in exceptional circumstances a maximum of 24 weeks from start date), as part of the criteria for progression to the Firefighter (Development) status and rate of pay.

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<p>Recommendation 6</p>	<p>The SFRS should consider the personal impact on new-entrant Retained Duty System (RDS) firefighters attending their initial Task and Task Management (TTM) and Breathing Apparatus (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).</p>
<p>Position statement at May 2020.</p>	<p>Training should be delivered in alignment with the set SFRS National Training Standards (NTS). All learning content and lesson plans are standardised and hosted on an electronic platform to ensure version control and that a single, current version of each is being utilised. A programme of reviewing national Task and Task Management (TTM) delivery is in place for 2020/21 Project Plan.</p>
<p>Position in relation to Training Review at May 2020</p>	<p>There is an interdependency with the Service Delivery Model Programme and a recommendation that training should align with local risk profiling, duty pattern and the vehicle / equipment available for use by the crew.</p>
<p>Action 6.1 Action Owner : Stuart Watson</p>	<p>Agree process with Local Senior Officers (LSOs) on the allocation of training modules for each station should be aligned to the station risk profile, vehicle and equipment available.</p>
<p>Closing position statement at May 2023</p>	<p>This element forms part of the scoping of the Service Delivery Model Programme (SDMP). This recommendation has been fully considered by the Training Management Team and discussed with Local Senior Officers and Service Delivery Area Training Leads. The Training restructure has now concluded in the North and is being progressed in the East, though in its initial stages. The Training Vision work will now encompass this recommendation with a view to delivering training as close as possible to the source stations and seek involvement from the On Call Forum on options to upskill and deliver maintenance training at On Call stations, supported by the Function and meet course requirements. There is a movement from annual planning to quarterly planning to allow for Local Senior Officer areas to identify local needs and incorporate these into a revised delivery program by the Function. This work will now fall within the new training vision workstreams that encompass local skills and equipment in local areas and therefore this action should be considered for closure. There is clear evidence that the recommendation has been given due regard and the training vision workstream is now underway for 2023/24. This will be progressed as Business as Usual and reported to Training Continuous Improvement Board.</p>
<p>Action 6.2 Action Owner : Bryan Todd</p>	<p>National Training Standards to be reviewed and a new electronic format introduced.</p>
<p>Closing position statement at January 2023</p>	<p>A total of nine documents have passed through Governance with Incident Command being presented to the Functional Management Team in October 2022. Hazmat is currently under review and Large Animal Rescue has been placed on hold awaiting Policy and Operational Guidance to be published by Operations. A revised due date of February 2023 has been proposed. This timescale allows for the finalisation of Hazmat and the publication of the Policy and Operational Guidance that is required to complete Large Animal Rescue. This action is red as a result of the slip in original timescales. National Training Standards review structure implemented and all documents available on SFRS iHub. All reviewed documents are progressed through Training Safety and Assurance Functional Management Team (TSA FMT) for governance. Regular course review carried out by training leads. Breathing Apparatus (BA) Training discussed bi-monthly at the Breathing Apparatus (BA) Practitioners meeting to ensure compliance with National Training Standards (NTS) and good practice is shared. Course content and delivery is also discussed at the quarterly Training Safety and Assurance (TSA) Management Review Group Meetings.</p>

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<p>Action 6.3 Action Owner : Mark Gallacher</p>	<p>Training notes to support National Training Standards (NTS) to be created where appropriate.</p>
<p>Closing position statement at August 2022</p>	<p>All training notes, lesson plans and associated reference materials are now available via the Training Standards section on Learning Content Management System (LCMS). This promotes consistently across all sites whilst providing potential options for remote learning to reduce personal impact on new entrants.</p>
<p>Action 6.4 Action Owner : Graeme Hay</p>	<p>A Training Quality Assurance process and audit programme to be devised and introduced with good practice shared across the Service.</p>
<p>Closing position statement at March 2020</p>	<p>Training Delivery Assurance Policy and Procedure in place.</p>
<p>Recommendation 7</p>	<p>The SFRS should consider the content and relevance of RDS Training for Operational Competence (TfOC) packages and amend accordingly.</p>
<p>Position statement at May 2020</p>	<p>Currently Training for Operational Competency (TfOC) packages are in place for all roles from Firefighter (Ff) to Flexi Duty Officer (FDO). On a structured rolling basis Retained Duty System (RDS) staff complete all core and standard modules. Advanced modules are allocated to each station based on risk profiling and as determined by the Local Senior Officer (LSO).</p>
<p>Position in relation to Training Review at May 2020</p>	<p>The Training Review recognises that there is currently no difference between the modules utilised for acquisition by developing firefighters and those used for maintaining the skills of experienced staff. It proposes that this difference is recognised, and that "LITE" refresher modules are introduced for maintenance training. It is also proposed that some modules be combined to remove any areas of duplication.</p> <p>Scoping work on appropriate module combination is at a very early stage and discussions with subject leads has begun. A "LITE" module development working group has been set-up which incorporates a cross-section of Directorate and operational on-call members. Development has started on a first pilot "LITE" Trauma module to fully understand the finite details and interdependencies around the 3 key focus areas of information changes for the risk / subject, learning which has been identified as specific to that subject and the need to know requirements of the subject.</p>
<p>Action 7.1 Action Owner : Jamie Thrower</p>	<p>Combination of appropriate sets of modules.</p>
<p>Closing position statement at March 2022</p>	<p>The new SFRS Training for Operational Competence Framework (TfOC) delivers up-to-date risk-based modules and also allows local management teams to remove or add modules due to the risk profile of the station area. This is now complete and an ongoing project. Appropriate modules have been combined to streamline and reduce repetition. Modules are also in the 'maintenance/LITE' format where they are designed as refreshers for competent Firefighters. The original acquisition modules are still available as a resource (particularly for Firefighters in development) in a further reading library. This will continue as the next phases (years 2 and 3) of the new Training for Operational Competence Framework (TfOC) maintenance modules are designed (opportunities for merging modules are part of the design brief).</p>
<p>Action 7.2 Action Owner : Andy Scott</p>	<p>Creation of "LITE" modules for maintenance phase use.</p>
<p>Closing position statement at May 2022</p>	<p>The new SFRS Training for Operational Competence delivers maintenance modules and went live on the 4th April 2022. This action remains green and has now been completed.</p>

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Recommendation 8	The SFRS should consider engagement with Retained Duty System (RDS) staff when developing Training for Operational Competence (TfOC) packages in the future.
Position statement at May 2020	Module design and review is undertaken by a group drawn from a cross-section of stakeholder and led by subject matter experts within the particular field concerned, in order to benchmark and align with national guidance and best practice. Staff views are also captured via consultation with appropriate Representative Bodies.
Position in relation to Training Review at May 2020	A specific recommendation consider engagement with Retained Duty System (RDS) staff when developing Training for Operational Competence (TfOC) packages in the future is not covered within The Training Review.
Action 8.1 Action Owner : Andy Scott (Lorna Yuill)	No action required. Response to this recommendation is captured within recommendation 4 and subsequent actions 4.1 and 4.2.
Closing position statement at May 2023	The Training Function have recently carried out an extensive review into how we train for Operational Competence A revised Training for Operational Competence (TfOC) was introduced in April 2022, service wide and there is an ongoing engagement with on call personnel. Review of Training for Operational Competence (TfOC) will be conducted through 2023/24 to make sure it meets with all Roles. https://ihub.firescotland.gov.uk/training-for-operational-competence .
Recommendation 9	The SFRS should consider the availability and suitability of Information Technology (IT) resources at Retained Duty System (RDS) stations to support training.
Position statement at May 2020	The number of computers at individual stations is limited due, in some cases, to space and the capacity of the broadband connection used in the station. The level of broadband may be limited due to commercial availability of better levels of broadband but also due to cost. Any upgrade to broadband connections to Retained and Volunteer Duty System (RVDS) stations would involve significant investment and ongoing cost. However, the majority of systems used by Retained and Volunteer Duty System (RVDS) staff have been developed to be accessed over the Internet and therefore can be used by staff from home or other work location. ICT are currently in the process of going to tender to replace the existing Wide Area Network (WAN) and will seek to improve broadband capacity at all locations.
Position in relation to Training Review at May 2020	The Training Review mentions these issues, however, makes no direct recommendation in this respect. It is recommended that, wherever possible, E-Systems are interlinked to avoid the need for duplicated or manual data entries where possible.
Action 9.1 Action Owner : Andy Scott	Engage with ICT to explore Single Sign-on functionality
Closing position statement at January 2021	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, Payroll, Finance and Training (PPFT) Project.
Action 9.2 Action Owner : Andy Scott	Explore options for interlinking through the Finance, People & Training Systems Group
Closing position statement at July 2023	Engagement sessions with the People, Payroll, Finance and Training (PPFT) project team have now concluded. Throughout these sessions, the Training Function have had the opportunity to document their functional requirements which will form part of the overall Statement of Requirements (SOR). It is anticipated that there will be several opportunities for the interlinking of E-Systems following the conclusion of this project. The project will move shortly into the procurement phase, with the Training Function continuing to be a key stakeholder.

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<p>Action 9.3 Action Owner : Greg Aitken</p>	<p>Seek to improve broadband capacity at RDS stations in the new Wide Area Network (WAN) contract</p>
<p>Closing position statement at November 2022</p>	<p>Only five sites outstanding now, four of which have delivery dates in the next few weeks and one of which may take a bit longer. This improvement work has been rolled out to all stations, with the work at the last remaining site having now been completed.</p>
<p>Recommendation 10</p>	<p>The SFRS should consider reviewing the method for assessing competence.</p>
<p>Position statement at May 2020</p>	<p>SFRS currently utilise a blended approach to assess competence: utilising electronic assessments to confirm technical knowledge and understanding along with practical skills assessments to measure the application of learning.</p>
<p>Position in relation to Training Review at May 2020</p>	<p>A specific recommendation to review the method for assessing competence is not covered within The Training Review.</p>
<p>Action 10.1 Action Owner : Andy Scott</p>	<p>Explore the potential for the completion of e-learning assessment to automatically update pdrPRO account and establish options for any identified improvements.</p>
<p>Closing position statement at July 2023</p>	<p>This action has been explored and the functionality to update assessment attempts for the Flexi Duty Officer cadre of staff has been achieved. However, this cannot be extended to all uniformed personnel on the PDRPro system at the moment. This requirement has been considered and included within the Statement of Requirements (SOR) of the People, Payroll, Finance and Training (PPFT) project.</p>
<p>Action 10.2 Action Owner : Nicole Mulvey</p>	<p>Review methods of assessing technical competence so as not to rely solely upon electronic assessments and establish options for any identified improvements.</p>
<p>Closing position statement at November 2021</p>	<p>The review is now complete and will progress through Training governance structures for approval.</p>
<p>Recommendation 11</p>	<p>The SFRS should consider the delivery of more practical training for RDS staff with a reduction in theory content.</p>
<p>Position statement at May 2020</p>	<p>SFRS currently utilise a blended approach to assess competence: using electronic assessments to confirm technical knowledge and understanding along with practical skills assessments to measure the application of learning. The use of e-learning modules is designed to provide support for facilitating managers in order to enhance their delivery on subject matters upon which they are less confident.</p>
<p>Position in relation to Training Review at May 2020</p>	<p>The review found a requirement to refocus the attention of supervisory officers responsible for delivering training towards concentrating more upon good, practical watch or station-based training: redressing the balance of a reliance upon e-learning packages which were designed only to be utilised as a supporting mechanism.</p>
<p>Action 11.1 Action Owner : Jamie Thrower</p>	<p>Guidance to be introduced which outlines the expected use of training packages and re-directs focus upon practical application training.</p>
<p>Closing position statement at July 2021</p>	<p>The guidance note "to re-direct focus" has been changed to the Awareness Briefing format and published within the document library of iHub, with a notification added to 'What's New this Month' section of homepage (30-day file). See link in Evidence. A flash message notification also added to pdrPRO accounts of Retained Duty System (RDS) personnel. The Retained and Volunteer Duty System (RVDS) Support Team also emailed an Awareness Briefing to all Retained and Volunteer Duty System (RVDS) personnel. https://ihub.firescotland.gov.uk/download.cfm?doc=docm93ijim4n17963.</p>

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	The new SFRS Training for Operational Competence Framework (TfOC) launched April 2022, as detailed in Recommendation 7, also prescribes a technical and practical syllabus within each training module with a clear focus on and weighting towards the practical training elements to demonstrate competence.
Action 11.2 Action Owner : Nicole Mulvey	Take elements from Method of Instruction (MOI) course to create learning modules accessible to all, including Retained and Volunteer Duty System (RVDS).
Closing position statement at November 2022	MOI (Method of Instruction) Learning modules have been created and will now be made available on the Learning Content Management System (LCMS) system.
Recommendation 12	The SFRS should consider providing Large Goods Vehicle (LGV) driving courses in remote and Island locations to minimise the personal impact to Retained Duty System (RDS) staff.
Position statement at May 2020	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.
Position in relation to Training Review at May 2020	A finance business case to fund the creation of an additional 4 driver trainer posts to be located within Local Senior Officer (LSO) Areas with high numbers of Retained Duty System (RDS) stations was submitted as a recommendation from the Review.
Action 12.1 Action Owner : Andrew Galloway	The SFRS should consider providing Large Goods Vehicle (LGV) driving courses in remote and Island locations to minimise the personal impact to Retained Duty System (RDS) staff.
Closing position statement at November 2022	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. A further update will be provided at the next reporting period. Agreement has been reached via the National Fire Chief's Council Driver Training Advisory Group and the Department for Transport (DfT) to allow a reduced timescale "Scottish island speed training course" be delivered to Island based staff. This involves a reduced course duration of 40 hours to be applied on Island locations, but with restrictions on the currency of the Emergency Response Driving (ERD) qualification being limited to the Island only. Engagement sessions will be held with Island based station management teams, to identify and assess the requirement of staff to utilise the speed exemption associated with an Emergency Response Driving (ERD) qualification (and subsequent Road Safety Act - Section 19 requirements), based on road networks, infrastructure, response times and road safety. The outcome from these engagements sessions and assessments will allow for further discussions to take place and identify additional measures that could be applied to reduce the personal impact on SFRS On Call staff. As can be seen, due consideration was given to this action with island specific training planned. Further engagement with the Department for Transport has taken place throughout May and June 2023, which have led to alternative avenues to explore, to further reduce the impact on mainland Scotland's rural and remote rural On-Call personnel, with SFRS and Scottish Government (ScotGov) legal departments in ongoing discussions to identify a route to achieve this.

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<p>Action 12.2 Action Owner : Andrew Galloway</p>	<p>De-centralisation of business partnering model.</p>
<p>Closing position statement at January 2023</p>	<p>In order to decentralise the business partnering model, an additional driver training instructor position has been secured in the North Service Delivery Area as part of the pilot "Rural Full Time Post Crew Commander Driving Instructor" position. Interviews are taking place in October 2022 to secure the new member of staff. This position will service the North Service Delivery Area only and will provide further capacity to rural and remote rural locations. Additional work is being undertaken to restructure the North driver training team with a view to providing a more efficient and effective means of managing the demands of the North and driver pathway.</p> <p>This action had previously been deferred. It is now in progress with a revised due date when it is expected that all roles will be in place to allow full decentralisation of the business partnering model.</p> <p>The Rural Full Time Post Crew Commander Driving Instructor position has now been filled and the additional driving instructor in North Service Delivery Areas (NSDA) has been secured. Additionally, a further Driver & Vehicle Standards Agency (DVSA) Delegate Examiner position has been secured and will allow for additional capacity to be achieved in the assessment of new drivers.</p> <p>The restructure of the North Service delivery Area (NSDA) Driver Training management team is nearing completion and will see an additional Watch Commander (WC) supplement the existing Watch Commander (WC) to reduce timescales of North Service Delivery Area (NSDA) driving pathway candidates in completing courses.</p>
<p>Recommendation 13</p>	<p>Using third party providers to deliver Large Goods Vehicle (LGV) training</p>
<p>Position statement at May 2020</p>	<p>Following on from some analysis done between April and September 2018 with regards to Driver Shortages within SFRS, a Business Case was prepared for £200K to outsource the Category C part of the Driver Training Pathway. This had previously been done in several legacy Fire and Rescue Services, prior to reform.</p> <p>This business case was successful, and bids were considered by our User Intelligence Group (UIG) against criteria set using Procurement Matrix. Following further correspondence and a meeting of the User Intelligence Group, it was decided that neither bid was suitable nor met the Services needs as outlined in the Business Case.</p> <p>A finance business case to fund the creation of an additional 4 driver trainer post, to be located within LSO Areas with high numbers of Retained Duty System (RDS) stations was submitted and approved by Strategic Leadership Team (SLT) in April 2020.</p>
<p>Position in relation to Training Review at May 2020</p>	<p>A specific recommendation to use third party providers to deliver Large Goods Vehicle (LGV) training is not included within The Training Review. This position is to be continued until appointment and implementation of 4 additional Driving Instructors.</p>
<p>Action 13.1 Action Owner : Andrew Galloway</p>	<p>No action required. Response to this recommendation is captured within recommendation 12 and subsequent actions 12.1 and 12.2.</p>
<p>Closing position statement at May 2023</p>	<p>The use of third-party organisations to deliver Category C training has been discussed at length, with the overarching concern around the standard of training and success rates of candidate attaining the license entitlement. Significant work has been undertaken to establish the shortfall of Category C drivers against the Target Operating Model (TOM) and plans are in development to address the areas of highest concern over the training year 2023/24. This is particularly prevalent in the North Service Delivery Area (NSDA), with Western Isles, Orkney and Shetland (WIOS) Local Senior Officer (LSO) the most in need and where the focus of the evaluation has been spent.</p>

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Recommendation 14	Delivering Emergency Fire Appliance Driving (EFAD) training courses on remote Islands to reflect topography and risk
Position statement at May 2020	SFRS Driver Training currently considering this, however challenging impact of legislation that is due to come into place in September 2020, is being considered as part of this review. Assistant Chief Officer (ACO) Paul Stewart National Fire Chiefs Council (NFCC) lead for Driver Training is looking into a possible work round for this using Scottish Legislation and an Island Impact Assessment to overcome this challenge.
Position in relation to Training Review at May 2020	A specific recommendation to consider delivering EFAD training courses on remote Islands to reflect topography and risk is not included within The Training Review.
Action 14.1 Action Owner : Andrew Galloway	No action required. Response to this recommendation is captured within recommendation 12 and subsequent actions 12.1 and 12.2.
Closing position statement at May 2023	This action has been completed in full, with a “Scottish Island Speed Training Course” having been negotiated and agreed by the Department for Transport and SFRS. This now allows for a risk-based approach to be taken on all Scottish Islands, in the delivery of Emergency Response Driver (ERD) training. This agreement is included in the upcoming Road Safety act 2006 – Section 19 regulation.
Recommendation 15	High Reach Appliance Training: Ensure RDS firefighters are able to maintain both their core skills and high reach operational competence.
Position statement at May 2020	Currently we have two stations where the high reach appliances are crewed by Retained Duty System (RDS) staff, Johnstone Community Fire Station, and Oban Community Fire Station. In this respect the competence required are the same as Wholetime personnel. The balance between core skills and high reach competencies is managed within Local Senior Officer (LSO) Areas.
Position in relation to Training Review at May 2020	A specific recommendation to ensure Retained Duty System (RDS) firefighters are able to maintain both their core skills and high reach operational competence is not within the Training Review.
Action 15.1 Action Owner : Andrew Galloway	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 Local Senior Officer (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.
Closing position statement at February 2022	This action is progressing towards completion. A review of the current modular High Reach training programme is currently underway with a closing date of December 2022. A full update will be provided on the outcomes to establish areas that can be adapted to reduce the impact on Retained Duty System (RDS) High Reach operators. This action had previously been deferred. A full review of the current modular High Reach training programme has been carried out. The outcome from this review has identified that no further efficiencies can be built into the training than have already been applied. The rationale behind this decision, through consultation with all High reach operators across all duty systems, determined that increasing the timeframe between lesson and learning would see a significant skill decay and requirement for further training. The course itself was developed specifically to address the Retained Duty System (RDS) cadre of High reach operators to provide maximum flexibility essential to aid the efficient and cost-effective delivery of all Aerial Operator courses.

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Recommendation 16	High Reach Appliance Training: Consider crewing the high reach appliance with members of staff using a different crewing model.
Position statement at May 2020	<p>SFRS currently has two high reach appliances which are crewed by Retained Duty System (RDS) staff at Johnstone and Oban. Both vehicles are currently dedicated Aerial Ladder Platforms crewed by two Retained Duty System (RDS) High Reach Operators, one driver and one incident commander. Both stations have one wholetime crewed pump and one RDS crewed pump.</p> <p>The SFRS Service Delivery Model Programme's Station and Appliances Review Project seeks to create an efficient and effective alignment between appliance distribution and local community risks. The associated Demand Based Duty Systems (DBDS) Project considers how to efficiently and effectively align crew rostering with the local incident demand profile and activity levels.</p> <p>This issue was raised and reviewed as part of the 2017 Review of High Reach Appliance (HRA) Provision in the SFRS, it was decided that both appliances would remain in current status, due to reliability of other High Reach Appliances (HRAs) and the dedicated effort already invested by the retained staff to maintain this capability. The review of specialist appliance disposition and crewing arrangements forms part of the on-going Service Delivery Model Programme (SDMP).</p>
Position in relation to Training Review at May 2020	A specific recommendation to consider crewing the high reach appliance with members of staff using a different crewing model is not included within The Training Review.
<p style="text-align: right;">Action 16.1 Action Owner : Andrew Girrity</p>	Service Delivery Model Programme's (SDMP's) Station and Appliances Review (SAR) Project and the associated Demand Based Duty Systems (DBDS) 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.
Closing position statement at May 2023	<p>This item was deferred as it is dependent on workstreams contained within, and informed by outputs from, the Service Delivery Model Programme (SDMP) including community risk relating to height response modelling simulations. Decisions regarding any changes to the High Reach Appliance disposition, and crewing arrangements, will reside with the Operations Function, not Service Delivery Model Programme (SDMP).</p> <p>It was determined that this item should be moved to Business as Usual. There is evidence that the action and the related HMFSI recommendation have been fully considered. This action may be informed by outputs from the Service Delivery Model Programme, however, decisions regarding changes will reside with the Operations Function. Progress will continue to be monitored and reported through agreed governance routes and this work will continue as business as usual/as part of an existing project or workplan.</p>
Recommendation 17	The SFRS should consider providing initial Incident Command Level 1 (ICL1) command courses for RDS staff with IC responsibilities.
Position statement at May 2020	<p>The Incident Command Level (ICL) pathway is the same regardless of duty system (Wholetime or Retained and Volunteer Duty System). Currently due to the size of the backlog with Incident Command Level 1 training, Wholetime employees are prioritised for this course.</p> <p>All Wholetime and Retained Duty System (RDS) must complete a "ticket to ride" assessment every 2 years, unless they attend an Incident Command Level 1 (ICL1) Course where, on completion of this, it would give a 3-year currency.</p> <p>The Incident Command Team have developed a modularised version of the Incident Command Level 1 (ICL1) course, which would be run by Local Senior Officer (LSO) area-based Trainers with the Incident Command Team then quality assuring this process.</p> <p>Consultation with Local Senior Officer (LSO) areas is being undertaken on a modular version of this course.</p>

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Position in relation to Training Review at May 2020	This is incorporated within Recommendation 40 of The Training Review where currently the dedicated incident management instructional team is based at National Training Centre (NTC). Given the improved regional training resources made available through SFRS Capital investment and, the level of requirement for Incident Command Level 1 (ICL1) development, it is recommended that additional dedicated incident management instructors be sourced in order to provide an opportunity for additional courses to be delivered across all three Service Delivery Areas (SDAs). The proposed modular course listed above would be also assist with the Incident Command Level 1 (ICL1) backlog.
Action 17.1 Action Owner : Stuart Watson	Modularised version of the Incident Command Level 1 (ICL1) course to be reviewed by Training Function and Local Senior Officer (LSO) areas with implementation based on findings.
Closing position statement at August 2021	Following the recent successful pilot course that was delivered in Western Isles, Orkney and Shetland (WIOS), this recommendation and subsequent action is deemed to be 100% complete. It should be noted, however, that further Local Senior Officer (LSO) areas will be identified and asked to facilitate more courses based upon local requirements which will allow for future local adjustments and recommended changes to the course.
Recommendation 18	Provide alternative venues and delivery methods for the initial Incident Command Level 1 (ICL1) command course
Position statement at May 2020	Incident Command Level 1 (ICL1) Courses are currently being run at venues across SFRS – National Training Centre (NTC) Newbridge, Perth, Portlethen and Dumfries. Modular Incident Command Level 1 (ICL1) course being developed and currently under review as detailed in Recommendation 17 with more local delivery options from this. This proposed modular course can also be run across the 5 Watch Duty System 7-week cycle, with the training and assessment being done on Station by Local Senior Officer (LSO) Area Trainers with Quality Assurance being undertaken by Incident Command Team.
Position in relation to Training Review at May 2020	This is incorporated within Recommendation 40 of The Training Review where currently the dedicated incident management instructional team is based at National Training Centre (NTC). Given the improved regional training resources made available through SFRS Capital investment and, the level of requirement for Incident Command Level 1 (ICL1) development, it is recommended that additional dedicated incident management instructors be sourced in order to provide an opportunity for additional courses to be delivered across all three Service Delivery Areas (SDAs).
Action 18.1 Action Owner : Stuart Watson	No action required. Response to this recommendation is captured within recommendation 17 and subsequent action 17.1.
Closing position statement at May 2023	Incident Command Level 1 (ICL1) Courses are currently being run at venues across SFRS – National Training Centre (NTC) Newbridge, Perth, Portlethen and Dumfries. Modular Incident Command Level 1 (ICL1) course being developed and currently under review as detailed in Recommendation 17 with more local delivery options from this. This proposed modular course can also be run across the 5 Watch Duty System 7-week cycle, with the training and assessment being done on Station by Local Senior Officer (LSO) Area Trainers with Quality Assurance being undertaken by Incident Command Team.
Recommendation 19	Develop a quality assurance process for the delivery of Incident Command Assessment (ICA) and Incident Command Level 1 (ICL1) courses.

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Position statement at May 2020	This process is already in place for Incident Command Level 1 (ICL1) Courses where National Training Centre (NTC) Incident Command Instructors (ICI) regularly attend Courses being run at all venues where this is delivered to facilitate quality assurance of training delivery.
Position in relation to Training Review at May 2020	A specific recommendation to develop a quality assurance process for the delivery of Incident Command Assessment (ICA) and Incident Command Level 1 (ICL1) courses is not included within The Training Review.
Action 19.1 Action Owner : Stephen McCurry	Extend Quality Assurance process to incorporate ICA Course training delivery.
Closing position statement at August 2020	Training Delivery Assurance Policy and Procedure in place.
Recommendation 20	The SFRS should review the current arrangements across the Service for Retained Duty System (RDS) training support and the standard of training being delivered, and where relevant, share good practice.
Position statement at May 2020	A network of Training Instructors is deployed within Local Senior Officer (LSO) Area teams with a reference to support Retained and Volunteer Duty System (RVDS) training. The introduction of Retained and Volunteer Support Watch Commanders has assisted in providing an element of additional support. The Service delivery Model Programme (SDMP) contains a specific Retained and Volunteer Duty System (RVDS) Strategy Project which will also consider wider supporting mechanisms.
Position in relation to Training Review at May 2020	Not covered specifically within The Training Review, however, de-centralisation of the business partnering model should assist with support for Retained and Volunteer Duty System (RVDS) training.
Action 20.1 Action Owner : Graeme Hay	A Training Quality Assurance process and audit programme to be devised and introduced with good practice shared across the Service.
Closing position statement at August 2020	Training Delivery Assurance Policy and Procedure in place.
Recommendation 21	Consider introducing optional Retained Duty System (RDS) manager seminars across the Service to enhance the opportunities for networking, practical training and learning (though we acknowledge the issues raised in this report about the demands on Retained Duty System (RDS) staff to attend training events).
Position statement at May 2020	Evidence of such approaches exist within LSO Areas across the SFRS, however it is acknowledged this is neither universal nor standardised.
Position in relation to Training Review at May 2020	A specific recommendation to introducing optional RDS manager seminars across the Service to enhance the opportunities for networking, practical training and learning is not included within The Training Review.
Action 21.1 Action Owner : Gavin Hammond	Service Delivery Model Programme (SDMP) - Retained and Volunteer Duty System (RVDS) Project members to consider cost benefit analysis of a wider introduction of seminars across the Service.
Closing position statement at January 2023	Learning and Skills Development are due to present an update with options and recommendations for On Call Development Pathways to the National On Call Leadership Forum in November 2022 which will include taught and self-learning, both of which are to be accessible virtually/remotely. Final recommendations to be presented following feedback and further stakeholder engagement. Building on good practice employed and lessons learnt during Covid-19 in terms of On Call engagement, management seminars, networking and training, the Service "digital first" approaches, the introduction of On Call development pathways, the roll out of interactive smart screens across the On Call estate and with the Training vision work which will

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	<p>continue to explore the delivery of training as close as possible to the source stations to upskill and deliver maintenance training at On Call stations.</p> <p>This will continue to embed and improve Local Senior Officer (LSO) area's ability to identify local needs and delivery supported by the Training Safety and Assurance (TSA) re-structure. This work will continue to be explored under TSA business as usual, supported by the National On Call Leadership Forum. As such this action is considered to be complete.</p>
Recommendation 22	Utilise the exit interview process with Retained Duty System (RDS) staff to better understand their reasons for leaving in order to implement improvements to the Retained Duty System (RDS) training environment.
Position statement at May 2020	The leavers process facilitated by People an Organisational Development (POD) Admin enables the collation and analysis of reasons for leaving the Service through an Exit Questionnaire and (optional) Exit interview.
Position in relation to Training Review at May 2020	A specific recommendation to utilise the exit interview process with Retained Duty System (RDS) staff to better understand their reasons for leaving in order to implement improvements to the Retained Duty System (RDS) training environment is not included within The Training Review.
<p>Action 22.1 Action Owner : Mary Corry</p>	Analysis of the collective reasons for leaving the SFRS and the production of a supporting action plan.
Closing position statement at August 2020	Exit Interviews Policy and Procedure in place.
<p>Action 22.2 Action Owner : Mary Corry</p>	Implementation of Action Plan to deliver identified improvements.
Closing position statement at August 2020	Training Delivery Assurance Policy and Procedure in place.