



Resident Experience Board  
02 February 2017

## SFRS Training and Development

**Purpose of the report:** Scrutiny of Services and Budgets

This paper provides an overview of SFRS Training Strategy.

### Introduction:

1. As the traditional role of fire and rescue continues to change and we diversify our service delivery, there is more reliance on training and ensuring staff can demonstrate their competence to do their jobs. This will ensure that firefighters stay safe and work effectively.
2. The vision laid out in the [Public Safety Plan](#) (PSP) relies on a commitment to adapting, improving, updating and rationalising our training through shared common ethos and approach. Our focus must ensure that all Surrey Fire and Rescue (SFRS) staff (including Blue Light partners where appropriate) acquire the necessary knowledge, and maintain their skills and experience in order for them to carry out the full range of duties required of their role.
3. This will be achieved through a culture of continuous improvement and a receptive approach to change. Modern learning techniques will be implemented as a result of rigorous analysis and the application of an auditable development process.
4. Surrey Fire and Rescue Service (SFRS) is seeking to optimise the efficiency of education and training, maximise opportunities for blending and seek future opportunities collaboration with other services.

### Training and Development Strategy

5. SFRS Training strategy has been developed against a backdrop of a rapidly changing operational environment. For SFRS to deliver an

effective service to our communities, it is of fundamental importance that it fulfils the following.

- The legal duties and responsibilities of the service under the Fire and Rescue Services Act 2004, the Health and Safety at Work Act 1974, Management of Health and Safety at Work Regulations 1999, Civil Contingency Act 2004 and other relevant legislation.
- The Fire and Rescue Service National Framework, the Fire and Rescue Service Equality and Diversity Strategy and relevant national guidance issued by the Chief Fire and Rescue Advisory Unit, the Chief Fire Officers Association and others.

6. The Training Strategy has the following aims:

- To achieve a structured and systematic approach to training where SFRS is able to describe the skills/capabilities/behavior's required of its people and updating these in anticipation of changing requirements.
- To improve the delivery of the PSP by ensuring people have the skills, capabilities and understand the required behaviours to perform effectively in their roles and are motivated to deliver the key outcomes for the organisation.
- To create a learning culture by putting in place a range of supporting approaches to training, tools and processes which will be systematically deployed and regularly reviewed.
- To increase access to quality, cost effective training opportunities.
- To adopt suitable externally benchmarked standards and to systematically review progress towards excellence in the training of all employees, regularly evaluating the resulting impacts in the workplace.
- To support the execution of business plans by ensuring people have the knowledge and skills to perform effectively in their roles and are motivated to deliver all the outcomes required by our customers.
- To be able to quantify the current and future staff capability of the organisation, so we are well-placed to assess the viability of new demands and pressures at the earliest stage.

7. The aim of the Strategy is to keep training provision within SFRS appropriate to organisational needs in a changing and diverse organisation. SFRS is committed to continually strive for excellence in the development of the capability (knowledge, skills and attitudes) of our people.
8. SFRS will:
  - Learn from global best practice to achieve safety and excellence in everything we do.
  - Value and acknowledge our people and their contribution to supporting communities and delivering the organisational changes needed to develop our service.
  - Recruit and retain a high-quality, well-motivated workforce through appropriate development of our people at all levels.
  - Regularly and systemically review our approach, balancing the need to equip people to deliver current organisational goals with suitable opportunities for career growth.
  - Offer our people the widest possible range of learning experiences, making appropriate use of innovative technology and methods.
  - Monitor that our training programmes are designed to account for a full range of learning styles.
9. A fundamental requirement of our successful Training Strategy is the proactive engagement and consultation with our staff and representative bodies which enables us to understand and identify their training needs and concerns, to provide the support needed to achieve organisational objectives.
10. Training is an individual taking responsibility to achieve competence in their role. Every individual is required to take ownership for their learning and development and adhere to appropriate policies and procedures.
11. It is important that we develop and encourage a culture of valuing training within SFRS. A shared vision of our Strategy results in greater commitment to its implementation. It is only through this that we can properly develop and up-skill our people so that they feel empowered to have the confidence in themselves to take responsibility, make decisions and apply discretion.
12. We define “Training and Development” to cover both individual and organisational learning, this includes.

- The learning gained from formal training courses and programs.
  - E-learning/distance learning/personal study.
  - Learning support such as mentoring and coaching.
  - Experiential learning – for example through projects, action learning and job experiences.
13. Within SFRS there are common issues that will drive increased training requirements and opportunities for the future. There are:
- **Changing workforce demographics:** Ageing workforce, and shifting roles, in particular the ability for fire fighters to transition into management roles within a technical environment.
  - **Increased regulation:** Need to prioritise safety and the specific regulatory training needs leading from this.
  - **Technology influence:** Technology driving new training requirements as the service looks to leverage new technologies for increased efficiency, reliability and realism.
  - **Infrastructure development:** The need to modernise, update, maintain or build new facilities and infrastructure.
  - **Training Planning:** A revised approach to training planning should ensure more effective use of resources and an improvement to service delivery.
  - **Value for Money:** An ongoing desire to ensure improved value for money from our training delivery requirements, including opportunities for selective outsourcing where appropriate.
14. SFRS is committed to a holistic approach to the career management of its staff and their associated training and development needs. This is particularly true in areas of the service with a requirement to plan the workforce to meet the demands of technically demanding roles.
15. Workforce and training delivery planning ensures that, the right people are trained with the correct skills necessary to deliver business and operational requirements (the right people, in the right place at the right time with right skills and attributes to achieve our organisational objectives). That they meet all regulatory and legal standards and their skills are available when required.
16. To enable the service to go forward and meet the challenges of the future we have recognised that there is a requirement for a programme of training transformation involving a number of key enablers which have been considered. These are highlighted in the table below:

## Five Key Enablers to Training Transformation

Key Theme	Description	Organisation benefits
<b>Workforce Planning</b>	Analysis of future skills requirements and organisational skills gaps, with recommendations as to how to close that gap	Mitigation of future skill shortages
<b>Training Lifecycle Management</b>	Management of the training cycle to enable delivery of skills assurance across the entire workforce	Reduced training management overhead
<b>Training Delivery</b>	Delivery (self-delivery or management of third parties) of training, utilising multiple methods, media and resources to deliver skills assurance	Risk transfer on availability of appropriately skilled staff Cost effective training
<b>Measurement and Reporting</b>	Continuous improvement recommendations based on the analysis of contract performance, measured against clear key performance indicators (KPI) and return on investment.(ROI) requirements	Insight to drive strategic decision making Quantifiable metrics to measure performance
<b>Strategic Management</b>	Over-arching business support to organisation and contracts	Access to strategic partners, IT platforms, facilities and standardised policy

### Management of Training System

17. The Management of Training System (MTS) directly supports the SFRS Training Strategy and provides the overall policy and guidance. This ensures that our training achieves the required outcomes and provides effective, efficient and economic solutions to meet organisational needs and the requirements of having a well-trained and competent workforce.
18. The aim of the MTS is to provide a governance framework for determining SFRS training requirements, identifying optimal training solutions to meet those requirements and delivering those training requirements.
19. The SFRS MTS provides a System Approach to Training (SAT) methodology to ensure that training needs are appropriately identified from the outset, defined through analysis, designed, delivered and evaluated through an iterative and interactive series of steps.

**Conclusions:**

20. Benefits of the implementation of the SFRS Management Training System

- Training is managed "through life" and more risk/resource aware
- Improved visibility of the relationship between training and operations
- Training risks easier to manage
- Improved stakeholder management
- Greater control of training costs
- Increased effectiveness and efficiency of training
- Improved evidence for career development
- Improved audit trail of evidence in the event of an incident/enquiry

**Recommendations:**

That the Resident Experience Board notes the report.

**Next steps:**

Identify future actions and dates.

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